



Avonlie Solar Farm (SSD-9031)

Accommodation and Employment Strategy

Revision| E

29 June 2021

4508890999



Avonlie Solar Farm

Project No: IA222600
 Document Title: Accommodation and Employment Strategy
 Document No.: Avonlie Solar Farm_AES
 Revision: E
 Date: 29/06/2021
 Client Name: Siemens Gamesa Renewable Energy
 Client No: 4508890999
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 File Name: Accommodation-and-employment-strategy_Rev E_20210706.docx

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Document history and status

Revision	Date	Description	By	Review	Approved
A	13 August 2019	Initial draft for client review	Zara Durnan	Gavin Alford	
B	30 August 2019	Revised following consultation with Narrandera ShireCouncil and additional client review	Zara Durnan	Gavin Alford	
C	05 September 2019	Final issue following consultation with Narrandera ShireCouncil Solar Farms Reference Group	Zara Durnan	Gavin Alford	Damien Wagner
D	20 November 2020	Updated based on comments received by DPIE, Narrandera Shire Council Solar Farms Reference Groupand client comments	Damien Wagner	Damien Wagner	Steven Reid
E	29 June 2021	Updated with the consolidated consent following Modification 2.	Jade McManus	Nicola Smith	

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1. Introduction

1.1 Project Overview

The Project Owner is proposing to construct and operate Avonlie Solar Farm (**ASF**), a ~200 megawatt (MW) solar farm with battery storage capacity capped at 100 MW / 100 MW hours at Sandigo, located 20km south east of Narrandera, New South Wales (the **Project**). The Project was approved by the New South Wales (NSW) Government in late 2019 and will consist of around 667,000 solar panels on 581 hectares.

Construction of the Project will take an estimated 15 months to complete. The ASF is expected to operate for about 30 years, after which the ASF would be reconditioned or decommissioned. The Project is currently undergoing a detailed engineering design process to enable commencement of construction in mid 2021. The location of the site is shown in Figure 1-1 below.



Figure 1-1: Avonlie Solar Farm site location (depicted in red)¹

¹ nigh 2019, Avonlie Solar Farm site location.

1.2 Purpose of this strategy

The purpose of this Accommodation and Employment Strategy (**AES**) for the ASF is to address the relevant Conditions of Consent (**CoC**) of SSD-9031 relating to accommodation and employment, with the following objectives:

- Propose a strategy to ensure there is sufficient accommodation for the workforce associated with the development;
- Consider the cumulative impacts associated with other State significant development projects in the area;
- Investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible; and
- Include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring during construction.

This Strategy will apply to the principal contractor and their prime sub-contractors.

1.3 Statutory Approvals

Condition 28 of the CoC requires the preparation of an AES prior to the commencement of construction. This Strategy has been prepared to satisfy the requirements of Schedule 3, Condition 28 of the CoC. This AES addresses the following:

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

- propose a strategy to ensure there is sufficient accommodation for the workforce associated with the development;*
- consider the cumulative impacts associated with other State significant development projects in the area;*
- investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible;*
- include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring during construction.*

Following the Secretary's approval, the Applicant must implement the Accommodation and Employment Strategy.

Table 1-1 outlines the requirements of the CoC and refers to the relevant section of this AES where each item has been addressed.

Table 1-1: CoC requirements for AES

Requirement	Development Phase	AES Cross reference / How Addressed
Schedule 3 Environmental Conditions – General CoC 28		
<i>Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development in consultation with Narrandera Shire</i>	All	Entire AES - Implementation of this AES. Section 4– summarises key comments by Narrandera Shire Council (NSC) Section 4.1 – includes evidence of consultation with NSC.

Requirement	Development Phase	AES Cross reference / How Addressed
<i>Council, and to the satisfaction of the Secretary. This strategy must:</i>		
<i>a) propose a strategy to ensure there is sufficient accommodation for the workforce associated with the development;</i>	All	Section 5 – Accommodation Strategy includes assessment and measures to ensure the accommodation of the workforce associated with the development.
<i>b) consider the cumulative impacts associated with other State significant development projects in the area;</i>	Construction and Operation	Section 3.2 -Considers the cumulative impacts associated with other large-scale development projects in the area.
<i>c) investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible;</i>	All	Section 6.3 - Employment Strategy includes provisions to prioritise local workers during construction and operation, where feasible.
<i>d) include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring during construction.</i>	All	Section 7.2 – Includes program for review and iterative improvement of the AES.
<i>Following the Secretary’s approval, the Applicant must implement the Accommodation and Employment Strategy</i>	All	Noted- This AES will be implemented for the duration of the ASF.

1.4 Strategic Framework

This AES sits within a suite of management plans and strategy documents required by the CoC as shown in Figure 1-2 which details the environmental performance criteria and site-specific management measures and procedures to be implemented. The overarching document is the Environmental Management Strategy (**EMS**) required under the CoC. The AES sits within the management plans required under the CoC and should be read in conjunction with the EMS and other relevant management plans.

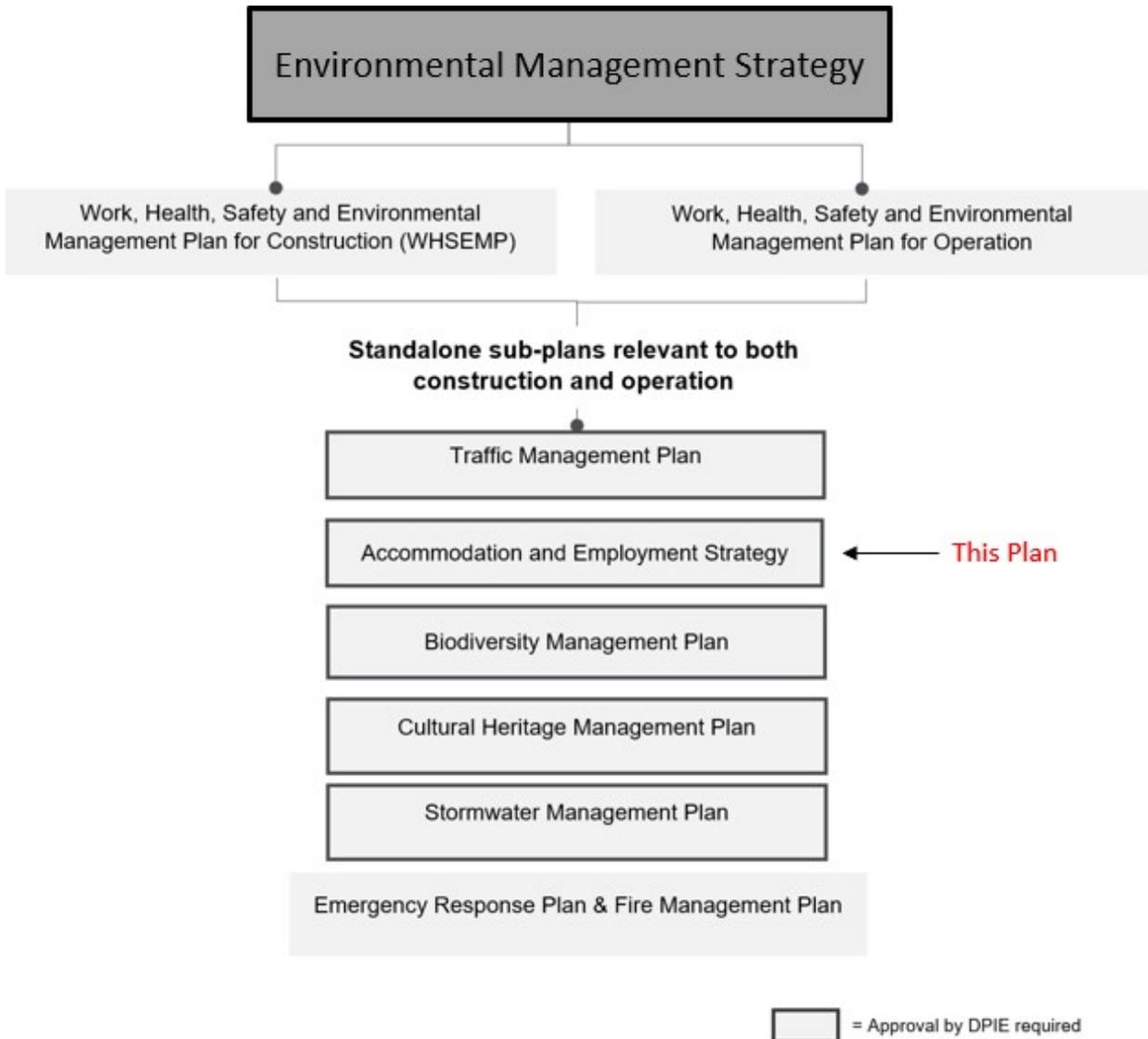


Figure 1-2 EMS Framework

2. Regional profile

2.1 Regional economic structure

Narrandera is a centrally located township in the Riverina region of NSW on the junction of Newell and Sturt highways, with a population of 3,746 persons as at 2016². The township is located within the Narrandera Shire Local Government Area (LGA) which covers an area of 4,116 square kilometres³ and in 2016 the Shire had a population of 5,853⁴ persons compared to 5,902 persons in 2011. Narrandera Shire has two villages, Barellan (population 328) and Grong Grong (population 391) and 16 rural localities.

Approximately 10.1 % of the shire population identify as being of Aboriginal or Torres Strait Islander descent. According to NSW Area population projections, Narrandera is expected to experience a loss of 1,180 people over the period of 2016-2036, representing a decline in population of 1.1% per annum over 20 years⁵. The population trend expected for Narrandera is consistent with many rural areas over recent years, especially those with a high reliance on the agricultural sector which has been negatively impacted by drought, an uncompetitive exchange rate and an ageing labour force.

Agriculture is the main economic activity in the region and is dominated by dryland, broadacre farming. The main activities are cropping (grains, legumes and oilseeds) and cattle and sheep (for wool and meat) production. Around 2.5% of the agricultural land is irrigated, with the main activities including grapes, fruit, nuts, vegetables, cotton and rice production. Other significant economic sectors within the shire are health and aged care, manufacturing, retail and tourism.

The most common occupations in the area are managers (22%), labourers (17%) and technicians and trades workers (12%). The two industries with the greatest employees are the Agriculture, Forestry and Fishing industry with 20% of the labour force and Health Care and Social assistance with 13%. In September 2016, the unemployment rate within the Narrandera Shire LGA was 6.1%, slightly less than the NSW and Australia unemployment rates at 6.3% and 6.9% respectively. At this time, 2.3% of the population were looking for full time work, which is around 108 people.

Tourism has become an important economic contributor in Narrandera with domestic and international tourists attracted to the Murrumbidgee River and Lake Talbot. According to Tourism Research Australia (TRA), in 2015 the average spend per domestic trip was \$288 and \$1,582 per international trip. The shire is also home to a number of festivals and annual events including the National Camellia Show, John O'Brien Festival, Barellan Masters Games, NSW Australia Day Water Skiing Championships, Narrandera Rodeo, Narrandera Rod Run and Narrandera Show⁶.

The Narrandera Shire Economic Development Strategy 2017-2020⁷ was prepared by the Narrandera Shire Council (NSC) with the key objective of sustainably facilitating business growth. Ecoefficiency and sustainability have been identified in the strategy as a macro trend that has the potential to influence economic growth in the shire. The Riverina Murray Regional Plan⁸ provides a 20-year blueprint for the region, setting out the NSW Government's vision for the Riverina Murray which is to create a diversified economy founded on Australia's food bowl, iconic waterways and a strong network of vibrant and connected communities. Both of these strategies demonstrate the government's commitment to attracting new investment, supporting the creation of employment opportunities and growing the regional economy.

² ABS 2016 Census Data – Narrandera (Urban Centres and Localities)

³ Community Profile – Narrandera

⁴ ABS 2016 Census Data – Narrandera (LGA)

⁵ NSW Department of Planning & Environment, 2016 NSW and Local Government Area Population Projections (Main Series)

⁶ Narrandera Tourism (2018), Narrandera Shire Visitor Guide

⁷ Narrandera Shire Council (2017), Narrandera Shire Economic Development Strategy 2017-2020

⁸ NSW Department of Planning & Environment (2017), Riverina Murray Regional Plan

2.2 Facilities and services

As at 2020⁹, the Narrandera township had four cafes, a bakery, a Subway, seven restaurants, a petrol station diner and two hotels serving food. Narrandera also has one supermarket, four banking branches, a post office, a small commercial airport, a number of mechanic garages, seven service stations, a railway station, a newsagency, several retail stores, two pharmacies, a Visitor Information Centre, a brewery, five schools, a library, seven motels, two caravan parks, thirteen vacation rentals, one B&B and two hotels (with accommodation). Medical and emergency services include Narrandera District Hospital, Narrandera medical centre, NSW Fire and Rescue services, a police station and SES unit. The town has a number of sporting facilities including a showground, a swimming pool complex, a bowling club and a cricket ground.

The neighbouring cities of Wagga Wagga (80km South East) and Griffith (107km North West) and town of Leeton (50km North West) are larger regional centres with a wider variety of businesses, short term accommodation, cafes, restaurants, sporting facilities, schools and other services. In 2016, Wagga Wagga City Council had a population of 64,090 persons, Griffith City Council had a population of 26,420¹⁰ persons and Leeton City Council had a population of 11,420 persons.

⁹ Google maps.

¹⁰ ABS 2016 Census – Wagga Wagga, Leeton, Griffith.

3. Workforce generation

3.1 Workforce estimates

3.1.1 Construction

Workforce estimates for the duration of construction for the Project are presented in Table 3.1. The workforce will be sourced from both the local and wider region; it is expected to comprise a combination of people residing locally, and workers who will travel from other regional centres or metropolitan areas and reside in temporary accommodation during construction.

It is desirable that a proportion of the workforce will be from the resident population within the Narrandera LGA and surrounding LGAs, as this would be economically beneficial for the region, and would reduce demand for temporary workforce accommodation (assuming those workers travelled daily from their place of residence). However, to provide conservative estimates for accommodation demand, it is assumed that most of the workforce will require temporary accommodation during their employment. The workforce is expected to increase over the first 6 months, with the first few months needing under 100 workers. The highest number of workers required is in months 7 and 8 with an estimated 283 workers. This estimated maximum is an increase to the projected numbers detailed in the EIS but provides a shorter overall construction duration by approximately 3 months. This increased number is in line with personnel numbers from similar sized projects in the area.

Table 3-1: Workforce estimates during construction

Month	Civil	Mechanical	Electrical	Management	Other	TOTAL
Month 1	15	0	0	0	0	15
Month 2	15	0	0	0	0	15
Month 3	30	0	0	5	0	35
Month 4	50	0	50	8	1	109
Month 5	50	105	105	15	1	276
Month 6	50	105	105	15	2	277
Month 7	50	105	105	15	8	283
Month 8	50	105	105	15	8	283
Month 9	50	105	75	15	8	253
Month 10	50	75	75	15	8	223
Month 11	50	75	50	15	8	198
Month 12	30	50	50	10	16	156
Month 13	0	50	20	2	12	84
Month 14	0	50	20	2	12	84

Month	Civil	Mechanical	Electrical	Management	Other	TOTAL
Month 15	0	0	0	2	12	14

3.1.2 Operation

During the operational phase, ASF is expected to require up to 4 Direct jobs (i.e., site-related) and generate 12 Indirect (or flow-on) jobs on an ongoing basis to support the facility.

3.2 Interaction with other projects

The Riverina Murray region has a number of operational and proposed solar farms to be built in the coming years. With limited resources in the area surrounding Narrandera and the expectation that a number of the solar farms will complete construction during 2020 and 2021, the ASF project may need to compete for labour, accommodation facilities and other services. An influx of workers requiring accommodation could place pressure on local accommodation facilities and limit availability of accommodation during peak demand periods such as school holidays, festivals and annual events.

Table 3-2 outlines the solar farms within 100km of ASF with construction timelines that may impact on ASF employment and accommodation availability. The Project Owner will undertake regular consultation with these projects to minimise potential cumulative business impacts in the region.

Table 3-2: Solar farms within 100km of ASF

Solar Farm Name	Current state	Construction employees	Closest town	Construction length	Construction start date
Avonlie Solar Farm	Planning & development	Average of 150 workers per month, with max of 283	Narrandera	15 months	Early 2021
Sandigo Solar Farm	Planning & development	Assumed average of 100 (max of 150)	Narrandera	8 months	Delayed, est. 2021
Yarrabee Solar Farm	Planning & development	Average of 150 workers per month, max of 450	Narrandera	21 months	Delayed, est. 2021
Riverina solar Farm	Planning & development	Assumed average of 65, (max of 100)	Griffith	12 months	Delayed, est. 2021
Yanco	Planning & Development	120	Leeton	10 months	Late 2021

In addition to the solar farm projects, there are a number of projects in the region under the Restart NSW strategy that may require employment and accommodation. However, given these projects are generally small scale requiring limited resources, they are unlikely to impact on labour resources for the ASF Project. The following projects have recently been funded under the NSW Fixing Country Roads program or Water Security for Regions program with works underway or funding announced:

- Leeton Bridge Upgrade – Whitton Darlington Point Road - \$1.5 million
- Narrandera: Upgrade Colinroobie Leeton Road – \$1.2 million
- Narrandera Livestock and Bitumen Truck Wash Project - \$0.3 million
- Wamoon Sewerage Scheme - \$1.5 million

A condition of grant funding is that the projects can be completed within two years of receiving funding; therefore, the projects may be completed or be close to completion by the time the main construction phase of ASF commences.

Some of the other large infrastructure projects within 100 – 250km of Avonlie Solar Farm that may impact on accommodation and employment include:

- Deniliquin Ethanol Plant
- Hay Solar Farm; and
- Sebastopol Solar Farm

These projects are all located closer to larger regional towns and would be unlikely to impact on employment and accommodation availability in Narrandera. However, if ASF needs to expand into larger regional towns outside of Narrandera, these projects may limit facilities and services.

The Project Owner also has two projects within this range, which will not impact Avonlie Solar Farm accommodation and employment:

- Tarleigh Park Solar Farm
- Currawarra Solar Farm.

4. Engagement with key stakeholders

The CoC (Schedule 3, Condition 28) requires that this AES be developed in consultation with NSC. Engagement with NSC and other key stakeholders is necessary to ensure that opportunities to maximise accommodation use and employment within the local region are realised, as required by the CoC. Key stakeholders and consultation proposed and/or undertaken to date is summarised in Table 4.1. An outline of the consultations undertaken is provided in Table 4-2 and Table 4-3.

Table 4-1: Stakeholder Engagement

Stakeholder	Comments
<p>Narrandera Shire Council (NSC)</p>	<p>NSC stated in their submission in response to the EIS that whilst there will be environmental and socio-economic advantages from the project to Narrandera LGA, such as increased employment and economic growth, there will also be various other consequences that NSC will be required to accommodate and manage. The desire to ensure that socio-economic benefits flow to its residents and ratepayers, and that its environmental, social, and economic costs are borne by the Project Owner is a key concern.</p> <p>NSC stated its ultimate support for the project is contingent on agreement being reached with the Project Owner on key issues prior to determination of the Development Application including resolution of the scope, extent and funding of road upgrading works prior to construction and their ultimate repair and maintenance during the construction and operation phases, and that the Project Owner makes fair annual financial contributions to the Council for public benefit purposes (incl. road maintenance, environmental and community enhancement, and recovery of Council project-related costs).</p> <p>The Project met with representatives from the NSC (General Manager and Economic Development Manager) on 21 August at Council chambers to consult on the draft Strategy. The draft AES was provided to NSC on 21 August 2019 for comment, with comments received on 23 August from the NSC General Manager, Deputy General Manager and Economic Development Manager. The comments indicated that NSC would like to see commitment to the utilisation of local employment agencies, training and workforce. NSC also suggested reporting on outcomes and adjusting the strategy approach throughout the Project where the approach is not effective. NSC's consolidated comments on the draft Strategy, and the EPC Contractor's response are provided in Table 4-2.</p>
<p>Accommodation operators in Narrandera and surrounding towns</p>	<p>Some accommodation operators in surrounding towns were contacted in preparing this Strategy to establish room numbers. Engagement with accommodation operators in Narrandera and surrounding towns will commence as part of the implementation of this Strategy.</p>
<p>Local real estate</p>	<p>A draft of the Strategy was provided to the NSC Solar Farm Reference Group on 30 August 2019 for review. The Group includes representatives from a local real estate agency, QPL Rural. The Group met on 03 September to consider the whole of the draft strategy before providing comments for the Project Owner to consider on 04 September. The comments included several minor amendments and reinforced the recommendation to consult with local training providers and prioritise a local workforce. The Group's consolidated comments on the draft Strategy, and the EPC Contractor's response are provided in Table 4-3.</p> <p>Further engagement with local real estate will commence as part of the implementation of this Strategy.</p>

Stakeholder	Comments
Local business community	<p>A draft of the Strategy was provided to the NSC Solar Farm Reference Group on 30 August 2019 for review. The Group includes representatives from the Narrandera Business Group, local businesses and a local employment agency. The Group met on 03 September to consider the whole of the draft strategy before providing comments for the Project Owner to consider on 04 September. The comments included several minor amendments and reinforced the recommendation to consult with local training providers and prioritise a local workforce. The Group's consolidated comments on the draft Strategy, and the EPC Contractor's response are provided in Table 4-3.</p> <p>Further engagement with the local business community will commence as part of the implementation of this Strategy.</p>

4.1 Narrandera Shire Council Consultation Records

The Project met with representatives from the NSC (General Manager and Economic Development Manager) on 21 August at Council chambers to consult on the draft Strategy. The draft AES was provided to NSC on 21 August 2019 for comment, with comments received on 23 August from the NSC General Manager, Deputy General Manager and Economic Development Manager. NSC's consolidated comments on the draft Strategy, and the EPC Contractor's response are provided below.

Table 4-2: Consultation records: Narrandera Shire Council

Item	NSC consolidated comments provided 23 August 2019	EPC Contractor response to NSC provided 30 August 2019
1	Would like to be able to present the next version of the draft to the Narrandera Solar farm Reference Group for their input as they have requested this. I can convene a meeting at reasonable short notice.	NSC can present the EPC Contractor approved draft (29/08) to the Narrandera Reference Group and the EPC Contractor will consider inputs that come from this, however timelines should be noted as the EPC Contractor need to have the strategy finalised before 9 September 2019.
2	All the accommodation providers and small businesses who have registered with Council s/be listed in the strategy.	This has been included as Appendix B in the AES.
3	Commitment to local training and the use of the Tafe and perhaps identification of just what the appropriate training certification is – for example Cert 3 in Solar farm Construction and Operation – delivered by the Tafe.	The Project will consult with employment agencies to ensure the agencies have details of the courses relevant to the Project that the TAFE offers. The Project will engage with TAFE to provide information about the project and the type of training that might be required and encourage prospective employees to utilise TAFE services if required.
4	Commit to using the CVGT local employment agency because that should provide a good opportunity for the use of currently unemployed locals.	The Project will commit to consulting with local employment agencies. As the Project workforce will predominantly be employed through subcontractors, the Project will advise and refer subcontractors to local employment agencies.
5	Leeton Shire Council should be included in and around the references to WWCC and GCC	Updated in Table 5.4 and 6.1

Item	NSC consolidated comments provided 23 August 2019	EPC Contractor response to NSC provided 30 August 2019
6	Reference to the standard of accommodation and the need for “approved or licensed accommodation”. I don’t think we want the situation where we have folk crammed in 5 to a room without appropriate facilities.	Encourage the use of the appropriate standards but the Project will not make any comment regarding leasing relationships. The accommodation strategy assumes one employee per room.
7	The reporting on 7.2 should include published details of the success of the strategies including for example the number of staff identifying as indigenous (with a target of at least achieving a similar profile to that of the local community), the number of staff and contractors using 2700 postcode, the number of new workers accommodated in the 2700 postcode and a commitment to a remedial strategy if those reasonable targets are not being met.	The Project will record and report to NSC on workers identifying as indigenous and workers/contractors with local 2700 postcode/s, no of workers/contractors accommodated in local 2700 postcode/s. The Project is unable to commit to specific employment or accommodation targets. The Project will consult with the NSC on recorded data and work with the NSC on any reasonable measures to increase local representation and/or accommodation. If indigenous employment falls below the community profile, the Project will consult with local employment agencies regarding how to improve.
8	Table 5.3 has the key actions and in particular the reference to accommodation providers within 50km. It does not really detail how they will work with accommodation providers to achieve this outcome, unless it via the points listed below in the table.	Strategy for engagement set out in table 5.4. Further engagement details will be part of the Project implementation.
9	Table 6.3 is similar to the accommodation strategy but for employment. It does not particularly preference local workers over other centres. There are no reference to a priority within 50km of the development site for instance or a goal for a minimum number of Narrandera residence or indigenous employees, even if it’s a goal and not a requirement.	Local prioritisation is as per table 6.1.
10	It would be good to see something about engagement with local TAFE to see if there are learning and development opportunities for young people through the project in light of all the other projects nearby as well.	The Project will consult with employment agencies to ensure the agencies have details of the courses relevant to the Project that the TAFE offers. The Project will engage with TAFE to provide information about the project and the type of training that might be required and encourage prospective employees to utilise TAFE services if required.

Item	NSC consolidated comments provided 23 August 2019	EPC Contractor response to NSC provided 30 August 2019
11	Quite a lot of the work would be done through sub-contractors. So it will be one thing to come to a meeting and say they are employing XYZ sub-contracting firm and to contact them about opportunities. If those sub-contractors are looking for additional local labour will there be a central point of contact and a preference to look at Narrandera first.	The Project will encourage subcontractors to use local labour (which is generally preferred due to reduced travel and accommodation costs) but cannot direct subcontractors to prioritise local labour. The Project will refer the subcontractors to engage with the local employment agencies.
12	Reporting on outcomes is good as adjustments could be made if their messaging or approach is not hitting the mark locally.	Noted.
13	In terms of accuracy, 2.2 notes Narrandera has one supermarket.	Updated in Section 2.2.
14	Another option not referenced is the opportunity for rural property owners to potentially rent vacant farm houses. There are multiple in the area that are unoccupied after absorbing neighbouring farms.	Section 5.1.3 outlines rental accommodation availability. The project will consult with real estate agents to find available rental accommodation including farm houses in the area.
15	Urana also has accommodation at Urana Caravan Park and the Urana Hotel. 20km closer than Coolamon option.	Updated in Table 5.2.

4.2 NSC Solar Farm Reference Group Consultation Records

A draft of the Strategy was provided to the NSC Solar Farm Reference Group on 30 August 2019 for review. The Group includes representatives from the Narrandera Business Group, local businesses and a local employment agency. The Group met on 03 September to consider the whole of the draft Strategy before providing comments for the EPC Contractor to consider on 04 September. The Group's consolidated comments on the draft Strategy, and the EPC Contractor's response are provided below. The final amended version of the AES was provided to NSC Solar Farm Reference Group on 1 May 2020 for review and endorsement. Their final comments and endorsement is recorded in the table below.

Table 4-3: Consultation records: NSC Solar Farm Reference Group

Item	NSC Solar Farm Reference Group consolidated comments provided 04 September 2019 & 07 May 2020	EPC Contractor response to the Group provided 05 September 2019 & 23 November 2020
1	The committee note the various suggestions and amendments listed below and communicate these to Jacobs Consulting by close of business Wednesday 4 September 2019.	Noted.

Item	NSC Solar Farm Reference Group consolidated comments provided 04 September 2019 & 07 May 2020	EPC Contractor response to the Group provided 05 September 2019 & 23 November 2020
2	Council communicate with Siemens Gamesa immediately for the purpose of convening a meeting with key personnel to discuss implementation of their accommodation and employment strategy prior to them convening a public meeting in Narrandera.	Noted.
3	The Economic Development Manager include as item 1.2.1 - Purpose of the Strategy "These strategies will apply to the principal contractor and their prime sub-contractors".	Updated in Section 1.2.
4	The project to engage with local training providers.	As previously advised, the EPC Contractor will commit to consulting with local training providers.
5	Clause 6.3 be amended by removing the word 'young' in the following statement - "Engage with local TAFE to provide learning and development opportunities for people where appropriate and possible".	Updated in Table 6.1.
6	Under heading PEAK DEMAND PERIODS at cl 5.1.1.3 add the festival "Rockin'on East".	Updated in Section 5.1.1.3.
7	Confirm an approximate start date for the project.	The EPC Contractor will discuss this separately with the Group.
8	Advise Council if there will be an accommodation Coordinator appointed for the project.	There will not be a dedicated Accommodation Coordinator; the Site Manager will be responsible for ensuring compliance with the AES.
9	To consider pre-employment courses with an organisation such as Chandler Macleod to assist employment services agencies such as locally situated CVGT to help clients gain and maintain sustainable employment. Such approach has seen huge success at the Bomen Solar farm in Wagga Wagga.	As previously advised, The Project will commit to consulting with local employment agencies including CVGT to recommend relevant qualifications that will help lead to employment.
10	To ensure that the local workforce available in Narrandera Shire takes priority over non-local labour.	As previously advised, local workforce will be prioritised to the extent that the workforce has suitable qualifications and skills necessary to perform project roles.
11	The Narrandera Solar Farm Reference Group met late yesterday afternoon and endorsed the Accommodation and Employment Strategy Revision D. In addition the Reference Group formally expressed its satisfaction by resolution ,of the inclusion of the dot point at cl 7.2 Review and continuous improvement that states " Review and evaluate local participation levels are being achieved and if	Changes made to clause 4.2, table 4-1 and table 4-2.

Item	NSC Solar Farm Reference Group consolidated comments provided 04 September 2019 & 07 May 2020	EPC Contractor response to the Group provided 05 September 2019 & 23 November 2020
	<p>deficiencies are identified an action plan is to be developed outlining appropriate mitigation measures to be implemented"</p> <p>Also can you please note at cl 4.1 under Local Business Community there is reference to the Narrandera Business Chamber. This needs to be changed to the Narrandera Business Group. Item 13 at 4.2 states Narrandera has 2 supermarkets .This is incorrect as there is only one supermarket.</p> <p>Otherwise all good to go to DPIE for sign-off.</p>	

5. Accommodation strategy

The CoC requires that the Project investigate options for maximising the use of available accommodation in Narrandera during construction. As described in Section 3, a portion of the workforce is likely to travel from other regional or metropolitan areas and reside in the Narrandera area temporarily for the duration of construction. This will create demand for temporary accommodation during the construction period for up to 15 months.

A review of accommodation completed through online booking websites has identified a range of options for accommodating the construction workforce. These include:

- Short-term accommodation – seven motels, two caravan parks, thirteen vacation rentals, one B&B, two hotels in Narrandera
- Rental accommodation – renting privately-owned dwellings.
- Short term accommodation in regional towns within 100km of ASF – including small regional towns and the cities of Wagga Wagga and Griffith

These options are discussed below.

5.1 Review of accommodation options

5.1.1 Short-term accommodation – Narrandera

5.1.1.1 Available Accommodation

There are a number of short-term accommodation options available which primarily cater to tourists and other visitors in Narrandera, as well as workers associated with farming or agricultural in the region. These include seven motels, two hotels, one B&B, two caravan parks and thirteen other vacation rentals. A review of available accommodation through online booking websites has identified approximately 193 rooms in Narrandera, detailed in Table 5-1.

Table 5-1: Available accommodation in Narrandera

Establishment	Type	Number of rooms ¹¹
Air BnB	Vacation rental	10 listings, 23 rooms total
Bishops Lodge Narrandera	Motel	20 rooms
Blue Rama Holiday House	Vacation rental	3 rooms
Country Roads Motor Inn	Motel	6 rooms
Camellia Motel	Motel	15 rooms
The Doulton Luxury B&B	B&B	2 rooms
Fig Tree Motel	Motel	12 rooms
Historic Star Lodge Narrandera	Hotel	1 room
Lake Talbot Tourist Park	Caravan park	21 onsite cabins / caravans
Narrandera Caravan Park	Caravan park	11 onsite cabins / caravans / studios
Narrandera Club Motor Inn	Motel	24 rooms

¹¹ As seen on Booking.com, wotif.com and Air BnB and various accommodation websites

Establishment	Type	Number of rooms ¹¹
Narrandera Gateway Motor Inn	Motel	31 rooms
Narrandera Wisteria Cottage	Vacation rental	3 rooms
Newell Motor Inn Narrandera	Motel	17 rooms
Murrumbidgee Hotel	Hotel	1 room ¹²
Tall Trees Cottage	Vacation rental	3 rooms
Total		193 rooms

5.1.1.2 Occupancy Rates

The Project was unable to obtain independently verified information on current (2019) occupancy rates for short term accommodation. The most recent available ABS data provides an average occupancy rate of 48% in Narrandera for the 2015 – 16 financial year, based on data provided for 5 establishments (motels, hotels and serviced apartments).¹³

With a construction workforce of over 100 for 9 of the 15 months (and up to 283 in some months), and assuming occupancy rates averaging 45-60%, there may be insufficient existing accommodation within Narrandera township to accommodate the construction workforce.

5.1.1.3 Peak demand periods

A number of peak periods have been identified where accommodation demand from the construction workforce of ASF and other nearby solar farms has the potential to coincide with periods of elevated demand for accommodation from tourists and visitors to the Narrandera region.

Peak periods include: National Camellia Show, John O'Brien Festival, Barellan Masters Games, NSW Australia Day Water Skiing Championships, Narrandera Rodeo, Narrandera Rod Run, Rockin' on East and Narrandera Show.

For short-term peak periods associated with events and festivals, it may be possible to reduce workforce numbers for a short time to ease demand for accommodation. However, given the large number of solar farms with construction timelines that cross, this is likely to have a significant impact on the availability of accommodation for ASF workers during peak periods.

5.1.2 Short-term accommodation – other

Small regional towns with 100km of ASF

A more extensive range of accommodation options have been identified within 100km of ASF in the eight regional towns listed below. These options are summarized below in further detail in Table 5-2.

- Boree Creek (30km South) – at least 4 rooms
- Coolamon (83km North East) – at least 21 rooms
- Ganmain (68km North East) – at least 4 rooms
- Gogeldire (54km North West) – at least 20 rooms

¹² Based on photo images of Murrumbidgee Hotel available on booking.com.

¹³ ABS 8635.0 – Tourist Accommodation, Australia, 2015-16, Small Area Data – NSW, Tables 10-14

- Grong Grong (43km North East) – at least 6 rooms
- Leeton (50km North West) – at least 200 rooms
- Lockhart – (47km South) at least 30 rooms
- Urana – (68km South West) at least 10 rooms

Table 5-2: Available accommodation within 100 km of ASF

Establishment	Location	Type	Number of rooms ¹⁴
Boree Creek Hotel	Boree Creek	Hotel	4 rooms
Coolamon Motel	Coolamon	Motel	10 rooms
Kindra Apartments	Coolamon	Apartments	2 rooms
New Coolamon Hotel	Coolamon	Hotel	6 rooms
Sweet Briar B&B and Cottage	Coolamon	B&B	3 rooms
Ganmain Hotel	Ganmain	Hotel	4 rooms
Gogeldrie Weir Park	Gogeldire	Caravan Park	20 rooms
Grong Grong Motor Inn	Grong Grong	Motor Inn	6 rooms
BJs Accommodation Leeton	Leeton	Apartments	9 rooms
Bond Apartment	Leeton	Apartments	1 room
Historic Hydro Motor Inn	Leeton	Motor Inn	25 rooms
Kindred Apartments	Leeton	Apartments	6 rooms
The Leeton Heritage Motor Inn	Leeton	Motor Inn	32 rooms
Leeton Caravan park	Leeton	Caravan Park	20 rooms
Leeton Hotel	Leeton	Hotel	30 rooms
Motel Riverina	Leeton	Motel	38 rooms
Oasis Caravan Park	Leeton	Caravan Park	10 cabins (approx. 20 rooms)
Wade Hotel	Leeton	Hotel	19 rooms
Commercial Hotel	Lockhart	Hotel	8 rooms
Lockhart motel	Lockhart	Motel	9 rooms
Lockhart Caravan Park	Lockhart	Caravan Park	9 rooms
Railway Hotel	Lockhart	Hotel	4 rooms
Urana Caravan Park	Urana	Caravan Park	5 cabins (approx. 10 rooms)
Total			295 rooms

¹⁴ Various accommodation websites and phone calls to establishments

The most recent available ABS data provides an average occupancy rate of 43% in Leeton for the 2015 – 16 financial year, based on data provided for 4 establishments (motels, hotels and serviced apartments)¹⁵. Assuming occupancy rates of 40-55% there is likely to be between 132 and 177 rooms available in smaller regional towns which may be sufficient to accommodate the construction workforce depending on the quality and viability of the rooms.

Larger regional towns within 150km of ASF

In the larger regional cities of Wagga Wagga (80km South East) and Griffith (107km North West) there are 77 and 30 motels respectively. Assuming an average motel size of 50 rooms would result in 3,850 rooms in Wagga and 1,500 rooms in Griffith. Additionally, there are 6 caravan parks in Wagga Wagga and 3 caravan parks in Griffith.

The most recent available ABS data for the 2015 – 16 financial year¹⁶ provides an average occupancy rate of:

- 62% in Wagga Wagga, based on data provided for 28 establishments (motels, hotels and serviced apartments).
- 57% in Griffith, based on data provided for 10 establishments (motels, hotels and serviced apartments).

With a construction workforce of over 100 for 9 of the 15 months, and assuming occupancy rates of approximately 55 – 70%, it is highly likely there is sufficient existing accommodation in the larger regional centres to accommodate the construction workforce if it cannot be accommodated in Narrandera or the surrounding regional towns.

5.1.3 Rental accommodation

A desktop review of local property and real estate websites identified 18 publicly advertised rental properties in Narrandera at the time of writing¹⁷. Of the houses that are currently listed, there is an average of 2.67 rooms per house, with a total of 48 rooms between them.

Private accommodation is often used to support construction worker needs, this could be through leasing of holiday homes and investment properties, either privately or through real estate. In the 2016 Census, the percentage of unoccupied private dwellings in Narrandera LGA was 15.1% compared to 9.9% in New South Wales and 11.2% in Australia. This indicates potential private accommodation opportunities for local homeowners. This opportunity exists should real estate agents or property owners wish to engage with the Project.

5.2 Hierarchy of accommodation options

The CoC identifies the need to investigate options for maximising the use of available accommodation in Narrandera. Utilising existing accommodation in Narrandera is the most favourable option for several reasons:

- it minimises daily travel time to the site for workers;
- it maximises accessibility to local business services in Narrandera that may be used by the workforce (e.g. cafes, restaurants, supermarket, service stations and retail services); and,
- it maximises economic benefits for Narrandera township.

The hierarchy for accommodation for the construction workforce, in order of preference, is detailed in Table 5-3.

¹⁵ ABS 8635.0 – Tourist Accommodation, Australia, 2015-16, Small Area Data – NSW, Tables 10-13

¹⁶ ABS 8635.0 – Tourist Accommodation, Australia, 2015-16, Small Area Data – NSW, Tables 10-13

¹⁷ RealEstate.com (2019) – Real estate and property for rent in Narrandera, NSW,

Table 5-3: Construction workforce accommodation hierarchy of options

Priority	Comment	Approximate no. of rooms	Approximate no. of available rooms (lower and upper estimates) ¹⁸
Short term accommodation in or around Narrandera (motels, hotels, caravan parks)	Close proximity to the town centre gives workers access to facilities and services that may be needed. It also means shorter driving distance to the work site.	193	77 - 106 ¹⁹
Rental accommodation in or around Narrandera	Given the length of the construction is 15 months, it is likely a number of the workforce will relocate temporarily to the region during this time. Rental accommodation in Narrandera provides a more affordable and permanent home which is still close to the town and work site.	48	48
Short term accommodation in regional towns within 100km of ASF	There are several small regional towns within 100km of the site with suitable accommodation. This includes a number of small hotels, motels and caravan parks.	295	132 - 177 ²⁰
Short term accommodation in large regional cities within 150km of ASF	There are two larger regional towns within 150km of the site with suitable accommodation. Although a longer driving distance to the site, this accommodation option would still offer access to facilities and services needed by the workers.	5,350 ²¹	1,605 – 2,408 ²²
Total		5,865²³	1,854 – 2,726²⁴

¹⁸ These figures do not take into account other solar farms as no data available.

¹⁹ Based on average occupancy range of 45-60%.

²⁰ Based on average occupancy range of 40-55%.

²¹ In the larger regional cities of Wagga Wagga (80km South East) and Griffith (107km North West) there are 77 and 30 motels respectively.

Assuming an average motel size of 50 rooms would result in 3,850 rooms in Wagga and 1,500 rooms in Griffith. Additionally, there are 6 caravan parks in Wagga Wagga and 3 caravan parks in Griffith.

²² Based on average occupancy range of 55-70%.

²³ This is an assumed lower and upper limit based on the estimate of rooms available.

²⁴ This an assumed lower and upper limit, noting seasonality and different levels of demand by location.

5.3 Actions to prioritise use of local accommodation

Table 5-4 describes the proposed action for implementation throughout the Project duration to ensure local accommodation is prioritised for Narrandera.

Table 5-4: Actions to encourage prioritisation of local accommodation

Action	Timing	Responsibility
Provide an Expression of Interest registration link on the Project Owner's Avonlie Solar Farm Project webpage for local accommodation operators and property owners to register their interest in providing accommodation for the Project	Planning and development phase	Project Manager
Work with NSC (likely via the Solar Farms Reference Group) to ensure construction workforce estimates are communicated accurately up to the beginning of construction.	Planning and development phase	Project Manager
Work with NSC to ensure relevant and key stakeholders are updated on the construction timing and requirements to ensure local businesses are prepared	Planning and development phase	Project Manager
Engage with Wagga Wagga City Council (WWCC), Griffith City Council (GCC) and Leeton Shire Council (LSC) to advise about the Project and potential opportunity for Wagga Wagga, Griffith and Leeton accommodation operators.	Planning and development phase	Project Manager
Work with WWCC, GCC and LSC to ensure relevant and key stakeholders are updated on the construction timing and requirements to ensure local accommodation operators are prepared	Planning and development phase	Project Manager
Hold Community Consultation Days where required to engage with the local community about the Project. This will include communicating the accommodation opportunities generated by the Project and explain the method to register interest and make contact with the Project regarding same.	Planning and development phase	Project Manager
Prepare a Workforce Induction Pack (in consultation with NSC) for Project workers which communicates facilities, amenities, local businesses and services and entertainment options in Narrandera and the surrounding area. The Induction Pack will communicate the Project's accommodation arrangement/s and meals/catering provision.	Planning and development phase	Project Manager

Action	Timing	Responsibility
Prepare a Project Information Pack (in consultation with NSC) for the local community and businesses which communicates general information regarding the Project's construction timeframes, working hours, roster patterns, likely needs and support, etc. The intent of the pack is to inform the local market of the opportunities the Project may present to local business and the wider community, to enable to market to make informed choices about whether and how to respond to the Project's needs.	Planning and development phase	Project Manager
Keep all relevant and key stakeholders updated on the construction timing and requirements to ensure local businesses are prepared	Planning and development phase	Project Manager
Liaise with the local real estate agents to identify and keep a record of local property owners who have or may offer real estate for rent for the Project construction phase	Planning and development phase	Project Manager
Work with accommodation operators to identify local accommodation (Narrandera and accommodation providers <50km from Project site) and seek to maximise use of local accommodation (without limiting its use for tourism/other occupancy) over accommodation in large regional cities (Griffith and Wagga)	Planning and development phase Construction phase	Project Manager Site Manager
Attend NSC Solar Farms Reference Group meetings (held monthly) to provide updates on the status of the Project's accommodation needs	Construction phase	Site Manager
Review construction workforce estimates quarterly to ensure accommodation requirements can be met	Construction phase	Site Manager
Engage with key stakeholders to identify issues concerning upcoming peak accommodation periods in the LGA	Construction phase	Project Manager Site Manager
Keep a record of participation by local accommodation facilities and their accommodation availability for the Project	Construction phase	Site Manager
Keep a record of percentage of local employees and accommodations utilised by project.	Construction phase	Site Manager

Action	Timing	Responsibility
Continually consult accommodation operators to manage occupancy and maximise use of local accommodation without limiting its use for tourism	Construction phase	Site Manager

6. Employment strategy

6.1 Suitability for the project

The ASF will provide job opportunities for local people and businesses, and as a result impact positively on the Narrandera region employment and economic growth. Suitable businesses will be offered the opportunity to contribute to the ASF, with consideration of terms of business, price, quality, delivery, experience, safety and values. In addition, the workforce relocating to Narrandera for the construction phase will contribute indirectly to the regional economy by spending in local businesses.

6.2 Types of labour and skills required

Construction-related jobs are expected to be associated with a wide-range of on and off-site activities, including:

- Installation of PV support structures
- Fabrication
- Vehicle and equipment hire
- Earthworks
- Foundations
- Engineering services
- Roads and access tracks
- Transport and logistics
- Assembly and installation of PV panels
- Electrical works (cabling and connections)
- Installation of monitoring equipment
- Fencing
- Landscaping
- Trade services
- Fuel supplies
- Security
- Waste disposal
- Business, finance and administrative services.

Based on the regional profile in Section 2, there are likely to be workers with some of these skills and trades residing in the local and wider region. NSC circulated an Expression of Interest form to Narrandera businesses to enable them to indicate, across a listed range of goods and services, those categories in which the respective businesses are interested in being included in a database of goods and services that can be promoted to the solar farm builders when they are ready to commence construction. The list of businesses that registered their interest with NSC is provided at Appendix B.

6.3 Actions to prioritise local employment

Table 6-1 describes the proposed action for implementation throughout the Project duration to ensure local employment is prioritised for Narrandera.

Table 6-1: Actions to encourage prioritisation of local employment

Actions	Timing	Responsibility
Provide an Expression of Interest registration link on the Project Owner's Avonlie Solar Farm Project webpage for local businesses and job seekers to register their interest in providing goods or services or seeking employment with the Project. The webpage will communicate jobs that will be required and the steps for job seekers to take to seek employment with the Project.	Planning and development phase	Project Manager
Work with NSC (likely via the Solar Farms Reference Group) and other key stakeholders to identify local employment agencies and advertising businesses that can promote the opportunity for employment and other services.	Planning and development phase	Project Manager
Work with NSC (likely via the Solar Farms Reference Group) to ensure construction workforce estimates are communicated accurately up to the beginning of construction.	Planning and development phase	Project Manager
Work with NSC to ensure relevant and key stakeholders are updated on the construction timing and requirements to ensure local businesses are prepared	Planning and development phase	Project Manager
Consult with local recruitment agency for Project employment requirements.	Planning and development phase	Project Manager
Hold Community Consultation Days where required to engage with the local community about the Project. This will include communicating the employment and business opportunities generated by the Project and explain the method to register interest and make contact with the Project regarding same.	Planning and development phase	Project Manager
Prepare a Workforce Induction Pack (in consultation with NSC) for Project workers which communicates facilities, amenities, local businesses and services and entertainment options in Narrandera and the surrounding area. The Induction Pack will communicate the Project's accommodation arrangement/s and meals/catering provision.	Planning and development phase	Project Manager

Actions	Timing	Responsibility
Prepare a Project Information Pack (in consultation with NSC) for the local community and businesses which communicates general information regarding the Project's construction timeframes, working hours, roster patterns, likely needs and support, etc. The intent of the pack is to inform the local market of the opportunities the Project may present to local business and the wider community, to enable to market to make informed choices about whether and how to respond to the Project's needs.	Planning and development phase	Project Manager
Work with NSC to engage with the local Indigenous community to communicate the employment and business opportunities generated by the Project and explain the method to register interest and make contact with the Project regarding same.	Planning and development phase	Project Manager
Engage with Wagga Wagga City Council (WWCC), Griffith City Council (GCC) and Leeton Shire Council (LSC) to advise about the Project and potential opportunity for Wagga Wagga, Griffith and Leeton businesses and job seekers.	Planning and development phase	Project Manager
Advertise the potential employment opportunities generated by the Project in local media (newspaper and radio), including Wagga and Griffith media.	Planning and development phase	Project Manager
Give local businesses sufficient opportunity to submit proposals and tenders.	Planning and development phase	Project Manager
Leverage local businesses where they are able to provide goods and services for ASF.	Planning and development phase	Project Manager
Encourage employment of local employees where viable (appropriate skills and qualifications).	Planning and development phase	Project Manager
Encourage and assess proposed employment of local workers when selecting subcontractors.	Planning and development phase	Project Manager
Identify jobs that could employ local workers with suitable training and communicate these to the community.	Planning and development phase	Project Manager

Actions	Timing	Responsibility
Attend NSC Solar Farms Reference Group meetings (held monthly) to communicate the employment opportunities and goods and services likely required in the coming quarter.	Construction phase	Site Manager
Engage with local Tafe to provide learning and development opportunities for people where appropriate and possible.	Construction phase	Site manager
Communicate with key stakeholders (recruitment agency, individual suppliers, etc.) the employment opportunities and goods and services likely required in the coming quarter.	Construction phase	Site Manager
Take up opportunities to inform local businesses and employees regarding enhancement and development for specialist tasks, rather than relocating employees from outside the area.	Construction phase	Site Manager

7. Implementation of the strategy

7.1 Roles and responsibilities

The roles and responsibilities for implementation of environmental management are detailed in the EMS. The Project Manager and Site Manager are together responsible for implementation of the AES, including undertaking all consultation with key stakeholders.

Table 7-1: Roles and responsibilities

Role	Name	Contact
Project Manager	TBC	TBC
Site Manager	TBC	TBC

7.2 Review and continuous improvement

Ongoing monitoring and review of the performance and implementation of the AES will be undertaken in accordance with Schedule 3, Condition 28 of the CoC.

During construction, the AES will be reviewed bi-annually to:

- assess the extent to which the objectives of the AES are being met with regard to:
 - maximising use of local accommodation (Table 5.4 of the AES);
 - prioritising local employment where reasonable and feasible (Table 6.1 of the AES);
 - record keeping of percentage of local employees and accommodations utilised by project
 - evaluation against each of the objectives detailed in Table 5-4 are being achieved;
 - determine if further action is required
- assess the continuing suitability of the AES in relation to construction progress, workforce predictions, changing conditions and information;
- review and evaluate local participation levels are being achieved and if deficiencies are identified an action plan is to be developed outlining appropriate mitigation measures to be implemented; and
- incorporate feedback from external stakeholders, including NSC, accommodation operators, the business community and the general community.

Regular review of the AES will be undertaken as required by the Project Manager in relation to

- stakeholder feedback received during the monthly NSC Solar Farms reference group;
- in response to any complaints; and
- any issues that arise not being able to meet the objectives of the strategy.

The Project Owner will record and review feedback from consultation and correspondence with the community and will respond to complaints in a timely manner.

Appendix A. The continual monitoring of the implementation of this strategy will allow opportunities for improvement to be identified and implemented, achieving the overall aim of continual improvement. References

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RealEstate.com (2019), Real Estate and Property for sale in Narrandera NSW, Accessed at: <https://www.realestate.com.au/buy/in-narrandera,+nsw+2700/list-6>

Wotif (2019), Best Narrandera Hotel Deals, accessed at: <https://www.wotif.com/Narrandera-Hotels.d2597.Travel-Guide-Hotels>

Appendix B. Registered Businesses

No.	Business	Name	Category
1	Narrandera Signs	Steve Hunt	Sign Supplies and Installation
2	Hayllar Transport (Narrandera) Pty Ltd	Bernie Hayllar	Transportation and Logistics
3	Temprite Narrandera/ Leeton	Sharon and Wes Kiley	Gas material or Plumbing Heating, Cooling, Air-conditioning and Hot Water Systems
4	Process Printers Commercial Printers	Peter Anthony	Printing
5	Bishops Lodge Motel	Patrina Reardon/ Dion Harris	Accommodation
6	Bait, Balls and Bullets	Bobbie Hill	Recreational Fishing Hunting Sports needs
7	Country Roads Motor Inn	Barry and Lyn Smith	Accommodation
8	Ben A Powell Electrical	Ben Powell	Electrical
9	Narrandera Ex-servicemen's Club Limited	CEO - R Boller	Functions / Catering
10	Murrumbidgee Hotel	Gary Tuckett	Accommodation / Catering
11	Tall Trees Cottage	Lauren Powell	Accommodation
12	River Street Landscape Supplies	Anthony Fisher	Plant Equipment Supply of Materials
13	Newell Motor Inn	Warren Magnusson	Accommodation
14	Oliver's Plumbing and Gas fitting	Oliver Park	Licensed Plumber, Draining and Gasfitter
15	Blue Rama Holiday House Narrandera	Felicity Brown	Accommodation
16	Weaven and Dodwell	Warren Weaven and Jock Dodwell	Civil/ Earthworks Fencing Supply and Installation Plant and Equipment Security Waste Removal and Recycling
17	Hutchins Bros Engineering	Bill and Heidi Hutchins	Engineering Services Steel Supply Steel Fabrication Steel Installation Labour Structural Steel Protective Coatings
18	Paterson's Transport Pty Ltd	Bill Grills	Plant and Equipment Transportation and Logistics Storage
19	Eurell's Leeton and Narrandera	Peter Eurell	Power Equipment Sales and Service
20	Seb Papa	Seb Papa	Accommodation
21	Barellan Blue Metal	Colin Spencer	Blue Metal Quarry Products

No.	Business	Name	Category
22	John and Kristina Gorman	John and Kristina Gorman	Accommodation (Morundah) Labour Hire Plant and Equipment Hire (Mechanical repair and maintenance) Shed Space Hire (20mx15mx6m)
23	Rod Williams	Rod Williams	Labour Hire - Concreting Team
24	Mahoney's Coaches Pty Ltd	Col and Betsy Mahoney	Transportation and Logistics
25	Early Opener	Kris Cabban	Catering
26	Ashcroft Excavations	John Ashcroft	Civil/ Earthworks Fuel and Water Supply Plant and Equipment
27	Coroco Furniture	Denise and Derek Makeham	Furniture/ Bedding Office furniture (desks/chairs) Linen Sheets, Doona, Pillows Mattresses (Foam and Budget)
28	Christopher Walsh Murrumbidgee Plumbing Services	Christopher Walsh	Accommodation - Rental Property Plumbing
29	Beckom Fuel	Harry Gurpariap	Fuel Supply
30	Frank Cox	Frank Cox	Plant and Equipment 16 Tonne Excavator Hire
31	GS and BD Electrics	Gavin Sullivan	Electrical - Air Conditioning, fire, solar Plant and Equipment - Generator Hire and Set Up Labour Hire Security Services Wire up site Huts
32	L & J Integrated Security	Jessica Shelton	Security Services
33	Susan Babbs	Susan Babbs	Accommodation Taxi Services
34	FM Rural	Fran and Grant McLaughlin	Civil/ Earthworks Landscaping and Rehabilitation Services Flat Pack Accommodation units
35	Silky's Property Maintenance	Samuel Joseph Lyons/ Rhodes	Accommodation Landscaping and Rehabilitation Services
36	Narrandera Security Services	Gordon and Vi Bobbin	Security Services
37	Robinsons Department Store	David Robinson	Workwear - Boots and Clothing
38	A H Gibson Electrical Pty Ltd	Anthony Gibson	Electrical
39	David A Ostler	David Ostler	Electrical
40	TAFE NSW - Narrandera	Jacqui Walsh	Training for employees and potential employees
41	Eddie Ratcliffe	Eddie Ratcliffe	Environmental Services Fencing Supply and Installation Landscaping and Rehabilitation Services

No.	Business	Name	Category
42	John Hodgetts	John Hodgetts	Civil/ Earthworks Landscaping and Rehabilitation Services Plant and Equipment Transport and Logistics Chemical Application/ Weed Management
43	Morundah Hotel	David Fahey	Catering
44	John Urquhart	John Urquhart	Accommodation Labour Hire Traffic Management Requirements
45	Ian Romeril	Ian Romeril	Accommodation Traffic Management
46	Paul Robertson	Paul Robertson	Accommodation 2 x Dongas Amenities
47	Alice Leda Pettiroso	Alice Leda Pettiroso	Accommodation
48	Jerain Transport	Norm Bowden	Transportation and Logistics Waste removal and recycling
49	Nadalo Pty Ltd	Daniel Ryan	Electrical Labour Hire

Appendix C. Consultation

Steven Reid

From: Dale, Peter <Peter.Dale@Narrandera.nsw.gov.au>
Sent: Thursday, 7 May 2020 9:00 AM
To: Steven Reid
Subject: Re: Doc 504967 Avonlie SF - Accommodation & Employment Strategy - Final Draft

Hi Steven

The Narrandera Solar Farm Reference Group met late yesterday afternoon and endorsed the Accommodation and Employment Strategy Revision D.

In addition the Reference Group formally expressed its satisfaction by resolution ,of the inclusion of the dot point at cl 7.2 Review and continuous improvement that states " Review and evaluate local participation levels are being achieved and if deficiencies are identified an action plan is to be developed outlining appropriate mitigation measures to be implemented"

Also can you please note at cl 4.1 under LOcal Business Community there is reference to the Narrandera Business Chamber. This needs to be changed to the Narrandera Business Group. Item 13 at 4.2 states Narrandera has 2 supermarkets .This is incorrect as there is only one supermarket.

Otherwise all good to go to DPIE for sign-off.

Any queries please give me a call

Cheers

Peter Dale

Economic Development Manager

Narrandera Shire Council

From: Steven Reid <steven.reid@res-group.com>
Sent: Friday, 1 May 2020 12:41 PM
To: Dale, Peter <Peter.Dale@Narrandera.nsw.gov.au>
Cc: Cowan, George <George.Cowan@Narrandera.nsw.gov.au>; Wagner, Damien <Damien.Wagner@jacobs.com>; De Smeth, Matthew (EXT) (SGRE ON APAC PR PD6) <matthew.desmeth.ext@siemensgamesa.com>
Subject: Doc 504967 Avonlie SF - Accommodation & Employment Strategy - Final Draft

Hi Peter,

We have now been able to address some minor comments the Department for Planning, Industry and Environment (DPIE) had on the Accommodation & Employment Strategy (AES) for Avonlie SF. I have attached a clean version in PDF and a tracked version to show the changes made to this final version. DPIE have asked that Narrandera Shire Council (NSC) review and provide endorsement to this final version. We will then add this endorsement to the comments received from NSC.

Are you, or the correct person within NSC, able to review and provide email response endorsing this final amended AES?

Could we also put a time of 1 week, from today, for review and response, to enable this revised AES to be resubmitted to DPIE as soon as possible.

Any questions, please come to me in the first instance

Many thanks,

Steve

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Development Project Manager, APAC

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