



2026-31 HCC RNI Project

Attachment 3.1

Regulatory stakeholder engagement approach

16 May 2025

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Abbreviations and definitions

Term	Definition
Approach	Regulatory Stakeholder Engagement Approach
AER	Australian Energy Regulator
CAM	Cost allocation Methodology
CESS	Capital Expenditure Sharing Scheme
CT	Consumer Trustee
DSP	Determined Service Payments
EII Act	<i>Electricity Infrastructure Investment Act 2020</i>
EnergyCo	Energy Corporation of NSW
HCC REZ Reg panel	Hunter-Central Coast Renewable Energy Zone Regulatory panel
HCC RNI	HCC REZ Network Infrastructure Project
HTP	Hunter Transmission Project
IAP2	International Association of Public Participation
MCC	Maximum Capital Cost
Roadmap	NSW Government Infrastructure Act Roadmap
RIN	Regulatory Information Notice
RSEA	Regulatory Stakeholder Engagement Approach
PTRM	Post-Tax Revenue Model
ToR	Terms of Reference

1 Introduction

1.1 Purpose

In December 2024, Ausgrid was announced as the preferred network operator to deliver the Hunter-Central Coast Renewable Energy Zone Network Infrastructure (**HCC RNI**). The HCC RNI is central to the NSW Government's Electricity Infrastructure Roadmap, ensuring the renewable potential of the Hunter-Central Coast can be harnessed to deliver a reliable and sustainable energy supply for the region.

This Regulatory Stakeholder Engagement Approach (**RSEA or Approach**) has been prepared to support Ausgrid's main Revenue Proposal document for HCC RNI and outlines our regulatory stakeholder engagement throughout the preparation of our Revenue Proposal. This document:

- identifies our objectives and approach to engaging with stakeholders.
- identifies key stakeholders with an interest in the Revenue Proposal.
- highlights primary stakeholder issues and concerns.
- outlines the tools and techniques we've used to engage with stakeholders.
- details a high-level program of communication and engagement activities, in alignment with key project milestones.
- details the governance structure for implementing communication and engagement activities, including team roles and responsibilities.

1.2 Timeline

Ausgrid's HCC RNI Revenue Proposal is subject to the *Electricity Infrastructure Investment Act 2020 (EII Act)* Regulatory Framework. Table 1 highlights the key dates the proposal process.

Table 1: HCC RNI Revenue Proposal key dates

Date	Milestone
2024	
17 December	Ausgrid and the Energy Corporation of NSW (EnergyCo) sign a Commitment Deed to deliver the project
2025	
17 April	Consumer Trustee (CT) authorisation
16 May	Revenue Proposal submitted to the AER
23 May	AER publish Revenue Proposal on their website
16 June	Revenue Proposal consultation closes
4 August	AER preliminary position paper published
1 September	Consultation on preliminary position paper closes
12 November	AER final decision

2 Engagement approach

2.1 Best practice frameworks

Our engagement approach aligns with the International Association of Public Participation's (IAP2) Public Participation Spectrum shown in Table 2. The IAP2 spectrum provides a guiding framework for engaging the public, endorsed by Ausgrid as the best-practice approach to community and stakeholder engagement. The IAP2 guidelines and practices adhere to open, transparent and inclusive engagement processes and help to define the public's role in any consultation process. The spectrum is widely used and well recognised as a guideline for formulating engagement tools and activities.

In addition to the IAP2 spectrum, our engagement approach is guided by the AER's Better Resets Handbook, which sets out the AER's expectations of how network businesses should engage with consumers and how outcomes of that engagement should be reflected in proposals. These expectations are principles-based and cover the nature, breadth and depth of engagement as well as the evidenced impact.

Table 2: IAP2 public participation spectrum

Inform	Consult	Involve	Collaborate	Empower
Our participation goals				
Provide balanced and objective information to assist understanding of the problem, opportunities and solutions.	Obtain feedback on analysis, alternatives and decisions.	Work directly with stakeholders to ensure their aspirations are understood and considered.	Partner with stakeholders in relevant aspects of the decision- making process, including development of alternatives and identification of the preferred solution.	Place final decision-making in the hands of stakeholder.
Our promise for HCC RNI				
Regulatory stakeholders will be informed of project: <ul style="list-style-type: none"> • Scope • Benefits • Progress • Non-negotiable elements, clearly explaining why these elements are set • Project decision making process. 	Regulatory stakeholder feedback will be sought to inform the negotiable elements of the Project throughout Revenue Proposal preparation. <p>Stakeholders will be updated about how their feedback has been considered in the Project's development.</p>	We will invite feedback throughout Revenue Proposal preparation.	Collaboration with key stakeholders to identify solutions for some key aspects of the Project. A Hunter-Central Coast REZ Regulatory panel (HCC REZ Reg panel) will be established to represent informed interests of our community stakeholders and provide feedback on such matters as risk allocation and social licensing.	Applies to our internal project team and government - body decision makers.

2.2 Engagement objectives

The overarching objective of this Regulatory Stakeholder Engagement Approach is to establish an engagement framework and process that aligns with the engagement principles of the AER's Better

Resets Handbook and supports our HCC RNI Revenue Proposal. The specific objectives of this Approach are to identify and understand stakeholder concerns and preferences for the HCC RNI Revenue Proposal and ensure they are considered and addressed within the proposal.

2.3 Engagement principles

The following principles will guide our approach for communicating and engaging with stakeholders in the preparation of the HCC RNI Revenue Proposal:

- **Pro-active** – we will engage early and often, ensuring time for feedback to be considered and integrated into the project and decision-making processes.
- **Transparent** - we will engage openly, honestly and transparently and we will demonstrate how we have considered stakeholder feedback, the decisions we make and why.
- **Ambitious** – we will strive to set goals which reflect the interests of all stakeholders, in a way that maximises engagement and project outcomes.
- **Open-minded** – we will be receptive to feedback from our stakeholders, with the goal of maximising project outcomes for our consumers.

3 Regulatory stakeholder analysis

3.1 Stakeholder identification

Key regulatory stakeholders and their estimated level of interest and influence in the HCC RNI Revenue Proposal are outlined in Table 3. We have identified our participation goals for each stakeholder group, with reference to the IAP2's Spectrum. We will ensure ongoing stakeholder collaboration and consultation to ensure our level of engagement meets their interests, expectations and needs.

The AER, Consumer Trustee, EnergyCo and the HCC REZ Reg panel were identified as having both medium to high levels of interest and influence in the outcome of the HCC RNI Revenue Proposal. We have informed, consulted and involved these key stakeholders throughout the preparation of the Revenue Proposal.

Table 3: Key stakeholders for HCC RNI

Stakeholder	Level of Interest	Level of Influence	Interests & Needs	Public participation goal
EnergyCo	High	High	<ul style="list-style-type: none"> • Compliance with legislation and requirements • Community and stakeholder consultation • Cumulative impacts • Environment impacts • Measures to avoid, minimise and manage impacts and enhance community benefits 	Inform, consult and involve
Regulators (AER and AEMO Services)	High	High	<ul style="list-style-type: none"> • Compliance with regulatory frameworks • Value for money investment • National Electricity Market operations 	Inform, consult and involve, empower

Stakeholder	Level of Interest	Level of Influence	Interests & Needs	Public participation goal
HCC REZ Reg panel	High	Med	<ul style="list-style-type: none"> Compliance with regulatory frameworks Value for money investment Community and stakeholder consultation Cumulative impacts Measures to avoid, minimise and manage impacts and enhance community benefits 	Inform, consult, involve, collaborate
Federal Government	Med	Med	<ul style="list-style-type: none"> Compliance with legislation and requirements Community and stakeholder consultation Cumulative impacts Environment impacts 	Inform and consult
State Government	Med	Med	<ul style="list-style-type: none"> Compliance with legislation and requirements Community and stakeholder consultation Cumulative impacts Environment impacts Measures to avoid, minimise and manage impacts and enhance community benefits 	Inform and consult
Elected representatives	Med	Low	<ul style="list-style-type: none"> Transition to renewable energy generation Compliance with legislation and requirements Community and stakeholder consultation 	Inform and consult
Local Government	Med	Low	<ul style="list-style-type: none"> Local jobs Economic and social opportunities Cumulative impacts Impact on local services including roads Environment impacts Project planning input 	Inform
First Nations people	Med	Low	<ul style="list-style-type: none"> Understanding project and benefits Potential impact to sea country and song lines Cumulative impacts Ongoing Traditional Owner participation Native Title 	Inform and consult

Stakeholder	Level of Interest	Level of Influence	Interests & Needs	Public participation goal
			<ul style="list-style-type: none"> • Opportunities for indigenous employment • Business opportunities • Managing social and environmental impacts 	
Community and consumer groups	Med	Low	<ul style="list-style-type: none"> • Community benefits program • Managing social, economic and environment impacts • Cumulative impacts • Opportunities to provide input into project and how this feedback will be considered • Community involvement in the project • Energy security/pricing 	Inform and consult

3.2 Key areas of interest

Throughout our engagement, regulatory stakeholders have communicated several areas of interest relating to the HCC RNI Revenue Proposal. These issues are summaries in Table 4 below, along with relevant stakeholder groups.

Table 4: Key stakeholder issues and risks

Topic of interest	Stakeholder groups
Project justification and need	<ul style="list-style-type: none"> • HCC REZ Reg panel • Community and consumer groups • First Nations people
Risk allocation	<ul style="list-style-type: none"> • EnergyCo • HCC REZ Reg panel • Community and consumer groups • First Nations people
Capex contingency	<ul style="list-style-type: none"> • Regulators • EnergyCo • HCC REZ Reg panel
Regulatory framework	<ul style="list-style-type: none"> • State government • Regulators • HCC REZ Reg panel
Cost planning and commercial framework	<ul style="list-style-type: none"> • State government • Regulators • HCC REZ Reg panel
Consultation and engagement	<ul style="list-style-type: none"> • Regulators

Topic of interest	Stakeholder groups
	<ul style="list-style-type: none"> HCC REZ Reg panel Community and consumer groups First Nations people
Procurement through local industry	<ul style="list-style-type: none"> HCC REZ Reg panel Community and consumer groups First Nations people

4 Communication and engagement tools

4.1 Summary of communication and engagement tools

Throughout the preparation of the Revenue Proposal, we have utilised a range of tools to communicate and engage with stakeholders, shown in Table 5. Regular consultation and collaboration with the HCC REZ Reg panel and the AER have been key elements of this approach. This is supported by stakeholder briefings and meetings as well as the sharing of information through several different channels. We have monitored and reviewed the adequacy, frequency and effectiveness of these tools and adjusted accordingly over this pre-lodgement period.

Table 5: Communication and engagement tools

Communication and engagement tools	Description
HCC REZ Reg panel meetings	Regular collaborative meetings with the panel to provide updates and discuss key points of interest and opportunities for the HCC RNI Revenue Proposal. The format and content of the meetings were decided in collaboration with the panel, in alignment with our HCC REZ Reg panel engagement strategy in the Terms of Reference (ToR).
Site Visit	A tour of the proposed HCC RNI project area was conducted for our HCC REZ Reg panel to maximise consultative and collaborative outcomes and provide an opportunity for our panel to raise issues which may not have been sufficiently captured during our panel meetings. The tour included stops at the two locations of our new switching stations, our existing Muswellbrook and Kurri transmission substations where augmentation work will occur, as well as key points along the transmission corridor. In addition to the panel members, the AER's appointed Consumer Challenge Panel member attended the site visit.
Stakeholder briefings and meetings	Briefings and meetings with key stakeholders such as EnergyCo, Consumer Trustee and AER, to provide updates and seek input on key issues.
Correspondence	Email and written correspondence such as meeting notes, meeting recordings and provision of requested information, where appropriate. This correspondence was used to keep a record of engagement as well as a way to record key issues and outcomes resulting from stakeholder meetings, briefings and other communications.
Media	Pre-prepared release and holding statements on key issues/ opportunities to promote project progress and support timely management of any arising issues.
Website	Updates on the Ausgrid website were used to reflect the latest news and developments for the HCC RNI project.

4.2 Hunter-Central Coast REZ Regulatory panel (HCC REZ Reg panel)

The HCC REZ Reg panel provides a forum for Ausgrid to obtain a customer's perspective in the development of Ausgrid's HCC RNI Revenue Proposal. The panel focussed on specific aspects of Ausgrid's regulatory submission, with the understanding that the scope of this panel is constrained by the HCC RNI proposal process (including the Infrastructure Planner and Consumer Trustee performing their functions and responsibilities under the EII Act and related legislation).

The HCC REZ Reg panel had a role in:

- pre-lodgement engagement with the AER and advising on key areas of interest for consumers in accordance with the AER's Better Resets Handbook to the extent possible given the time constraints.
- reviewing and providing feedback on certain elements of Ausgrid's HCC RNI Revenue Proposal to the AER.
- considering the allocation of risk between Ausgrid and customers, including contingency and Adjustment Events which are appropriate for a substantial construction project and required to enable the HCC RNI to be delivered.
- demonstrating that the perspectives of consumers have been considered in Ausgrid's approach to the HCC RNI.

In addition, the HCC REZ Reg panel:

- provided an independent report to the AER identifying key issues that the AER should consider when reviewing Ausgrid's Revenue Proposal.

More information on the HCC REZ Reg panel and its influence throughout the process is included in Chapter 3 of the Revenue Proposal.

4.3 Pre-lodgement engagement with the AER

Throughout preparation of this Revenue Proposal, we have maintained regular contact with the AER. We have also sought feedback on matters such as our regulatory models and interpretation of the regulatory framework, and discussed the nature and scope of our engagement activity with the HCC REZ Reg panel.

Table 6 is a summary of the topics discussed during our meetings with the AER. The feedback provided during these meetings has helped informed our proposal.

Table 6: Summary of engagement with the AER

Date	Discussion Topic	Content Overview
November (Meeting 1)	Renewable Energy Zones	<ul style="list-style-type: none"> • Outline of the NSW Government Infrastructure Act Roadmap (Roadmap) and EII Act
	Hunter Central Coast REZ	<ul style="list-style-type: none"> • HCC REZ objectives
	Why Ausgrid?	<ul style="list-style-type: none"> • Solution overview including project staging, key deliverables and a project timeline • Advantages of our 132kV solution • Delivery strategy including a breakdown of internal and external delivery activities

Date	Discussion Topic	Content Overview
November (Meeting 2)	Customer panel	<ul style="list-style-type: none"> Procurement and governance Panel establishment Panel scope
	Cost allocation methodology (CAM)	<ul style="list-style-type: none"> Submission of amended CAM to comply with the EII Act CAM to reflect updated organisational structure and inclusion of NSW REZ activities as a new service
	Pre-period expenditure	<ul style="list-style-type: none"> 'As commissioned' timing of IP fee
	Proposal updates	<ul style="list-style-type: none"> Negotiation of Permitted Pricing Adjustments with EnergyCo AER stance on cut-off time for Ausgrid to claim Adjustment Event
	Lenth of regulatory period	<ul style="list-style-type: none"> Discussion of Ausgrid assumption of a 3-year regulatory period
	Regulatory milestones	<ul style="list-style-type: none"> Pre- and post-lodgement milestones
	Update on customer panel	<ul style="list-style-type: none"> Updated to proposed ToR for new customer panel Notice of EOI to be circulated for new customer panel
December (Meeting 3)	Matters raised by the AER	<ul style="list-style-type: none"> Interchangeable use of substation and switching station by Ausgrid to be amended Ausgrid to submit a draft Revenue Proposal Possibility for Ausgrid to present to the AER board after the preliminary position paper is published
	Overview of our delivery strategy	<ul style="list-style-type: none"> Breakdown of internal and external activities
	Procurement strategy and governance	<ul style="list-style-type: none"> Construction and design contract breakdown Material and equipment contract breakdown
	Modified Capital Expenditure Sharing Scheme (CESS)	<ul style="list-style-type: none"> Calculation of 'weighted average benefit sharing ratio' by the AER How the AER determines whether to apply a modified CESS
	Regulatory Information Notice (RIN)	<ul style="list-style-type: none"> Preference to align capex with Post-Tax Revenue Model (PTRM) asset categories Preference to align opex categories broadly with the Reset RIN for the 2024-29 Revenue Proposal

Date	Discussion Topic	Content Overview
December (Meeting 4)	Forecasting method for contingency	<ul style="list-style-type: none"> • Compliance with ISO31000 • Qualitative risk analysis • Quantitative risk analysis • Regulatory proposal documents
	What we've heard during our pre-lodgement engagement	<ul style="list-style-type: none"> • Length of regulatory period to be 5 years • Pre-period expenditure to be combined in the IP Fee • Expenditure to be considered 'as commissioned' in the first year of our reg period (FY27) • Customer panel engagement to align with EII Act rules and reduced timeframes • The AER to receive adjustment mechanism applications same time each year (March)
	Customer panel meetings	<ul style="list-style-type: none"> • Draft agenda and schedule for customer panel meetings
January (Meeting 5)	Adjustment mechanisms	<ul style="list-style-type: none"> • Capex base and adjustments • Permitted Pricing Adjustments • Determined Service Payments (DSP) Adjustment events
	Expectations for draft regulatory proposal	<ul style="list-style-type: none"> • Length and completeness • Expenditure breakdown • Discussion of iterative sharing of draft
February (Meeting 6)	Customer panel	<ul style="list-style-type: none"> • Issues register • Risk allocation • Approach to risk and contingency
February (Meeting 7)	Customer panel	<ul style="list-style-type: none"> • Request from the Panel on clearer guidelines for the terms 'prudent', 'efficient' and 'reasonable' • Maximum capital cost (MCC) • P50 vs. P90 contingency allowance
March (Meeting 8)	RIN review requirements	<ul style="list-style-type: none"> • RIN requirements • Ausgrid's circumstances and interpretation
	Cost of debt – trailing average	<ul style="list-style-type: none"> • When the trailing average debt will start • Calculation of subsequent years trailing average
	Decommissioned assets	<ul style="list-style-type: none"> • Depreciation of decommissioned assets
March (Meeting 9)	Customer engagement	<ul style="list-style-type: none"> • Debrief on risk workshop with customer panel • Next steps

Date	Discussion Topic	Content Overview
	Enabling works	<ul style="list-style-type: none"> Regulatory treatment of enabling works
	CESS Update	<ul style="list-style-type: none"> Ausgrid not to pursue modification to the penalty/ reward parameter in the CESS Ausgrid propose to exclude \$5m social licence fund capex from the CESS
April (Meeting 10)	Feedback on draft proposal	

4.4 Pre-lodgement engagement with EnergyCo

Ausgrid and EnergyCo engaged throughout the preparation of the revenue proposal to ensure alignment of the document with the contractual arrangements.

5 Customer and community stakeholder engagement

5.1 Pre-lodgement engagement

In addition to consultation through the HCC REZ Reg panel, an engagement program was carried out with communities and customers. This program was used to raise awareness about the HCC RNI Project and understand stakeholders' primary views and concerns. The consultation sought comments, feedback and suggestions on several Project elements. It was used to identify potentially affected residents and stakeholders and build a comprehensive database of community members with interest in, or concern about, the Project. Our engagement program included opportunities for general stakeholder participation as well as more targeted consultation with landowners, government agencies and Aboriginal group representatives.

Table 3: Summary of customer and community pre-lodgement engagement

Consultation mechanism	Engaged stakeholder/s	Summary
Drop-in sessions	<ul style="list-style-type: none"> Landowners Community 	<p>Two community information sessions have been held to provide information regarding HCC REZ in:</p> <ul style="list-style-type: none"> Muswellbrook on 1 February 2025 Singleton on 31 January 2025 <p>Six landowner information sessions have been held:</p> <ul style="list-style-type: none"> Muswellbrook on 5 December 2024 and 1 February 2025 Branxton on 6 December 2024 and 30 January 2025 Singleton on 7 December 2024 and 31 January 2025
Pop-up sessions	<ul style="list-style-type: none"> Community 	<p>One pop up session was held in Singleton on 27 February 2025 providing an opportunity for direct interaction and discussion with the Project team, allowing stakeholders to voice concerns in a face-to-face setting.</p>

Consultation mechanism	Engaged stakeholder/s	Summary
Webinars	<ul style="list-style-type: none"> Community 	Two webinars were held on 6 February 2025 providing information on the REZ from EnergyCo and Ausgrid. The webinars had 43 attendees.
Emails – Project inbox	<ul style="list-style-type: none"> Landowners Community Local Government 	<p>A dedicated email address (hccrez@ausgrid.com.au) has been created to receive and response to enquiries from the community and interested stakeholders.</p> <p>Over 26 emails have been sent engaging stakeholders on the proposals via the Project inbox.</p>
Phone calls and direct emails	<ul style="list-style-type: none"> Landowners Local Aboriginal Land Council representatives 	Over 278 telephone calls and direct emails have been made/sent engaging landowners on the proposal. In addition, a dedicated toll-free telephone number has been created to receive and respond to enquiries from the community and interested stakeholders.
Ausgrid website and Your Say page	<ul style="list-style-type: none"> All 	2,316 visits have been made to the HCC REZ Your Say page, with 1,130 unique visitors.
Individual meetings/site visits	<ul style="list-style-type: none"> Landowners 	~25 personalised sessions to date with specific landowners to introduce the HCC REZ and address concerns.
Survey	<ul style="list-style-type: none"> Community 	An online survey was set up on yoursay.ausgrid.com.au/HCC-REZ to gather community feedback and gauge sentiment towards the HCC REZ network infrastructure upgrades.
Stakeholder briefings	<ul style="list-style-type: none"> Councils Industry bodies 	10 briefings and presentations have been conducted with relevant local councils and key industry stakeholders. The briefings included presentations and discussions on the need for the HCC REZ, any upcoming planning issues that all parties should be aware of, how stakeholders would like to be engaged, and any other topics of interest.
Media and advertisements	<ul style="list-style-type: none"> Community 	<p>A radio campaign on local stations Power FM and 2NM was used to promote the project and the information sessions in January.</p> <p>Print advertisements were placed for community information sessions held in Muswellbrook and Singleton in January 2025.</p>
Social media	<ul style="list-style-type: none"> Community 	Ausgrid's Facebook page has shared various updates in relation to the proposal. This includes advertising community drop-in sessions and online resources and participation options. The focus of the posts has been to increase general awareness of the proposal and highlight opportunities for stakeholders to participate.

5.2 What we've heard so far

In general, stakeholders provided feedback on a wide range of topics, from high-level comments on the consultation process to detailed inquiries about long-term aspects such as operations and maintenance.

There were several recurring themes raised during our engagement which are outlined in Table 7.

Table 7: Summary of themes raised

Theme	Stakeholder feedback
Site access and safety	Landowners would like to make sure their sensitivities are addressed, including: <ul style="list-style-type: none"> • livestock management • access to powerline easements and corridors • safety of landowners and Ausgrid workers during planning, construction and operation.
Environmental and vegetation impacts	Community and landowners are passionate about protecting the environment, preserving vegetation and natural habitats of wildlife. If trees need to be removed or pruned to make way, several landowners had views on the type of pruning and replacement trees/screening vegetation they prefer.
Potential health impacts	Concerns were raised about electric and magnetic fields (EMF) radiation emitted from the powerlines, and the perceived impact of this EMF on the residents of houses within proximity to the lines. Ausgrid has conducted independent testing which estimates the potential EMF to be well under international requirements. Details of this testing has been outlined for stakeholders in the Project REF.
Potential impact on property value	Landowners expressed concern their property values may be adversely impacted by the powerline easement on their properties.
Confusion between HCC REZ network infrastructure upgrades and the Hunter Transmission Project (HTP)	Landowners and community members expressed negative sentiment towards the HTP – believing this is Ausgrid's project. Information was shared with community and customer stakeholders, clearly differentiating the two projects.
Aboriginal heritage	The project represents a positive opportunity to work with Indigenous groups to identify, protect and promote Aboriginal Heritage and assist with upskilling younger people through: <ul style="list-style-type: none"> • a willingness to continue participating and advocating for Country throughout project development (such as site walkthroughs) and construction activities (including excavation) • encouraging Ausgrid to invest in skills development and training opportunities for Aboriginal people • a desire for Ausgrid to promote Aboriginal cultural heritage finds and facilitate visits to cultural sites on private land to foster shared values and enhance heritage preservation • recommending the implementation of culturally appropriate ceremonies of recognition aligned with key project milestones and activities.
Consultation	Landowners and stakeholders voiced the need for early and continuous engagement on the project, and coordination between the coordination of various projects.

Theme	Stakeholder feedback
Employment and suppliers	There was an expression of interest to work on, or supply product for, the Project.

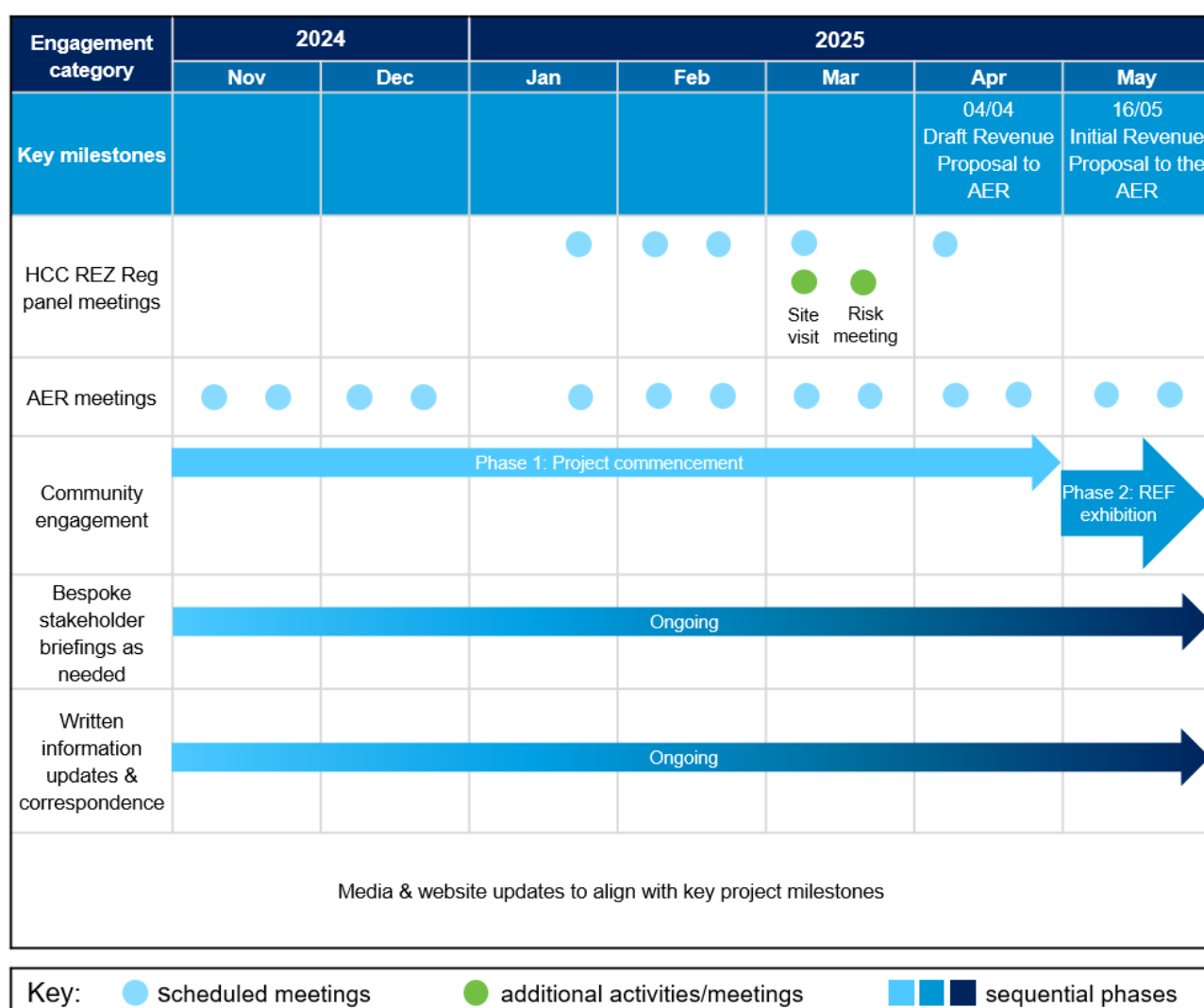
5.3 Next steps

Our formal REF exhibition period will run from late April until early June. The REF provides a comprehensive analysis of all potential environmental impacts and risks associated with the Project. The formal exhibition period gives stakeholders an opportunity to understand and provide feedback on the REF, encouraging sustainable and environmentally responsible project outcomes. During this exhibition period, we will continue to engage with landowners, manage our community information hubs and facilitate public information sessions.

6 Communication and engagement program

Ausgrid was announced as preferred Network Operator for the delivery of the HCC RNI on 17 December 2024. From the time we submitted our proposed design solution in mid-2024, and in the lead up to the submission of our Revenue Proposal on 16 May 2025, we have maintained proactive, ambitious and open-minded engagement with our regulatory stakeholders. A high-level program of our stakeholder engagement is outlined below in Figure 1.

Figure 1: Regulatory stakeholder communication and engagement program



7 Governance

7.1 Roles and responsibilities

Throughout the Revenue Proposal process we have sought to maintain a clear definition of roles and responsibilities within Ausgrid. Below is a list of the key responsibilities, delegated to effectively implement this Regulatory Stakeholder Engagement Approach.

Table 8: Communications and engagement roles and responsibilities

Role	Responsibility
Board	<ul style="list-style-type: none"> Approve Ausgrid's revenue proposal
CEO	<ul style="list-style-type: none"> Attests to the reasonableness of expenditure forecasts
SteerCo	<ul style="list-style-type: none"> Provide strategic direction and oversee project management
Group Executive – Transmission, Growth & Development	<ul style="list-style-type: none"> Manages relationship with executive level stakeholders Accountable for cost estimation, contingency and overall project delivery within the expectations of the community

Role	Responsibility
Group Executive – Market Development & Strategy	<ul style="list-style-type: none"> Manages relationships with executive level key stakeholders and regulators Overall responsibility for preparation of the Revenue Proposal Provides input and reviews communications collateral Overall responsibility for community, stakeholder and government engagement, regulation, and policy matters
Head of Regulation	<ul style="list-style-type: none"> Presenter and key spokesperson for consultation and engagement activities Manages relationship with regulator at staff level Operational responsibility for preparation of the Revenue Proposal
Regulatory Strategy Manager	<ul style="list-style-type: none"> Co-ordinated delivery of revenue proposal and key contact for HCC REZ reg panel
Head of Major Projects	<ul style="list-style-type: none"> Contribute to open engagement on Ausgrid's scope, delivery strategy, cost estimate, program, and contingency for the HCC REZ with key stakeholders.
Commercial Director	<ul style="list-style-type: none"> Contribute to open engagement on Ausgrid's scope, delivery strategy, cost estimate, program, and contingency for the HCC REZ with key stakeholders.
Brand & Marketing Manager	<ul style="list-style-type: none"> Responsible for project communications and media