

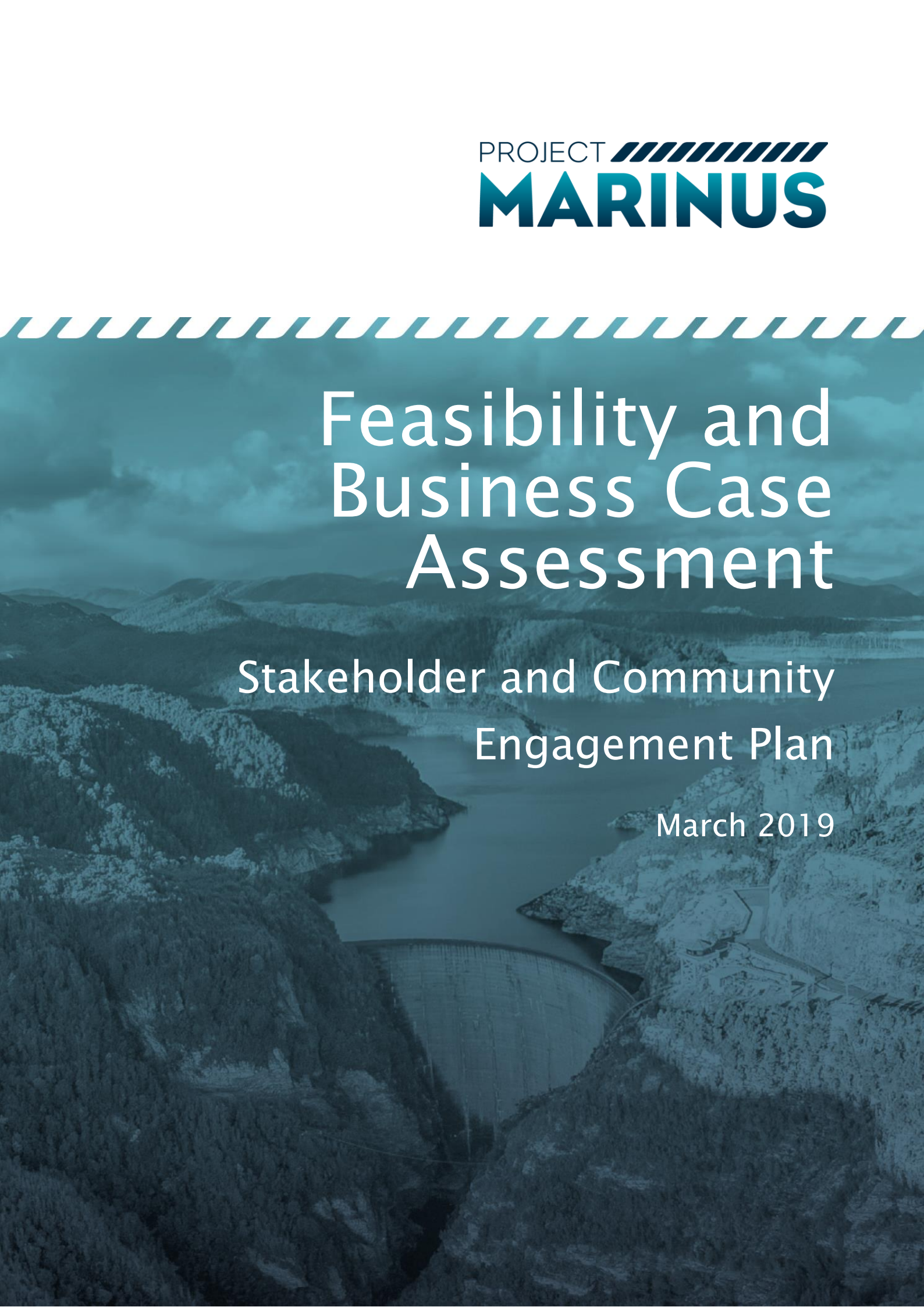
PROJECT 
MARINUS



Feasibility and Business Case Assessment

Stakeholder and Community
Engagement Plan

March 2019



Authorisations

Action	Name and title	Date
Prepared by	Quecha Horning, Engagement Team Leader, Project Marinus	August 2018
Reviewed by	Project Marinus Steering Committee	September 2018
Authorised by	Bess Clark, General Manager Project Manager	September 2018
Updated by	Quecha Horning, Engagement Team Leader, Project Marinus	March 2019
Authorised by	Bess Clark, General Manager Project Manager	March 2019

Document Control				
Date	Version	Description	Author	Approved by
2/09/2018	1.0	Version for Approval	Quecha Horning	GM Project Marinus – Bess Clark
1/03/2019	2.0	Version for Approval	Quecha Horning	GM Project Marinus – Bess Clark

Responsibilities

This document is the responsibility of the Project Marinus Team, Tasmanian Networks Pty Ltd, ABN 24 167 357 299 (hereafter referred to as "TasNetworks").

Enquiries regarding this document should be addressed to:

Ben White, Head of Stakeholder Relations, Community, Environment and Planning

Project Marinus

PO Box 606

Moonah TAS 7009

Email: projectmarinus@tasnetworks.com.au



Table of Contents

Authorisations	2
Responsibilities	2
1 Executive Summary	4
2 Engagement Aims	5
2.1 Purpose of the Plan	5
2.2 Objectives of the Plan	5
3 Engagement Principles.....	6
3.1 Guiding principles for engagement	6
4 Our approach to Engagement.....	7
5 Engagement Techniques	9
6 Engagement Tools	11
7 Stakeholder Groups	12
8 Partnering with ARENA	14
9 Media	14
10 Tailoring our Approach.....	15
11 Our Community Consultation Processes	16
12 Monitoring and Evaluation	18
13 Enquiries and complaints process.....	19
14 Project Timeline and Engagement at a Glance	20



1 Executive Summary

Project Marinus is investigating the case for further Bass Strait interconnection as part of Australia's future electricity grid. Interconnection between Tasmania and the rest of Australia can unlock further dispatchable hydro electricity and enable pumped hydro storage and significant wind generation opportunities. Such potential could see an abundance of clean, affordable and reliable energy moving between Tasmania and Victoria, helping the National Electricity Market (NEM) transition to a low carbon future.

TasNetworks has established Project Marinus ("the Project") to investigate the feasibility and undertake a business case assessment for a second Bass Strait interconnector – the potential Marinus Link. This work is progressing over the 2018 and 2019 calendar years with support from our shareholders and is supported by the Australian Renewable Energy Agency (ARENA). This Plan will ensure objectives and requirements of TasNetworks and ARENA are adhered to. The feasibility and business case assessment includes consideration of different route options, and interconnector capacities, which result in a range of different impacts, benefits and costs.

Stakeholder engagement is complex, dynamic and fundamental, especially for a project of this scale and potential. We know that social license is one of the project's highest risks and opportunities for success. From joining the conversation about large-scale infrastructure development in Australia to consulting with potentially affected community groups, it involves close consideration of a vast number of different individuals, organisations and governments. Our overarching engagement aims are driven by identifying feasible interconnector solutions for our stakeholders that deliver a positive business case and achieve community support.

As part of this Plan, the Project has developed a comprehensive engagement strategy that aims for best practice based on the International Association for Public Participation (IAP2) guidelines and has:

- Identified and grouped all known stakeholders to the Project: our Stakeholder List;
- Identified the engagement tools and techniques most suited to our stakeholders and aims for best practice;
- Created a Stakeholder Management Tool that maps out the timetable of engagement activities over the life of the project and provides reporting to the Project governance; and
- Established an Enquiries and Complaints Process designed to record, track and manage enquiries and complaints in accordance with agreed benchmarks.

This Plan and its respective systems and processes will be maintained and updated by the Project engagement team. We understand the importance of bringing our stakeholders with us.

Our work is conducted with open-mindedness and willingness to listen. We understand the importance of clear and timely communication to make sure that our stakeholders understand the inputs and possible outcomes – beneficial or otherwise – that further interconnection could make possible.

2 Engagement Aims

2.1 Purpose of the Plan

The purpose of this Plan is to outline stakeholders of Project Marinus, including affected communities, and the principles and key approaches that guide our engagement with them.

The Stakeholder and Community Engagement Plan (“the Plan”) is a living document which is designed to be updated and revised as the project progresses.

2.2 Objectives of the Plan

The Plan outlines the project’s approach for engaging with our stakeholders and community in order to achieve the following objectives:

- Acquire knowledge and understanding of the stakeholders affected by the project, and understand what their engagement needs might be
- Improve knowledge and understanding of the project so stakeholders can participate in planning and provide valuable insights
- Understand, consider and respond to potential impacts the project could have on people, land owners, and the local community
- Manage risks that may arise due to the broad project audience and interest, and the complexities that arise from engaging across multiple States and jurisdictions.

The Plan achieves this by:

- Identifying the stakeholders that are expected to have an interest in or be affected by the Project
- Providing an outline of our engagement activities and how they fit with the Project milestones
- Creating a mechanism for recording and responding to enquiries and complaints relating to the Project with the aim of working collaboratively to address enquiries and resolve stakeholder concerns
- Providing a process for regular reporting, monitoring and evaluation of our engagement activities to ensure our messages are fit for purpose and that engagement interactions are captured
- Undertaking the activities that will fulfil relevant funding conditions relating to stakeholder engagement and knowledge sharing agreed with ARENA

3 Engagement Principles

3.1 Guiding principles for engagement

Upholding high ethical standards in our approach to stakeholder engagement is essential to the success of Project Marinus. Be it consulting with individual or traditional land owners or informing the Prime Minister's Office, we approach these engagements in the spirit of establishing trust.

Core principles will guide our engagement strategy. These have been developed to align with the Nolan principles of public life – internationally recognised guidelines for establishing ethical standards in public sector decision making.

Core principles			
Respectful	Responsive	Responsible	Honest
Recognise prior work achievements	Respond to current engagement context	Aim to best practice engagement principles	Uphold our integrity
Inclusive identification of stakeholders	Approachable and available to stakeholders	Communicate with purpose and intent	Commitment to transparency
Clear, proactive and timely communications	Flexible engagement methods	Use high impact, tailored communication methods	Be accountable for our decisions
Respect for the land	Agile response to project environment Respond to different stakeholders' needs	Use resources efficiently	Trusted custodian of confidential information

We recognise that the international and national energy sector is extremely dynamic. We will do our best to remain agile and able to respond to this environment whilst upholding these core principles.

Regardless of whether Project Marinus determines that further interconnection should occur now, never, or at a later date in time, we will hold ourselves true to these principles. To do so, we will endeavour to ensure that the myriad of stakeholders involved feel they have been respectfully and reasonably heard and listened to, with the right intent.

4 Our approach to Engagement

The Stakeholder and Community Engagement Plan assumes three project phases, with Phase 1 split into two parts:

Phase 1a – Prior to the Initial Feasibility Report (July 2018 – February 2019)

The Initial Feasibility Report is planned for finalisation in December 2018 and release in February 2019. Before this date, the Project aims to raise awareness and educate stakeholders about the Project.

Phase 1b – Prior to the Final Feasibility Report and Business Case (February – December 2019)

Now that the Initial Feasibility Report has been released, we will continue to raise awareness and educate stakeholders. During this time, the Project will engage more directly with the communities and stakeholders identified on the favourable route(s).

Phase 2 – Definitions and Approvals (currently Out of Scope for this Plan)

If the Project is determined feasible and appears to have a viable business case, the next phase will progress the project to financial close. The Commonwealth Government \$56million grant announced in February 2018 will see progress to prepare for and commence a number of items associated with this phase. This phase will include an Engagement Program that aligns to project milestones required, including achievement of land use planning and environmental approvals.

Phase 3 – Construction and Delivery (currently Out of Scope for this Plan)

Once financial close is achieved, the project will move into construction. Further communications and engagement planning will be undertaken for this Phase, as required.

The specific milestones within the Project plan that specifically require communication and engagement are included below, with the required activity:

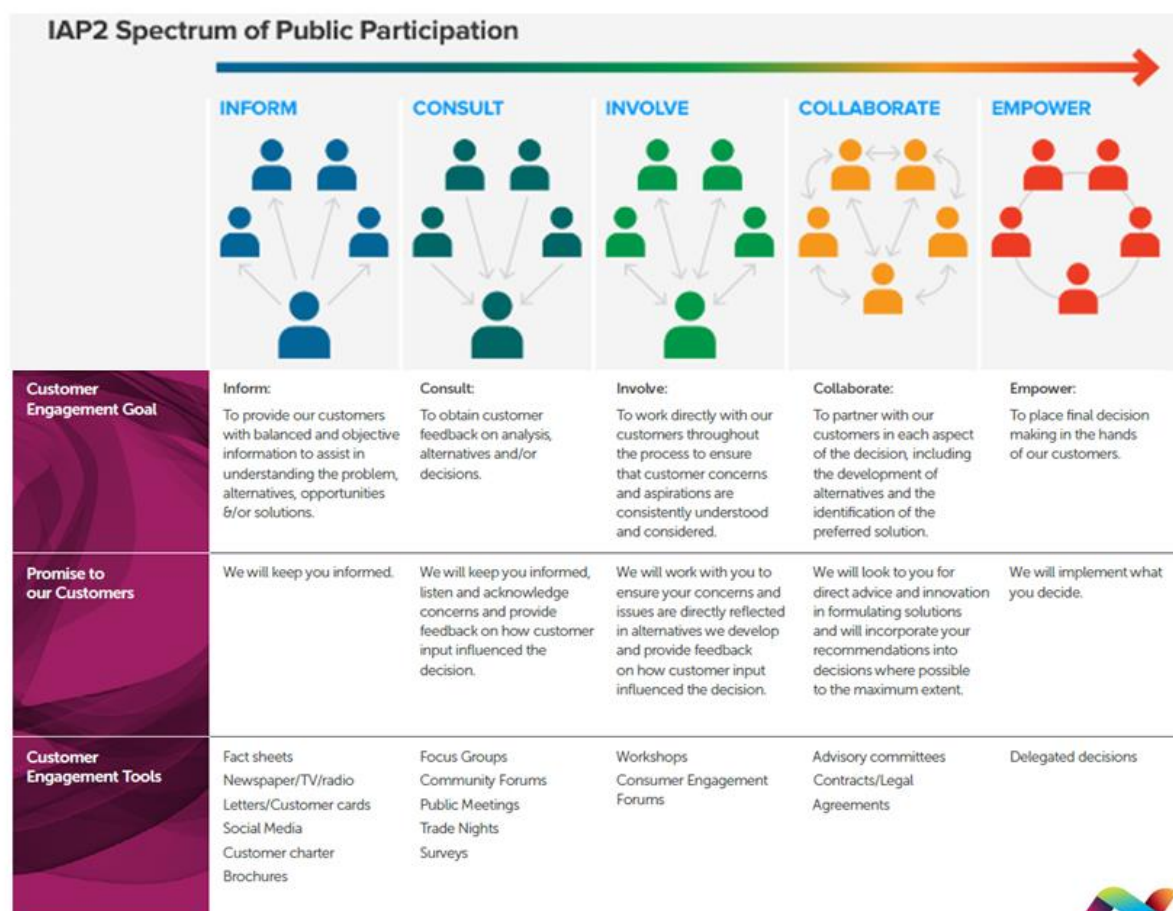
When	Project Milestones	Activity
30 July 2018 <i>Complete</i>	RIT-T Project Specification Consultation Report (PSCR) published <ul style="list-style-type: none"> Including on TasNetworks and AEMO's external website Consultation period opened for 3 months after published 	Comms/Media Plan
September 2018 <i>Complete</i>	Project Marinus and RIT-T PSCR Stakeholder Engagement Forum <ul style="list-style-type: none"> Hobart, Burnie and Melbourne 	Engagement Sessions
30 September 2018 <i>Complete</i>	Stakeholder and Community Engagement Plan (This Plan, an ARENA deliverable) <ul style="list-style-type: none"> Submitted to ARENA and published on TasNetworks' external website 	Comms/Media Plan

8/9 October 2018 <i>Complete</i>	TasNetworks Revised Regulatory Proposal 2019-24 Customer Engagement Sessions	Engagement Sessions
November 2018 <i>Complete</i>	Revised Revenue Proposal submitted to AER <ul style="list-style-type: none"> Including Marinus Link related contingent project(s) 	Managed by TasNetworks Revenue Reset Team
December 2018 <i>Complete</i>	Initial Feasibility Report submitted to ARENA and State Government	Comms/Media Plan
February 2019 <i>Complete</i>	Initial Feasibility Report publically released	Comms/Media Plan
February 2019	Stakeholder engagement on Initial Feasibility Report commences (3 months)	Engagement Program
March 2019 <i>To be confirmed</i>	AEMO's 2018 Integrated System Plan (ISP) update	Comms/Media Plan
April 2019	Revenue Determination <ul style="list-style-type: none"> Including decision on Marinus Link related contingent project(s) 	Managed by TasNetworks Revenue Reset Team
June 2019	RIT-T Public Assessment Draft Report (PADR) <ul style="list-style-type: none"> Published on TasNetworks and AEMO's external website Aligned with AEMO's 2019 ISP timing Consultation period opened for 6 weeks after published 	Comms/Media Plan (approved)
June 2019	RIT-T PADR public forum	Engagement Sessions
December 2019	Final Feasibility and Business Case Assessment <ul style="list-style-type: none"> Including RIT-T Final Report 	Comms/Media Plan
January 2020	Stakeholder engagement on Final Feasibility and Business Case Assessment commences	Engagement Program

*Note – A successful feasibility and business case assessment will lead to development of engagement activities for Phase 2 (Definitions and Approvals) and Phase 3 (Construction and Delivery) Project Milestones

5 Engagement Techniques

Aiming for best practice engagement techniques, the Project will be using the International Association for Public Participation (IAP2) spectrum for public participation when designing engagement methods. This spectrum helps us to guide choices about the type of engagement undertaken so that it is “fit for purpose”.



Significant engagement will be required to manage expectations of our stakeholders. It is important to note that our engagement does not have an end point, but is rather a continuous conversation and level of involvement that has peaks and troughs commensurate with the Project lifecycle.

Regular, transparent and open communications will ensure the success of our engagement activities.

A range of engagement techniques will be used to engage with our stakeholders, including the following:

Method	Details	Target Audience	Notification	IAP2 Spectrum	Timeframe
Website updates	Ensure our website is updated with relevant project information as well as details for who to contact for enquiries	All stakeholders	List website details on all communication material	Inform	Ongoing for project duration
Online Engagement	Online forums to address questions/provide information	All stakeholders	Invite stakeholders to join	Inform Consult Involve	TBD
Newsletters to registered parties	Provide interested parties newsletter updates regarding the project, including the details of any events coming up	All stakeholders	Email	Inform	TBD
Community Information Sessions	Set up information sessions in local areas to facilitate discussion about preferred route and to discuss support, concerns, issues etc.	All stakeholders but predominantly local community groups/landowners	Advertise in newspapers/local community hubs/councils/social media	Inform Consult Involve	Once Preferred Route is established
Focused Conversations with Traditional Owner Groups	Focused conversation with key traditional owner stakeholders to identify support and concerns	Traditional Owner Groups	By invitation from TasNetworks-appointed Relationship Manager	Inform Consult Involve	Once Favourable Route is established

We will create a month by month program of activity that includes who we plan to engage, the purpose, location, and technique. This information will be presented at our monthly Steering Committee meetings, with ARENA in attendance, to ensure we are delivering on our engagement commitments.

6 Engagement Tools

Project Marinus has a suite of tools to support this Plan, building from the range of engagement tools that TasNetworks uses to engage with its stakeholders. These include:

- meetings and briefings
- presentations
- discussion papers
- public forums
- one-on-one discussions
- website
- direct mail; and
- social media.

The Stakeholder Management Tool has been developed for tracking all of the engagement activities and allows the project to report on the Plan by capturing the following:

- Activity date
- Subject of engagement
- Stakeholder organisation
- Stakeholder contact name
- Communication method
- Stakeholder group
- Required materials
- Project Marinus Team member/owner
- Engagement technique
- Outcome(s)
- Follow up action(s)
- Responsible Project Marinus Team Member
- Expected completion date for follow up
- Status of follow up action(s)
- Any other relevant information.

The Project also maintains the contact details for over 300 stakeholders in our Stakeholder List.

Both the management tool and stakeholder list are maintained and updated by the Project Community Engagement Team and support the successful implementation of this Plan.

7 Stakeholder Groups

The Project has identified a comprehensive list of stakeholders and maintains this list in a stakeholder database. This database is a live document. It will be updated over time as the Project progresses, and will be used to ensure information is distributed to relevant stakeholders.

The Project has over 300 known stakeholders which have been sorted into the following Groups to ensure that our engagement activities can be tailored to each audience:

Stakeholder Group	Stakeholder
Government and Regulatory	Commonwealth Government, departments, elected officials and advisors
	State Government, departments, elected officials and advisors
	Local Government elected officials and office bearers
	Energy Market Bodies and Regulators
	Other Regulatory Bodies and Agencies
Electricity Industry and Other Utilities	Generators
	Transmission businesses
	Distribution businesses
	Electricity Retailers
	Energy Associations and Advocacy Groups
	Gas Industry businesses and groups
Customers	Large Energy Users
	Small customers
Community and their Representatives	Local Councils
	Peak Bodies/Advocacy Groups
	Interested/Affected Landowners
	Interested/Affected Local Businesses

Stakeholder Group	Stakeholder
Investors, financiers and service providers	General Public of Tasmania and Victoria
	Community Groups
	Investors and potential investors
	Financiers
	Specialised equipment and services suppliers
Advisory	Legal
	Consultants
	Universities
	Authorities such as Shipping
Internal	Shareholding Ministers
	Board
	Steering Committee
	ARENA
	TasNetworks Staff

8 Partnering with ARENA

Project Marinus has a budget of \$20 million and is co-funded by the Australian Renewable Energy Agency (ARENA) and TasNetworks, on behalf of the State of Tasmania. This Plan will support the objectives and requirements agreed between TasNetworks and ARENA. As part of our funding agreement, we will undertake regular reviews and audits of this Plan.

The Project will acknowledge financial and other support received by ARENA in all publications, promotional and advertising materials, public announcements, events and activities in relation to the Project.

ARENA will also receive updates on the Project's engagement activities at each milestone and be kept informed of any complaints or questions arising from the Project's engagement activities as well as the responses provided.

Part of the benefit of Project Marinus is sharing knowledge gained. Project Marinus and ARENA have a knowledge sharing plan, to ensure that lessons learnt and insights gained from the development of the Feasibility and Business Case assessment are shared with other interested stakeholders. This Plan supports those objectives.

9 Media

Media stakeholders provide an important channel for supporting public awareness of the project, broadcasting key messages, promoting engagement opportunities and marking milestones. The media shares a range of perspectives of high profile projects, such as interconnection.

Media stakeholders will be engaged regularly throughout the life of the project. Our engagement with the media will aim to enhance the understanding of the project, the benefits it can realise, and support richer reporting to the public.

Engagement with the media will build on TasNetworks relationships with key media outlets. It will follow the established TasNetworks approvals and distribution protocols in consultation with our project partners and the TasNetworks Government, Media & Issues Management Team Lead.

For all media enquiries, please email media@tasnetworks.com.au.

10 Tailoring our Approach

Our approach to stakeholder engagement will include activities to inform, consult and collaborate with stakeholders and use a combination of tools noted above.

These methods will be tailored according to the specific needs of the subsets within each of our stakeholder groups.

In addition to this, the Project is developing tools and materials, such as an identifiable logo, a project summary document and conceptual video, which will help our stakeholders to better understand the Project's objectives and how to get involved. This will raise the Project's profile and support our engagement goals.

Project Marinus will also have a range of strategies in place to support specific functions of the project that will each have their own engagement plans, for example, environment, heritage and planning approvals, indigenous communities and procurement.

At times, Project Marinus will also generate sensitive information, and while still upholding our engagement principles, some of that information will be commercial in nature and will therefore not be available to the general public.

11 Our Community Consultation Processes

A number of processes have been created to support our community consultation plan and ensure our compliance with the ARENA funding agreement.

These processes include notifications applicable to larger events and milestones and include the following:

Process	Current State	Future Actions
Public Notification of Meetings	Targeted emails are sent to our stakeholders and via other organisations such as AEMO and the Energy Users Association. We also update our website with details and advertise in newspapers. A mailing list has been created asking interested parties to register to ensure they are kept up to date with future events.	We will continue to advertise via these mediums throughout the life of this project to ensure all stakeholders are included and updated.
Itinerary of meetings to be conducted, groups involved and agenda for meetings	Our stakeholder engagement tool keeps records of meeting agendas and any outstanding actions	We will continue to update this document and provide links to agendas and attendee lists
Provision of information at meetings and local information sites	Our website is updated with the most up to date project information. Collateral is produced and made available for customers at meetings	Our website will be updated as required. This collateral will be updated as the project develops and will be made available as appropriate. Once defined routes are identified we will work with the local community to also disseminate information via community groups and Councils.
Documentation of attendees, questions and answers and follow up issues required arising from meetings	Attendees and a record of any questions/answers and follow up actions will be added to our stakeholder engagement tool	Attendance records will be kept of all meetings along with minutes and agendas. Specific enquiries will be followed up and actioned. Minutes will be taken at each meeting and disseminated accordingly. A record of these will be updated on our stakeholder engagement tool.

Process	Current State	Future Actions
An outline for stakeholders on how to access the latest information in respect of community consultation matters	<p>We will provide stakeholders with the most up to date information via:</p> <ul style="list-style-type: none"> • Website • Fact Sheets • Targeted emails • Community Engagement Forums 	<p>Our website will be regularly updated throughout the life of the project. Mailing lists have been set up so we can keep interested parties with the most up to date information. Updated fact sheets will be made available in communities affected to cater for those who do not have access to electronic information. We will continue to advertise public information sessions in newspapers</p>
Workshops to explore opportunities for economic stimulus arising from this project	<p>We will engage with communities and explore opportunities for:</p> <ul style="list-style-type: none"> • Job growth; • Skills development; and • Induced economic benefits. 	<p>We will continue to work with Tasmanian and Victorian communities and explore economic stimulus opportunities, including job growth and skills development arising directly from the project and induced by the project.</p>

12 Monitoring and Evaluation

Monitoring and evaluation is essential to ensuring the effectiveness of stakeholder engagement for the Project. It also enables the project to continually improve upon our engagement practices.

Ultimately, it will help us understand whether we have achieved what we have set out to do. Regardless of the Project's conclusions, we want our stakeholders to walk away with a positive impression of how we went about engagement.

To measure our success we will:

- Incorporate checklists and approvals processes into the planning process to ensure stakeholder engagement is aligned with our guiding principles
- Set clear and measurable milestones for implementing stakeholder engagement
- Ask for and listen to stakeholder feedback on how we're doing and on how our engagement is being received and how we can improve
- Learn from industry partners' experience in stakeholder engagement and benchmark our own efforts against industry best practice principles
- Report on and evaluate our Stakeholder and Community Engagement Plan on a quarterly basis, or as needed or required.

We will maintain a record of all engagement activities in the Stakeholder Management Tool which will include contact with stakeholders and a record of enquiries, complaints and any actions that have arisen from our contact.

After each event, we will be asking for feedback. The feedback received from these mechanisms will be used to create better customer service offerings for the project, ensure we continue with successful techniques and/or rectify problems that have arisen.

All of these practices will be implemented by the Project Community Engagement Team.

13 Enquiries and complaints process

TasNetworks provides multiple channels for stakeholders to submit feedback, complaints or enquiries and these are managed by the Customer Service Team in a uniform way. Stakeholders can also contact the Project Marinus Team directly on the email address provided below.

All stakeholders will be provided with our contact information at every opportunity so they can contact us should the need arise. As part of our ongoing commitment to engagement, we will do our best to address issues before they become a potential area of complaint.

Type of Enquiry/Complaint	How to contact us
Write to us	Tasmanian Networks Pty Ltd PO Box 606 Moonah Tasmania 7009
Email us	customerenquiries@tasnetworks.com.au projectmarinus@tasnetworks.com.au
Website form	www.tasnetworks.com.au
Call us	1800 060 399 (within Tasmania) 03 6271 6000
Social Media	Private message us via TasNetworks Facebook page

Any external requests for information or complaints from the public will be assigned a case manager from the TasNetworks Customer Service Team in the first instance. The customer service team is responsible for recording the issue in our complaints database and ensuring that complaints are acknowledged by the project team within 3 days with a KPI to resolve the issue within 10 business days.

Our existing, rigorous complaint procedures enable us to provide our stakeholders with a consistent, timely and effective approach to handling feedback. A specific Project complaint category has been set up to ensure that we can obtain complaint data on a regular basis, which will enable us to identify trends and make improvements to our engagement processes.

14 Project Timeline and Engagement at a Glance

Month	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Year	2018						2019												2020
Phase	Phase Ia - Prior to the Initial Feasibility Report						Phase Ib - Prior to the Final Feasibility Report and Business Case												Phase 2 and 3 Commences
Milestone	RIT - T Project Specification Consultation Report published (PSCR)		Project Marinus and RIT-T PSCR Stakeholder Engagement Forum	TasNetworks Revised Regulatory Proposal 2019-24 Customer Engagement Sessions	Revised Revenue Proposal submitted to AER	Initial Feasibility Report submitted to ARENA and State Government	Favourable Route Options Consultation - process begins	Stakeholder engagement on Initial Feasibility Report commences - Seeking feedback March 29		Final Revenue Decision		RIT-T Public Assessment Draft Report (PADR)						Final Feasibility and Business Case Assessment including RIT-T Final Report	Stakeholder engagement on Final Feasibility and Business Case Assessment commences
Government and Regulatory	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	To be developed
Electricity Industry and Other Utilities		Generators Forum			Generators Forum				Generators Forum		Generators Forum			Generators Forum				Generators Forum	To be developed
Customers			Engagement Sessions in Hobart, Burnie and Melbourne	Customer Engagement Sessions			Targeted engagement with customers on favourable route										RIT-T Public Assessment Draft Report (PADR) 6 Week Consultation Period	Engagement sessions in Hobart, Burnie and Melbourne	To be developed
Community and their Representatives			Engagement sessions in Hobart, Burnie and Melbourne	Meetings with Local Councils Tasmanian Chamber of Commerce Roadshows	Town Hall Meetings on favourable routes		Targeted engagement with communities on favourable route											Engagement sessions in Hobart, Burnie and Melbourne	To be developed
Investors, financiers and service providers	As required	----->																	To be developed
Advisory	As required	----->																	To be developed
Internal	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	Monthly Updates and Presentations	To be developed