ENVIRONMENTAL MANAGEMENT STRATEGY

Wollar Solar Farm

August 2020

Project Number: 20-070

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ACRONYMS AND ABBREVIATIONS

BCD	DPIE Biodiversity Conservation Division (formerly OEH)
BFMP	Bush fire management plan
BMP	Biodiversity Management Plan
CCP	Community Consultation Plan
CoC	Condition(s) of Consent
CEMP	Contractors Environmental Management Plan
DPE	(NSW) Department of Planning and Environment (now DPIE)
Cwth	Commonwealth
DPIE	(NSW) Department of Planning, Industry and Environment (formerly DPE)
EIS	Environmental Impact Statement
EMS	Environmental Management Strategy
EPA	NSW Environment Protection Authority
EPBC Act	(Cwth) *Environment Protection and Biodiversity Conservation Act 1999*
EP&A Act	(NSW) *Environmental Planning and Assessment Act 1979*
EPC	Engineering Procurement & Construction
ESCP	Erosion and Sediment Control Plan
FM Act	(NSW) *Fisheries Management Act 1994*
FRP	Flood Response Plan
ha	hectares
Heritage Act	(NSW) *Heritage Act 1977*
CHMP	Heritage Management Plan
HSEQ	Health Safety and Environmental Quality
km	kilometres

m	metres
MNES	Matters of National environmental significance under the EPBC Act (*c.f.*)
NMP	Noise Management Plan
NPW Act	*National Parks and Wildlife Act 1974* (NSW)
NSW	New South Wales
OEH	Former (NSW) Office of Environment and Heritage, now BCD
Project	All activities relating to the Wollar Solar Farm
Proponent	Wollar Solar Development Pty Ltd
RP	Rehabilitation Plan
SCRP	Spill and Contamination Response Plan
SEPP	(NSW) State Environmental Planning Policy
SWMP	Soil and Water Management Plan
TMP	Traffic Management Plan
WMS	Work Method Statement
WSD	Wollar Solar Development Pty
WTP	Workforce Transport Plan

1. INTRODUCTION

1.1. PURPOSE AND OBJECTIVES

Wollar Solar Farm received planning approval on 24 February 2020 for the construction and operation of an up to 290-megawatt (MW) capacity alternating current (AC) photovoltaic (PV) solar farm. The Wollar Solar Farm (the Project) would be located on a rural property approximately 7 kilometres (km) south of Wollar village.

This Environmental Management Strategy (EMS) has been prepared to comply with the:

- Conditions of Consent (CoC) from the New South Wales Minister for Planning;
- Environmental Impact Statement (EIS) (NGH Environmental, 2019);
- Submissions Report (NGH Environmental, 2020);
- Amendment Report (NGH Environmental, 2019) and
- all applicable legislation during the construction of the Project.

The EMS has been prepared using the *Guideline for the Preparation of Environmental Management Plans* (DIRNP, 2004) and the *Draft Post Approval Guideline for Environmental Management Plans* (DPE 2018) as a guide in its preparation. This EMS has been prepared for the construction and operation component of the Project.

The purpose of this EMS is to provide a framework for the management of environmental issues during construction and operation of the Project. Implementing this EMS will ensure that the Project team meets the Project's CoC, regulatory and policy requirements in a systematic manner and continually improves its performance.

In particular, this EMS:

- Provides the strategic framework for environmental management of the Project.
- Provides general mechanisms for compliance with applicable policies, approvals, licences, permits, consultation agreements and legislation.
- Describes the environmental management related roles and responsibilities for key project personnel.
- Sets objectives and targets for issues that are important to the environmental performance of the Project.
- Outlines a monitoring regime to check the adequacy of controls as they are implemented during construction and operation

This EMS is the overarching document in the environmental management system for the Project that includes a number of management documents, described in Section 5. The EMS is applicable to all staff and sub-contractors associated with the construction of the Project.

1.2. THE PROJECT

1.2.1. Scope of Works

The scope of works under the planning approval includes all works necessary to design, construct, test, commission, energise, decommission, and train staff in the operation of an up to 290 MW AC solar farm as well as road upgrades identified in Appendix 4 of the CoC.

The scope of works consists of but is not limited to:

- Approximately 922,432 PV solar panels mounted on either fixed or tracking systems, both of which are considered feasible.
- A number of inverters, transformer and associated control equipment to convert DC energy generated by the solar panels to 33kV AC energy.
- Steel mounting frames with driven or screwed pile foundations.
- An onsite 330kV substation containing two transformers and associated switchgear to facilitate connection to the national electricity grid via the existing 330kV transmission line onsite.
- Underground power cabling to connect solar panels, combiner boxes and PCUs.
- Underground auxiliary cabling for power supplies, data services and communications.
- Buildings to accommodate a site office, indoor 33kV switchgear, protection and control facilities, maintenance facilities and staff amenities.
- An access track off Barigan Road to the site via the existing TransGrid substation access road, which would require construction of an access road between the Wollar substation and the proposed onsite substation.
- Internal access tracks for construction and maintenance activities.
- An energy storage facility with a capacity of up to 30MWh (i.e. 30MW power output for one hour) and comprising of lithium ion batteries with inverters.
- Perimeter security fencing up to 2.3m high.

The construction period of the solar farm will last for approximately 12 to 18 months from the commencement of site establishment work.

1.2.2. Site Access

Two main access points to the development site were identified in the EIS:

- Northern access along the existing TransGrid Wollar substation access road via Barigan Road. Barigan Road will be upgraded in accordance with the requirements in Appendix 4 of the CoC. The Northern Access would be used during construction and operation and would be suitable for all vehicles including heavy and oversized vehicles.
- Southern access to the site would be off Barigan Road via Maree Road and an unnamed track. The proponent intends only to use the Southern Access for light vehicle access prior to construction of the Northern Access and for emergency egress.

The Amendment Report (NGH Environmental, 2019) identified a second southern access option to be constructed in the event the Northern Access cannot be used for site access. Southern access option 2 would allow heavy vehicle construction access via Barigan Road and the (Maree Road) road reserve. This access will not be constructed as part of the initial construction works, as described in Section 1.2.4 below

1.2.3. Construction Hours

Construction hours will be limited to Monday to Friday 7am to 6pm, and Saturday 8am to 1pm unless otherwise permitted under the Project Approval. In accordance with CoC Schedule 3 Condition 15 activities that may be undertaken outside these hours without approval include:

- Activities inaudible at non-associated receivers.
- Delivery of materials as requested by the NSW Police Force or other authorities for safety reasons.
- Emergency work to avoid loss of life, property and/or material harm to the environment.

1.2.4. Development Staging

The Development will be staged, with public road upgrades as described by CoC Schedule 3 Condition 8 to occur as Stage 1 prior to any construction being undertaken for the Wollar Solar Farm. This EMS covers the following stages:

1. Stage 1 – Road upgrades/maintenance works on Barigan Road as required for the Northern Access
2. Stage 2 – Construction of the Northern Access between Barigan Road and the Solar Farm site.
3. Stage 3 – Construction of the main Solar Farm including piled foundations, solar panels, substation and any ancillary infrastructure. Note this work is expected to be undertaken by an EPC contractor (contractor yet to be appointed at time of writing this TMP)
4. Stage 4 - Road upgrades/maintenance works on Barigan Road and Maree Road as required for the Southern Access Option. Note that this stage may not be required for the project and may not be completed.

The areas of each stage are shown in Figure 1-1.

1.2.5. Contracting Structure

The Wollar Solar Farm will be delivered through the following contracts:

1. Contract between Proponent and Midwestern Regional Council (MWRC) or a reputable civil works company for upgrades to Barigan Road in accordance with CoC Schedule 3 Condition 8 (the Public Road Upgrade Contract) (Stage 1). Expected award June 2020.
2. Contract between Proponent and Transgrid for construction of an on-site 33/330kV substation and connection of that substation to the existing electricity network (Stage 3).
3. Contract between Proponent and an EPC Contractor for the remainder of the works, including the design and construction of the solar array (the EPC Contract) (Stage 3). Expected Award August 2020.

Stage 2 works, being the construction of the Northern Access Track, will either be undertaken by Transgrid or the EPC Contractor.

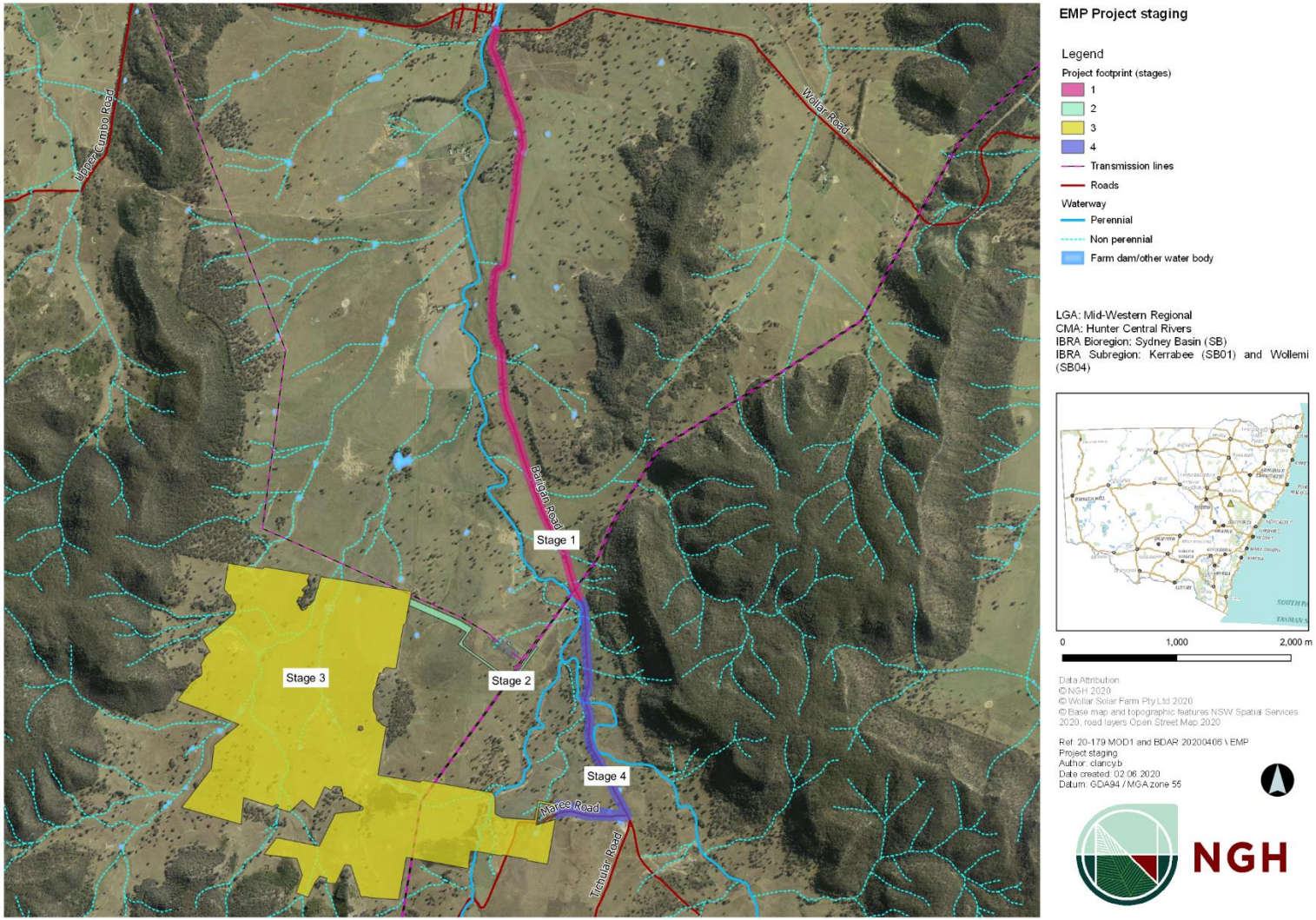


Figure 1-1 Project staging

1.3. ENVIRONMENTAL MANAGEMENT STRATEGIC FRAMEWORK

The Proponent will provide a full-time site representative during construction and will have a contract with an Owners Engineer who will provide technical and compliance advice through construction.

All construction contractors will have an environmental policy in place which will be adhered to during construction. The proponent will assess the contractor's environmental policy as part of the contractor selection process. The requirements of the COC, EIS, Submissions Report and Amendment Report (the Project Approvals) will be incorporated into the construction contracts such that each contractor is contractually bound to comply. Contractors will be contractually required to develop a project specific Contractors Environmental Management Plan (CEMP) detailing how they will comply with the EMS and Project Approvals.

In the operational phase the solar farm will be operated though a warranty, operations, and maintenance agreement with the EPC Contractor. TransGrid will operate and maintain the substation which is constructed for the project. Once the public road works are completed for the Project, the roads will return to being managed and maintained by MWRC.

Figure 1-2 below is a flow chart outlining this overall strategic framework for environmental management in delivering the proponent's scope for construction of the of works for the Project.

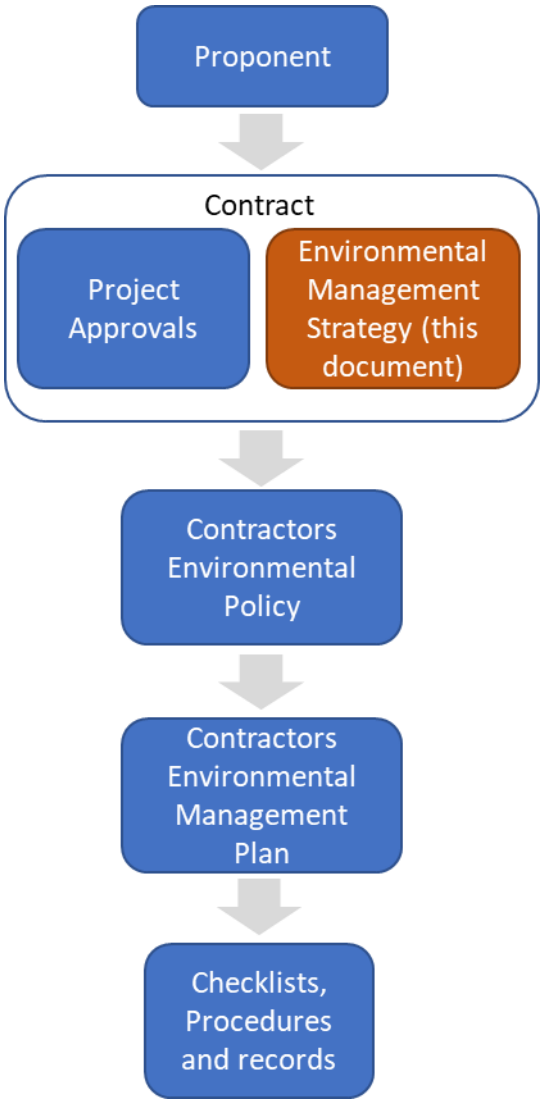


Figure 1-2 Strategic framework for environmental management

1.4. ENVIRONMENTAL POLICY

The proponent will assess the Contractor's environmental policy as part of the contractor selection process. The Contractor's Environmental Policy should describe the contractors' commitment to manage its activities in such a way that reduces their environmental impact to a practical minimum and should be compatible with this EMS.

The Contractor's Environmental Policy will be displayed at the site office and communicated to employees and other interested parties via inductions and ongoing awareness programs.

1.5. CONTINUAL IMPROVEMENT

Management reviews are undertaken as part of the continual improvement process. The review process will be detailed in this document and then updated as the Project moves through operations and eventually decommissioning.

Continual improvement requires ongoing communication through multiple channels, as discussed in Section 7. Environmental management documents will undertake a continual improvement process.

2. PLANNING

2.1. LEGISLATIVE AND OTHER ENVIRONMENTAL MANAGEMENT REQUIREMENTS

A register of legal and other requirements for the Project is contained in Appendix C. This obligations register is maintained as a checklist and will be reviewed at regular intervals e.g. during management reviews and updated with any applicable changes. Any changes made to the obligations register will be communicated to the Project team where necessary through toolbox talks, specific training and other methods detailed in Section 6.

2.2. ENVIRONMENTAL OBJECTIVES AND TARGETS

As a means of assessing environmental performance over the life of the Project, environmental objectives and targets have been established. These objectives and targets have been developed with consideration of key issues identified through the environmental assessment and risk assessment process.

The targets are incorporated into the relevant environmental management plans listed in Table 5-1 in Section 5.

Environmental objectives and targets for the Project are provided in Table 2-1 below.

Table 2-1 Environmental objectives and targets

Objective	Target	Measurement Tool
Construction of the Project in accordance with environmental approvals and relevant licences.	Compliance with statutory approvals	Audits, construction compliance reporting, management review
Construction of the Project in accordance with approved environmental management plans	Compliance with EMS and environmental management plans Compliance with relevant environmental procedures	Audits, construction compliance reporting, management review
Compliance with all legal requirements	No regulatory infringements (penalty infringement notices or prosecutions) No formal regulatory warning	Audits, construction compliance reporting, management review
Implement a rigorous and comprehensive environmental management system.	Address non-conformances and corrective actions within specific timeframes	Audits, management review
Engage with the affected and broader community, minimise complaints and respond to any complaints within a suitable timeframe	Disseminate regular Project updates and other information through the Project website and other tools identified in the project's Community Consultation Plan (CCP).	Review complaints register, construction compliance report, audits

Objective	Target	Measurement Tool
	Record and respond to complaints in accordance with timeframes specified in the CCP.	
Continuously improve environmental performance	Develop and implement a program of ongoing environmental training. Capture lessons learnt from environmental incidents to minimise repeat issues. Encourage and reward innovation and effort throughout the workforce.	Construction compliance report, management review, audits

2.3. CONDITIONS OF CONSENT AND COMPLIANCE TRACKING

DPIE issued consent for the Project on the 24 February 2020. Each of the requirements of Schedule 3 and Schedule 4 and where they are addressed are detailed in Table 2-2 and Table 2-3.

Preparation of an EMS prior to the commencement of construction is a requirement of Condition 1 of Schedule 4.

> *Prior to commencing the development, the Applicant must prepare an Environmental Management Strategy for the development to the satisfaction of the Secretary in writing. This strategy must:*
>
> *(a) provide the strategic framework for environmental management of the development;*
>
> *(b) identify the statutory approvals that apply to the development;*
>
> *(c) describe the role, responsibility, authority and accountability of all key personnel involved in the environmental management of the development;*
>
> *(d) describe the procedures that would be implemented to:*

- keep the local community and relevant agencies informed about the operation and environmental performance of the development;
- receive, handle, respond to, and record complaints;
- resolve any disputes that may arise;
- respond to any non-compliance;
- respond to emergencies; and

> *(e) include:*

- references to any plans approved under the conditions of this consent; and
- a clear plan depicting all the monitoring to be carried out in relation to the development.

> *Following the Secretary's approval, the Applicant must implement the Environmental Management Strategy.*

Table 2-2 Schedule 3 and where they are addressed in the EMS/ Management Plans

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Over-Dimensional and Heavy Vehicle Restrictions			

Schedule 3 condition 1
The Applicant must ensure that the:
• **development does not generate more than:**
  • **26 AV/B-double vehicle movements a day during construction, upgrading and decommissioning;**
  • **46 medium and/or heavy rigid vehicle movements a day during construction, upgrading and decommissioning;**
  • **2 over-dimensional vehicle movements during construction, upgrading and decommissioning; and**
  • **7 AV/B-Double, medium and/or heavy rigid vehicle movements a day during operations; on the public road network;**
length of any vehicles (excluding over-dimensional vehicles) used for the development does not exceed 19 metres, unless the Secretary agrees otherwise in writing.
	TMP	Pre-construction
		Construction
			Proponent/EPC

Schedule 3 condition 2 **The Applicant must keep accurate records of the number of over-dimensional vehicles, AV/B-Double vehicles, medium and/or heavy entering or leaving the site each day for the duration of the project.**	TMP	Construction Operation	Proponent/EPC

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Access Routes			
Schedule 3 condition 3 **All over-dimensional and AV/B-Double vehicles associated with the development must travel to and from the site via:** **a) Golden Highway, Ulan Road, Ulan-Wollar Road, Barigan Street, Maitland Street, Wollar Road and Barigan Road; and/or** **b) Castlereagh Highway, Ulan Road, Ulan-Wollar Road, Barigan Street, Maitland Street, Wollar Road and Barigan Road.** *Note: The Applicant is required to obtain relevant permits under the Heavy Vehicle National Law (NSW) for the use of over-dimensional vehicles on the road network.*	TMP	Pre-construction Construction	Proponent and all Contractors. Where vehicles require a heavy vehicle permit in accordance with NHVR, contractors will apply for these permits and liaise with the relevant road authorities. This includes any permits required for the movement of B-double vehicles on sections of road which do not form part of an approved B-double network.
Schedule 3 condition 4	TMP	Pre-construction Construction	Proponent and all Contractors

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
All medium and/or heavy rigid vehicles and shuttle buses associated with the development must travel to and from the site via the routes detailed in condition 3 of Schedule 3 to this consent, and/or via: **a) Cope Road, Ulan Road, Ulan-Wollar Road, Barigan Street, Maitland Street, Wollar Road and Barigan Road; and/or** **b) Castlereagh Highway, Ulan Road, Wollar Road, Phillip Street, Maitland Street, Wollar Road and Barigan Road.**			
Preferred Site Access Points			
Schedule 3 condition 5 **All over-dimensional, AV/B-Double, medium and/or heavy rigid vehicles and shuttle buses associated with the development must enter and exit the site via the approved northern site access point on Barigan Road.**	TMP	Construction	Proponent and all Contractors
Schedule 3 condition 6 **All light vehicles associated with the development must enter and exit the site via the approved northern site access point and/or southern site access option 1 on Barigan Road.**	TMP	Construction	Proponent and all contractors It is currently envisaged that the southern access will be used for light vehicles and emergency egress only

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Alternate Site Access Point			
Schedule 3 condition 7 **If the Applicant cannot secure access to the preferred site access points detailed in conditions 5 and 6 of Schedule 3 to this consent, all vehicles associated with the development must enter and exit the site via the approved site access point on Maree Road (southern access option 2).**	TMP	Construction	It is currently envisaged that the southern access will be used for light vehicles and emergency egress only
Road Upgrades			
Schedule 3 condition 8 **Prior to commencing construction, the Applicant must implement the road upgrades identified in Appendix 4 of the CoC, unless the Secretary agrees otherwise in writing. These upgrades must be carried out to the satisfaction of the relevant roads authority.**	TMP	Pre-construction	Proponent and Public Road Upgrade Contractor

<table>
<tr><th>Condition requirement (CoC)</th><th>Relevant Section of EMS/ Management Plan</th><th>When to implement</th><th>Responsibility</th></tr>
<tr><td>
<table>
<tr><th>Road</th><th>Location [1]</th><th>Upgrade Requirements [1]</th><th>Timing</th></tr>
<tr><td>Wollar Road and Barigan Road</td><td>Intersection</td><td>Basic Right (BAR) turn and Basic Left (BAL) turn treatments for the largest vehicle accessing the site (excluding over-dimensional vehicles)</td><td rowspan="6">Prior to construction</td></tr>
<tr><td rowspan="4">Barigan Road</td><td>Between Wollar Road and the northern site access point</td><td>Seal to a width of 7 m with 1 m unsealed shoulders (total carriageway 9 m), with the exception of locations 1 to 6 which require upgrading in accordance with the figures below</td></tr>
<tr><td>Between the northern site access point and southern site access point</td><td>Seal to a width of 7 m with 1 m unsealed shoulders (total carriageway 9 m, with the exception of locations 7 to 9 which require upgrading in accordance with the figures below [2]</td></tr>
<tr><td>Northern site access point [3]</td><td rowspan="2">Rural Property Access Type</td></tr>
<tr><td>Southern site access point</td></tr>
<tr><td>Southern access option 2 (Maree Road road reserve)</td><td>From its intersection with Barigan Road, for a distance of approximately 1.2 km</td><td>Gravel (unsealed) to a width of 7 m [2]</td></tr>
</table>
</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Operating Conditions</td></tr>
<tr><td>Schedule 3 condition 9

The Applicant must ensure:

a) the internal roads are constructed as all-weather roads;
b) there is sufficient parking on site for all vehicles, and no parking occurs on the public road network in the vicinity of the site;</td><td>TMP</td><td>Pre-construction
Construction

Operation</td><td>Proponent/EPC/Trans Grid</td></tr>
</table>

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
c) the capacity of the existing roadside drainage network is not reduced; **d) all vehicles are loaded and unloaded on site, and enter and leave the site in a forward direction; and** **development-related vehicles leaving the site are in a clean condition to minimise dirt being tracked onto the sealed public road network.**			
Traffic Management Plan			
Schedule 3 condition 10 **Prior to commencing the development, the Applicant must prepare a Traffic Management Plan for the development in consultation with RMS (now TfNSW), Council, Ulan, Moolarben and Wilpinjong mines and to the satisfaction of the Secretary in writing. This plan must include:** • **details of the transport route to be used for all development-related traffic;** • **details of the road upgrade works required by condition 8 of Schedule 3 to this consent;** • **a protocol for undertaking independent dilapidation surveys to assess the:** • **existing condition of Ulan-Wollar Road, Wollar Road, Phillip Street, Barigan Street, Maitland Street, Barigan Road and Maree Road prior to construction, upgrading or decommissioning activities; and**	TMP	Pre-construction (prepare) Construction (implement) Operation (implement)	Proponent for preparation of the plan. All contractors for adhering to the plan.

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility

• **condition of Ulan-Wollar Road, Wollar Road, Phillip Street, Barigan Street, Maitland Street, Barigan Road and Maree Road following construction, upgrading or decommissioning activities;**
• **a protocol for the repair of Ulan-Wollar Road, Wollar Road, Phillip Street, Barigan Street, Maitland Street, Barigan Road and Maree Road if dilapidation surveys identify these roads to be damaged during construction, upgrading or decommissioning works;**
• **details of the measures that would be implemented to minimise traffic impacts during construction, upgrading or decommissioning works, including:**
  • **temporary traffic controls, including detours and signage;**
  • **notifying the local community about project-related traffic impacts;**
  • **procedures for receiving and addressing complaints from the community about development- related traffic;**
  • **minimising potential cumulative traffic impacts with other projects in the area, including the Ulan Coal Mine, Moolarben Coal Mine and Wilpinjong Coal Mine during construction, upgrading or decommissioning works;**
  • **minimising potential for conflict with school buses, other road users and rail services as far as practicable (measures also required during operation of the project);**
  • **minimising dirt tracked onto the public road network from development-related traffic;**			

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• details of the employee shuttle bus service, including pick-up and drop-off points and associated parking arrangements for construction workers, and measures to ensure employee use of this service; • scheduling of haulage vehicle movements to minimise convoy length or platoons; • responding to local climate conditions that may affect road safety such as fog, dust and wet weather; • responding to any emergency repair or maintenance requirements; and • a traffic management system for managing over-dimensional vehicles; • a driver's code of conduct that addresses: • travelling speeds; • driver fatigue; • procedures to ensure that drivers adhere to the designated transport routes; and • procedures to ensure that drivers implement safe driving practices; • a program to ensure drivers working on the development receive suitable training on the code of conduct and any other relevant obligations under the Traffic Management Plan; and • a flood response plan detailing procedures and options for safe access to and from the site in the event of flooding.			

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Following the Secretary's approval, the Applicant must implement the Traffic Management Plan			
Land Management			
Schedule 3 condition 11 **The Applicant must maintain the agricultural land capability of the site, including:** a) **establishing the ground cover of the site within 3 months following completion of any construction or upgrading;** b) **properly maintaining the ground cover with appropriate perennial species and weed management; and maintaining grazing within the development footprint, where practicable, unless the Secretary agrees otherwise in writing.**	BMP	Construction Operation	Proponent and EPC Contractor
Vegetation Clearance			
Schedule 3 condition 12 **The Applicant must not clear any native vegetation or fauna habitat located outside the approved disturbance areas described in the EIS.**	BMP	Pre-construction Construction	Proponent and all Contractors
Biodiversity Offsets			

<table>
<tr><th>Condition requirement (CoC)</th><th>Relevant Section of EMS/ Management Plan</th><th>When to implement</th><th>Responsibility</th></tr>
<tr><td>

Schedule 3 condition 13

Prior to commencing development under this consent, the Applicant must retire biodiversity credits of a number and class specified in Table 1 and Table 2 below, to the satisfaction of BCD, unless the Secretary agrees otherwise in writing.

The retirement of these credits must be carried out in accordance with the *NSW Biodiversity Offsets Scheme* and can be achieved by:

a) acquiring or retiring 'biodiversity credits' within the meaning of the *Biodiversity Conservation Act 2016;*
b) making payments into an offset fund that has been developed by the NSW Government; or
c) funding a biodiversity conservation action that benefits the entity impacted and is listed in the ancillary rules of the biodiversity offset scheme.

Table 1: Ecosystem Credit Requirements

Vegetation Community	*PCT ID*	*Credits Required*
White Box - Grey Gum - Kurrajong grassy woodland on slopes of the northern Capertee Valley, Sydney Basin Bioregion	1303	469
Rough-Barked Apple - red gum - Yellow Box woodland on alluvial clay to loam soils on valley flats in the northern NSW South Western Slopes Bioregion and Brigalow Belt South Bioregion	281	242
White Box - Black Cypress Pine shrubby woodland of the Western Slopes	1610	2

</td><td>BMP</td><td>Pre-construction</td><td>Proponent</td></tr>
</table>

<table>
<tr><th>Condition requirement (CoC)</th><th>Relevant Section of EMS/ Management Plan</th><th>When to implement</th><th>Responsibility</th></tr>
<tr><td>

Table 2: Species Credit Requirements

<table>
<tr><th>*Species Credit Species*</th><th>*Credits Required*</th></tr>
<tr><td>Austfeld's Wattle (*Acacia ausfeldii*)</td><td>34</td></tr>
<tr><td>Bush Stone-curlew (*Burhinus grallarius*)</td><td>34</td></tr>
<tr><td>Gang-gang Cockatoo (*Callocephalon fimbriatum*)</td><td>182</td></tr>
<tr><td>Large-eared Pied Bat (*Chalinolobus dwyeri*)</td><td>50</td></tr>
<tr><td>*Commersonia procumbens*</td><td>2</td></tr>
<tr><td>Large-leafed Monotaxis (*Monotaxis macrophylla*)</td><td>34</td></tr>
<tr><td>Barking Owl (*Ninox connivens*)</td><td>36</td></tr>
<tr><td>Powerful Owl (*Ninox strenua*)</td><td>36</td></tr>
<tr><td>Squirrel Glider (*Petaurus norfolcensis*)</td><td>34</td></tr>
<tr><td>Brush-tailed Phascogale (*Phascogale tapoatafa*)</td><td>32</td></tr>
<tr><td>Koala (*Phascolarctos cinereus*)</td><td>34</td></tr>
<tr><td>Masked Owl (*Tyto novaehollandiae*)</td><td>36</td></tr>
</table>

Note: Any residual impact on EPBC Act listed threatened species and ecological communities must be offset in accordance with an offset process endorsed by DAWE.

</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Biodiversity Management Plan</td></tr>
<tr><td>Schedule 3 condition 14

Prior to commencing the development, the Applicant must prepare a Biodiversity Management Plan for the development in consultation with BCD, and to the satisfaction of the Secretary in writing. This plan must:

a) include a description of the measures that would be implemented for:</td><td>BMP</td><td>Pre-construction (prepare)
Construction (implement)
Operation (implement)</td><td>Proponent for preparation of the plan. All contractors for adhering to the plan.</td></tr>
</table>

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• **protecting vegetation and fauna habitat outside the approved disturbance areas;** • **managing the remnant vegetation and fauna habitat on site;** • **minimising clearing and avoiding unnecessary disturbance of vegetation that is associated with the construction and operation of the development;** • **minimising the impacts to fauna on site and implementing fauna management protocols;** • **avoiding the removal of hollow-bearing trees during spring to avoid the main breeding period for hollow-dependent fauna;** • **rehabilitating and revegetating temporary disturbance areas with species that are endemic to the area;** • **maximising the salvage of vegetative and soil resources within the approved disturbance area for beneficial reuse in the enhancement or the rehabilitation of the site; and** • **controlling weeds, feral pests and pathogens; and** **b) include details of who would be responsible for monitoring, reviewing and implementing the plan, and timeframes for completion of actions.** **Following the Secretary's approval, the Applicant must implement the Biodiversity Management Plan.** *Note: If the biodiversity credits are retired via a Biodiversity Stewardship Agreement, then the Biodiversity Management Plan does not need to include any of the matters that are covered under the Biodiversity Stewardship Agreement.*			

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Construction, Upgrading and Decommissioning Hours			
Schedule 3 condition 15 **Unless the Secretary agrees otherwise in writing, the Applicant may only undertake construction, upgrading or decommissioning activities on site between:** **a) 7 am to 6 pm Monday to Friday;** **b) 8 am to 1 pm Saturdays; and** **c) at no time on Sundays and NSW public holidays.** **The following construction, upgrading or decommissioning activities may be undertaken outside these hours without the approval of the Secretary:** • **activities that are inaudible at non-associated receivers;** • **the delivery of materials as requested by the NSW Police Force or other authorities for safety reasons; or** • **emergency work to avoid the loss of life, property and/or material harm to the environment.**	Section 1.2.3	Construction Decommissioning	Proponent and all Contractors
Noise			
Schedule 3 condition 16 **The Applicant must minimise the noise generated by any construction, upgrading or decommissioning activities on site in accordance with the best practice**	Section 5.5	Construction Decommissioning	EPC and TransGrid

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
requirements outlined in the *Interim Construction Noise Guideline* (DECC, 2009), or its latest version.			
Dust			
Schedule 3 condition 17 **The Applicant must minimise the dust generated by the development.**	Section 5.1.2	Construction	EPC and TransGrid
Visual			
Schedule 3 condition 18 **The Applicant must:** • **minimise the off-site visual impacts of the development, including the potential for any glare or reflection;** • **ensure the visual appearance of all ancillary infrastructure (including paint colours) blends in as far as possible with the surrounding landscape; and not mount any advertising signs or logos on site, except where this is required for identification or safety purposes.**	Section 5.2,	Pre-construction	Proponent and EPC
Lighting			
Schedule 3 condition 19	Section 5.2	Construction Operation	Proponent and EPC

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
The Applicant must: • **minimise the off-site lighting impacts of the development; and** • **ensure that any external lighting associated with the development:** • **is installed as low intensity lighting (except where required for safety or emergency purposes);** • **does not shine above the horizontal; and** • **complies with Australian Standard AS4282 (INT) 1997 – Control of Obtrusive Effects of Outdoor Lighting, or its latest version.**			
Protection of Heritage Items			
Schedule 3 condition 20 **The Applicant must ensure the development does not cause any direct or indirect impacts on the Aboriginal heritage items identified in Table 1 of Appendix 5 or located outside the approved development footprint.** **Prior to carrying out any development that could directly or indirectly impact the heritage items identified in Table 2 of Appendix 5, the Applicant must salvage and relocate the item/s that would be impacted to a suitable alternative location, in accordance with the *Code of Practice for Archaeological Investigation of Aboriginal Objects in NSW* (DECCW, 2010), or its latest version.** ***Note: The location of the Aboriginal heritage items referred to in this condition are shown in the figure in Appendix 5 of the CoC.***	CHMP	Pre-construction (salvage) Construction Operations	Proponent and all contractors

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Heritage Management Plan			

Schedule 3 condition 21
 	
Prior to commencing construction, the Applicant must prepare a Heritage Management Plan for the development to the satisfaction of the Secretary in writing. This plan must:
• **be prepared by suitably qualified and experienced persons whose appointment has been endorsed by the Secretary in writing;**
• **be prepared in consultation with BCD and Aboriginal Stakeholders;**
• **include a description of the measures that would be implemented for:**
  • **protecting the Aboriginal heritage items identified in Table 1 of Appendix 5 or outside the approved development footprint, including fencing off the Aboriginal heritage items prior to commencing construction;**
  • **salvaging and relocating the Aboriginal heritage items located within the approved development footprint, as identified in Table 2 of Appendix 5;**
  • **a contingency plan and reporting procedure if:**
• **previously unidentified heritage items are found; or**
• **Aboriginal skeletal material is discovered;**
  • **ensuring workers on site receive suitable heritage inductions prior to carrying out any development on site, and that records are kept of these inductions; and**
	CHMP	Pre-construction (prepare)
		Construction (implement)
		Operations (implement)
			Proponent and all contractors

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• **ongoing consultation with Aboriginal stakeholders during the implementation of the plan; and** • **include a program to monitor and report on the effectiveness of these measures and any heritage impacts of the project.** **Following the Secretary's approval, the Applicant must implement the Heritage Management Plan.**			
Water Supply			
Schedule 2 condition 22 **The Applicant must ensure that it has sufficient water for all stages of the development, and if necessary, adjust the scale of the development to match its available water supply.** ***Note: Under the Water Act 1912 and/or the Water Management Act 2000, the Applicant is required to obtain the necessary water licences for the development.***	Section 5.1.2, SWMP	Pre-construction	Proponent to ensure contractors comply, EPC and TransGrid to develop works specific SWMP
Water Pollution			
Schedule 3 condition 23 **The Applicant must ensure that the development does not cause any water pollution, as defined under Section 120 of the POEO Act.**	Section 5.1.3, SWMP	Construction Operation	Proponent to ensure contractors comply, EPC and TransGrid to develop works

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
			specific SWMP
Operating Conditions			

Schedule 3 condition 24
The Applicant must:
• **ensure the solar panels and ancillary infrastructure (including security fencing) are designed, constructed and maintained to reduce impacts on localised flooding and groundwater at the site;**
• **minimise any soil erosion associated with the construction, upgrading or decommissioning of the development in accordance with the relevant requirements in the *Managing Urban Stormwater: Soils and Construction* (Landcom, 2004) manual, or its latest version;**
• **ensure the solar panels and ancillary infrastructure are designed, constructed and maintained to avoid causing any erosion on site; and**
• **ensure all works are undertaken in accordance with the following, unless DPIE Water agrees otherwise:**
  • **Guidelines for Controlled Activities on Waterfront Land (NRAR, 2018), or its latest version; and**
  • **Why Do Fish Need to Cross the Road? Fish Passage Requirements for Waterway Crossings (2004), or its latest version.**
	SWMP,
	Detailed Design
		Pre-construction
		Construction
		Operation
			Proponent to ensure contractors comply,
			EPC and TransGrid to develop works specific SWMP

Fire Safety Study			

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility

Schedule 3 condition 25
 	
Prior to commencing construction of the battery storage facility, unless the Secretary agrees otherwise in writing, the Applicant must prepare a Fire Safety Study for the development in consultation with FRNSW and RFS, and to the satisfaction of the Secretary in writing. The study must:
 	
• **be consistent with the:**
  • **Department's Hazardous Industry Planning Advisory Paper No. 2 'Fire Safety Study' guideline; and**
  • **NSW Government's Best Practice Guidelines for Contaminated Water Retention and Treatment Systems; and**
  • **describe the final design of the battery storage facility.**
 	
Following the Secretary's approval, the Applicant must implement the measures described in the Fire Safety Study.
	Section 0
	FSS
		Pre-construction (prior to construction of battery storage facility)	Proponent

Storage and Handling of Dangerous Goods			
Schedule 3 condition 26 **The Applicant must store and handle all chemicals, fuels and oils used on-site in accordance with:** • **the requirements of all relevant Australian Standards; and**	Section 5.3, Section 10, ERP, SWMP,	Construction Operation	Proponent, EPC and TransGrid

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• **the NSW EPA's Storing and Handling of Liquids: Environmental Protection – Participants Handbook if the chemicals are liquids.** **In the event of an inconsistency between the requirements listed from (a) to (b) above, the most stringent requirement must prevail to the extent of the inconsistency.**			
Operating Conditions			

Schedule 3 condition 27
 	
The Applicant must:
 	
• **minimise the fire risks of the development, including managing vegetation fuel loads on-site;**
• **ensure that the development:**
• **includes at least a 10 metre defendable space around the perimeter of the solar array area and battery storage facility that permits unobstructed vehicle access;**
• **manages the defendable space and solar array areas as an Asset Protection Zone;**
  • **complies with the relevant asset protection requirements in the RFS's Planning for Bushfire Protection 2006 (or equivalent) and Standards for Asset Protection Zones;**
  • **includes an Asset Protection Zone that is wholly contained within the development footprint;**
	BFMP
	ERP,
	Section 5.1.2, Section 5.4
		Pre-construction
		Construction
			Proponent, EPC and TransGrid

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• **is suitably equipped to respond to any fires on site including provision of a 20,000 litre water supply tank fitted with a 65 mm Storz fitting and a FRNSW compatible suction connection located adjacent to the internal access road;** • **assist the RFS and emergency services as much as practicable if there is a fire in the vicinity of the site; and** **notify the relevant local emergency management committee following construction of the development, and prior to commencing operations.**			
Emergency Plan			
Schedule 3 condition 28 **Prior to commissioning operations, the Applicant must develop and implement a comprehensive Emergency Plan and detailed emergency procedures for the development, to the satisfaction of FRNSW and the RFS. The Applicant must keep two copies of the plan on-site in a prominent position adjacent to the site entry points at all times. The plan must:** • **be consistent with the Department's Hazardous Industry Planning Advisory Paper No. 1, 'Emergency Planning';** • **identify the fire risks and controls of the development; and** • **include procedures that would be implemented if there is a fire on-site or in the vicinity of the site.**	Section 5.4 ERP	Construction	Proponent will ensure contractors develop plans EPC and TransGrid to prepare plans for works

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Following approval, the Applicant must implement the Emergency Plan.			
Waste			
Schedule 3 condition 29 **The Applicant must:** • **minimise the waste generated by the development;** • **classify all waste generated on site in accordance with the EPA's *Waste Classification Guidelines 2014* (or its latest version);** • **store and handle all waste on site in accordance with its classification;** • **not receive or dispose of any waste on site; and remove all waste from the site as soon as practicable, and ensure it is sent to an appropriately licensed waste facility for disposal.**	WMP	Construction Operation	Proponent will ensure contractors develop plans EPC and TransGrid to prepare plans for works
Accommodation and Employment Strategy			
Schedule 3 condition 30 **Prior to commencing construction, the Applicant must prepare an Accommodation and Employment Strategy for the development in consultation with Council, and to the satisfaction of the Secretary in writing. This strategy must:** • **propose measures to ensure there is sufficient accommodation for the workforce associated with the development;**	AES	Pre-construction	Proponent to develop the plan. EPC and TransGrid to comply with plan.

<table>
<tr><th>Condition requirement (CoC)</th><th>Relevant Section of EMS/ Management Plan</th><th>When to implement</th><th>Responsibility</th></tr>
<tr><td>

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

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

</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Decommissioning and Rehabilitation</td></tr>
<tr><td>

Schedule 3 condition 31

Within 18 months of the cessation of operations, unless the Secretary agrees otherwise in writing, the Applicant must rehabilitate the site to the satisfaction of the Secretary in writing. This rehabilitation must comply with the objectives in Table 3

Table 3: Rehabilitation Objectives

<table>
<tr><th>Feature</th><th>Objective</th></tr>
<tr><td>Site</td><td>• Safe, stable and non-polluting</td></tr>
</table>

</td><td>RP</td><td>Decommissioning</td><td>Proponent</td></tr>
</table>

Condition requirement (CoC)		Relevant Section of EMS/ Management Plan	When to implement	Responsibility
	• Minimise the visual impact of any above ground ancillary infrastructure agreed to be retained for an alternative use			
Solar farm infrastructure	• To be decommissioned and removed, unless the Secretary agrees otherwise			
Land use	• Restore land capability to pre-existing use			
Community	• Ensure public safety			

Table 2-3 Schedule 4 of the CoC and where it is addressed in this EMS

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Environmental Management Strategy			
Schedule 4 condition 1	This EMS	Pre-construction	Proponent to prepare the plan. Contractors to provide input to

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility

Prior to commencing the development, the Applicant must prepare an Environmental Management Strategy for the development to the satisfaction of the Secretary in writing. This strategy must:
• **provide the strategic framework for environmental management of the development;**
• **identify the statutory approvals that apply to the development;**
• **describe the role, responsibility, authority and accountability of all key personnel involved in the environmental management of the development;**
• **describe the procedures that would be implemented to:**
  • **keep the local community and relevant agencies informed about the operation and environmental performance of the development;**
  • **receive, handle, respond to, and record complaints;**
  • **resolve any disputes that may arise;**
  • **respond to any non-compliance;**
  • **respond to emergencies; and**
• **include:**
  • **references to any plans approved under the conditions of this consent; and**
  • **a clear plan depicting all the monitoring to be carried out in relation to the development.**
 	
Following the Secretary's approval, the Applicant must implement the Environmental Management Strategy.
			plan and develop sub-plans as described in this document and in management plans

Revision of Strategies, Plans and Programs			

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility

Schedule 4 condition 2
The Applicant must:
• **update the strategies, plans or programs required under this consent to the satisfaction of the Secretary prior to carrying out any upgrading or decommissioning activities on site; and**
• **review and, if necessary, revise the strategies, plans or programs required under this consent to the satisfaction of the Secretary within 1 month of the:**
  • **submission of an incident report under condition 7 of Schedule 4;**
  • **submission of an audit report under condition 9 of Schedule 4; or**
any modification to the conditions of this consent.
	Section 7.3,
	Section 7.4
		Construction
		Operation
			Proponent

Updating and Staging of Strategies, Plans or Programs			
Schedule 4 condition 3 **With the approval of the Secretary in writing, the Applicant may submit any strategy, plan or program required by this consent on a progressive basis.** **To ensure the strategies, plans or programs under the conditions of this consent are updated on a regular basis, the Applicant may at any time submit revised strategies, plans or programs to the Secretary for approval.** **With the agreement of the Secretary in writing, the Applicant may prepare any revised strategy, plan or program without undertaking consultation with all the parties referred to under the relevant condition of this consent.**	Section 7.3, Section 7.4	Construction Operation	Proponent

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Notes: • **While any strategy, plan or program may be submitted on a progressive basis, the Applicant must ensure that all development being carried out on site is covered by suitable strategies, plans or programs at all times.** • **If the submission of any strategy, plan or program is to be staged, then the relevant strategy, plan or program must clearly describe the specific stage to which the strategy, plan or program applies, the relationship of this stage to any future stages, and the trigger for updating the strategy, plan or program.**			
Notification of Department			
Schedule 4 condition 4 **Prior to commencing the construction, operations, upgrading or decommissioning of the development or the cessation of operations, the Applicant must notify the Department in writing via the Major Projects website portal of the date of commencement, or cessation, of the relevant phase.** **If any of these phases of the development are to be staged, then the Applicant must notify the Department in writing prior to commencing the relevant stage, and clearly identify the development that would be carried out during the relevant stage.**	Section 7.4	Pre-construction Construction Operation Decommissioning	Proponent
Final Layout Plans			
Schedule 4 condition 5	Appendix G	Pre-construction	Proponent

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Prior to commencing construction, the Applicant must submit detailed plans of the final layout of the development to the Secretary, including details on the siting of solar panels and ancillary infrastructure, via the Major Projects website.			
Work as Executed Plans			
Schedule 4 condition 6 **Prior to commencing operations, or following the upgrades of any solar panels or ancillary infrastructure, the Applicant must submit work as executed plans of the development to the Secretary, via the Major Projects website.**	Appendix G	Construction	Proponent
Incident Notification			
Schedule 4 condition 7 **The Department must be notified in writing via the Major Projects website portal immediately after the Applicant becomes aware of an incident. The notification must identify the development (including the development application number and the name of the development if it has one), and set out the location and nature of the incident.**	Section 7.4, Section 0, Section 10.2	Pre-construction Construction Operation	Proponent
Non-Compliance Notification			
Schedule 4 condition 8 **The Department must be notified in writing via the Major Projects website portal within 7 days after the Applicant becomes aware of any non-compliance with the conditions of this consent. The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non- compliance (if**	Section 7.4 Section 11.3	Pre-construction Construction Operation	Proponent

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
known) and what actions have been done, or will be, undertaken to address the non-compliance.			
Independent Environmental Audit			

Schedule 4 condition 9
The Applicant must commission and pay the full cost of Independent Environmental Audits of the development. The audits must:
• **be prepared in accordance with the relevant *Independent Audit Post Approval* requirements (DPE 2018);**
• **be led and conducted by a suitably qualified, experienced and independent team of experts whose appointment has been endorsed by the Secretary in writing;**
• **be prepared, unless otherwise agreed with the Secretary in writing:**
  • **within 3 months of commencing construction;**
  • **within 3 months of commencement of operations; and**
  • **as directed by the Secretary;**
• **be carried out in consultation with the relevant agencies;**
• **assess whether the development complies with the relevant requirements in this consent, and any strategy, plan or program required under this consent; and**
• **recommend appropriate measures or actions to improve the environmental performance of the development and any strategy, plan or program required under this consent.**
	Section 11.1.2	Construction
		Operation
			Proponent

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
Within 3 months of commencing an Independent Environmental Audit, or unless otherwise agreed by the Secretary in writing, a copy of the audit report must be submitted to the Secretary, and any other NSW agency that requests it, together with a response to any recommendations contained in the audit report, and a timetable for the implementation of the recommendations. **The recommendations of the Independent Environmental Audit must be implemented to the satisfaction of the Secretary, confirmed in writing.**			
Access to Information			
Schedule 4 condition 10 **The Applicant must:** • **make the following information publicly available on its website as relevant to the stage of the development:** • **the EIS;** • **the final layout plans for the development;** • **current statutory approvals for the development;** • **approved strategies, plans or programs required under the conditions of this consent;** • **the proposed staging plans for the development if the construction, operation or decommissioning of the development is to be staged;** • **how complaints about the development can be made;** • **a complaints register;** • **compliance reports;**	Section 7	Pre-construction Construction Operation	Proponent

Condition requirement (CoC)	Relevant Section of EMS/ Management Plan	When to implement	Responsibility
• **any independent environmental audit, and the Applicant's response to the recommendations in any audit; and** • **any other matter required by the Secretary; and** • **keep this information up to date.**			

3. RISK MANAGEMENT

3.1. IDENTIFICATION OF ENVIRONMENTAL HAZARDS AND RISKS

The management of environmental impacts during construction would follow a risk-based approach to determine the severity and likelihood of an activity's impact on the environment and to prioritise its significance. This process considers potential regulatory and legal risks also taking into consideration the concerns of community and other stakeholders.

Risks assessment are to be undertaken at various stages of construction and documented in management plans, work method statements (WMS) and other Project documents. The objectives of these risk assessments are to:

- Identify activities, events or outcomes that have the potential to adversely affect the local environment and/or human health/property.
- Qualitatively evaluate and categorise each risk item.
- Assess whether risks can be managed by environmental protection measures.

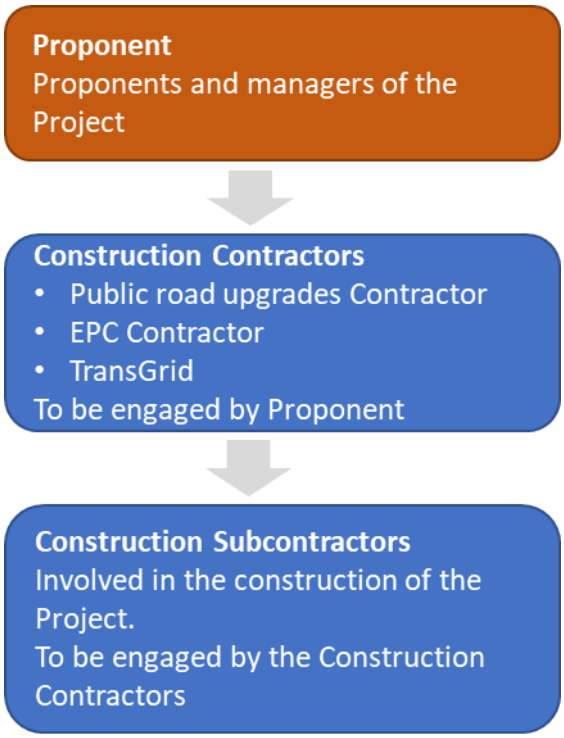
The Contractors shall implement risk management processes and systems in accordance with applicable legislation as detailed in the management plans including the relevant WH&S Legislation and Australian Standards, except where the risk management processes demonstrate that higher standards of risk control are required to adequately manage those hazards inherent with the construction of a solar farm. The following actions will be undertaken to meet the objectives of the risk assessments associated with the Project:

- Hold a risk assessment workshop prior to construction.
- Review outcomes of risk assessments of the workshop quarterly.
- Review outcomes of risk assessment for major work stages of construction.
- Hold an operations risk assessment workshop prior to commissioning.
- Review outcomes of risk assessments annually throughout the Project's operational phase.
- Hold a risk assessment workshop prior to decommissioning.
- Review outcomes of risk assessment for major work stages of decommissioning.

4. IMPLEMENTATION AND OPERATION

4.1. STRUCTURE AND RESPONSIBILITY

Below is a flow chart outlining the overall hierarchy of teams responsible for the construction of the Project.



As per Section 1.3 the Proponent will ensure construction contractors develop a project specific CEMP detailing how they will comply with the EMS and Project Approvals.

Roles and responsibilities required for the environmental management of the project are identified and described in Table 4-1. These responsibilities will be included in the contract between the Proponent and the relevant contractor.

Contractors shall ensure specific responsibilities are communicated to all personnel via appropriate environmental management training (part of the initial safety and environment induction).

4.1.1. Environmental Management Team

Table 4-1 Project team roles and responsibilities

Role	Responsibility	Authority
Contractor Project Manager	• Ensure resources are made available to enable works to comply with EMS and other environmental management requirements. • Ensure that all procedures are followed adequately. • Ensure appropriate approvals and licences are held.	• Order Stop-work for an activity that may cause material or environmental harm. • Release of environmental hold points, if required.

Role	Responsibility	Authority
	• Ensure all staff and contractors are aware of environmental compliance requirements and environmental controls. • Responsible for reporting incidents and non-compliance with the conditions of consent	
Contractor Health Safety and Environment and Quality Manager (HSEQ)	• Maintaining all environmental management documents. • Identifying where environmental measures are not meeting the targets and where improvements can be achieved. • Monitoring and reporting environmental compliance. • Reviewing Project environmental documents. • Reporting of pollution incidents.	• Recommend Stop-work for an activity that may cause material or environmental harm. • Release of environmental hold points, if required.
Contractor Site Manager	• Responsible for the implementation of environmental management plans. • Responsible for the induction of staff and contractors. • Responsible for all aspects of the worksite including the coordination and management of all staff and subcontractors. • Undertake routine environmental site inspection. • Maintaining environmental records. • Receiving plant, materials and chemicals and ensuring all items are appropriately stored. • Responsible for addressing corrective actions arising from Environmental Inspections.	• Order Stop-work if any items in the CEMP are in danger of breach. • Approve and accept waste disposal methods requested by staff or subcontractors. • Approve minor changes to environmental sub-plans, including Erosion and Sediment Control Plans (ESCP).
External/ Internal Environmental Representative	• Review of this EMS in consultation with the contractors. • Carrying out inspections, monitoring each condition and reporting any findings • Assessing the development for compliance with the Project Approvals and Environmental Management Plans	• Report any compliance issues to Contractor and Proponent • Liaising with relevant agencies and authorities where required by legislation
Proponent staff: • Proponent Project Manager • Proponent Site Representative • Proponent Senior Management • Proponent Owners Engineer	• Ensure contractors are working in accordance with the requirements of the EMS, as required under the construction contract. • Undertake site visits during construction to monitor compliance with EMS requirements. • Report and raise any issues that arise that may have an environmental impact. • Report and raise the discovery of any artefacts, Aboriginal relics or places and cease work until the matter has been addressed.	• Report any issues that may have the potential to cause material or environmental harm. • Report any incidents or near-misses that may impact on the environment or breach conditions set-out in this EMS.
Subcontractors	• Operate as instructed by the Contractor Site Manager in compliance with all environmental requirements. • Environmental subcontractors e.g. Ecologist, Archaeologist	• Contractor Site Manager

4.1.2. Project organisational chart

The organisational chart for the project is provided below in Figure 4-1.

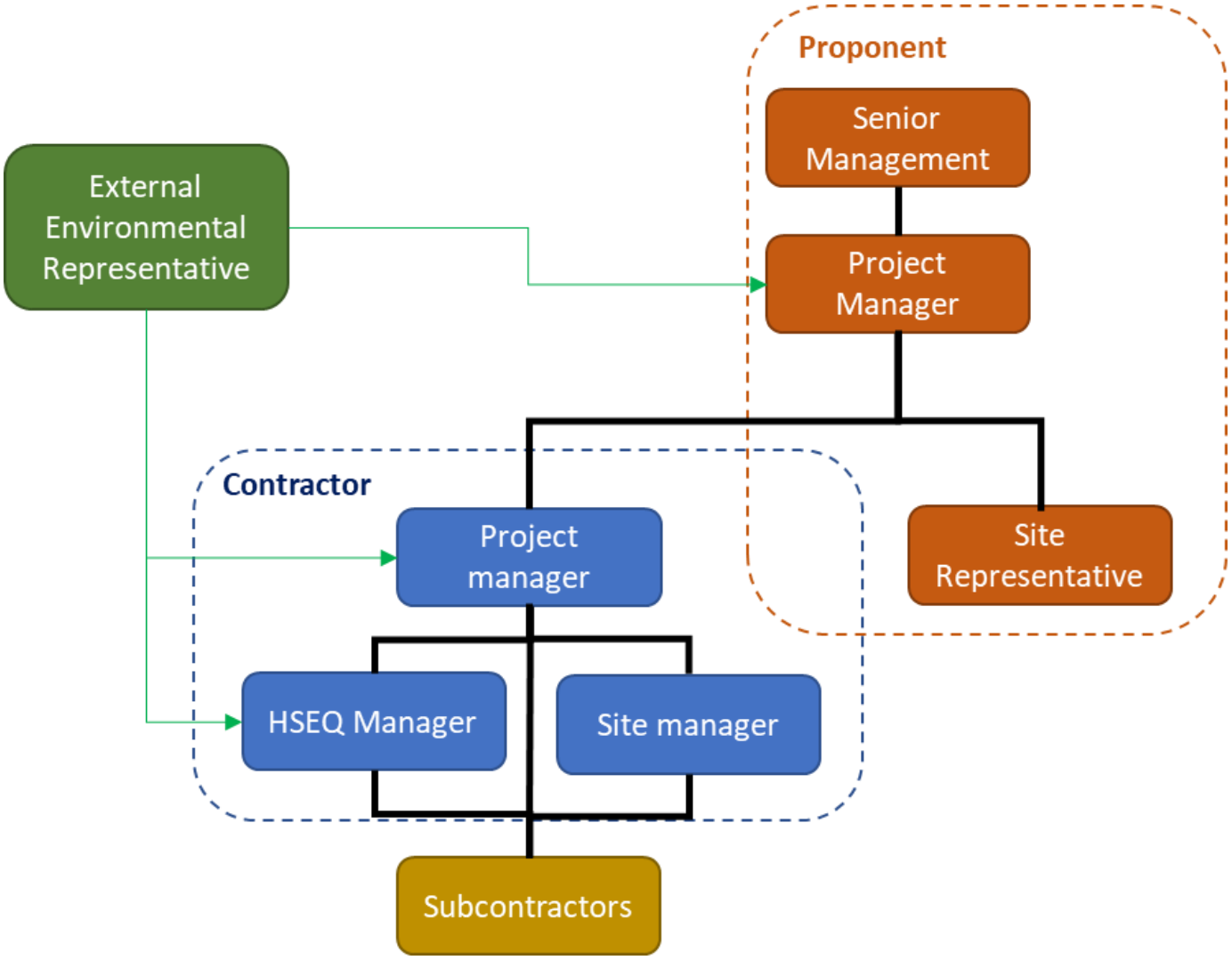


Figure 4-1 Project organisational chart

5. ENVIRONMENTAL PLANS

The COCs require a number of environmental plans to be prepared with specific consultation and approval requirements as listed in Table 5-1.

A number of supplementary plans, sub-plans and strategies will be prepared to ensure the commitments of the Project Approvals and this EMS are achieved as listed in Table 5-2. A number of these will be prepared by the contractors as part of their project specific CEMP once they have been engaged on the project. Such plans, sub-plans and strategies will be prepared in accordance with this EMS (including the guidance within the following sub-sections of this section 5).

Table 5-1 Environmental Management Plans Required by COCs

Document name	Document identifier	Approval requirement
Traffic Management Plan	TMP	Prepare in consultation with TfNSW and Council, and to the satisfaction of the Secretary
Biodiversity Management Plan	BMP	Prepare in consultation with BCD and to the satisfaction of the Secretary
Cultural Heritage Management Plan	CHMP	Prepare in consultation with BCD and Aboriginal Stakeholders, and to the satisfaction of the Secretary
Accommodation and Employment Strategy	AES	Prepare in consultation with Council, and to the satisfaction of the Secretary
Fire Safety Study	FSS	Prepare in consultation with Fire and Rescue NSW and Rural Fire Service and to the satisfaction of the Secretary.
Emergency Plan	EP	Prepare to satisfaction of Fire and Rescue NSW and NSW Rural Fire Service

Table 5-2 Supplementary Environmental Plans, Sub-plans and Strategies

Document name	Document identifier	Relationship to other plans	Approval requirement
Haulage Plan	HP	Part of TMP	Prepare in consultation with Council
Road Dilapidation Report	RDR	Part of TMP	Prepare in consultation with Council
Workforce Transport Plan	WTP	Part of TMP	Prepare in consultation with Council
Groundcover Management Plan	GMP	Part of BMP	Prepare in consultation with BCD
Flood Response Plan	FRP	Contractors to include in CEMP	Prepare in consultation with Fire and Rescue NSW and NSW Rural Fire Service

Document name	Document identifier	Relationship to other plans	Approval requirement
Spill and Contamination Response Plan	SCRP	Contractors to include in CEMP	Internal Proponent approval
Soil, Water and Stormwater Management Plan	SWMP	Contractors to include in CEMP	Internal Proponent approval
Erosion and Sediment Control Plans	ESCP	Contractors to include in CEMP	Internal Proponent approval
Waste Management Plan	WMP	Contractors to include in CEMP	Internal Proponent approval
Bushfire management plan	BFMP	Contractors to include in CEMP	Prepare to in consultation with Fire and Rescue NSW and NSW Rural Fire Service
Noise Management Plan	NMP	Contractors to include in CEMP	Internal Proponent approval
Rehabilitation Plan	RP	Proponent to develop prior to decommissioning	Internal Proponent approval
Community Consultation Plan	CCP	Proponent to develop prior to construction	Internal Proponent approval

5.1. SOIL AND WATER QUALITY MANAGEMENT

Erosion and Sediment Control Plans (ESCPs) will be prepared per Section 5.1.1 by a suitably qualified person and will be reviewed by the Proponent prior to implementation. ESCPs will be prepared progressively and for all stages of works.

Soil and Water Management Plans (SWMPs) will be prepared per Sections 5.1.2 and 5.1.3 by a suitably qualified person and will be reviewed by the Proponent prior to implementation. SWMPs will be prepared progressively and for all stages of works.

5.1.1. Erosion and sediment control

The ESCPs will be prepared in accordance with *Managing Urban Stormwater - Soils and Construction Vols 1 and 2, 4th Edition* (Landcom, 2004) and the *NSW Dept of Water Controlled Activities Guidelines*. The ESCPs would generally contain the following, as relevant to the local conditions and work stage:

- Method of tree removal, leaving groundcover undisturbed.
- Erosion and sediment control measures required before clearing and grubbing of the site.
- Appropriate controls before the removal of topsoil and commencement of earthworks for the formation within the catchment area of each structure.
- How upstream ‘clean’ water will be managed and diverted around disturbed areas, so they are not polluted by potential ‘dirty’ or sediment-laden water resulting from the construction activities.
- Scour protection measures for haul roads and access tracks when these are an erosion hazard due to either their steepness, soil erodibility or potential for concentrating runoff flow.
- The methods for stabilising disturbed areas and temporary drains.

- The methods to minimise erosion during construction of embankments.
- The methods to minimise and monitor tunnel erosion that may occur underneath the solar arrays.
- The methods of constructing batters to assist retention of topsoil on the batter slopes.
- Temporary sediment trapping measures in median areas at regular intervals.
- The methods of maintenance of erosion and sediment controls.
- The details of the inspection and maintenance program for all erosion and sediment controls to ensure that no disturbed area is left without adequate means for containment and treatment of contaminated soil.
- Measures to minimise erosion and control sedimentation from stockpiles.
- Methods for managing any spills that may occur during construction.
- Additional controls to be implemented during heavy rainfall events.

The ESCP will include, but is not limited to:

- A marked-up site plan including:
- Areas not to be disturbed (no-go zones).
- Temporary work areas.
- Access and haulage tracks.
- Stockpile and storage areas.
- Compound areas.
- Location, number and type of each erosion and sediment control with example figures.
- Notes and instructions of key management practices.
- A legend.
- A detailed set of instructions for the contractor/sub-contractors, including:
    - The order of installation of the various controls.
    - Sizing and design of sediment basin(s) and diversion(s) if required.
    - Instructions for inspecting the site regularly.
    - Instructions for the maintenance of all controls.
    - Instructions for stabilising and revegetating at various points during the works.
    - Any special requirements during certain higher-risk months.
    - Instructions for topsoil management.

The ESCPs will also show the construction boundaries and exclusion zones in addition to any other activities that may impact water quality. ESCPs will be updated progressively to reflect changes on site.

5.1.2. Water Use and Supply

Water consumption during construction will be mainly used for dust suppression on unsealed roads and laydown areas within the development footprint. It is estimated that about 150-180 ML of non-potable water would be required during construction. Construction water will be sources from a combination of:

- Onsite dams (may provide up to 10.5% of total water required during construction)
- Groundwater bores (subject to approvals) (capable of supplying more than 100% total water required for construction).
- MWRC standpipe (subject to approvals) (Up to 1% of total water required during construction).

- Lower Goulburn River Water Source (requires establishment of a standpipe) (capable of supplying more than 100% total water required for construction).
- Truck Delivery.

During construction Contractors will ensure that sufficient water for firefighting (minimum 20,000 litre water supply tank fitted with a 65 mm Storz fitting and a FRNSW compatible suction connection) is stored in water tanks located on site adjacent to the internal access road.

During operations a potable water supply shall be connected to the operation and maintenance building or a potable water tank will be installed.

Further details on water use would be detailed in the SWMP.

5.1.3. Water Pollution

In order to prevent any water pollution, pollution control measures will be detailed in the SWMP including chemical and fuel storage protocols, notification for pollution incidents and monitoring activities.

5.2. VISUAL

Wollar Solar Farm is expected to have a low to medium visual impact due to topography, existing tree cover and lack of neighbours in the immediate vicinity with the exception of the current landowner. The following mitigations will be implemented where practical:

- Materials and colour of onsite infrastructure would, where practical, be non-reflective and in keeping with the materials and colouring of existing infrastructure or of a colour that will blend with the landscape.
- Dust would be controlled in response to visual cues.
- Night lighting minimised.

If feedback is received in relation to the visual impact of the solar farm (including glare for users of public road network), additional mitigatory measures such as planting trees will be evaluated.

External lighting for the project would be provided around buildings, and in the high voltage substation but they would only be used on the rare occasions that staff are working on the site during the hours of darkness. Some security lighting would be provided at critical locations around the perimeter of the site and would only be activated when the automatic security system sensed an unauthorised entry. Temporary lighting for road upgrades may be required should night works be deemed necessary for safety reasons.

All lighting would be in accordance with *Australian Standard AS4282 (INT)) 1997 – Control of Obtrusive Effects of Outdoor Lighting* and would be installed to ensure lighting does not shine above the horizontal and is installed at a low intensity except where required for safety or emergency purposes.

5.3. SPILL PREVENTION AND RESPONSE

Contractors will include a Spill and Contamination Response Plan as part of their CEMPs.

All chemicals fuels and oils on site will be stored and handled in accordance with Australian Standards and the NSW EPA's *Storing and Handling of Liquids: Environmental Protection – Participants Manual* (DECC, 2007).

Further details on storage and handling of dangerous goods will be detailed in the EP and SWMP.

A template Spill Response Procedure is including in Appendix F which may be adopted by contractors.

Reporting and incident management is further detailed in section 10.

5.4. EMERGENCY RESPONSE AND FIRE SAFETY

Contractors will include comprehensive plans for responding to emergencies within the CEMPs for their works including but not limited to a Bushfire Management Plan (BFMP), Flood Response Plan (FRP) and Spill and Contamination Response Plan (SCRP). Plans should be prepared in consultation with Fire and Rescue NSW and Rural Fire Service as relevant and should:

- Describe relevant fire risks, controls, and emergency procedures for the Project.
- Describe the fire and emergency related roles and responsibilities of all key personnel involved.
- Describe the response procedure in the event of flooding.
- Identify site evacuation points.
- Notification procedures per Section 10 of this EMS.
- State objectives and targets for issues that are important to the environmental performance of the Project.
- Outline a monitoring regime to check the adequacy of controls as they are implemented during construction.

5.4.1. Emergency Plan for Commissioning

Prior to commissioning operations, the EPC contractor will develop and implement a comprehensive Emergency Plan consistent with Schedule 3 condition 28. This must be prepared to the satisfaction Fire and Rescue NSW and Rural Fire Service and to the satisfaction of the Secretary.

5.4.2. Fire Safety Study

Prior to construction of any battery storage facility, relevant contractor will develop a Fire Safety Study for the development prior to construction of any battery storage facility. The Study will be undertaken in consultation with Fire and Rescue NSW and the Rural Fire Service and be consistent with Schedule 3 condition 25. The Fire Safety Study will be submitted for Secretary approval.

The Fire Safety Study will develop protocols for lithium-ion battery storage, maintenance and incident response to mitigate Li-ion fire risks as well as providing advice on the design of the Energy Storage Facility to address fire risks per the EIS (NGH Environmental, 2019).

5.4.3. Bushfire Management Plan

A Bushfire Management Plan is to be prepared in consultation with the NSW RFS District Fire Control Centre and include:

- 24/7 contact details including alternative telephone contact.
- Site infrastructure plan.
- Site access and internal road plan.
- Construction of asset protection zones and their continued maintenance.
- Location of hazards (Physical, Chemical and Electrical) that will impact on fire fighting operations and procedures to manage identified hazards during fire fighting operations.
- Such additional matters as required by the NSW RFS District office (Plan review and update).

5.5. NOISE CONTROL

A Noise Management Plan will be developed by construction contractors for inclusion in their CEMP.

In accordance with the Interim Construction Noise Guideline (DECC, 2009), noise generated by any construction, upgrading or decommissioning activities on site will be minimised in accordance with the best practice requirements (section 6 of the guideline).

This will be done through the following steps:

1. Identify work practices expected to generate high levels of noise,
2. Select the feasible and reasonable work practices relevant to the scenario from section 6 of the guideline,
3. Apply the applicable work practices.

5.6. BIODIVERSITY

Refer to the Biodiversity Management Plan (Appendix H).

5.7. ABORIGINAL HERITAGE

Refer to the Cultural Heritage Management Plan (Appendix J).

5.8. NON-ABORIGINAL HERITAGE

Several non-Aboriginal heritage items were identified during the desktop study undertaken as part of the EIS. Though none of these items are in proximity to the proposal site, they are within the haulage route. A qualified Heritage Consultant advised that these would not be impacted by vibration or dust from construction traffic.

Should an item of historic heritage be identified, the Heritage Division (OEH) would be contacted prior to further work being carried out in the vicinity.

5.9. WASTE MANAGEMENT

Waste Management will be detailed in the WMP.

5.10. RESTORATION OF SITE

The site will be rehabilitated within 18 months of the cessation of operations. This process will be detailed in the RP which will be prepared prior to decommissioning.

6. TRAINING, AWARENESS AND COMPETENCE

To ensure that the EMS is effectively implemented, each level of management is responsible for ensuring that all personnel reporting to them are aware of the requirements of this EMS. The HSEQ Manager (or equivalent) will coordinate the environmental training in conjunction with other training and development activities (e.g. safety).

6.1. ENVIRONMENTAL INDUCTION

Prior to working on site all personnel and sub-contractors will undertake a site-specific induction covering environmental aspects (this may be an online induction). This is done to ensure all personnel involved in the Project are aware of the requirements of the EMS, and to ensure environmental management measures are implemented.

Short-term visitors to site for purposes such as deliveries may not be required to undertake the full site-specific induction provided they are accompanied by inducted personnel at all times.

The HSEQ Manager will conduct the environmental component of the site inductions.

The environmental induction will address a range of issues including, but not limited to:

- Purpose and objectives of EMS.
- Requirements of due diligence and duty of care.
- Roles and responsibilities.
- Typical project environmental hazards and risks, including:
- No go and exclusion zones.
- Location of sensitive environmental areas.
- Community sensitivities.
- Environmental emergency and incident procedures and locations of emergency spill kits.
- Management and reporting process for environmental incidents.

A record of all environment inductions will be maintained and kept on site.

The HSEQ Manager (or equivalent) will review and approve the induction program and monitor implementation.

6.2. TOOLBOX TALKS, TRAINING AND AWARENESS

Toolbox talks will be one method used to raise awareness and inform personnel of issues related to environmental risks. Discussion of environmental issues will be a standard agenda item on all toolbox talks. From time to time, specific topics will be selected for more detailed discussion. Toolbox talks will be prepared and delivered by the Site Manager. A register of toolbox talks will be kept on site and maintained by the HSEQ Manager (or equivalent).

Typical environmental topics discussed at toolbox talks include:

- Vegetation clearing and protection.
- Erosion and sedimentation management.
- Noise, vibration, and air quality management.
- Management of identified heritage items.
- Emergency procedures.

6.3. ENVIRONMENTAL AWARENESS TRAINING

In addition to inductions and toolbox talks, select employees and sub-contractors may be provided with additional environmental awareness training. Formal qualifications for specialist staff may be required in relation to activities such as animal handling and the design of ESCPs.

Targeted environmental awareness training will be provided to individuals or groups of workers with a specific authority or responsibility for environmental management or those undertaking an activity with a high risk of environmental impact.

This training may be delivered by external providers or by the HSEQ Manager (or equivalent). Daily pre-start meetings will occur during construction. The pre-start meeting is a tool for informing the workforce of the day's activities. Safe work practices, environmental protection practices, work area restrictions, activities that may affect the works, coordination with other trades, hazards and other information that may be relevant to the day's work are discussed.

The Site Manager will conduct a daily pre-start meeting with the site workforce before the commencement of work each day (or shift) or where changes occur during a shift. Daily pre-start meetings are generally succinct and will take approximately 10-15 minutes.

The environmental component of pre-starts will be determined by the contractor Project Manager/Site Manager and will include any environmental issues that could potentially be impacted by, or impact on, the day's activities. All attendees will be required to sign on to the pre-start and acknowledge their understanding of the issues explained.

7. COMMUNICATION

7.1. INTERNAL COMMUNICATION DURING CONSTRUCTION

Clear lines of communication through all levels and functions (e.g. management, staff and sub-contractors), is key to minimise environmental impacts and achieving continual improvements in environmental performance.

7.1.1. Daily onsite communication

The HSEQ Manager (or equivalent), Site Manager and relevant Project staff will meet daily during construction to discuss any issues with environmental management onsite, any amendments to plans that may be required or any new/changes to construction activities.

7.1.2. Fortnightly environmental inspections

Fortnightly environmental inspections will be undertaken by the HSEQ Manager (or equivalent) and relevant Project staff. The purpose of these inspections is to communicate ongoing environmental performance and to identify any issues to be addressed.

7.1.3. Monthly project review meetings

Monthly Project review meetings will be attended by the Proponent, the contractors and any other significant parties. The meetings will discuss the progress of the Project and will review significant environmental risks.

7.2. INTERNAL COMMUNICATION DURING OPERATION

During operation, approximately five full time equivalent (FTE) employees may be present at the site on a regular basis. Environmental inspections of the Project site would be carried out in accordance with this EMS and the CEMP of the operations contractor, and all environmental documents would be periodically reviewed for the life of the Project.

7.3. MANAGEMENT REVIEW

A Management Review of the EMS and Project plans will be completed at least once during the Project. This will involve the HSEQ Manager (or equivalent) and relevant Project team members and stakeholders.

Additional management reviews would be undertaken per the requirements of Schedule 4 condition 2 of the CoC:;

> *The Applicant must:*
>
> *(a) update the strategies and plans required under this consent to the satisfaction of the Secretary prior to carrying out any upgrading or decommissioning activities on site; and*
> *(b) review and, if necessary, revise the strategies and plans required under this consent to the satisfaction of the Secretary within 1 month of the:*
> - *submission of an incident report under condition 7 of Schedule 4;*
> - *submission of an audit report under condition 9 of Schedule 4; or*
> - *any modification to the conditions of consent.*

Amendments to the Project's management documents, risk assessment review, re-evaluation of the Project objectives and targets as well as changes to other Project documents would be conducted in accordance with the Documentation and Document Control procedures outlined in Section 9.

7.4. GOVERNMENT AGENCY COMMUNICATION

The Proponent will be the main point of contact with DPIE and will notify the Department (via the Major Project website) prior to the commencement of construction, operations, upgrading and decommissioning for all stages of the development. The HSEQ Manager (or equivalent) for the construction contractor may be required to communicate with DPIE directly in relation to specific environmental issues.

Details of incident reporting to government agencies, including DPIE, are provided in Section 10.

The name and contact numbers for the site personnel who are available to EPA on a 24-hour basis and who have the authority to take immediate action to shut down any activity or to affect any pollution control measure as directed by an authorised officer of EPA will be provided. These roles are:

1. Project Manager/Site Representative (Proponent)
2. Project Manager (Contractor)
3. HSEQ Manager (Contractor)

Schedule 4 condition 7 of the CoC states that:

> *(7) The Department must be notified in writing via the Major Projects website portal immediately after the Applicant becomes aware of an incident. The notification must identify the development (including the development application number and the name of the development if it has one), and set out the location and nature of the incident.*

The Proponent will immediately notify the Secretary and any other relevant agencies of any incident on site. 'Immediately' has its ordinary dictionary meaning of promptly and without delay. Within 7 days of the date of the incident, Proponent will provide the Secretary and any relevant agencies with a copy of the incident report, and such further reports as may be requested.

In the event of non-compliance with the CoC, Proponent will comply with Schedule 4 Condition 8 of the CoC, which states that:

> *The Department must be notified in writing via the Major Projects website portal within 7 days after the Applicant becomes aware of any non-compliance with the conditions of this consent. The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non- compliance (if known) and what actions have been done, or will be, undertaken to address the non- compliance.*

Additionally, the Proponent will ensure that results of the Independent Environmental Audit are submitted to the Secretary within 3 months of commencement of the audit. Refer to Section 11.1 for details about Project audit requirements.

7.5. STAKEHOLDER AND COMMUNITY ENGAGEMENT

The following steps will be implemented in order to engage with the community and other stakeholders throughout the various stages of the development:

Table 7-1 Planned and ongoing consultation

Engagement Step	**Description**
Wollar Solar Farm website (https://www.wollarsolarfarm.com.au/)	The website will be used to provide updates as relevant about the progress of the solar farm development. The website will be regularly updated throughout all stages of the proposed development and include information such as: • The EIS • Layout plans for the development • Current statutory approvals for the development. • The proposed staging plans for the development if the construction, operation or decommissioning of the development is to be staged • How complaints about the development can be made and a complaints handling procedure • A complaints register
Newspaper ads	Ads will be placed in major local newspapers prior to commencing each stage of the development (per 1.2.4). These will describe the upcoming works and the public roads expected to be affected.
Text message update service	Members of the community and stakeholders will be invited to register to receive text message updates from the project. This

	will enable up to date information to be communicated relatively quickly.
Newsletters	The status of construction works and the plan for upcoming works will be communicated via newsletter updates. These will be uploaded to the website and emailed to community members who register their information. Mailed hard copies will be offered to community members if this is preferred.
Wollar shop community notice board	Newsletters and project updates will be posted on the community notice board in the Wollar shop.
Project contact information	Project contact information (email, phone number and mailing address per Appendix D) will be included in community notifications to enable individuals to contact the project.
Community information night	Prior to commencing Stage 2 and 3 a community information event will be held in Wollar. Individuals will be invited to provide contact information should they wish to receive text message or email updates.
Complaints procedure	A complaints procedure per Appendix D will be implemented to identify and respond to issues generating complaints from the public. The system includes a Complaints Register to record and compile information on all complaints received. The register includes details of the complainant, how the complaint was addressed, and whether resolution was reached, with or without mediation
Point of contract for locals	A 24-hour line of contact will be provided to residences within 3 km of the site. The Wollar Solar Farm 1800 phone number will be available to anyone and will be included in community notifications.

The following community engagement actions outlined in Table 7-1 have been implemented in anticipation for commencement of Stage 1 construction works:

- Letter box drops of newsletter to all residences along Barigan Road and in Wollar Village conducted on the 17th July 2020. Another letter box drop will be undertaken once start date of stage 1 works is confirmed. The Newsletter is provided in Figure 7-1 and Figure 7-2, and includes the 24 hour contact line number.
- The newsletter in Figure 7-1 and Figure 7-2 was posted on the Wollar shop community notice board on the 9th July 2020. So far, the only enquiries received have been regarding employment.
- Project newsletters were provided to the Wollar General Store for community members to take.
- MWRC undertook their own letter drop and posted a notification of works on the Wollar shop community notice board on the 27th and 28th July 2020.
- Two notification signs were installed either side of the approach to Barigan Road intersection on the 22nd July 2020 (Figure 7-3).

Wollar Solar

WOLLAR SOLAR FARM

Project Update July 2020

Project Update

Thanks for your continuing interest in the Wollar Solar Farm. This update is to let you know that since NSW Development Consent was granted on 24th February 2020 (found by visiting https://www.planningportal.nsw.gov.au/major-projects/project/9831) , we have been busy undertaking a variety of tasks to get this project 'shovel-ready'.

Environmental Management Plans

- Preparing environmental management plans to manage on ground activities and engaging with various stakeholders (including government agencies). Once these plans have been accepted by the Department of Planning, Industry and Environment (DPIE) they will be made available on our website. Key management plans include:
  - Environmental Management Strategy – to guide the overall sequence of activities.
  - Traffic – to manage the impact of increased traffic generated by the development.
  - Biodiversity – to manage possible impacts to vegetation and fauna from construction activities required for the development.

Construction Works

- Planning for the upgrade of Barigan Road required under our Development Consent (see overleaf for more details).
- Running a competitive tender process for the Engineering, Procurement and Construction Contract. This will be a large contract which includes the design and construction of the whole solar farm (apart from the substation works that TransGrid will undertake).

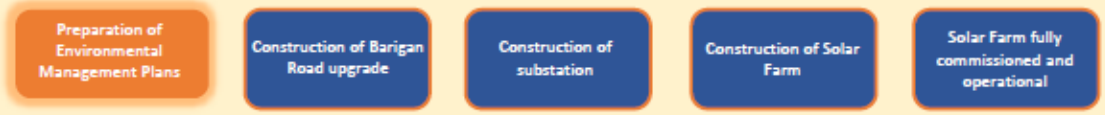
Electrical Connection

- Making plans for the connection of the solar farm to the national electricity grid. TransGrid will construct a new electricity substation for the project and will undertake works to connect this to an existing 330kV overhead powerline that crosses the site.

Other Consultation

- Progressing an approval from the Commonwealth Department of Agriculture, Water and Environment (DAWE) in relation to biodiversity impacts and offsets.

Construction Program



If you are interested in offering sub-contracting or other services during construction of the Wollar Solar Farm, please visit our website.

CONTACT US:

Wollar Solar Development Pty Ltd
PO Box K1053
Haymarket NSW 1240

1300 708 818
Wollarsolarfarm.com.au
info@wollarsolarfarm.com.au

Figure 7-1 Page 1 of newsletter provided to residences

Wollar Solar

WOLLAR SOLAR FARM

Project Update July 2020

Barigan Road Upgrade Works

The construction of the Wollar Solar Farm requires upgrades to be completed along Barigan Road from its intersection with Wollar Road to the project site entrance.

We have been discussing the details of the road upgrade requirements with Mid-Western Regional Council; and intend to engage Council to undertake these works. Approximately 5km of Barigan Road will be upgraded to a 7m wide sealed pavement, between the intersection with Wollar Road and the turn-off for the existing TransGrid substation. These works will be undertaken prior to construction works on the solar farm. We are looking to start these works as soon as possible however this is subject to some final approvals. The earliest these works could start is mid-late July and they are expected to last 3-4 months. The road will remain trafficable during this time however there will be traffic controls in place and there will likely be delays during construction hours for road users. The map below shows the locations of the road upgrades.

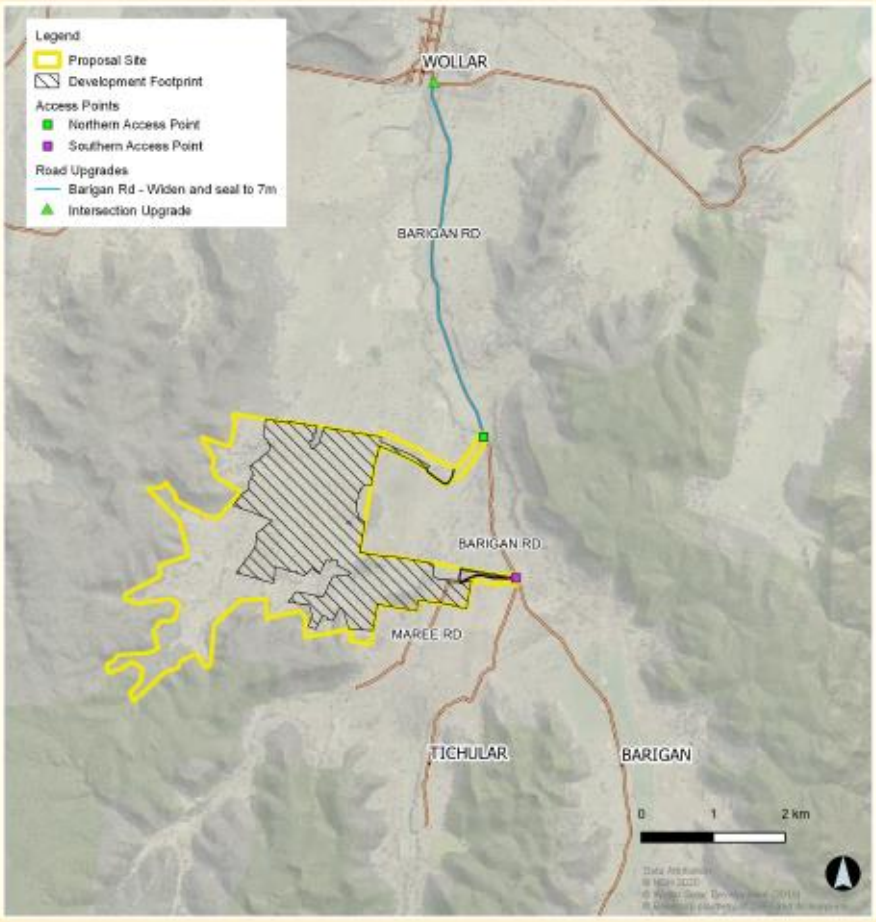


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Figure 7-2 Page 2 of newsletter provided to residences

Figure 7-3 Signage installed on approach to Barigan Road intersection

A CCP was developed for the early planning and assessment stages (Appendix L). Prior to commencing Stage 2 this plan will be updated to incorporate the actions in Table 7-1 and the construction phase. The CCP will be implemented for all subsequent stages of the development and will be updated as the development progresses based on community feedback and to reflect changing objectives for consultation through construction and into operations.

Dispute resolution

Dispute resolution will be undertaken in accordance with the complaint's procedure in Appendix D which is designed to avoid disputes arising following receival of a complaint. As per Appendix D, all complaints received via phone, email or the project website during construction will be recorded and responded to by the following working day, and complaints received by post, a written response will be provided within five working days. As per the measures WSD will undertake in Table 7-1, it is the intention of WSD to maintain an open and clear relationship with all stakeholders to prevent complaints from arising. Should the resolution of a complaint not be able to be reached by both parties following presentation of investigation results to the complainant, either party may refer the dispute to an independent mediator and/or follow the steps outlined in the complaints procedure in Appendix D.

8. ENVIRONMENTAL SITE INSPECTIONS AND IMPACT VERIFICATION

The HSEQ Manager (or equivalent) will be responsible for ensuring environmental site inspections are carried out in accordance with this EMS. Environmental inspections will be conducted fortnightly and post rainfall during construction and will be recorded on relevant checklists.

At the completion of inspections, the HSEQ Manager (or equivalent) will prepare the following:

- A site inspection report.
- A site inspection action plan listing deficiencies and corrective actions required.
- Sub-contractor notices for major/serious deficiencies.

All actions will be recorded and checked for implementation.

All deficiencies must be promptly issued to the applicable parties, actioned, verified and closed out within an appropriate timeframe based on the risk score associated with each deficiency. Actions listed will be identified with an appropriate timeframe to close out, that will take risks into consideration (e.g. location, weather).

Prior to the commencement of works on each shift, an inspection will be carried out and will include a check of the relevant environmental controls and resources required to ensure effective operation and maintenance. Works are not to commence unless inspections are found to be satisfactory.

9. DOCUMENTATION AND DOCUMENT CONTROL

The HSEQ Manager (or equivalent) is responsible for maintaining all environmental management documents as current at the point of use. Types of records include:

- All monitoring, inspection and compliance reports/records.
- Correspondence with government agencies.
- Induction and training records.
- Reports on environmental incidents, non-conformances, complaints and follow-up action.

- Community engagement information, and a complaints record.
- Minutes of environmental management review meetings and evidence of any action taken.

All environmental management documents are subject to ongoing review and continual improvement. This includes times of changes to scheduled activities or to legislative or licensing requirements.

9.1. DOCUMENT CONTROL

Environment management plans for the Project are listed in Section 5. Throughout the life of the Project, current versions of environmental management plans and procedure documents will be stored at the main site compound.

9.2. PUBLICLY AVAILABLE INFORMATION

The project website, https://www.wollarsolarfarm.com.au/, is the main source of information for the project. The project website directs the user to the NSW Government Major Project website, where all relevant determination documents such as the EIS and associated environmental assessments, current statutory approvals including development consent, layout plans and any management plans associated with the project under the conditions of consent are publicly available.

Following approval of the project, the project website will be updated to include a complaints register with information regarding the process for making complaints, as well as compliance reports and audits as they are undertaken throughout the construction, operation and decommissioning of the project. Users are also encouraged to register their interest on the website to receive project updates, such as staging information for the project.

10. EMERGENCY PREPAREDNESS AND RESPONSE (INCIDENT REPORTING)

Contractors will have in place a procedure for responding to environmental incidents which covers reporting and notification per the following sections. An example procedure is included in Appendix E.

10.1. INCIDENT REPORTING

Typically, environmental incidents will be notified verbally to the Site Manager immediately. The Proponent would be notified in writing within 1 hour of any incident occurring. Contractors will produce incident reports within 48 hours of the incident occurring, including lessons learnt from each environmental incident occurring, and proposed measures to prevent the occurrence of a similar incident.

Any non-compliances would be notified to DPIE via the Major Projects portal within 7 days of the proponent being made aware of the non-compliance occurring. Notification of the non-compliance will include:

- Brief overview of the non-compliance.
- Time and date of the incident.
- Form of non-compliance (i.e. which condition has been breached).
- Actions taken or to be taken to address the non-compliance.

An Environmental Incidence Response Procedure is included in Appendix E.

10.2. DPIE NOTIFIABLE INCIDENTS

As per Schedule 4 condition 7 of the CoC the Proponent will immediately notify the Secretary and any other relevant agencies of any incident on site. 'Immediately' has its ordinary dictionary meaning of promptly and without delay. Within 7 days of the date of the incident, Proponent will provide the Secretary and any relevant agencies with a copy of the incident report, and such further reports as may be requested.

After the submission of an incident report, Proponent will review and, if necessary, revise the strategies and plans required under the approval consent to the satisfaction of the secretary within 1 month of the submission of an incident report.

10.3. EPA NOTIFIABLE INCIDENTS

The EPA will be notified of any environmental incidents or pollution incidents on or around the site via the EPA Environment Line (telephone 131 555) in accordance with Part 5.7 of the *Protection of the Environment Operations Act 1997* (NSW) (POEO Act). The circumstances where this will take place include:

a) If the actual or potential harm to the health or safety of human beings or ecosystems is not trivial.
b) If actual or potential loss or property damage (including clean-up costs) associated with an environmental incident exceeds $10,000 (Material Harm).

Pollution incidents posing material harm to the environment should be notified to each 'relevant authority' as defined in Section 148 (8) of the POEO Act. 'Relevant authority' means:

- NSW EPA as the appropriate regulatory authority (ARA) on **131 555** (or **(02) 9995 5555.**
- The NSW Ministry of Health **02 9391 9000**.
- Safe Work NSW (formerly WorkCover) on **13 10 50.**
- The local authority, Mid-Western Regional Council on **1300 765 002.**
- Fire and Rescue NSW on **000** or for Mobiles Only **112.**
- Rural Fire Service Mid Western Regional LGA on **02 6372 4434.**

Where an incident involves an Aboriginal site, relevant Registered Aboriginal Parties will be notified, and their input sought in closing out the incident.

Proponent will maintain all records relating to environmental incidents.

11. MEASUREMENT AND EVALUATION

11.1. SYSTEM AUDITING AND MAINTENANCE

11.1.1. Internal auditing

Biannual compliance audits will be conducted during the Project.

Internal audits will verify that the Project is in compliance with conditions and that environmental control measures are effective. More frequent auditing may occur if environmental checks indicate major deficiencies with environmental management of the site.

Audits will be planned, carried out and reported to provide assessment of the Project. Audits will:

- Assess the environmental performance of the Project and assess whether it is complying with the requirements within the Project Approval and any other approvals or permits.
- Review the adequacy of any approved strategy, plan or program.

- Recommend measures or actions to improve the environmental performance of the Project; and or any strategy, plan or program required under the approvals.
- Assess the level of compliance with conditions, regulations (including license and permit conditions) and planned environmental management requirements.
- Assess the capacity to comply, inspect, test, monitor, control and verify that construction activities are being carried in accordance with the Project's requirements and conditions.

11.1.2. External auditing

An independent external audit is to be carried out within 6 months of the commencement of construction, or as directed by the Secretary.

Schedule 4 condition 9 of the COC states that:

The Applicant must commission and pay the full cost of Independent Environmental Audits of the development. The audits must:

(a) be prepared in accordance with the relevant Independent Audit Post Approval requirements (DPE 2018);

(b) be led and conducted by a suitably qualified, experienced and independent team of experts whose appointment has been endorsed by the Secretary in writing;

(c) be prepared, unless otherwise agreed with the Secretary in writing:

- *within 3 months of commencing construction;*
- *within 3 months of commencement of operations; and*
- *as directed by the Secretary;*

(d) be carried out in consultation with the relevant agencies;

(e) assess whether the development complies with the relevant requirements in this consent, and any strategy, plan or program required under this consent; and

(f) recommend appropriate measures or actions to improve the environmental performance of the development and any strategy, plan or program required under this consent.

Within 3 months of commencing an Independent Environmental Audit, or unless otherwise agreed by the Secretary in writing, a copy of the audit report must be submitted to the Secretary, and any other NSW agency that requests it, together with a response to any recommendations contained in the audit report, and a timetable for the implementation of the recommendations.

11.2. ENVIRONMENTAL MONITORING AND REPORTING

A plan depicting all the monitoring and reporting obligations to be carried out in relation to the Project is provided below (Table 11-1), along with the monitoring and reporting obligations identified the CoC along with how these obligations will be met within the EMS.

The objective of the monitoring and reporting will be to validate the impacts predicted for the Project, to measure the effectiveness of environmental controls and implementation of this EMS, and to address specific requirements.

Proponent will respond in a timely manner to any requests in relation to monitoring or effectiveness of environmental controls and their implementation raised by NSW Government Agencies.

Table 11-1 Monitoring and reporting as required by the CoC

Item	CoC	Monitoring and Reporting Requirements	Monitoring proposed
Project Conditions of Consent			
Sch 3 C 1	Over-Dimensional and Heavy Vehicle Restrictions	The Applicant must ensure that the: a) development does not generate more than: • 26 AV/B-double vehicle movements a day during construction, upgrading and decommissioning; • 46 medium and/or heavy rigid vehicle movements a day during construction, upgrading and decommissioning; • 2 over-dimensional vehicle movements during construction, upgrading and decommissioning; and • 7 AV/B-Double, medium and/or heavy rigid vehicle movements a day during operations; on the public road network; b) length of any vehicles (excluding over-dimensional vehicles) used for the development does not exceed 19 metres.	Internal and External audits (TMP Section 9.4; EMS Section 11.1)
Sch 3 C 2	Over-Dimensional and Heavy Vehicle Restrictions	The Applicant must keep accurate records of the number of over-dimensional vehicles, AV/B-Double vehicles, medium and/or heavy entering or leaving the site each day for the duration of the project.	Vehicle Movement Register (TMP Appendix B)
Sch 3 C 14	Biodiversity Management Plan	The Applicant must prepare a Biodiversity Management Plan for the development to the satisfaction of the Secretary. This plan must include a program to monitor and report on the effectiveness of these measures and any biodiversity impacts of the Project.	Monitoring and Inspection (Section 9.3 of BMP) Reporting (Section 10 of EMS)
Sch 3 C 19	Heritage Management Plan	The Applicant must prepare a Heritage Management Plan for the development to the satisfaction of the Secretary. This plan must include a program to monitor and report on the effectiveness of these measures and any heritage impacts of the Project.	Monitoring and Inspection (Section 7.3 of CHMP) Reporting (Section 10 of EMS)
Sch 3 C 20	Water Pollution	The Applicant must ensure that the development does not cause any water pollution, as defined under Section 120 of the *Protection of the Environment Operations Act 1997*.	ESCP SWMP Flood Plan (TMP Section 6)

11.3. NON-COMPLIANCE AND CORRECTIVE AND PREVENTATIVE ACTION

Environmental non-compliances will be reported and actioned through the Incident Management Procedures detailed in Section 10.

Any non-conformance to the system will be dealt with through the audit procedures detailed in Section 11.1.

As per Condition 4 of Schedule 8, the Proponent will notify the Department in writing within 7 days after becoming aware of any non-compliance with the CoC.

12. REFERENCES

DECC. (2007). *Storing and Handling Liquids: Environmental Protection - Participant's Manual.* Retrieved from https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/licensing/2007210liquidsmanual.pdf?la=en&hash=F58F9A86A4293434464AC43554AEEEB7FDCF6E01

DECC. (2009). *Interim Construction Noise Guideline.*

Landcom. (2004). *Managing Urban Stormwater: Soils and Construction.* Landcom.

NGH Environmental. (2019). *Amendment Report Wollar Solar Farm.*

NGH Environmental. (2019). *Environmental Impact Assessment Wollar Solar Farm.*

APPENDIX A DPIE APPROVAL OF THIS EMS

APPENDIX B CONTRACTOR'S ENVIRONMENTAL POLICY

APPENDIX C ENVIRONMENTAL LEGISLATION

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
Commonwealth Legislation				
Commonwealth Environment Protection and Biodiversity Conservation Act 1999	The objects of this Act are: • to provide for the protection of the environment, especially matters of national environmental significance • to promote ecologically sustainable development through the conservation and ecologically sustainable use of natural resources • to promote the conservation of biodiversity • to provide for the protection and conservation of heritage • to promote a co-operative approach to the protection and management of the environment involving governments, the community, land-holders and indigenous peoples • to assist in the co-operative implementation of Australia's international; environmental responsibilities • to promote the use of indigenous peoples' knowledge of biodiversity with the involvement of, and co-operation with, land-holders and indigenous peoples Under the EPBC Act, any action that has, or is likely to have, a significant impact on a Matter of National Environmental Significance (MNES) may progress only with the approval of the Commonwealth Minister for the Environment.	While no significant impacts on MNES as a result of the Project are considered likely, there is a general duty to avoid impacts to MNES.	None required	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
State Legislation				
Environmental Planning and Assessment Act 1979 (EP&A Act)	The EP&A Act provides for modifications to consents. Modification provisions are contained in Section 4.55 of the Act. Under this section. The following provisions apply to modifications: • Modifications involving minimal environmental impact: A consent authority may, on application being made by the applicant or any other person entitled to act on a consent granted by the consent authority and subject to and in accordance with the regulations, modify the consent if: ○ it is satisfied that the proposed modification is of minimal environmental impact, and ○ it is satisfied that the development to which the consent as modified relates is substantially the same development as the development for which the consent was originally granted and before that consent as originally granted was modified (if at all), and ○ it has notified the application in accordance with: ○ the regulations, if the regulations so require, or ○ a development control plan, if the consent authority is a council that has made a development control plan that requires the notification or advertising of applications for modification of a development consent, and ○ it has considered any submissions made concerning the proposed modification within any period prescribed by the regulations or provided by the development control plan, as the case may be. • A consent authority may, on application being made by the applicant or any other person entitled to act on a consent	An Environmental Impact Statement (EIS) was completed to assess the impact of the Project. It included the assessment of construction and operational activities along with operation of infrastructure that will affect, or likely to affect the environment. This was approved by the NSW Planning and Assessment Commission as delegate of the Minister for Planning. Compliance with the Conditions of Consent issued by the Commission is a legal requirement of the Project. Work that is additional, or a variation of work approved that was assessed and described in the EIS for this project and was not deemed consistent with the approval will require additional assessment under this legislation.	Modifications to the Project may require Approval from DPIE	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	granted by the consent authority and subject to and in accordance with the regulations, modify the consent if: ○ it is satisfied that the development to which the consent as modified relates is substantially the same development as the development for which consent was originally granted and before that consent as originally granted was modified (if at all), and ○ it has consulted with the relevant Minister, public authority or approval body (within the meaning of Division 4.8) in respect of a condition imposed as a requirement of a concurrence to the consent or in accordance with the general terms of an approval proposed to be granted by the approval body and that Minister, authority or body has not, within 21 days after being consulted, objected to the modification of that consent, and ○ it has notified the application in accordance with: ➢ the regulations, if the regulations so require, or ➢ a development control plan, if the consent authority is a council that has made a development control plan that requires the notification or advertising of applications for modification of a development consent, and ○ it has considered any submissions made concerning the proposed modification within the period prescribed by the regulations or provided by the development control plan, as the case may be. • In determining an application for modification of a consent under this section, the consent authority must take into consideration such of the matters referred to in section 4.15 (1) as are of relevance to the development the subject of the application. The consent authority must also take into consideration the reasons given by the consent authority for the grant of the consent that is sought to be modified.			

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	• The modification of a development consent in accordance with this section is taken not to be the granting of development consent under this Part, but a reference in this or any other Act to a development consent includes a reference to a development consent as so modified. Section 4.15 identifies matters to be considered in determining a development application, including a modification.			
Roads Act 1993	The Roads Act provides for the classification of roads and for the declaration of the Roads and Maritime Services (RMS) and other public authorities as roads authorities for both classified and unclassified roads. It also regulates the carrying out of various activities in, on and over public roads. Under section 138, the consent of the appropriate roads authority is required to: (a) erect a structure or carry out a work in, on or over a public road (b) dig up or disturb the surface of a public road (c) remove or interfere with a structure, work or tree on a public road (d) pump water into a public road from any land adjoining the road connect a road (whether public or private) to a classified road.	The Project would use one access point from Barigan for its operation and construction. Barigan Road is not a classified road, and therefore managed by local council. The site access from Barigan Road will be designed and constructed in consultation with council to the appropriate standard to accommodate the proposed traffic flows during construction and to avoid safety issues.	Project works requires approval from Mid-Western Regional Council	Proponent and all contractors
Water Management Act 2000	The aim of this Act is to ensure that water resources are conserved and properly managed for sustainable use benefiting both present and future generations. It is also intended to provide formal means for the protection	Under section 4.41 of the EP&A Act, SSD developments do not require a water use approval under section 89, a water management work	None required	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	and enhancement of the environmental qualities of waterways and in-stream uses, as well as to provide for the protection of catchments. Under Section 91E of the WM Act, an approval is required if a 'controlled activity' is proposed on 'waterfront land.'.	approval under section 90 or a controlled activity approval (other than an aquifer interference approval) under section 91 of the WM Act. Even though a Controlled Activity is not required for the works, a 40 m buffer has been applied to waterways within the project site. Waterway crossings and services crossing are required to be designed in accordance with '*Guidelines for Controlled Activities on Waterfront Land'* (DPI Water). Groundwater bores onsite may be used during construction of the project. If required, a Water Allocation License (WAL) would be obtained.		
Heritage Act 1977	This Act provides statutory protection and conservation for heritage places and items. The objects of this Act include promoting, understanding, and encouraging the conservation of the State's heritage and the identification and registration of items of State heritage significance. The Heritage Act details requirements for the protection of non-Aboriginal heritage items. An application under Section 60 must be made to the Heritage Council Office when making changes to a heritage place listed on the State Heritage Register, or when excavating any land in NSW where an archaeological relic may be disturbed.	Under Section 4.41 of the EP&A Act, an approval under Part 4 or a permit under Section 139 of the Heritage Act 1977 would not be required for SSD. Potential impacts on heritage items has been undertaken.	None required	Proponent and all contractors
Mining Act 1992	The main objective of the Act is to encourage and facilitate the discovery and development of mineral resources in New South Wales, having regard to the need to encourage ecologically sustainable development.	The Project site has two current Mineral Titles (EL 6676 & PEL 456). The holders have been consulted with, and whilst there is potential to impact future exploration activities under each authority,	None required.	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
		exploration of mineral resources could resume at the end of the life of the solar farm, if this becomes a preferred land use option at this later stage.		
Protection of the Environment Operations Act 1997 (POEO Act)	The Act enforces licences and approvals relating to air, water and noise pollution and waste management. Section 148 of this Act requires notification of pollution incidents. Section 120 of this Act provides that it an offence to pollute waters. Schedule 1 of this Act describes activities for which an Environment Protection Licence is required. Under section 48, premises-based scheduled activities (as defined in Schedule 1) require an Environment Protection Licence (EPL).	The Project is not a scheduled activity under section 48 of the POEO Act. Therefore, an EPL is not required. Proponent will ensure all phases of the Project are managed to prevent pollution and will comply with notification requirements.	None required.	Proponent and all contractors
Waste Avoidance and Resource Recovery Act 2001	The objectives of this Act are: (a) to encourage the most efficient use of resources and to reduce environmental harm in accordance with the principles of ecologically sustainable development, (b) to ensure that resource management options are considered against a hierarchy of the following order: i. avoidance of unnecessary resource consumption, ii. resource recovery (including reuse, reprocessing, recycling and energy recovery), iii. disposal, (c) to provide for the continual reduction in waste generation, (d) to minimise the consumption of natural resources and the final disposal of waste by encouraging the avoidance of waste and the reuse and recycling of waste,	Proponent will address the objectives of this Act in Project design, management document development and throughout construction. A Waste Management Plan (WMP) will be developed to minimise wastes.	None required.	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	(e) to ensure that industry shares with the community the responsibility for reducing and dealing with waste, (f) to ensure the efficient funding of waste and resource management planning, programs and service delivery, (g) to achieve integrated waste and resource management planning, programs and service delivery on a State-wide basis, to assist in the achievement of the objectives of the *Protection of the Environment Operations Act 1997.*			
Biodiversity Conservation Act 2016	This Act relates to the conservation of biodiversity, including establishing requirements for offsetting cleared native vegetation.	The assessment of onsite biodiversity impacts has been undertaken under the provisions of this Act. During construction, there is an obligation to minimise impacts to native vegetation.	Proponent will comply with offsetting requirements.	Proponent and all contractors
Biosecurity Act 2015	In relation to weeds, the Act: • embeds the principle of shared responsibility for weed risk across government, community and industry; • applies equally to all land and waterways in the state, regardless of whether ownership is public or private; • is premised on the concept of risk, so that weed management investment and response is commensurate with the risk posed; and • supports regional planning and management for weeds. The act includes regulatory tools to manage weed risks. The act establishes a General Biosecurity Duty (GBD): that all plants are regulated with a GBD to prevent, eliminate or minimise any biosecurity risk they may pose. Any person who deals with any plant, who knows (or	The Biodiversity Management Plan (BMP) incorporates protocols for weed, hygiene and pest management.	BMP will be approved by DPIE.	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	ought to know) of any biosecurity risk, has a duty to ensure the risk is prevented, eliminated or minimised, so far as reasonably practicable. The Central West Regional Strategic Weed Management Plan 2017 - 2022 (RSWMP) (Central West Local Land Services, 2017), utilises the regulatory tools available in the Biosecurity Act to manage weed risks.			
Fisheries Management Act 1994 (FM Act)	The FM Act identifies threatened aquatic species, populations, and ecological communities, and requires an assessment of significance for threatened biota which may be impacted by the work. The FM Act sets out to conserve fish stocks and key fish habitats, threatened species, populations and ecological communities of fish and marine vegetation and biological diversity. Further, it aims to promote viable commercial fishing, aquaculture industries and recreational fishing opportunities. Threatened species, populations and ecological communities and key threatening process are listed in the FM Act's Schedules. A permit under Section 201, 205 or 219 of the FM Act is not required by virtue of Section 4.41(b) of the EP&A Act.	Wollar Creek which traverses the south east portion of the site is mapped as Key Fish Habitat. Specific soil and water mitigation measures will manage the potential impacts the watercourses.	None required.	Proponent and all contractors
National Parks and Wildlife Act 1974	The NPW Act sets out responsibilities for the care, control and management of all national parks, historic sites, nature reserves, reserves, Aboriginal areas and state game reserves and associated permits and approvals. The Act aims to conserve nature, including habitat, ecosystems, ecosystem processes and biological diversity at the community, species and genetic levels. It also aims to conserve objects, places or features of cultural value, including places, objects and features of significance to	Aboriginal heritage will be managed in accordance with the Project approval. If any unrecorded Aboriginal objects are encountered during construction, works will cease immediately in that area and in accordance with section 89(A) of the Act, OEH will be notified.	None required	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
	Aboriginal people, as well as places of historic, architectural or scientific significance. The Act also provides the basis for legal protection and management of Aboriginal sites within NSW. All Aboriginal objects within the state of NSW are protected under Part 6 of this Act. The implementation of the Aboriginal heritage provisions in the NPW Act is the responsibility of the Office of Environment and Heritage (OEH). Under Section 4.41(d) of the EP&A Act, an Aboriginal Heritage Impact Permit under Section 90 of the National Parks and Wildlife Act 1974 would not be required for a State Significant Development.			
Crown Land Management Act 2016	This Act relates to the management of Crown land.	The assessment of Crown land has been undertaken under the *Crown Lands Act 1989* under Schedule 7 of the Crown Land Management Act (Savings, transitional and other provisions). The Crown Lands Act was in effect at the time of Project approval.	None required.	Proponent and all contractors
Local Government Act 1993	This Act provides guidance for local councils to carry out functions to govern their local community. The Act does not apply to the whole of NSW.	Under Section 68, council approval is required for water supply, sewage and stormwater drainage work. Toilet facilities are proposed for the development, to be connected to sceptic tanks installed in accordance with MWRC requirements. As such, approval under Section 68 is required from MWRC.	Section 68 approval from MWRC for sewerage works.	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
State Environmental Planning Policies				
State Environmental Planning Policy No 33 – Hazardous and Offensive Development	This SEPP defines and regulates the assessment and approval of potentially hazardous or offensive development. The SEPP defines 'potentially hazardous industry' as: *…development for the purposes of any industry which, if the development were to operate without employing any measures (including, for example, isolation from existing or likely future development on other land) to reduce or minimise its impact in the locality or on the existing or likely future development on other land, would pose a significant risk in relation to the locality:* (a) to human health, life or property, or (b) to the biophysical environment, *and includes a hazardous industry and a hazardous storage establishment.* 'Potentially offensive industry' defined as: *…a development for the purposes of an industry which, if the development were to operate without employing any measures (including, for example, isolation from existing or likely future development on other land) to reduce or minimise its impact in the locality or on the existing or likely future development on other land, would emit a polluting discharge (including for example, noise) in a manner which would have a significant adverse impact in the locality or on the existing or likely future development on other land, and includes an offensive industry and an offensive storage establishment.*	A Fire Safety Study will be prepared and will guide the operational fire risks in accordance with the SEPP.	None required	Proponent and all contractors

Controlling Legislation	Legislation Requirement	Application to the Project	Approvals/ Permits/ Licenses	Responsibility to comply
State Environmental Planning Policy No. 55 – Remediation of Land	The aims of this SEPP are to promote the remediation of contaminated land for the purpose of reducing the risk of harm to human health or any other aspect of the environment. Clause 7 of the SEPP requires that the remediation of land be considered by a consent authority in determining a development application.	There are no contaminated sites for the Wellington LGA in the EPA contaminated land register (NSW Government, 2017). There is a risk that contamination associated with agricultural activities (e.g., pesticides) could be present on the site, however, given no contaminated sites are recorded on or adjacent to the Project site and no evidence of contamination was observed during the site assessment, this risk is considered very low. In terms of the proposed solar farm, the risk from contamination and the need for remediation prior to the works is considered to be low.	None required	Proponent and all contractors

APPENDIX D COMPLAINTS PROCEDURE

D.1 WOLLAR SOLAR COMPLAINTS PROCEDURE

Overview

Wollar Solar Development Pty Ltd (the proponent) takes all complaints very seriously and aims to acknowledge and resolve complaints in a timely manner.

This document sets out our commitment to the public regarding the management and resolution of complaints. It is made available on our website.

What is a complaint and who can make a complaint?

We define a complaint as an expression of dissatisfaction made to or about Wollar Solar Farm, related to its services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.

It is helpful to us if complainants clarify that they are lodging a complaint rather than an enquiry.

We acknowledge that anyone has a right to lodge a complaint and we will ensure that all the complaints we receive will be managed respectfully, objectively and efficiently.

How to make a complaint

You can lodge a complaint by:

- Using our online form - https://www.wollarsolarfarm.com.au/contact-us/
- Calling us on: 1300 708 818. Please note this is an answering service and we will call you back after we receive your message.
- Emailing us on the address - info@wollarsolarfarm.com.au
- Writing to us at: PO Box K1053, Haymarket, NSW, 1240.
- In person by prior arrangement via our head office.

The more detail you can include in your complaint, the easier it is for us to try and find a resolution.

What we do when you make a complaint

Where your complaint is made in person, we will acknowledge and provide an initial response immediately if possible, or if it is not possible, on the following working day.

Where your complaint is made by phone, email or via the website, we'll ensure that we provide an initial response by the following working day.

If your complaint is received by post with no email or phone contact details provided, we will provide a written response within five working days.

If we are unable to resolve your complaint at the time it is raised, we will provide a proposed resolution or update within five working days. You can also contact us to check how your complaint is progressing at any time.

We are committed to resolving all complaints promptly. However, some complaints are complex and may take longer than five days to resolve. We will contact you where further investigation is needed and will keep you informed regarding the progress of your complaint.

In all instances, we will let you know the results of our investigations and how we propose to resolve your complaint. We will aim to include the following in our response:

1. What actions we have taken.
2. A summary of the outcome.
3. The reasons behind any decisions made.
4. Any remedy or resolutions offered.

We will request feedback from you on whether you consider your complaint closed. Depending on your feedback we will close your complaint. However, if no response is received from yourself within 10 working days, the complaint will be considered closed.

If you would like your complaint further investigated

If you feel we have not resolved your complaint to your satisfaction, then you can escalate your complaint by contacting the following offices:

- Office of the National Wind Farm Commissioner (also covers large scale solar farms)
  - Website - https://www.nwfc.gov.au/
  - Email - nwfc@environment.gov.au
  - Post - National Wind Farm Commissioner, PO Box 24434, Melbourne VIC 3001
  - Telephone – 1800 656 395
- NSW Department of Planning and Environment Compliance Team
  - Phone - 1300 305 695
  - Email - information@planning.nsw.gov.au
- Environmental Protection Authority (EPA)
  - Website - http://www.epa.nsw.gov.au/
  - Environment Line phone - 131555

Complaints Register

In accordance with condition 4.10 of the solar farm's Project Approval, it is a requirement for us to record all complaints in a Complaints Register. Your privacy is very important to us and your information will be kept confidential. An anonymous version of this Complaints Register is available on our website. It is updated monthly.

D.2 EXTERNAL COMPLAINTS REGISTER (EXAMPLE)

Date	Time	Mode of contact	Complaint details	Environmental incident (Y/N?)	Complainant name *(column not to be included in register posted on website)*	Complainant contact details *(column not to be included in register posted on website)*	Recorded by (Staff member)	Follow up date	Followed up by? (Staff member)	Corrective action/complaint outcome	Complainant response

APPENDIX E ENVIRONMENTAL INCIDENCE RESPONSE PROCEDURE (EXAMPLE)

E.1 INTERNAL REPORTING

Any incident that occurs with the potential to cause an environmental impact will be reported immediately to the Site Manager and HSEQ. The environmental due diligence induction will emphasise this obligation to all contractors and personnel working on-site. This procedure details the protocols to be followed in the event of an environmental incident, as distinct from an emergency situation.

E.2 IMMEDIATE RESPONSE

Upon receiving notification of an incident with the potential to cause an environmental impact the HSEQ will immediately attend the incident. The HSEQ will then:

- Isolate the area affected by the incident.
- Stop works around the area.
- Implement containment measures to prevent the impact of the incident spreading.
- Make a determination as to the significance of the potential environmental impact and, as appropriate, undertake appropriate external notifications.

E.3 EXTERNAL NOTIFICATIONS

E3.1 Material harm

EPA notification is required where a pollution incident occurs in the course of an activity such that material harm to the environment is caused or threatened.

Material harm to the environment is defined in s.147 of the POEO Act 1997 as follows:

- It involves actual or potential harm to the health or safety of human beings or to ecosystems that is not trivial, or
- It results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding $10,000 (or such other amount as is prescribed by the regulations), and
- Loss includes the reasonable costs and expenses that will be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment.

The HSEQ, as soon as the immediate response actions have been implemented, will make a determination as to whether material harm has been caused or is threatened.

E.4 AGENCY NOTIFICATION

If the HSEQ determines material harm exists relevant agencies will be immediately notified and provided the following relevant information:

- The time, date, nature, duration and location of the incident;
- The location of the place where pollution is occurring or is likely to occur;
- The nature, the estimated quantity or volume and the concentration of any pollutants involved, if known;

- The circumstances in which the incident occurred (including the cause of the incident, if known); and
- The action taken or proposed to be taken to deal with the incident and any resulting pollution or threatened pollution, if known.

As part of agencies notification, the HSEQ will inform the DPIE of the situation as required by CoC Schedule 4 condition 1. This initial notification will be for information purposes and a continued response to the situation and any instruction or request from the agencies will occur. DPIE will be notified as soon as practicable and at the same time as the EPA or other agencies. The agencies to be notified include:

- NSW EPA as the appropriate regulatory authority (ARA) on **131 555 (or (02) 9995 5555**
- The NSW Ministry of Health **02 9391 9000**
- Safe Work NSW (formerly WorkCover) on **13 10 50**
- The local authority, Mid-Western Regional Council on **1300 765 002**
- Fire and Rescue NSW on **000** or for Mobiles Only **112**
- Rural Fire Service Mid Western Regional LGA on **02 6372 4434**

E.5 NO MATERIAL HARM

Where an incident has occurred that has not resulted in material harm, the HSEQ will immediately investigate and record the following relevant information:

- The time, date, nature, duration and location of the incident.
- The location of the place where pollution is occurring or is likely to occur.
- The nature, the estimated quantity or volume and the concentration of any pollutants involved, if known.
- The circumstances in which the incident occurred (including the cause of the incident, if known).
- The action taken or proposed to be taken to deal with the incident and any resulting pollution or threatened pollution, if known.

This information will be used to establish measures to avoid a reoccurrence or escalation in scale in the future.

E.6 INCIDENT INVESTIGATION

E6.1 Avoid recurrence

As soon as the incident has been contained and external notifications undertaken, the HSEQ will then undertake an incident investigation. One purpose of the investigation will be to identify and understand the cause of the incident with a view to modifying procedures to avoid the potential for a recurrence. The types of preventative actions taken could include revision to a Construction WMS or undertaking targeted environmental due diligence sessions at toolbox meetings prior to works recommencing.

E6.2 Restoration

The other purpose of the incident investigation will be to define the appropriate remediation work required in order to address any biophysical impact of the incident. The appropriate remediation work (if required) will be determined by the specific circumstances of the incident.

E.7 INCIDENT REPORTING

E7.1 Documentation

Any environmental incident will be recorded on an Environmental Incident Report and an updated Environmental Incidents Register will be maintained throughout the construction period.

Each Environmental Incident Report will include details on:

- The date, time and duration of the incident.
- Clarify whether there was material harm to the environment.
- Detail the nature of the incident.
- Climatic conditions.
- The location of the incident.
- Pollutants involved.
- Circumstances in which the incident occurred.
- Corrective action taken; external notification (EPA).

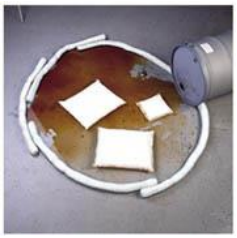
E.8 DESSEMINATION

For any environmental incident for which there is no material harm, the HSEQ will file a copy of the incident report follow the investigation. A summary of Environmental Incident Reports will be retained for reporting requirements and made available to agencies on request.

For an incident in which material harm has or could have resulted and the EPA has been notified, the HSEQ will provide reporting to the EPA as may be instructed, in accordance with the timeframes that may be so specified by the EPA.

Copies of any EPA reporting associated with an environmental incident will also be provided to the Department of Planning, Industry and Environment and Mid-Western Regional Council.

APPENDIX F SPILL RESPONSE PROCEDURE (EXAMPLE)

1.	**Raise the Alarm** / Seek Assistance: Where possible notify your Supervisor/Manager and/or Emergency Services if spill (release) is too large.	
2.	**Stop** the spill at the source (if safe to do so): ▪ Turn off a valve or stabilise the container. ▪ **Never** put yourself at risk of harm from the spilled substance.	
3.	**Secure** the spill area/make safe: ▪ Use barriers or other people to prevent entry.	
	Prevent fire/explosion by removing sources of ignition and turning off spark generating equipment.	 
4.	**Identify** the substance spilled: ▪ Determine the danger posed by the substance (e.g. flammable, toxic, explosive, etc.). ▪ Is it safe to clean up? •	
5.	**Personal Protection**: ▪ **Do not** attempt to clean up the spill if there is any uncertainty that it can be done safely. ▪ Wear Personal Protective Equipment (PPE) (e.g. gloves, goggles, coveralls, etc.) if necessary.	
6.	**Surround** the spill: Using absorbent socks or pillows to prevent fluid spreading or entering drains/waterways OR protect areas that can be damaged by the spill (e.g. put a sock in front of the waterway OR create a bund between the spill and the waterway).	
7.	**Cover** the spill area with absorbent pads.	

8.	**Check** all areas for further contamination (e.g. drains, soil, etc.).	
9.	**Disposal** ▪ Collect all contaminated material and place in waste bags provided in the spill kit. ▪ Wear correct Personal Protective Equipment (PPE) (e.g. gloves, masks, etc.) when picking up the socks and pads. ▪ Waste to be disposed of at a licensed site.	
10	**Reporting** Record cause of spill and outcome to Site Supervisor/Manager or HSE Advisor such that a Hazard and Incident Report (Form FM-11) can be completed.	
11	**Restock** Spill Kit ▪ Ensure that any equipment used during the response is checked and replaced as necessary ▪ Refer to Spill Kit Inventory List below for item and quantity.	

SPILL KIT INVENTORY LIST

240L General Purpose Spill Response Kit

PRODUCT	QUANTITY
Absorbents	
Hydrocarbon Absorbent Sock – 3m	6
Hydrocarbon Absorbent Pad	25
Clean Up implements	
Waste Bags and Cable Ties	5
Hydrocarbon Resistant Gloves	2
Disposable Coveralls	1

120L General Purpose Spill Response Kit

PRODUCT	QUANTITY
Absorbents	
Hydrocarbon Absorbent Sock – 3m	2
Hydrocarbon Absorbent Pad	5
Clean Up implements	
Waste Bags and Cable Ties	5
Hydrocarbon Resistant Gloves	2

Disposable Coveralls	1

APPENDIX G DETAILED PLANS

APPENDIX H BIODIVERSITY MANAGEMENT PLAN

APPENDIX I TRAFFIC MANAGEMENT PLAN

APPENDIX J CULTURAL HERITAGE MANAGEMENT PLAN

APPENDIX K ACCOMMODATION AND EMPLOYMENT STRATEGY

APPENDIX L COMMUNITY CONSULTATION PLAN

Community Consultation Plan

WOLLAR SOLAR FARM

AUGUST 2020

ngh environmental

Document Verification

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NGH Environmental Pty Ltd (ACN: 124 444 622. ABN: 31 124 444 622) and NGH Environmental (Heritage) Pty Ltd (ACN: 603 938 549. ABN: 62 603 938 549) are part of the NGH Environmental Group of Companies.

CONTENTS

1 INTRODUCTION

1.1 COMMUNITY CONSULTATION PRINCIPLES

Best practice community consultation involves the community in all decision making stages of a project. The community plays a role from project conception, through the assessment process and on to project development. Effective community consultation has three important functions:

1. It facilitates deeper understanding of issues and decisions required for the project;
2. It enhances the quality of decisions made for the project;
3. It allows people to contribute to decisions that affect their lives.

Important community engagement principles for a project include:

- Openness – combats assumptions and misinformation.
- Inclusiveness - consultation should be diverse and representative, not responding only to the most vocal stakeholders.
- Effective communication – requiring trust between parties and tools appropriate to the task.
- A communication strategy – clarity about what is being undertaken:
    - Inform - one-way communication to deliver information about the project.
    - Consult - two-way communication to seek input into the project.
    - Collaborate and involve – seek participation in elements of the project design and implementation.
- Early rather than late communication – to maximise engagement opportunities.
- Accountability – the process should be monitored and evaluated to ensure its aims are being achieved.

1.2 AIM OF THIS PLAN

This Community Consultation Plan (CCP) has been developed for the Wollar Solar Farm proposal stage, and has been updated for the construction and operation phase.

The aim of the plan is to:

1. **Identify effective methods to inform the community about the Wollar Solar Farm.**
2. **Facilitate engagement with the community, including allowing meaningful contributions from the community into the environmental assessment and project development.**
3. **Obtain social license to operate from the local community, allowing for good long-term relationships with community stakeholders.**
4. **Identify opportunities to alleviate any community concerns during construction and operation of the project.**

The plan identifies:

- Community stakeholders for the project;
- Issues / risks related to the engagement of each stakeholder group;
- A consultation strategy for each stakeholder group;
- A set of consultation activities against the project development time line;
- Initiatives undertaken for the construction stages.

Effective engagement will require an understanding of community stakeholders and prioritisation of potential impacts. It also relies on the community understanding the project and specific issues of interest to them, in order to contribute effectively. The focus of the consultation plan will be on providing this understanding and engagement.

1.3 STRUCTURE

The structure of this plan is:

1. Proposal overview
2. Identification of community stakeholders for the project
3. Issue management – what specific issues need consideration?
4. Project based activities – what activities will be undertaken to achieve the goals of this CCP?

1.4 IMPLEMENTATION AND REVISION OF THIS DOCUMENT

This plan has been developed to coincide with the planning and assessment, construction and operation stages of the project.

Consultation will continue through the construction and operational phases of the project.

1.5 RELEVANT GUIDELINES

This CCP has been prepared with reference to the following guidelines / references:

- *Establishing the social licence to operate large scale solar facilities in Australia: Insights from social research for industry,* Australian Renewable Energy Agency (ARENA).
- *Beyond Public Meetings: Connecting community engagement with decision making,* Twyford Consulting 2007.
- *Large-scale solar energy guideline draft for state significant development 2017,* NSW Government.

2 PROPOSAL OVERVIEW

2.1 WOLLAR SOLAR FARM

The proposed solar farm would be located on the western side of Barigan Road approximately 7 km south of Wollar Village. The proposal area would be located within the Mid-Western Regional Local Government Area (LGA). The scope of works associated with the solar farm are:

- Approximately 922,432 PV solar panels mounted on either fixed or tracking systems, both of which are considered feasible.
- A number of inverters, transformer and associated control equipment to convert DC energy generated by the solar panels to 33kV AC energy.
- Steel mounting frames with driven or screwed pile foundations.
- An onsite 330kV substation containing two transformers and associated switchgear to facilitate connection to the national electricity grid via the existing 330kV transmission line onsite.
- Underground power cabling to connect solar panels, combiner boxes and PCUs.
- Underground auxiliary cabling for power supplies, data services and communications.
- Buildings to accommodate a site office, indoor 33kV switchgear, protection and control facilities, maintenance facilities and staff amenities.
- An access track off Barigan Road to the site via the existing TransGrid substation access road, which would require construction of an access road between the Wollar substation and the proposed onsite substation.
- Internal access tracks for construction and maintenance activities.
- An energy storage facility with a capacity of up to 30MWh (i.e. 30MW power output for one hour) and comprising of lithium ion batteries with inverters.
- Perimeter security fencing up to 2.3m high.

Access to the site is from two main points as per the EIS:

- Northern access along the existing TransGrid Wollar substation access road via Barigan Road. Barigan Road will be upgraded in accordance with the requirements in Appendix 4 of the CoC. The Northern Access would be used during construction and operation and would be suitable for all vehicles including heavy and oversized vehicles.
- Southern access to the site would be off Barigan Road via Maree Road and an unnamed track. The proponent intends only to use the Southern Access for light vehicle access prior to construction of the Northern Access and for emergency egress.

The Amendment Report (NGH Environmental, 2019) identified a second southern access option to be constructed in the event the Northern Access cannot be used for site access. Southern access option 2 would allow heavy vehicle construction access via Barigan Road and the (Maree Road) road reserve. This access will not be constructed as part of the initial construction works

2.2 CONSTRUCTION

The Wollar Solar Farm would be expected to operate for 30 years. The construction phase of the proposal will take approximately 18 months with Stage 1 road works commencing in August 2020. After the initial 30-year operating period, the solar farm would either be decommissioned, removing all above ground

infrastructure and returning the proposal area to its existing land capability, or repowered with new PV equipment subject to landowner and planning consents.

Construction will be delivered through the following stages:

1. Stage 1 – Road upgrades/maintenance works on Barigan Road as required for the Northern Access
2. Stage 2 – Construction of the Northern Access between Barigan Road and the Solar Farm site.
3. Stage 3 – Construction of the main Solar Farm including piled foundations, solar panels, substation and any ancillary infrastructure. Note this work is expected to be undertaken by an EPC contractor (contractor yet to be appointed at time of writing this TMP)
4. Stage 4 - Road upgrades/maintenance works on Barigan Road and Maree Road as required for the Southern Access Option. Note that this stage may not be required for the project and may not be completed.

Construction hours will be limited to Monday to Friday 7am to 6pm, and Saturday 8am to 1pm unless otherwise permitted under the Project Approval. In accordance with CoC Schedule 3 Condition 15 activities that may be undertaken outside these hours without approval include:

- Activities inaudible at non-associated receivers.
- Delivery of materials as requested by the NSW Police Force or other authorities for safety reasons.
- Emergency work to avoid loss of life, property and/or material harm to the environment.

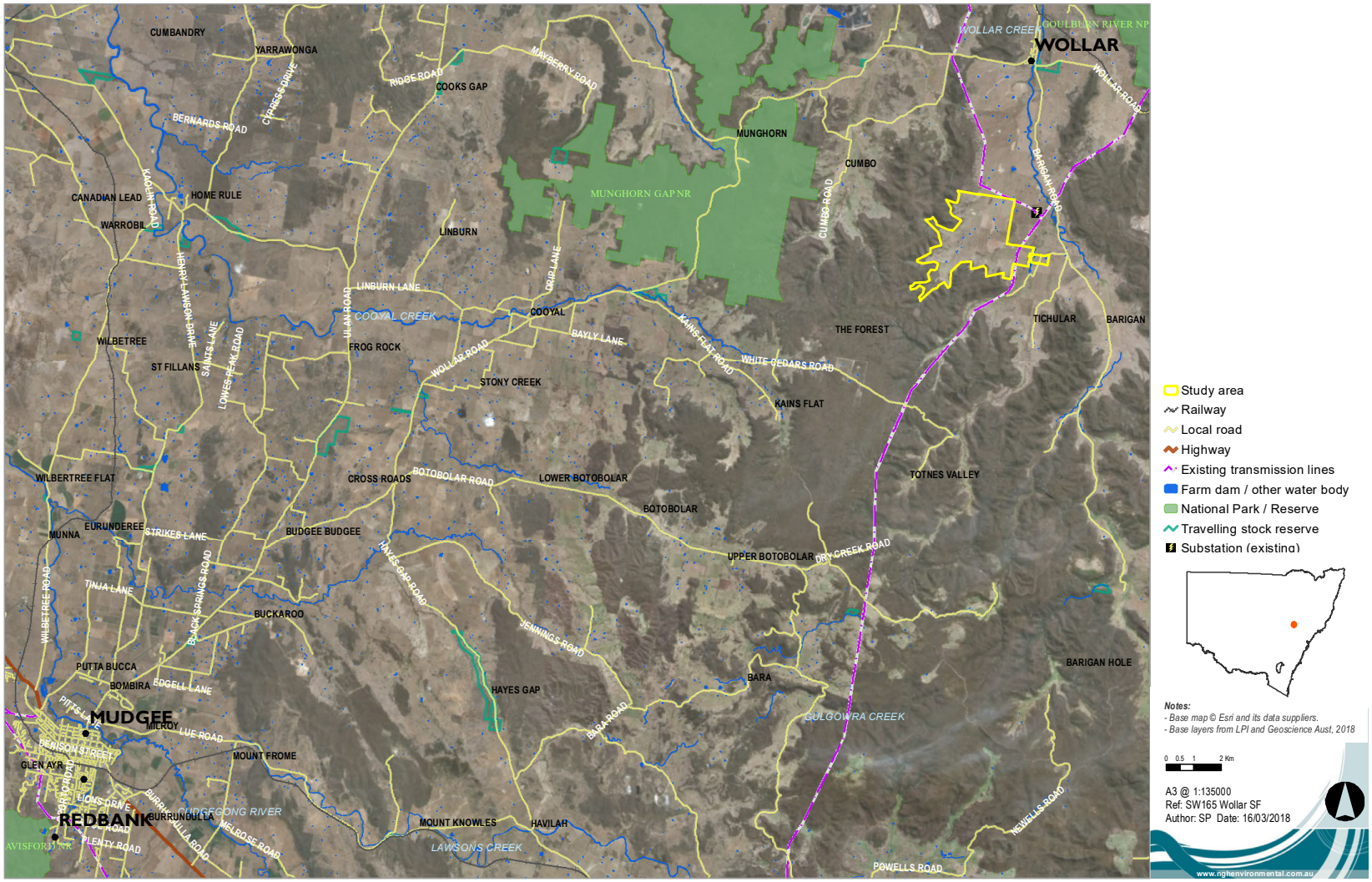

Figure 2-1 Site location

3 COMMUNITY PROFILE

Understanding the makeup and values of a community is essential to finding effective ways to reach the community. It is also important to understand ways which the project may impact the community through all project stages from the pre-lodgement assessment phase to the construction and operations. This section provides a broad overview of the community demographics in the Mid-Western Local Government Area (LGA) and the local townships of Wollar, Mudgee and Cooyal.

3.1 MID-WESTERN LOCAL GOVERNMENT AREA

The proposal area is located within the Mid-Western Regional Local Government Area (LGA), which covers 9,000 square kilometres. The 2016 census record indicates that the Mid-Western Regional LGA had a population of 24,569, which is a 9% increase since 2011; the median age is 41 (ABS 2017). Aboriginal and Torres Straight Islanders make up 3.9% of the population and 85.5% of people are Australian born.

There was 9,930 people employed in the Mid-Western region LGA labour force in 2016, with a median age of 43 for those working full-time. Coal mining employed the highest percentage of workers (12.0%). Other major industries were retail, agriculture and tourism (Mid-Western Regional Council).

The ABS Socio-Economic Indices For Areas (SEIFA) is a summary of social and economic data that provides a measure of relative disadvantage in relation to social conditions of people and households within a particular region. The SEIFA score ranges from 121 (most disadvantaged) to 1193 (least disadvantaged). The SEIFA score for the Mid-Western LGA in 2011 was 951 (ABS 2011). These indices of wellbeing indicate that the Mid-Western LGA have a relatively high standard of living without many social or economic disadvantages (ABS 2011).

The Mid-Western LGA includes the localities of Gulgong, Rylestone, Kandos, Wollar and Bylong. Each year, the region brings around 500,000 visitors to experience local food, wine, sporting and cultural events. Some of the main community and economic features for the Mid-Western LGA are:

- Education facilities, including 13 primary schools, four high schools, Mudgee TAFE and a number of private and community based childcare organisations.
- Health facilities, including a major hospital in Mudgee with a maternity ward, visiting specialists in medical centres, meals on wheels, healthy communities' activities program.
- Tourism attractions, including wine tasting, heritage museums, farmers markets, hot air ballooning, farm tours, miniature railway and kayak tours.
- Environmental attractions, including Putta Bucca Wetlands, Ferntree Gully, Windamere Dam and Dunns Swamp.
- Transport services, such as the Mudgee airport which provides flights to Sydney and Newcastle, trains and coaches.
- Recreational and sporting facilities, including the Glen Willow regional sporting centre, parks and sporting fields, showgrounds, swimming pools.
- Community facilities, including showgrounds, parks, saleyards, halls and libraries.
- Clubs, including pony clubs, car clubs, arts groups and fitness clubs.

Tourism events occur all year round and include, gardening fairs, arts, culture and heritage festivals, the Flavours of Mudgee festival, NRL matches, the Gulgong Folk Festival, Mudgee Bike Muster and public holiday celebrations.

3.2 WOLLAR

The closest village to the Wollar Solar Farm proposal area is Wollar. The proposal area is south of the village of Wollar, which is 316 km north west of Sydney and 38 km north east of Mudgee. The village has a general store (with post office and fuel), Community Hall, Rural Fire Service and a Public School (primary).

Wollar appears to have an aging workforce and has had a significant reduction in its population size over the last decade. It had a population of 69 people from twelve families in 2016. This is a population decrease of 77% since 2006. The total employment estimate in Wollar as at the 2016 Census was 82% with the leading employment being the mining and agriculture industries, followed by retail and education (ABS 2017). Workers in Wollar are predominantly in the 35 to 44 (19.2%) and 45 to 64 (53.8%) year age groups with 15.3% of workers age between 20 to 24 and 11.5% between 25 to 34.

The village is approximately 5 km south east from the Wilpinjong coal mine site that was approved in 2006. Since then, the Wilpinjong owner Peabody Energy has received an approval (April 2017) for a further mine expansion to approximately 1.5 km from the village and about 9 km from the proposal area. There are currently a small number of privately-owned properties in Wollar village.

3.3 MUDGEE

Mudgee is approximately 38 km from the solar farm proposal area and is the closest large regional center. In 2015, there were approximately 1,182 businesses in Mudgee. The town services include banks, supermarkets, accommodation, post office, medical centres, hospital and airport. Mudgee is host to a variety of community and sporting events throughout the year, and is well known for its premium wineries, making it a regional hub for tourism.

The population in (ABS) 2016 was 10,923 people, which is 44.4% of the Mid-Western Region LGA. The median age was 38, and the median personal income was $623. The employment rate was 92% with the most common occupation being technicians and trade workers (16.5%), labourers (14%), professionals (14%), managers (13.1%) and sales workers (12.6%). Major employment industries in Mudgee include school education, cafes, restaurants and takeaway food services, coal mining, supermarket and grocery stores and accommodation.

3.4 COOYAL

Cooyal is approximately 22km from the solar farm proposal area and services include accommodation at the Old Cooyal Hotel and a fire station.

In 2016, Cooyal had a population of 114 people and an employment rate of 75.4%. Workers in Ulan are predominantly 35 – 44 (19.7%), 65 – 74 (18.6%), and 45- 54 (17.4%). Workers aged over 75 made up 13.9% of the workforce. Mining, construction, agriculture, forestry and fishing were the most common industries.

4 STAKEHOLDER GROUPS AND CONSULTATION STRATEGIES

It is important to identify key stakeholder groups and relevant characteristics of the groups in order to tailor engagement strategies to suit them. Different levels of engagement will be appropriate to different groups, depending on the potential interest or impacts on the groups:

- Where impacts are minor, the International Association for Public Participation (IAP2) consultation spectrum suggests approaches such as 'Inform' and 'Consult'.
- Greater impacts on communities require approaches such as 'Involve', 'Collaborate' and 'Empower'.

The differing strategies proposed for different stakeholders are set out below. Levels of engagement may change, depending on issues identified during the consultation process through construction and operations.

Table 4-1 Stakeholder group consultation strategies

Stakeholder group	Defining characteristics	Consultation strategies
1. Adjacent neighbours	Neighbours on subject land adjacent to the project for example: those with a view of infrastructure, or have potential for noise or vibration from the haulage route or construction activities. 1 residence is located within 2km of the site that is currently owned by the site land owner. This residence along with the site will be purchased by the proponent.	**Inform, consult, involve, collaborate** Face to face consultation and direct feedback is required. Mitigation strategies may require changes to the project or the development of specific plans of management i.e. screening visual impact. All consultation should be documented.
2. Near neighbours and residents of Wollar community	Impacts for this group would be less than adjacent neighbours, but being a major development close to a small settlement, direct impacts may be of great interest to residents. This is a large development with potential to define the locality in some ways. This is particularly relevant given the exposure of this group to other large developments such as the Wilpinjong coal mine and proposed Bylong coal mine. Very few habitable dwellings are located within 7km of the site, however a level of direct impact may be experienced.	**Inform and consult** Understanding the values and potential impacts to this group is highly important. It will assist the development of appropriate mitigation strategies and in gaining social license to operate from the local community. The opportunity for face to face consultation and direct feedback should be provided upon request. All consultation should be documented.

Stakeholder group	Defining characteristics	Consultation strategies
3. Small Local Businesses	As above, being a major development close to a small settlement, direct impacts may be of great interest to businesses. There will be opportunities as well as potential impacts to consider. Businesses may also assist to spread information about the project and can be influential in a developing public opinion.	**Inform and consult** Understanding the values and potential impacts to this group is highly important. It will assist the development of appropriate mitigation strategies and in gaining social license to operate from the local community. The opportunity for face to face consultation and direct feedback should be provided upon request. Potential opportunity to distribute project information and understand community sentiment. All consultation should be documented.
4. Large local employer / land use	Cumulative impacts may be relevant to other large scale projects in the area. Wilpinjong coal mine is located approximately 15km from the site and may experience direct impact during construction activities. The mine is operated by Peabody Energy.	**Inform and consult** Specific information may be required from this group to understand impacts of the project (i.e. haulage routes, accommodation for construction staff). An avenue to receive information and provide specific feedback or ask questions should be provided.
5. Representative bodies	Representatives of groups such as: Mid-Western Regional Council Mudgee Chamber of Commerce Mudgee Local Aboriginal Land Council	**Inform** Specific information may be required for this group. An avenue to receive information and provide specific feedback or ask questions should be provided.
6. Media	Outlets to ensure a clear and consistent message is delivered to the broader community: Local radio, television, newspapers.	**Inform** May be used to reach the broader community. A contact should be provided to these outlets, so further information can be provided if required.
7. Special interest groups	During the planning assessment stage the following special interest groups were identified: • The Wollar Progress Association • Mudgee District Environmental Group The EIS outlines direct engagement with the presidents of both groups The Wollar Progress Association and provided a submission of support during the public exhibition of the project.	**Inform** These should be specifically contacted with project updates. Specific information or assessment may be required to understand and mitigate impacts for these groups. An avenue to provide feedback or ask questions should be provided.

Stakeholder group	Defining characteristics	Consultation strategies
8. Broader community	It is important to ensure a clear and consistent message is delivered to the broader community. There may be opportunities and impacts to the broader community that are important to understand during the assessment of the project. Accommodation and services for project construction staff and other economic matters may be of interest.	**Inform** Newsletters, advertisements, website information used to relay information about the project. A contact should be provided to this group, for further information / provision of feedback.

4.1 CONSULTATION UNDERTAKEN FOR CONSTRUCTION

Initial measures put in place for Stage 1 road works are as follows:

- Letter box drops of newsletter to all residences along Barigan Road and in Wollar Village conducted on the 17th July 2020. Another letter box drop will be undertaken once start date of stage 1 works is confirmed. The Newsletter is provided in the EMS.
- The newsletter was posted on the Wollar shop community notice board on the 9th July 2020. So far, the only enquiries received have been regarding employment.
- Project newsletters were provided to the Wollar General Store for community members to take.
- MWRC undertook their own letter drop and posted a notification of works on the Wollar shop community notice board on the 27th and 28th July 2020.
- Two notification signs were installed either side of the approach to Barigan Road intersection on the 22nd July 2020. Images of these notification signs are presented in the EMS.

This plan will be updated to incorporate additional actions for subsequent stages of construction at least 4 weeks prior to commencement of those stages.

5 ISSUE MANAGEMENT

A set of project-specific issues and risks to maximising community engagement in the project have been identified below. These issues pose potential risks to the effective identification and mitigation of impacts important to the community and ultimately, to achieving social license to operate from the community. Strategies have been developed below, specific to the identified issues. These have been incorporated into the Project-based Activities, in Section 6.

Table 5-1 Risks and strategies

Issue	Risks	Strategies
The project may define / overwhelm the locality / village of Wollar	This may polarise the community. They may not feel that the project reflects their values. The scale of the project may overwhelm the existing local character.	Early dissemination of information about the project and its specific justification and benefits, particularly with reference to developing new income streams on agricultural land and the ability to restore the land capability after decommissioning. This may include material about the role of solar energy in the country's energy mix, the technology and its impacts. Particularly, visualisations (representative montages) can assist to understand the actual versus perceived impacts. Seek direct input into how the project may reflect the communities 'personality' and values. How the benefits of the project may be spread to the local community. Clear communication of key environmental impacts and mitigation strategies of the project. Maintain communication for the duration of construction and operation of the solar farm. Offer direct contact with project manager.
Cumulative impacts with local mines	Impacts to and from Wilpinjong coal mine during construction	Early dissemination of information about the project Seek direct input into how the project may operations of the mine Maintain communication for the duration of construction and operation of the solar farm, including in relation to traffic movements. Offer direct contact with project manager.
Misinformation / left out of engagement	Feel left out, disengaged, misinformed Rural residences can be difficult to contact and word of mouth travels very fast in small communities.	Direct communication early and for the duration of construction and operation to the local community – adjacent landowners first, near neighbours second, then the wider community. Multiple means to identify all relevant residences undertaken – mapping, Council, engagement with other members of the community.

Issue	Risks	Strategies
Lack of support for project	Lack of interest, leading to low levels of public support. Unaddressed concerns may generate opponents of this project. Large proportion of jobs in local area are reliant on coal mining may influence support of development of renewable infrastructure.	Early dissemination of information about the project and its justification and benefits. Clear communication of key environmental impacts and mitigation strategies. Make participation easy – to ensure all concerns are addressed. Be creative – seek support for renewable project that demonstrates how benefits are felt at the local level. Look for opportunities – ways the project could benefit local businesses, especially for the duration of construction and operations.
The approvals process can be long and complex.	Perception that the process is too difficult to become involved in. Suspicion that input will not be valued. Overly technical information provided, use of jargon.	Clearly illustrate approvals process. Clearly define opportunities for community input including what is required and when it is required. Communicate back, identifying where input has been used. Reinforce this at each relevant stage for community input – pre lodgement, during public exhibition etc. Milestone events should be identified early and celebrated.
Distrust in environmental assessment process.	Distrust of impact identification and mitigation strategies.	Establish credentials of assessment team and Wollar Solar Development Pty Ltd. Present these in the EIS and in newsletters etc. Make participation easy – create opportunities to discuss issues with the team.
Representative	Risk of biased consultation, serving only the 'squeaky wheel'. Sections of the community may be "overpowered" and may be marginalised.	Ensure community is engaged in a forum that minimises risk of debate being side tracked. Follow up with smaller groups where required. Use established social (and media) channels in dissemination of materials, i.e. sport clubs.
Unified message	Differing messages may create confusion and mistrust.	Limit points of contact. Have message clearly set out for use, rather than reinventing it for each consultation activity.
Unequal distribution of benefits	Residents close to the development are likely to feel more strongly.	Identification of stakeholder groups should reflect differences in impacts. Provide opportunities to local workers.

Issue	Risks	Strategies
Impact of construction activities on the community	Community members not prepared for impact of the development. Receipt of complaints by impacted residences.	Ensure community's updated regularly in relation to upcoming construction works, impacts and duration. Residents close to the development are likely to feel more strongly. Identification of stakeholder groups should reflect differences in impacts.
Impact of noise and dust during construction activities	Community members not prepared for impact of the development. Receipt of complaints by impacted residences.	Ensure community is updated regularly in relation to upcoming construction works especially in relation to roadworks and transport activities that could generate dust and noise emissions.
Impact of operation of the facility.	Community members not in support of the solar farm. Receipt of complaints by local community members.	Ensure community is updated regularly in relation to operation, and any community events that would involve the solar farm.

6 PROJECT BASED ACTIVITIES

The following table outlines the different project stages and associated community consultation objectives and activities for the planning and assessment phase, in chronological order. The stages include:

- Decision to proceed with early investigations, proposal development
- Receipt of EIS format and content requirements from DPE
- Detailed assessment and proposal development
- EIS on public exhibition, submissions reporting

Further stages apply post approval.

During this progression, mile stone events should be celebrated, and used as an opportunity to keep the community on board. Milestones can include:

1. Announce project – notify near residents first, follow up with consistent information
2. Early studies update – meet the community face to face
3. EIS submitted – explain avenues for input
4. Approval – celebrate in a way that involves the community

Further milestones apply post approval.

Covid-19

At commencement of construction, the ability to undertake community consultation is currently being impacted by the COVID-19 Pandemic, the requirements of Federal and State governments that social distancing be implemented, and limitations on gatherings. These requirements are subject to constant revision. It is also considered likely that community members are less likely to want face to face meetings, these existing conditions will introduce challenges in relation to undertaking community consultation during the pandemic. The following methods for undertaking community consultation during these conditions are considered most appropriate;

1. Letters/newsletters (mail out)
2. Newspaper advertisements
3. Signage in local community/roads
4. Emails
5. Phone especially with neighbours and impacted receivers, and
6. Web page that is advertised across the community.

Table 6-1 Proposed engagement activities

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Decision to proceed with early investigations, proposal development, and receipt of SEARs				
Adjacent landowners	Misinformation / left out of engagement Lack of support for project	Inform, consult, involve, collaborate	Early dissemination of information about solar development generally. Early dissemination of information about the project and its justification and benefits. Seek direct input to include in assessment approach and development of proposal.	Face to face meetings with Project Manager. Encourage ongoing direct contact with Project Manager.
Near neighbours and Wollar local community	Misinformation / left out of engagement May define locality Lack of support Unequal distribution of benefits	Inform and consult	Early dissemination of information about solar development generally. Early dissemination of information about the project and its justification and benefits. General feeling toward solar development	Newsletter introduction to the project, contact number provided and supplementary information on website Provide opportunity for follow up call by Project Manager if requested.
Local small business owners	Misinformation / left out of engagement Lack of support for project	Inform and consult	Build relationship with these owners and staff as they may assist to 'get the word out'. Discuss specific impacts and opportunities.	Face to face meeting / direct contact with Project Manager. Encourage ongoing direct contact with Project Manager.
Large local employer / land use	Impacts to and from Wilpinjong coal mine during construction	Inform and consult	Ensure that the information is available to Peabody Energy. Discuss specific impacts and opportunities.	Face to face meeting / direct contact with Project Manager. Encourage ongoing direct contact with Project Manager.

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Near neighbours and Wollar local community	Distrust in environmental assessment process The approvals process can be complex.	Inform	Preliminary project announcement, including stage of assessment, likely timelines, ways in which the community can be involved. Ensure the timelines and the stages for community input are clearly documented - use graphics and indicate where we are now at for the assessment. Make information on the project team and assessment team available	Newsletter to include graphic showing stage of the process and opportunities for input Website, links to other projects / accreditations
Broader community	Distrust in environmental assessment process The approvals process can be complex.	Inform		Media release, link to website (including newsletter)
Detailed assessment and proposal development				
Adjacent landowners	Lack of support	Inform, consult, involve, collaborate	Discuss and understand specific impacts on these receivers. Feed information into the final assessment to ensure all their issues have been identified and addressed by the project.	Face to face meeting / Phone call
Near neighbours and Wollar local community	May define locality Lack of support	Inform, consult, involve, collaborate	Identify ways the community can participate in the project and seek input on these: Vegetation screen planting, adopt a tree (one for project, one for landowner?) Signage / logo for solar farm (will be prominent part of the village? Other renewable or energy saving programs that the proponent could support?	Competitions, Adopt a tree, other programs

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Near neighbours and Wollar local community	Distrust in environmental assessment process. Unequal distribution of benefits Risk of biased consultation, serving only the 'squeaky wheel'.	Inform and consult	Update community on detailed project, its impacts Seek input – any additional concerns, input into visual assessment if required. Meet specialists Feed information into the final assessment to ensure all community issues have been identified and addressed by the project, differentiating between stakeholder groups	Open house information day (provide links to relevant information, provision of feedback forms - also now on website)
Broader community	Representative	Inform and consult	Outline ways they can continue to have input into project Seek broad feedback on how the community feels about solar farms generally and this project specifically.	Media release, link to website (including feedback form)
EIS on public exhibition, submissions reporting				
Adjacent landowners	Relationship with landowners and community	Inform, consult, involve, collaborate	Update on project status.	Phone call update
Near neighbours and Wollar local community	Relationship with community	Inform and consult	Update on project status. Outline ways they can continue to have input into project	Newsletter update
Broader community	The approvals process can be long and complex.	Inform	Update on project status. Outline ways they can continue to have input into project	Media release
Approval determination				
Adjacent landowners	Relationship with landowners and community	Inform, consult, involve, collaborate	Update on project status.	Phone call update

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Near neighbours and Wollar local community	Relationship with community	Inform	Update on project status. Thank the community for their involvement	Media release Website
Broader community	Relationship with community	Inform		
Construction and decommissioning works				
Adjacent landowners	Relationship with landowners and community	Inform, consult, involve, collaborate	Dissemination of information about construction/decommissioning. Seek feedback in relation to concerns regarding works and how to assist in managing impact to landowners. Commencement of road works, construction and periods when interruptions to access or provision of utilities would occur.	Face to face/telephone meetings with Project Manager, text message updates. Encourage ongoing direct contact with Project Manager.
Near neighbours and Wollar local community	Relationship with community	Inform and consult	Dissemination of information about construction/decommissioning.. Provide information on opportunities associated with the project. Provide conduit for dispute resolution. Commencement of road works, solar farm construction, decommissioning,. and periods when interruptions to access or provision of utilities would occur.	Newsletter, text messages, Wollar shop community notice board (including project contact information). Community information night in Wollar (if appropriate in relation to Covid 19 Pandemic) Inclusion of contact number provided and supplementary information on website. Provide 24 hour complaints procedure to facilitate dispute resolution Provide opportunity for follow up call by Project Manager if requested.

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Local small business owners	Relationship with local business	Inform, consult, involve, collaborate	Discuss opportunities. Commencement of road works, construction, decommissioning, and periods when disruptive construction activities may occur.	Face to face meeting phone calls for direct contact with Project Manager. Text messages. Encourage ongoing direct contact with Project Manager.
Large local employer / land use	Impacts to and from Wilpinjong coal mine during construction	Inform and consult	Dissemination of information about construction/decommissioning. Seek feedback in relation to concerns regarding works and how to assist in managing impact to the mine. Commencement of road works, construction, decommissioning, and periods when disruptive construction activities may occur.	Face to face meeting/phone calls and emails for direct contact with Project Manager. Encourage ongoing direct contact with Project Manager.
Near neighbours and Wollar local community	Relationship with community	Inform	Dissemination of information about construction/decommissioning. Commencement of road works, construction, decommissioning, and periods when interruptions to access or provision of utilities would occur.	Newsletter, text messages, Wollar shop community notice board (including project contact information). Community information night in Wollar (if appropriate in relation to Covid 19 Pandemic) Inclusion of contact number provided and supplementary information on website. Provide 24 hour complaints procedure to facilitate dispute resolution Provide opportunity for follow up call by Project Manager if requested.
Broader community	Relationship with community	Inform	Dissemination of information about construction.	Media release, link to website (including newsletter)
Operation				

Stakeholder group	Issue	Consultation objective	Community engagement targets	Format
Adjacent landowners	Relationship with landowners and community	Inform, consult, involve, collaborate	Dissemination of information about operation. Seek feedback in relation to concerns regarding operation, and management of the site. Commencement of operation.	Face to face/telephone meetings with Project Manager, text message updates. Encourage ongoing direct contact with Project Manager.
Near neighbours and Wollar local community	Relationship with community	Inform and consult	Dissemination of information about operation. Provide conduit for dispute resolution. Commencement of operation	Newsletter, text messages, Wollar shop community notice board (including project contact information). Inclusion of contact number provided and supplementary information on website. Provide 24 hour complaints procedure to facilitate dispute resolution Provide opportunity for follow up call by Project Manager if requested.
Local small business owners	Relationship with local business	Inform, consult, involve, collaborate	Discuss continued business opportunities.	Face to face meeting phone calls for direct contact with Project Manager. Encourage ongoing direct contact with Project Manager.
Broader community	Relationship with community	Inform	Dissemination of information about operation.	Media release, link to website (including newsletter)

7 STAKEHOLDER AND COMMUNITY ENGAGEMENT

Table 7-1 provides details of planned engagement actions for the duration of construction, operation and decommissioning.

Table 7-1 Planned and ongoing consultation

Engagement Step	**Description**
Wollar Solar Farm website (https://www.wollarsolarfarm.com.au/)	The website will be used to provide updates as relevant about the progress of the solar farm development. The website will be regularly updated throughout all stages of the proposed development and include information such as: • The EIS • Layout plans for the development • Current statutory approvals for the development. • The proposed staging plans for the development if the construction, operation or decommissioning of the development is to be staged • How complaints about the development can be made and a complaints handling procedure • A complaints register
Newspaper ads	Ads will be placed in major local newspapers prior to commencing each stage of the development (per 1.2.4). These will describe the upcoming works and the public roads expected to be affected.
Text message update service	Members of the community and stakeholders will be invited to register to receive text message updates from the project. This will enable up to date information to be communicated relatively quickly.
Newsletters	The status of construction works and the plan for upcoming works will be communicated via newsletter updates. These will be uploaded to the website and emailed to community members who register their information. Mailed hard copies will be offered to community members if this is preferred.
Wollar shop community notice board	Newsletters and project updates will be posted on the community notice board in the Wollar shop.

Project contact information	Project contact information (email, phone number and mailing address per Appendix D) will be included in community notifications to enable individuals to contact the project.
Community information night	Prior to commencing Stage 2 and 3 a community information event will be held in Wollar. Individuals will be invited to provide contact information should they wish to receive text message or email updates.
Complaints procedure	A complaints procedure per Appendix D will be implemented to identify and respond to issues generating complaints from the public. The system includes a Complaints Register to record and compile information on all complaints received. The register includes details of the complainant, how the complaint was addressed, and whether resolution was reached, with or without mediation
Point of contract for locals	A 24-hour line of contact will be provided to residences within 3 km of the site. The Wollar Solar Farm 1800 phone number will be available to anyone and will be included in community notifications.

8 MONITORING AND EVALUATION

To ensure this plan is effective during the implementation of activities, and adapts as required to new information, the following review actions will be undertaken alongside implementation activities:

- Appoint and maintain a consultation manager for the project to implement activities and review this plan regularly.
- Keep an accurate record of all feedback from consultation activities and all correspondence with the community.
- Monitor regularly and respond promptly to email and phone queries.
- Monitor if the activities reaching a diverse and representative section of the community; do new activities need to be implemented?
- Has relevant information been passed back to:
    - Those developing the detailed project description
    - Assessment staff.

9 REFERENCES AND RESOURCES

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