

Wellington North Solar Farm – Accommodation and Employment Strategy

FINAL

May 2022

Prepared by Umwelt (Australia) Pty Limited on behalf of Lightsource bp Renewable Energy Investments Limited



ACCOMMODATION AND EMPLOYMENT STRATEGY

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Umwelt (Australia) Pty Limited

on behalf of

Lightsource bp Renewable Energy Investments
Limited (LSbp)

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Umwelt's ISO 9001 certified
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Acknowledgement of Country

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

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Abbreviations

Abbreviation	Description
ABS	Australian Bureau of Statistics
AES	Accommodation and Employment Strategy
DPIE	NSW Department of Planning, Industry and Environment
EIS	Environmental Impact Statement
EP&A Act	Environmental Planning and Assessment Act, 1979
FTE	Full-time Equivalent
The Guideline	Social Impact Assessment Guideline for State Significant developments
ha	Hectares (unit)
km	Kilometres (unit)
LGA	Local Government Area
LSbp	Lightsource bp
MW	Megawatts (unit)
NSW	New South Wales
PCS	Power Conversion Stations
PV	Photovoltaic
REZ	Renewable Energy Zone
SEAR	Secretary's Environmental Assessment Requirements
SEIFA	Socio-economic Indices for Areas
SIA	Social Impact Assessment
SSC	State Suburb Code
SSD	State Significant Development
Umwelt	Umwelt Australia Pty Ltd

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Appendix A Agency Consultation

1.0 Introduction

Lightsource Development Services Australia Pty Ltd, a wholly owned subsidiary of Lightsource bp Renewable Energy Investments Limited (LSbp) received development consent for the Wellington North Solar Farm (SSD 8895) in April 2021.

LSbp is a global leader in the development and management of solar energy projects, and a 50:50 joint venture with bp. Its purpose is to deliver affordable and sustainable solar power for businesses and communities around the world. LSbp is active in 14 countries, across six continents, however are continuing to rapidly expand globally. LSbp provides a full service to its customers, from initial site selection, financing and permitting through to construction, long-term operation and decommissioning. Of the 14 countries LSbp is active in, it currently has seven in-country Environmental Planning and Sustainability teams (Australia, Brazil, Netherlands, Republic of Ireland, Spain, United Kingdom and USA).

The development is located approximately seven kilometres (km) northeast of Wellington in New South Wales (NSW). It is wholly within the Dubbo Regional Local Government Area (LGA). The development involves the construction, operation and decommissioning of a 330 megawatt (MW) ac/415 MW peak solar farm and associated infrastructure.

The development consent was granted by a delegate of the Minister for Planning and Public Spaces under section 4.38 of the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act).

1.1 Purpose of Accommodation and Employment Strategy

The purpose of this Accommodation and Employment Strategy (AES) is to outline an approach for the management of social impacts and opportunities associated with the construction and operation of the Wellington North Solar Farm, specifically as they relate to accommodation and employment.

The SSD 8895 consent included several administrative and environmental conditions, as well as environmental management and reporting requirements, that necessitate the preparation of this AES. This AES has been prepared to meet the requirements of Condition 31 within Schedule 3 of the development consent.

A compliance matrix for this AES and Schedule 3 (Condition 31) requirements is presented in **Table 1.1**.

Table 1.1 Condition 31 requirements

Schedule	Condition	Where Addressed in this AES
3	Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development in consultation with Council, and to the satisfaction of the Planning Secretary. This strategy must:	This AES
	a) Propose measures to ensure there is sufficient accommodation for the workforce associated with the development	Section 5.0
	b) Consider the cumulative impacts associated with other State significant development projects in the area;	Section 3.0
	c) Investigate options for prioritising the employment of local workers for the construction and operation of the development where feasible; and	Section 6.0
	d) Include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring and review during construction.	Section 7.0
	Following the Planning Secretary's approval, the Applicant must implement the Accommodation and Employment strategy.	This AES will be implemented following Planning Secretary approval

1.2 Overview of the Development

1.2.1 Development Setting

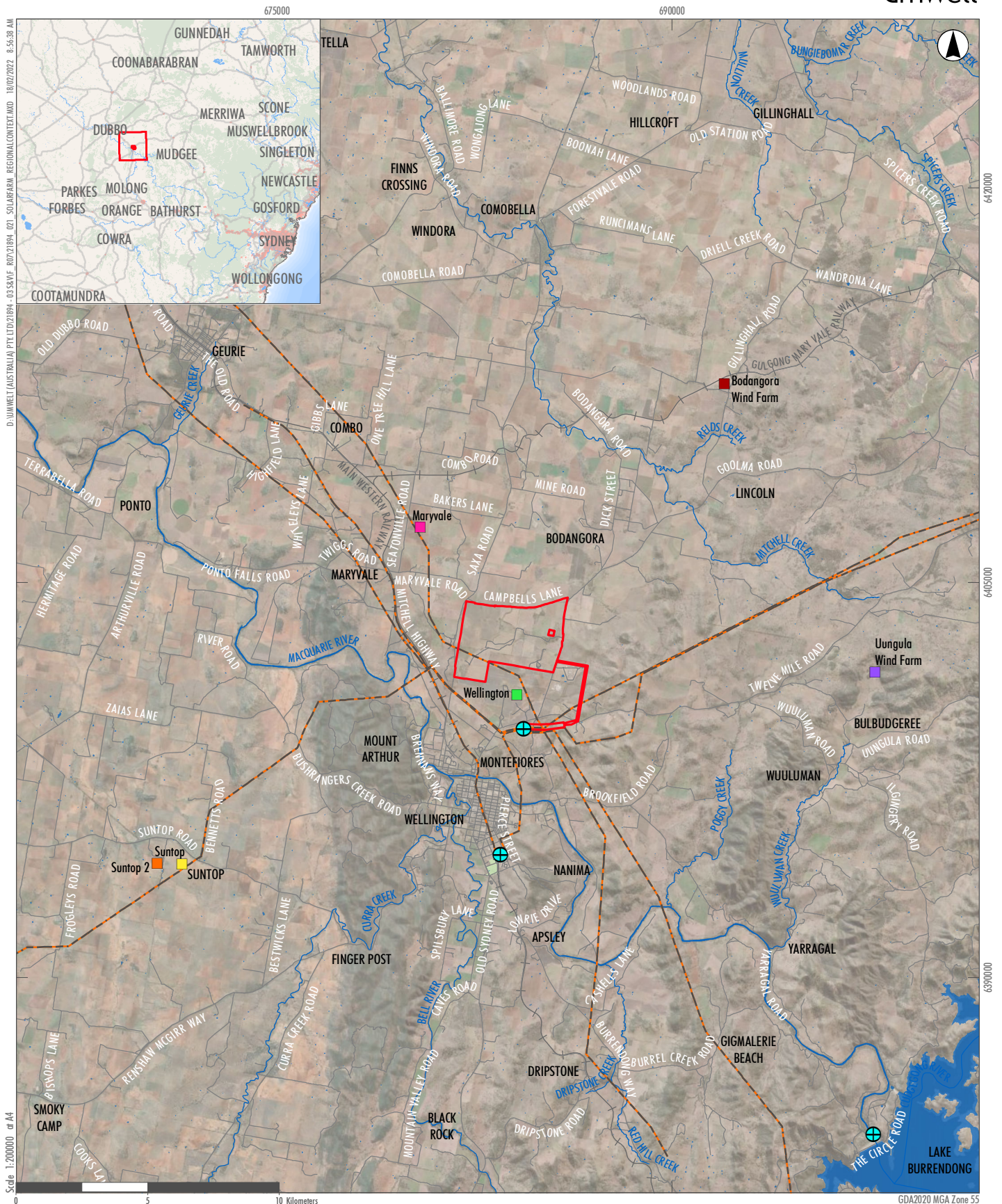
The development is located in a predominantly agricultural setting, approximately 3.4 km southeast of the village of Bodangora, and approximately 8km from Wellington (refer to **Figure 1.1**). The nearest regional centre, Dubbo, is approximately 40 km northwest of the development area.

The development area is located immediately adjacent to the Wellington Correctional Centre and approximately 300 metres northwest of the Macquarie Correctional Centre.

The development area is adjacent to the Wellington Solar Farm, which will be operational in early 2022 and is also owned by LSbp. The surrounding area is emerging as a key centre of renewable energy production in NSW, and forms part of the NSW Government's Central-West Orana Renewable Energy Zone (REZ).

Three other solar farm projects have been approved within a 50 km radius of the development, including the Maryvale Solar Farm which is located approximately 2.5 km northwest of the development area. There are several wind farms in the vicinity of the development and/or within the Central-West Orana REZ. Closest to the development are the Bodangora Wind Farm to the north-east (operational), and the Uungula Wind Farm to the east (in planning). Uungula Wind Farm is of particular relevance to the development with respect to potential cumulative impacts, if constructed concurrently.

The development area is zoned RU1 Primary Production and SP2 Electricity Supply and is comprised of gently undulating land which has been heavily disturbed by historical agricultural activity.



Legend

- Development Site
- ⊕ Existing Substation
- Existing Transmission Lines
- Road
- Railway Line
- Drainage Line
- Water Body

Nearby Renewable Energy Projects

- Maryvale Solar Farm
- Suntop Solar Farm
- Suntop Stage 2 Solar Farm
- Ungula Wind Farm
- Wellington Solar Farm
- Bodangora Wind Farm

FIGURE 1.1

Wellington North Solar Farm
Regional Context

1.2.2 Development Area

The development area is considered as the total area of the development, including the development boundary. It comprises approximately 978 ha of freehold land, Crown land and road reserves contained within the development boundary.

The development area is comprised of three key components, including:

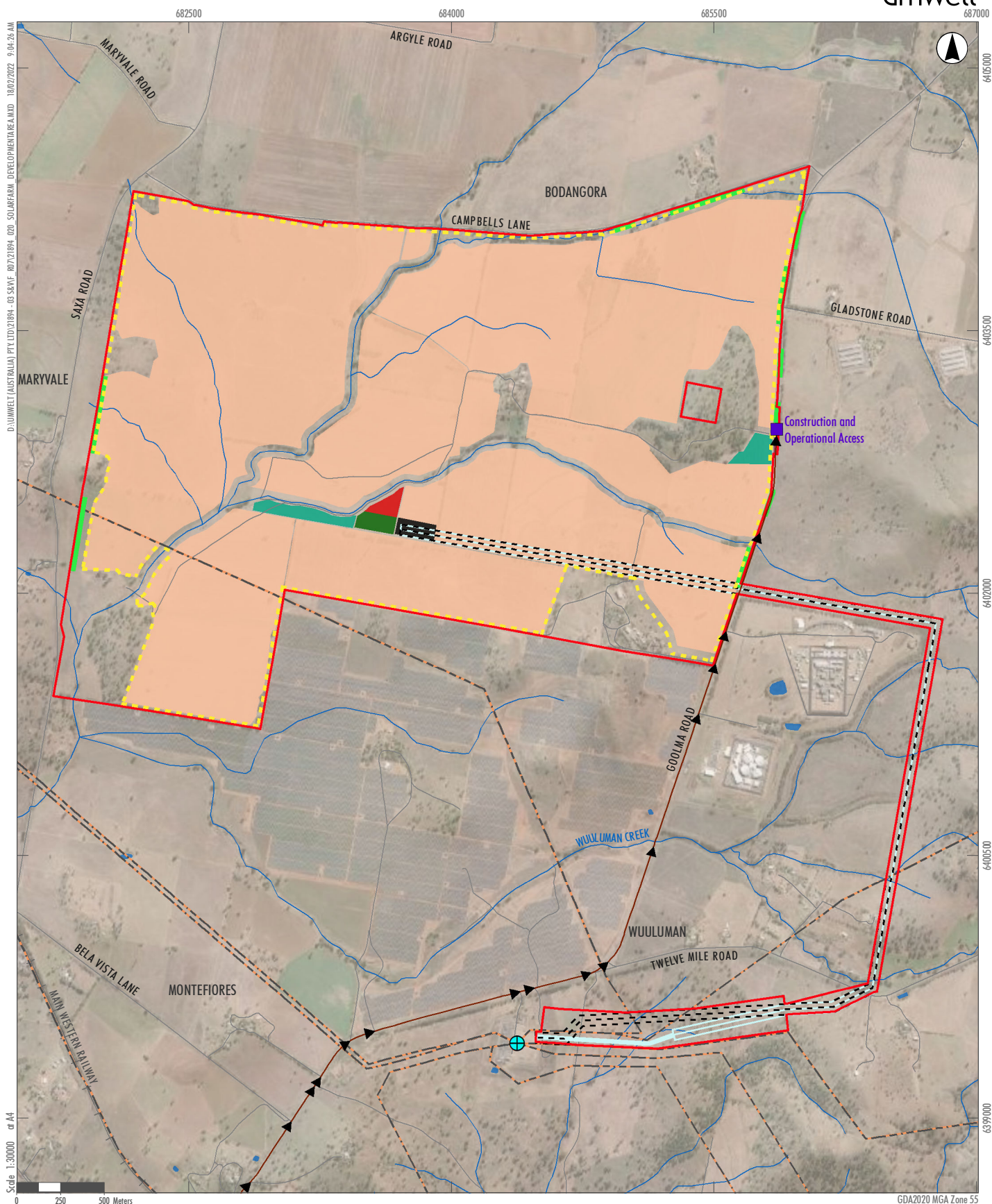
1. Solar farm site
2. Transmission line route
3. Transgrid's Wellington substation connection, however the Transgrid infrastructure and assets, and most of the connection works would be approved and undertaken under Part 5, Division 5.1 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The solar farm site contains all solar infrastructure and is made up of Lots 75-84 and 119-121 DP 2987, Lots 1 and 2 DP 1104720, Lot 3 DP 976701, Lot 1 DP 808748, Lot 100 DP 750760, Lot 1 DP 664645 and Lot 1 DP 1206579.

The transmission line route contains the transmission lines and associated transmission line infrastructure and is made up of Lot 106 DP 2987, Lot 73 DP 750760, Lot 2 DP 1053234, Lot 32 DP 622471, Lot 1 DP 1226751, Lot 1 DP 1249719 and Lot 7 DP 810725.

The new transmission lines will connect to Transgrid's Wellington substation, located approximately 2 km south of the development (Lot 1 DP 1226751).

The development area is shown below in **Figure 1.2**.



Legend












- | | | |
|--|---|---|
|  Development Site |  Construction Compound |  Transmission Line Option A |
|  Existing Substation |  Future Battery Storage |  Transmission Line Option B |
|  Existing Transmission Lines |  Intersection Upgrade |  Transport Route |
|  Road |  Operations and Maintenance Facility |  Landscaping |
|  Railway Line |  Solar Arrays |  Fence |
|  Drainage Line |  Substation |  Construction and Operational Access |
|  Water Body | | |

FIGURE 1.2

Wellington North Solar Farm
Development Area

1.2.3 Components and Features

The key components and features of the development include:

- approximately 1.2 million photovoltaic (PV) modules
- approximately 155 inverter stations
- underground electrical conduits and cabling to connect the solar panels, combiner boxes and inverters
- an onsite substation containing up to two transformers and associated switchgear, occupying an area of approximately two hectares
- a 330 Kilovolt (kV) transmission line connecting to Transgrid's Wellington substation
- construction and operational access via a single access point off Goolma Road (also known as the primary site access)
- transmission line access points off Goolma Road and Twelve Mile Road
- road upgrades, including upgrades to facilitate construction and operational access
- internal access tracks and upgrades to existing access roads (including watercourse crossings), where required
- an office and amenities building, operations and maintenance building and car park
- perimeter security fencing and CCTV
- a landscaped vegetation buffer.

The PV modules will be mounted on either east-west horizontal tracking systems or north-orientated fixed-tilt structures and will have a maximum height of approximately 4 metres. The current solar farm design has also identified the potential for bi-facial single-axis tracking modules; however, this is subject to change following detailed design.

The inverter stations will allow conversion of DC module output to AC electricity and transformation to medium voltage for site reticulation (typically 22kV or 33kV). The inverter stations will be approximately 3 metres high.

The approved transmission line route is shown in **Figure 1.1** and **Figure 1.2**. The transmission line will have an associated easement up to 60 metres wide. The approved development includes two overhead and/or underground options for the transmission line for the construction of the final 1.2 km of the transmission line (nearest to the Wellington substation). The two alternative transmission line routes (Option 1 and Option 2) are shown in **Figure 1.2**.

Water usage during the construction period will be minimal and will be primarily limited to dust suppression activities. Water will be sourced from onsite groundwater bores (subject to obtaining the necessary Water Access Licences) and/or a water filling station operated by Dubbo Regional Council (Council). Use of the water filling station will be undertaken by arrangement with Council, and water would

then be trucked to the development area. During operations, potable water supplies will be trucked to the development area and stored in tanks near the office and amenities building.

The approved development layout includes an area for a potential future battery energy storage system (BESS); however, the construction or installation of a BESS will require a modification to SSD 8895 or a separate development consent.

1.2.4 Development Phase Activities

1.2.4.1 Early works – Construction Activities

The early works phase of the development includes preparatory works which must occur prior to the commencement of main construction activities.

To comply with the conditions of the development consent, these early works are limited to:

- road upgrades required under Condition 6 of Schedule 3 of the development consent
- building/road dilapidation surveys
- vegetation buffer planting
- installation of fencing
- artefact survey and/or salvage
- overhead line safety marking
- geotechnical drilling
- surveying.

Early works are currently scheduled to start at the end of Q1/beginning of Q2 in 2022, and the construction period for these early works will be approximately three months. As per Condition 16 within Schedule 3 of the development consent, construction hours will generally be limited to Monday to Friday 7:00 am to 6:00 pm and Saturday 8:00 am to 1:00 pm, with no works on Sundays or Public Holidays. Some works outside these hours may occur as permitted by Condition 16 of Schedule 3. Early works will have a construction workforce of approximately 30 workers.

A key activity within the early works will be the road upgrades required at the intersection of Goolma Road and the construction and operational access. These works will consist of a new Basic Right Turn (BRT) Auxiliary Left Turn (AUL) treatment, designed and constructed in accordance with the *Austroads Guide to Road Design* (as amended by Transport for NSW (TfNSW) supplements). The existing entry point on Goolma Road (immediately south of the new construction and operational access) will be closed and the road reserve will be re-instated to match the surrounding roadside landform.

With early works focusing on the road upgrades required under Condition 6 of Schedule 3 of the development consent; some residual approved early work construction activities may occur during the main works period described below.

1.2.4.2 Main works – Construction activities

Main works are currently scheduled to start at the end of Q2/beginning of Q3 in 2022, and the main works construction period will last for 18 to 24 months, including a peak period of approximately 9 months. Consistent with early works, the main works construction hours will generally be limited to Monday to Friday 7:00 am to 6:00 pm and Saturday 8:00 am to 1:00 pm, with no works on Sundays or Public Holidays. Some works outside these hours may, consistent with early works, occur as permitted by Condition 16 of Schedule 3.

The development will generate around 400 direct full-time equivalent (FTE) jobs during construction, with a maximum of 250 at any one time. It is noted that the Traffic Management Plan (TMP), which also discusses workforce aspects of the development, has provided a precautionary approach and aligned its assumptions with the Traffic Impact Assessment (undertaken by GHD). Accordingly, the TMP has assumed the development will have a worst-case construction workforce of approximately 400 workers during the peak period. This precautionary and worst-case assumption is appropriate for the TMP objectives but has not been adopted within this AES.

Construction activities will include:

- site establishment and enabling works including fencing, 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 and installation of power conversion (inverter) stations and footings
- installation of solar panels
- construction of the operations and maintenance facility
- construction of the on-site substation, transmission line and connection to Transgrid's Wellington substation.

During the peak period, the development is expected to generate up to 267 two-way construction traffic movements, including 55 heavy vehicle movements, 80 shuttle bus movements (associated with worker transport) and 132 light vehicles movements.

1.2.4.3 Operation

The expected operational life of the development is approximately 30 years, however infrastructure upgrades throughout the development lifecycle may extend its operational life. The key activities that would be undertaken during operation include:

- visual inspections, maintenance and cleaning of solar panels and the substation
- vegetation management:
 - grazing of sheep
 - mechanical vegetation maintenance

- maintaining groundcover vegetation
- maintenance of landscaping, including the vegetation buffer
- site security and operational response
- replacement of equipment and infrastructure
- pest plant and animal control.

The development will have around 2-4 full time staff during the operation and maintenance phase.

1.2.4.4 Decommissioning

At the end of the development's operational life, unless the Planning Secretary agrees otherwise, the solar farm infrastructure will be decommissioned and removed. This will include removal of solar panels and foundation posts, the substation and associated connections and underground cabling, the operations and maintenance facility, carpark and fencing.

Disturbed areas will be rehabilitated to ensure the development area is safe, stable and non-polluting. The development area will be restored to its pre-development agricultural land capability (at least Class 3).

1.3 Workforce and Accommodation Overview

As noted above, the development will generate around 400 FTE jobs during construction (maximum of 250 at any one time), and 2-4 full time staff during its operation and maintenance phase. Key jobs during construction will include operators, project managers, mechanical management, labourers, installation experts and technicians. The construction period of the solar farm is expected to commence in August 2022. It is anticipated that construction employment numbers will peak in late 2022 with up to 250 personnel required on-site, with numbers then falling to 16 from December 2023 (refer to **Figure 1.3**).

Aside from direct employment opportunities associated with the development itself, the employment benefits are expected to extend through the local supply chains to include fuel supply, vehicle servicing, uniform suppliers, hotels/motels, B&B's, cafés, pubs, catering and cleaning companies, tradespersons, tool and equipment suppliers and many other businesses.

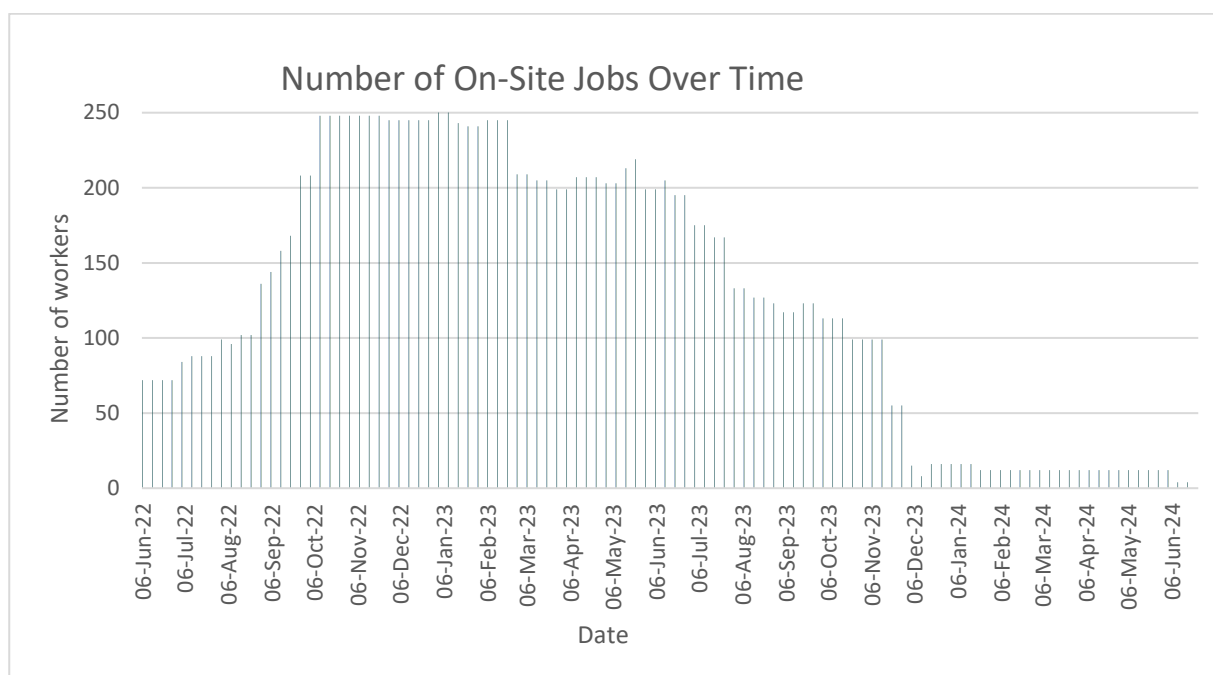


Figure 1.3 Number of On-Site Jobs Over Time

Source: (Lightsource bp, 2021)

Given maximum on-site workers at any time is anticipated to peak at 250 workers, and sourcing at least 50% of the labour force from the locality has been deemed feasible, this AES assumes there would be a maximum of 125 beds of accommodation necessary at the peak of construction between October 2022 and February 2023.

1.4 Strategic Environmental Management Framework

The strategic environmental management framework for the development is shown conceptually in **Figure 1.4** and is described in detail within Section 1.3 of the development's Environmental Management Strategy (EMS).



Figure 1.4 Strategic Environmental Management Framework for Wellington North Solar Farm

The overall intent of this framework is to achieve the specific environmental and social performance criteria established under the development consent, and other environmental performance measures implemented by LSbp for its employees, contractors and visitors.

In achieving this, and as such complying with Schedule 2 (Condition 1), LSbp will ensure all reasonable and feasible measures are implemented to prevent and/or minimise any material harm to the environment and community that may result from the construction, operation, upgrading or decommissioning of the development.

The AES is part of this framework and is part of a series of management plans prepared by Umwelt in response to the development consent granted by the NSW Minister for Planning and Public Spaces, including a Traffic Management Plan, Landscaping Plan, Biodiversity Plan, Heritage Management Plan and Emergency Plan. These plans form part of the Environmental Management Strategy.

2.0 Regional Profile

The following section provides an overview of the context relevant to the development. While analysis predominantly focuses on the scale of the Dubbo Regional LGA and its major townships of Wellington and Dubbo, there are instances when considering broader or more narrow scales is appropriate. **Figure 2.1** below highlights how various geographical scales are nested.

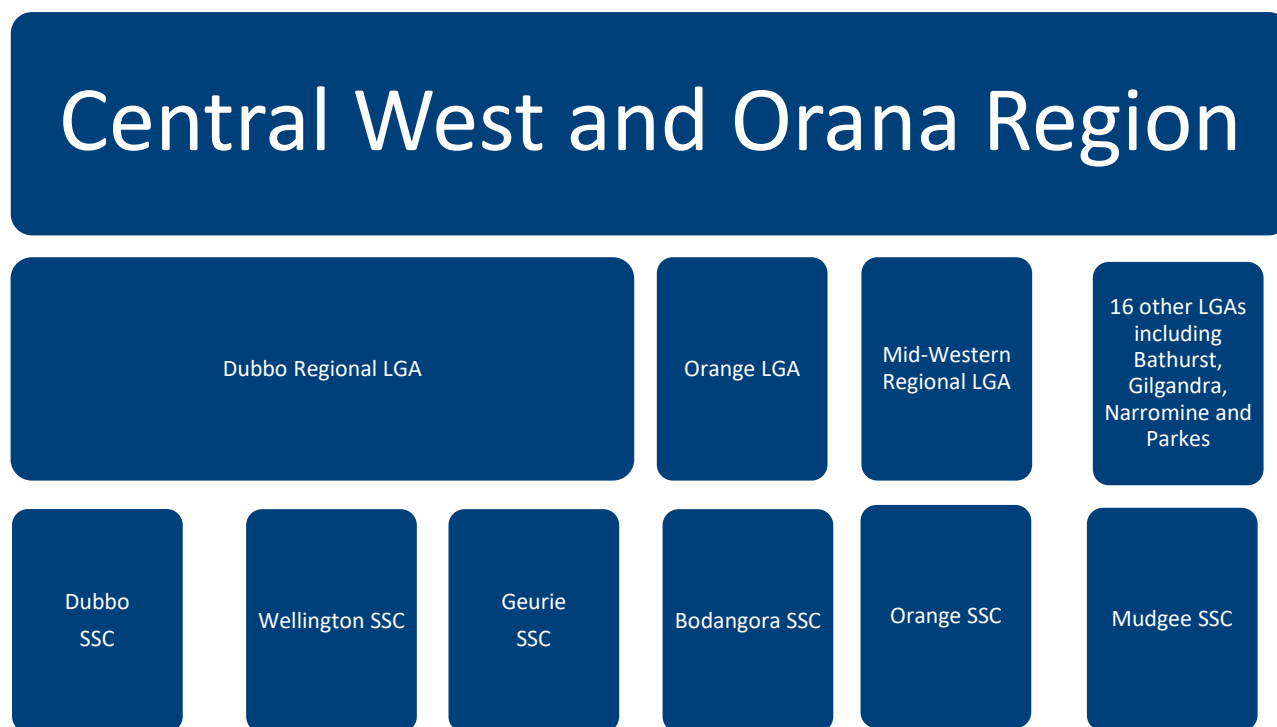


Figure 2.1 Regional Geographical Scales

Source: Umwelt, 2021

* SSC – State Suburb. State Suburbs (SSC) are an ABS approximation of localities gazetted by the Geographical Place Name authority in each State and Territory. Gazetted Localities are the officially recognised boundaries of suburbs (in cities and larger towns) and localities (outside cities and larger towns).

2.1 Regional Context

The development is located approximately 7 km northeast of Wellington and 40km southeast of Dubbo off Goolma Road within the Dubbo Regional LGA and in the Orana region of Central Western NSW. The development site is surrounded by crops and grazing land, the Wellington and Macquarie Correctional Centres and the TransGrid 330kV Substation. Refer to **Figure 1.1** of this AES that illustrates the regional context of the development.

Dubbo Regional LGA was established in 2016 through the amalgamation of Wellington LGA and Dubbo LGA. In 2006 and 2011 ABS data reflects Dubbo LGA and Wellington LGA, as this was before the amalgamation of the two in 2016 to Western Plains LGA. However, after four months the name was changed to what it is referred to now as Dubbo Regional LGA. Please note, for consistency, this document refers to Dubbo Regional LGA when referring to data after 2016.

The following towns and settlements are proximal to the development:

Table 2.1 Proximal Town Context

Location State Suburb (SSC)	Distance from development site	Population at 2016 census	Unemployment Rate 2016 (NSW 6.3% in 2016)	Indigenous Population in 2016 (NSW 2.9% in 2016)	SEIFA ¹ Score in 2016
Wellington SSC	7 km southwest, 8-minute drive	4,077	12.4%	26.1%	797
Bodangora SSC	3.4 km northeast, 8-minute drive	79	No data available	No data available	1,029
Geurie SSC	14 km northwest, 20-minute drive	755	5.2%	9.5%	1005
Dubbo SSC	40 km northwest, 40-minute drive	38,943	6%	13.2%	978
Mudgee SSC	85 km east, 60-minute drive	10,923	5.8%	6.1%	No data available
Orange SSC	100 km south, 75-minute drive	38,097	6.6%	6.6%	978

Source: ABS, 2016, SEIFA 2016

2.2 Population

With a median age of 37, Dubbo Regional LGA's population is slightly younger than the NSW median of 38 (ABS, 2016). The major differences between Dubbo Regional LGA and the broader NSW population are:

- A higher proportion of Dubbo Regional LGA's population are aged under 15 years (20.7% compared to 18.5% in NSW).
- A lower proportion of Dubbo Regional LGA's population is in the working aged bracket (25 to 64 years) (50.2% compared to 52.6% in NSW).
- The population of Dubbo Regional LGA is more likely to be a lone person household (24.3% in Dubbo compared to 23.8% in NSW), less likely to be a couple with children (40.2% in Dubbo compared to 45.7% in NSW) and less likely to have a tertiary degree (21% in Dubbo compared to 23.4% in NSW).
- The median weekly household income in Dubbo Regional LGA is \$1,272, 16% lower than NSW at \$1,486 (ABS, Australian Bureau of Statistics - Quick Stats Western Plains Regional LGA, 2016).
- The median weekly personal income in Dubbo Regional LGA is \$660, slightly lower than NSW at \$664 (ABS, Australian Bureau of Statistics - Quick Stats Western Plains Regional LGA, 2016).

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 information. Each index ranks geographic areas across Australia in terms of their relative socio-economic advantage and disadvantage. A SEIFA low score indicates relatively greater disadvantage in general. A SEIFA high score indicates a relative lack of disadvantage in general. Areas in Australia range in SEIFA scores from 566 to 1199 in 2016.

The population of Dubbo Regional LGA is predicted to grow from 54,044 in 2020 to 63,717 people in 2040, with 53,741 in Dubbo and 9,976 in Wellington (Dubbo Regional Council, 2020). This is a population growth of 18% in 20 years or 0.8% per annum. The population projection for the next two decades, 2016 to 2041, for Dubbo Regional LGA sees a plateau of those aged under 29, and a slight increase in those aged 45+, reflecting an aging population.

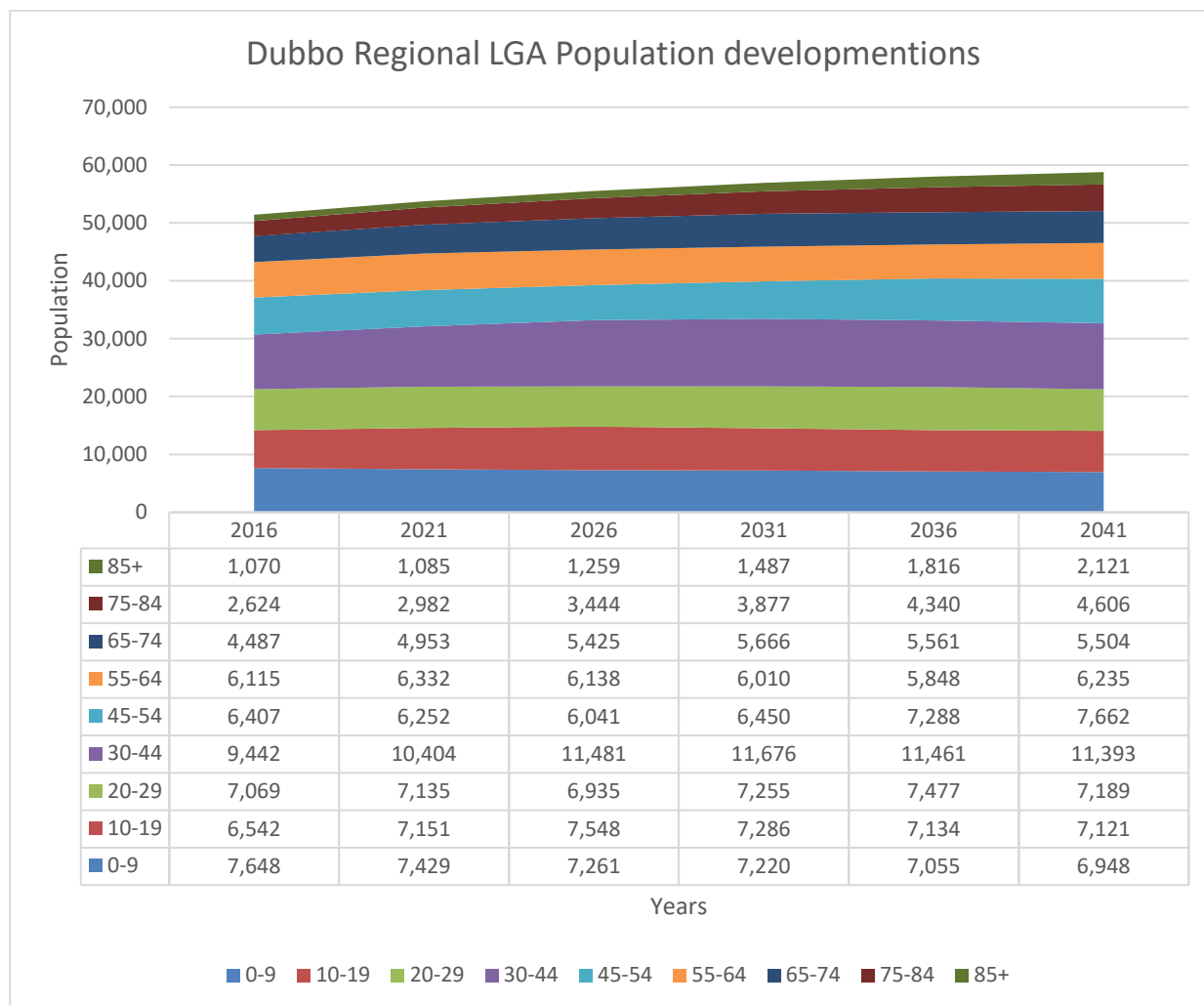


Figure 2.2 Dubbo Regional LGA Population Projections

Source: ABS 2016

2.3 Indigenous Communities

15% of the population of Dubbo Regional LGA identified as Aboriginal or Torres Strait Islander in 2016, substantially higher than the rest of NSW at 3%. A higher proportion of Aboriginal people live in Wellington than Dubbo, with 26% of Wellington's population and 15% of Dubbo identifying as Aboriginal in the 2016 census (ABS, Community Profile , 2016).

There are several Aboriginal groups, communities and organisations in Wellington, Dubbo and surrounding areas. The Wiradjuri people, known as the people of the three rivers, have inhabited modern-day NSW for at least 60,000 years. Today, Wiradjuri populations live in Wellington, Dubbo, Orange and throughout regional, rural and remote locations in the area.

The Wellington Local Aboriginal Land Council (LALC) is committed to the protection of Aboriginal Culture and Heritage and to protect, improve and foster the best interests of all Aboriginal persons within the Wellington LALC Council boundaries. Similarly, the Wiradjuri Wellington Aboriginal Town Common (Aboriginal Corporation), with approximately 300 members, owns the Wellington Common on the Macquarie River.

2.4 Community Facilities and Services

Community facilities and services in the locality include numerous parks and reserves, Wellington fire station, Wellington Health Service, Wellington Aboriginal Corporation Health Service. Local schools including Wellington Public School, Wellington Christian School and Wellington High School (Dubbo Regional Council, 2017). The Wellington and Macquarie Correctional Centres are immediately adjacent to the development site.

Beyond Wellington, Dubbo functions as a service centre for surrounding, smaller settlements and towns. Services and facilities include:

- **Health services:** Dubbo Community Health Centre, Dubbo Aboriginal Medical Service, Dubbo Base Hospital and Lourdes Hospital.
- **Educational options:** Charles Sturt University, University of Sydney School of Rural Health, TAFE Western Dubbo College, Western College, 6 secondary schools, and 16 primary schools.
- **Transport Infrastructure:** Dubbo City Regional Airport, future Inland Rail freight line, rail line from Sydney.
- **Employment services:** Regional Enterprise Development Institute, Sureway Dubbo, Joblink Plus and Job Centre Australia.
- **Cultural and Entertainment facilities:** Dubbo Wiradjuri Tourism Centre, 2 theatres, 3 galleries, a museum and Taronga Western Plains Zoo.
- **Housing services:** Compass Housing, Housing First, St Vincent's de Paul Housing.

2.5 Regional Economy

The Dubbo Regional LGA has historically specialized in agriculture, mining, tourism, manufacturing, and freight. Over time, the focus of the region's economy has shifted to include robust service, health, and education sectors. Health care and social assistance is now the main local industry for employment in the Dubbo Regional LGA, employing 3,500 people and representing 16% of jobs (ABS, Community Profile , 2016). This is followed by retail trade (11%), education and training (10%) and accommodation and food services (8%).

The construction sector accounts for the largest contribution to the regional economy while the agriculture, forestry and fishing industry has generated the largest number of local businesses in the region. Key industries of growth include health care and social assistance, public administration and safety, construction and wholesale trade (Dubbo Regional Council, 2020). These sectors and changes are reflective of the role the LGA now plays in servicing a significant percentage of Western NSW.

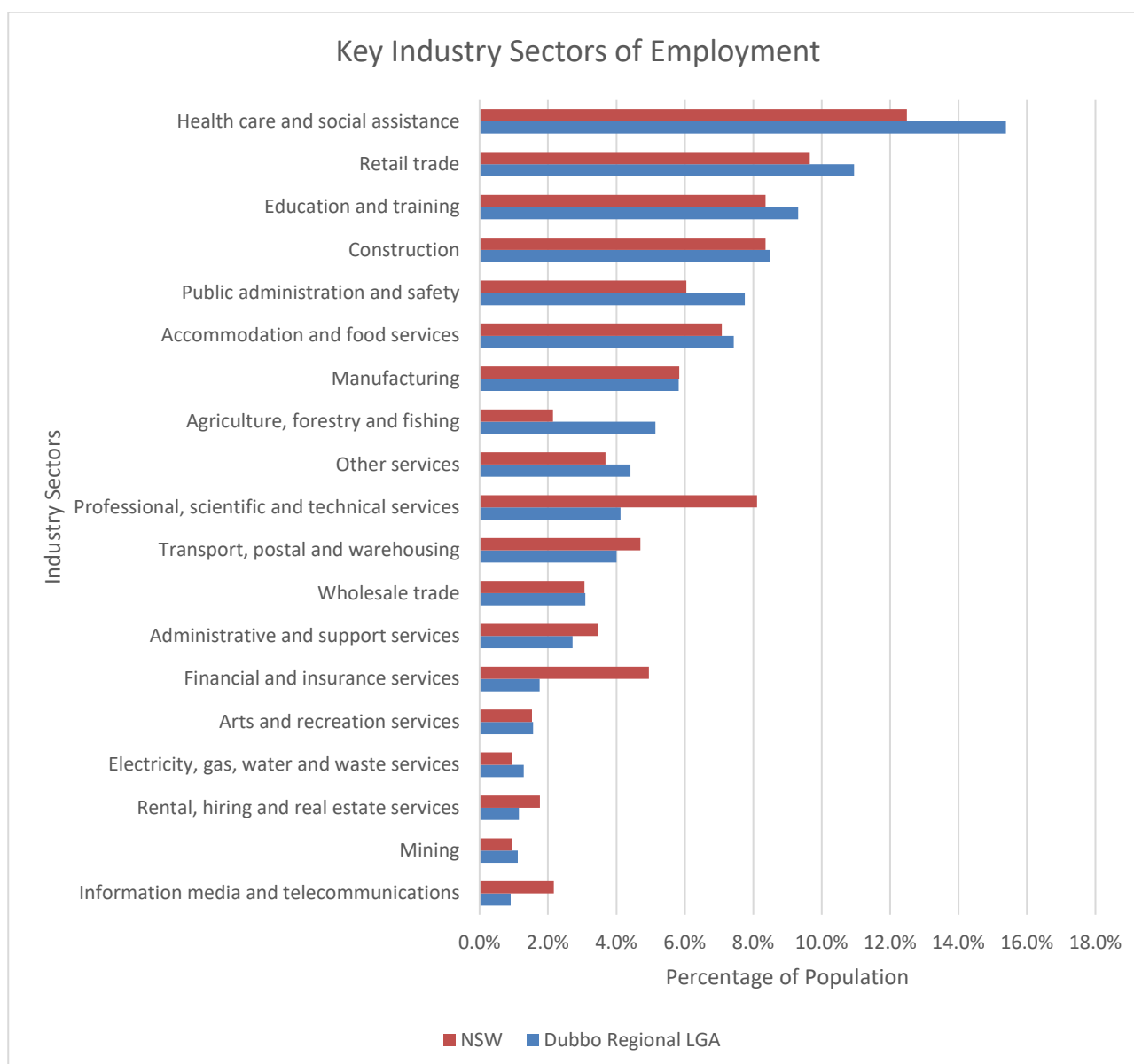


Figure 2.3 Key Sectors of Employment in Dubbo Regional LGA and NSW in 2016

Source: ABS, 2016

The Dubbo Regional Council is well placed to capitalise on drivers of change, with an established agricultural base and processing sector, freight and logistics infrastructure, strong retail and tourism servicing a large catchment, local labour force and education capacity. The Central West and Orana Regional Plan aims to make the region one of NSW's most diverse regional economies with specialisations in transport and logistics, agribusiness, tourism, mining and renewables and service sectors (NSW Government, 2017) (refer to **Figure 2.4**).

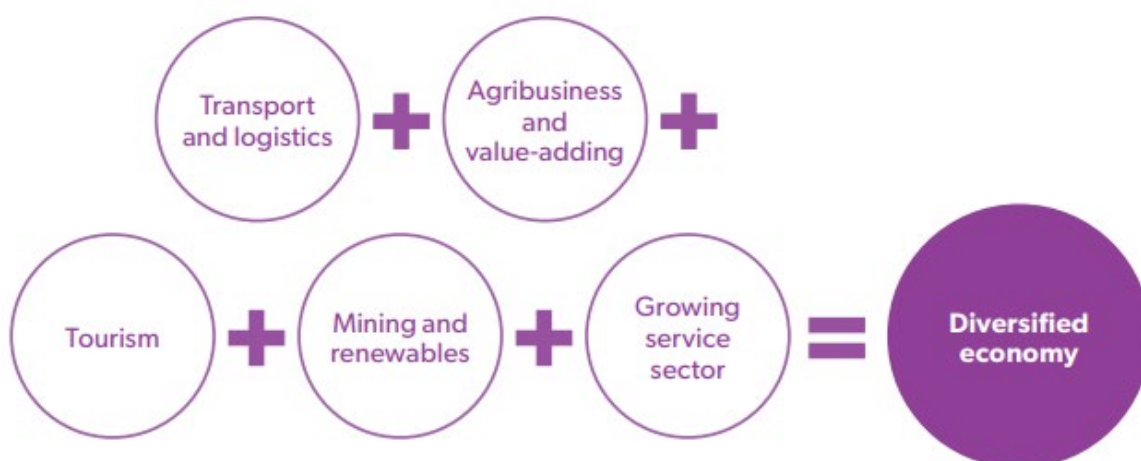


Figure 2.4 Diversified Economy for the Central West and Orana Diagram

Source: (Department of Planning, Industry and Environment, 2017)

Dubbo is located in a State Renewable Energy Zone (REZ) Pilot for the Central West as a reflection of the significant investment in renewable energy in the region. Similarly, Dubbo Regional LGA has one of the highest take up rates for solar energy provision in Australia. The Central Orana Regional Economic Development Strategy (which relates to the Dubbo Regional and Narromine Local Government Areas) includes a strategy to capitalise on the growth potential of the Mining and Construction sectors to boost related clusters in Energy, Manufacturing, and Transportation. This includes objectives to:

- Support renewable energy projects to encourage growth of economy in construction and manufacturing industries.
- Aim to provide training and educational programs, combined with business incentives to hire and train locally based staff.
- Develop an incentive scheme to hire and train local staff.
- Leverage increased activity in construction and the inland rail to provide growth supporting infrastructure in target industries (The Balmoral Group, 2018):
 - This emphasis on renewable energy is echoed in the Central West and Orana Regional Plan 2036 (2021 – 2036). The plan identifies the ability for renewable energy to create a sustainable energy future for the region, promote local jobs in smaller communities and generate development opportunities for associated industries. The Plan includes objectives to identify locations with renewable energy generation potential, facilitate renewable energy projects and promote best practice community engagement and community benefits from all utility-scale renewable energy projects.

2.6 Labour and Employment

The unemployment rate in Dubbo Regional LGA was 4.2% in June 2021, lower than the NSW average of 4.99% (RemPlan, 2021). The unemployment rate within the area has fluctuated significantly over time, with a peak in June 2014 and a trough in June and September 2020 with unemployment increasing significantly since COVID-19 (Figure 2.5).

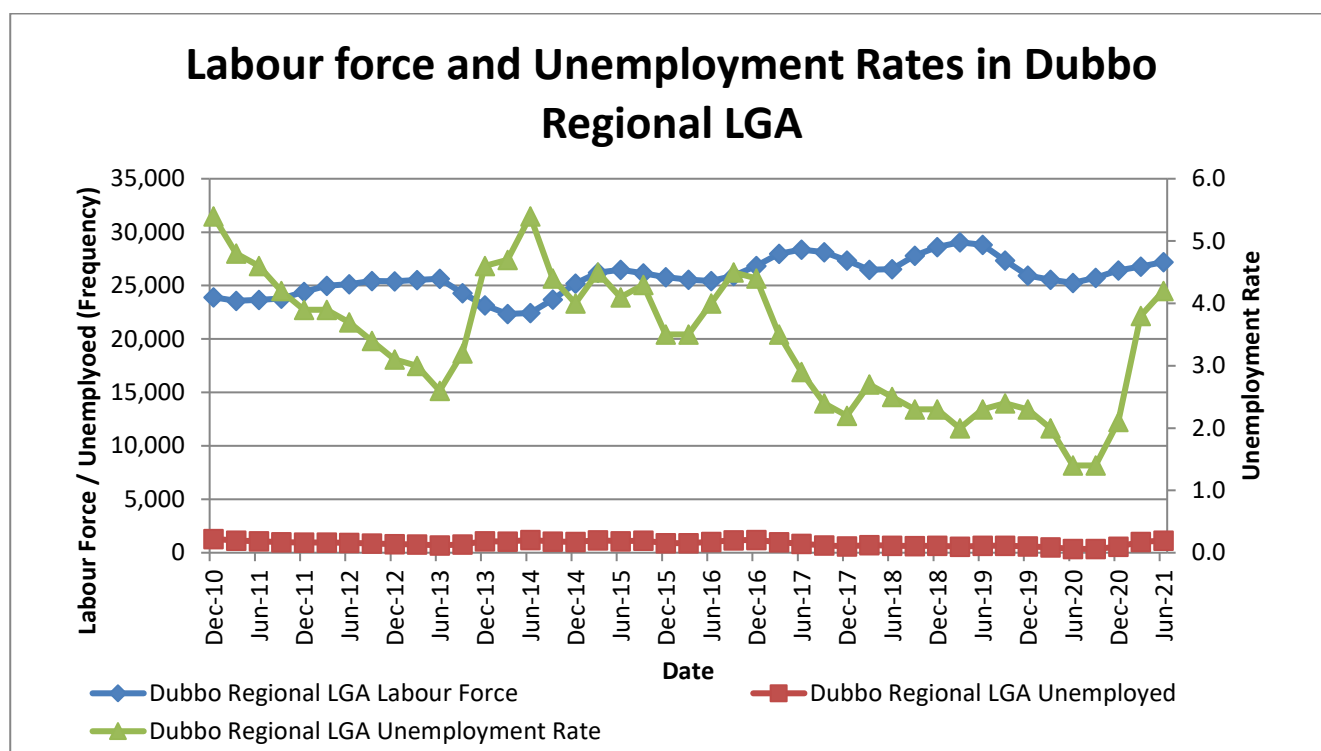


Figure 2.5 Labour Force and Unemployment Rates in Dubbo Regional LGA

Source: (ABS, Australian Bureau of Statistics - Quick Stats Western Plains Regional LGA, 2016)

Employment in Dubbo is projected to increase to 27,635 jobs in 2031, an increase of 29% compared to 2016.

Unemployment in Dubbo Region is consistently lower than the broader Orana region and NSW. While low unemployment is usually an indicator of a healthy economy, it is also indicative of labour constraints and difficulties in sourcing and retaining local employees and flow-on challenges for business productivity.

There are large differences in labour force status by sex in Dubbo Regional LGA, with women more likely to work part time and not be part of the labour force in the region. This is an important consideration given how many jobs in renewable energy are in sectors and roles that have traditionally seen much higher proportions of men.

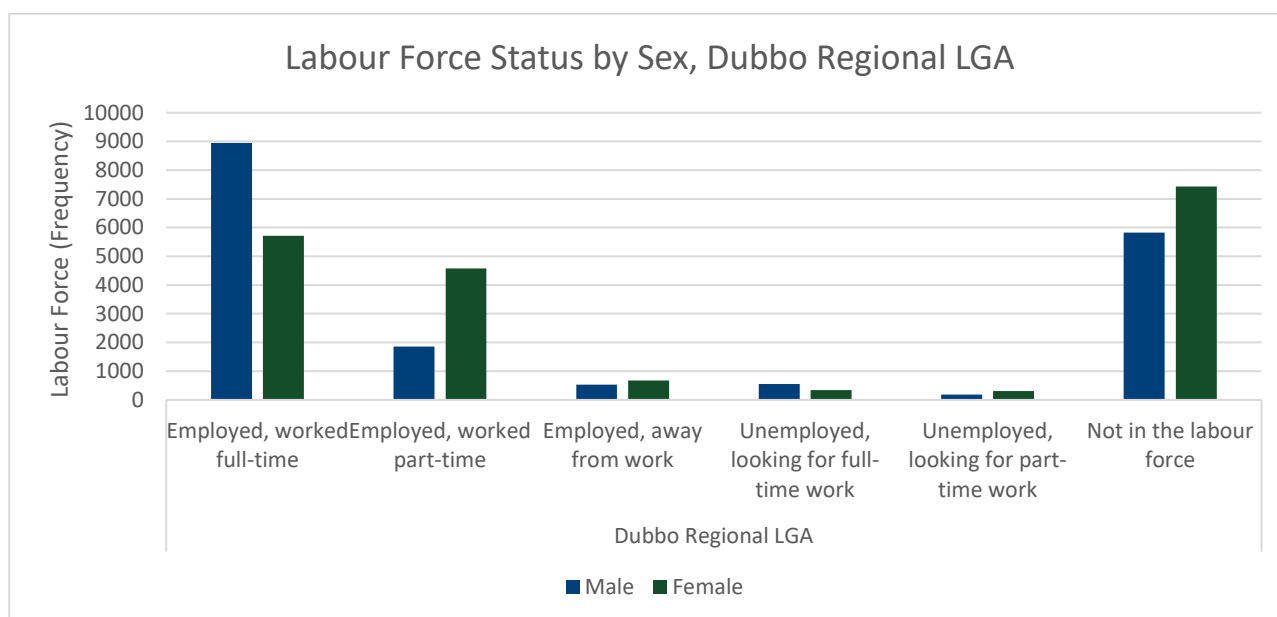


Figure 2.6 Labour Force Status by Sex, Dubbo Regional LGA

Source: (ABS, Community Profile , 2016)

Several local policy documents have identified a lack of skilled workers in the Central Orana Region. There has been a recent influx of renewable energy projects and there are significant construction related job opportunities in the pipeline for the region. These projects have created new employment opportunities but have struggled to source local residents with the requisite skills.

The Central Orana Regional Economic Development Strategy has identified the limited availability of skilled workers as a key vulnerability in the region, with their survey identifying that ‘59% of survey respondents ranked this item as poor or very poor in the Region.’ The Dubbo Regional Council Regional Economic Recovery Strategy (Dubbo Regional Council, 2020) identified a similar issue, highlighting sustained low levels of unemployment and severe skills and labour shortages in the region. This is exacerbated by competition for workers and residents in other regions, challenges attracted workers to the region and a lack of regional business identity.

The Dubbo Regional Council Regional Economic Recovery Strategy has identified skills shortages particularly being for plant operators, truck drivers, electricians, diesel mechanics, metal fabrication trades and engineers.

Key Skill Shortage...		
SKILL	CURRENT SHORTAGE	FUTURE DEMAND
Diesel Mechanic	✓	✓
Electrician	✓	✓
Engineers	✓	✓
Metal Fabrication Trades	✓	✓
Plant Operators	✓	✓
Semi-Skilled Workers		✓
Truck Drivers	✓	✓
Site Supervisors & Foreman	✓	
Contract Management Capacity	✓	
Joinery & Shop Fitting	✓	
Tilers & Bricklayers	✓	

Figure 2.7 Key Skill Shortages in Dubbo Regional LGA

Source: (Dubbo Regional Council, 2020)

The Dubbo Regional Economic Recovery Strategy also identified a community perception that large businesses have traditionally failed to communicate or operationalize commitments to local procurement well (Dubbo Regional Council, 2020). This document called for key actions to address these issues, including actions to attract new skilled workers to Dubbo Region, building the capacity of centralised recruitment systems such as Dubbo Region Skills to avoid recruitment fatigue and lobbying State Government for support related to relocation incentives and services to improve regional liveability and connectivity.

Further details of employment and sectors and occupations are provided within the employment profile provided at **Section 6.2**.

2.7 Education, Training, and Apprenticeships

The Dubbo Regional LGA has lower levels of educational attainment than the broader population of NSW. Twenty one percent (21%) of the Dubbo Regional LGA population have a bachelor's degree level and above, in comparison to 23.4% of people across NSW. Levels of educational attainment have been changing over recent years with Dubbo Regional LGA seeing a 21.8% increase in the number of people with qualifications between 2011 and 2016. Despite this growth, the Dubbo Local Strategic Planning Statement has identified the tendency for young people to relocate from Dubbo in search of employment and education opportunities as an issue for the region.

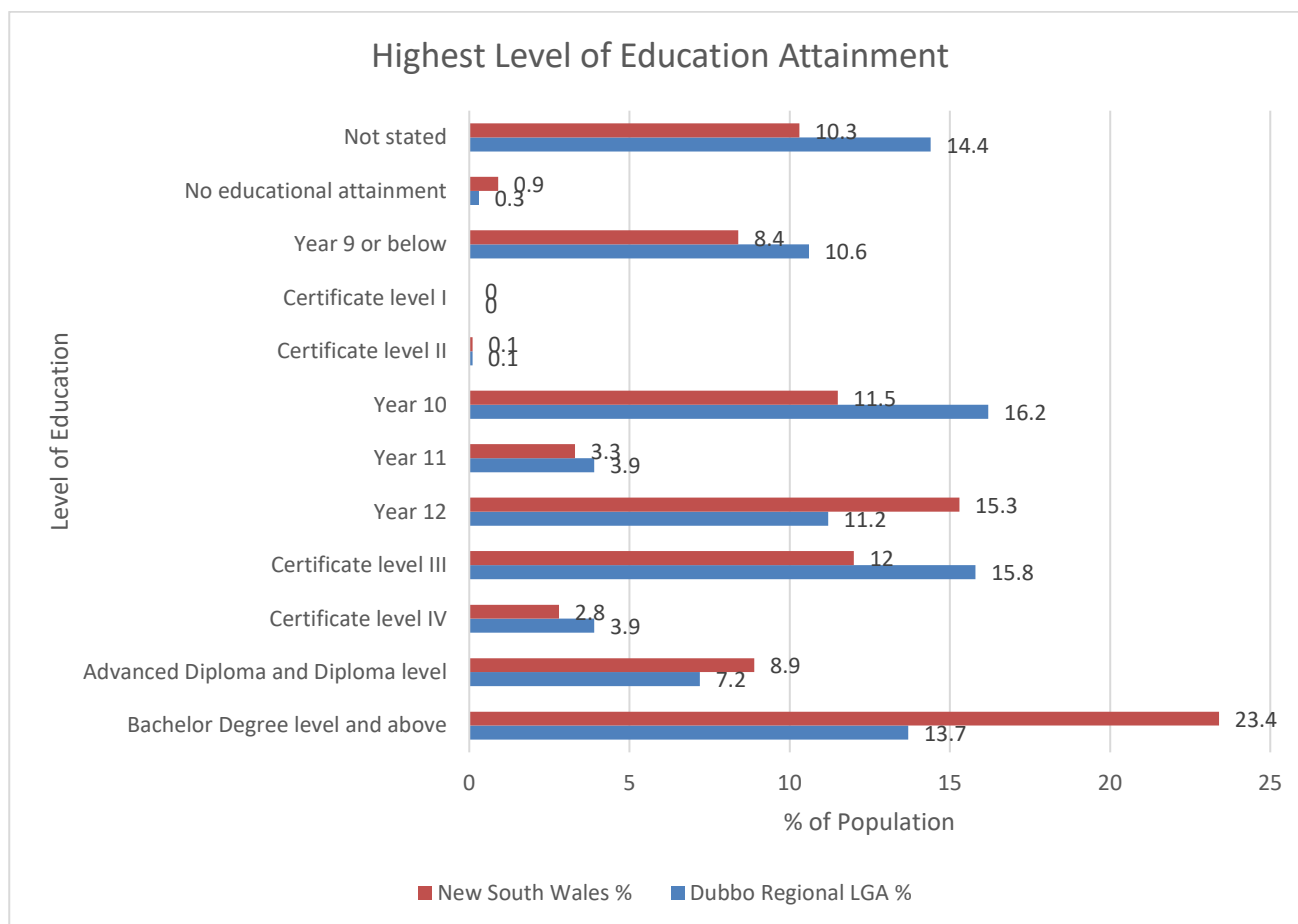


Figure 2.8 Highest Level of Education in Dubbo Regional LGA and NSW in 2016

Source: (ABS, Australian Bureau of Statistics - Quick Stats Western Plains Regional LGA, 2016)

2.8 Housing and Accommodation

2.8.1 Housing Vacancy Rates and Costs

With a rental vacancy rate of 0.75% in Dubbo SSC and 0.64% in Wellington SSC in December 2021 (Real Estate Investar, 2021), rental stock is extremely limited in the region which has a bearing on price. As **Figure 2.9** shows, median weekly rent has increased by \$50 or 16% in the last 3 years across the Dubbo Regional LGA (DCJ Statistics, 2021).

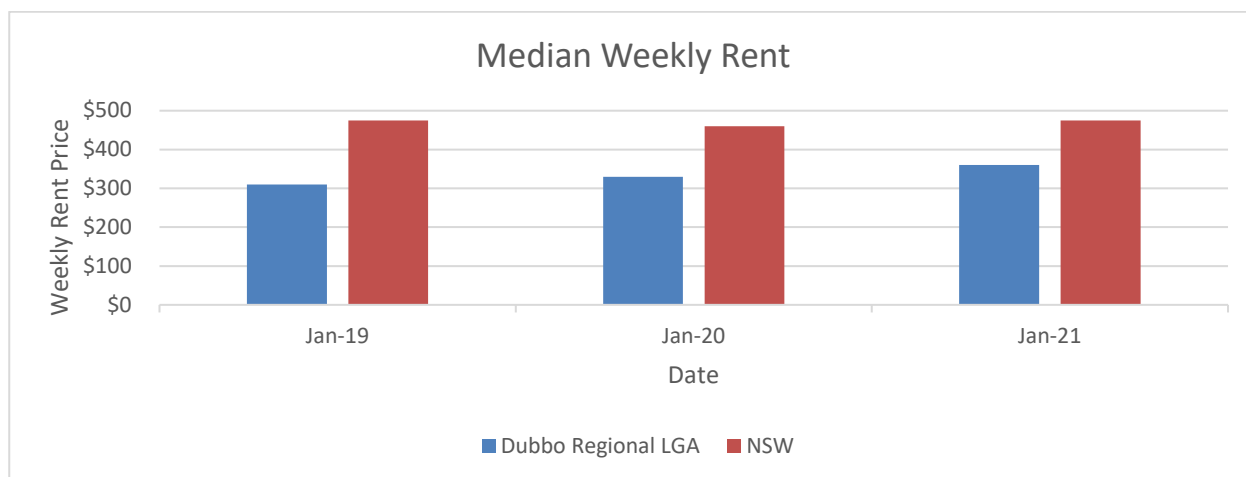


Figure 2.9 Median Weekly Rent in Dubbo Regional LGA and NSW

Source: (DCJ Statistics, 2021)

A similar pattern is apparent in home purchase prices, with median house prices increasing from \$350,000 to \$385,000 between March 2019 and March 2021, an increase of 10% (DCJ Statistics, 2021).

2.8.2 Housing Supply

Total residential value in the Dubbo Regional LGA has increased steadily over time, from \$53.7m in 2012 to \$146.3M in 2021, seeing the only decline in value occur in 2020. While there has been a considerable increase in dwelling approvals in Dubbo Regional LGA in 2021 (as shown in **Figure 2.10**), low vacancy rates and rapid house price increases in the region suggest there is still strong demand for housing within the LGA.

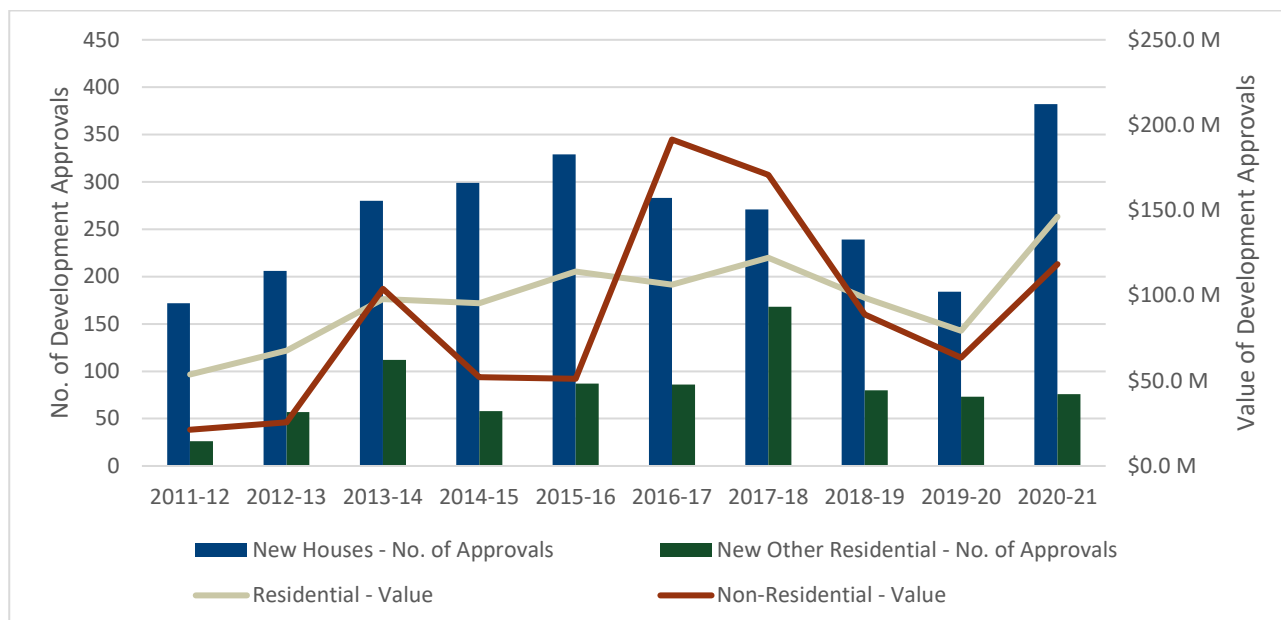


Figure 2.10 Dwelling Approvals in Dubbo Regional LGA

Source: (Real Estate, 2021)

2.8.3 Housing Affordability

A common measurement of housing affordability is based on ratios between median household incomes and median property prices for a region. The standard measurements for housing affordability are:

- Markets where median house prices are **three times** median household income are **moderately unaffordable**.
- Markets where median house prices are **four times** median household income are **seriously unaffordable**.
- Markets where median house prices are **five times** median household income are **severely unaffordable** (Demographia, 2021).
- As **Figure 2.11** shows, median house prices across Dubbo, Geurie, Mudgee and Orange are all more than five times regional NSW's average household income and are therefore severely unaffordable. While these figures are lower than Sydney, where median house prices are 11.8 times median household incomes, they still represent an unaffordable housing market.

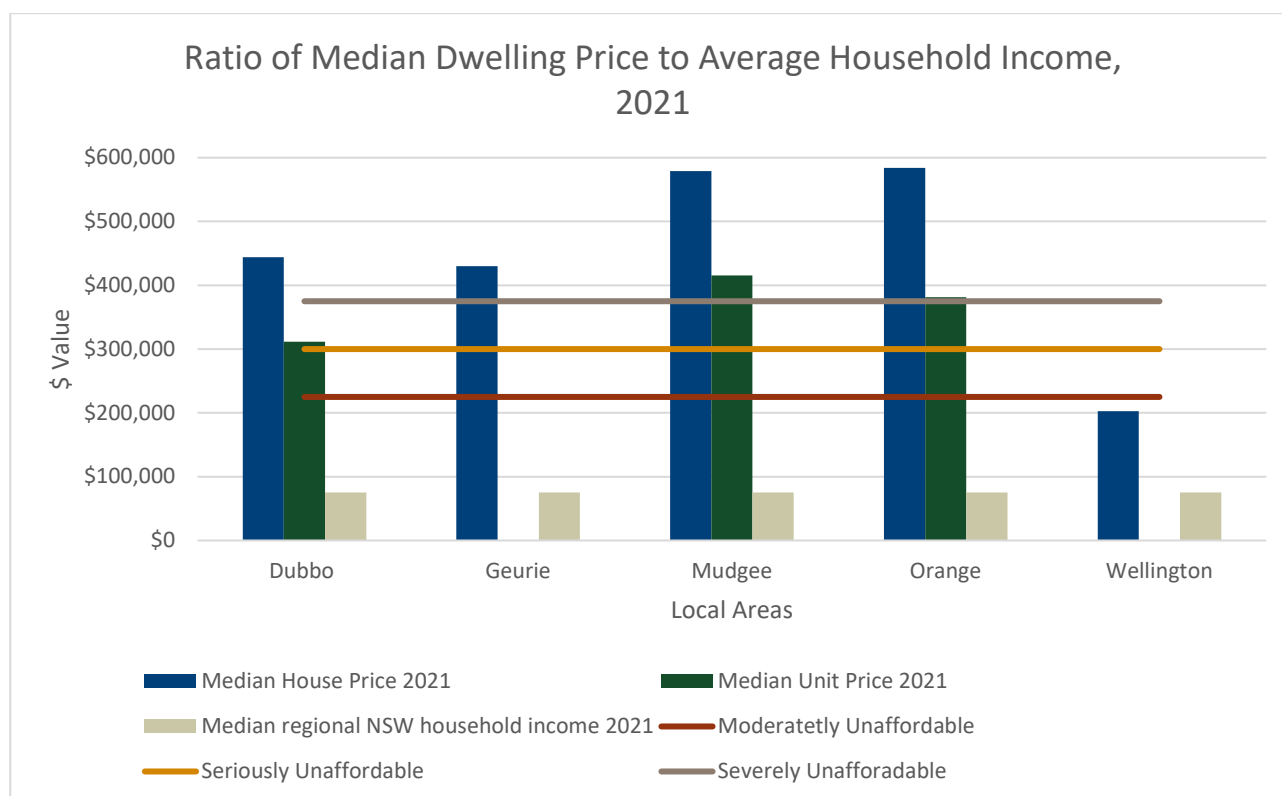


Figure 2.11 Housing Affordability across Dubbo, Geurie, Mudgee, Orange and Wellington

Source: (ABS, Australian Bureau of Statistics - Quick Stats Western Plains Regional LGA, 2016; SGS Economics and Planning, 2021; Real Estate, 2021),

2.8.4 Housing Stress and Homelessness

In the Dubbo Regional LGA in 2016, 23.5% of low-income households were identified as being under financial stress as a result of spending over 30% of their household income on either mortgage or rent payments. This is in comparison to 29.3% across NSW (ABS, Community Profile , 2016), indicating lower levels of housing stress in Dubbo Regional LGA than the rest of NSW at the last census.

Housing stress is likely to have increased since the 2016 Census as median rental costs have increased by 12.85%, 7.35% and 8% for detached houses, townhouses and units respectively over the last 12 months in Dubbo Regional LGA (DCJ Statistics, 2021).

Following on from that, recent modelling by Equity Economics forecasts a 59% increase in numbers of people experiencing homelessness and an 85% increase in rates of housing stress for the Far West and Orana region between June 2020 and June 2021. This is the highest rate of homelessness increase and third highest rate of housing stress increase in Australia (Equity Economics, 2021).

2.8.5 Worker's Accommodation

The Central West and Orana region experiences large influxes of seasonal and itinerant workers for mining and agribusiness, particularly during harvest periods. Similarly, construction of large-scale infrastructure can increase transient populations and are placing pressure on housing and accommodation supply.

The Central West and Orana Regional Plan 2036 (NSW Government, 2017) has identified a need to increase housing diversity and choice in the region, with an emphasis on housing in strategic locations near services and jobs, aligning infrastructure planning with new land release, increasing density in well-serviced locations, incentivizing affordable housing and delivering social and affordable housing.

The Plan also highlights that peaks in housing demand may be satisfied through short-term workers' accommodation and includes a direction to deliver a range of accommodation options for seasonal, itinerant, and mining workforces. This includes the following actions:

- Produce guidelines to help councils plan for and manage seasonal and itinerant worker accommodation.
- Prepare planning guidelines for the short-term accommodation of mining employees to support workforce needs during mining construction, operation or shutdown.

The Plan stipulates that temporary housing villages should not duplicate the services and facilities of existing centres. In some circumstances, locating temporary populations on the outskirts of centres may be preferable to enable temporary residents to use and contribute positively to facilities that serve the entire community, and to better integrate into these communities. The Plan argues that decisions must be informed by evidence of the likely changes to economic opportunities for the centre over time.

3.0 Interaction with Other Projects

Cumulative impacts may occur if construction periods of nearby major projects overlap with the construction period of the current development. This is particularly challenging when managing access to short-term accommodation and other services within the community.

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

The Dubbo Regional LGA is experiencing a significant increase in economic activity. Key driving factors include:

1. The development of renewable energy projects associated with the Central West and Orana Renewable Energy Zone;
2. The designation by the NSW State Government for the Region being the first Critical Minerals Hub in the State. This also includes the development of the Australian Strategic Minerals project at Toongi;
3. The development of the Inland Rail Project, which is situated at Narromine;
4. The needs of industry including Fletchers International Exports and other industries in the Region; and
5. The need for accommodation for health and other key industry workers in the LGA. (Dubbo Regional Council , 2022)

Further to this, several major projects have been identified as being in proximity to the development and therefore of relevance from an employment and accommodation availability perspective.

These are summarised in **Table 3.1**.

Table 3.1 Cumulative Impact of Proximal developments

Development Name	Overview	Status	Development Timelines and Workforce Details	Identified Positive and Negative Impacts
Bodangora Wind Farm (Infigen Energy)	The Bodangora Wind Farm is an approved renewable energy project located approximately 10 km from the proposed site. The approval allows 33 turbines up to 150 m in height, upgrades to local roads and access tracks, 39 km of new access tracks, on-site substation, a 132-kilovolt powerline connecting the substation to TransGrid's existing 132Kv Wellington-Beryl Transmission line.	Operational phase. SSD approval granted August 2013. Mod 4 approved December 2017.	Modification 1 – October 2015. Modification 2 – December 2016. Modification 3 – June 2017. Modification 4 – December 2017. The development provides 'Employment to a large temporary workforce, and a smaller workforce for ongoing operations and maintenance activities.'	Most responses from the public consultation process have expressed a positive regard to the project. The development creates a positive contribution to sustainability regarding ecologically sustainable development. Possibility of negative short-term transport and construction impacts. As this project has entered its operation phase, it is <u>unlikely to compete for accommodation</u> with the development's construction workforce.
Wellington Solar Farm	Located directly south of the site. The Wellington Solar Farm is located approximately 2 km northeast of Wellington, in western central NSW, within the Dubbo Regional Local Government Area (LGA). The extent of the solar array site is 316 ha (excluding connection to the substation).	Under construction. SSD approval granted May 2018 Mod 2 approved April 2020 Construction commenced in Q4 2019, plans for completion early 2022.	Operation approx. commencement in 1st quarter 2022 Decommissioning 2049 Approximately 200 workers were required during the peak construction period.	Generation of enough clean, renewable energy for about 46,000 average NSW homes. The temporary influx places pressures on local services such as schools, health services and accommodation. Additional traffic could be noticeable and could present an adverse effect on local tourism if coinciding with local festivals for example. The development changes the character of the site from extensive agriculture to electricity generation. As construction of this project will be completed before construction of the Wellington North Solar Farm commences, it is <u>unlikely to compete for accommodation</u> with the development's construction workforce.
Suntop Solar Farm	Located 12km southwest of the site. The solar farm will cover an area of 472 ha and is estimated to consist of up to 550,000 PV panels installed on a single axis tracking system which will follow the movement of the sun through the course of the day. A 200 MW (200MW DC or 170 MW AC) solar (PV) farm	Operational as of December 2021 SSD approval granted December 2018. Mod 1 October 2019. Mod 2 report in preparation	The development provides 250 direct construction jobs at peak period and up to ten operational jobs.	Negative traffic conflicts 'Suntop Road is closed to B-Double trucks during the times which school buses use the road. Stimulation and diversification of the local economy creating greater resilience Developing regional skills in renewable energy technology The labour force may be constrained by access to accommodation within a reasonable distance from the proposed development and during tourism events and availability of local labour with the required skill set. As this project has entered its operation phase, it is <u>unlikely to compete for accommodation, services, or workers</u> with the development's construction workforce.
Maryvale Solar Farm	Located 2km northwest of the site The solar farm will cover an area of 375 ha and is estimated to consist of up to 450,000 PV panels installed on a single axis tracking system which will follow the movement of the sun through the course of the day.	SSD approval granted December 2019. Mod 1 report in preparation. Construction expected to commence Q2 2022	This solar farm will create approximately 100 jobs during construction and support up to 10 jobs during operation.	The community has expressed concerns about visual impacts and rehabilitating the site, and the presence on prime agricultural land. This project will help develop experience in skilled electrical trades and best practices for combined land use solar farming. This project has a similar timeframe for construction, and <u>may compete for accommodation, services, and workers</u> with the development's construction workforce.

Development Name	Overview	Status	Development Timelines and Workforce Details	Identified Positive and Negative Impacts
Uungula Wind Farm	Located 40km east of the site. development involves up to 97 Wind Turbine Generators (WTGs), an Energy Storage Facility (ESF), associated Ancillary Infrastructure and Temporary Facilities in the Central-West region of New South Wales (NSW), 14 km east of Wellington.	SSD approval granted May 2021. Construction is expected to be completed by July 2023.	Construction 24-30 months Operation 30 years The wind farm will support 250 direct and 400 indirect FTE positions over the construction period. Once operational, 12 direct and 35 indirect FTE jobs will be supported by the wind farm. Of these 47 total FTE jobs, it is expected that 19 will be sourced locally within the Dubbo Regional Council area.	The wind farm will be able to maximise local business participation through contracted work. Non-local construction workers living in the region would be expected to inject approximately \$5.6 million in additional spending to the regional economy over the construction phase, supporting approximately 28 FTE jobs in the service sector. This project has a similar timeframe for construction, and <u>may compete for accommodation, services and workers</u> with the development's construction workforce.
Mumbil Solar Farm	Located 20km south of Wellington, and 26 km from the site. Epuron is proposing to develop a 140 MW solar farm near Mumbil. The Site is approximately 280.1 ha which is currently used for agriculture, specifically grazing and the solar farm will occupy up to 201 ha.	Preparing EIS	SEARs were issued in August 2019. EIS is in preparation, so development timelines and workforce details are currently unavailable.	SEARs requested the proponent include an assessment of the likely impacts on the local community, demands on Council infrastructure and a consideration of the construction workforce accommodation. This project is currently preparing an EIS and will likely begin construction after construction is completed on the Wellington North Solar Farm. Therefore it is unlikely to compete for accommodation, services or workers with the development
Burrundulla Solar Farm	The development site is off the Castlereagh Highway in the neighbourhood of Burrundulla, approximately 6 km to the southeast of Mudgee town centre, utilising approximately 30 ha of relatively unproductive grazing land across two sites.	Rejected	N/A	The Solar Farm was rejected as it was believed it would be unable to conserve the significant visual elements that contribute to Mudgee's setting through the rural character existing along the entrance to town along the Castlereagh Highway.

Source: Umwelt, 2021

As shown in **Table 3.1**, there is a solar farm (Maryvale Solar Farm) and a wind farm (Uungula Wind Farm) near the development whose construction may overlap with the developments. The two projects are anticipated to employ approximately 350 workers in total with significant overlaps with the current development and are therefore likely to generate competing requirements for housing, services, accommodation and employment, especially in Wellington.

In their submission to the Environmental Impact Statement for the development in 2018, the Dubbo Regional Council raised concerns about the cumulative impact of multiple solar farms on the Wellington and Dubbo communities. To assist Council in understanding the impacts of large infrastructure and other development projects, Council (in conjunction with consultants REMPLAN), developed the Dubbo Infrastructure Services Impacts Model. This model shows that during the construction periods of the several solar farms, some 345 additional dwellings (or serviced accommodation) would be required to house this workforce over time (Dubbo Regional Council, 2018). Beyond renewable energy projects, Dubbo Regional LGA has identified 14 large-scale projects with estimated project costs over \$20 million either in a planning phase or currently under construction. This includes the Inland Rail, Newell Highway Intersection upgrade, Dubbo Hospital Stage 3 and 4, Western Region Institute of Sport, new Dubbo Bridge and the Regional Rail development. These projects will also attract significant workforces to the region, putting further pressure on housing and community services. This is validated by modelling undertaken by the Western Research Institute which has highlighted a strong pipeline of future investment in the region, with flow on employment opportunities and pressures, as shown in **Figure 3.1**.

While this presents challenges and pressures on existing infrastructure and services, it is also an opportunity to develop cumulative solutions to housing and strategic programs for education, training, and employment. Temporary accommodation, social housing, scholarship programs and training programs are all examples of outcomes that could be supported by LSbp, either alone, or as part of a group of companies working in the area (as discussed in **Sections 5.0** and **6.0**).



Figure 3.1 Investment and Employment in the Dubbo Regional LGA

Source: (Western Research Institute Ltd , 2018)

4.0 Key Stakeholder Engagement

To support the preparation of this AES, targeted engagement has been undertaken during November 2021 with the following stakeholder groups.

Table 4.1 Stakeholder Engagement

Stakeholder Group	Mechanism	Timing	No. People in Attendance/ Respondents
Information Provision			
Short Stay Accommodation Providers / Real Estate Agents	Email correspondence with project information and invitation to participate in survey	November 2021	64
Tourism Associations and Visitor Centres	Email correspondence with project information and invitation to participate in survey	November 2021	4
Training/Education Providers	Email correspondence with project information and invitation to participate in survey	November 2021	4
Consultation			
Wellington Local Aboriginal Land Council (LALC)	Personal meeting	November 2021	1
Clontarf Foundation	Personal meeting	November 2021	1
Regional Development Australia (RDA) – Orana	Personal meeting	November 2021	1
Dubbo Regional Council	Development briefing and personal meeting	December 2021	2
TAFE	Personal meeting	December 2021	1
Short Stay Accommodation Providers	Participation in Accommodation survey	November 2021	11
Training/Education Providers	Participation in local skills and employment survey	November 2021	1

The following section presents the key themes emerging from engagement activities with the above key stakeholders. Also included in the following section are the results of an Accommodation Provider Survey conducted with eleven accommodation providers and housing stakeholders in the Dubbo and Wellington area.

4.1 Pressure on the Housing Market

Through consultation, stakeholders highlighted that the rental market was under strain in Dubbo and surrounding towns of Mudgee, Molong, Orange, Dubbo and Wellington. They expressed concerns that the development and other concurrent renewable energy and infrastructure projects were having a cumulative impact on local housing markets. This was especially thought to be the case in Wellington where rental prices had been increasing substantially in response to local projects, pushing local community members into housing stress.

“A recent project in Wellington caused all the housing prices to skyrocket. People were renting out their homes for thousands a week, as they were renting each room for \$250 a week for the workers. Accommodation providers put their prices up too because of the spike in demand. I would hate to see this happen again, it was terrible for our local community members, the ones that are from here and couldn’t afford to live anywhere.” – Key Stakeholder

“Lots of money is coming into the region –opportunities are there but people are not able to move in because of house prices and rental issues.”

When asked what the most important measurable outcome from project benefits would be, one stakeholder replied:

“Number one, that the development didn’t add to housing stress in Wellington or reduced housing stress in Wellington”

Dubbo, like many other regional areas in Australia, has seen dramatic house price increases as COVID-19 has encouraged many people to move to regional areas or purchase holiday or investment properties in regional areas. Dubbo Regional Council raised housing pressures as a key concern for both Dubbo and Wellington.

RDA Orana identified that workforce camps may become unavoidable as cumulative projects continue to put pressure on housing availability. RDA also indicated an openness to co-developing a workforce village or camp with multiple developers in response to cumulative demands on the housing market. They stated a preference for workforce camps located as close to towns as possible to encourage interaction with communities and spending in towns. Dubbo Regional Council is also investigating sites and opportunities in Wellington where temporary housing could be rapidly delivered to service construction workers and then be transitioned into longer-term housing for the town. They raised a Community Benefit Fund that supported this infrastructure delivery as a key potential benefit for the project.

4.2 Opportunities and Constraints for Short Term Accommodation

The Accommodation Provider survey captured a range of providers of different scales. Three respondents serviced under 2,500 people in a normal year, 5 serviced between 2,500 and 10,000 people and 3 serviced over 10,000.

Local accommodation providers saw great opportunities emerging from the construction phase of the development.

“It would be wonderful to see LSbp utilise facilities and services from Wellington where possible, rather than larger communities such as Dubbo” – Accommodation Provider

However, other stakeholders reflected on the cumulative impacts of coinciding projects on accommodation availability;

“Construction companies are blocking out tourism opportunities because accommodation is too constrained. Zoo accommodation is being constrained. It’s bad for tourism” – Local community group

The survey identified that the majority of occupancy rates in the past six months were between 50 and 80%, partially reflecting the impact of COVID-19 lockdowns across Australia.

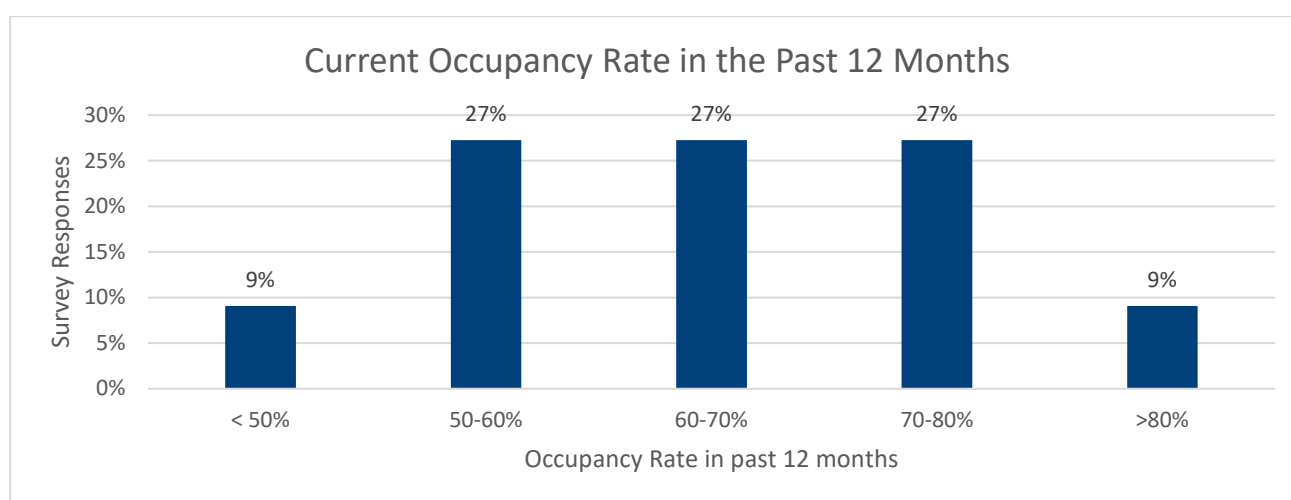


Figure 4.1 Occupancy Rate in the Past 12 Months

Source: Umwelt Survey, 2021

When respondents were asked about the demographics of their service users, the majority (64%) indicated that their guests were tourists with an equal number of respondents (36%) also mentioning contract workers and corporate workers, as outlined below in **Figure 4.2**.

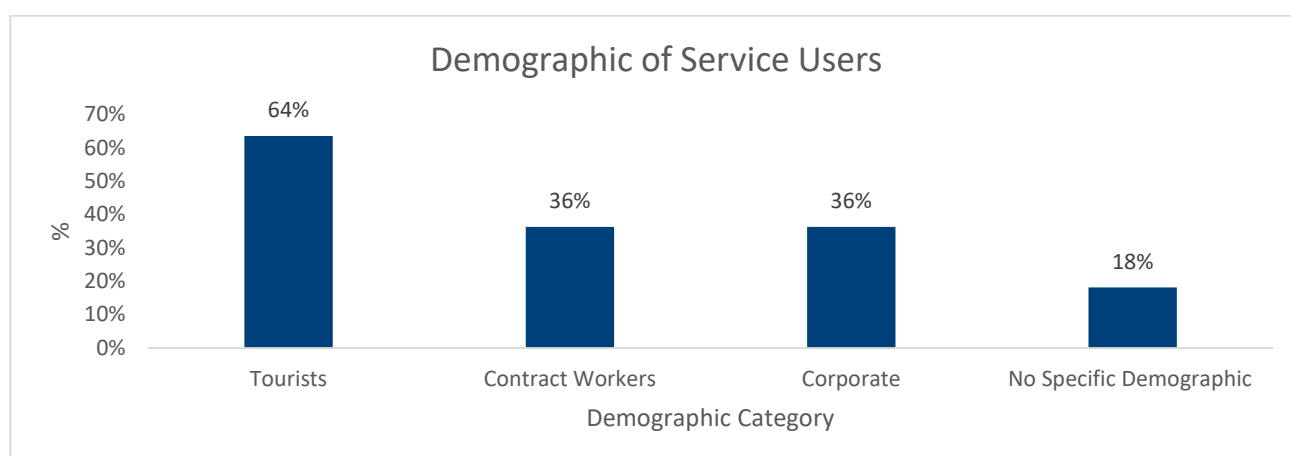


Figure 4.2 Demographic of Service Users

Source: Umwelt Survey, 2021

From the survey responses, accommodation providers explained that the main drivers for demand were NSW school holidays, the presence of nearby construction projects and in response to events in the area.

4.3 Local Employment, Training and Procurement

Engagement activities revealed several potential partnership opportunities with multiple stakeholders expressing a desire to contribute to the development and seeing the potential for economic benefits and employment and training opportunities in working with LSbp. However, RDA Orana raised a lack of follow-up and monitoring of local benefits as a key challenge across many construction projects in the region.

Multiple stakeholders also called for stronger and more transparent commitments to local procurement. Stakeholders also identified a key need to communicate to workers and sub-contractors with regards to workplace health and safety and ticketing requirements so local businesses and contractors have greater certainty about their compliance requirements.

Engagement activities revealed strong existing community and business networks with the capacity to link the development with local workers and aid in collaborative efforts to improve social outcomes from the development. Key identified groups and their identified opportunities include:

4.3.1 Wellington Local Aboriginal Land Council

The Wellington Local Aboriginal Land Council (LALC) expressed their ability to identify local workers for projects with the appropriate skills, if given sufficient information and time. The Wellington LALC also pointed to a range of other renewable energy project examples in the region where they had been able to recommend local community members for positions and have them successfully employed on projects. The Wellington LALC also offered their bus as a rentable service to shuttle workers from Wellington to the development site to encourage and support workforce participation.

4.3.2 Clontarf Foundation

The Clontarf Foundation is a charitable not-for-profit organization committed to improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. The Foundation also offered to facilitate connections between the development and students and alumni of local 'Clontarf Academies' to support the establishment of pathways to employment.

Clontarf works across Australia, with about 10,000 boys from year 7 to 12 in the program nationally. In the region, Clontarf supports around 90 boys in Wellington, 500 in Dubbo and 150 in Orange. Clontarf is also establishing a new academy in Lake Cargelligo near LSbp's West Wyalong project. There are eight employment officers in NSW with two of these based in Dubbo and work to link Clontarf students and alumni with local employment opportunities.

LSbp has an existing Corporate Partnership with Clontarf, targeted at supporting local academies near their Wellington, West Wyalong and Wooroolooga (QLD) projects. LSbp is actively working to extend this partnership in relation to the Wellington North Solar Farm development.

Clontarf expressed a strong interest in extending their partnership with LSbp to support boys in accessing full time or part time employment on the Wellington North Solar Farm. They noted that LSbp already attend Wellington High School awards nights and have an established connection to the community.

4.3.3 Regional Development Australia Orana

RDA Orana is currently working on a skills strategy for the region and is collating information about region-wide skills gaps and timing for projects. They asked for open communication with LSbp to build a better understanding of future skills and training needs. They also recommended stronger linkages between employment and tailored training or education opportunities.

4.3.4 Dubbo Regional Council

Dubbo Regional Council runs the Dubbo Skills campaign, a campaign designed to attract people to the Dubbo region and link new arrivals and the existing community with employment opportunities in the region. Over 2,000 people have registered their interest to learn more about employment opportunities in the region. The Council also runs online and in-person events to link organizations with local workers and offered to support LSbp to find workers with appropriate skills.

4.3.5 TAFE

TAFE raised several opportunities to partner with their organization to generate training and employment opportunities in the region. In particular, TAFE employs skills brokers and serves as a conduit between local schools and industry partners. They have the capacity to develop programs that range from one-day excursions to the existing Wellington Solar Farm or future Wellington North Solar Farm through to extended programs that include excursions, tailored TAFE units, scholarships and mentorship programs across multiple local schools. They raised several promising programs, that could be adapted to the Wellington context including:

- Spark Programs, Ginninderry Training and Employment Initiative: Specialized programs in construction, disability support, childcare and civil construction <https://ginninderry.com/spark-training-and-employment/spark-program-2021/>
- Bert Evans Apprenticeship Scholarships: Scholarships of \$5,000 per year for three years to support apprentices who are experiencing financial or personal hardship. These scholarships acknowledge the need for wrap-around financial support for apprentices on low wages and often cover accommodation or transport costs. <https://education.nsw.gov.au/skills-nsw/apprentices-and-trainees/support-with-your-apprenticeship-or-traineeship/bert-evans-apprentice-scholarships#About0>
- An existing Transgrid and TAFE partnership that aims to support women from 16 to 40 to pursue an apprenticeship in electrical trades through work experience and training opportunities.

4.4 Monitoring, Reporting and Communication

Stakeholders raised concerns about a lack of project monitoring, reporting and communication. They raised issues with previous projects in the region as failing to follow through on strategies or provide updates on strategies or commitments during and after construction. Stakeholders also asked for clearer communication before construction commenced to support local businesses, community groups and contractors to respond to project needs.

5.0 Accommodation Strategy

5.1 Scope

Given the maximum on-site workforce at any time is anticipated to peak at 250 workers, and that sourcing at least 50% of the labour force from the locality has been deemed feasible, this AES assumes there would be an approximate maximum of 125 accommodation beds necessary at the peak of construction between October 2022 and February 2023.

This accommodation profile relates to accommodation options within a 75-minute drive of the development.

Table 5.1 Accommodation Options Proximal to the Development

Tier	Distance from Wellington North Solar Farm	Locations
1	Within a 45-minute drive	Dubbo, approximately 40km northwest, 40-minute drive Wellington, approximately 7km south, 8-minute drive Bodangora, approximately 3.4km northeast, 8-minute drive Geurie, approximately 14km northwest, 20-minute drive
2	Between 45- and 75-minute drive	Orange, approximately 100km south, 75-minute drive Mudgee, approximately 85km east, 60-minute drive

5.2 Accommodation Profile – Review of Options

This accommodation profile has considered a variety of accommodation types:

- **Worker's temporary accommodation villages** – this includes purpose-built worker's sites designed to meet the needs of a single project or multiple proximal projects.
- **Short-term accommodation** – this includes self-catering houses and units (typically listed on short stay services such as Airbnb and HomeAway), motels, hotels and camping/caravan parks – (most suitable would-be cabin style facilities) – with the availability of properties influenced by a strong visitor economy.
- **Longer term accommodation** – this includes rental properties and properties that are available for purchase. The availability of these properties is influenced by the supply and future development of housing options in the target area.

5.2.1 Worker's Temporary Accommodation

On-site accommodation, that utilises temporary or demountable accommodation is not yet commonly used in Wellington and surrounding areas.

5.2.2 Short-term Accommodation

5.2.2.1 Hotels, motels and caravan parks

There are several hotels and motels in both Dubbo and Wellington as highlighted in the following section.

Figure 5.1 and **Figure 5.2** are based on data provided by the Dubbo Regional Council and from local accommodation providers in Wellington and Dubbo. While not reflecting input from all providers, it is a representative sample of accommodation providers (with capacity of 10 rooms or above) in the Dubbo Regional LGA.

As **Figure 5.1** shows, occupancy rates in Dubbo have averaged 66% over the last 4 years with rates peaking in September and October in the years prior to COVID-19 impacts. Occupancy rates reached almost 90% across Dubbo accommodation in April, May and June of 2021. If the impact of COVID-induced vacancies are ‘smoothed out’, average vacancy rates are likely to have been about 75% for the last 4 years.

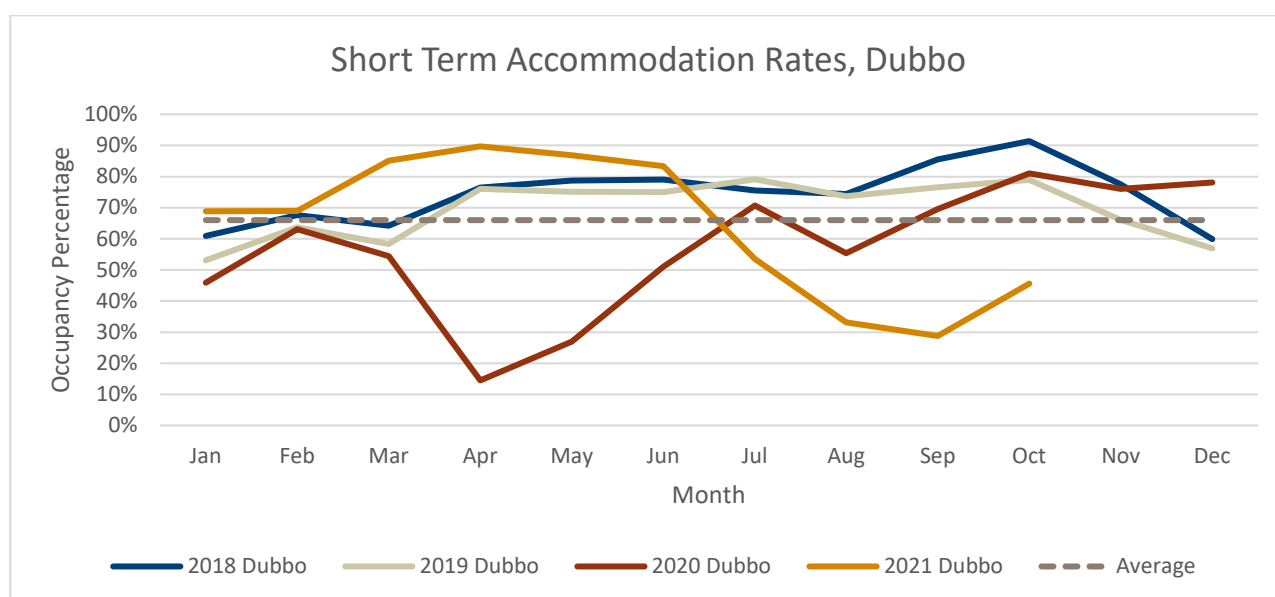


Figure 5.1 Short Term Accommodation Occupancy Rates, Dubbo

Source: (Dubbo Regional Council, 2021)

In Wellington, occupancy rates over the last 4 years have averaged 50% with higher levels of variation and a large impact from COVID-19.

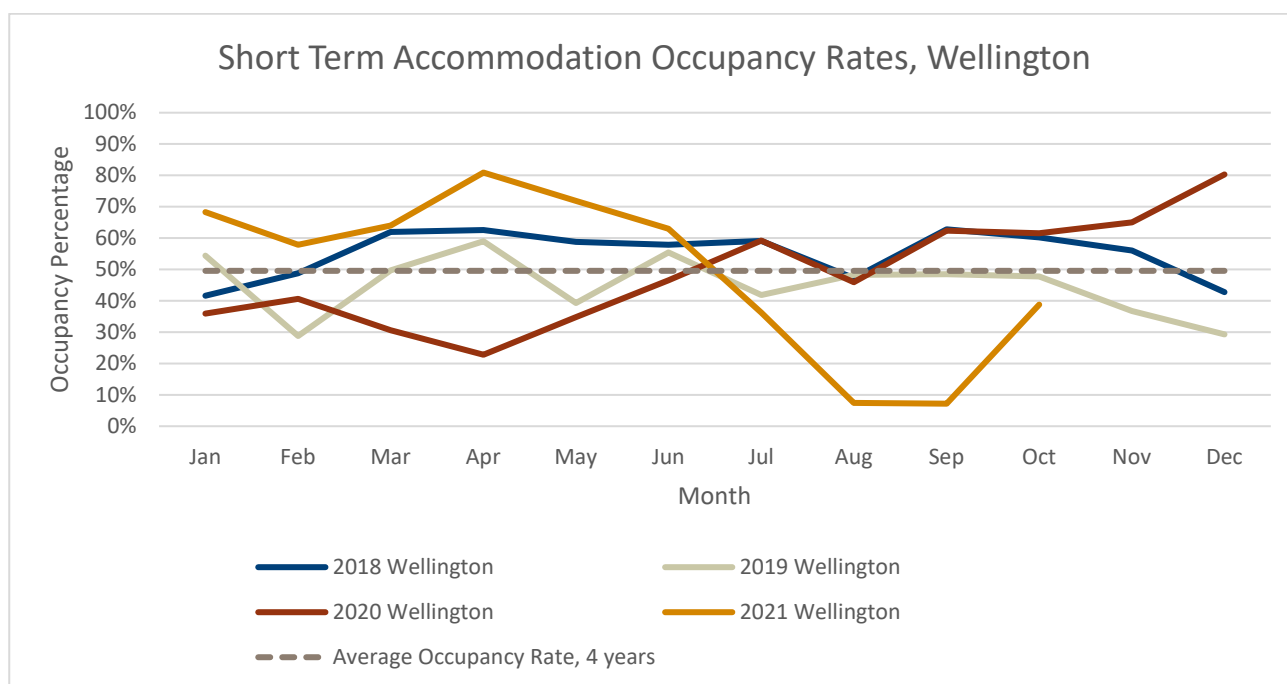


Figure 5.2 Short Term Accommodation Occupancy Rates, Wellington

Source: Dubbo Regional Council, 2021

Table 5.2 and **Table 5.3** below provide an overview of hotels and motels available in Dubbo and Wellington and their room capacity.

Table 5.2 Short Term Accommodation Options in Dubbo

Short Term Accommodation in Dubbo	Type	Number of Rooms
Abel Tasman Motor Inn	Motel	38
Aberdeen Motel	Motel	32
Akuna Motor Inn and Apartments	Motel	16
All Seasons Motor Lodge	Motel	19
Australian Heritage Motor Inn	Motel	27
Blue Gum Dubbo Motel	Motel	24
Cascades Motor Inn	Motel	36
Cattleman's Country Motor Inn and Serviced Apartments	Motel and Apartment	175
Comfort Inn	Motel	16
Country Apartments	Apartments and townhouses	9
Country Leisure	Motel	15
Dubbo RSL Club Motel	Motel	34
Endeavour Court Motor Inn	Motel	17
Forest Lodge	Motel	15
Garden Hotel	Motel	19
Golden West Motor Inn	Motel	28
Ibis Budget Dubbo	Motel	65
Manera Heights Apartment Motel	Serviced Apartments	16
Matilda Motor Inn	Motel	52

Short Term Accommodation in Dubbo	Type	Number of Rooms
Orana Motel Dubbo	Motel	34
The Oxley Motel	Motel	54
Tallarook Motor Inn	Motel	32
The Palms Motel	Motel	24
Quality Inn Dubbo International	Motel	60
Quest Dubbo	Serviced Apartments	65
The Shearing Shed Motor Inn	Motel	23
Sure Stay Hotel	Hotel	23
Total		968

Source: (wotif, 2021; Dubbo Regional Council, 2021)

Table 5.3 Short Term Accommodation Options in Wellington

Short Term Accommodation in Wellington	Type	Number of Rooms
Bridge Motel Wellington	Motel	13
Central Hotel Wellington	Motel	No data
Cow and Calf Motel	Motel	20
Federal Hotel	Motel	15
Garden Court Motor Inn	Motel	No data
Hermitage Hill Country Retreat	Cottages	13
Hotel Mandalay	Motel	22
Inland Waters – Burrendong	Campsites	No data
Wellington Caves Caravan Park	Caravan Park and Motel	No data
Wellington Motor Inn	Motel	11
Total		>94

Source: (wotif, 2021; Dubbo Regional Council, 2021)

5.2.2.2 Airbnb

Aside from the above hotels, motels and apartments, there are several Airbnb accommodation options available in the area. **Table 5.4** highlights the number of rooms available in each location, based on a month-long stay in March 2022. This time frame and timing was chosen to reflect longer accommodation needs likely to be associated with the development and early booking for accommodation.

Table 5.4 Airbnb Rooms Available in March 2022

Location	Airbnb
Dubbo	28
Wellington	0
Tier One Total	28
Orange	94
Mudgee	8
Tier Two Total	102
TOTAL	130

Source: Airbnb, 2021

5.2.3 Rental or purchased accommodation

There is currently low rental availability in the areas surrounding the development, as demonstrated in Table 5.5.

Table 5.5 Rental Accommodation Availability in Dubbo Regional LGA

Location (State Suburb, SSC)	Number of dwellings	Rental Stock Available	Vacancy Rate
Dubbo	17,465	127	0.7%
Wellington	3,890	25	1.24%
Tier One Total	21,355	152	0.8%
Orange	16,530	123	0.68%
Mudgee	4,962	95	1.80%
Tier Two Total	21,492	218	0.93%
TOTAL	42,847	370	

Source: (Real Estate Investar, 2021)

With respect to houses available for sale and their associated costs:

- The median property price in Wellington between September 2020 and August 2021 was \$188,600 based on the 162 house sales over that time.
- As of 1 November 2021, there were 67 houses for sale in Wellington, with an average price of \$191,000 for a three-bedroom house.
- As of 1 November 2021, 164 properties were for sale in Dubbo on Domain.com. The majority (26) of which are four-bedroom, with a median price for a four-bedroom of \$482,000. 18 of those for sale were three-bedroom homes, with a median price of \$365,000.
- Dubbo Regional LGA median sales price for housing in March 2021 was \$385,000, relatively low in comparison to the median in NSW, which was \$740,000.

5.3 Objectives / Intended Social Outcomes

The key objectives of the AES for the development are:

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

5.4 Action Plan and Mitigation Strategies

The actions in **Table 5.6** are proposed to prioritise the use of local accommodation options for the project planning and construction phase of the development. From left to right, the columns of **Table 5.6** (and **Table 6.2** of **Section 6.5**) describe:

- The 'Source': describes where the mitigation and/or management measure has been recommended for the development.
- The 'ID': a unique identifier for each mitigation and/or management measure identified in this AES.
- The 'Aspect': a high-level summary of what AES matter is being mitigated.
- The 'Mitigation and or Management Measure': describes the actions that will be undertaken to reduce the impacts of the development, including a summary of any proposed techniques that will be used to implement the mitigation.
- The 'Development Phase': identifies what part of the development phase the mitigation and/or management measure will apply. A mitigation and/or management measure can apply to multiple development phases.
- The 'Responsible Party': identifies which group is responsible for implementing the applicable mitigation and/or management measure. The 'Personnel Responsible' column identifies the individual from the 'Responsible Party' who is to implement the mitigation and or management measure. Numbers 1-5 have been used to represent which individual is responsible, as follows:
 - 1 LSbp Development Principal
 - 2 Engineer, Procurement & Construction (EPC) Site Manager
 - 3 EPC Health, Safety and Environment (HSE) Coordinator
 - 4 All Employees and Contractors
 - Note: for some mitigation measures, there is more than one 'Responsible Party' and 'Personnel Responsible'.
- The 'Timing/Frequency': describes when a mitigation and or management measure is likely to be implemented.
- The 'Implementation Action': describes the procedures that show how the proposed techniques for the mitigation and/or management measures are practically being achieved for the development, and how they align with the AES "Objective/ Intended Social Outcome" identified in **Section 5.3**.

The 'Compliance Record': identifies the record that will be used to maintain compliance with the applicable mitigation and/or management measure.

Table 5.6 Action Plan and Mitigation Strategies

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations & Maintenance Contractor	Personnel Responsible ^{1,2,3,4}			
SSD8895 Development Consent	AES-01a	Accommodation Strategy	Prepare an AES in accordance with Schedule 3, Condition 31	✓	✓	✓	✓	✓	-	-	1	Prior to construction	This AES	This AES
	AES-01b	Accommodation Strategy	Implement the AES in accordance with Schedule 3, Condition 31	✓	✓	✓	✓	-	✓	✓	All	Prior to construction	This AES	This AES
	AES-02	Housing Availability	Where feasible, headlease proximal rental properties in Dubbo and Orange on year-long rental contracts to cover peak employment periods from November 2022 to November 2023 and secure rental properties.	✓	✓	-	-	-	✓	-	2 or 3	Headlease accommodation in preparation for main works construction. Once-off.	Headlease up to five houses in Dubbo and encourage house sharing for workers without dependents or partners. Establish a monthly review process to monitor worker accommodation requirements throughout construction. This measure aligns with Objective 1 and 2 of Section 5.3	Records of head leasing arrangements
	AES-03	Housing availability	Prioritise booking short-term accommodation in Wellington and liaise with accommodation providers to manage peak accommodation timing. Collaborate with Dubbo Regional Council via their monthly accommodation meeting with providers.	-	✓	-	-	-	✓	-	2 or 3	Monthly review meetings with accommodation providers to manage access to housing throughout construction.	Book short-term accommodation through priority arrangements with accommodation providers in Dubbo and Wellington (Tier One) and Orange and Mudgee (Tier Two). Establish a monthly review process to monitor worker accommodation requirements throughout construction. This measure aligns with Objective 1 and 2 of Section 5.3	Monthly review documentation
	AES-04	Housing availability and traffic management	Manage internal human resources and hiring processes to encourage employees to share accommodation and car-pool for short-term contracts	✓	✓	-	-	-	✓	-	2 or 3	Internal monthly review of contracts, housing needs and housing availability.	Establish and maintain a register of forecasted worker accommodation requirements and accommodation options to prioritise accommodation sharing or clustering, especially in Tier One locations. This measure aligns with Objective 1 of Section 5.3	Register of worker and accommodation forecasts and location of accommodation for workers

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations & Maintenance Contractor	Personnel Responsible ^{1,2,3,4}			
	AES-05	Housing availability, local procurement and local employment	Prioritise and select sub-contractors that can demonstrate a high proportion of workforce living in the Dubbo Regional LGA or greater Orana and Central West Region	✓	✓	-	✓	-	✓	✓	1 and 2	Establish sub-contractor selection criteria from project inception.	Embed selection criteria with a weighting of at least 10% to prioritise sub-contractors that employ workers from Dubbo Regional LGA or from the Orana and Central West Region. Embed selection criteria with a weighting of at least 20% to prioritise sub-contractors with businesses registered in the Central West and Orana Region This measure aligns with Objective 3 and 4 of Section 5.3	Maintain a register of employees and sub-contractors to report on 1) proportion of jobs filled by residents of Dubbo Regional LGA and the Central West and Orana Region and 2) proportion of sub-contractors appointed with businesses registered in the Dubbo Regional LGA and Central West and Orana Region
	AES-06	Housing availability and traffic management	Where booking accommodation from larger accommodation suppliers in Dubbo, Wellington and Orange, manage scheduling to allow for shuttle buses to site.	✓	✓	-	-	-	✓	-	2 or 3	Monthly review of worker accommodation requirements and shift timing.	Establish and maintain a register of forecasted worker accommodation requirements and accommodation options to prioritise accommodation sharing or clustering. Hire shuttle buses from local providers, such as the WLALC, to transport workers from accommodation to site. This measure aligns with Objective 1 of Section 5.3	Register of worker and accommodation forecasts and location of accommodation for workers
	AES-07	Housing availability	Establish and maintain a register of local property owners who have expressed interest in offering dwellings for rent.	✓	✓	-	-	-	✓	-	3	Monthly review of local property availability during main works construction.	Establish a register of property owners with rooms or entire rooms to rent and maintain records of number of rooms and rates of rental costs. This measure aligns with Objective 1 and 2 of Section 5.3	Maintained register of housing arrangements

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations & Maintenance Contractor	Personnel Responsible ^{1,2,3,4}			
	AES-08	Housing availability	Contribute to temporary worker's housing supply in Wellington.	✓	✓	-	-	✓	✓	-	1, 2 and 3	Prior to project construction commencement.	Dubbo Regional Council and RDA have expressed a desire to work with LSbp to identify short- and long-term housing options in Wellington. Work with Dubbo Regional Council and RDA Orana to investigate and/or co-deliver workforce camps near Wellington or Dubbo. This may take the form of contributions to infrastructure, housing, or community housing grants. This measure aligns with Objective 3 of Section 5.3	Direct engagement with Dubbo Regional Council to plan and contribute to access to affordable housing in Wellington.
	AES-09	Housing availability	Contribute to delivery of affordable housing in Wellington or Dubbo	✓	✓	-	-	✓	✓	-	1 and 3	Prior to project construction commencement	Investigate provision of housing support through LSbp's Community Benefit Fund This measure aligns with Objective 3 of Section 5.3	Advertisement of the Community Benefit Fund to local community organisations, including eligibility for community groups that may facilitate support/contribution to address affordable housing in Wellington or Dubbo

¹ LSbp Development Principal

² Engineer, Procurement & Construction (EPC) Site Manager

³ EPC Health, Safety and Environment (HSE) Coordinator

⁴ All Employees and Contractors

5.5 Case Studies

For context, The Wellington North Solar Farm is a \$540 million solar farm with 1.2 million bi-facial solar panels and a 400,000 MWdc installed capacity. It produces enough energy to power about 125,000 homes.

The below sub-sections provide case studies to illustrate options for housing contributions, while acknowledging difference in scale between project contexts.

5.5.1 Case Study: Dundonnell Wind Farm

Dundonnell Wind Farm is a \$560 million project, including 80 wind turbines, to produce enough clean energy each year to power about 245,000 homes (Tilt Renewables, 2022).

On 18 September 2019, Women's Housing Ltd and Emma House Domestic Violence Services Incorporated (EHDVSI) joined renewable energy developer, Tilt Renewables, to announce a unique community alliance. The Alliance will deliver new housing for women escaping family violence through a new 'Safe Housing Program', a key initiative of Tilt Renewables' Dundonnell Wind Farm *Benefit Sharing Plan*.

The Safe Housing Program will enable greater access to housing specifically for women and children from south-west Victoria who are at risk of homelessness due to family violence.

As a key partner in the new program, Tilt Renewables donated \$500,000 toward the construction of Women's Housing Ltd new long-term, 24-unit development in Bayswater, set to open early next year.

5.5.2 Case Study: Australia Pacific LNG

Australia Pacific LNG is a coal seam gas (CSG) to liquefied natural gas (LNG) project constructed in Queensland. The scheme includes the development of CSG fields in the Surat and Bowen Basins, a transmission pipeline and a two-train LNG facility on Curtis Island, near Gladstone. The project was developed by a joint venture between Origin (37.5%), ConocoPhillips (37.5%) and Sinopec (25%), at an estimated cost of \$20bn. It employed 15,000 personnel during construction and created 1,000 jobs during operation.

To address housing affordability in Gladstone, Qld, Australia Pacific LNG established a range of initiatives to support housing delivery and affordability in the region. This included:

- Collaborating with other LNG proponents and Brisbane Housing Company to establish the Gladstone Affordable Housing Company, a not-for-profit organization, which acts as property developer and manager of affordable housing options for low to moderate income earners.
- Contributions to the Urban Land Development Authority to fast track land rezoning.
- Short-term financial support through rental supplements to eligible, lower-income earning residents experiencing housing stress.

6.0 Employment Strategy

6.1 Scope

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

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

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

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

6.2 Employment Profile

The development will generate around 400 direct FTE during construction (maximum of 250 at any one time) and 2-4 full time staff during operation and maintenance phase of 30 years. The employment benefits extend through the local supply chains to fuel supply, vehicle servicing, uniform suppliers, hotels/motels, B&B's, cafés, pubs, catering and cleaning companies, tradespersons, tool and equipment suppliers and many other businesses.

Almost 75% of jobs in renewable energy over the next 15 years are likely to be available for labourers, trades and technicians and professionals, with electricians, electrical trade assistants, mechanical trades and technicians, finance, business, legal and planning professions and administrative staff generating the largest number of jobs (Briggs, Rutovitz, Dominish, & Nagrath, 2020).

As **Table 6.1** shows, 1,606 people were employed in construction, 2,931 people worked as technicians and trades workers and 2,326 people worked as labourers in Dubbo Regional LGA in 2016, indicating a base of qualified workers in the region. However, as highlighted in **Section 2.6**, skill shortages are prevalent in the region and unemployment is extremely low.

Table 6.1 Employment by Sector in Dubbo Regional LGA, 2016

	Managers	Professionals	Technicians and trades workers	Community and personal services	Clerical and admin workers	Sales Workers	Machinery Operators and Drivers	Labourers	Total
Agriculture, Forestry and Fishing	664	40	60	3	46	19	23	177	1047
Mining	14	0	6	0	12	0	24	3	57
Manufacturing	157	41	310	13	105	90	146	417	1290
Electricity, Gas, Water and Waste Services	31	42	82	0	59	13	48	17	297
Construction	194	32	781	3	173	35	149	224	1606
Wholesale Trade	92	52	78	0	105	193	93	61	687
Retail Trade	386	50	175	27	141	1434	51	172	2447
Accommodation and Food Services	299	5	194	401	67	231	16	426	1658
Transport, Postal and Warehousing	88	18	39	10	190	34	427	32	843
Information Media and Telecommunications	29	49	45	0	21	44	0	3	199
Financial and Insurance Services	56	106	5	0	216	18	3	0	411
Rental, Hiring and Real Estate Services	30	23	10	9	42	121	7	14	257
Professional, Scientific and Technical Services	62	426	106	3	270	13	3	19	916
Administrative and Support Services	49	53	42	64	84	3	14	229	550
Public Administration and Safety	180	372	109	467	462	9	76	67	1770
Education and Training	143	1180	43	414	218	5	4	43	2063
Health Care and Social Assistance	189	1318	116	1139	510	22	30	176	3520
Arts and Recreation Services	42	38	84	68	30	27	0	52	340
Other Services	60	59	490	145	100	28	12	87	980
Inadequately described/Not stated	80	42	151	38	60	48	59	106	763
Total	2837	3948	2931	2808	2914	2384	1195	2326	21,701

Source: (ABS, Community Profile , 2016)

6.3 Local Procurement

The local Construction sector in the Orana Region has expanded rapidly over the 2011-2016 period, alongside the Mining sector (Narromine Shire Council and Dubbo Regional Council, 2018). Supporting renewable energy projects will provide a broad economic base for the construction and manufacturing industry to continue to grow.

While competition for skilled labour in the construction sector remains tight due to high demand, the presence of a skilled and growing workforce presents opportunities for other sectors to access development, especially during periods of relatively low growth in the mining sector (Narromine Shire Council and Dubbo Regional Council, 2018).

As of June 2018, there were 5,127 businesses operating in the Dubbo Regional LGA, with Construction being the second largest industry with 907 registered businesses, as outlined below in **Figure 6.1** (ABS, 2020). 45% of these construction businesses have an annual turnover of over \$200,000. This presence of construction businesses highlights the opportunities for local procurement.

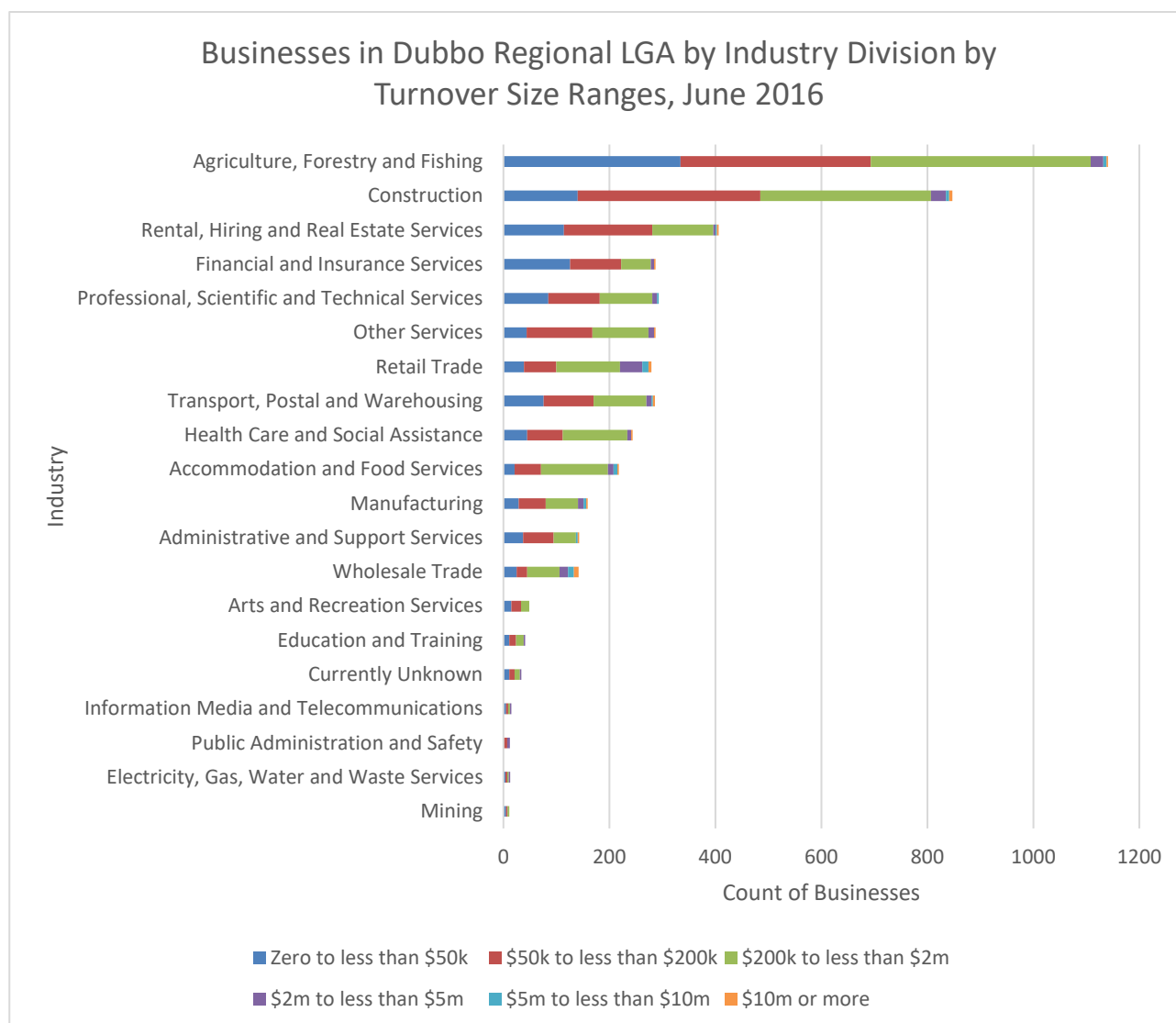


Figure 6.1 Businesses in Dubbo Regional by Industry Division by Turnover Size Ranges, June 2016

Source: (ABS, 2020)

While located further from the development, the Orange LGA is also home to several companies with the potential to service the development. As **Figure 6.2** shows, there are 615 businesses in the Orange LGA in the construction industry, including 292 with an annual turnover of over \$200,000.

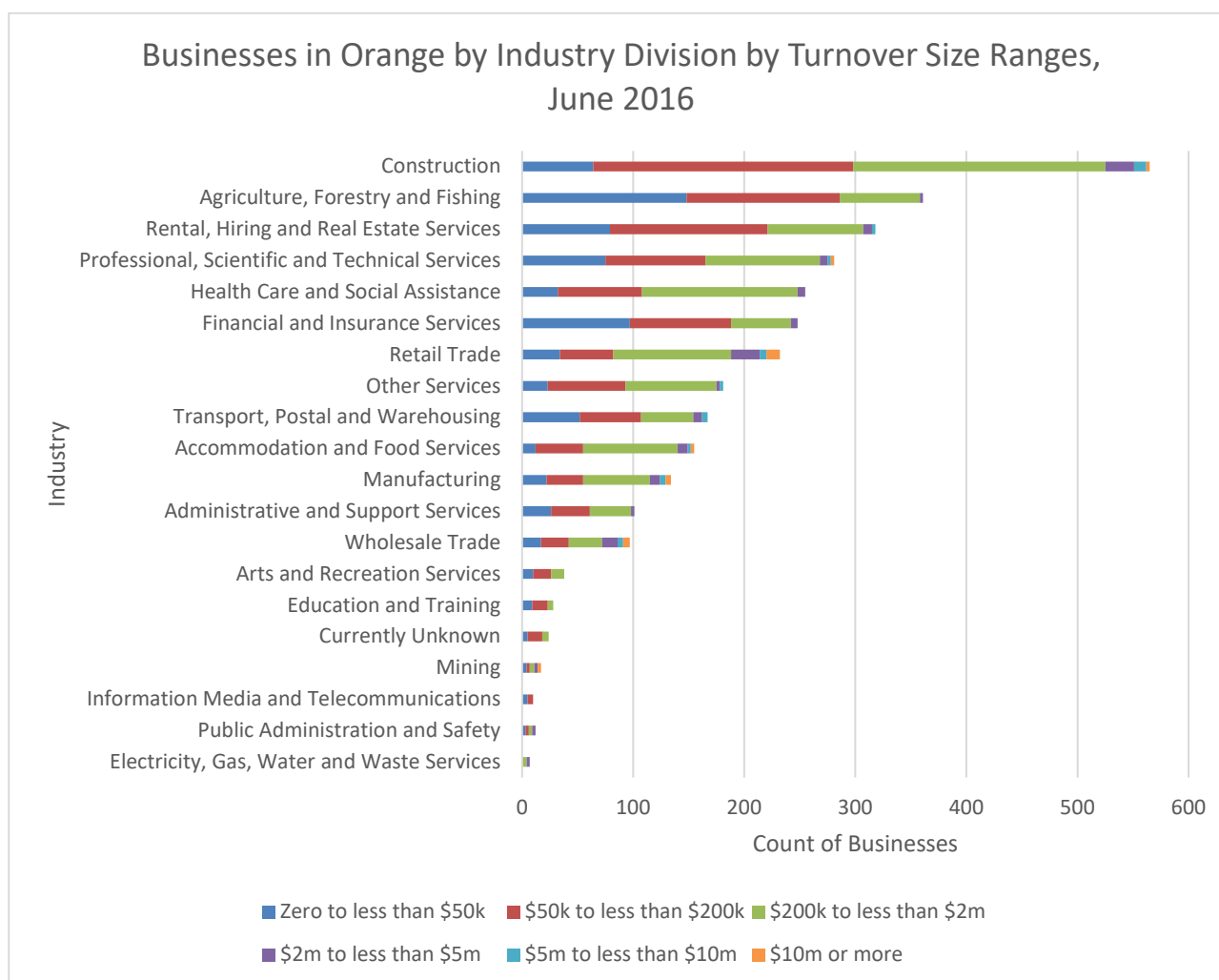


Figure 6.2 Businesses in Orange by Industry Division by Turnover Size Ranges, June 2016

Source: (ABS, 2020)

6.4 Objectives/ Intended Social Outcomes

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

The key objectives of the employment strategy for the development are:

1. Implement strategies to achieve a minimum of 40% (160 people) of construction workforce sourced locally
2. Achieve 100% (4 people) of operational workforce sourced locally
3. Implement strategies to achieve a minimum of 60% of sub-contractors and suppliers sourced locally
4. Generate lasting training and skills development opportunities for the region
5. Pro-actively generate opportunities for under-represented communities, including Aboriginal people and women

6. Transparently communicate employment and procurement opportunities to the local community and provide updates on whether objectives are achieved.

6.5 Actions and Mitigation Strategies

The following actions are proposed to prioritise support local employment and procurement for the project planning and construction phase of the development.

Table 6.2 Actions and Mitigation Strategies for Employment

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/ Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations and Maintenance Contractor	Personnel Responsible 1,2,3,4,5			
SSD8895 Development Consent	AES-10a	Employment Strategy	Prepare an AES in accordance with Schedule 3, Condition 31	✓	✓	✓	✓	✓	-	-	1	Prior to construction	This AES	This AES
	AES-10b	Employment Strategy	Implement the AES in accordance with Schedule 3, Condition 31	✓	✓	✓	✓	-	✓	✓	2	Ongoing	This AES	This AES
	AES-11	Local employment and procurement	Attend and host local forums and events to maintain relationships with local businesses and groups. These may include: <ul style="list-style-type: none"> The Clontarf Foundation's annual employment forum in Dubbo. This forum allows company representatives to meet with Clontarf boys and discuss work opportunities The Wellington High School awards night Events hosted or co-hosted by RDA Orana and Dubbo Regional Council run as 'meet the contractor' events 	✓	✓	-	-	✓	✓	-	1,2 and 3	As necessary	Attend or host local employment and procurement information events This measure aligns with Objective 1, 3, 4 and 5 of Section 6.4	Documentation of events and register of Expressions of Interest collected at these events.
	AES-12	Local employment and procurement	Develop a LSbp-sponsored apprenticeship program that would enable locals to benefit from energy employment opportunities / sets out a school-based education into employment pathways	✓	✓	-	-	✓		-	1 and 3	Initial meetings to develop and implement scholarship program, followed by quarterly review of program outcomes and management of hiring of apprentices from the program.	Establish and maintain an LSbp-sponsored apprenticeship program and manage pathways into work experience and employment at the Project. Deliver a program to include two supported apprentices, funding their wages and TAFE fees for the duration of their apprenticeship, for up to four years. This measure aligns with Objective 4 and 5 of Section 6.4	Documentation of apprenticeship program outcomes.

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/ Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations and Maintenance Contractor	Personnel Responsible ^{1,2,3,4,5}			
	AES-14	Local employment and skills development	Embed transparent selection criteria for sub-contractors that prioritizes organisations based in the Dubbo Regional LGA or Orange LGA. Target at least 60% of sub-contractors from these regions across the development.	✓	✓	✓	-	-	✓	✓	2 and 3	<p>Establish sub-contractor selection criteria from project inception.</p> <p>Monthly review of workforce requirements and sub-contract requirements against forecast need and targets outlined in this AES.</p>	Embed selection criteria with a weighting of at least 10% to prioritise sub-contractors that employ workers from Dubbo Regional LGA or from the Orana and Central West Region. Embed selection criteria with a weighting of at least 20% to prioritise sub-contractors with businesses registered in the Central West and Orana Region. This measure aligns with Objective 1 and 3 of Section 6.4	Maintain a register of employees and sub-contractors to report on 1) proportion of jobs filled by residents of Dubbo Regional LGA and the Central West and Orana Region and 2) proportion of sub-contractors appointed with businesses registered in the Dubbo Regional LGA and Central West and Orana Region and 3) proportion of subcontractors demonstrating Indigenous ownership or employment.
	AES-15	Local employment and procurement	Partner with Dubbo Regional Council or NSW Indigenous Chamber of Commerce to access specialized procurement sourcing panels with Certified and Registered Indigenous businesses. Establish processes and selection criteria that prioritise Indigenous employment and procurement.	✓	✓	✓	-	-	✓	-	2 and 3	<p>Monthly review of workforce requirements and sub-contract requirements against forecast need and targets outlined in this AES.</p>	Establish and maintain a register of local Certified and Registered Indigenous businesses. Embed selection criteria to prioritise sub-contractors that are Certified and Registered Indigenous businesses, or are owned, managed or staffed by Indigenous people. This measure aligns with Objective 1, 3 and 5 of Section 6.4	Maintain a register of employees and sub-contractors to report on 1) proportion of jobs filled by residents of Dubbo Regional LGA and the Central West and Orana Region and 2) proportion of sub-contractors appointed with businesses registered in the Dubbo Regional LGA and Central West and Orana Region and 3) proportion of subcontractors demonstrating Indigenous ownership or employment.

Source	ID	Aspect	Mitigation/Management Measure	Development Phase				Responsible Party				Timing/ Frequency	Implementation Action	Compliance Record
				Early Works Construction	Main Works Construction	Operations and Maintenance	Decommissioning	Principal (LSbp)	EPC Contractor	Operations and Maintenance Contractor	Personnel Responsible ^{1,2,3,4,5}			
	AES-16	Local employment and procurement	Partner with local organisations to support regional modelling of workforce needs and communicate employment and procurement opportunities emerging from the development.	✓	✓	-	-	-	✓	-	2 and 3	Monthly review of workforce requirements and sub-contract requirements against forecast need and targets outlined in this AES.	Partner with RDA Orana to provide data on required workforce skills and roles and timing to support RDA Orana in their overarching plan for skills generation in the region. Partner with Dubbo Region Skills to communicate employment and procurement opportunities to local businesses and workers. This measure aligns with Objective 4 of Section 6.4	Documentation of workforce modelling supplied to RDA Orana. Documentation of engagement with Dubbo Region Skills and involvement in events or online communication about local employment and procurement opportunities (related to AES-12).
	AES-17	Local employment and procurement	Establish an Expression of Interest register for local businesses as well as those looking for individual employment	✓	✓	-	-	-	✓	-	2 and 3	Establish Expression of Interest (EOI) register before development commencement. Review responses throughout construction.	Establish, review and maintain an Expression of Interest register This measure aligns with Objective 1 and 3 of Section 6.4	Documentation of EOIs and proportion of EOIs resulting in employment or procurement opportunities.
	AES-18	Local employment and procurement and community engagement	Ensure that all direct recruitment activities, procurement opportunities and forecast accommodation, workforce and service needs targeting Aboriginal and local community members are visible through multiple channels. This may include: <ul style="list-style-type: none"> online and print media and local news outlets Partnering with Dubbo Regional Council, RDA Orana, Wellington LALC, Aboriginal employment services and other community groups to access their communication channels. Local social media forums Notifications on local notice boards or advertisement opportunities, such as at community health centres, shopping centres, townhall and sport facilities 	✓	✓	✓	✓	-	✓	✓	1,2 and 3	As needed	Establish and maintain a register of key communication channels, key contacts and mechanisms for engaging with relevant stakeholders. Ensure consistent use of these channels throughout construction and operation of the project. This measure aligns with Objective 1-6 of Section 6.4	Register of communication channels and record of timing and frequency of communication through each channel.

6.6 Case Studies

6.6.1 Case Study: Ginninderry SPARK Yass Construction Program

Ginninderry Spark Programs are case study examples of the types of strategies or initiatives that could be implemented in the area. Ginninderry is a joint venture between Riverview Projects and the ACT Government's Suburban Land Agency, to plan and develop a community consisting of four suburbs containing 30,000 people.

Yass Construction Program is a partnership between SPARK, TAFE NSW and the Yass Valley Anglican Church to deliver an innovative accredited training program focusing on skills development, work experience and potential employment within the construction sector. This program will provide participants with a Certificate I in Construction (CPC10111), a Certificate II Skills for Work and Vocational Pathways (FSK20119) and a Certificate II in Construction Pathways (CPC20211). This is a 15 week program will run 3 days per week (Mon–Wed, 21 hours per week) and be a combination of theory, practical hands on learning and industry work experience. Each year, the program enrolls between 10-20 students.

6.6.2 Case Study: Ginninderry SPARK Jobtrainer Women in Civil Construction Program

SPARK and Master Builders ACT have partnered to create the JobTrainer Women in Civil Construction Program, which is an innovative program to encourage more women to consider a career in the civil construction industry. This program will provide participants with seven core units of competency and a pathway into a qualification in civil construction with a four-week work placement within the civil sector and guaranteed jobs for successful program graduates.

Between 2019 and November 2021, 21 women completed this program and have secured permanent work in the sector.

ACT and Commonwealth Governments have agreed to an extension and expansion of the JobTrainer Fund, providing an additional \$16.75 million to support critical skills training in 2021 and 2022. This means approximately 2,500 free training places will be available over two years; the final number of places is contingent on the uptake of full qualifications and short courses.

6.6.3 Case Study: Transgrid Transform your Future

Another program worth noting is by TransGrid and Belmont TAFE which provides a 7 week pre-apprenticeship program in electrical trades for students still in High school. This program provides sixteen places for women over the age of sixteen, and includes three subjects that can be used as credit towards a Certificate III in Electrotechnology Electrician. This is a great way for young people to get a head start on their apprenticeship as a licensed electrician or electrical tradesperson and learn whether the industry is right for them, before committing to a full apprenticeship.

7.0 Document Review and Control

Condition 2 of Schedule 4 of the development consent states the following:

“The Applicant must:

(a) update the strategies, plans or programs required under this consent 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 strategies, plans or programs required under this consent to the satisfaction of the Planning Secretary within 1 month of:

- the submission of an incident notification under condition 7 of Schedule 4;*
- the submission of an audit report under condition 11 or 13 of Schedule 4; or*
- any modification to the conditions of this consent.”*

Consistent with Condition 2 of Schedule 4 of the development consent, LSbp will therefore, a) update the AES to the satisfaction of the Planning Secretary prior to carrying out any upgrading or decommissioning activities; and b) review and, if necessary, revise the AES to the satisfaction of the Planning Secretary within one month of any modification to the conditions of the development consent.

Additionally, Condition 3 of Schedule 4 provides that LSbp may, at any time, submit a revised AES to the Planning Secretary for approval. The AES will be periodically reviewed by the EPC Contractor and O&M Site Manager during construction and operations, respectively (addressed in detail within Section 6.0 of the EMS). If revisions to the AES are required, for example, to facilitate continuous improvement, to respond to legislative changes or address an actual or potential non-compliance, then they will advise the LSbp team. The LSbp team will be responsible for revising the AES and submitting the updated AES to the Planning Secretary for approval.

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

8.0 Monitoring and Evaluation

8.1 Integration with the Stakeholder Engagement Strategy

Consultation during construction will primarily be implemented by the EPC Contractor in collaboration with LSbp in accordance with the development's Stakeholder Engagement Strategy. This strategy includes multiple opportunities for consultation and feedback through initiatives such as a complaints register and personal meetings with key stakeholders and local community members. Outcomes of these activities are recorded in the overall project consultation register, which is then used as a data source for future monitoring and reporting.

The following metrics and strategies should underpin monitoring and evaluation of the development. 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 LSbp.
- Gather learnings for application to other projects.
- Establish and maintain a complaints and feedback system.

Table 8.1 Indicators and Mechanisms for Monitoring

Indicators for monitoring	Reporting frequency	Responsibility	Communication channel
Number of on-site workers employed from the Central West and Orana Region, by contract type and role	Monthly	LSbp project management EPC Contractor	Key stakeholder meetings between EPC Contractor, LSbp, accommodation providers, Dubbo Regional LGA, RDA Orana
Percentage of procurement value awarded to local businesses and sub-contractors, by service type	Monthly	LSbp project management EPC Contractor	Key stakeholder meeting between EPC Contractor, LSbp, Dubbo Regional LGA, RDA Orana
Number of apprentices employed by LSbp and by sub-contractors	Monthly	LSbp project management	Key stakeholder meeting between EPC Contractor, LSbp, Dubbo TAFE, RDA Orana
Stakeholder Engagement and Complaints resolution	As necessary	LSbp engagement	Internal review and management of development feedback and direct communication with individuals or groups raising complaints or providing feedback

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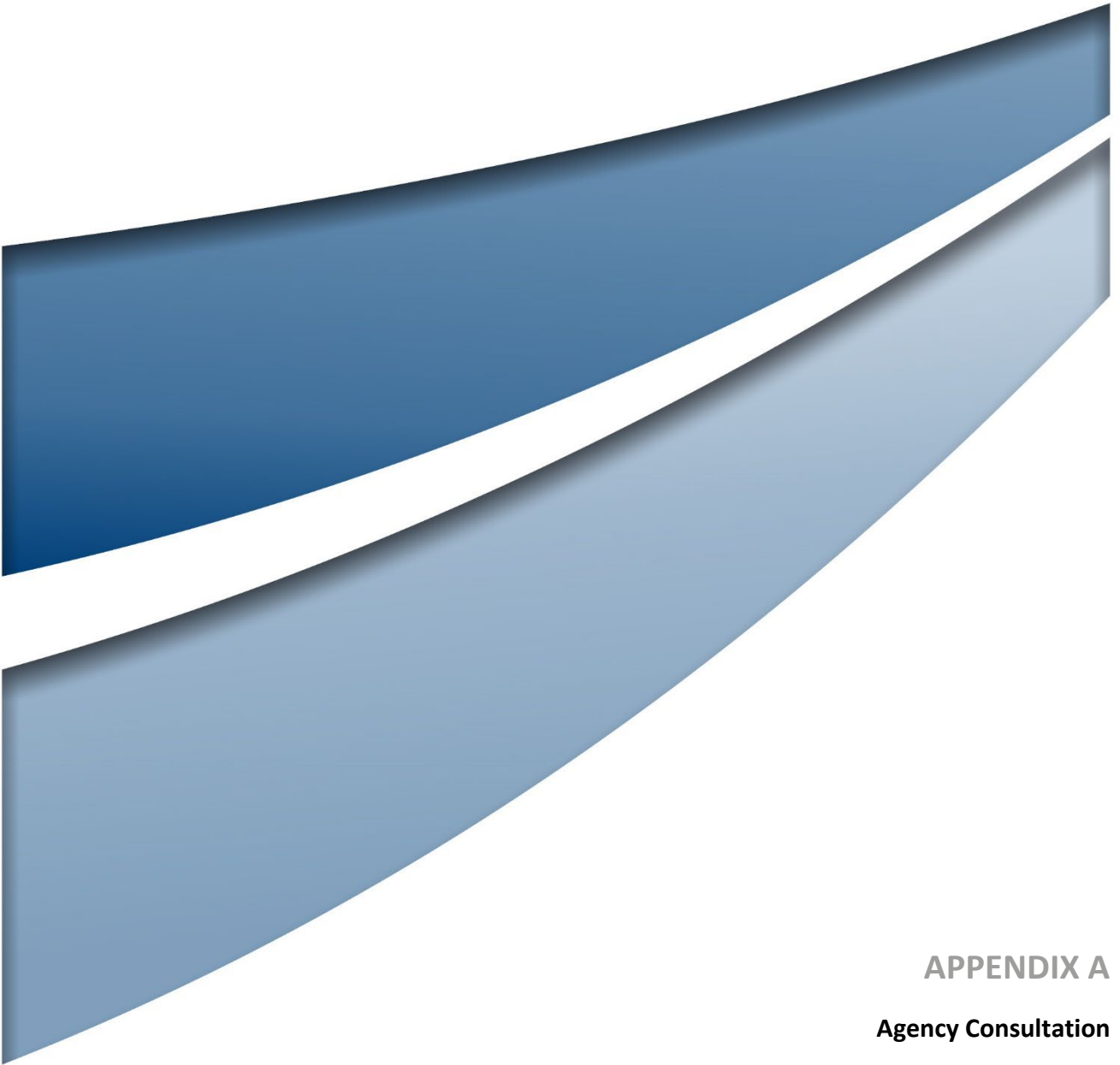
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APPENDIX A

Agency Consultation

Consultation: Dubbo Regional Council

Agency and other stakeholder consultation has occurred as per the development consent for plans and strategy prepared under the LSbp Integrated Management System. Preparation of this AES occurred in consultation with Dubbo Regional Council (Council).

At the early stages of the AES preparation, and to discuss general preferences regarding plan content and structure, verbal consultation occurred. The AES was provided to Council with an invitation to review and comment on all aspects of the document. Any comments received in response to the AES are documented in the tables below and the AES content updated where necessary.

The AES was submitted to Council for review 23 February 2022. No feedback was received and Council were followed up by Umwelt on 9 March 2022. No feedback was received and LSbp (on behalf of Umwelt) followed up Council late April 2022. Correspondence was received from Council on 2 May 2022. No changes to the AES were required but all feedback is documented in the table below.

Council Consultation

ID	Comment	Response
1	<p>Thank you for the opportunity to comment on the draft Accommodation and Employment Strategy prepared in support of the project.</p> <p>As you are aware, the Local Government Area is experiencing a significant increase in economic activity, which is driving the need for the provision of short term worker accommodation in both Dubbo and Wellington. The delivers of this need for short term worker accommodation include the following:</p> <ol style="list-style-type: none"> 1. The development of renewable energy projects associated with the Central West and Orana Renewable Energy Zone; 2. The designation by the NSW State Government for the Region being the first Critical Minerals Hub in the State. This also includes the development of the Australian Strategic Minerals project at Toongi; 3. The development of the Inland Rail Project, which is situated at Narromine; 4. The needs of industry including Fletchers International Exports and other industries in the Region; and 5. The need for accommodation for health and other key industry workers in the LGA. 	<p>These factors have been acknowledged, and added to Section 3.0 of this AES</p>
2	<p>It is understood that the State Government and other industry participants are currently examining various methodologies for the development of short term worker accommodation. However, I can also advise that Council is undertaking a body of work to fully understand the needs for short term accommodation moving forward and the models available.</p>	<p>Noted, no changes to the AES required</p>

ID	Comment	Response
3	In respect of your draft Accommodation and Employment Strategy, no concerns are raised in respect of the information included, the data utilised and the relevant conclusions. In respect of the information contained in the report, Council Staff would like to discuss with you the future use of the information for Council activities.	Noted, this is being progressed separately by LSbp and Umwelt. No changes to the AES required
4	<p>However, in particular Council would like to further engage with you in respect of the actions as provided below.</p> <p><i>Investigate provision of housing support through LSbp's Community Benefit Fund. This measure aligns with Objective 3 of Section 5.3</i></p> <p><i>Dubbo Regional Council and RDA have expressed a desire to work with LSbp to identify short- and long-term housing options in Wellington. Work with Dubbo Regional Council and RDA Orana to investigate and/or co-deliver workforce camps near Wellington or Dubbo. This may take the form of contributions to infrastructure, housing, or community housing grants. This measure aligns with Objective 3 of Section 5.3</i></p> <p>These particular actions have a number of synergies with Council's activities around short term and other housing delivery. In addition, Council is currently developing a Housing Roadmap for the Local Government Area. A report in respect of the proposed Roadmap was considered by Council at its April 2022 Ordinary Meeting. A copy of the report can be obtained here: Council Meetings - Dubbo Regional Council (nsw.gov.au)</p>	Noted, this is being progressed separately by LSbp and Umwelt. No changes to the AES required
5	Moving forward, it is considered that it may be advantageous for both Lightsource BP and Council Staff to meet on a monthly basis to discuss accommodation issues and solutions, in addition to discussions around your other projects in the Renewable Energy Zone.	Noted, this is being progressed separately by LSbp. No changes to the AES required

