Accommodation and Employment Strategy

Yanco BESS

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1 INTRODUCTION

1.1 OVERVIEW OF THE YANCO BATTERY ENERGY STORAGE SYSTEM

The Yanco Battery Energy Storage System (BESS) project comprises the design, procurement, construction, testing, and commissioning of a 250MW / 1,100MWh grid-scale battery energy storage facility located at 120 Houghton Road, Yanco, New South Wales. The facility will be connected to the National Electricity Market (NEM) via a 132kV connection to Transgrid's existing Yanco 132/33kV substation.

The Project has received development approval from the NSW Independent Planning Commission (IPC) in October 2025.

1.1.1 Summary of Approved Project

The Project site is located at 120 Houghton Road, Yanco NSW,

Figure 1: Google Earth Image: Site Location



Figure 2: Development Footprint

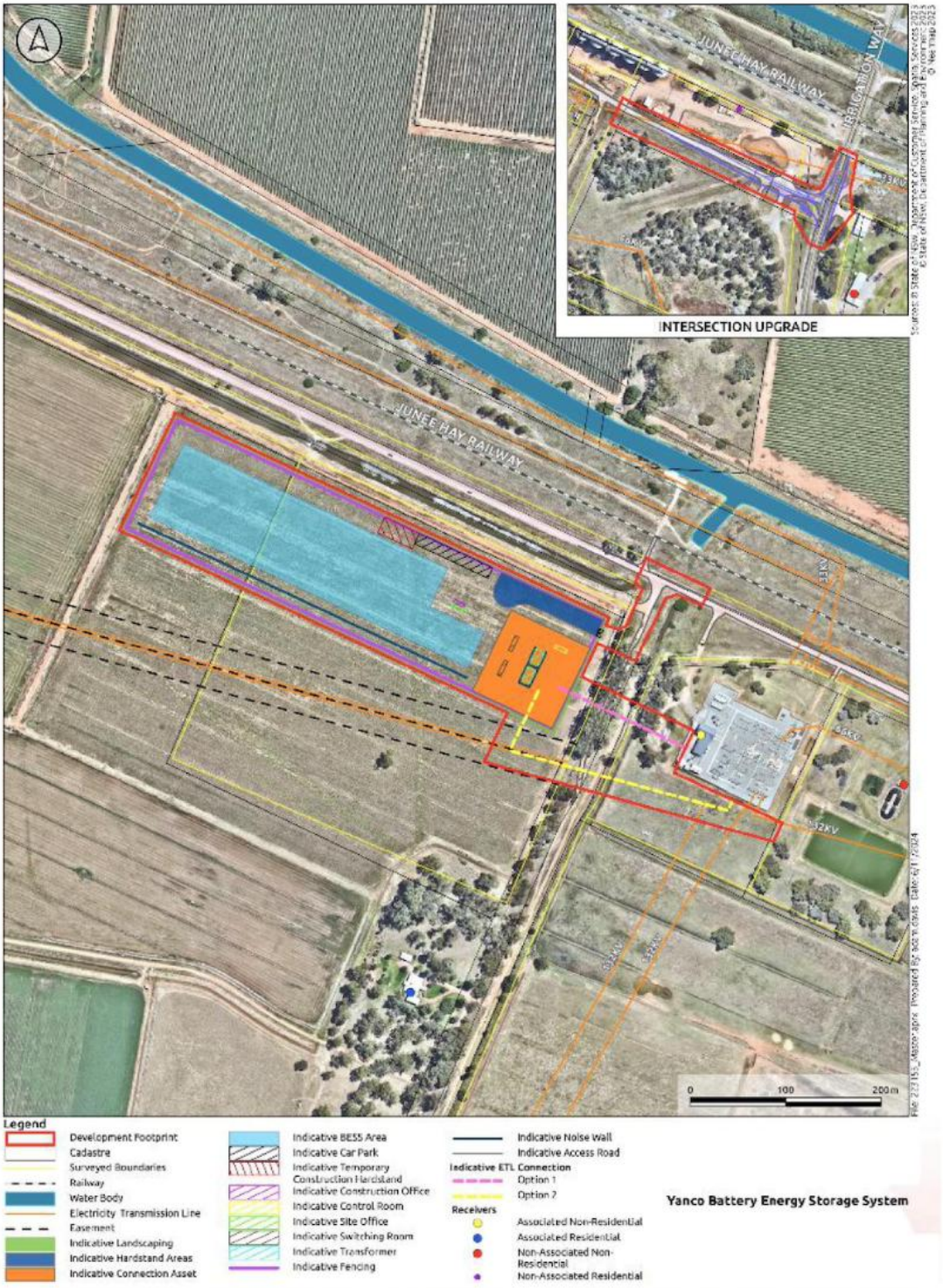


Figure 3: Site Boundary



Parameter	Details
Project Name	Yanco Battery Energy Storage System (Yanco BESS)
Site Address	120 Houghton Road, Yanco NSW 2705
BESS Capacity	250MW / 1,100MWh (4-hour duration)
Grid Connection Voltage	132kV AC
Network Service Provider	Transgrid
Connection Point	Transgrid Yanco 132/33kV Substation
Transmission Link	~500m 132kV XLPE underground cable
BESS Technology Supplier	CATL (separate supply contract)
Planning Approval	Approved NSW IPC October 2025

1.2 PURPOSE OF THIS STRATEGY

The purpose of this Accommodation and Employment Strategy (AES) is to:

- Identify opportunities for maximising local employment;
- Identify suitable accommodations options;
- Establish a framework for engaging with key stakeholders regarding accommodation and employment.

1.3 RELEVANT CONDITION OF CONSENT

Table 1.1 Conditions of Approval relevant to the AES

CoA	Commitment	Document reference
B34 Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development. This strategy must:		
	(a) be prepared in consultation with Council and informed by consultation with local accommodation and employment service providers	Section 6
	(b) propose measures to ensure there is sufficient accommodation for the workforce associated with the development	Section 8
	(c) consider the cumulative impacts associated with other State significant development projects in the area	Section 7
	(d) investigate options for prioritising the employment of local workers and use of local businesses during the construction and operation of the development, where feasible; and	Section 9 and 10
	(e) include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring and review during construction, upgrading and decommissioning.	Section 12
The Applicant must provide a copy of the Accommodation and Employment Strategy to the Planning Secretary prior to commencement of construction and implement the plan throughout construction.		

2 REGIONAL PROFILE

2.1 POPULATION AND DEMOGRAPHY

Leeton Shire is a regional local government area in the Riverina region of south-western New South Wales located approximately 550 kilometres west of Sydney. The shire includes neighbouring suburbs, towns and localities such as Yanco, Wamoon, Whitton, Gogeldrie, Stanbridge and Murrami. In the 2021 Census, Leeton Shire had a usual residential population of 11,452 people, living in 4,697 dwellings. The Shire has a median age of 38, consistent with national trends, and a relatively even gender split (49.3% male, 50.7% female) (id Consulting (2025) Population estimates, Leeton Shire).

Aboriginal and Torres Strait Islander peoples represent 7.2% of the population of Leeton Shire, which is significantly higher than the NSW average of 3.4% (ABS, Census 2021). This data highlights the importance of First Nations participation in employment pathways and accommodation planning across the Shire.

Housing in Leeton Shire remains predominantly characterised by detached dwellings. In 2021, there were 4,697 total dwellings, a slight decrease from 4,763 in 2016. However, the number of occupied private dwellings increased from 4,232 to 4,347 over the same period, indicating stronger utilisation of existing housing despite the marginal decline in overall dwelling stock.

Narrandera is a regional centre located approximately 30 kilometres west of Yanco and is expected to provide a potential source of workers and accommodation for the Project. Further analysis of accommodation availability within Narrandera and the broader Project catchment is provided in Section 5. At the 2021 Census, Narrandera had a usual residential population of 4,369 people living in 2,035 private dwellings. According to the 2021 Census data, the community has a median age of 44, which is higher than both the Leeton Shire and NSW averages.

Narrandera had an Aboriginal and/or Torres Strait Islander population of 638 people in 2021, representing 14.6% of the population. This is significantly higher than the broader Leeton Shire figure of 7.2%, the NSW figure of 3.4% and the Australian figure of 3.2%.

In 2021, Narrandera had 2,035 private dwellings. Housing within Narrandera is predominantly characterised by detached dwellings and provides an important source of accommodation and housing capacity within commuting distance of the Project.

Yanco is a small rural village within Leeton Shire which at the 2021 Census had a usual residential population of 774. Profile.id population estimates indicate that the resident population of Yanco–Merungle Hill and surrounds was 1,221 persons at 30 June 2025 (profile.id, 2025). According to the 2021 Census data, the community has a median age of 25, significantly younger than the Shire and national averages, largely driven by the presence of Yanco Agricultural High School, a major boarding school serving students from across regional NSW.

Yanco had an Aboriginal and/or Torres Strait Islander population of 47 people in 2021, representing 6.3% of the population. This was lower than the broader Leeton Shire figure of 7.2%, but still higher than the NSW figure of 3.4% and the Australian figure of 3.2%.

In 2021, Yanco had 199 private dwellings, with almost 94% of these being detached housing.

Over the past decade, Yanco has experienced a population decline of 21.5%.

Table 2.1 Population and socio-cultural characteristics, 2021

Characteristic	Local area*	Narrandera**	Broader LGA***	Sub-regional area****	NSW
2021 population (#)	744	4,369	11,452	163,657	8,072,163
2011 population (#)	948	4,486	11,037	150,120	6,917,658
Population change over 10 years to 2021 (%)	-21.5%	-2.6%	3.8%	9.0%	16.7%
Identify as Aboriginal and/or Torres Strait Islander (#)	47	638	823	10,822	278,043
Identify as Aboriginal and/or Torres Strait Islander (%)	6.3%	14.6%	7.2%	6.6%	3.4%

Notes:
* Local area defined as defined as the Australian Bureau of Statistics (ABS) 2021 Census Suburbs and Localities (SAL) geography for Yanco (SAL14478) (ABS, Census 2021).
** Narrandera defined as the ABS 2021 Census Suburbs and Localities (SAL) geography for Narrandera
*** Broader LGA defined as the ABS 2021 Census Local Government Area (LGA) geography for Leeton.
**** Sub-regional area is defined as the ABS 2021 Census Statistical Area Level 4 (SA4) geography for Riverina (SA4 113), which encompasses an area broader than the Western Riverina.

2.2 LABOUR FORCE

In 2021, Leeton Shire had a labour force of 5,275 people, representing a participation rate of 58.4%, which was broadly consistent with the NSW average of 58.7%. Employment levels were strong, with 96.2% of labour force participants employed and 3.8% unemployed. Yanco recorded a similar participation rate of 57.6%, with particularly strong employment outcomes, including a lower unemployment rate (3.2%) than both Leeton Shire and NSW.

Narrandera also demonstrates a strong regional labour market, with a labour force participation rate broadly consistent with both Leeton Shire and NSW. Employment levels remained high, indicating an established workforce that supports the area's agricultural, manufacturing, transport, retail and service industries.

These figures indicate a stable local labour market supported by the region's agricultural, food production and associated industries.

Table 2.2 Labour force participation

Participation in labour force	Yanco (SAL14478)	Narrandera (SAL12915)	Leeton Shire (LGA14750)	NSW
In the labour force	291 (51.5%)	1,820 (52%)	5,274 (58.3%)	58.7%
Total employed	278 (95.5%)	1,708 (93.8%)	5,072 (96.2%)	95.1%
Total unemployed	13 (4.5%)	112 (6.2%)	202 (3.8%)	4.9%
Not in the labour force	253 (44.8%)	1,366 (39%)	2,965 (32.8%)	35.5%
Labour force not stated	19 (3.4%)	318 (9.1%)	795 (8.8%)	

Source: Australian Bureau of Statistics (ABS), 2021 Census of Population and Housing, General Community Profiles

2.2.1 Industry of employment

The employment profile of Yanco reflects a diverse local economy, with key employment industries including secondary education, grain mill product manufacturing, meat processing and grain growing.
In 2021, Manufacturing was the largest industry of employment, employing approximately 51 Yanco residents (18.2% of employed residents), followed by Agriculture, Forestry and Fishing with approximately 39 people (13.9%) and Education and Training with approximately 34 people (12.2%). Health Care and Social Assistance employed approximately 22 people (8.3%), while Retail Trade employed approximately 18 people (6.3%).

The local workforce also includes a strong representation of occupations potentially relevant to construction. In 2021, labourers represented 30.4% of employed Yanco residents, compared with 8.2% across NSW, while machinery operators and drivers represented 12.9%, compared with 6.0% across NSW. Technicians and trades workers accounted for a further 11.1% of employed Yanco residents. This indicates an existing local workforce with occupational experience potentially relevant to the construction phase of the Project.

A similar employment profile is evident across Leeton Shire, where Manufacturing was the largest industry of employment in 2021, employing approximately 839 people (16.6% of employed residents). This was followed by Agriculture, Forestry and Fishing with approximately 575 people (11.4%), Education and Training with approximately 569 people (11.2%), Health Care and Social Assistance with approximately 480 people (9.5%), and Retail Trade with approximately 396 people (7.8%). This profile reflects the Shire's established agricultural, food production and processing economy.

At the broader Riverina level, Health Care and Social Assistance was the largest industry of employment, employing approximately 10,816 people (14.1%), followed by Agriculture, Forestry and Fishing with approximately 8,647 people (11.3%), Manufacturing with approximately 7,396 people (9.6%), Education and Training with approximately 6,954 people (9.1%), and Retail Trade with approximately 6,869 people (9.0%).

In contrast, employment across New South Wales is more diversified. Health Care and Social Assistance was the largest industry of employment in 2021, employing approximately 530,500 people (14.4%), followed by Retail Trade with approximately 331,600 people (9.0%), Professional, Scientific and Technical Services with approximately 327,900 people (8.9%), Education and Training with approximately 320,500 people (8.7%), and Construction with approximately 316,800 people (8.6%).

Table 2.3 Top five industries of employment, 2021

Area	1st	2nd	3rd	4th	5th
Yanco	Manufacturing (51 people or 18.2%)	Agriculture, Forestry and Fishing (39 people or 13.9%)	Education and Training (34 people or 12.2%)	Health Care and Social Assistance (22 people or 8.3%)	Retail Trade (18 people or 6.3%)
Leeton Shire LGA	Manufacturing (839 people or 16.6%)	Agriculture, Forestry and Fishing (575 or 11.4%)	Education and Training (569 people or 11.2%)	Health Care and Social Assistance (480 people or 9.5%)	Retail Trade (approx. 396 people or 7.8%)
Riverina	Health Care and Social Assistance (10,816 people or 14.1%)	Agriculture, Forestry and Fishing (8,647 people or 11.3%)	Manufacturing (7,396 people or 9.6%)	Retail Trade (6,869 people or 9.0%)	Education and Training (6,954 people or 9.1%)
NSW	Healthcare and social assistance	Retail trade (331,600 people or 9%)	Professional, scientific, and technical	Education and training	Construction (316,800 people or 8.6%)

	(530,500 people or 14.4%)		services (327,900 people or 8.9%)	(320,500 people or 8.7%)	

Source: Australian Bureau of Statistics, 2021 Census of Population and Housing, General Community Profiles. Figures represent employed persons aged 15 years and over by place of usual residence.

2.2.2 Relevant industries of employment

Analysis of the local and regional labour market provides an indication of the workforce available to support construction of the proposed BESS. Industries most relevant to project construction include electricity, gas, water and waste services; construction; transport, postal and warehousing; and professional, scientific and technical services. These industries provide many of the skills required during construction, including civil construction, electrical trades, engineering, logistics, project management and specialist technical services.

In 2021, Yanco had 77 workers employed across these four industries. While the Project is located within Leeton Shire, the workforce catchment extends beyond the immediate locality to include nearby regional centres such as Narrandera. Located approximately 30 kilometres west of the Project, Narrandera provides a larger residential population, established service industries and access to additional labour resources that may contribute to Project construction.

Within Leeton Shire, 753 workers were employed in construction-related industries, including 323 workers in construction and a further 430 workers employed across electricity, gas, water and waste services, transport, postal and warehousing, and professional, scientific and technical services. Together, these industries accounted for approximately 14.9% of the Leeton Shire workforce, demonstrating an established local workforce with skills relevant to the construction of renewable energy infrastructure.

At a regional scale, the Riverina and Murray Region had more than 12,000 workers employed across these industries in 2021, including more than 6,000 workers employed in construction. This broader regional workforce represents a substantial source of labour and specialist skills that could support project delivery. In addition, the region's strong manufacturing, transport, agriculture and food-processing sectors provide workers with transferable skills relevant to battery energy storage and associated infrastructure projects, including plant operation, heavy vehicle operation, electrical maintenance, logistics and workplace safety management.

Table 2.4 Industry occupations relevant to Project construction, 2021

Area	Electricity, gas, water and waste services	Construction	Transport, postal and warehousing	Professional, scientific and technical services	Total relevant industries
Yanco*	19 (6.8%)	31 (11.1%)	21 (7.5%)	6 (2.2%)	77 (27.6%)
Leeton Shire LGA*	116 (2.3%)	323 (6.4%)	203 (4%)	111 (2.2%)	753 (14.9%)
Riverina and Murray Region	885 (1.2%)	6,250 (8.6%)	2,935 (4.0%)	2,402 (3.3%)	12,472
NSW	35,584	169,608	315,520	326,595	847,307

Source: Australian Bureau of Statistics, 2021 Census of Population and Housing, General Community Profiles and
id Consulting, Riverina and Murray Joint Organisation Community Profile, Industry Sector of Employment, based on ABS Census 2021 data
* Percentages are provided for Yanco and Leeton Shire to illustrate the composition of the local workforce most relevant to Project recruitment. Riverina and Murray Region is also presented. NSW figures are provided as a broader workforce benchmark and is therefore presented as worker numbers only.

2.3 REGIONAL BUSINESS AND INDUSTRY

In 2024, there were approximately 1,000 registered businesses operating within Leeton Shire. Agriculture, Forestry and Fishing was the largest business sector, accounting for 312 businesses, or 31.0% of all registered businesses. Construction was the second largest sector, accounting for 165 businesses, or 16.4% of all

registered businesses. Other notable sectors included Rental, Hiring and Real Estate Services (68 businesses), Retail Trade (58 businesses), Professional, Scientific and Technical Services (50 businesses), Transport, Postal and Warehousing (49 businesses), and Manufacturing (47 businesses).

The business profile of Leeton Shire reflects its role as one of the major agricultural and food-processing centres in the Riverina region. Alongside a large number of farming enterprises, the region supports significant manufacturing and value-adding industries associated with rice, cotton, grain, livestock and horticultural production. Major employers and industries in the region include food processing, agricultural services, transport and logistics, irrigation, construction and manufacturing.

Like many regional local government areas, most businesses within Leeton Shire are small businesses. While detailed employee-size data for Leeton Shire was not available from the sources reviewed, the Australian Bureau of Statistics business register indicates that the majority of registered businesses are either non-employing or employ fewer than 20 people.

Separate business count data is not publicly available for Yanco. As a result, business activity within Yanco is best understood through the broader Leeton Shire economy. The locality has strong links to agriculture, agricultural research, education and transport-related activities, supported by institutions such as the Yanco Agricultural Institute and Yanco Agricultural High School.

2.3.1 Indigenous-owned businesses

The Leeton and District Local Aboriginal Land Council is active within the region and supports Aboriginal community development, land management and cultural initiatives. Aboriginal-owned businesses may also operate across the broader Riverina region; however, a current verified list of businesses and services relevant to the project could not be confirmed through publicly available information.

2.3.2 Registered businesses by industry - Leeton Shire

Industry	Number of businesses	% of total businesses
Agriculture, Forestry and Fishing	312	31%
Construction	165	16.4%
Rental, Hiring and Real Estate Services	68	6.8%
Retail Trade	58	5.8%
Professional, Scientific and Technical Services	50	5%
Transport, Postal and Warehousing	49	4.9%
Manufacturing	47	4.7%

Source: id Consulting, ABS Business Register, presented through economy.id

2.3.3 Local businesses located near the project

Business type	Business name	Location
Yanco		
Industrial and Agriculture	GrainCorp Yanco	Houghton Road, Yanco NSW 2703
Retail and hospitality	Yanco All Serviceman's Club	11 Main Ave, Yanco NSW 2703
	Little Wok Restaurant (in the Yanco All Servicemen's Club)	11 Main Ave, Yanco NSW 2703
	The Yanco Shop and Yanco Post Office	18 Main Ave, Yanco NSW 2703

	Yanco Hotel	1 Main Ave, Yanco NSW 2703
Assets	Yanco substation and a sewage treatment	Houghton Rd, Yanco NSW 2703
Leeton		
Accommodation	Hydro Hotel	58-66 Chelmsford Pl, Leeton NSW 2705
	Leeton Centre Motel	22 Wade Ave, Leeton NSW 2705
	Kindred Lodge and Kindred Parkside Apartments	Boree Street, Reservoir Ln, Leeton NSW 2705
	Kindred Studio Apartments	Boree St, Leeton NSW 2705
	Rooms of Renown	36 Kurrajong Ave, Leeton NSW 2705
	The Leeton Heritage Motor Inn	29 Yanco Ave, Leeton NSW 2705
	Motel Riverina	1 Yanco Ave, Leeton NSW 2705
	Leeton Caravan Park	3 Yanco Ave, Leeton NSW 2705
	BJ's Accommodation Leeton	121 Acacia Ave, Leeton NSW 2705
	Oasis Caravan Park	90 Corbie Hill Rd, Leeton NSW 2705
Hospitality	Leeton Hotel	71 Pine Ave, Leeton NSW 2705
	Leeton Soldiers Club	Cnr Acacia &, Yanco Ave, Leeton NSW 2705
	Wade Hotel	42 Pine Ave, Leeton NSW 2705
Retail	Woolworths Leeton	Palm Ave & Wamoon Avenue, Leeton NSW 2705
	ALDI	1 Acacia Ave, Leeton NSW 2705
	Leeton Tourist Supermarket	11 Brobenah Rd, Leeton NSW 2705
	Golden Apple SUPA IGA	11 Brobenah Rd, Leeton NSW 2705
	Golden Apple Super Store	19 Breed Rd, Leeton NSW 2705

Source: BD Infrastructure, Yanco Battery Energy Storage System, Social Impact Assessment 2024

3 PROJECT WORKFORCE

3.1 CONSTRUCTION PHASE

Table 3.1 summarises the indicative workforce profile for the Project based on the current construction schedule and workforce estimates provided by ACLE and its contractors. Workforce numbers are expected to fluctuate over the construction period, reflecting the different labour requirements associated with each stage of project delivery.

Table 3.1 Workforce staging based on indicative construction schedule

Construction activities	Duration	Workforce (approximate)	Indicative timing
Pre-construction	5 months	15 people	August 2026 to January 2027
Civil works	11 months	Peak: 32 people for 4 months	September 2026 to August 2027
Electrical and cabling installations Substation	4 months	Peak: 80-90 people for 2 months	February to May 2027 March to August 2027

Construction activities	Duration	Workforce (approximate)	Indicative timing
BESS			March to August 2027
Commissioning Substation BESS	2 months	Peak: 35 - 44 people for 1 month	June to July 2027 April to October 2027 May to August 2027
Testing and close out		19 people	August 2027
Energisation		13 people	October 2027
Operations	Commercial operation		

3.2 OPERATIONS PHASE

During the operations phase, the BESS will operate as a grid-connected energy storage facility and will generally be monitored remotely.

A small operational workforce will be required to undertake routine inspections, planned maintenance, testing, vegetation management, security and repairs. Specialist technicians and contractors may also attend the site as required for equipment servicing and technical support.

Most operational activities are expected to involve scheduled or short-term site visits rather than a large permanent workforce. The operational workforce will be significantly smaller than the construction workforce, and ongoing accommodation requirements are expected to be limited. Where suitable skills are available, local workers and service providers may be used for routine maintenance and support activities.

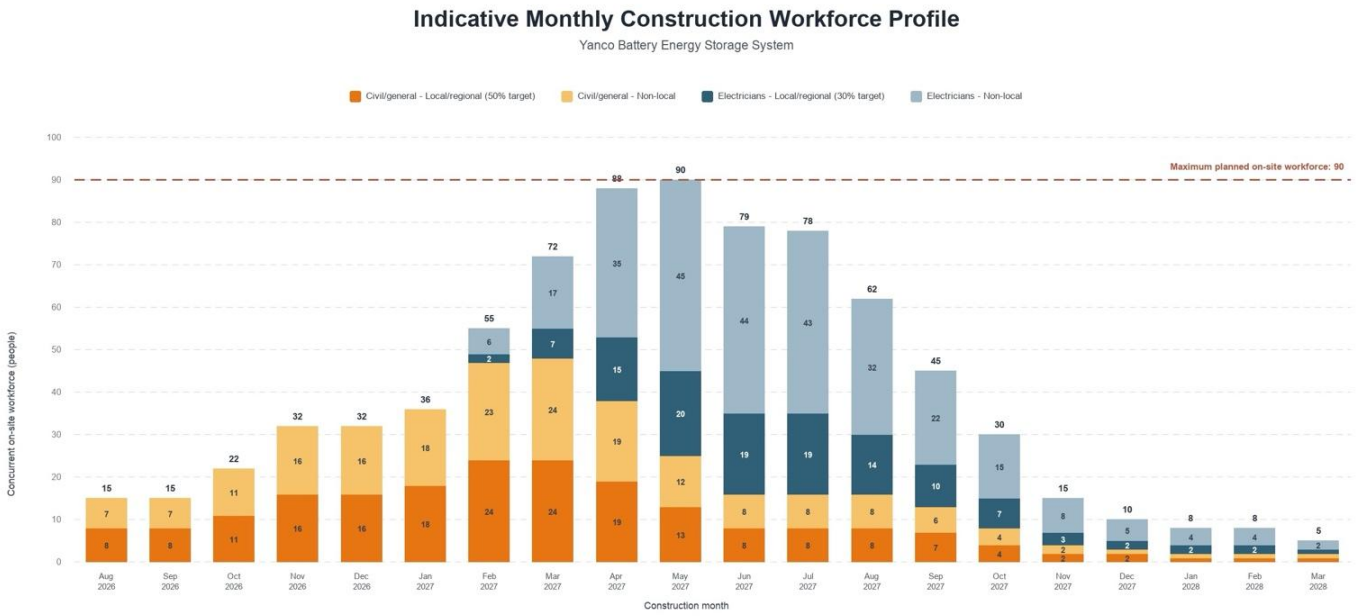
4 PROJECT ACCOMMODATION REQUIREMENTS

The indicative monthly construction workforce profile is presented in Figure 4-1. The profile has been developed with reference to the Contract Program and the workforce requirements identified in Table 3.1. The workforce is expected to increase progressively following site mobilisation and commencement of civil works. Workforce demand increases during the overlapping civil, foundation, BESS, electrical installation and commissioning activities, reaching a forecast maximum of approximately 90 personnel during April and May 2027.

To manage accommodation demand and avoid an excessive short-term workforce peak, overlapping activities have been sequenced and workforce requirements levelled across the construction period. Following the peak, workforce numbers are expected to reduce progressively as civil and installation activities are completed and the Project transitions into testing, pre-commissioning and energisation. A smaller specialist workforce may remain on the Project through March 2028 to complete CATL hold-point testing and final close-out activities. The figures represent the anticipated total Project workforce rather than the number of workers requiring temporary accommodation. Actual accommodation demand is expected to be lower because a proportion of the workforce will be sourced locally or regionally.

The workforce profile is indicative because the Contract Program is activity-scheduled rather than resource-loaded. It will be reviewed and updated when detailed resource-loaded construction schedules and subcontractor mobilisation plans become available.

Figure 4-1 Indicative monthly construction workforce profile



5 CURRENT STATUS OF HOUSING AND SHORT-TERM ACCOMMODATION

5.1 HOUSING

The housing market in Leeton Shire is influenced by a combination of agricultural activity, food processing industries and a limited supply of new housing stock. The Liveable Leeton 2035 Community Strategic Plan identifies a shortage of rental housing, increasing housing costs and limited housing availability as key challenges for the region. The availability of suitable housing has been identified as an important factor in supporting workforce attraction and population growth within the region.

Housing in Leeton Shire is predominantly detached housing and owner occupation rates are relatively strong compared to many regional areas. However, rental accommodation remains limited, particularly for workers relocating to the area for employment opportunities. The Liveable Leeton 2035 Community Strategic Plan identifies a need for additional housing diversity, including affordable rental housing, accessible housing and accommodation suitable for older residents and people with disabilities. Long waiting periods for social housing have also been identified within the broader community.

Yanco is a small rural locality within Leeton Shire with a population of approximately 744 people. Separate housing market data is not publicly available for Yanco; however, housing conditions within the locality are generally reflective of the broader Leeton Shire housing market. Housing within Yanco is predominantly detached dwellings and accommodation opportunities are limited, meaning future workforce accommodation requirements are likely to be met through a combination of housing options located within Leeton township and surrounding localities.

The region currently benefits from a relatively stable population base and an established housing stock. However, any significant increase in temporary workforce demand associated with major infrastructure or renewable energy developments has the potential to place additional pressure on the local rental market. Consequently, consideration of workforce accommodation planning will be important to minimise impacts on local housing availability during construction.

5.1.1 Housing availability

Include information on housing availability in Yanco and the surrounding area.

Table 5.1 Available rental housing as of July 2026

Area	1-BR	2-BR	3-BR	4+BR	Number of rental properties available
Leeton			5	2	7
Narrandera	3	7	5	2	17
Cudgel				1	1
Griffith	4	12	22	8	46
Total					71 properties

Source: domain.com.au, realestate.com.au

5.2 SHORT-TERM ACCOMMODATION

Short-term accommodation within the study area is primarily provided through hotels, motels, serviced apartments, caravan parks, holiday parks and short-stay rental accommodation located across Yanco, Leeton, Narrandera and Griffith. Griffith represents the largest accommodation market in the region and provides a broader range of accommodation options, including larger hotels and serviced accommodation suitable for project personnel requiring medium-term stays.

These accommodation options are utilised by a range of industries and visitors, including agriculture, horticulture, logistics and transport, construction, government services, tourism and seasonal workforces. Demand can fluctuate throughout the year due to agricultural harvesting activities, regional events, business travel and construction projects, which may influence accommodation availability during peak periods. Given the limited accommodation supply within Yanco and the relatively small local accommodation market, workers associated with the Project may also seek accommodation in Leeton, Griffith and other nearby townships. Utilising a range of accommodation providers across the region may assist in reducing pressure on any single accommodation market and provide flexibility should accommodation demand increase due to other projects or seasonal workforce requirements.

This assessment indicates that while short-term accommodation options are available within the broader region, availability may vary depending on seasonal demand and concurrent project activity. Accordingly, accommodation planning will continue to consider local market conditions and accommodation availability throughout the construction period.

Table 5.2 Rooms available for short-term accommodation options

Location/Area	Hotel/Motel	Apartment/unit	House/cottage	Caravan Park	Hotel Rental/Airbnb
Leeton	Historic Hydro Motor Inn; Leeton Centre Motel; Leeton Heritage Motor Inn; Motel Riverina; Leeton Hotel	Kindred Lodge & Parkside Apartments; Kindred Studio Apartments; BJ's Accommodation; Rooms of Renown		Leeton Caravan Park; Oasis Caravan Park	Blossom Cottage and other Airbnb-style accommodation
Whitton		Whitton Malt House Apartments			
Darlington Point	Darlington Point Sports Club; Darlington Point Motel; Darlington Point Accommodation Village; Punt Hotel			Darlington Point Riverside Caravan & Cabins	
Griffith	The Gem Hotel, The Grand Motel; The Griff Motel; Yambil Inn; Acacia Motel; Mia Motel; Econo Lodge Griffith Motor Inn; Coro Club Motel	Quest Griffith			
Narrandera	Bishops Lodge, Country Roads Motel Inn, Fig Tree Motel, Camellia Motel, Gateway Motor Inn, Narrandera Club Motor Inn, Newell Motor Inn				

Table 5.3 Rooms available for workforce accommodation, 2026

Location/Area	Total no. of hotels/motels	Total no. of hotel/motel rooms	Occupancy rate (based on Monday - Friday averages)	% of available rooms	Total rooms potentially available for workforce
Leeton	9	182	92%	8%	14
Whitton	1	15	80%	20%	3
Darlington Point	5	32	85%	15%	5
Griffith	8	281	85%	15%	42
Narrandera	7	165	55%	45%	75
Total	30	675	79.4%*	20.6%*	139

*Rough estimate based on overall weighted occupancy rate.

5.2.1 Drivers of demand

Leeton Shire accommodates a range of visitors throughout the year, including business travellers, contractors, seasonal workers, tourists and people accessing regional services. As the primary service centre within the Shire, Leeton township contains the majority of the area's short-term accommodation and acts as the central hub for visitors travelling throughout the surrounding Riverina region. Accommodation options include hotels, motels, serviced apartments, self-contained accommodation, caravan parks and short-stay rental properties.

Demand for accommodation is influenced by a combination of business travel, regional service delivery, tourism activity and contractor accommodation requirements. Accommodation providers support visitors associated with local industry, government services, education, health services and professional consulting activities, as well as travellers visiting the region for recreational and tourism purposes.

Leeton Shire also hosts a range of events, sporting competitions, community activities and tourism attractions that can generate fluctuations in accommodation demand throughout the year. Popular visitor destinations such as the Whitton Malt House, Fivebough Wetlands, Lillypilly Estate and regional food and wine experiences contribute to seasonal visitation and short-term accommodation demand.

Future renewable energy and infrastructure projects proposed across the Riverina region have the potential to increase demand for short-term accommodation during construction periods, particularly where specialist contractors and non-local workers require accommodation close to project sites. This may influence accommodation availability within Leeton and surrounding townships if multiple projects are constructed concurrently.

6 AES CONSULTATION

In addition to consultation undertaken with accommodation providers, ACLE have engaged with Leeton Shire Council throughout the development of the Project, including discussions regarding workforce accommodation and employment considerations. The Project has also drawn on consultation undertaken with six local real estate agents regarding local housing and accommodation market conditions. These discussions have informed the preparation of this Accommodation and Employment Strategy and provide an understanding of local accommodation conditions, workforce availability and factors influencing accommodation demand within the region. Consultation with Council has been undertaken in accordance with the requirements of Condition B34 and will continue to inform workforce accommodation planning as the Project progresses. Council has advised that it is appropriately informed about the project, including proposed accommodation and local employment measures, and has not requested further information or review of this Strategy at this time.

Consultation with accommodation providers, local real estate agents and discussions with Council indicate that short-term accommodation availability within Leeton is currently influenced by a number of concurrent demand drivers. Accommodation operators advised that booked tour and bus groups are expected to increase demand during October, while factory-related works are occupying a significant proportion of available rooms through to the end of October. Broader capital works activities occurring within the region are also contributing to elevated occupancy levels across several accommodation providers.

Providers also noted that some accommodation capacity is unavailable for short-term visitors due to longer-term occupants residing within accommodation facilities. In addition, current industrial investment within Leeton is creating further accommodation demand. Accommodation providers advised that works associated with the installation of a new production line at the former Bega facility, now operated by Grove Juice, are contributing to increased occupancy and are expected to continue until approximately the end of October.

Overall, consultation suggests that short-term accommodation capacity within Leeton is presently constrained, with availability influenced by a combination of tourism activity, capital works projects and local industrial development. These factors may reduce the capacity of the local accommodation market to absorb additional workforce demand during periods of peak activity. Consideration has been given to utilising accommodation options in surrounding townships, with ongoing accommodation arrangements to be informed by local market conditions and accommodation availability throughout construction.

7 INTERACTION WITH OTHER PROJECTS

A number of renewable energy and infrastructure projects have been approved, proposed or are under consideration within Leeton Shire and the broader Western Riverina region. These projects may create demand for similar skills, contractors and accommodation resources during overlapping construction periods. Projects located within or near Leeton Shire, including the approved Yanco Solar Farm, proposed Comet Park BESS and proposed Yanco Delta Wind Farm, have the potential to influence accommodation availability and workforce sourcing if construction activities occur concurrently with the Project.

While forecast workforce requirements and construction schedules for some developments remain subject to change, cumulative demand may increase pressure on local accommodation providers, particularly for non-local workers and specialist subcontractors. To manage this risk, the Project will seek to consider regional development activity as part of workforce and accommodation planning and, where practicable, utilise a range of accommodation options across the local and regional catchment. This is expected to assist in spreading demand and reducing potential impacts on any single township or accommodation provider.

Table 7.1 Potential concurrent development projects

LGA	Project name	Distance from project site	Anticipated timeframe	Development type	Construction workforce	Operational workforce
Narrandera LGA	Yanco Delta Wind Farm	Adjacent / associated development area	Planning and approvals	Wind Farm	Large workforce during construction (hundreds)	Small ongoing workforce
Leeton Shire	Yanco Solar Farm (approved,	Approximately 1.8 km north	Timing uncertain	Solar farm with energy storage	Approximately 120 workers (peak)	2–3 FTE plus service contractors

LGA	Project name	Distance from project site	Anticipated timeframe	Development type	Construction workforce	Operational workforce
	not yet constructed)	of the Yanco BESS site				
Leeton Shire	Comet Park BESS	Approx. 2 km	Development and approvals underway	BESS	Moderate workforce during construction	Minimal operational workforce
Leeton Shire	Fivebough and Leeton Solar Farm BESS Expansion	Approx. 8–10 km	Planning phase	Solar Farm Expansion and BESS	Small to moderate workforce	Minimal operational workforce
Murrumbidgee LGA	Darlington Point Solar Farm and associated upgrades	Approx. 45 km	Ongoing upgrades and maintenance as required	Solar Farm	Variable, project dependent	Small operational workforce
Griffith LGA	Griffith BESS and renewable energy developments (various)	Approx. 60 km	Various stages of planning and development	BESS / Renewable Energy	Variable	Minimal operational workforce
Narrandera LGA	Potential REZ-related transmission and renewable projects	Approx. 70–100 km	Various stages of planning	Transmission / Renewable Energy	Moderate to large workforce depending on project	Small operational workforce

Note: * Indicative only and subject to approval, procurement and delivery schedules.
**With regards to workforce, not all information is currently available, the following descriptions have been assumed, small (<50 workers), moderate (50-150 workers) and large (>150 workers).

8 ACCOMMODATION STRATEGY

8.1 PROVIDERS AND AVAILABILITY

The Principal Contractor is currently engaged with the following local and regional rental property providers to source accommodation for FIFO and DIDO personnel:

- Advantage Property Management;
- Noteglen Pty Ltd trading as Griffith Real Estate;
- Sabeti Pty Ltd trading as Dotcom Property Sales; and
- Youngs & Co. Pty Ltd.

These providers will assist the Principal Contractor in identifying suitable rental houses, units and other self-contained accommodation within Leeton, Griffith and the surrounding region. Accommodation will be sourced

progressively to align with workforce mobilisation dates, the number of non-local workers requiring accommodation and the anticipated duration of their assignments.

For personnel requiring shorter stays, the Principal Contractor may also use hotels, motels, serviced apartments and caravan parks within Leeton, Griffith and surrounding townships, subject to availability and commercial suitability.

Using a combination of rental properties and short-term accommodation will provide flexibility as workforce requirements change and reduce reliance on any single provider or locality. All accommodation arrangements will remain subject to availability, suitable commercial terms and the accommodation meeting the needs of the relevant personnel.

8.2 NON-LOCAL PROJECT CONSTRUCTION WORKFORCE

The Project workforce is expected to comprise a combination of local and non-local workers across civil construction, electrical installation, commissioning and project management functions. Workforce estimates indicate that a significant proportion of labouring and civil construction roles may be sourced from Leeton Shire and the broader Western Riverina region, while some specialist electrical and battery energy storage system personnel may need to be sourced from outside the region due to the specialised experience required.

Current workforce assumptions indicate that accommodation demand is likely to arise primarily from specialist contractor personnel, project management staff and subcontractors living away from home. The level of accommodation demand will vary throughout construction and will depend on final contractor arrangements, construction sequencing and workforce availability.

Table 8.2 summarises the current workforce sourcing assumptions and the associated accommodation implications.

Contractor/workforce group	Workforce Sourcing Assumptions	Accommodation Implications
Excell Gray Bruni (Civil Works)	Approximately 50% of the workforce is anticipated to be sourced from the local and regional area, with the remaining workforce potentially comprising personnel sourced from outside the region.	A proportion of the civil construction workforce may require temporary accommodation during construction. Accommodation demand is expected to vary in line with workforce numbers and construction activities.
Principal Contractor (Civil and Construction Activities)	Approximately 50% of the workforce is expected to be sourced locally. Of the remaining workforce, approximately 25% is anticipated to comprise of existing employees living away from home.	Accommodation demand is expected to arise from personnel living away from home, particularly during peak civil construction activities.
ACLE (Electrical Installation and Commissioning)	Specialist electricians, commissioning personnel and subcontractors are likely to be sourced through ACLE's existing contractor and subcontractor networks due to the specialised experience required for BESS construction. Where practicable, ACLE will seek to engage local electricians, electrical apprentices	Accommodation demand is expected to be concentrated amongst specialist electrical and commissioning personnel sourced from outside the region. Local electricians, apprentices and labourers are not expected to require workforce accommodation.

Contractor/workforce group	Workforce Sourcing Assumptions	Accommodation Implications
	and labourers. ACLE estimates that approximately 30% of electricians and up to 80% of labourers may be sourced locally where available.	
Project Management and Support Personnel	Project management, supervisory and support personnel may comprise a combination of local and non-local workers depending on project requirements and resource availability at the time of construction.	Limited accommodation requirements may arise for project personnel living away from home during construction.
Overall Workforce Accommodation Demand	Based on current workforce assumptions, a significant proportion of labouring, civil construction and general workforce roles may be sourced locally, while specialist electrical, commissioning and technical personnel may need to be sourced from outside the region.	Workforce accommodation demand is expected to be primarily associated with specialist personnel, contractor employees living away from home and selected subcontractors. The level of demand will fluctuate throughout the construction period and will continue to be refined as contractor arrangements and workforce requirements are finalised.

8.3 ACCOMMODATION MANAGEMENT APPROACH

The Project's preferred approach is to maximise local and regional workforce participation where practicable, thereby reducing demand for temporary worker accommodation and supporting local employment outcomes. However, a proportion of the workforce is expected to comprise specialist personnel, contractor employees and subcontractors living away from home who may require accommodation during construction.

The Project will seek to utilise existing accommodation options within Leeton Shire and the broader Western Riverina region where available. Accommodation may include hotels, motels, serviced apartments, short-term rental accommodation, caravan parks and other commercial accommodation providers. Recognising accommodation availability may fluctuate throughout the construction period, accommodation options may also be sourced from surrounding regional centres, including Griffith, Narrandera and other nearby communities where suitable accommodation is available.

Early planning and booking of accommodation may be undertaken where practicable to support workforce requirements and minimise accommodation availability constraints during peak construction periods. Workforce transport arrangements, including shared transport or bus services, may also be utilised to facilitate travel between accommodation locations and the Project site. In addition to improving access to accommodation across the broader region, such arrangements may assist in managing driver fatigue risks and reducing vehicle movements associated with construction activities. The Project site is expected to include a dedicated workforce parking area capable of accommodating workers travelling by private vehicle, shared transport or bus services.

Table 8.3 Accommodation Management Framework

Objective	Action	Timing	Outcome
Maximise local workforce participation	Seek to source workers locally where suitable skills, experience and qualifications are available.	Prior to and during construction	Reduced demand for temporary workforce accommodation.
Minimise accommodation demand	Prioritise local and regional workforce participation where practicable before sourcing non-local personnel.	Prior to and during construction	Reduced reliance on workforce accommodation.
Secure accommodation for non-local workers	Utilise available accommodation options within Leeton Shire, Griffith, Narrandera and surrounding communities where required.	Prior to and during construction	Appropriate accommodation available for non-local workers.
Support accommodation planning	Where practicable, undertake early planning and booking of accommodation requirements to support workforce needs and minimise accommodation availability constraints during peak construction periods.	Prior to and during construction	Improved availability of suitable accommodation and reduced risk of accommodation shortages.
Increase accommodation flexibility	Consider accommodation options within Leeton Shire, Griffith and other suitable regional locations where practicable and subject to availability.	Prior to and during construction	Increased accommodation capacity and reduced pressure on accommodation within a single locality.
Support workforce transport and fatigue management	Consider shared transport, bus services and other workforce transport arrangements where practical to facilitate access between accommodation locations and the Project site.	During construction	Improved access to accommodation options and support for workforce fatigue management objectives.
Monitor accommodation requirements	Periodically review workforce numbers, contractor arrangements and accommodation requirements as construction progresses.	During construction	Accommodation arrangements remain aligned with workforce requirements.
Monitor cumulative accommodation impacts	Review workforce accommodation demand and accommodation availability throughout	During construction	Early identification of potential accommodation constraints and

Objective	Action	Timing	Outcome
	construction, where practicable.		opportunities to respond to emerging issues.
Consider contingency accommodation options	If accommodation availability becomes constrained, investigate alternative accommodation solutions where practicable and subject to further assessment.	If required during construction	Additional accommodation options may be available should accommodation constraints emerge.

9 EMPLOYMENT STRATEGY

9.1 SCOPE

To maximise employment opportunities for local people throughout the development and construction of the Yanco BESS by engaging early with the community, increasing awareness of employment pathways, and building strong partnerships with local organisations, schools, businesses and training providers.

9.2 EMPLOYMENT PROFILE

9.2.1 Types of labour and skills required

Construction of the Project will require a mix of civil, electrical, mechanical, general labour and specialist personnel experienced in BESS construction. The extent to which these roles can be sourced locally will vary according to the skills and experience required, the availability of workers within the regional labour market, and the timing of construction activities.

To assess the capacity of the regional labour market to support Project construction, 2021 ABS Census data has been considered for Yanco, Narrandera and Leeton Shire. The assessment considers the overall labour force (see section 2.2), the number of employed and unemployed people, employment within industries relevant to Project construction, and the availability of workers in relevant occupational groups, including technicians and trades workers, machinery operators and drivers, and labourers.

This provides an indication of the potential pool of workers that may be available to support construction. It does not assume that all workers employed in relevant industries or occupations would be available to the Project, as many will already be employed and labour availability will also be influenced by competing projects and prevailing regional economic conditions.

The types of labour and skills required for the construction phase of the project include:

Potential local workforce
Civil and construction Labour hire companies, including NOW Energy and ACRWorld, fencing, small subcontractors for electrical, carpentry, concreting and formwork, Mawsons quarry, hardware suppliers
Electrical works Electrical suppliers, including AWM, Middy's and Lawrence & Hanson, electricians, test and tagging
Plant and equipment

Potential local workforce
Machinery operators, on-site mechanics for machinery servicing, plant suppliers, water carts, miscellaneous suppliers
Transport and logistics Bus services to transport workers to and from site, local transport companies for deliveries
Professional services Surveying
Site services Cleaning, waste collection, security guards Septic pumping
Specialist BESS works Specialist electrical, commissioning and BESS personnel

Table 9.2 Employment status

Employment status	Yanco (SAL14478)	Narrandera (SAL12915)	Leeton Shire (LGA14750)
Work full time	163 (56%)	1,030 (56.6%)	3,321 (63%)
Work part time	98 (33.7%)	574 (31.5%)	1,475 (28%)
Unemployed	13 (4.5%)	112 (6.2%)	202 (3.8%)
Away from work during the Census	16 (5.5%)	104 (5.7%)	276 (5.2%)

Source: Australian Bureau of Statistics, 2021 Census of Population and Housing, General Community Profiles

Looking at the data across all three locations, Labourers represent the largest occupational group, accounting for 30.4% of workers in Yanco and 18.2% in both Narrandera and Leeton Shire. The workforce profiles of Narrandera and Leeton Shire are relatively similar, with Technicians and Trades Workers, Professionals and Managers all featuring among the top five occupations. Yanco has a higher concentration of Labourers and Machine Operators and Drivers, reflecting the area's strong connection to agriculture and related industries. While Machine Operators and Drivers do not rank within the top five occupations in Narrandera or Leeton Shire, they remain a notable workforce cohort, ranking seventh in both locations. Overall, the occupational profiles across the catchment indicate the availability of workers with skills relevant to construction activities, including labouring, plant operation, trades and supervisory roles.

Table 9.3 Top five occupations of employment

Location	Occupations	Number of workers	% of workers
Yanco SLA	1. Labourers	85	30.4%
	2. Machine operators and drivers	36	12.9%
	3. Professionals	33	11.8%
	4. Technicians and Trade workers	31	11.1%
	5. Managers	26	9.3%
Narrandera SLA	1. Labourers	311	18.2%
	2. Technicians and Trade workers	254	14.9%
	3. Community and personal service workers	245	14.3%
	4. Professionals	221	12.9%
	5. Managers	201	8.6%
Leeton Shire LGA	1. Labourers	922	18.2%
	2. Managers	751	14.8%

Location	Occupations	Number of workers	% of workers
	3. Technicians and Trade workers	722	14.2%
	4. Professionals	648	12.8%
	5. Clerical and administrative workers	558	11%

Source: Australian Bureau of Statistics, 2021 Census of Population and Housing, General Community Profiles

9.3 ACTIONS TO PRIORITISE LOCAL EMPLOYMENT

The Local Employment Strategy aims to maximise employment opportunities for people living within the Leeton and Yanco region by creating a strong pipeline of local workers before construction commences. The project seeks to increase community awareness of career opportunities within the renewable energy sector, encourage local participation in the project workforce. Through ongoing collaboration with community organisations, education providers and local industry, the project also aims to establish positive, lasting relationships that contribute to the social and economic wellbeing of the local community.

Objective	Action	Timing	Outcome
Increase awareness of project employment opportunities	Develop and implement a Local Employment Campaign incorporating project flyers, posters, social media and digital advertising to promote employment opportunities	4-6 months prior to construction	Increased community awareness of project employment opportunities
Reach local job seekers	Attend local community events with a project and careers stall, including the Leeton Farmers Market, Narrandera Weekend Market, Griffith City Farmers Market, Hanwood Community Fair and the Yanco Agricultural Show	Monthly (where available)	Increased engagement with local job seekers and registrations of interest
Improve visibility within the community	Distribute recruitment flyers and project information to community centres, libraries, council offices, sporting cubs, cafes, neighbourhood centre and public noticeboards	Ongoing	Increased visibility of employment opportunities across the local community
Build relationships with local businesses	Become a member of and regularly attend Leeton Business Chamber meetings to present project updates, employment	Quarterly	Strong relationships established with local business and industry representatives

Objective	Action	Timing	Outcome
	opportunities and local procurement initiatives		
Build a local talent pipeline	Establish a register of interested local job seekers through Job Fair.	Prior to recruitment	A database of local candidates is established before recruitment commences
Support local workforce development	Engage with local training providers, trade schools and secondary education providers to promote project employment opportunities relevant to construction and electrical trades and identify pathways for local apprentices, trainees and graduates, where practicable.	Prior to recruitment	Improved access to local trade and technical candidates

10 LOCAL PROCUREMENT STRATEGY

10.1 ACLE LOCAL ENGAGEMENT POLICY

ACLE is committed to maximising opportunities for local and regional businesses and workers to participate in the construction and operation of the Yanco Battery Energy Storage System, where practicable.
For this policy, "local" generally means Yanco and Leeton Shire, while "regional" includes the broader Western Riverina and Riverina regions.

ACLE recognises that local engagement can provide economic benefits to the community, strengthen regional business capability and reduce reliance on workers travelling from outside the region. Local engagement will be pursued without compromising the Project's safety, environmental, technical, quality, program or commercial requirements.

ACLE, the Principal Contractor and relevant subcontractors will, where practicable:

- identify employment, procurement and subcontracting opportunities suitable for local and regional participation;
- provide early information about upcoming opportunities and the capabilities required to undertake the work;
- promote suitable opportunities through local business networks, employment services, industry associations, Council channels and training providers;
- provide suitably capable local and regional businesses with a fair opportunity to participate in procurement processes;
- consider how work packages may be structured to support local participation where this is commercially and operationally practical;
- encourage the recruitment of suitably qualified local workers, apprentices, trainees and entry-level personnel;

- consider opportunities for Aboriginal-owned businesses, Indigenous workers and social enterprises; and
- encourage relevant subcontractors and suppliers to apply the principles of this policy.

Subject to the availability of suitably qualified workers, the Project will seek approximately 50% local or regional participation in civil and general construction roles and approximately 30% local or regional participation in electrician roles. Based on the indicative construction workforce profile, the Project's peak on-site workforce is expected to occur in May 2027 and comprise approximately 90 workers. At this peak, it is anticipated that approximately 33 workers would be sourced locally or regionally, including around 13 civil and general construction workers and 20 electricians. Actual workforce composition and local participation outcomes will depend on the availability of suitably qualified workers and prevailing labour market conditions at the time of construction.

For procurement, ACLE and the Principal Contractor will seek to engage suitable local and regional businesses across relevant categories, which may include civil works, equipment hire, transport, accommodation, catering, cleaning, security, waste management, fuel supply and general project services.

These participation figures and procurement objectives represent reasonable endeavours rather than guaranteed minimum requirements. The appointment of workers, subcontractors and suppliers will remain subject to capability, competency, availability, safety, technical, quality, program and commercial considerations.

Implementation and review of this policy will form part of the broader monitoring and review process described in Section 12 of this Strategy and will not require a separate Section 10.1 reporting process.

10.2 INDUSTRY ENGAGEMENT

The purpose of industry engagement is to maximise opportunities for local businesses, suppliers and workers to participate in the construction and operation of the Yanco BESS, where practicable. Industry engagement will focus on increasing awareness of upcoming procurement, subcontracting and employment opportunities, while helping to identify local suppliers and service providers capable of supporting project delivery.

The Project will seek to work collaboratively with local industry associations, business networks, employment services and training organisations to promote opportunities associated with the Project. This may include sharing information about expected workforce requirements, procurement categories and timing of works to assist local businesses in preparing for potential participation.

Where practicable, ACLE and its subcontractors may undertake supplier capability mapping to identify businesses within Leeton Shire and the broader Western Riverina region that may be capable of supplying goods and services during construction. Procurement opportunities may be communicated through local business networks, employment agencies, industry organisations, Council channels and other suitable forums.

Consistent with ACLE's existing procurement practices, consideration may be given to engaging local and regional suppliers across a range of service categories where they can meet project requirements, availability, safety, quality and commercial criteria. Potential opportunities may include:

- Labour hire and recruitment services
- Electrical suppliers and wholesalers
- Civil, fencing and concreting subcontractors
- Plant and equipment hire

- Quarry materials and aggregate supply
- Surveying and testing services
- Transport and logistics providers
- Fuel, water and consumable suppliers
- Security and cleaning services
- Accommodation providers
- Catering, food and coffee vendors
- Local trades and maintenance services
- Retail and office supply businesses

ACLE has existing relationships with labour hire and specialist recruitment providers, including NOW Energy, RECON Civil, ACRWorld and Phillip Riley Group, which may assist in identifying suitably qualified personnel for the Project. Where suitable local candidates are available, these arrangements may also support local workforce participation outcomes.

Where opportunities exist, ACLE may also investigate participation by Aboriginal-owned businesses, social enterprises and other regional suppliers capable of meeting project requirements.

10.3 BUSINESS ENGAGEMENT

Business engagement will support the implementation of the Local Procurement Strategy by increasing awareness of project opportunities, encouraging local business participation and facilitating connections between the Project and the regional business community.

Engagement with local businesses may be undertaken directly and through existing business and industry networks. This may include ongoing liaison with Leeton Shire Council, regional economic development organisations, chambers of commerce, industry groups and employment service providers to improve awareness of procurement and subcontracting opportunities associated with the Project.

Subject to project requirements and procurement timeframes, ACLE and its subcontractors may engage with local businesses to better understand the availability, capability and capacity of suppliers within the region. Information gathered through these discussions may assist in identifying opportunities to source goods and services locally where feasible.

Indicative categories of local businesses that may be considered during project delivery include:

- Accommodation providers, caravan parks and short-term rental operators
- Real estate agents and property managers
- Restaurants, cafes and food service providers
- Bus and workforce transport providers
- Local hardware, tool and office supply businesses
- Quarry, concrete and testing services
- Equipment hire companies
- Mechanical and maintenance service providers
- Garden and property maintenance services
- Security providers
- Fuel and water suppliers
- Local tradespersons and subcontractors

Acknowledging that some specialist battery energy storage system construction activities require highly specialised skills and experience, a proportion of the workforce may continue to be sourced from existing contractor and subcontractor networks. However, where practicable and subject to workforce availability, the Project will seek to maximise opportunities for local workers, apprentices, trainees and businesses to participate in project delivery.

Based on current workforce assumptions, the Project will actively prioritise local and regional recruitment for roles where the existing workforce demonstrates relevant or transferable skills. This will include labouring, civil construction, plant and machinery operation, transport and logistics, site services, apprenticeships and selected trade roles.

To maximise local workforce participation, the Project will require major contractors to identify roles suitable for local recruitment during workforce planning and to advertise these opportunities within the local and regional catchment before seeking workers from outside the region. Contractors will also be encouraged to engage local subcontractors and labour hire providers where they can demonstrate the required capability, availability and safety standards.

Recruitment will be supported through engagement with local employment and training providers, industry networks and relevant local businesses to identify available workers and promote upcoming opportunities. Local employment outcomes will be monitored during construction, including the number and proportion of workers sourced from the local and regional catchment.

Specialist BESS installation, electrical, testing and commissioning roles are expected to require a greater proportion of workers from outside the region due to the specialist technical experience required. This approach will enable the Project to maximise local participation in roles aligned with the existing regional skills base while maintaining access to specialist personnel required for safe and effective Project delivery.

10.3.1 Business Engagement and Local Procurement Framework

To support local business participation during construction, the Project may implement a range of business engagement and procurement initiatives aimed at increasing awareness of project opportunities and identifying capable local suppliers. The framework outlined in Table 9.3 identifies potential engagement mechanisms that may be adopted by ACLE, the Principal Contractor and subcontractors, where practicable, to facilitate participation by local and regional businesses while maintaining project requirements for safety, quality, capability and value for money.

Table 10.3 Business Engagement and Local Procurement Framework

Objective	Action	Responsibility	Timing	Outcome
Increase awareness of project procurement opportunities	Share information on procurement and subcontracting opportunities through available business networks, contractor channels and project communications, where practicable.	ACLE / Principal Contractor	Prior to and during construction	Increased awareness of project-related procurement opportunities.

Objective	Action	Responsibility	Timing	Outcome
Identify local supplier capability	Undertake supplier identification and engagement activities to better understand local business capability and service availability.	ACLE / Principal Contractor	Prior to procurement activities	Improved understanding of local supplier capacity.
Encourage local business participation	Consider local and regional suppliers where they meet project requirements relating to safety, quality, capability and commercial considerations.	ACLE / Principal Contractor/ Subcontractors	Throughout construction	Increased opportunity for local business participation.
Build relationships with local businesses	Engage with Leeton Shire Council, local business groups and relevant industry organisations to identify potential suppliers and contractors.	ACLE / Principal Contractor	Prior to and during construction	Stronger connections with the regional business community.
Support local workforce participation through supplier networks	Engage labour hire and recruitment providers to identify suitably qualified local workers where available.	Principal Contractor / Labour Hire Providers	Prior to and during construction	Increased awareness of local employment opportunities.
Consider Aboriginal and regional business opportunities	Where practicable, consider Aboriginal-owned businesses, social enterprises and other regional suppliers capable of meeting project requirements.	ACLE / Principal Contractor	Throughout construction	Broader participation in project procurement opportunities.
Monitor procurement outcomes	Review local supplier participation and procurement outcomes as part of project monitoring and reporting processes, where practicable.	ACLE / Principal Contractor	During construction	Improved understanding of local procurement outcomes and opportunities for continuous improvement.

11 EIS MITIGATION MEASURES

This AES has been prepared to implement the employment and accommodation-related mitigation measures identified in the Project EIS. The relevant EIS commitments and how they are addressed through this Strategy are summarised below.

EIS mitigation measure / commitment	AES response
Prioritise suitably skilled and experienced local workers and collaborate with local employment, apprenticeship and training providers	The AES identifies the capacity of the local and regional labour market and establishes measures to prioritise local recruitment, training and apprenticeship opportunities.
Maximise the use of local contractors, manufacturing facilities, materials, goods and services	The AES identifies local procurement and subcontracting opportunities and establishes measures to maximise local participation in Project delivery.
Coordinate with accommodation providers and manage potential pressure on local accommodation and services	The AES assesses available accommodation capacity and establishes measures for workforce accommodation, including use of accommodation across the broader catchment and worker transport arrangements.
Manage cumulative workforce and accommodation impacts associated with other renewable energy projects	The AES provides for ongoing liaison with nearby projects and accommodation providers to monitor demand and, where practicable, coordinate workforce and accommodation requirements.

12 MONITORING AND EVALUATION

This Accommodation and Employment Strategy will be monitored and reviewed throughout the life of the Project to assess its ongoing effectiveness in responding to workforce accommodation requirements and supporting local employment and business participation opportunities. Consistent with Condition B34, the Strategy may be reviewed periodically as workforce requirements, accommodation demand, project delivery arrangements or local circumstances change.

The review process may consider available information relating to workforce numbers, accommodation availability, accommodation demand, local employment outcomes and other factors relevant to the implementation of this Strategy. Where practicable, information obtained through ongoing project activities, stakeholder engagement, accommodation provider consultation and other relevant sources may be considered as part of the review process.

Monitoring outcomes may be used to identify emerging issues, changing workforce requirements or opportunities to improve the effectiveness of the measures outlined in this Strategy. Where material changes are identified, the Strategy may be updated, where appropriate, to reflect revised workforce assumptions, project timing, accommodation considerations or other relevant factors.
The Strategy may also be reviewed from time to time in response to audit outcomes, changes to the Project or other matters relevant to the ongoing implementation of the Project. Any updates would be undertaken in accordance with the applicable Conditions of Consent.

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