

Prepared for GPG Australia Pty Ltd

Accommodation and Employment Strategy

Glenellen Solar Farm

Greater Hume Shire, NSW

February 2024

Project Number: 230702

Document verification

Project Title:	Glenellen Solar Farm
Project Number:	230702
Project File Name:	230702 Glenellen Solar Farm_AES_Draft V4.0

Revision	Date	Prepared by	Reviewed by	Approved by
Draft V1.0	10/01/2024	Michele Ferguson	Sarah Warne	GPG Australia
Draft V2.0	25/01/2024	Sarah Warne	GPG Australia	GPG Australia
Draft V4.0	29/01/2024	Sarah Warne	Lisa Hamilton	Lisa Hamilton
Final Draft V4.0	16/02/2024	Sarah Warne	GPG Australia/ Maddy Shaw (QA Review)	GPG Australia/ Maddy Shaw (QA Review)

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Acronyms and Abbreviations

ABS	Australian Bureau of Statistics
AES	Accommodation and Employment Strategy
ACC	Albury City Council
ACCW	Albury City & City of Wodonga
CoC	Condition 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
FER	Functional Economic Region
FTE	Full-time equivalent
GHC	Greater Hume Council
GHS	Greater Hume Shire
GPG	Global Power Generation
GPGA	Global Power Generation Australia
GW	gigawatt
Ha	Hectares
HSE	Health, safety, and environment
IPP	Industry Participation Plan
IRSAD	Index of relative socio-economic advantage and disadvantage
Km	kilometres
LALC	Local Aboriginal Land Council
LGA	local government area
M	metres

m ³	cubic metres
MW	megawatt
MWh	megawatt hours
NSW	New South Wales
O&M	Operations and Maintenance
PET	polyethylene terephthalate
Q	quarter
REZ	Renewable Energy Zone
SAL	Suburb and Locality
SEIFA	Socio-economic indexes for Australia
SSD	State Significant Development
TO	Traditional Owner
UCL	Urban Centre and Locality
UNSW	University of NSW

1. Introduction

1.1. Background

Global Power Generation Australia (GPGA) has approval to develop the Glenellen Solar Farm (SSD-9550). The Glenellen Solar Farm (the Project) is located approximately two kilometres (km) northeast of Jindera, New South Wales (NSW), within the Greater Hume Shire local government area (LGA). The Project involves the construction, operation and decommissioning of a 200-megawatt (MW) AC solar farm comprising of photovoltaic (PV) arrays and associated infrastructure.

Development consent was granted by the Independent Planning Commission (IPC) under Section 4.38 of the NSW Environmental Planning and Assessment Act 1979 (EP&A Act) on 15 December 2023.

GPGA (the Proponent) is the Australian subsidiary of Global Power Generation (GPG), the international generation arm of Naturgy Group. Headquartered in Spain, Naturgy is a multinational electricity and gas integrated utility, with a presence in 30 countries and more than 13,000 staff. GPGA's portfolio of assets under construction and operation adds up to 1.7 gigawatts (GW), with another 1.5GW under development across NSW, Queensland, and Victoria.

1.1.1. Project overview

The Project is located on rural land in the localities of Glenellen and Jindera, approximately 2km northeast of the town of Jindera and 16km north of the city of Albury. The Project footprint will occupy approximately 309 hectares (ha) of the 398ha Project site. The Project site consists of largely cleared agricultural land currently used mostly for grazing with some cultivation. The site is confined to the south by Lindner Road, and along its western boundary by Ortlipp Road which would provide access to the site. Surrounding land use is primarily agricultural, with 22 rural dwellings within 1km of the site (comprising two associated residences and 20 non-associated residences). Post construction, the Project has been designed to operate as an agri-solar facility, with agricultural activities such as sheep grazing and fodder crop production continuing amongst the generating infrastructure.

The power generated will be exported to the national electricity grid through the existing Jindera substation. Key development and infrastructure components will include:

- Approximately 380,000 single axis tracking solar panels, up to 5m high, and up to 60 power conversion units (including inverters and transformers).
- Construction of grid connection infrastructure as an expansion of TransGrid's existing Jindera Substation.
- Above and/or below ground cabling across the site.
- Internal access tracks, staff amenities, maintenance buildings, offices, laydown areas, car park, vegetation screening and security fencing.
- Vegetative screening at impacted visual receivers and at the intersection of public roads.

1.2. Purpose

The purpose of this Accommodation and Employment Strategy (AES) is to outline the proposed approach and objectives for the management of social impacts and opportunities related to accommodation and employment associated with the construction and operation of the Project. This AES has been prepared to fulfill the requirements of Condition B36 of Schedule 2, Part B of the development consent for the Glenellen

Solar Farm. A compliance matrix for the AES and Schedule 2, Condition B36 is presented below in Table 1-1. This AES will be implemented following Planning Secretary approval.

Table 1-1 Schedule 2, Condition B36 requirements

Schedule	Condition	Relevant section of this AES
2	B36. Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development. This strategy must:	
	a) Be prepared in consultation with Council and informed by consultation with local accommodation and employment service providers;	Section 1.4, Table A-1
	b) Propose measures to ensure there is sufficient accommodation for the workforce associated with the development;	Section 4
	c) Consider the cumulative impacts associated with other State significant development projects in the area;	Sections 2.7.1, 5.1, 5.4
	d) Investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible;	Sections 5.1, 5.3, 5.4, 6.1, 6.2
	e) Give consideration to strategies that leave a positive community legacy and maximise local economic contribution; and	Sections 5.1, 5.3, 5.4, 6.1, 6.2
	f) 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 upgrading and decommissioning.	Section 7
	The Applicant must provide a copy of the Accommodation and Employment Strategy to the Planning Secretary a minimum of 6 months prior to commencement of construction and implement the plan throughout construction.	

1.3. Consultation

In accordance with Condition A13 of Schedule 2, this AES has been developed in consultation with Greater Hume Council. Given potential cumulative impacts which may impact the Project, Albury City Council has also been consulted (see log in Table A-1). The two councils were consulted to discuss employment and accommodation requirements and considerations for the solar farm during construction and operational phases. A copy of the draft AES was provided to Greater Hume Council for comment via email on the 29th of January 2024. Due to the Project being located in the Greater Hume LGA only, Greater Hume Council's acceptance of the AES was provided by email on the 16th of February 2024. Details of consultations are provided in Section 6.2 and in Table A-1.

1.4. Governance

The AES is intended as an iterative document, to be utilised by Project Managers and site-based teams to ensure that the implementation of the AES is consistent and coordinated.

The AES and associated commitments will be embedded into GPGA's contracts with nominated engineering, procurement and construction (EPC) and operations and maintenance (O&M) contractors, to ensure that the approach and requirements are consistent, coordinated and flow down through the tiers of subcontractors at all levels of the Project. In accordance with Condition A12 of Schedule 2, GPGA will ensure that all employees, contractors (and their subcontractors) engaged through the Project are made aware of, and are instructed to comply with, the conditions of this consent relevant to activities they carry out in respect of the development.

The AES is one of several strategies and plans that form part of the Environmental Management Strategy (EMS) that provides the strategic framework for the overall environmental management for the Project. The intent of this framework is to achieve the specific environmental and social performance criteria established under the development consent.

To achieve this and fulfill the requirements of Condition A1 of Schedule 2, GPGA will ensure all reasonable and feasible measures are implemented to prevent and/or minimise any material harm to the environment that may result from the construction, operation, upgrading, rehabilitation or decommissioning of the development.

To fulfill the requirements of Condition A2, Schedule 2, GPGA will ensure that this development will be carried out in compliance with the conditions of consent (CoC) and in accordance with all written directions of the Planning Secretary. As required by the CoC, the document is also generally in accordance with the EIS and the Development Layout in Appendix 1 of the development consent.

1.5. Review

Consistent with Condition C2 of Schedule 2 of the development consent, GPGA will a) update the AES to the satisfaction of the Planning Secretary prior to carrying out any upgrading or decommissioning activities on site; and b) review and, if necessary, revise the AES to the satisfaction of the Planning Secretary within one month of the submission of an incident report under Condition C10 of Schedule 2; submission of an audit report under Condition C14, Schedule 2; or any modification to the conditions of the development consent.

Additionally, Condition C3, Schedule 2 provides that GPGA may at any time submit a revised AES to the Planning Secretary for approval.

Periodic evaluation and review of the AES will ensure that the strategy remains current and is updated to reflect changing circumstances, including changes resulting from upgrading or decommissioning, evolving opportunities, and ongoing improvements in GPGA's approach, namely that:

- Desired social procurement objectives are being achieved by GPGA and its contractors.
- There is positive evidence of delivery against social procurement objectives.
- Social procurement methodology is at the leading edge of industry best practice.

If revisions to the AES are required (e.g., to facilitate continuous improvement, to respond to legislative changes, or to address an actual or potential non-compliance) the GPGA 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 Proponent's website through www.globalpower-generation.com.au.

2. Regional Context

The Project site lies within the localities of Glenellen and Jindera, within the Greater Hume Shire LGA in the Riverina Murray Region of NSW. The small town of Jindera's chief attraction is the Jindera Pioneer Museum, and Lake Hume, 14km to the east, is a popular tourist destination.

The Project site is located approximately 320m southeast of the approved Jindera Solar Farm, which is anticipated to begin construction in early 2024. The Project site and social locality are shown in Figure 2-1.

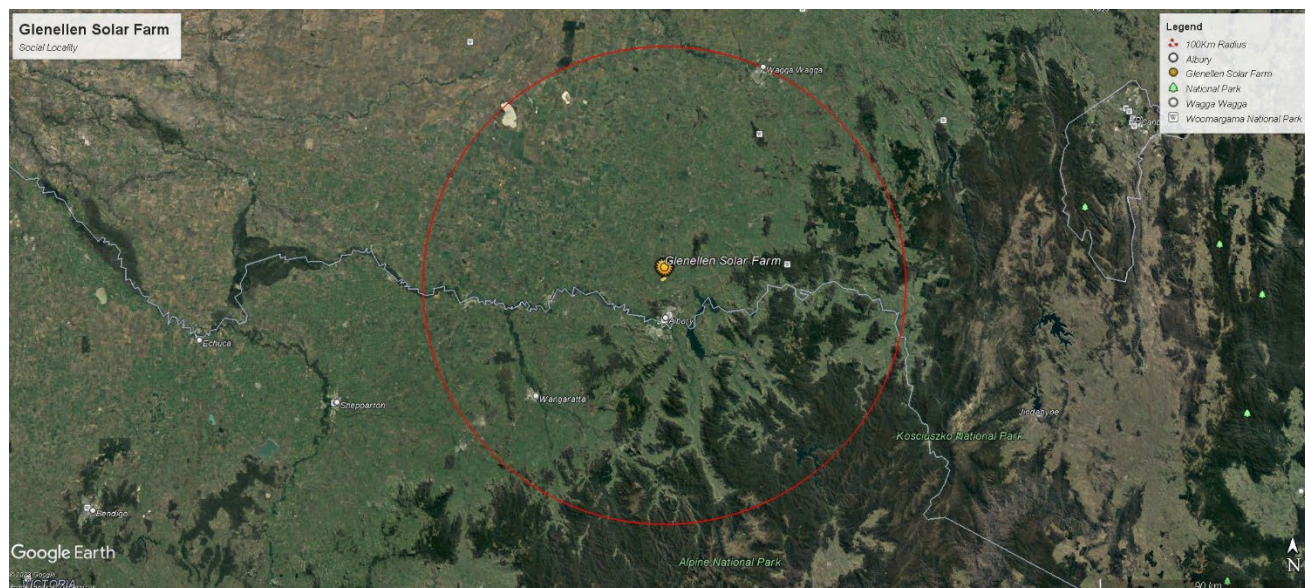


Figure 2-1 Project site and social locality

Major centres and/or towns in the area (horizontal distance from development site) are shown below in Table 2-1. For Glenellen and Jindera residents, Albury-Wodonga is the main regional centre used to access services and recreation.

Table 2-1 Proximal towns and cities, distance, and demographics (ABS 2021 Census)

Location	Distance from development site	Population	First Nations population	Median age (years)	SEIFA IRSAD ¹ decile
Glenellen SAL	Host locality	130	0%	55	7
Jindera SAL	2km southwest	2,721	3.0%	38	6
Gerogery SAL	11km northeast	684	4.2%	41	5
Burrumbuttock SAL	12km northwest	421	1.0%	45	5
Walla Walla SAL	16km north	811	3.7%	44	2
Albury UCL	16km south	53,677	3.9%	39	n/a
Wodonga UCL	21km south	37,839	3.6%	38	n/a
Howlong SAL	26km southwest	2,997	2.8%	49	2
Culcairn SAL	29km northeast	1,483	5.4%	44	2
Holbrook SAL	29km east	1,650	3.1%	51	2
Henty SAL	45km northeast	1,225	4.5%	51	2
Wagga Wagga UCL	95km northeast	49,686	7.4%	37	n/a

The Albury, Wodonga, and Wagga Wagga LGAs have a major influence on the Greater Hume Shire through employment and access to higher level goods and services (GHC, 2020). The Riverina Murray Regional Plan 2041 notes that recognising the regional cities of Albury, Wodonga and Wagga Wagga and their surrounding areas as respective single housing markets will provide opportunities for these communities. Under Collaboration Activity 7 in the Regional Plan, the Department of Planning and Environment (DPE) will work with Greater Hume Council (GHC) to respond to potential housing and economic impacts and opportunities from the growth and development of Albury and Wagga Wagga (DPE, 2023). In recognition of the broader extent of the social locality, these adjacent LGAs have been considered in the data analysis for and development of this AES.

¹ Socio Economic Indexes for Areas (SEIFA) is a suite of indexes that have been created by the Australian Bureau of Statistics (ABS) from social and economic Census indicators. Each index ranks geographic areas across Australia in terms of their relative socio-economic advantage and disadvantage. The SEIFA scores are ranked and divided into deciles; a decile of 1 represents the lowest 10% of scores and relatively greater disadvantage, while a decile of 10 represents relatively greater advantage. The Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) is reported here.

2.1. Population

At the time of the 2021 ABS Census, the estimated population of the Greater Hume Shire (GHS) LGA was 11,157 people. The LGA's population was relatively older, with a median age of 44 years and a higher proportion of people aged 65 years and over (22%) compared to NSW (39 years, 18%). A lower proportion of GHS LGA's population (58%) was in the working age bracket (15 to 64 years) compared to NSW (64%) (ABS, 2021). The LGA's population is projected to grow to 13,459 people by 2041, an annual growth rate of around 1.1%, primarily driven by an increase in older age groups (DPE, 2022).

Other key differences between the GHS LGA population compared to NSW (ABS, 2021):

- Most of the GHS LGA population lived in a separate house (97%, NSW 66%).
- Higher proportions of owner-occupied private dwellings (78.5%, NSW 64%).
- Lower proportions of renters (15%, NSW 33%).
- Of family households, relatively more couple families without children (45%, NSW 38%).
- Fewer residents had a tertiary degree (14%, NSW 28%).
- Lower median weekly household income (\$1,420, NSW \$1,829).
- Lower rates of housing stress, both for mortgage households (11%, NSW 17%) and renter households (24%, NSW 36%).

Albury-Wodonga is currently the 20th largest city in Australia and expected to reach 124,000 residents by 2036 at an average annual growth rate of 1.7% (ACCW, 2023). In 2021, the Albury LGA had a median age of 39, with a higher proportion of people under 15 compared to NSW, as well as a higher proportion of people over 60 years of age compared to NSW (ABS, 2021).

2.2. First Nations

The Project site is the traditional lands of the Wiradjuri people. Wiradjuri Country is the land of the three rivers: the Wambool (Macquarie), the Kalari/Galari (Lachlan) and the Murrumbidjeri (Murrumbidgee). In 2021, 376 (3.4%) of GHS LGA residents, and 2,126 (3.8%) of Albury LGA residents identified as having Aboriginal and/or Torres Strait Islander origins, on par with the NSW average of 3.4% (ABS, 2021). Across both LGAs, the Aboriginal and/or Torres Strait Islander population was significantly younger, with median ages of 19 years (GHS LGA) and 20 years (Albury LGA), and a higher proportion of children under 15 years of age (38% for both LGAs) compared to the state average (22%).

There are a range of community organisations, businesses and government agencies that provide direct employment, training and social support and services to local First Nations people and communities in Albury and surrounding areas, including the Albury and District Local Aboriginal Land Council (LALC) and the Riverina Murray Regional Alliance (Albury).

2.3. Services and Facilities

There are no services or accommodation in Glenellen. Existing services and facilities in Jindera include children's services, schools, aged care, a medical practice and veterinary clinic. The commercial sector offers a supermarket, butcher, post office, hairdresser, chemist, automotive repairs, bank, rural produce, hotel/motel and a service station. The planned development of the Recreation Reserve to include a multi-purpose stadium will complement the existing skate park, free electric BBQ, tennis courts with lights, children's playground, and swimming pool (GHC, 2023).

Other local towns in Greater Hume Shire such as Gerogery, Burrumbuttock, Walla Walla, Culcairn, and Holbrook provide a limited range of retail, educational, and community and health services, as well as

accommodation options and recreational facilities. Culcairn's Multipurpose Service includes an Accident and Emergency Department, hospital and residential aged care and allied services.

Albury-Wodonga is a major service centre for surrounding towns and localities. The combined city is a central hub for southeast Riverina Murray and for the northeast of Victoria, a broader catchment of around 200,000 people. It provides an extensive range of higher order commercial, health, education, civic and social services and is well connected by road, rail, and air transport. To the north, Wagga Wagga is also a major regional centre and offers a similar range of services and facilities.

Key services and facilities in Albury-Wodonga include:

- **Health services:** Albury Wodonga Health (cross-border health service), including Albury Hospital Campus and associated allied and specialist health services, and Albury Community Health Centre.
- **Educational facilities:** Charles Sturt University, La Trobe University, Riverina Institute of TAFE, UNSW Rural Clinical School of Medicine, three public secondary schools, nine public primary schools, and several non-government schools.
- **Transport infrastructure:** Albury Airport, future Inland Rail freight line, rail line Sydney-Melbourne, coach services.
- **Employment services:** a range of services including GTES Apprentice & Employment Specialists, Sureway Albury, The Personnel Group, CVGT Australia.
- **Housing services:** Beyond Housing, Homes Out West, Albury Supported Accommodation Services.
- **Cultural and entertainment facilities:** Albury Entertainment Centre, Murray Art Museum Albury, Albury Library Museum, Lavington Library
- **Sports, leisure and recreational facilities:** Lauren Jackson Sports Centre, swimming pools and water parks, bowling and golf clubs, sportsgrounds, football, tennis and netball clubs, and cricket facilities. There are also walking trails and cycling and hiking options, including the Wagirra Trail and Yindymarra Sculpture walk, and multiple parks and reserves.

2.4. Regional Economy

A strong agricultural sector has traditionally underpinned the Greater Hume Shire (GHS)'s economy. The prime agricultural land supports productive rural industries of mixed farming enterprises, primarily grazing of beef, lamb and wool production, and grain production of wheat, oats, barley and canola (GHC, 2020). In 2021, the agriculture, forestry and fishing industry sector made the greatest contribution to economic output in the LGA (\$441.1m), and was also the largest employer with 1,125 jobs, representing almost a third of total employment (32%) (Remplan, 2023). Other key industries of employment included education and training (12%), manufacturing (10%) and construction (8%). In Jindera, construction (13%), healthcare and social assistance (13%), and education and training (12%) were the top industries of employment, while in Glenellen, 25% of workers were employed in in agriculture, forestry and fishing.

The agricultural sector is increasingly supported by value adding operations including a lupin production facility in Jindera and an oat mill in Walla Walla. The Greater Hume Council (GHC) anticipates that technological advances will continue to provide an opportunity to attract complementary value-add agribusinesses to the LGA (GHC, 2020). To support a diverse and productive industrial sector, Council has successfully enabled a flexible industrial precinct to the south of Jindera with strong connections into Albury (GHC, 2020).

In 2021, of the 58% of the population in the GHS LGA aged 15 years and over who reported being in the labour force, 58% worked full-time, 32% worked part-time, and 2.9% were unemployed. Jindera recorded 66% labour force participation, of which 58% worked full-time. The LGA's unemployment rate has averaged 1.9% over the four quarters to June 2023, indicating very tight labour market conditions (JSA, 2023). In

comparison, the unemployment rate in the Albury and Wodonga LGAs over the same period have averaged 4.1% and 3.8% respectively (JSA, 2023).

It is estimated that there are 4,664 employed people who live in the GHS LGA. Over a third of the LGA's workforce is employed in Albury (29%) and Wodonga (8%), and Wagga Wagga (2%) (Remplan, 2023).

In the broader region, defence bases are located around Wagga Wagga and Albury-Wodonga, and there is a diverse range of defence industry and supply chain capability across the region.

The Riverina Murray continues to modernise its manufacturing capability and has regional strengths in advanced food manufacturing, metal fabrication, paper and pulp manufacturing, and ag-tech. The region is also leading in new Circular Economy investments including the nation's largest PET (polyethylene terephthalate) recycling plant, which is capable of processing one billion plastic bottles each year at Nexus Albury. There are more than 900 businesses employing almost 12,000 people in the manufacturing industry in this region.

2.5. Riverina Murray Region

The Riverina Murray Regional Plan 2041 sets out a strategic vision for how the region will grow over the long-term, with growth strategies focused on agribusiness, forestry, value-add manufacturing, health, education and training, transport and logistics and renewable energy generation. A key objective of the Regional Plan is to support the State's transition to Net Zero by 2050 and enable the establishment of the South West Renewable Energy Zone (REZ). The region's climate, resources and strategic connections place it in a strong position to capitalise on renewable energy and enabling infrastructure development and ensure that the region benefits from employment opportunities (DPE, 2023).

Over the next decade, multiple wind, solar and battery projects will come online in the region, both within and outside the South West REZ. The region will see significant investment in transmission infrastructure, including Project Energy Connect and Hume Link. This will create careers for planners, construction engineers (including blast, civil, environmental, electrical) and various specialist roles. The region is also home to parts of Snowy Hydro 2.0, the largest committed renewable energy project in Australia (DPE, 2023).

The Business NSW 2022 report, *Down to the Wire*, describes the unprecedented infrastructure boom in the Riverina Murray region as presenting both considerable opportunities and challenges. Six major infrastructure projects are estimated to be collectively worth over \$14 billion and are likely to face further cost increases over the coming years as inflationary pressures increase. The Industry Capability Network (ICN) estimates that these six projects – Snowy 2.0, Inland Rail, Project Energy Connect, Snowy 2.0 Connect, VNI West and Hume Link – will require more than 5,000 workers during their construction phases (Business NSW, 2022).

The Albury to Illabo project will upgrade approximately 185km of the existing freight rail corridor between the Victoria/NSW border and Illabo in regional NSW. Expected to commence construction in 2024, this will form part of the Inland Rail line linking ports at Melbourne and Brisbane with the agricultural heartlands of NSW (Business NSW, 2022).

There are also dozens of smaller projects to upgrade the region's roads, intermodals, hospitals, defence bases, and energy supply. In addition, there is a commitment to economic development through the Special Activation Precinct at Wagga Wagga and Regional Jobs Precinct at Albury.

2.6. Albury-Wodonga Region

The Greater Hume Shire LGA lies within the Albury-Wodonga Functional Economic Region (FER), which straddles the state border of NSW and Victoria. The Regional Economic Development Strategy (REDS) sets out a place-based vision and framework for economic development for the FER (DRNSW, 2023). Since the

development of the REDS in 2018, the region has seen significant investment delivered, including more than \$1 billion in private investment to deliver major renewable energy generation projects. It has also recorded significant population growth, which has been accompanied by significant reductions in vacancy rates and sustained increases in house prices (DRNSW, 2023).

Key industries in the Albury-Wodonga region are manufacturing, agriculture, tourism, transport and healthcare. Energy supply (including renewables) is an emerging industry in Albury-Wodonga, reflected by above-trend growth between 2011 and 2020. The industry has grown by an average annual rate of 5.6% in the region compared to the state-wide average of 3.2%. The REDS notes the opportunity to leverage this growth through new energy projects and potential circular economy processing opportunities while addressing the challenge of ensuring long-term local benefit from new energy generation, especially following the investment-intensive construction phase (DRNSW, 2023).

Local consultation to inform the updated REDS highlighted housing supply, sustainable economic development considering major project investment, streamlining cross border arrangements, and addressing competing land use challenges as key priorities. Key points included:

- Concerns that current housing availability challenges, i.e., shortages of housing stock in the region, will worsen in the face of a growing population and a need to house a significant number of workers associated with major project delivery in the region.
- While recognising the significant economic opportunities provided by investments in major infrastructure and precinct-based developments, this has placed pressures on demand for labour across sectors, especially in the industrial (trades) and health and education (health professionals and educators) sectors.
- The need for a continued focus on workforce and skills development, as well as actions to support workforce attraction and retention.
- The need to successfully manage competing land uses, as major projects and increasing demand for housing and industrial land development have resulted in heightened demand for land, which can place pressure on ensuring continued availability of prime land for agricultural use.

2.7. Regional Challenges

The Riverina Murray Region typifies the pressures that can be created with major projects being established in the same place at the same time, resulting in a combination of workforce and supply chain constraints and cumulative impacts. As such, there are a broad range of challenges that will have potential impacts on the development of the Glenellen Solar Farm.

2.7.1. Cumulative Impacts

The cumulative impacts of multiple construction projects in the Riverina Murray region are forecast to have serious implications for the region. Additionally, three of the six Victorian REZs are in proximity to the state border with NSW and the Riverina Murray region. Projects within these REZs are likely to contribute to the broader regional impacts, particularly on border communities.

The Business NSW report notes that projections made in various projects' environmental impact assessments often fail to consider and evaluate the cumulative impacts of multiple major projects within a geographic area on labour markets and supply chains (DRNSW, 2023). An absence of public domain data about projects' workforce expectations and timing, and a lack of coordination between multiple projects is likely to cause significant challenges for local communities' liveability, and infrastructure and service accessibility, resulting in cost escalation and delays given an already stretched labour pool. The report highlights that investment in long-term permanent employment opportunities is needed to sustain and grow

regional communities, and that project evaluations and environmental impact assessments must commit greater time to consider the cumulative impacts on labour market and supply chain impacts.

This AES has considered potential cumulative impacts from projects aligning within the Victorian border region and the Riverina Murray Region to ensure all potential impacts are identified, analysed and integrated into this AES.

2.7.2. Workforce Capacity

In June 2022, the Business NSW Workforce Skills Survey found that almost every business in the region was experiencing a workforce shortage, irrespective of industry sector (Business NSW, 2022). The report predicted that the shortage of suitably qualified workers will intensify as competition for available skills increases and major infrastructure projects progress over the period 2023–2026 when many major projects are in the construction phase. While not all will be in construction simultaneously, all will require engineering, construction, project management and support workforces to be available during the peak years between 2023–2026.

Analysis was undertaken by Infrastructure Australia in 2021 to assess and understand the labour and material requirements for the transmission and generation projects identified in AEMO's 2020 Integrated System Plan. Growth is projected to occur across all major occupation groups except machine operators. Key risks for shortages and constraints are identified both in the larger occupational groups (such as electricians, construction managers, electrical and grid engineers), but also some more specialised jobs (such as line workers for transmission construction or crane operators for wind power construction). It concludes that labour and skill shortages may become a significant factor for the build out of renewable generation and transmission infrastructure, especially in regions with tight labour markets (Infrastructure Australia, 2021).

Consultation with multiple project teams undertaken by Business NSW in the region highlighted a 'worrying degree of complacency' that workers will be able to be recruited when needed, despite heightened competition from other projects both within Australia and internationally and the potential to drain local businesses of workers. Business NSW found that there was little collaboration or understanding of the skills needs of each competing project and the needs of existing local businesses (Business NSW, 2022).

The lack of apprentices to fill available positions is already having an impact across the region, with a combined effect of increasing demand for apprentices plus a shortfall of those that are apprenticeship ready.

2.7.3. Supply Chain Impacts

Supply chain impacts will be exacerbated over the coming years, with renewable energy significantly increasing consumption of steel and concrete. Australia produces 29 million m³ of concrete and 5.6 million tonnes of crude steel per year, with demand for steel for electricity generation and transmission accounting for a tenth of the Australian yearly production (600,000 tonnes) and concrete requirements nearly 1.3 million m³ per year. The largest source of steel consumption is wind turbine towers but solar farms, rooftop solar, pumped hydro storage and transmission towers are all notable sources of demand for steel. Importantly, most of the steel is currently imported although there are local wind tower manufacturers, and a transmission tower factory is being established. For concrete, the primary source of consumption is pumped hydro storage and secondarily wind turbines. Based on a case study of NSW, State REZ programs could significantly bring forward material requirements with the peak consumption of steel predicted to more than double and concrete consumption predicted to increase by 50% by the mid-2020s (Infrastructure Australia, 2021).

2.7.4. Accommodation Pressures

Consultation to inform the REDS update revealed concerns among stakeholders that the current tight housing market conditions and availability shortages will worsen in the face of a growing population and a need to house workers associated with major project delivery in the region (DRNSW, 2023). More workers drawn in to work on the region's infrastructure projects, earning at or above the median salary for the region, are likely to put further pressure on the housing market.

Securing short-term accommodation for workers has an impact on small regional towns and their capacity to service local and tourism markets, as well as any existing seasonal workforce. Business NSW notes that temporary worker accommodation camps may be needed by several projects in the region. While such camps are often viewed unfavourably by some, making temporary worker camp accommodation more durable and higher quality may mean it is able to contribute to addressing long-term housing needs (Business NSW, 2022).

3. Workforce overview

Construction of the Project is anticipated to take approximately 18 months from the commencement of site establishment works, with a peak construction period of approximately 12 months.

It is anticipated that construction will commence in Q3 2024, preceded by a few months of early works. The overall duration of the Project's construction will be confirmed once the preferred EPC contractor is selected, and the detailed construction schedule is confirmed.

Unless approval has been obtained from the Secretary, construction, upgrading and decommissioning activities on site can only be undertaken between the following hours:

- 7am to 6pm Monday to Friday;
- 8am to 1pm Saturdays; and
- at no time on Sundays and NSW public holidays.

3.1. Workforce Estimates

3.1.1. Construction

Early works are anticipated to start in Q2 2024. The early works phase includes preparatory works which must occur prior to the commencement of main construction activities. Work will mostly be undertaken by contractors or specialists. Activities in this phase include:

- Road upgrades required under Condition B6 of Schedule 2.
- Establishment of a vegetation buffer.
- Road dilapidation surveys for Ortlipp Road and Linder Road.
- Heritage salvage in accordance with the Heritage Management Plan.
- Geotechnical surveying.
- Installation of security fencing.
- Installation of safety markers along overhead powerlines.

Main works are currently scheduled to start in Q3 2024, and the main works construction period will last for 12–15 months. The development will generate around 200 direct full-time equivalent (FTE) jobs during construction, with a maximum of 165 workers at any one time.

The main construction activities will include:

- Site establishment and enabling works including ground preparation, construction of the internal access tracks, preliminary civil works and drainage works.
- Installation of steel post and framing system for the solar panels.
- Installation of underground cabling (trenching) and installation of inverter stations.
- Installation of PV panels.
- Construction of operation and maintenance (O&M) building and switch room.
- Construction of the substation and connections.
- Removal of temporary construction facilities and rehabilitation of disturbed areas.

Key jobs during construction will include operators, project managers, mechanical management, labourers, installation experts and technicians. Employment opportunities generated from earthworks, concreting, steel works and electrical cabling during construction. It is anticipated that construction employment numbers will peak between May 2025 and July 2025, with up to 165 personnel required on site, with numbers then progressively declining to around 28 in December 2025 (Figure 3-1).

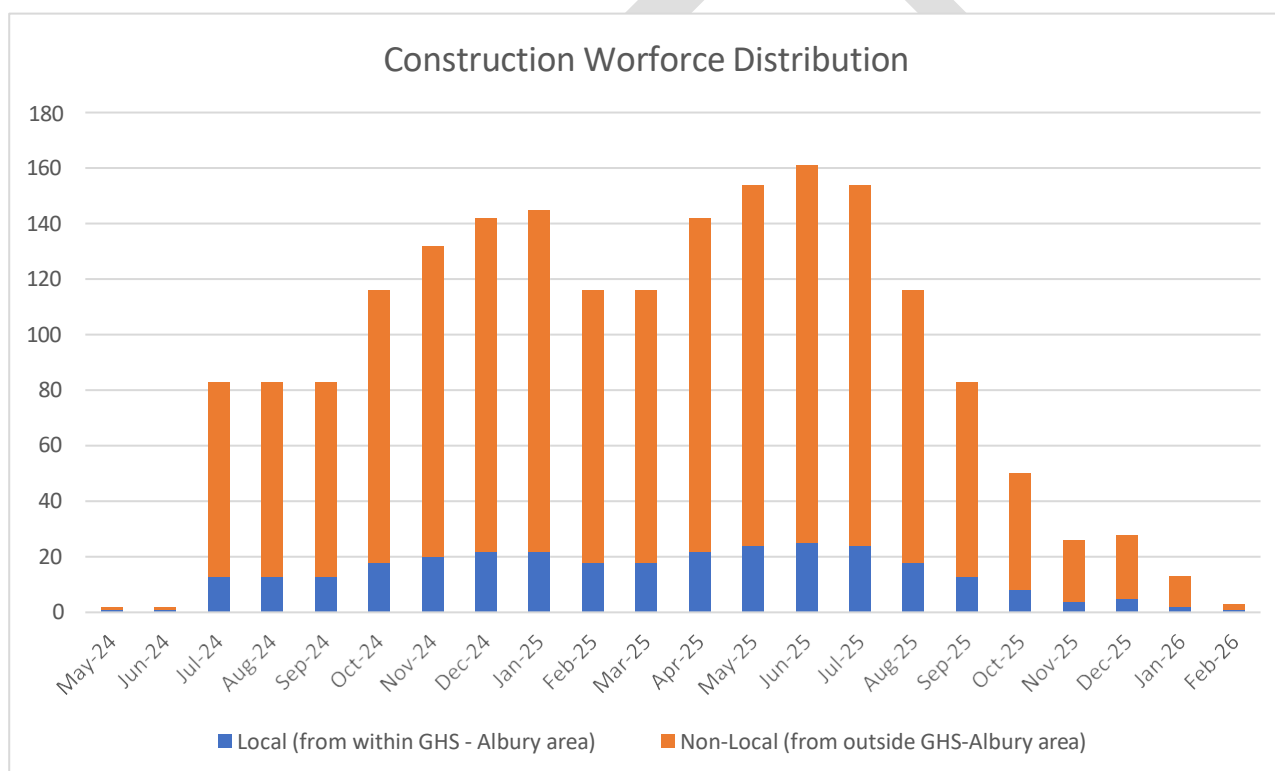


Figure 3-1 Construction Workforce

3.1.2. Operation

The expected operational life of the Project is approximately 30 years. The key activities that would be undertaken during operation include:

- Routine visual inspections, general maintenance, and cleaning operations of the solar arrays as required and the substation.
- Vegetation management (in accordance with the Bushfire Management Plan and Groundcover Management Plan), likely using sheep to control grass growth beneath the panels.
- Site security and operational response.

- Replacement of equipment and infrastructure.
- Maintenance of landscaping and screening plantings.
- Pest plant and animal control as required.

The Project will have approximately 5 FTE staff during the operation phase. This comprises permanent Project staff as well as ad-hoc contractors providing services like panel cleaning, fence repair, road grading, etc.; much of which will be locally sourced.

3.1.3. Decommissioning

At the end of its operational life, the Project infrastructure will be decommissioned in line with the Project's Decommissioning and Rehabilitation Plan. The solar farm footprint returned to its pre-existing land use, or another land use as agreed by the Project owner and the landholder at that time. Project decommissioning will require disturbance of the development footprint during the removal of equipment. Materials will be sorted and packaged for removal from the site for recycling or reuse wherever possible. A significant number of FTEs, including both staff and contractors, will be required during the decommissioning phase.

3.1.4. Indirect Employment

Where possible the Proponent will source from local companies. Indirect employment opportunities would be created by the demand for food industries, fuel, equipment suppliers, vehicle maintenance, accommodation, and other services that contractors coming to the area would require.

3.2. Interaction with Other Projects

Consent Condition B36(c) requires the consideration of the cumulative impacts associated with other State Significant Development (SSD) projects in the area. Cumulative impacts may occur if construction periods of nearby major projects overlap with the construction period of the current Project. This is particularly challenging when managing access to short-term accommodation and other services within the community, as well as managing local employment and service procurement.

In contrast, overlapping or coordinated project timelines create opportunities to build a pipeline of projects that encourage resident skilled workers to stay in the area and encourage others to move to the area either in the medium-term or permanently to work across consecutive projects.

To set achievable participation targets for Glenellen Solar Farm, the regional conditions that are impacting workforce participation and capacity need to be understood.

As noted in Section 2.7, the Riverina Murray region is experiencing a significant increase in economic activity driven by a pipeline of infrastructure projects. Several major projects have been identified as being in proximity to the Project and therefore of relevance from an employment and accommodation availability perspective (Table 3-1).

Three projects are highly likely to have concurrent demand for workers, accommodation, and services. The 120MW Jindera Solar Farm is located approximately 320m northwest of the Project site boundary. SSD approval was granted in 2020; Modification 1 was approved in October 2023. This solar farm will provide approximately 200 FTE direct jobs during construction. This project anticipates a similar timeframe for construction, and may compete for accommodation, services, and workers with this Project's construction workforce.

The 330MW Walla Walla Solar Farm is located approximately 18km north of the Project site. SSD approval was granted in 2020. The solar farm is currently under construction, which is anticipated to be completed in Q2 2024. As such, it is likely that there will be some overlap in the non-peak workforce construction phases

for both projects in the first half of 2024, which may result in competition for and impacts on accommodation, services, and workers.

The 350MW Culcairn Solar Farm is located approximately 21km north of the Project site. Main works are currently scheduled to start at the end of Q1/beginning of Q2 in 2024, and the main works construction period will last for 18–21 months to late Q4 2025. The development will generate around 400 direct full-time equivalent (FTE) jobs during construction, with a maximum of 350 workers during peak construction in mid-2025, progressively declining to 20 workers in November 2025.

Other projects in the broader region that may have possible concurrent demand, particularly for accommodation, include the Inland Rail – Albury to Illabo development; the Riverina Redevelopment Program – Defence Estates (Albury Wodonga and Wagga Wagga); the 75MW Wodonga Solar Farm; the 3MW Wodonga Wastewater Treatment Plant Solar Farm; Wangaratta Solar Farm 40MW; and Albury Wodonga Regional Hospital project. Additionally, there are several projects under construction or due to commence between 2024–2026 in the Albury-Wodonga area that may also contribute to concurrent demand, including the Lauren Jackson Sports Centre upgrade, the Albury Entertainment Centre Convention Wing redevelopment, and the Junction Place urban renewal initiative.

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Table 3-1 Potential concurrent demand

Name	Location	Status	Development timeline (Indicative)	Potential concurrent demand
SSD Renewable energy, energy storage, and transmission projects				
Jindera Solar Farm 120MW	320m northwest ~4km north of Jindera	Approved December 2020 Mod 1 approved October 2023	Pre-construction; construction 15 months from late Q2 2024 – late Q3 2025	Very likely ~200 FTE construction ~ 2-3 FTE operations + 6 service contractors
Walla Walla Solar Farm 330MW	~18km north ~4km northeast of Walla Walla	Approved December 2020	Under construction; anticipated completion Q2 2024	Possible ~250 FTE construction ~16 FTE operations
Culcairn Solar Farm 350MW	~21km north ~4km southwest of Culcairn	Approved March 2021 Construction commenced December 2023	Construction 18-24 months from late Q4 2023 – late Q4 2025	Very likely ~400 FTE construction ~5-10 FTE operations
Hume BESS 20MW/40MWh	22km southeast ~10km east of Albury	Approved January 2021	Construction ~9 months. Approval will be surrendered if Hume North BESS (below) is approved.	Possible ~40 FTE construction ~2 FTE operations
Hume North BESS 74MW/148MWh	22km southeast ~10km east of Albury	Prepare EIS (as of Jan 2024)	Planning; construction up to 12 months from mid-2025.	Possible ~50 FTE construction ~2 FTE operations
Wangaratta Solar Farm (VIC) 40MW BESS (1)15MWh (2) 65MWh	66km southwest ~4km northeast of Wangaratta	Approved June 2023	Under construction; anticipated completion late 2024	Unlikely ~90 FTE construction ~10 FTE operations

Name	Location	Status	Development timeline (Indicative)	Potential concurrent demand
Maxwell Downs Solar Farm 104MW	77km northeast ~14km southeast of Wagga Wagga	Prepare EIS (as of Jan 2024)	Planning; construction 12-18 months, timeline unknown	Unlikely 300-350 FTE construction ~8-12 FTE operations
Winton North Solar Farm (VIC) 150MW BESS 100MW/200MWh	88km southwest ~7km southwest of Glenrowan	Approved June 2023	Planning; construction 12-18 months starting 2024	Possible ~250 FTE construction 2 FTE operations
Gregadoo Solar Farm 65MW	89km northeast ~13km southeast of Wagga Wagga CBD	Approved December 2018 Mod 2 Approved March 2021 Mod 3 Approved August 2023	Pre-construction; construction 12 months from late Q1 2024 – late Q1 2025	Possible ~100-150 FTE construction ~2-3 FTE operations
Inland Rail – Albury to Illabo	Multiple, incl. Albury, Culcairn, Wagga Wagga	Response to Submissions (as of Jan 2024)	Planning; construction over 16 months starting 2024	Possible 770 FTE construction
Humelink	Multiple incl. Wagga Wagga LGA	Response to Submissions (as of Jan 2024)	Planning; construction over 30 months starting mid 2024	Possible 1,200 FTE construction
EnergyConnect (NSW – Eastern Section)	Multiple incl. Wagga Wagga LGA	Approved September 2022	Under construction; anticipated completion Q4 2024	Unlikely ~1,500 FTE construction
Other SSD & infrastructure projects				
Albury Wodonga Regional Hospital project	Albury	Planning (as of Jan 2024)	Planning; anticipated construction timeline Q3/4 2024-Q4 2027	Likely ~1,000 FTE construction

Name	Location	Status	Development timeline (Indicative)	Potential concurrent demand
Lauren Jackson Sports Centre Upgrade	Albury	Approved 2018	Stage 1 construction mid- 2024 – Q4 2025 Stage 2 construction	Likely FTE construction unknown
The Riverina Redevelopment Program – Defence Estates	Albury Wodonga Military Area; RAAF Base Wagga Blamey Barracks Kapooka	Planning phase (likely to be referred to Public Works Committee in early 2024)	Planning; anticipated construction timeline Q4 2024 -- Q2 2033 with peak 2025-26	Very likely ~1,800 FTE construction
Hydrogen Park Murray Valley 10MW	~22km south Wodonga	Approved June 2023	Pre-construction; construction 3 months anticipated Q1-Q2 2024	Unlikely ~55 FTE construction
Howlong Sand and Quarry Expansion	25km west ~2km southeast of Howlong	Approved December 2022	Expansion of existing extraction operations over four key stages.	Unlikely 10 FTE operations 25 indirectly employed heavy vehicle drivers

4. Stakeholder Consultation

4.1. Greater Hume Council

Environment & Planning and Engineering staff at Greater Hume Council were consulted during the development of the AES between January and February 2024 (details provided in Appendix A).

4.2. Albury City Council

Consultation with Economic Development staff at Albury City Council was undertaken between December 2023 and January 2024. The aim of the consultation was to inform the Council of the Project and identify the likely impacts, particularly cumulative, on short-term accommodation and rental housing in Albury-Wodonga. It also sought to understand opportunities for local skills training and development, other major projects in the area that are likely to have overlapping construction timelines, and existing workforce pressures.

Feedback provided included:

- Wodonga TAFE Trade Hub is now operational, includes electricians, construction, carpentry.
- There is pressure on both the housing and labour markets, with low housing stock and high employment. Rental vacancy rates have been around 1% for the past 18 months.
- Major developments planned for Albury-Wodonga (as described in Section 3.2). Many of these projects are coming to Council with local content targets.
- There are existing local industries and enterprises, some of which are expanding, that are likely to add to demand for labour and accommodation. These include the recently opened Opal Fibre Packaging (Wodonga) corrugated cardboard packaging facility.
- Council is struggling for land to facilitate solutions for legacy housing. The Albury City LGA is small with little land available for the development of worker accommodation facilities, either temporary or more permanent to be repurposed as a legacy.
- Council advised that Albury-Wodonga also accommodates workforces from large projects that are out of the region, but workers use the city as a base for 1–2 weeks at a time, adding to utilisation of short-term accommodation.

5. Accommodation Strategy

5.1. Objectives

This strategy builds on the recommendations of the Glenellen Solar Farm EIS (Eco Logical Australia, 2019) and the Amendment Report (Eco Logical Australia, 2022), which included the following mitigation commitments:

- SE01 (EIS): Recruitment of construction staff, contractors and suppliers from the local areas and purchase of local products will be encouraged during all phases of the development. The Proponent will liaise with local industry and local councils if there is a conflict arising from demand for accommodation and related services.
- SE02 (Amendment Report): Develop an Accommodation, Local Business and Employment Strategy which will be aimed at maximising the use of accommodation, local businesses and workers within the GHSC LGA in the first instance and further afield if required within the City of Albury LGA.

Due to proximity, the EIS also included additional mitigation measures to address the potential cumulative impacts with Jindera Solar Farm specifically (refer Table 5-1), including:

- Consideration of preparation of a sub-contractor accommodation strategy to coordinate and optimise the utilisation of locally available accommodation resources and services.

The EIS anticipated that local employment opportunities will be generated, but that additional workers from outside the region will be required, most of whom would commute from Albury, which provides more short-term accommodation options than those available in the Greater Hume LGA.

Based on the updated workforce estimates in Section 3:

- A maximum on-site workforce at any time is anticipated to peak at approximately 165 workers, and that sourcing at least 10% of the labour force from the locality has been deemed feasible.
- A maximum of approximately 150 accommodation beds would be necessary during the peak of construction.

The strategy identifies accommodation options within a 90-minute drive of the development.

Table 5-1 Accommodation options proximal to the Project

Tier	Distance from the Project	Location
1	Within a 45-minute drive	Jindera, approximately 6-minute drive southwest Walla Walla, approximately 15-minute drive north Culcairn, approximately 25-minute drive northeast Albury, approximately 25-minute drive south Wodonga, approximately 30-minute drive south Howlong, approximately 30-minute drive southwest Henty, approximately 35-minute drive northeast Holbrook, approximately 45-minute drive northeast

Tier	Distance from the Project	Location
2	Between 45- and 80-minute drive	Corowa, approximately 50-minute drive southwest Wangaratta, approximately 70-minute drive southwest Wagga Wagga, approximately 90-minute drive northeast

5.2. Review of Options

5.2.1. Workers' Temporary Accommodation

This category includes onsite or offsite accommodation utilising temporary or demountable accommodation. To date, this has not been commonly used in Jindera and surrounding areas, as there has been no identified need for this type of accommodation. As noted during stakeholder consultation, the development of offsite temporary accommodation would be constrained by a lack of suitable site options. More permanent worker accommodation that can become a legacy for the local community post-construction would be more practical.

However, given the potential for cumulative impacts described in Section 3.2, it may be necessary to consider temporary accommodation options in consultation with Greater Hume Council.

5.2.2. Short-Term Accommodation

Several hotels, motels and caravan parks are located within towns in Greater Hume Shire and the neighbouring Federation Council LGA, with a greater number and wider range of short-term accommodation options in Albury-Wodonga, Wangaratta, and Wagga Wagga. Council had, during previous consultation for another project, pointed to a lack of comprehensive data. However, discussions with the Greater Hume Council identified a lack of available data, however, occupancy rates of short-term accommodation in Culcairn and Holbrook could be estimated conservatively at approximately 60% and at times 80–90%.

GPGA also met recently with the Greater Hume Council about potentially working with local entrepreneurs to meet the Project's accommodation demands. Council indicated that a strong communication campaign informing local community members about Project accommodation and employment opportunities may help to attract local entrepreneurs already interested in starting up local hospitality businesses.

Peak occupancy periods typically occur during school holidays and local and regional events such as the Henty Machinery Field Days, held annually in mid-September and attended by more than 60,000 people. Council advised that during this three-day event, accommodation is booked out between Albury and Wagga Wagga. Other annual events in the Greater Hume region which may increase demand for accommodation and services in proximity to the Project include:

- Henty Agricultural Show (February)
- Holbrook Agricultural Show (March)
- Holbrook Easter Fly-In
- Holbrook Sheep and Wool Fair (May)
- Henty Machinery Field Days (major three-day agricultural event) (September)
- Culcairn Agricultural Show (September/October)

Albury-Wodonga's peak event season is March-April. Key events that can attract up to 8,000 people include:

- March: Albury Gold Cup racing carnival; Gardenesque; Albury Caravan Camping Show; Chryslers in the Murray
- April: Red Hot Summer Tour; National Dragonboat Championships
- September: North East Food & Wine Festival.

Albury-Wodonga & Greater Hume (Eastern Murray) have over 305 accommodation options providing 5,581 beds. Albury City Council tourism staff noted that during the down season over winter, many short-term accommodation providers may offer options for longer stays but are often at 100% capacity over the summer holidays. This is particularly the case for caravan parks that offer self-contained accommodation, and vacancies over the summer period are more likely to be in motels. Occupancy rates for the financial year 2022–23 are shown in Figure 5-1 below.

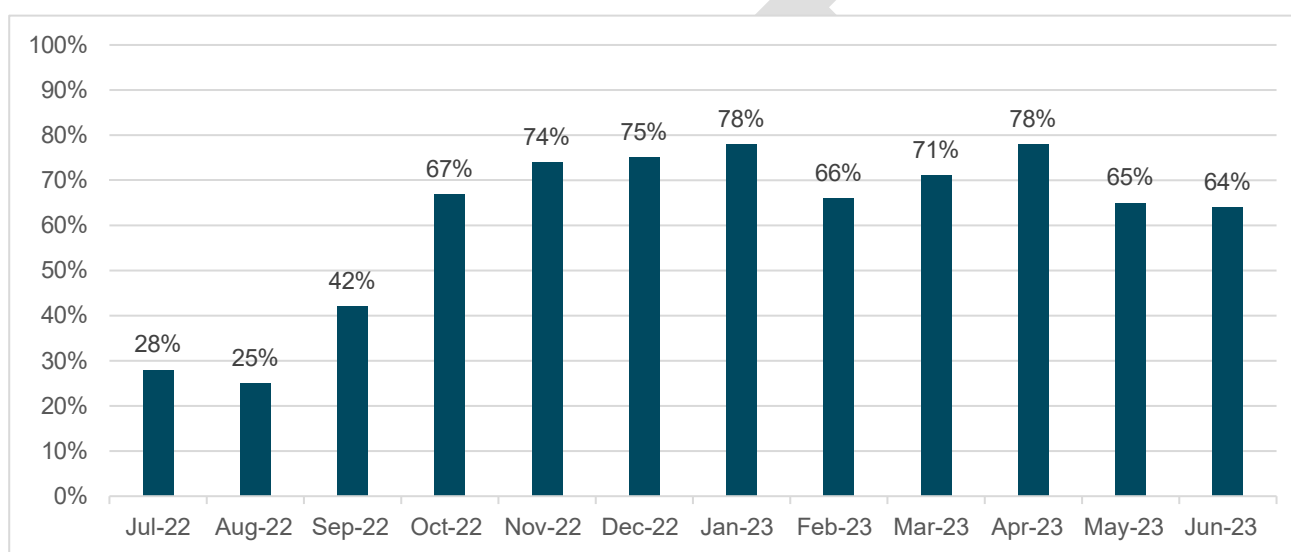


Figure 5-1 Short-term accommodation occupancy rates – Albury-Wodonga (FY 2022/23) *Source: (UTS & SGS, n.d)*

Wagga Wagga has over 25 options, including motels, hotels, units, holiday, and caravan parks. There are limited short-term accommodation options outside these larger centres. Many of the smaller towns within the Greater Hume LGA, including Jindera, Gerogery, Walla Walla and Henty, have a single accommodation provider, often a hotel-motel with a limited number of rooms (Table 5-2). While some of these accommodation options also offer meals, options that allow for self-catering provide greater amenity for non-resident construction workers.

Table 5-2 Accommodation options

Location	No. of providers	Approx no. of rooms	Motel/Hotel	Caravan/ Tourist Park
Jindera	1	4	1	0
Gerogery	1	N/A	1	0
Walla Walla	1	3	1	0
Culcairn	5	31	4	1*
Henty	1	11	1	0
Holbrook	6	110	5	1*
Howlong	2	N/A	N/A	2
Tier One Total	15	168	13	2
Corowa	12	N/A	9	3
Tier Two total	15	520	12	3
Total	29	688	29	5

* Provides rooms, cabins and/or camping.

Additionally, there are approximately 81 Airbnb listings within the GHS LGA (Airbnb, 2023a) although 59 were located in Albury or Victoria. Around 750 listings were in Albury-Wodonga (Airbnb, 2023b). Properties included homes, apartments, cabins, farm stays and rooms, with some available for monthly rental.

5.2.3. Rental or Purchased Accommodation

The southern towns and villages in the GHS LGA, such as Jindera, Walla Walla and to a lesser extent Culcairn and Holbrook, are well-positioned to take advantage of the fast-growing Albury and Wodonga cities and they are expected to experience pressure for growth over the next 20 years. Much of the growth in new dwellings in Greater Hume Shire's between July 2014 to June 2019 were concentrated in Jindera (129 of 349 dwellings) (GHC, 2020).

There are high rates of home ownership in the smaller towns in proximity to the Project, with separate houses the predominant dwelling type (96% across the LGA). Housing in Jindera is predominately separate houses and sheds on generous proportioned standard residential allotments, large lot residential or larger rural residential lots that are situated to the south of Jindera and enjoy good access to Albury (GHC, 2020). Greater Hume Council has recognised the importance of providing a variety of housing options as Jindera continues to grow to cater for the changing demographic and household incomes. This will include protecting land to the west of Jindera for smaller residential lots (GHC, 2020).

Accordingly, there is a shortfall of long-term local rental accommodation, with only a handful of rental properties available in any given month, and most of these are 3–4-bedroom houses. While the larger regional centres of Albury-Wodonga and Wagga Wagga offer a wider variety of dwellings and larger rental

markets, vacancy rates have generally been below 1.5% since mid-2020, indicating very tight rental conditions (SQM Research, 2023). The number of rental properties and the corresponding vacancy rate in October 2023 are shown in Table 5-3 below.

There has also been upward pressure on rents over the past several years. In the GHS LGA, the median weekly rent for the September 2023 quarter was \$370, slightly lower than in the Albury LGA (\$400). This represents an annual increase of around 5%. Over the same period, the median weekly rent in the Wagga Wagga LGA was \$450, a sharper annual increase of 12.5% (DCJ, 2023).

Table 5-3 Rental vacancy numbers and rates, October 2023

Location	Postcode	Number of rental vacancies	Rental vacancy rate
Glenellen/Jindera	2642	3	1.1%
Walla Walla	2659	1	2.1%
Culcairn	2660	0	0.0%
Albury	2640	60	1.1%
Wodonga	3690	29	0.6%
Howlong	2643	2	0.8%

(Source: SQM Research – Residential vacancy rates)

As in many regions, housing affordability in the Albury-Wodonga region has declined over the past several years with significant increases in property prices. Between June 2018 and June 2022, median dwelling prices in Greater Hume Shire increased by 94% to \$368,000, by 44% in Albury to \$490,000, and by 40% in Wodonga to \$490,000 (DRNSW, 2023). A common measurement of housing affordability, the 'median multiple', is based on ratios between median household incomes and median property prices for a region. Markets where median house prices are more than three times median household income are considered unaffordable (Cox, 2023). The price to income ratio in July 2021 for the Albury-Wodonga region was estimated to be 5.12 (approximately 3.9 in GHS LGA, 5.3 in Albury LGA and 5.2 in Wodonga LGA), well below the NSW average of 8.12. This highlights a relative cost advantage compared to other regions, but still indicates seriously to severely unaffordable housing markets in these LGAs. Ongoing population growth and low property availability may continue to put upwards pressure on prices in the region and reduce overall housing affordability (DRNSW, 2023).

An analysis of properties for sale (houses, units, townhouses) in Jindera and the smaller townships in Greater Hume Shire and in Albury-Wodonga was undertaken. The information shown in Table 5-4 was retrieved from Domain.com on 22 November 2023. Most properties currently for sale, and sold over the previous 12 months, are 3- and 4- bedroom houses, and there are a small number of 1- and 2-bedroom units for sale in Albury-Wodonga and Howlong.

There were a total of 269 houses and units for sale in the city of Albury. Generally, median property prices were comparatively higher in the suburbs of Albury and East Albury, with fewer properties for sale, compared to the northern suburbs of Lavington, Thurgoona, and North Albury which are closest to the Project site.

Table 5-4 Properties for sale and median prices

Location	Postcode	Properties for sale	Sold previous 12 months	Median price*
Glenellen	2642	0	0	n/a
Gerogery	2642	1	2 houses	n/a
Jindera	2642	7 houses	16 houses	\$618,000
Walla Walla	2659	0	10 houses	\$365,000
Culcairn	2660	9 houses	19 houses	\$346,000
Howlong	2643	8 houses and 2 units	52 houses	\$505,000
Albury	2640	28 houses and 5 units	64 houses	\$770,000
Lavington	2641	37 houses and 12 units	155 houses 41 units	\$441,000 \$266,000
Thurgoona	2640	53 houses	180 houses	\$720,000
Wodonga	3690	108 houses and 16 units	340 houses 34 units	\$567,000 \$343,000

*Median prices not available for units where sales < 10 over previous 12 months. *Source:* Realestate.com.au search December 2023.

Given that the construction period is estimated to take approximately 18 months, it is assumed that some of these workers may relocate with their families to the local area. Based on this review, there are limited potential properties within the GHS LGA for rent or purchase.

5.3. Action Plan and Mitigation Strategies

The Glenellen Solar Farm Accommodation Strategy Action Plan presents proposed actions to accommodate workers during the Project cycle (Table 7-1). It is assumed that the other SSD projects in the area that are either approved or proposed, including Jindera Solar Farm and Culcairn Solar Farm, would have an impact on the availability of short-term or rental accommodation. Assessing potential cumulative impacts will form part of the regular monitoring for this Strategy. The roles and responsibilities of relevant parties to successfully deliver this action plan are described in Section 7.2.

6. Employment Strategy

6.1. Introduction

GPGA is committed to the economic and social development of the regions in which it carries out its activities, providing knowledge, management capacity, as well as dedicating part of the benefits to social investment, including:

- Developing initiatives for the creation of shared value and positive social impact in energy projects.
- Promoting education, training, cultural wealth and inclusion of the most disadvantaged groups through social investment.
- Transfer of knowledge and values to society through collaborative agreements with the academic community and the supply chain.

6.2. Objectives

From the EIS, 8.12.4 Mitigation Measures (Table 8-59, p. 254):

- Construction staff, where possible, are recruited from local areas.
- An informal 'buy local' practice applies, where goods and services are purchased from local businesses provided that they are competitive in terms of quality and price.
- The Proponent will liaise with local industry and local councils to minimise any potential conflicts arising from demand for accommodation and related services.

During the development of the Glenellen Solar Farm AES, Councils and employment service providers within the area (see Appendix A) highlighted constraints around workforce capacity in the Riverina-Murray Region. These constraints are largely due to a combination of workforce and supply chain constraints and cumulative impacts, due to the presence of many current and future infrastructure projects (currently in the pipeline) across the region. Subsequently, it is a challenging environment to establish achievable participation targets.

The Project team held an initial introductory briefing with ICN Gateway Riverina (see Appendix A) in preparation for contracting local suppliers / social enterprises to support construction and operations.

The Renewable Energy Sector Board's Plan (OECC, 2022c) recommends Industry Participation Plans (IPP) cover the following:

- Supply chain inputs: Providing local suppliers, including SMEs, with full, fair and reasonable opportunities to provide goods and services for the construction and operation of electricity infrastructure in NSW.
- Investment and innovation in the supply chain: Supporting investment, local innovation and commercialisation opportunities in the NSW renewable energy sector.
- Employment, skills and knowledge transfer: Maximising local employment, skills development and knowledge transfer to local businesses and workers.
- First Nations participation plan: Providing First Nations people with opportunities to increase skills and economic participation (to avoid duplication, the Board recommends the First Nations Participation Plan, required under the First Nations Guidelines, is included in the IPP).
- Fair and ethical practice: Ensuring fair and ethical practice in the workforce and supply chain.
- Environmentally sustainable procurement: Promoting environmentally sustainable procurement throughout the supply chain.

6.2.1. Local Supply Chain Development/Procurement

GPGA understands that, while there may be existing demands on local businesses, local procurement of goods and services can assist to increase benefits to local communities and result in efficiencies in project costs. GPGA will endeavour to achieve the targets specified in Table 6-1 which are guided by the best practices within the Renewable Energy Sector Board's Plan (2022).

Table 6-1 Proposed local supply chain targets

Supply chain inputs	Solar	
	Minimum requirements	Stretch goal
Development phase	49%	81%
Operation and maintenance phase	71%	81%
Steel products and components using locally milled steel	95%	95%

6.2.2. Employment and Workforce Development

GPGA values maximising sustainable, fair and equitable local training, employment and skills transfers. Guided by the IPP – from Renewable Energy Sector Board's Plan (2022) and the NSW Electricity Infrastructure Roadmap First Nations Guidelines (2022), the Project will endeavour to achieve the targets as specified in Table 6-2.

Table 6-2 Employment, training and skills transfer targets

Employment, skills and knowledge transfer criteria	Minimum requirements	Stretch goal
Learning workers (% of total Project workforce)	15%	40%
Apprentices (% of all trade positions on a Project)	10%	30%
First Nations participation criteria		
First Nations participation	1.5%	10%, or the goal in the region-specific protocol under the First Nations Guidelines.
Fair and ethical practice criteria		
Employment of underrepresented groups	5%	25%

6.2.3. First Nations Participation

Aboriginal employment outcomes in the Albury-Wodonga FER have improved significantly over the past decade. At the time of the 2021 ABS Census, the Aboriginal unemployment rate in the region was estimated

to be 10%, a substantial decrease from 15.1% in 2016 and 18.5% in 2011. However, the unemployment rate remains higher than the 9.8% NSW Aboriginal unemployment rate and the NSW unemployment rate of 4.9%.

An ongoing collaborative approach between stakeholders, including Aboriginal community representatives, local government, business, and industry is needed to ensure that increasing Aboriginal economic participation continues to be a key economic development priority across the region (DRNSW, 2023).

GPGA will work with local First Nations stakeholders to identify and maximise employment, training and procurement opportunities. Key groups in the area include Woomera Aboriginal Corporation (Albury), Riverina Murray Regional Alliance (Albury) and Albury and District Aboriginal Land Council (Albury). These organisations may have the ability to identify local workers for the project with the appropriate skills, if given sufficient information and time.

GPGA will incentivise their EPC and O&M contractors to include First Nations businesses in their scope and will facilitate the contact between First Nations Groups and contractors to provide a pathway to job opportunities and skills development for First Nations people. Information about available positions and required skills will be provided to the First Nations Groups on request. Opportunities with First Nations social enterprises that align with GPGA's business needs will be also explored.

Engagement activities will be enhanced by strong community and business networks with the capacity to link the project with local First Nations workers. GPGA will assess their current procurement and employment practices to identify areas where there is room for improvement in terms of inclusivity and engagement with First Nations businesses and individuals. Feedback from First Nations communities, employees, and stakeholders will be used to identify areas for improvement and make necessary adjustments.

6.3. Action Plan and Mitigation Strategies

Prior to construction, GPGA will work with the EPC Contractor to implement the employment components of this strategy (see Section 7) and build on consultation undertaken to inform the action plan (see Table 7-1) which has been agreed by GPGS. This will include developing mutually beneficial relationships with First Nations organisations, networks, and businesses to identify joint initiatives that can support positive socioeconomic outcomes. The roles and responsibilities of relevant parties to successfully deliver this action plan are described in Section 7.2.

7. Action Plan and Mitigation Strategies

7.1. Action Plan and Mitigation Strategies

The Glenellen Solar Farm Accommodation and Employment Strategy Action Plan presents proposed actions to engage, retain and accommodate workers during the Project cycle (Table 7-1). It is assumed that the other SSD projects in the area that are either approved or proposed, including Jindera Solar Farm and Culcairn Solar Farm, would have an impact on the availability of workers, short-term and/or rental accommodation. Assessing potential cumulative impacts will form part of the regular monitoring for this Strategy.

Table 7-1 Glenellen Solar Farm AES Action Plan

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
Prepare & implement an AES in accordance with Schedule 2, Condition B36.	Project Manager Site Manager EPC Project Manager	Prioritise local content & opportunities for local businesses, services, & workers.	Prior to construction	This AES	This AES	✓				
Establish an Expression of Interest (EOI) register for local businesses as well as those looking for individual employment.	EPC Site Manager Community and Stakeholder	Prioritise local content & opportunities for local businesses,	Prior to construction; ongoing	Update, promote & maintain existing Expression of Interest register.	Documentation of EOIs & proportion of EOIs resulting in employment or		✓	✓	✓	✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
	Engagement Officer	services, & workers.			procurement opportunities.					
Partner with local organisations to communicate employment & procurement opportunities emerging from the Project.	Project Manager Community and Stakeholder Engagement Officer EPC Project Manager	Prioritise local content & opportunities for local businesses, services, & workers.	Prior to construction, ongoing	Map work packages & supply chain opportunities & proactively identify local businesses with relevant capabilities. Partner with ICN Gateway to communicate employment & procurement opportunities to local businesses & workers. Collaborate with local organisations & social enterprises to identify priority jobseekers & opportunities for employing labour hire across work packages (e.g., security, signage, site compound buildings, tree-planting & landscaping). Proactive identification of eligible First Nations organisations/social enterprises for active addition to the Project's Business & Stakeholder Registers.	Documentation of engagement with ICN & other organisations & involvement in events or online communication about local employment & procurement opportunities.		✓	✓	✓	✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
Embed transparent selection criteria for subcontractors that prioritises organisations based in the GHS LGA, then the broader Albury-Wodonga FER and Riverina Murray Region. Target at least 10% of sub-contractors from these regions across the Project.	Project Manager EPC Project Manager	Prioritise local content and opportunities for local businesses, services, and workers.	Project inception. Throughout construction: Monthly review of workforce requirements and sub-contract requirements against forecast need and targets outlined in this AES.	Embed selection criteria with a weighting of at least 10% to prioritise sub-contractors that employ workers from the GHS LGA, then the broader Albury-Wodonga FER & Riverina Murray Region. Embed selection criteria with a weighting of at least 10% that employ sub-contractors with businesses registered in the region (as above).	Maintain a register of employees & sub-contractors to report on a) the proportion of jobs filled by residents of the GHS LGA, then the broader Albury-Wodonga FER & Riverina Murray Region. b) proportion of sub-contractors appointed with businesses registered in the GHS LGA, then the broader Albury-Wodonga FER & Riverina Murray Region.			✓	✓	✓
Attend and host Local Employment and Supplier information sessions at the start of construction, where work packages would be presented. Attend other local forums and events to maintain relationships with regional and local businesses and groups, such as those hosted by RDA	Project Manager Site Manager HSE Manager Community & Stakeholder Manager	Prioritise local content and opportunities for local businesses, services, and workers.	Start of construction; ongoing	Attend or host local employment and procurement information sessions. Communicate Project timeline and work packages, invitations to attend community days to companies and	Documentation of events and register of expressions of interest collected at these events.			✓	✓	✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
Murray, Greater Hume Council, Albury City Council & First Nations Organisations	EPC Project Manager			individuals that have registered their interest in the Project. Procure event and site catering requirements from local companies or social enterprises.						
Incentivise EPC and O&M contractors to support employment and training outcomes for apprentices, learning workers and underrepresented groups outcomes through targets and tracking.	Project Manager EPC Project Manager Community & Stakeholder Manager	Prioritise local employment and skills development.	Prior to construction; ongoing	Embed targets in contracts for construction: - 15% learning workers - 10% apprentices - 5% underrepresented group employment Partner with local/regional employment agency to recruit jobseekers that face barriers & are from under-represented groups.	Maintain a register of employees & sub-contractors to report on the proportion of jobs filled by learning workers, apprentices & under-represented groups. Monthly review of workforce requirements & sub-contract requirements against forecast need & targets outlined in this AES.		✓	✓	✓	✓
Engage First Nations to develop and deliver site inductions materials.	Project Manager	Prioritise First Nations Participation	Pre-construction; ongoing	Partner with First Nations to develop materials for site inductions.	Production of site induction materials.		✓	✓		✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
	Community & Stakeholder Manager									
Partnerships with organisations working with local school(s) to identify opportunities to support students to consider pathways into renewables, including site tours & career talks.	Project Manager Community & Stakeholder Engagement Manager EPC Project Manager	Prioritise local employment and skills development.	Nearing construction - and ongoing	Meet with education and training services to identify partnership opportunities. Actively participate in career development opportunities in the region.	Record of meetings and discussions and identified opportunities; and activities such as site tours & career talks.		✓	✓	✓	✓
Establish processes and selection criteria that prioritise Indigenous employment and procurement. Partner with key First Nations regional partners to access specialised procurement sourcing panels with Certified and Registered First Nations businesses. Incentivise EPC and O&M contractors to support genuine employment and training outcomes for First Nations.	Project Manager Community & Stakeholder Engagement Manager EPC Project Manager	Prioritise First Nations participation	Prior to construction Throughout construction:	Embed targets in contracts for construction of 1.5% First Nations workforce participation. Review Traditional Owners Whole of Country Plans for specific guidance on targets & strategies where procurement by the Project can deliver measurable value. Embed selection criteria to prioritise sub-contractors that are Certified & Registered First Nation businesses, or are owned,	Maintain a register of employees & sub-contractors to report on the proportion subcontractors demonstrating First Nations ownership or employment.		✓	✓	✓	✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
Partner with a local Aboriginal organisation/s to identify at least one work package during construction that can be delivered by a First Nation business registered with Supply Nation.				managed, or staffed by First Nations people. Identify key representative First Nations regional partners. Re-establish & continue to develop mutually beneficial relationships with First Nations organisations, networks & businesses to identify joint initiatives that can support positive socioeconomic outcomes. Establish and maintain a register of local Certified & Registered First Nations businesses. Monthly review of workforce requirements & sub-contract requirements against forecast need & targets outlined in this AES.						
Consider ancillary 'job readiness' training and awareness programs specifically suited to First Nations people to provide them with optimal opportunity to secure training and employment with the Project. Consider secondment opportunities where capacity is a challenge.	Project Manager Community & Stakeholder Manager EPC Project Manager	Prioritise First Nations participation	Start of construction phase, ongoing	Partner with local/regional employment agency to recruit First Nations jobseekers that face barriers. Partner with Training Providers to deliver specific pre-employment training to prepare Aboriginal job	Production of site induction materials.		✓	✓		✓

Measures	Responsible Party	Objective	Timing	Implementation Action	Compliance Record	A&E Strategy	Local skills development	Local procurement	Local employment	First Nations
				seekers for construction/operational roles.						
Provide transport arrangements for members of underrepresented groups employed onsite to improve job capability and performance.	Project Manager GPGA Site Manager EPC Project Manager EPC Site Manager Community & Stakeholder Engagement Officer	Prioritise local employment & skills development.	Construction and ongoing	Encourage car-pooling schedules by contractors	Maintain a register of employees from underrepresented groups. Maintain car-pooling schedules Monthly review of employee transport requirements & shift timing.		✓	✓	✓	✓

7.2. Roles and Responsibilities

The key roles and responsibilities for the design, delivery, and evaluation of the Project's AES are outlined below in Table 7-2 and are described in more detail in the EMS.

Table 7-2 AES roles and responsibilities

Role	Responsibility
Project Manager	- Designate appropriate, sustainable and strategic AES objectives for delivery in construction of the Project. - Responsible for AES implementation during construction. - Liaison with Greater Hume Council. - Monitor EPC Project Manager on implementation of AES activities and targets. - Reporting of AES outcomes to NSW Government and other stakeholders.
Site Manager	- Ensure implementation and compliance with AES activities and targets on site together with EPC Site Manager. - Identifying opportunities and ensuring buy-in through the tiers of subcontractors with EPC Contractor. - Liaison with Greater Hume Council, accommodation providers, employment agencies, local First Nations networks & suppliers, etc. - Monitoring, tracking, and reporting of AES outcomes against targets to Project Manager.
Health, Safety and Environment, (HSE) Manager	- Support the Project Manager to implement the AES. - Liaison with contractors and relevant stakeholders involved in the AES, including local First Nations networks & suppliers.
HSE Supervisor	- Support the Site Manager to implement the AES. - Liaison with onsite contractors and relevant stakeholders involved in the AES, including local First Nations networks & suppliers.
Community & Stakeholder Manager	Ensure the Project is implemented with appropriate level of social license and best endeavours are made by GPGA and its contractors to maximise the local employment, procurement and accommodation.
Community & Stakeholder Engagement Officer	- Facilitates a strong working relationship with the Greater Hume Council, local accommodation providers, employment and procurement agencies, local businesses, contractors, and rest of relevant stakeholders involved in the Project for the purpose of establishing and implementing industry & aboriginal participation outcomes. - Support the Project and Site Managers to implement the AES.

Role	Responsibility
Operations Project Manager	• Responsible for AES fulfillment during the operation phase. • Monitor O&M Contractor on the fulfillment of AES activities and targets. • Liaison with Greater Hume Council. • Reporting of AES outcomes to NSW Government and other stakeholders.
EPC Project Manager	• Ensure implementation and compliance of AES activities and targets on site. • Liaison with Greater Hume Council, accommodation providers, employment agencies, local First Nations networks & suppliers, etc. • Reporting of AES outcomes to Project Manager.
EPC Site manager	• Support implementation and compliance with AES activities and targets on site. • Identifying opportunities and ensuring buy-in through the tiers of EPC sub-contractors. • Liaison with Greater Hume Council, accommodation providers, employment agencies, local First Nations networks & suppliers, etc. • Monitoring, tracking, and reporting of AES outcomes against targets to EPC Project Manager.
EPC Health, Safety and Environment (HSE) Coordinator	• Support the EPC Project and Site Managers to implement the AES. • Liaison with EPC sub-contractors and relevant stakeholders involved in the AES, including local First Nations networks & suppliers.
O&M Project Manager	• Support GPGA for the fulfillment of the AES during the operation phase. • Liaison with O&M sub contractors and relevant stakeholders involved in the AES, including local First Nations networks & suppliers. • Reporting of AES outcomes to Operations Project Manager.

8. Monitoring and Reporting

Where relevant, GPGA will include AES commitments and obligations within both the EPC Construction and O&M contracts to ensure all procurement and subcontracting activities are carried out in accordance with the AES.

Under the terms of these EPC contracts the minimum contents of monthly reports are defined so GPGA can ensure strict reporting rules. Therefore, GPGA can track, monitor and address the head EPC contractor's (and its subcontractors') compliance. GPGA and the head EPC contractor must meet at least once every week in accordance with the EPC contract, which ensures close communication between the management teams.

The EPC contractor will be required to report on the AES metrics monthly while GPGA's reporting to external bodies such as the NSW Government will be quarterly during construction and annually during operations (unless otherwise specified).

Consultation during construction will be implemented by the Community & Stakeholder Engagement Officer in collaboration with the EPC Contractor. This strategy includes multiple opportunities for consultation and feedback through initiatives such as an enquiries and complaints register and personal meetings with near neighbours, community groups and key stakeholders. Outcomes of these activities are recorded in the stakeholder register, which is then used as a data source for monitoring and reporting.

The following metrics and strategies should underpin monitoring and reporting of the Project. The objectives of monitoring and evaluation should be to do the following:

- Communicate and provide accountability to the objectives of the accommodation strategy.
- Communicate and provide accountability to the objectives of the employment strategy.
- Build community trust and engagement with GPGA.
- Gather and integrate learnings for application to this and future projects.
- Establish and maintain a complaint and feedback system.

The EPC Contractor will be required to report on these metrics (written into their contract) and the Project Manager will evaluate and oversee that these targets are achieved. If needed, the Project Manager will step in along with the Community & Stakeholder Engagement Officer to reevaluate strategies to get back on track to meet goals.

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Appendix A Consultation Log

Table A-1 Consultation with Council

Date	Method	Position	Organisation	Contact	Purpose
5/12/2023	Email	Director of Environment and Planning	Greater Hume Council	NGH	Email to Council requesting a consultation meeting with GPGA and Council regarding the AES.
6/12/2023	Email	Economic Development Officer	Albury City Council	NGH	Email to Council requesting a consultation meeting with GPGA and Council regarding the AES. OOO response advising Luke is on leave, returning 12 December 2023.
13/12/2023	Email	Economic Development Officer	Albury City Council	NGH	Council response to email, advised availability and introduced Team Leader.
18/12/2023	Teams meeting	Economic Development Officer	Albury City Council	NGH, GPGA	Introduction of the project in regard to the AES and the confirmed development consent conditions. Discussed project construction timeline and workforce numbers and likely concurrent demand for workers and accommodation in the context of multiple projects and tight housing and labour markets.
17/01/2024	In-Person	Director of Environment and Planning	Greater Hume Council	GPGA	General consultation on Pre-Construction Compliance. Council acknowledged that the GHS would not be able to meet all project needs. However, encouraged proponents to prioritise opportunity for and direct as much project benefit as possible to the GHS community. Council clarified their position on private B&Bs and cabin camps.

Table A-2 AES Consultation (provided by GPAG)

Date	Method	Category	Organisation	Purpose
29/01/2024	Email	Cumulative impacts	Jacobs Engineering	To seek information on employment numbers and construction timing about the Riverina Development Program
29/01/2024	Email	Cumulative impacts	Albury City Council	To seek information on employment numbers and construction timing about the Lauren Jackson Sports Centre Upgrade
20/12/2023	Email	Accommodation	Quality Resort Siesta	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Hume Country Motor Inn	To introduce project, consult and seek input on local accommodation service availability.
21/12/2023	Email	Accommodation	Hume Country Motor Inn	Feedback: "Please contact us to book accommodation when needed."
20/12/2023	Email	Accommodation	HowLong Golf Resort	To introduce project, consult and seek input on local accommodation service availability.
21/12/2023	Email	Accommodation	HowLong Golf Resort	Feedback: "May 24 is busy but we do have some slots throughout the month, June, July until the end of August is very quiet for us so we have plenty of accommodation at this stage, end of August and in Sept we have a few play n stay bookings and October is busy but there are a few slots still available and the same with November."
20/12/2023	Email	Accommodation	Barnawartha Star Hotel	To introduce project, consult and seek input on local accommodation service availability.

Date	Method	Category	Organisation	Purpose
20/12/2023	Teams Meeting	Accommodation	Woomargama Hotel	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Thurgoosa Resort	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Lake Hume Resort	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Hillview Oak BandB	To introduce project, consult and seek input on local accommodation service availability. Feedback: "Yes, we would be interested"
20/12/2023	Email	Accommodation	Holbrook Hotel	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Culcairn Motor Inn	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	The Riverina Hotel	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Albury Classic Motor Inn	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Avalon Farmstay	To introduce project, consult and seek input on local accommodation service availability.

Date	Method	Category	Organisation	Purpose
20/12/2023	Email	Accommodation	Motel Meneres	To introduce project, consult and seek input on local accommodation service availability.
29/12/2023	Email	Accommodation	Motel Meneres	Feedback: We should be able to help out with accommodation for most of the months required. Dec 15th - Jan 15th (Unavailable Dates). Other than that will only be the Victorian Long weekends in June and March and Easter Period that we are unavailable.
20/12/2023	Email	Accommodation	Poachers Paradise	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Corowa Gateway	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Byer Fountain Motor Inn	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Holbrook Motor Village	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Holbrook Town Centre	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Statesman Corowa	To introduce project, consult and seek input on local accommodation service availability.

Date	Method	Category	Organisation	Purpose
20/12/2023	Email	Accommodation	Astor Hotel Albury	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Northside Hotel	To introduce project, consult and seek input on local accommodation service availability.
20/12/2023	Email	Accommodation	Green Door Motel	To introduce project, consult and seek input on local accommodation service availability.
19/12/2023	Email	Employment Services	ICN Wagga	To introduce project, consult and seek input on workforce availability within the broader locality.
21/12/2024	Teams Meeting	Employment Services	ICN Wagga	Feedback: Region is receiving a lot of investment attention, with lots of projects competing for resources. Early engagement would be key to meeting project's resourcing needs. Keen to support project's resourcing needs, and able to offer most value after appointment of Head Contractor.
18/12/2023	Email	Employment Services	Squad	To introduce project, consult and seek input on workforce availability within the broader locality.
10/01/2024	Teams Meeting	Employment Services	Squad	Feedback: Happy to support project's resourcing efforts. Highlighted potential cumulative impact of multiple projects happening within the locality. Stressed need for early engagement.
18/12/2023	Email	Employment Services	Riverina Murray Regional Alliance	To introduce project, consult and seek input on workforce availability within the broader locality.

Date	Method	Category	Organisation	Purpose
18/12/2023	Email	Accommodation / Employment Services	Woomera Aboriginal Corporation	To introduce project, consult and seek input on workforce availability within the broader locality.
18/12/2023	Email	Employment Services	Ironbark Training	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Business Wodonga	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Albury Business Connect	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	TVN On-Country	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	RDA Australia – Murray Region	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Training Services NSW	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Wodonga TAFE	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Connexions	To introduce project, consult and seek input on workforce availability within the broader locality.

Date	Method	Category	Organisation	Purpose
19/12/2023	Email	Employment Services	Asuria	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	On Country Pathways	To introduce project, consult and seek input on workforce availability within the broader locality.
21/12/2023	Email	Employment Services	On Country Pathways	Feedback: “We are keen to learn more about this local project and how we can work together to identify employment opportunities for local First Nations youth and create career pathways for them.”
24/01/2024	Teams Meeting	Employment Services	On Country Pathways	Feedback: Interested in supporting project needs. Clarified their mandate as not-for-profit, seeking to create better employment pathways and outcomes for First Nations Peoples. No services fees for services.
19/12/2023	Email	Employment Services	Business NSW	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Ngumbaay Indigenous Corporation	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Charles Sturt University	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Mungabareena Aboriginal Corporation	To introduce project, consult and seek input on workforce availability within the broader locality.
19/12/2023	Email	Employment Services	Walla Walla Public School	To introduce project, consult and seek input on workforce availability within the broader locality.

Date	Method	Category	Organisation	Purpose
19/12/2023	Email	Employment Services	GTES Complete Apprenticeships Program	To introduce project, consult and seek input on workforce availability within the broader locality.
03/01/2024	Teams Meeting	Employment Services	GTES Complete Apprenticeships Program	Feedback: Happy to support project's resourcing efforts. Highlighted potential cumulative impact of multiple projects happening within the locality. Stressed need for early engagement.
19/12/2023	Email	Employment Services	Wamarra	To introduce project, consult and seek input on workforce availability within the broader locality.
21/12/2024	Teams Meeting	Employment Services	Wamarra	Feedback: Have extensive experience supporting solar farms. Focused on providing employment opportunity for First Nations Peoples and keen to support project's resourcing needs.



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