

HIL-GRS-HS-PLN-0004 Accommodation and Employment Strategy

Accommodation and Employment Strategy

Project: WALLA WALLA SOLAR FARM

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Acknowledgement of Country

GRS/FRV would like to acknowledge the traditional custodians of the country on which we work and pay respect to their cultural heritage, beliefs, and continuing relationship with the land. We pay our respect to the Elders – past, present, and future.

Plan Control

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Disclosure

Title roles and responsibilities mentioned within this Plan are not intended to be formal designation. Position titles, roles and authority can be subject to change. The titles listed within this Plan are a conventional depiction of the role's function.

Revision History

As per section in this document Revision status

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Note:

This Plan is subject to modification and adaptation to the meet the specific Project Scope Requirements or Contract Specifications. The content listed within provides the general processes and procedures undertaken by GRANSOLAR at corporate level.

The content of this document is subject to each Workplace contractual and Client requirements.

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Acronyms and abbreviations

ABS	Australian Bureau of Statistics
AES	Accommodation and Employment Strategy (this document)
CoC	Conditions of Consent
DPE	Department of Planning and Environment (NSW) (formerly DPIE)
EIS	Environmental Impact Statement
EMS	Environmental Management Strategy
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
EPC	Engineering, Procurement and Construction
EWMS	Environmental Work Method Statements
FRV.	FRV Services Australia Pty. Ltd.
GHC	Greater Hume Council (Council)
GRS	Gransolar Construction Australia Pty Ltd
GRP	Gross Regional Product
ha	hectares
HSE	Health, Safety and environment
km	kilometres
LGA	local government area
m	metres
MW	megawatt
NSW	New South Wales
O&M	Operations and Maintenance
PV	photovoltaic
RFS	Rural Fire Service
REP	Regional Environmental Plan
SSD	State Significant Development
TBC	To be completed
WWSF	Walla Walla Solar Farm

1 INTRODUCTION

1.1 Walla Walla Solar Farm Overview

FRV Services Australia (FRV) have approval for the construction, operation, and decommissioning of a 300 megawatt (MW), alternating current (AC), photovoltaic (PV) solar farm, referred to as Walla Walla Solar Farm (SSD)-9874). The Project is located on rural land approximately 4.3 kilometres north-east of Walla Walla and 10 km southwest of Culcairn, southern NSW. Gransolar Construction Australia Pty Ltd (GRS) have been engaged by FRV Services Australia to Design & Construct the Project.

1.2 Objective of this Strategy

This Accommodation and Employment Strategy (AES) has been prepared to meet the requirements set out in Item 34 of Schedule 3 of the Consolidated Development Consent (SSD-9874MOD 2) as issued by the Independent Planning Commission. The objective of this AES is to address the relevant Conditions of Consent (CoC) and mitigation measures for the Project, relevant to this plan from the approved Project Submissions Report, also ensure that the accommodation strategy does not adversely affect the local and regional housing market.

1.3 Document Responsibilities

This Accommodation and Employment Strategy must be in place and operational prior to commencement of construction work.

GRS Project Team in conjunction with the Project Director, will ensure that the plan is monitored, reviewed, maintained, and kept up to date and executed throughout all phases of the project works as indicated in section 9.0 of this plan.

All copies of the Accommodation and Employment Plan and all other associated plans will be Kept by the Project Team (document-controlled revision) for the duration of the contract.

2**2 PROJECT DESCRIPTION****2.1 Project Overview**

The Project site is within the Greater Hume Shire local government area (LGA) in the south-east Riverina region in NSW. Walla Walla is the closest town to the Project site and provides social and community infrastructure for residents within the region. Culcairn, the other main town in proximity to the Project site, is an important service centre for nearby towns and villages and is the centre of an agricultural district famed for its wheat, wool and lambs.

The scope of works consists of, but is not limited to:

- Installation of approximately 700,000 single axis tracker PV solar panels, mounted on steel frames at about 4.85 metres (m) above ground level at maximum tilt
- Electrical conduits and transformers
- 96 inverter containers
- Operation and maintenance building
- Switch room facility
- Parking areas
- Electrical transmission infrastructure and overhead transmission line to connect the solar farm to the existing 330 kV transmission line
- Underground cables
- Internal roads and access points
- Security fencing
- Vegetation screening

The construction phase of Walla Walla Solar Farm is anticipated to last approximately 16 to 20 months from the commencement of site establishment work. The Project is currently in its early stages where design process is being established.

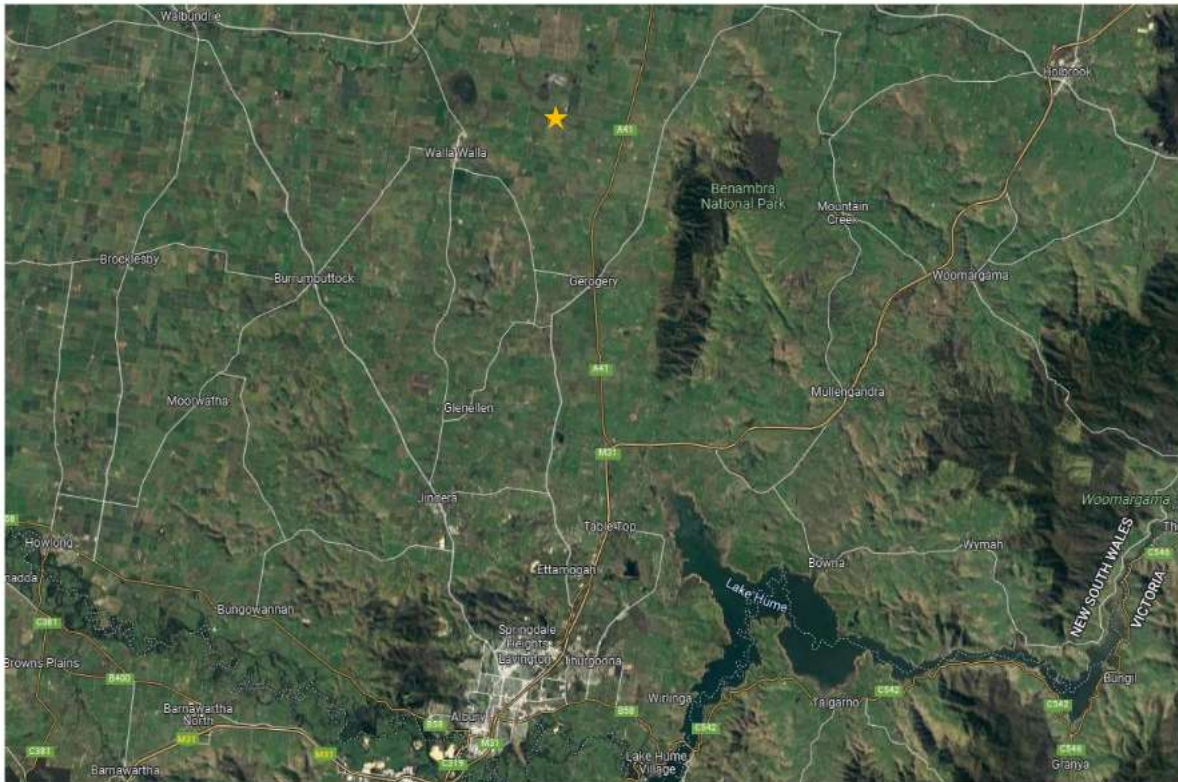


Figure 1.1, Location of Walla Walla Solar Farm within greater regional NSW

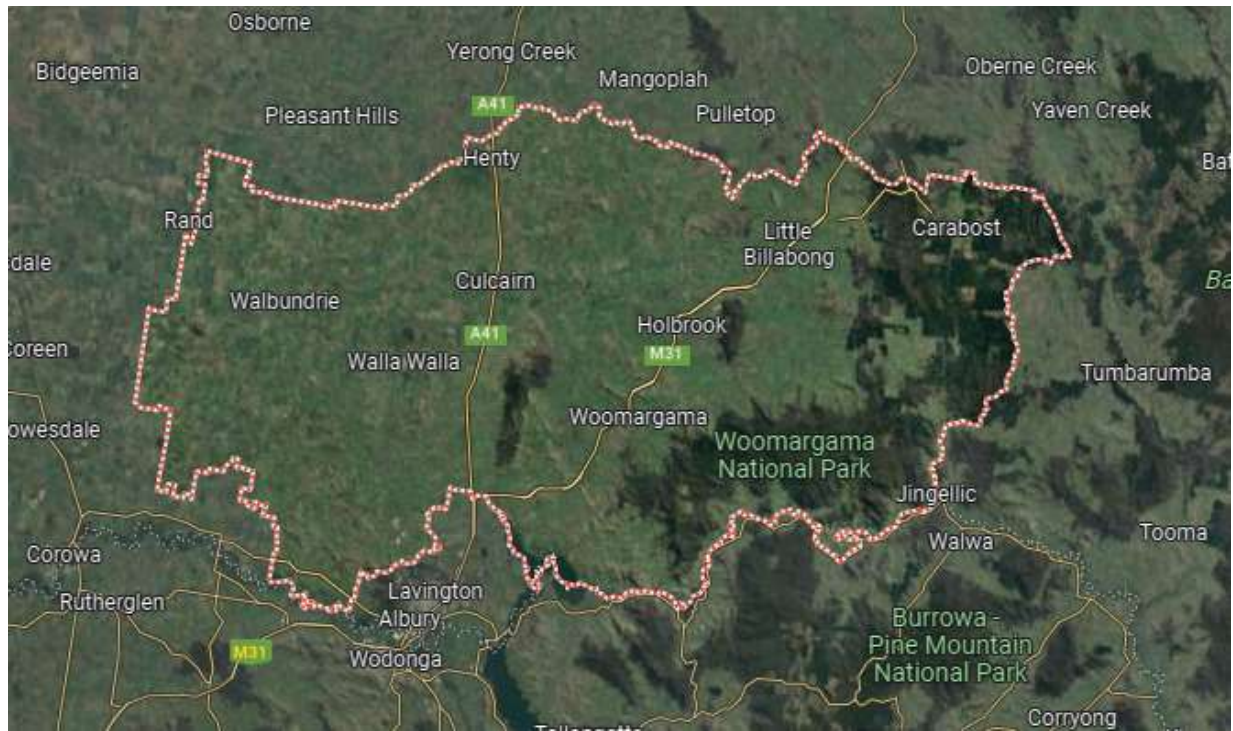


Figure 1.2 Greater Hume Shire Council Area (LCA)

Greater Hume Shire is a local government area in the Riverina region of southern New South Wales, Australia. The Shire was formed in 2004 incorporating Culcairn Shire, the majority of Holbrook Shire and part of Hume Shire. The shire had an estimated population of 10,137 as at 2012

2.2 Regional facilities and services

It is likely that Walla Walla and Culcairn would be the key service centres of the Walla Walla Solar Farm construction work force, with other service centres including Tabletop, Henty, Holbrook, Albury, Wodonga, and other smaller surrounding towns.

Existing facilities and services in Walla Walla include:

- A shopping precinct including a grocery store, newsagency, and hair salon
- Cafes and take-away restaurants
- Post office
- Medical clinics and pharmacy
- Police station and NSW Rural Fire Service (RFS)
- One petrol station
- One hotel motel
- Two schools
- Three churches
- Recreational facilities including the Walla Walla sportsgrounds (football and netball), swimming pool, and Walla Walla Bowling & Recreational Club
- Parks and gardens, including Bicentennial Park, Lions Park, and Sunnyside Park

Culcairn provides:

- Supermarket (Food Works), butchers, bakery
- Newsagency
- Restaurants, pubs, cafes
- Post office
- Medical services, including Culcairn Multipurpose Service (Accident and Emergency Department, hospital and residential aged care and allied services), and a pharmacy
- Police station, fire station, SES
- Four petrol stations

- Three accommodation services (hotel, caravan park, motor inn)
- Three schools
- Seven churches
- Library
- Recreational facilities including swimming pool, bowling and golf clubs, football, tennis and netball clubs, cricket facilities, pony club, a skate park, and a walking and bike track
- Parks and gardens, including Eric Thomas Park and Jubilee Park

Other local towns such as Gerogery, Jindera, Henty, and Holbrook provide limited services that include essential businesses such as, but not limited to, a supermarket, newsagency, cafes, petrol stations, and post offices.

Nearby Albury-Wodonga, as a major regional centre, offers a greater number and broader range of similar services, as well as higher order services, including hospitals and specialist medical services, accommodation, and higher education institutions.

3 WORKFORCE ESTIMATES

3.1 Construction

The construction of the project will be undertaken by GRS supported by locally based contractors and subcontractors. It is estimated the project will require around 250-300 workers at the peak of construction. Approximately 170 labourer's, 80 electricians and technicians and 20 miscellaneous contractors (such as construction manager and Supervisors, WHS personnel, surveyors, security, and machinery operators as listed below) will be required. Employment numbers will fluctuate starting with about 30 workers on site for one to two months. Worker numbers then progressively increase to 300 staff at about the 65% completion stage for several months before tailing off toward completion and the start of commissioning. About 5-10 staff are required for commissioning.

The workforce would be sourced from the local area where possible, and the wider region where worker deficits arise.

It is expected the peak period would extend for approximately 8 to 12 months. Outside of this period, approximately 30-40 workers will be required at any one time.

Most of the workers who need to travel to Walla Walla will reside in temporary local accommodation during construction. As, it is expected the demand for local accommodation generated by the project would be reduced.

Employment during construction would include but not limited to the following Trades/Labourer's:

- Land planners and surveyors
- Engineers (electrical and other)
- Electricians
- Metal manufacturers
- Fencing specialists
- Vegetation management (clearing, mulching, rehabilitation, screening, etc.)
- General civil work (grader, dozer, excavator operators, etc.)
- Logistics
- Builders
- General labourer's
- Security
- Telecommunications
- Traffic management
- Health, safety and environment (HSE) personnel.
- Management, Superintendents, Supervisors

3.2 Transport

It is proposed that bus transfers will be provided by the Subcontractors (where practicable) to minimise traffic volumes and transit risks during construction as per the TMP. The Project site is to be accessed via the Main Access point on Benambra Road, as required by Condition 5 in Schedule 3 of the Development Consent.

Travel routes for shuttle buses will be determined by the locations of staff accommodation and in accordance with the Development Consent. The number of shuttle buses and the identified routes will be determined to minimise travel times and ensure convenient pick-up points for staff.

4.0 Cumulative impacts

4.1 Project Interactions

While the NSW Major Projects Department considers that there is sufficient workers & accommodation for this project, to manage cumulative impacts associated with multiple projects in the region and to encourage the employment of locally sourced workers GRS would need to monitor employment & accommodation as setup in this plan.

Cumulative impacts may occur if the construction periods of nearby major projects overlap with the construction period of this Project.

These impacts can include traffic generation, staff accommodation requirements, disposal of construction waste, stress on local business for supply and demand, and supply of local labour. An influx of staff across multiple concurrent projects is likely to place pressure on local short-term accommodation and other services in the community.

This in turn may restrict the availability of accommodation for other users during peak tourist periods such as school holidays and the region's annual events, also

What needs to be taken into consideration is that the Walla Walla Solar Farm is much farther advanced than the other projects in the region, and it is unlikely that the peak construction period of WWSF would overlap with other renewable energy projects, but in the unlikely event that WWSF construction period overlaps with another solar farm in the region, there is sufficient accommodation within the wider region (including Wagga Wagga and Albury) to accommodate those workers, also prior to this

GRS will consult with the developers & or other companies of other projects whose construction timeline may overlap with WWSF to minimise workforce and accommodation disruptions

4.2 Other Projects

Other industries in the region generate a demand for accommodation, however these services range from seasonal to intermittently required throughout the year as contracts are awarded for projects.

For example,

other employment generating developments include:

- Seasonal agricultural demands (e.g., harvesting, shearing)
- Contracts awarded for local projects (e.g., infrastructure projects, which on occasion require external workers or assistance).

Two major solar farms have been approved near WWSF: Culcairn Solar Farm is located 2 km to the north of the WWSF, while Jindera Solar Farm is located approximately 20 km to the south of the WWSF. A third solar farm located close to Jindera, Glenellen Solar Farm, is at the development stage.

Below in *table 1.1*, presents a list of major projects that have been identified in proximity to the Project. While most developments are too far away to contribute towards cumulative visual, noise and local road transport impacts, they may contribute to workforce and accommodation impacts.

Table 1.1 Major projects in proximity to Walla Walla Solar Farm

Development Name	Overview	Status	Development Timelines and Workforce Details	Identified Positive and Negative Impacts
Culcairn Solar Farm	The 400 Megawatt (MW) is located South of the township of Culcairn, alternating current (AC) solar farm would occupy up to approximately 1350 ha of rural land currently used for agriculture. The proposal infrastructure includes solar panels, inverters, transformers, underground cabling, battery storage (200 MW), site office and maintenance building, access tracks, road and electrical easement crossings, perimeter security fencing, and a substation to connect the solar farm to TransGrid's existing transmission line.	SSD – 10288, On 25 March 2021 the Independent Planning Commission granted consent for the development application SSD 10288 for the Culcairn Solar Farm in accordance with Part 4 of the Environmental Planning and Assessment Act 1979 (the Act)	Phase 1 – Development stage Phase 2 – Construction Stage Phase 3 – Operations stage Likely to have approx. 500 construction workers 10 operational & maintenance workers	Most responses from the public consultation process have expressed a negative result to the project which includes the council, but in response to this Overall, the Department considers the site to be appropriate for a solar farm as it has good solar resources and available capacity on the existing electricity network and is consistent with the Department's Large-Scale Solar Energy Guideline. On balance, the Department considers that the Project is in the public interest, and is approvable, subject to strict conditions
Jindera Solar Farm	Jindera Solar Farm Pty Ltd proposes to develop a solar farm at Glenellen, north of Jindera, New South Wales (the proposal). The 130 Megawatt (MW) solar farm would occupy around 519 ha of rural land currently used for agriculture. The proposal infrastructure includes solar arrays, trackers, modules, invertors, a substation, underground cabling, security fencing, battery storage and a cable run to connect the solar farm to TransGrid's Jindera substation.	SSD – 9549, On 22 December 2020 the Independent Planning Commission granted consent for the development application SSD 9549 for the Jindera Solar Farm in accordance with Part 4 of the Environmental Planning and Assessment Act 1979 (the Act)	Direct and indirect employment opportunities during the peak construction phase and operation of the solar farm. This includes up to 200 employees and three to five full time staff for the life of the project	Most of the public consultations were negative toward the project, The Department has completed its assessment of the merits of the application for the Jindera Solar Farm, Of the public submissions, 97 objected to the project, of which 69 were unique submissions. Greater Hume Shire Council also objects to the project. the Department has considered the environmental, social and economic impacts of the project, submissions on the EIS, relevant environmental planning instruments, the suitability of the site of the project, and the public interest, in accordance with the requirements of the EP&A Act. Based on this assessment, the Department considers that the project is approvable
Hume Battery Energy Storage System	Meridian Energy Australia Pty Ltd proposes to develop the Hume Battery Energy Storage System (BESS) Project (the Project), to be constructed on Water NSW land near the pre-existing Hume Dam Hydro Power Station in NSW. The project is proposed to be undertaken in the Albury City Council Local Government Area (LGA).	SSD-10460 On 21 January 2021 the Executive Director, Energy, Resources and Compliance granted consent to the development application SSD 10460, as delegate of the Minister for Planning and Public Spaces in accordance with Part 4 of the Environmental Planning and Assessment Act 1979 (the Act).	The following construction activities are proposed within 9Mths ☑ Installation and maintenance of environmental controls ☑ Upgraded construction access track from existing Water NSW internal access road to BESS location ☑ Cut and fill to form BESS pad and construction laydown area ☑ Trenching and installation of cable from BESS to Switchyard ☑ Structural works to support BESS facilities ☑ Delivery, installation and electrical fit-out of BESS ☑ Testing and commissioning activities ☑ Minor works to connect BESS to existing switchyard	Understood to be awaiting grid connection approval, no impact likely to occur. The overall Project benefits including dispatchable electricity and other network services are considered to outweigh the environmental and limited social impacts. The project would impact positively on employment through the creation of direct employment opportunities through the construction phase. The project is also likely to generate indirect jobs in local, regional, and national businesses and industries from increased economic activity and spending at businesses providing goods and services to support construction activities.

			☑ Removal of construction equipment and rehabilitation of construction areas. Up to 40 Full Time at peak of construction to be preferentially sourced locally where appropriate s & 2 operational maintenance personnel	
Gregadoo Solar Farm	Gregadoo Solar Farm Australia Pty Ltd proposes to develop a solar farm at Gregadoo, south-east of Wagga Wagga, New South Wales. The solar farm would occupy around 90 hectares of rural land currently used for agriculture. The proposal infrastructure includes solar arrays, trackers, modules, invertors a substation and a cable run to connect the solar farm to TransGrid's Gregadoo substation. The proposal involves the construction of a ground-mounted photovoltaic solar array which will generate approximately 45MW of renewable energy. The solar farm would connect into TransGrid's Gregadoo substation.	SSD-8825 Mod 2 In assessing the merits of the proposed modification, the Department has considered the merits of the proposal in accordance with the relevant matters for consideration under the EP&A Act. Determination Approved by the department on the 5 March 2021	Construction of the proposal is expected to take up to 9 months. The project lifespan is expected to be 30 years. Employment of 150 construction workers & 2-3 operational personnel	The project is currently in permitting stage. It will be developed in single phase. The project construction is likely to commence in 2023 and is expected to enter commercial operation in 2024. The Department's assessment has concluded that the modification would not result in any significant impacts beyond those that were assessed and approved. The applicant could mitigate residual environmental and amenity impacts associated with the proposed modification by adhering to the revised conditions of consent.
Mulwala Solar Farm	RPS Australia Asia Pacific has been commissioned by ESCO Pacific to undertake a visual impact assessment for a proposed 218-hectare, 80-megawatt (MW) Solar Photo Voltaic Generation (SPVG) facility (the proposal) to be constructed in the regional township of Mulwala, NSW. The proposal would include associated grid connectivity to Essential Energy and TransGrid electricity networks.	SSD-9039 The Executive Director under delegation from the Minister for Planning has, under section 4.38 of the Environmental Planning and Assessment Act 1979 granted consent to the development application Approved 18/12/2018	It is expected that construction will take approximately eight months from initial site works through to commissioning. The project is anticipated to have a long operational life span of 40 years. Construction of the project is said to create 130 jobs & 2 to 3 Operation & Maintenance personnel	There were only a few concerns about visual impacts and rehabilitating the site, and the presence on prime agricultural land. This project will help develop experience in skilled electrical trades and best practices for combined land use solar farming
Sandy Creek Solar Farm	Development of a 750 MW solar farm and associated infrastructure.	SSD-41287735	Current Status: Preparing EIS currently for the Department	Unlikely to impact as they don't have approval yet to commence construction

5.0 EMPLOYMENT STRATEGY

5.1 Scope

The purpose of a local employment and procurement strategy is to use procurement processes and purchasing power to generate positive social outcomes, in addition to the delivery of efficient goods, services and works.

Local employment and procurement strategies build on initiatives already undertaken by the renewable energy sector in enhancing sustainable and strategic procurement practice, enabling procurement to effectively contribute to building stronger communities; and is a key mechanism by which to generate wider social benefits.

The outcomes of an effective local employment and procurement strategy may include:

- *creation of training and employment opportunities through procurement processes, clauses and specifications in contracts*
- *addressing complex local challenges, such as intergenerational employment, crime, vandalism and economic decline in local communities or amongst disengaged groups*
- *encouragement of local economic development and growth*
- *promotion of fair and ethical trade*
- *social inclusion, particularly for vulnerable groups - giving them the opportunity to participate in the community and the economy*
- *engagement of small-to-medium enterprises and social benefit suppliers providing them with the same opportunities as other businesses, including the ability to engage in procurement processes*
- *securing the company's reputation and leadership in recognising and implementing corporate social responsibility initiatives*
- *local community package to spread the benefits of the Proposal into the operational stage.*

As mentioned above the Project will provide an opportunity for local people and businesses to benefit from the construction and operation of the Project. These include direct and indirect employment opportunities during construction and operation of the solar farm, and direct business volume benefits for local services, materials, and contracting.

The Project will work with businesses which have the appropriate experience, qualifications, value for money and shared values to meet the needs of the project.

5.2 Strategy

Although certain workforce skills and materials would need to be sourced from larger cities, GRS intends to source as much of its Subcontractor workforce as possible locally, noting Walla Walla and Culcairn are small towns with a limited workforce.

Construction supervisors and construction labour force made up of labourers, technicians, electricians & heavy plant operators, would be hired locally where possible.

Maintenance contracts for panel cleaning, fence repair, road grading, etc. would also be required and would likely be met by local contractors.

For construction, the bulk of the workforce would be required for panel installation, which requires only on the job training and limited technical skills. Panel installation lends well to local contractor employment.

Various strategies by GRS will be undertaken regarding investigation of the available workforce in Walla Walla, Culcairn, and the surrounding area, these strategies will either be by local contact, employment agencies or by previously GRS subcontractors to fill the project needs.

Below (table 1.2) is a proposed Register that the EPC can utilise some strategies to prioritise the employment of local workers

Table 1.2: Actions to prioritise local employment

Action	Timing	Responsibility
Contact Greater Hume Council and the local business groups to identify means of engaging with potential suppliers and employees.	In the months prior to construction and as required during construction	EPC Project
Engage local media including radio, newspaper, and social media to advertise expressions of interest for employment or provision of services or material	In the months prior to construction and as required during construction	EPC Project
Prioritise the use of goods and services that can be sourced locally and are competitive for price and quality	In the months prior to construction and as required during construction	EPC Project
Provide opportunity for local businesses to submit proposals and tenders	In the months prior to construction and as required during construction	EPC Project
Encourage subcontractors to utilise local workers and materials	In the months prior to construction and as required during construction	EPC Project
Use location of workers as a criterion when awarding contracts to subcontractors	In the months prior to construction and as required during construction	EPC Project
Identify skills and services to be engaged or tendered in the coming quarter and engage with businesses on the register and other stakeholders such as local council and nearby major projects.	In the months prior to construction and as required during construction	EPC Project
Identify positions where training would allow additional local workers and encourage local workers and businesses to undertake training to provide for specialist works. Contact TAFE NSW and registered training organisations in the surrounding towns such as Albury and Wagga Wagga to identify if any suitably qualified or training opportunities for workers.	In the months prior to construction and as required during construction	EPC Project
Engage with key stakeholders to identify requirements for the provision of goods and services to be tendered	In the months prior to construction and as required during construction	EPC Project

6.0 ACCOMODATION STRATEGY

6.1 Scope

Given the maximum on-site workforce at any time is anticipated to peak between 250 - 300 workers, and that sourcing at least 50% of the labour force from the locality has been deemed feasible, this AES assumes there would be an approximate maximum of 130 accommodation houses, Units or Cabins necessary at the peak of construction.

Tier	Distance Walla Walla Solar Farm	Locations
1	Within a 45-minute drive	Albury, approximately 41km South, 35-minute drive to WAL Solar Farm, approximately 39km East, 27-minute drive Holbrook, approximately 20km northeast, 16-minute drive Morven, approximately 12km north, 10-minute drive Culcairn
2	Between 45- and 75-minute drive	Wagga Wagga, approximately 90km North, 60-minute drive Urana, approximately 97km east, 70-minute drive

Table 1.3 Accommodation Options Proximal to the Development

This accommodation profile above (*Table 1.3*) relates to accommodation options within a 75-minute drive of the development. Where suitable construction personnel are not able to be sourced from local areas, GRS/Subcontractors will need to source from the wider NSW or even interstate network to source the labour requirements of the project. Fully equipped and comfortable lodgings would need to be booked for extended periods to house the workforce during construction.

The Proposal will also provide socio-economic benefits by generating up to 300 construction jobs during peak construction periods and will support up to 16 local operational jobs during the 30-year life of the solar farm. It will encourage regional development through expenditure by personnel in the Walla Walla region during construction.

6.2 Objectives

The Development Consent requires that the AES propose a strategy to ensure there is sufficient accommodation for the workforce associated with the development.

GRS with its Subcontractors intends to source as much of its workforce as possible locally, noting Walla Walla and Culcairn are small towns with a limited workforce. As local workers would be prioritised, it is expected the demand for local accommodation generated by the project would be somewhat reduced. However, a significant proportion of the Project's non-local construction workforce may be required to reside at local short-term and rental accommodation during the peak period of construction. There will not be a temporary worker camp on-site, and workers who need to travel to the Project site will reside in temporary local accommodation during construction.

Accommodation for construction workers is likely to be sourced from Walla Walla, Culcairn, and nearby centres such as Holbrook, Albury-Wodonga, and Wagga Wagga, either workers residing in their own homes or through temporary accommodation. An influx of workers requiring accommodation to facilitate the construction of the Project could place pressure on local short-term accommodation.

GRS together with their Subcontractors will propose to consult with the local council & to provide the local community accommodation places with advanced notice of site numbers required per month.

6.3 Accommodation Profile – Review of Options

This accommodation profile has considered a variety of accommodation types:

- **Short-term accommodation** – this includes self-catering houses and units (typically listed on short stay services such as Airbnb and HomeAway), motels, hotels and camping/caravan parks – (most suitable would-be cabin style facilities) – with the availability of properties influenced by a strong visitor economy.
- **Longer term accommodation** – this includes rental properties and properties that are available for purchase. The availability of these properties is influenced by the supply and future development of housing options in the target area.

6.3.1 *Short Term*

A range of short-term accommodation options within surrounding towns and regional centres have been assessed, including motels, hotels, caravan parks, holiday parks, bed & breakfasts, and serviced apartments, detailed are listed below but not limited to:

- Walla Walla Hotel Motel
- Culcairn Motor Inn
- Culcairn Hotel
- Gerogery Hotel, Gerogery
- Byer Fountain Motor Inn, Holbrook
- Holbrook Skye Motel

6.3.2 *Long term*

Long Term Accommodation options in Albury-Wodonga and Wagga Wagga and the other regional areas would also be considered due to the relative proximity to the project site, being less than an 70min's drive. Albury-Wodonga has over 40 accommodation options, and Wagga Wagga has over 25 options, including motels, hotels and caravan and holiday parks, that would be able to cater for potential overflow of workers who cannot find accommodation within Walla Walla and surrounding areas.

6.4 **Objectives / Intended Social Outcomes**

The key objectives of the AES for the development are:

1. Prioritise clusters of accommodation in Albury/Wodonga to minimise traffic impacts.
2. Prioritise use of local accommodation within approximately 75 minutes-drive from the development.
3. Reduce or avoid upward pressure on housing prices, rental costs and demand that may result from development activities.
4. Prioritise procurement and employment of local business and workers to reduce impact on housing demand.
5. Monitor and adjust the accommodation strategy throughout development planning and construction in response to workforce needs, and on-going stakeholder feedback

7.0 STAKEHOLDER ENGAGEMENT

GRS understands that interest in the Project may not just be from directly affected landowners and neighbours, but will extend to the broader community. GRS proposes to engage people and individuals outside the directly affected project area as appropriate. Further, GRS acknowledges that the Solar Farm may impact businesses, education facilities, healthcare centres, local Aboriginal Land Councils, and others. Individual stakeholders have and will continue to be identified within each of the stakeholder groups and an internal database will be established to record and report on all communication and engagement activities.

Below is the visual process of laying out all the stakeholders of a product, project, or idea on one map, Stakeholder mapping has been used to get a visual representation or identify those who may experience impacts (both positive and negative) and those with an interest in the Solar Farm. A Stakeholders list has been identified and categorised according to their levels of impact and interest in the Solar Farm, previous experience of GRS working with similar stakeholder groups, and their potential level of involvement with the Solar Farm, as per the stakeholder categorisation tool below.

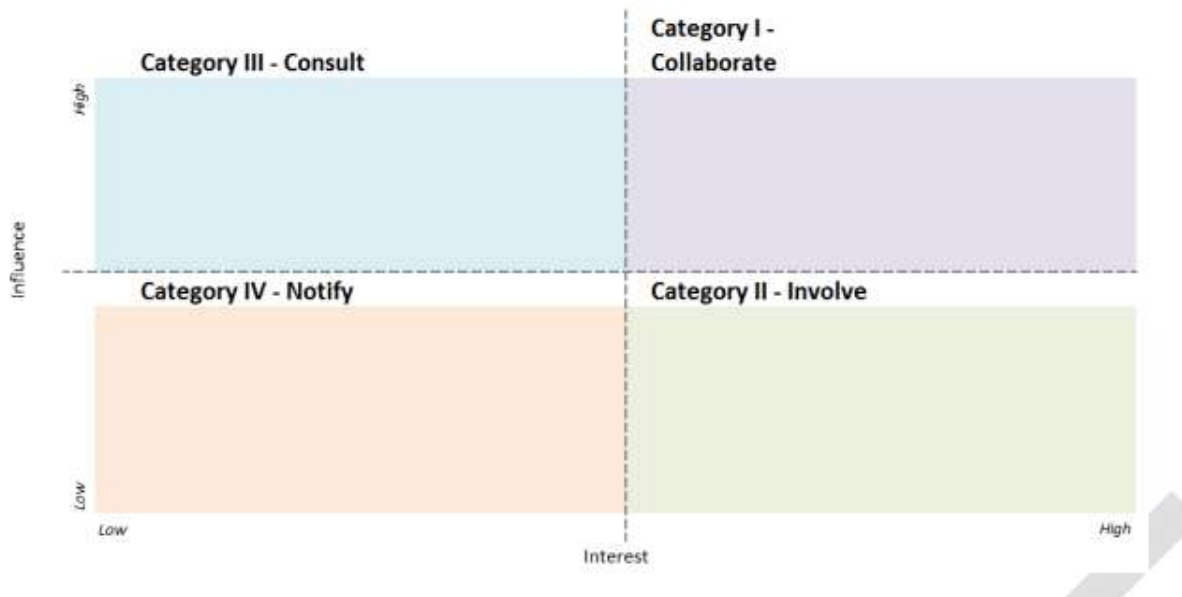


Table 1.4, Stakeholder analysis tool

The stakeholder analysis tool categorises stakeholders in the following way:

- **Category 1:** stakeholders on which the Solar Farm is likely to have a high level of impact (positive and negative) and those with a high level of interest in the Solar Farm. This includes neighbours, residents, and businesses near the Solar Farm, local councils, relevant NSW Government Departments and Members of Parliament.
- **Category 2:** stakeholders on which the Solar Farm is likely to have a high level of impact (positive and negative) but who have a lower level of interest in the Solar Farm. This includes residents and businesses located further from the Solar Farm.
- **Category 3:** stakeholders who have considerable interest in the Solar Farm but on whom it has a relatively low impact.
- **Category 4:** stakeholders with comparatively little interest in the Solar Farm and on whom it has little or no impact

The table below outlines a high-level categorisation of stakeholders, but the list is not exhaustive.

Category 3 – Consult

Category 1 – Collaborate

• Commonwealth Department of Environment and Energy • Federal Minister for the Environment • Interested community and environment groups • NSW Aboriginal Land Council • Local media	• Landowners • Near neighbours • NSW Minister for the Environment • NSW Minister for Planning • NSW Minister for Energy and Utilities • NSW Government: - o Department of Planning and Environment (DPE) • Local Government
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Category 4 – Notify

Category 2 – Involvement

• Businesses in the broader area • Local Lions Club (if operating) • Local Rotary Club (if operating) • Residents in the broader area	• NSW Government - o Local Land Services - o Division of Resource and Energy (DRE) - o Office of Environment and Heritage (OEH) - o Environmental Protection Authority (EPA) • State Member for Walla Walla area • Federal Member for Walla Walla area • Local Aboriginal Land Council • Shadow Minister for Environment and Heritage • Shadow Minister for Industry, Resources and Energy • NSW Farmers
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Table 1.5, High-level categorisation of stakeholders

7.1 Community Engagement Strategy

This Plan is part of GRS's commitment to our proposals, activities, operations, and plants being conducted in a way that demonstrates and contributes enduring benefits to the local communities where we propose activities and operate assets.

The following outlines GRS's commitments to the Walla Walla Community and the broader Riverina region during

the planning, construction, operational and decommissioning stages of the Solar Farm.

GRS will:

- *Be proactive:*
Engage with communities early and often, so that we understand and respond to their interests and concerns.
- *Be flexible and inclusive:*
offer a range of engagement opportunities that are tailored to the variety of needs and preferences of the communities in which we operate.
- *Be transparent:*
Act honestly and ethically in all our dealings with the communities in which we operate.
- *Support our employees and contractors to engage well:*
Provide tools, peer support and training to enable our staff to deliver on our commitments.
- *Continuously improve our engagement:*
Evaluate the effectiveness of our engagement and modify it as needed to ensure that our activities address community needs and expectations.

7.2 Strategy and action plan

The proposed Solar Farm will be complemented by best practice community engagement and respect for the communities with which we engage and work. Our approach is led by GRS's commitment and support from the broader Stakeholder Relations team. Our approach is guided by GRS's Community Engagement Policy, which is informed by best practice approaches, as per below diagram



Figure 1.3 Community practice approaches

Inform

- communities with information
 - information to assist communities to understand a problem, a policy and alternatives, and to look to opportunities and/or solutions
 - outcomes of a process and/or decisions taken, why they were taken and the intended benefits
 - information on a process and opportunities for engagement.

Consult

- Consulting with community is a means of obtaining feedback from communities through clearly defined channels.
 - Consulting can help guide the development of policies and programs, analysis, alternatives and/or decisions. It is also about listening to concerns and aspirations and gathering information.

Involve

- Involve communities by working directly with them through processes to ensure there is common understanding of the issue and that community views, concerns and aspirations are reflected in the development of options or approaches.
 - Involving is a two-way exchange of information that encourages discussion and provides an opportunity to influence the outcome.

Collaborate

- Collaboration is working in partnership with communities as a team,
 - Incorporating their input and advice,
 - Jointly formulating solutions and/or options, and
 - Sharing agenda setting and deliberation of issues.

Empower

- Empowering is about placing final decision-making in the hands of the community –
 - the community decides what will be implemented.

8.0 STRATEGY IMPLEMENTATION

8.1 Roles and Responsibilities

GRS is the responsible EPC Contractor, to undertake construction works of the Project. GRS is responsible for implementation of the AES as it applies to the construction phase, including undertaking all consultation with key stakeholders (Councils & Government departments, Local Communities). GRS will work with all Stakeholders to address ongoing employment and accommodation requirements for the Project during construction.

8.2 Summary

Ongoing monitoring and review of the effectiveness of the AES will be undertaken in accordance with Condition 34(d) in Schedule 3 of the Development Consent.

During construction, the AES would be reviewed quarterly after commencement of construction until works are completed to:

- Assess the extent to which the objectives of the AES are being met with regard to:
 - Maximising use of local accommodation (Section 5)
 - Prioritising local employment where reasonable and feasible (Section 4)
- Assess the continuing suitability of the AES in relation to construction progress, workforce predictions, changing conditions and information
- Incorporate feedback from external stakeholders including Greater Hume Shire Council, accommodation operators, the business community, and the general community. *See appendix 1*

Regular review of the AES will allow opportunity for improvement to be identified and implemented if required.

9.0 Document Review and Control

Condition 34 of Schedule 3 of the development consent states the following:

Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development in consultation with Council, and to the satisfaction of the Planning Secretary.

This strategy must:

- (a) propose measures to ensure there is sufficient accommodation for the workforce associated with the development.*
- (b) consider the cumulative impacts associated with other State significant development projects in the area.*
- (c) investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible; and*
- (d) include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring and review during construction. Following the Planning Secretary's approval, the Applicant must implement the Accommodation and Employment Strategy.***

Consistent with Condition 34 of Schedule 3 of the development consent, GRS will therefore,

- a) update the AES to the satisfaction of the Planning Secretary prior to carrying out any upgrading or decommissioning activities; and
- b) review and, if necessary, revise the AES to the satisfaction of the Planning Secretary within one month of any modification to the conditions of the development consent.

Additionally, Condition 3 of Schedule 4 provides that GRS may, at any time, submit a revised AES to the Planning Secretary for approval. The AES will be periodically reviewed by the EPC Contractor and O&M Site Manager during construction and operations, respectively. If revisions to the AES are required, for example, to facilitate continuous improvement, to respond to legislative changes or address an actual or potential non-compliance, then they will advise the GRS team. The GRS team will be responsible for revising the AES and submitting the updated AES to the Planning Secretary for approval.

Following approval by the Planning Secretary, the revised AES will be published on the development website.

10.0 Reference Documents

NGH Accommodation and Employment Strategy, Walla Walla Solar Farm 2022

ABS. (2020, February). Counts of Australian Businesses. Retrieved from Australian Bureau of Statistics:
[https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/8165.0June%202014%20to%20June%202018?](https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/8165.0June%202014%20to%20June%202018?OpenDocument)
Open Document

DCJ Statistics. (2022). Rent Report. Retrieved from Tableau Public:
https://public.tableau.com/app/profile/facs.statistics/viz/Rentandsales_15565127794310/Rent

Real Estate. (2022). Walla Walla/Albury regional areas. Retrieved from RealEstate.com.

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Equity Economics. (2022). Double Return:
How investing in social housing can address the growing homelessness crisis and boost Australia's economic recovery. Equity Economics.

Briggs, C., Rutovitz, J., Dominish, E., & Nagrath, K. (2020).
Renewable energy jobs in Australia: Stage One. Sydney: Clean Energy Council.

Appendix 1. Council Approval

Agency and other stakeholder consultation have occurred as per the development consent for plans and strategy prepared under this AES Management Plan. Preparation of this AES plan occurred in consultation with Greater Hume Regional Council (Council).

The AES was provided to Greater Hume Council with an invitation to review and comment on all aspects of the document. As in the email provided below from the council they had No objection to the AES Management Plan.

