



MANAGEMENT PLAN

SNOWY 2.0 SEGMENT FACTORY – ACCOMODATION AND EMPLOYMENT STRATEGY

S2-FGJV-ENV-PLN-0079

NOVEMBER 2021

ABSTRACT




The key objective of the AES is to ensure that accommodation and employment related impacts are appropriately managed and within the scope permitted by the Approval.

Revision Record

Rev.	Date	Reason for Issue	Responsible	Accountable	Endorsed
A	08.04.2020	Issues to SHL for review	V. Gillies	N. Jones	L. Coetzee
B	23.04.2020	Issue to SHL for review	V. Gillies	N. Jones	L. Coetzee
C	27.08.2020	Issues to SHL for review	V. Gillies	N. Jones	L. Coetzee
D	12.02.2021	Issue to SHL for review	V. Gillies	N. Jones	E. Porter
E	08.10.2021	Issues to SHL for review	V. Gillies	N. Jones	E. Porter
F	26.11.2021	Issue to SHL for review	V. Gillies	N. Jones	E. Porter

Document Verification

RACIE Record

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Revision Tracking

Rev.	Date	Description of Revision
A	08.04.2020	Initial draft for Snowy Hydro review
B	23.04.2020	Issue to DPIE for review
C	27.08.2020	Reviewed and updated to reflect operation and name change of Pacific Hill to Joule Ridge
D	12.02.2021	Reviewed and updated to reflect name change of Pacific Hill to Joule Ridge, and local Major Works status.
E	08.10.2021	Reviewed for currency following incident and independent environmental audit.
F	26.11.2021	Reviewed for currency following incident.

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ABBREVIATIONS AND DEFINITIONS

Acronym	Definition
ABS	Australian Bureau of Statistics
AES	Accommodation and Employment Strategy
the Approval	Infrastructure Approval (SSI-10034)
CALD	Culturally and Linguistically Diverse
CBP	Concrete Batching Plant
Cert	Certificate
CSSI	Critical State Significant Infrastructure
EEO	Equal Employment Opportunity
EIA	Economic Impact Assessment
EIS	Environmental Impact Statement
EMS	Environmental Management Strategy
Segment Factory EIS	Snowy 2.0 Segment Factory (<i>Proposed Segment Factory - Environmental Impact Statement</i>)
Future Generation	Future Generation Joint Venture
HRMP	Human Resources Management Plan
HSE	Health Safety and Environment
IDP	Inclusion and Diversity Plan
LGA	Local Government Area
NEM	National Electricity Market
NES	National Employment Standards
PEP	Project Execution Plan
REMMs	Revised Environmental Management Measures
Segment Factory, or project	Snowy 2.0 Segment Factory
SIA	Social Impact Assessment
Snowy Hydro	Snowy Hydro Limited
SMRC	Snowy Mountains Regional Council
Snowy Scheme	Snowy Mountains Hydro-electric Scheme
SSI	State Significant Infrastructure
Submissions Report or RTS	Segment Factory Response to Submissions
WRMP	Workplace Relations Management Plan

1. INTRODUCTION

1.1. Overview

Snowy Hydro Limited (Snowy Hydro) is constructing a pumped hydro-electric expansion of the Snowy Mountains Hydro-electric Scheme (Snowy Scheme), called Snowy 2.0. Snowy 2.0 is being built in two stages: Exploratory Works and Main Works.

Snowy 2.0 will link the existing Tantangara and Talbingo reservoirs through a series of new underground tunnels and a hydro-electric power station. Most of the project's facilities will be built underground, with approximately 27 kilometres of concrete-lined tunnels constructed to link the two reservoirs and a further 20 kilometres of tunnels required to support the facility. Intake and outlet structures will be built at both Tantangara and Talbingo Reservoirs.

Snowy 2.0 will increase the generation capacity of the Snowy Scheme by an additional 2,000 MW, and at full capacity will provide approximately 350,000 MWh of large-scale energy storage to the National Electricity Market (NEM). This will be enough to ensure the stability and reliability of the NEM, even during prolonged periods of adverse weather conditions.

Webuild, Clough and Lane have formed the Future Generation Joint Venture (Future Generation) and have been engaged to deliver both Stage 2 of Exploratory Works and Main Works. To support the construction of these projects, a precast concrete segment factory is required to be established to enable the concrete segments that line the tunnel to be manufactured.

This strategy has been prepared for the Snowy 2.0 Segment Factory (Segment Factory or project).

1.2. Background

The Segment Factory is required to manufacture precast concrete segments exclusively to line the tunnels being excavated for Snowy 2.0 Exploratory Works and Main Works. The construction and operation of the Segment Factory is essential for the efficient completion and realisation of Snowy 2.0. The Segment Factory would operate the production and transportation approximately 14,500 precast reinforced concrete tunnel rings (containing 130,500 segments) to be exclusively used on the Snowy 2.0 project.

The Segment Factory is located on industrial-zoned land in the south-eastern corner of Polo Flat, an industrial zoned area located to the east of Cooma. The operational facility contains a concrete batching plant, a warehouse building for the manufacture of precast concrete segments (the precast building), uncovered storage areas for raw material and segments, vehicle parking areas and associated offices and workshops.

The construction phase of the proposed Segment Factory would last approximately five months utilising a workforce of about 30 people, of which are estimated to be sourced from the Snowy Monaro Regional Local Government Area (LGA). The Segment Factory would operate over a period of approximately 3.5 years utilising a workforce of about 125 people, 80% of which are estimated to be sources from the Snowy Monaro Regional LGA.

An environmental impact statement was prepared for Snowy 2.0 Segment Factory (Proposed Segment Factory - Environmental Impact Statement (Segment Factory EIS)) to assess the impact of the project on the environment. The Segment Factory EIS includes a Social Impact Assessment (SIA) and Economic Impact Assessment (EIA) within Appendices P and Q respectively.

The Segment Factory EIS was submitted to Department of Planning, Industry and Environment in September 2019 and was publicly exhibited between 10 October 2019 and 6 November 2019. A total of 33 submissions were received, including 26 from the public, six from NSW government agencies and one from Snowy Monaro Regional Council. Of the 26 public submissions, 22 related to Snowy 2.0 Main Works rather than the Segment Factory. In December 2019, the response to submissions was prepared (Segment Factory Response to Submissions) (Segment Factory RTS). Following consideration of this document and the Segment Factory EIS, approval was granted by

the Minister for Planning and Public Spaces on 31 March 2020, through issue of Infrastructure Approval SSI 10034.

The EIA documents the economic activity that the Segment Factory could provide to the local economy of the Snowy Monaro regional area. The EIA determined that the construction and operation of the Segment Factory would provide economic stimulus to the local economy for approximately 4 years.

The direct and indirect local economic impact of the construction of the Segment Factory is estimated to be approximately:

- \$8 million in annual direct and indirect output of business turnover;
- \$3 million in annual direct and indirect value added;
- \$1 million in annual direct and indirect household income; and
- 46 direct and indirect jobs.

The direct and indirect local economic impact of the operation of the Segment Factory is estimated to be approximately:

- \$147 million in annual direct and indirect output of business turnover;
- \$46 million in annual direct and indirect value added;
- \$21 million in annual direct and indirect household income; and
- 252 direct and indirect jobs.

The SIA predicted the likely social impacts from the project to include:

- opportunity for employment; and
- improvement in livelihood due to the flow on employment generated in the retail, accommodation and food industries.

1.3. Approved Project

Construction of the Segment Factory was completed in September 2021. Minor construction activities including but not limited to earthworks and installation of fencing may occur during the operation of the Segment Factory.

The operation of the Segment Factory includes the fabrication of precast tunnel segments utilising steel moulds specifically designed to meet the specifications of Snowy 2.0. Key elements in the fabrication of the precast tunnel segments include carousel production cycle, curing of segments, repair works, packer placement, quality control, and precast tunnel segment handling and transport.

The concrete batching plant (CBP) is located on the southern portion of the site and includes a conveyor system, cement and silo slags and adjacent aggregate and sand storage areas for mixing to form concrete prior to insertion into steel moulds.

1.4. Management System

This Accommodation and Employment Strategy (AES) is not an Annexure to the EMS but does form part of the environmental management and post approval documentation prepared for the project relating to human resources (HR) and community engagement. This Plan aims to transfer the relevant requirements of the Approval documents into a management plan which can be practically applied. This AES draws on the Snowy 2.0 Human Resources Management Plan (HRMP) which outlines the management of Future Generation's employees and includes programmes for:

- sourcing and recruiting;
- diversity, inclusion and equal opportunity; and
- training.

1.5. Purpose

This AES has been prepared to address the requirements of the Infrastructure Approval (SSI-10034) (the Approval) issued for Snowy 2.0 Segment Factory on the 31 March 2020, the Segment Factory EIS, and the Revised Environmental Management Measures (REMMs) within the Segment Factory RTS.

The key objective of the AES is to ensure that accommodation and employment related impacts are appropriately managed and within the scope permitted by the Approval. To achieve this objective, Snowy Hydro and Future Generation will:

- ensure appropriate measures are implemented to address the relevant legislation, conditions of Approval and REMMs listed within the Submissions Report, as detailed within Section 2 of this Plan.

Ongoing revisions to this Plan will occur as required by condition 2 of schedule 4 of the Approval. Circumstances requiring a review, and if necessary, revision of this Plan include submission of audit reports, approval of modifications to the conditions of Approval and directions of the Planning Secretary under condition 2 of schedule 4.

1.6. Consultation Summary

In accordance with schedule 3, condition 32 of the Approval, the AES is to be prepared in consultation with Snowy Monaro Regional Council (SMRC).

On 15 April 2020, the plan was issued to SMRC for review and comment. Further to this, on 17 April 2020, a presentation of the AES was undertaken with SMRC, Snowy Hydro and Future Generation. Following consultation and review, no comments were provided to Future Generation.

2. ENVIRONMENTAL REQUIREMENTS

2.1. Legislation

Legislation relevant to accommodation and employment management includes:

- *Fair Work Act 2009;*
- *Migration Act 1958; and*
- *Anti-Discrimination Act 1977.*

2.2. Conditions of Approval

The conditions relevant to Accommodation and Employment Strategy are presented in Table 2-1.

Table 2-1: Conditions of approval relevant to accommodation and employment

Condition	Requirement	Where addressed
Schedule 3 Condition 30	<p>Prior to commencing operation, the Proponent must prepare an Accommodation and Employment Strategy for the development in consultation with Council, and to the satisfaction of the Planning Secretary. This strategy must:</p> <ul style="list-style-type: none"> (a) ensure there is sufficient accommodation for the workforce associated with the development, including contingency measures if the planned accommodation proposal does not proceed; (b) consider the cumulative impacts with the Snowy 2.0 Main Works project and any other State significant development projects in the area; (c) investigate options for prioritising the employment of local workers for the construction and operation of the development, where feasible, including a program for providing training and operation of the development, where feasible, including a program for providing training and apprenticeships for local people; and (d) include a program to monitor and review the effectiveness of the strategy over the life of the development, including regular monitoring and review during operation. <p>Following the Planning Secretary's approval, the Proponent must implement the Accommodation and Employment Strategy.</p>	<p>Section 6</p> <p>Section 6.3</p> <p>Section 5</p> <p>Section 7</p>

2.3. Revised Environmental Management Measures

Environmental safeguards and management measures are included in the EIS in Section 6.3. During preparation of the Submissions Report, REMMs were developed and are included in Appendix C of the Segment Factory RTS.

The REMMs relevant to this plan are listed in Table 2-2 below.

Table 2-2: Revised environmental management measures relevant to accommodation and employment.

Impact	Reference	Revised environmental management measures	Where addressed
Access to housing	SOC01	Provision of temporary accommodation at the Joule Ridge site in Cooma, if approved (a separate DA would be lodged for the accommodation at this site).	Section 6
Access to adequate employment	SOC03	Provision of training and apprenticeships for local youth and people aged over 50.	Section 5
		Implementation of a School Based Apprenticeship Training Pilot Program.	Section 5

Impact	Reference	Revised environmental management measures	Where addressed
Local employment	ECO01	Consideration would be given to local employees where they have the required skills and experience.	Section 5

2.4. Guidelines

The main guidelines, specifications and policy documents relevant to this Plan include:

- National Employment Standards (NES); and
- Inland Skills Audit Report, Regional Development Australia, March 2018.

3. REGIONAL PROFILE

The Segment Factory EIS includes a SIA and EIA in Appendices P and Q respectively. The following sections summarise the existing social and economic profile of the Snowy Monaro regional area.

3.1. Regional Profile

The proposed Segment Factory is located adjacent to the Cooma township, within the Snowy Monaro Regional LGA. Cooma is the largest township in Snowy Monaro Regional LGA, home to 6,379 residents (ABS, 2016). The Snowy Monaro Regional LGA has grown at a rate of 3.9% since 2006, less than the NSW growth rate of 14.2% between 2006 and 2016.

Access to Cooma is primarily via the Monaro Highway which runs from the Victorian border, via Rockton, Bombala, Nimmitabel, Cooma, Bredbo, Michelago and Royalla to Canberra. This accessibility allows large numbers of tourist visitors each year who visit Cooma for the snow seasons due to its proximity to the NSW snowfields. The surrounding pristine rivers and lakes and natural beauty continues to attract tourists and visitors in the summer season.

Tourism provides Cooma and Adaminaby with a thriving accommodation and food services industry that provides a large proportion of jobs to local residents. Other industries that contribute to the local area include retail, health care and social assistance and agriculture, forestry and fishing, and electricity, gas, water and waste services.

Unemployment is low across the Snowy Monaro Regional LGA at 3.3% with Cooma's unemployment at 4.9% and Adaminaby at 5.8%. This compares to NSW at 6.8%. Residents in Cooma report that underemployment is a problem for youth and people aged over 50 years.

Output for the local economy is estimated at approximately \$5 billion, value-added for the local economy is estimated at approximately \$1.3 billion, comprising \$567 million to households as wages and salaries and \$713 million in overall value added. The total employment in the local economy was 9,761 jobs.

3.2. Facilities and Services

The availability of rental housing in both Cooma and Adaminaby is low. Community members report a lack of quality housing, and a misalignment of the type of housing available and the expected standard of housing. Although mortgage repayments and rent are less than NSW averages, median weekly income is also substantially lower.

Due to the study area's location in the Snowy Mountains, temporary accommodation is in high demand due to tourist engagement in seasonal activities. Accommodation owners reported that these accommodations were either at capacity or nearly at capacity during the busy snow season.

Cooma is the service centre hub for the Snowy Monaro Regional LGA with a range of schools, childcare and health services, including a government hospital.

4. WORKFORCE ESTIMATES

4.1. Operation

The Segment Factory will operate over a period of about 3.5 years utilising a direct and indirect workforce of approximately 252 people, 80% of which are estimated to be sourced from the Snowy Monaro Regional LGA.

5. EMPLOYMENT STRATEGY

Future Generation seeks to contribute to achievable training and employment outcomes for the people of the Snowy Monaro region and NSW. Future Generation will combine existing training concepts and programmes as well as develop new programmes.

Relevant to the Snowy 2.0 Segment Factory, Future Generation is currently undertaking a traineeship programme in consultation with students at Monaro High School and NSW TAFE.

Through cooperative relationships, we aim to:

- establish a training programs to enable the development of the young people in the Snowy Valleys and Snowy Monaro regions in conjunction with TAFE NSW and others;
- create traineeships, apprenticeships and full-time and part-time jobs in the Future Generation Joint Venture, and supply and value chain businesses;
- prepare young people for work in the industry through delivery of employability skills and industry and job specific training which will provide them with the skills they will need to commence in entry level positions in this industry;
- provide work experience as a key component of this project; and
- employ suitable young people who have successfully completed the training and preparation components of the project for work experience prior to considering these candidates for traineeships, apprenticeships or jobs available.

5.1. Sourcing and Recruiting

The Snowy 2.0 HRMP outlines the sourcing and recruiting process for the Snowy 2.0 project as a whole. The HRMP outlines the project's Inclusion and Diversity Plan (IDP), implemented to improve workforce participation rates for women, Indigenous Australians and other underrepresented groups.

Future Generation targets many diversity groups including:

- local regional workers;
- people from culturally or linguistically diverse (CALD) backgrounds;
- people with disability;
- women; and
- local youth and people aged over 50.

5.2. Training

Skill based training will occur across a range of skill areas and is proposed to be managed via both direct employment and a group training scheme and an association with NSW TAFE. Utilising this method will maximise the opportunities for training and development of apprentices and trainees.

A range of apprenticeships and traineeships are expected to be supported by Future Generation and project sub-contractors throughout the life of the Snowy 2.0 project. Details of Future Generation's training programme are provided in the HRMP and include:

- Skills based training (apprenticeships and traineeships);
- Supervisory and management training;
- White collar and other vocational training;
- Leadership training;
- In-house training;

- Hospitality vocational training;
- Strategic alliances with Australian universities; and
- Graduate engineering programmes.

Training may also work in consultation with local schools to explore support for school-based traineeship and pre-apprenticeship programmes. By collaborating with local schools, Future Generation will be able to assist in guiding programmes that the project will be able to support subsequent employment-based apprenticeships and traineeships.

5.2.1. Monaro High School

Future Generation has partnered with Monaro High School to establish a School Based Apprenticeship Training (SBAT) programme for students to complete formally recognized school-based traineeships. The initial programme is aimed at Year 10 students who will study a Certificate II in Construction Pathways (CPC20211). This program commenced at the beginning of the 2020 school year. Students complete three days at school, one day on-site and one day at TAFE, completing approximately 100 days of on the job training throughout Years 11 and 12.

The programme is designed for these students to continue their studies in Year 11 in 2021 and have the opportunity to enrol in a Certificate III in Manufactured Mineral Products (Concrete Products). This is a two-year school-based traineeship that Future Generation will support through the Polo Flat Segment Factory.

When the students complete Year 12 in 2022, they will graduate with a Certificate II in Construction Pathways, a Certificate III in Manufactured Mineral Products as well as the Higher School Certificate and resulting ATAR. This provides Future Generation and Snowy 2.0 a skilled, ready to work cohort of graduates with a variety of options, including direct employment, further skills-based studies (apprenticeships) or tertiary-based university studies (cadetships).

In 2020 16 year 10 students from Monaro High School completed a Cert II in Construction and in 2021, 7 of these students advanced to a Cert III in Process and Manufacturing.

In addition, students from Monaro High School have completed a five week program including WHS, working at heights, confined spaces and Segment Factory operations. Some students have had the opportunity to work full time while COVID is impacting schooling and during the school holidays.

5.3. Local Employment

Future Generation advocates the utilisation of local workers and aims to target localised recruitment campaigns across the Snowy Mountains region. Future Generation will conduct regular regional job fairs and other local recruitment activities. Where possible, local youth and people aged over 50 will be targeted. Additionally, there will be a focus on employees of the local industries that have been impacted by the bushfires in 2020. Those being Softwoods Industries, Agriculture, Fruit and others.

5.4. Indigenous Employment

Future Generation will use an Indigenous participation approach based on the attraction, development and retention of Indigenous people (employees and subcontractors) during the course of the project. Detail of Future Generation's indigenous employment strategy are provided in the Snowy 2.0 HRMP.

6. ACCOMODATION STRATEGY

The SIA identified that minimal current housing stock in the Snowy Monaro Regional LGA, would result in insufficient housing to absorb workforce sourced outside Snowy Monaro Regional LGA, particularly during the operational phase of the Segment Factory (EMM SIA 2019). As a result, Future Generation will ensure that there is sufficient accommodation for non-local workers associated with the development, including contingency measures.

Where possible, it is Future Generation's preference that the majority of workers associated with the operation of the Segment Factory are sourced from the Snowy Monaro Regional LGA and do not require accommodation or transport to be provided.

6.1. Joule Ridge Accommodation Camp

Where workers are required to be sourced from outside the Snowy Monaro Regional LGA, to minimise and avoid housing issues and potential strain on the local housing market, the project has proposed the provision of a staff accommodation camp within Cooma known as 'Joule Ridge'. Legally defined as Lot 1 and 2 in Deposited Plan (DP) 544222, Lot 1 in DP 559707, Part Lot 2 in DP 559707, and Lot 20 in DP 608188.

Joule Ridge has been designed to provide 46 dwelling sites, comprising 10 short term (two storey) and 36 long term, to house the workforce sourced outside Snowy Monaro Regional LGA, equating to a capacity to house up to approximately 126 people. A Development Application for this site has been lodged in March 2020 with Snowy Monaro Council.

6.2. Alternative Accommodation Options

The Segment Factory Approval requires that the project ensures there is sufficient accommodation for the workforce associated with the project including contingency measures. Alternative accommodation options would include:

- short-term accommodation - motels and caravan parks; and
- rental accommodation - renting privately-owned dwellings.

In order to minimise impact on the local rental market, if and where contingency may be required, Future Generation would prioritise the use of short-term accommodation including motels and caravan parks.

6.3. Interaction with other projects

Given the potential for overlap between the construction and operational periods and regional significance of Cooma, interaction with other projects has been considered.

A review of the NSW Major Projects portal identified seven (7) state significant projects within an approximately 75-kilometre radius of Polo Flat. These projects are unlikely to impact on the local rental market due to their scale and approval status, and include:

- Monaro Solar Farm – Current Status: Prepare EIS
- New Education Campus at Jindabyne (New Primary and High School) – Current Status: Prepare EIS;
- Boco Rock Wind Farm Project – Current Status: Approved;
- Dongwha Sawmill Project – Current Status: Approved;
- TransGrid Snowy 2.0 Transmission Connection – Current Status: Prepare EIS;

- Snowy 2.0 Exploratory Works Project – Current Status: Approved; and
- Snowy 2.0 Main Works Project – Current Status: Approved.

Other state significant projects within the Snowy Monaro Regional LGA are in closer proximity to nearby regional centres including Bombala, Tumut, Queanbeyan and Canberra, however they may rely on regional resources in Cooma as required. Remote projects including the Snowy 2.0 Exploratory Works, Main Works and Transmission Cable are unlikely to impact on the local rental market as they will be serviced by project specific housing.

7. COMPLIANCE MANAGEMENT

7.1. Monitoring and Review

Ongoing monitoring and review of the performance and implementation of the AES will be undertaken in accordance with schedule 3, condition 30(d) of the Approval.

A project wide Social Impact Management and Monitoring Plan (SIMMP) will be implemented for the length of the project in accordance with Exploratory and Main Works REMMs. Bi-annual reporting of changes in key social indicators will be compiled through liaison with key stakeholders and made available to Snowy Valleys Council, Snowy Monaro Regional Council and DPIE.

Monitoring relevant to the operation of the Segment Factory includes:

- Monitoring and reporting on indicators of change in population in the project area to determine the ongoing impact of in-migration associated with the project workforce;
- Monitoring and reporting on the proportion of project workforce employed with a residential address in the area of social influence;
- Monitoring and reporting on housing demand in the project area;
- Monitoring and reporting on strategies implemented that preference local employment;
- Monitoring and reporting on progress of any employment and skills programs implemented to support youth employment in project related industries; and
- Liaising with local tertiary education providers to provide information on relevant skills areas potentially required by the Project.

7.2. Reporting

Reporting the outcomes and progress of this AES will be incorporated into the bi-annual project wide SIMMP Update Reports.