



Accommodation and Employment Strategy

Limondale Sun Farm

Prepared for Limondale Sun Farm Pty Ltd | 26 July 2018





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Ground Floor, Suite 01, 20 Chandos Street
St Leonards, NSW, 2065

T +61 2 9493 9500

F +61 2 9493 9599

E info@emmconsulting.com.au

www.emmconsulting.com.au

Accommodation and Employment Strategy

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Prepared by **Kate Cox**

Approved by **Nicole Armit**

Position Associate Environmental Scientist

Position Associate Director

Signature



Signature



Date 26 July 2018

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Document Control

Version	Date	Prepared by	Reviewed by
V2	08/06/18	Kate Cox	Nicole Armit
V3	26/07/18	Ellie Thackray	Kate Cox



T +61 (0)2 9493 9500 | F +61 (0)2 9493 9599

Ground Floor | Suite 01 | 20 Chandos Street | St Leonards | New South Wales | 2065 | Australia

www.emmconsulting.com.au

Table of contents

Chapter 1	Introduction	1
1.1	Overview of the Limondale Sun Farm	1
1.2	Purpose of this strategy	1
1.3	Relevant condition of consent	1
1.4	Document hierarchy	2
<hr/>		
Chapter 2	Regional profile	3
2.1	Regional economic structure	3
2.2	Facilities and services	3
<hr/>		
Chapter 3	Workforce generation	5
3.1	Workforce estimates	5
3.1.1	Construction	5
3.1.2	Operation	5
3.2	Interaction with other projects	6
3.2.1	Balranald Mineral Sands Project	6
3.2.2	Sunraysia Solar Farm	6
<hr/>		
Chapter 4	Engagement with key stakeholders	7
<hr/>		
Chapter 5	Accommodation strategy	8
5.1	Review of accommodation options	8
5.1.1	Short-term accommodation – Balranald	8
5.1.2	Short-term accommodation – other	10
5.1.3	Rental accommodation	11
5.1.4	Purpose built workforce accommodation	11
5.1.5	Peak periods	12
5.2	Hierarchy of accommodation options	12
5.3	Actions to prioritise use of local accommodation	13
<hr/>		
Chapter 6	Employment strategy	14
6.1	Suitability for the project	14
6.2	Types of labour and skills required	14
6.3	Actions to prioritise local employment	15
<hr/>		
Chapter 7	Implementation of the strategy	16
7.1	Roles and responsibilities	16
7.2	Review and continuous improvement	16
<hr/>		

Appendices

A Consultation records

Tables

1.1	Relevant conditions of consent	1
3.1	Workforce estimates during construction	5
4.1	Stakeholder engagement	7
5.1	Available accommodation in Balranald	9
5.2	Short-term accommodation within 100 km of Limondale	10
5.3	Suitability of purpose built workforce accommodation options	11
5.4	Construction workforce accommodation hierarchy of options	12
5.5	Actions to prioritise use of local accommodation	13
6.1	Objectives and actions to encourage prioritisation of local employment	15
7.1	Roles and responsibilities	16

Figures

1.1	EMS framework	2
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1 Introduction

1.1 Overview of the Limondale Sun Farm

The Limondale Sun Farm ('Limondale') is a large-scale solar photovoltaic (PV) generation facility and associated infrastructure in south-western New South Wales (NSW). The sun farm will be developed on a site within the Balranald Shire local government area (LGA), approximately 14 kilometres (km) south of the township of Balranald. The sun farm was granted development consent (SSD 8025) under Section 89E of the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act) on 31 August 2017.

Limondale is currently undergoing a detail engineering design process to enable commencement of construction later in 2018.

1.2 Purpose of this strategy

The purpose of this Accommodation and Employment Strategy (AES) for Limondale is to address the relevant condition of consent (CoC) relating to accommodation and employment, with the following objectives:

- identify opportunities for maximising the use of local accommodation, in particular for the construction workforce;
- identify opportunities for maximising local employment; and
- establish a framework for engaging with key stakeholders regarding accommodation and employment.

1.3 Relevant condition of consent

Condition 28 of the CoC requires the preparation of an Accommodation and Employment Strategy [AES] (to the satisfaction of the Secretary) prior to the commencement of construction. This AES has been prepared to satisfy the requirements of Schedule 3, Condition 28 of the CoC, replicated in the table below. This Plan addresses the following:

Table 1.1 Relevant conditions of consent

Condition of consent	Report section
Prior to the commencement of construction, the Applicant must prepare an Accommodation and Employment Strategy for the development in consultation with Council, and to the satisfaction of the Secretary. This strategy must:	
<ul style="list-style-type: none">• provide updated estimates of the likely accommodation demand of the development, including consideration of the potential interaction with Sunraysia Solar Farm and the Balranald Mineral Sands Mine, in consultation with the applicant of that project;	Section 3 and Section 4
<ul style="list-style-type: none">• investigate options for maximising the use of available accommodation within Balranald during construction of the development;	Section 5
<ul style="list-style-type: none">• propose a strategy to facilitate the accommodation of the workforce associated with the development;	Section 5
<ul style="list-style-type: none">• investigate options for prioritising the employment of local workers for the construction and operation of the development where feasible; and	Section 6

Table 1.1 Relevant conditions of consent

Condition of consent	Report section
<ul style="list-style-type: none"> include a program to monitor and review the effectiveness of the strategy over the life of the development. 	Section 7

1.4 Document hierarchy

This AES sits within a suite of management plans and strategy documents required by the conditions of consent as shown in Figure 1.1 which detail the environmental performance criteria and site-specific management measures and procedures to be implemented. The overarching document is the Environmental Management Strategy (EMS) required under the CoC. The AES sits within the management plans required under the CoC and should be read in conjunction with the EMS.

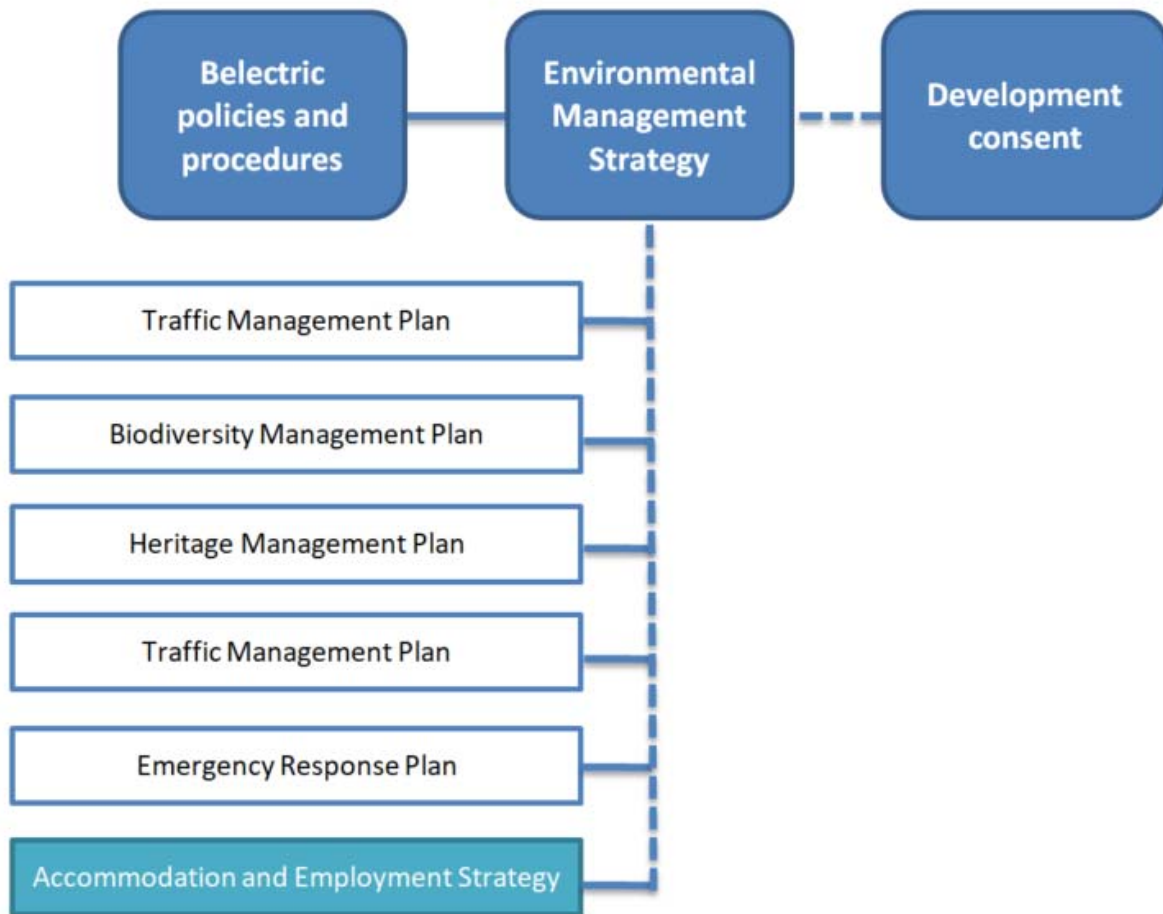


Figure 1.1 EMS framework

2 Regional profile

2.1 Regional economic structure

Balranald is the largest township in the Balranald Shire LGA with a population of 1,159. The population of the Balranald Shire LGA in 2016 was 2,287, compared to 2,283 in 2011 (ABS, 2018; ABS, 2013). Recently, significant developments implemented as part of the *Balranald Shire Economic Development Strategy* have fostered economic growth and diversification within the township. These significant developments, which include the construction of the Visitor and Interpretive Centre, Balranald Hospital and Balranald Central Trade School, have each provided additional employment opportunities for the township's population and resulted in varied improvements to the level of services available for locals and visitors (Balranald Shire Council (BSC) 2016).

At the 2016 census, agriculture was the dominant industry of employment for Balranald's population (grape growing (6.4%), sheep farming (6.3%), and grain-sheep and grain-beefing cattle farming (3.6%)), with hospitals (4.3%) and local government administration (4.1%) among the township's other major employers, reflecting the township's role as a service centre within the Balranald Shire LGA (ABS, 2018). Though traditionally reliant on dry-land and irrigated agricultural production, the economy within the greater Balranald Shire LGA has experienced significant diversification to encompass horticulture, viticulture and organic agricultural production.

The most common occupations in Balranald township include managers, labourers, technicians and trade workers, clerical and administrative workers, machinery operators and drivers, community and personal service workers, professionals and sales workers (ABS, 2018). A review of the local business directory suggests that the majority of those occupations are performed at small and medium companies, focussed on satisfying local demands (BSC, 2018). In September 2016, the unemployment rate within the Balranald Shire LGA was 3.9%, which was less than the NSW and Australian unemployment rates, which were 5.2% and 5.7%, respectively.

Tourism has become an important economic contributor in Balranald with domestic and international tourists attracted to the Yanga and Mungo National Parks within the Balranald Shire LGA (BSC 2016). The township of Balranald is also the location of a number of the region's major festivals and annual events including the 5 Rivers Outback Festival, the Murrumbidgee Fishing Classic and the Balranald Racing Club's Balranald Cup and Derby Day.

2.2 Facilities and services

Balranald has two cafes, a bakery, two take away shops, an Ex-Services Memorial Club and a restaurant in the Balranald Motor Inn. Two supermarkets, a banking branch, a post office, a small airport, a number of mechanic garages, three services stations, a major district hospital and a general medical practice service are also located in Balranald.

In Tooleybuc and Piangil (approximately 50 km south of Balranald), one restaurant/cafe, a post office and two service stations service the area.

In neighbouring towns Euston and Robinvale (approximately 80 km west of Balranald) a larger number of facilities and resources are available. Four cafes, four takeaway facilities and restaurants, a boutique distillery, a golf club, and a bowling and recreation club are present within the towns. A large supermarket, a pharmacy, a newsagency, two post offices, three bank branches, a number of retail stores, a number of mechanics and smash repair garages, two service stations, two major medical centres and minor GP clinic are also present.

In larger Swan Hill (approximately 90 km south of Balranald) there are a more extensive variety of cafes, take away shops and restaurants, seven service stations, a race course, golf and country club and an RSL club. Three major supermarkets, two post offices, six bank branches, a newsagent, three pharmacies, a cinema, an airport and a large number of retail stores are present in the town. Swan Hill also has a large industrial area with a number of engineering, scrap metal, recycling, repair and mechanical services. There is a major hospital and a number of other smaller medical clinics, GPs, surgeries, specialists, dentists and physiotherapists.

3 Workforce generation

3.1 Workforce estimates

3.1.1 Construction

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

It is desirable that a proportion of the workforce will be from the resident population within Balranald and surrounding LGAs, as this would be economically beneficial for the region, and would reduce demand for temporary workforce accommodation (assuming those workers travelled daily from their place of residence). However, to provide conservative estimates for accommodation demand, it is assumed that most of workforce will require temporary accommodation during their employment.

Table 3.1 Workforce estimates during construction

Month	Number of workers
Month 1	80
Month 2	140
Month 3	210
Month 4	220
Month 5	220
Month 6	220
Month 7	220
Month 8	250
Month 9	250
Month 10	250
Month 11	250
Month 12	230
Month 13	230
Month 14	160
Month 15	110
Month 16	60
Month 17	50
Month 18	50

3.1.2 Operation

Once operating, Limondale is expected to require up to 20 employees on an ongoing basis.

3.2 Interaction with other projects

Given the potential for overlap between the construction period for Limondale and other developments near Balranald, interaction with other projects has been considered. An influx of workers requiring accommodation could place pressure on local short-term accommodation and other services within the town, which may have adverse flow-on effects. For example, construction workers may restrict the availability of supply of short-term accommodation to other users during peak tourist periods such as school holidays and the region's major festivals and annual events.

3.2.1 Balranald Mineral Sands Project

The CoC requires consideration of potential interaction with the Balranald Mineral Sands Mine, which is an approved but not yet constructed mine approximately 12 km north-west of Balranald. The approval for the mineral sands mine includes approval for a workforce accommodation camp to be located at the mine site, which would accommodate the majority of the construction workforce. Therefore, cumulative impacts associated with accommodation in the township of Balranald are unlikely, as the workforce would be accommodated outside of town in purpose built accommodation.

Iluka Resources was contacted by email on 1 May 2018 regarding its expected demand for accommodation in Balranald during 2018 and 2019. Iluka's reply on 2 May 2018 confirmed that Iluka has no demand for local accommodation in Balranald in the short term (next 2 years).

3.2.2 Sunraysia Solar Farm

The CoC requires consideration of potential interaction with the Sunraysia Solar Farm in consultation with the applicant of that project. The proposed Sunraysia Solar Farm is also on the western side of Yanga Way, immediately south of Limondale.

As detailed in Table 1.2, Limondale Sun Farm has consulted with the proponent for the Sunraysia Solar Farm regarding the construction schedules for the two developments and concurrent impacts. Representatives for Sunraysia Solar Farm confirmed the construction is planned to commence in July 2018 with full construction from September 2018 to August 2019. The construction periods for both projects will overlap for most of their durations.

Publicly available information for the Sunraysia Solar Farm indicates a peak construction demand of 250 workers. Discussions with BSC in April 2018 and representatives for the Sunraysia Solar Farm in May 2018 indicated that the proponent for the Sunraysia Solar Farm is progressing with a purpose built accommodation camp in the Balranald township, which would be operational for the commencement of the Sunraysia Solar Farm. The facility would primarily cater to the workforce for that project. BSC initially indicated there could be opportunities for proponents of other projects, such as Limondale, to use this facility. However, recent discussion with representatives for the Sunraysia Solar Farm in May 2018 confirmed that it would require the full capacity of the camp to house its workforce, and would not rely on local accommodation.

4 Engagement with key stakeholders

The CoC (Schedule 3, Condition 28) requires that this AES be developed in consultation with BSC, and the proponents of the Balranald Mineral Sands Mine (Iluka Resources) and Sunraysia Sun Farm (Maoneng). Engagement with these and other key stakeholders is necessary to ensure that opportunities to maximise accommodation use within Balranald are realised, as required by the CoC.

Key stakeholders and consultation proposed and/or undertaken to date is summarised in Table 4.1.

Table 4.1 Stakeholder engagement

Stakeholder	Consultation outcomes
Balranald Shire Council (BSC)	<p>A meeting was held via teleconference with BSC's General Manager, Michael Kitzelman, on 27 April 2018. BSC has indicated its willingness to work proactively and collaboratively with Belectric to achieve the objectives of the AES and maximise opportunities for Balranald town. This has included willingness on BSC's behalf to facilitate communication with the above stakeholders. BSC raised the potential opportunity for using the purpose built workforce accommodation being considered by Sunraysia Solar Farm.</p> <p>A copy of the AES was submitted to BSC and correspondence was received from BSC on 17 July 2018 with comments on the AES. Copies of correspondence are provided in Appendix A.</p>
Accommodation operators in Balranald and surrounding towns	Surveys of accommodation operators in Balranald were completed in April 2018. A number of operators identified their interest in receiving further information regarding opportunities to service the construction workforce for Limondale.
Owners of available rental properties	Correspondence has been received from a number of property owners indicating the availability of houses within Balranald. BSC indicated its willingness to facilitate initial discussions with the local community regarding opportunities. Belectric has established a register of property owners who have expressed interest to date.
Local business community	Discussions with BSC identified a number of opportunities to engage with the local business community, including through the local chamber of commerce and the local community development organisation Balranald Inc. BSC indicated its willingness to facilitate initial discussions with the local business community.
Sunraysia Solar Farm	Belectric and representatives for the Sunraysia Sun Farm held a teleconference on 24 May 2018. Commenced discussions regarding the construction schedules for the two developments and concurrent impacts. Representatives for Sunraysia Solar Farm confirmed the construction is planned to commence in July 2018 with full construction from September 2018 to August 2019. Sunraysia confirmed that its purpose built accommodation facility, if it was to be constructed, would be unlikely to have capacity to accommodate workers from the construction of the Limondale Sun Farm.
Balranald Mineral Sands Mine (Iluka Resources)	Iluka has confirmed that it will have no demand for local accommodation in Balranald in the short term (next 2 years). The need to engage with Iluka will be reviewed as part of regular reviews of the AES if the construction period is protracted beyond 2020.

5 Accommodation strategy

5.1 Review of accommodation options

The CoC requires that the AES investigate options for maximising the use of available accommodation in Balranald during construction. As described in Section 3, a portion of the workforce is likely to travel from other regional or metropolitan areas and reside in the Balranald area temporarily for the duration of construction. This will create demand for temporary accommodation during the construction period for up to 18 months.

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

- Short-term accommodation – motels and caravan parks.
- Rental accommodation – renting privately-owned dwellings.
- Purpose built workforce accommodation – existing and/or approved (but not yet constructed) workforce accommodation options.

These three options are discussed below. In addition, a survey of accommodation business owners/operators in Balranald township was also conducted in April 2018. The survey included the following questions:

- How many rooms are available?
- What are typical occupancy rates?
- What are the peak periods and local events that the establishment caters for during the year?
- What other developments in the area that have generated demand for accommodation recently, or that you expect in the future?
- Do you see the construction of the Limondale Sun Farm as an opportunity for your business?

The results of the review of available accommodation and survey are discussed in the following sections.

5.1.1 Short-term accommodation – Balranald

i Available accommodation

There are a number of short-term accommodation options available which primarily cater to tourists and other visitors in Balranald, as well as workers associated with farming, agricultural and mining activities in the region. These include motels, motor inns and cabins. A review of available accommodation through online booking websites has identified approximately 103 rooms in Balranald town, detailed in Table 5.1. Representatives from each of the establishments below were contacted, with the exception of the Sturt Motel which could not be contacted at the time.

Table 5.1 Available accommodation in Balranald

Establishment	Type	Number of rooms
Balranald Capri Motel	Motel	12
Balranald Caravan Park	Caravan park	12 onsite cabins/caravans
Balranald Club Motel	Motel	15
Balranald Colony Inn Motel	Motel	8
Balranald Motor Inn	Motel	22
Balranald Sturt Motel	Motel	14
Shamrock Motel	Motel	20
Total		103

ii Occupancy rates

Average occupancy rates were reported as high by accommodation business owners in the survey, with most establishments reporting more than 60% occupancy on average, and up to 100% during peak periods. With a construction workforce of around 185 workers sustained over a period of around 12 months, and with occupancy rates typically greater than 60%, there is insufficient existing accommodation within Balranald township to accommodate the construction workforce at present.

iii Peak demand periods

The accommodation operators surveyed identified a number of peak periods during which the town supported larger numbers of tourists and visitors. Tourism has become an important economic contributor in Balranald with domestic and international tourists attracted to the Yanga and Mungo National Parks. The township of Balranald is also the location of a number of the region's major festivals and annual events. Peak periods identified by accommodation providers included:

- School holidays, especially when NSW and Victorian holiday periods overlap;
- Christmas and Easter holiday periods;
- 5 Rivers Outback Festival (early October);
- Murrumbidgee Fishing Classic (March); and
- Balranald Racing Club's Balranald Cup and Derby Day (October/November).

iv Other developments

Accommodation operators identified a number of other developments in the area that had recently, currently or were expected to generate demand for workforce accommodation in the near future:

- almond farming operations;
- government employees and contractors associated with road work activities and from Water NSW;
- mining activities in the area (although noting that demand has reduced).

v Perceived benefits of Limondale

All accommodation owners/operators surveyed identified Limondale as a positive opportunity. A number of personnel surveyed commented that they would be interested in receiving further information on the requirements for accommodation for Limondale, and opportunities were also identified for expansion of facilities to accommodate additional workers.

5.1.2 Short-term accommodation – other

A more extensive range of accommodation options have been identified within 100 km of Limondale. These are summarised below and detailed in Table 5.2:

- Tooleybuc (55 km south-west of Balranald) – at least 30 rooms;
- Euston (80 km west of Balranald) – at least 30 rooms;
- Swan Hill (approximately 90 km south of Balranald) – more than 420 rooms.

Table 5.2 Short-term accommodation within 100 km of Limondale

Establishment	Location	Type	Number of rooms ¹
Tooleybuc Club Motor Inn	Tooleybuc	Motel	Unknown
Tooleybuc Motel	Tooleybuc	Motel	16
Tooleybuc Country Roads Motor Inn	Tooleybuc	Motel	14
Tooleybuc River Retreat Villas	Tooleybuc	Cabins	Unknown
		Sub total	Greater than 30
Euston Club Cabin Resort	Euston	Self-contained accommodation	Unknown - 2 and 3 bedroom cabins
Euston Club Motel	Euston	Motel	Unknown
Euston Motel	Euston	Motel	20
Euston Riverfront Caravan Park and Cafe	Euston	Caravan park	10 onsite cabins/caravans
		Sub total	Greater than 30
Australian Settlers Motor Inn	Swan Hill	Motel	15
Best Western Burke and Wills Motor Inn	Swan Hill	Motel	19
Best Western Travellers Rest Motor Inn	Swan Hill	Motel	20
Big4 Riverside Swan Hill	Swan Hill	Caravan park	32 onsite cabins/caravans
Comfort Inn Campbell	Swan Hill	Motel	24
Comfort Inn Lady Augusta	Swan Hill	Motel	24
Hilltop Resort	Swan Hill	Motel/Resort	16 motel rooms, 10 cabins and ensuite sites
Ibis Styles Swan Hill Resort	Swan Hill	Hotel	62
Jacaranda Holiday Units	Swan Hill	Apartments	15
Jane Eliza Motor Inn	Swan Hill	Motel	27
Lazy River Motor Inn	Swan Hill	Motel	45
Murray River Motel	Swan Hill	Motel	17
Paddle Steamer Motel	Swan Hill	Motel	20
Paruna Motel	Swan Hill	Motel	16
Pental Island Holiday Park	Swan Hill	Caravan park	13 onsite cabins/caravans

Table 5.2 Short-term accommodation within 100 km of Limondale

Establishment	Location	Type	Number of rooms ¹
Pioneer Station Motor Inn	Swan Hill	Motel	30
Sun Centre Motel	Swan Hill	Motel	18
Swan Hill Holiday Park	Swan Hill	Caravan park	7 onsite cabins/caravans
Sub total			Greater than 420
Total			Greater than 480

Notes: 1. Number of rooms is conservative as the number of rooms was unknown for several establishments.

5.1.3 Rental accommodation

Correspondence with local residents during the community information sessions held in 2017, as well as correspondence with property owners, has identified capacity within the housing market in Balranald for rental accommodation. A number of property owners have contacted Limondale developer directly to offer houses for rent.

A review of local property and real estate websites did not identify publically advertised rental properties; however, based on the correspondence received to date it appears that there are potentially dwellings available for rent during construction.

5.1.4 Purpose built workforce accommodation

Consideration was given to several existing and/or approved but not yet constructed purpose built workforce accommodation facilities, with outcomes documented in Table 5.3. None of these are currently available, although there is potential for these to be operational at some point during the construction period of Limondale.

Table 5.3 Suitability of purpose built workforce accommodation options

Facility	Status	Comments
Australian Farming Services workforce accommodation	Existing – located on property adjoining sun farm	Consultation with Exact Contracting has identified that a 40 bed workforce accommodation facility is located on the property immediately north of Limondale, previously used to accommodate workers establishing an almond farm. Preliminary discussions with Exact Contracting confirmed that the accommodation facility is not available for use by Limondale.
Sunraysia Solar Farm workforce accommodation	Proposed – proponent in discussions with BSC	Discussions with BSC in April 2018 indicated that the proponent for the Sunraysia Solar Farm was considering an application for an accommodation facility in Balranald town, which could be approved and operational later in 2018. While the facility would primarily cater to the workforce for that project, Council indicated there could be opportunities for proponents of other projects to use this facility. However, recent discussion with representatives for the Sunraysia Solar Farm in May 2018 confirmed that it would require the full capacity of the camp to house its workforce.
Workforce accommodation for the Balranald Mineral Sands Project	Approved – not constructed	A workforce accommodation camp forms part of the approval for the Balranald Mineral Sands Mine to the north of Balranald, however the mine and associated camp have not been constructed to date. Correspondence from Iluka dated 2 May 2018 stated that there would not be demand for accommodation in Balranald in the short term (next two years). This option has not been considered further.

5.1.5 Peak periods

A number of peak periods have been identified where accommodation demand from the construction workforce has the potential to coincide with school holiday periods and the region's major festivals and annual events. For short term peak periods associated with events and festivals, for example the 5 Rivers Festival which runs over a long weekend in October in Balranald town, it may be possible to reduce workforce numbers for a short period to ease demand for workforce accommodation.

5.2 Hierarchy of accommodation options

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

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

The hierarchy for accommodation for the construction workforce, in order of preference, is detailed in Table 4.4.

Table 5.4 Construction workforce accommodation hierarchy of options

Priority	Comment	Total number of rooms (approx)	Rooms available based on 60% occupancy
1. Short-term temporary accommodation such as motels and caravan parks in Balranald town	These establishments are located within Balranald town and are in close proximity to the site, and to facilities and local business services that may be used by the workforce.	103	41
2. Rental accommodation within, or in close proximity to Balranald town	The construction workforce is likely to include personnel who relocate to the region temporarily for an extended period (eg greater than three months) during construction. Rental accommodation would provide a more permanent base for these personnel for the duration of their employment which is close to town and to the site.	Unknown	Unknown
3. Short-term temporary accommodation in surrounding regional towns	Three other towns within 100 km of the site, Tooleybuc (55 km from site), Euston (80 km from site) and Swan Hill (90 km from site), have been identified as having short-term accommodation that could service the construction workforce.	480	192
Total (approximate)		523	233

Based on an average occupancy rate of 60% for short term accommodation outside peak periods, there is estimated to be a total of 233 rooms within 100 km of Limondale in Balranald, Tooleybuc, Euston and Swan Hill. In combination with maximising recruitment from local region and identification of local rental accommodation, there is likely to be sufficient accommodation for the workforce outside peak periods.

5.3 Actions to prioritise use of local accommodation

Actions have been developed in order to address the objective of prioritising the use of local accommodation in Balranald, detailed in Table 5.5.

Table 5.5 Actions to prioritise use of local accommodation

Action	Timing	Responsibility
Prioritise use of local accommodation where practicable, outside of identified peak times.	During project planning (prior to construction)	Site Manager
Engage with BSC once further engineering design is completed to enable more accurate estimates of construction timing and workforce demand to be communicated to local accommodation operators and property owners for use in accommodation and workforce planning.	During project planning (prior to construction)	Site Manager
In consultation with BSC, facilitate business preparedness in the local business community by providing further detail to key stakeholders on construction timing, workforce estimates, accommodation requirements, and goods and services required during the construction period.	During project planning (prior to construction)	Site Manager
Maintain a register of local property owners who have expressed interest in offering dwellings for rent.	During project planning (prior to construction)	Site Manager
Review workforce predictions quarterly during construction to ensure that accommodation requirements are met in accordance with the objectives of this AES.	At commencement of construction and quarterly thereafter	Site Manager
Identify any overlaps with peak demand periods for accommodation in the coming quarter and engage with key stakeholders.	At commencement of construction and quarterly thereafter	Site Manager
Maintain a register which identifies level of participation for local accommodation providers and employment of local workforce.	At commencement of construction and review quarterly thereafter	Site Manager
Regularly consult with local property owners and accommodation providers to manage occupancy to maximise use of local accommodation, without preventing its use for tourism purposes.	At commencement of construction and quarterly thereafter	Site Manager

6 Employment strategy

6.1 Suitability for the project

The project will provide an opportunity for local people and local businesses to benefit from investment associated with construction of the Limondale Sun Farm; however this shouldn't detract from the project's financial responsibility, safety and performance.

Local businesses will be encouraged to participate in the project on the basis of providing competitive terms of business, price, quality and delivery, as well as taking into account safety and environmental considerations.

The project will partner with businesses which are appropriate and suitable for the project, which will take into account experience, qualifications, value for money and shared values.

6.2 Types of labour and skills required

The workforce estimates are presented in Section 3. The types of labour and skills required include:

- construction manager and foreman;
- quality, health and safety personnel;
- surveyors;
- earth moving equipment operators;
- roadwork contractors;
- pile driving operators;
- laser/string line workers;
- tracker and module installers;
- trenching and cable laying;
- electricians;
- machine operators;
- general labourers; and
- security.

Based on the regional profile in Section 2, there are likely to be workers with some of these skills and trades residing in the local and wider region.

6.3 Actions to prioritise local employment

Objectives and actions have been developed to encourage and prioritise local employment for Limondale, detailed in Table 6.1.

Table 6.1 Objectives and actions to encourage prioritisation of local employment

Objective	Actions	Timing	Responsibility
Inform local community about project-related opportunities	Engage with BSC and the local business community to identify local media outlets (eg radio, newspaper, local social media) and other advertising opportunities (for example, the BSC website, local business community group social media pages) to advertise expressions of interest for employment and other services.	Once construction contractor is appointed	Site Manager
Prioritise employment of suitably skilled local workers	Use goods and services provided by local businesses where they are able to provide those goods and services at equal or better standard as those from the outside area, and are competitive on price, performance, quality, safety, suitability and delivery.	During project planning (prior to construction)	Site Manager
	Give local businesses sufficient opportunity to submit proposals and tenders.	During project planning (prior to construction) and once construction contractor is appointed	Site Manager
	Encourage subcontractors to hire local workers wherever possible and reasonable.	Once construction contractor is appointed	Site Manager
	Establish employment of local workers as one of the criteria against which subcontractors are assessed when awarding contracts.	Once construction contractor is appointed	Site Manager
	Identify roles for which suitable training could be provided to re-skill local workers.	Once construction contractor is appointed	Site Manager
	Take opportunities to supervise, mentor and up-skill local businesses and employees for specialist works, rather than recruiting from outside the area, where practicable.	Once construction contractor is appointed	Site Manager
	Identify requirements for employment opportunities and the procurement of goods and services to be tendered in the coming quarter and communicate with key stakeholders.	Once construction contractor is appointed and review quarterly	Site Manager

7 Implementation of the strategy

7.1 Roles and responsibilities

The roles and responsibilities for implementation of environmental management are detailed in the Environmental Management Strategy. The Site Manager is responsible for implementation of the AES, including undertaking all consultation with key stakeholders.

Table 7.1 Roles and responsibilities

Role	Name	Contact
Site Manager	To be confirmed.	

7.2 Review and continuous improvement

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

During construction, the AES will be reviewed biannually (every six months) to:

- assess the extent to which the objectives of the AES are being met with regard to:
 - maximising use of local accommodation (Table 5.6 of the AES);
 - prioritising local employment where reasonable and feasible (Table 6.1 of the AES);
- assess the continuing suitability of the AES in relation to construction progress, workforce predictions, changing conditions and information; and
- incorporate feedback from external stakeholders, including BSC, accommodation operators, the business community and the general community.

Regular review of the AES will allow opportunities for improvement to be identified and implemented, achieving the overall aim of continual improvement.

Appendix A

Consultation records



BALRANALD SHIRE COUNCIL

ALL COMMUNICATIONS
MUST BE ADDRESSED TO
THE GENERAL MANAGER

Contact: AP:GH:D18.7275

70 Market Street, Balranald NSW 2715
PO Box 120, Balranald NSW 2715

Tel: 03 5020 1300

Fax: 03 5020 1620

Email: council@balranald.nsw.gov.au

Web: www.visitbalranald.com.au

17 July 2018

Belectric Australia Pty Ltd
Wayne Rolph
Unit 329
25 Milton Road
MALVERN VIC 3144

Dear Wayne,

Re: Limondale Solar Farm – Accommodation and Employment Strategy

Council appreciates the opportunity to review the Limondale Solar Farm Accommodation & Employment Strategy (the Strategy) and the following comments are provided for your consideration.

The specifications of the Township of Balranald in terms of service availability appears somewhat inconsistent with actual service availability, however this is not a critical failure of the Strategy. Council has greater concerns in terms of:

1. The Strategy is silent on the provision of health related services to workers and the cumulative impact on existing health services with 2 solar farms under construction?
2. The Strategy is silent on transport to and from site:
 - Workers – How will transport to and from site work, numbers etc?
 - Contractors/ Delivery truck drivers. Has it been assumed that delivery truck drivers will do a return trip on the same day, or will they spend the night in a motel/hotel?
3. The Strategy is silent on potential impacts on existing services such as water, sewer and solid waste.
4. Balranald or the broader region may not offer the required workforce numbers? Where will the additional workforce be sourced and housed?
5. Potential impact on mobile communication infrastructure (wireless voice and data) that a significant number of additional services may have.

Council would also be keen to see a specification to 'encourage subcontractors to hire local workers' described in the Strategy, 'for example' is considerably vague so as not give Council reasonable confidence that the project will provide significant local employment opportunities.

Yours faithfully,


André Pretorius
Director Infrastructure and Development
For the GENERAL MANAGER

26/08/2018

sent by email correspondence

Mr Andre Pretorius
Director Infrastructure and Development
Balranald Shire Council
70 Market Street, Balranald
NSW, 2715

Dear Andre

RE: Limondale Solar Farm – Accommodation and Employment Strategy

Please find responses below to councils review of the Accommodation and Employment Strategy.

1. The Strategy is silent on the provision of health related services to workers and the cumulative impact on existing health services with 2 solar farms under construction?

The project is not anticipating reliance on health services unless in an emergency situation where details of the nearest appropriate facility are given in Emergency Responses documents and the Construction Management Plan. The workforce will reside temporarily in existing accommodation in Balranald and other towns as specified in the AES (and EIS prepared for the Limondale Sun Farm). Minor treatments will be dealt with on site with appropriately qualified first aid personnel. It is expected workers will rely on health services close to their permanent place of residence (which may be outside the region) for more regular health related services.

2. The Strategy is silent on transport to and from site:
 - a. Workers - How will transport to and from site work, numbers etc?

It is anticipated that workers can either car pool or take their private vehicle to site. There could be an opportunity to run a mini bus between areas where multiple workers are utilising accommodation. Transport impacts were assessed in the EIS & Traffic Management Plan.

- b. Contractors/ Delivery truck drivers. Has it been assumed that delivery truck drivers will do a return trip on the same day, or will they spend the night in a motel/hotel?

The logistics provider is anticipating trucks will switch drivers in Euston or Mildura meaning there will be no local accommodation required except for any onsite staff from the logistics contractor.



3. The Strategy is silent on potential impacts on existing services such as water, sewer and solid waste.

This comment is not relevant to our Accommodation & Employment Strategy as we are proposing utilising existing accommodation services In Balranald shire and surrounds.

4. Balranald or the broader region may not offer the required workforce numbers? Where will the additional workforce be sourced and housed?

As stated in the EIS and Section 3.1.1 of the strategy, it is unlikely that that all workforce numbers will be sourced from the Balranald region. Section 3.1.1 of the strategy states: "The workforce will be sourced from both the local and wider region; it is expected to comprise a combination of people residing locally, and workers who will travel from other regional centres or metropolitan areas and reside in temporary accommodation during construction". Any workers not from the immediate area will be accommodated in existing services In Balranald shire, Swan Hill and surrounds as detailed in the strategy.

5. Potential impact on mobile communication infrastructure (wireless voice and data) that a significant number of additional services may have.

This comment is not relevant to our Accommodation & Employment Strategy

Sincerely

John Zammit

Senior Development Manager

On behalf of Limondale Sun Farm Pty Ltd



confidential
Peter Veljkovic
Innogy
Sep 12, 2018 21:09

SYDNEY

Ground floor, Suite 01, 20 Chandos Street
St Leonards, New South Wales, 2065
T 02 9493 9500 F 02 9493 9599

NEWCASTLE

Level 1, Suite 6, 146 Hunter Street
Newcastle, New South Wales, 2300
T 02 4907 4800 F 02 4907 4899

BRISBANE

Level 4, Suite 01, 87 Wickham Terrace
Spring Hill, Queensland, 4000
T 07 3839 1800 F 07 3839 1866

