APPENDIX 9 SOCIAL IMPACT ASSESSMENT AP09

Torrumbarry Poultry Farm Development (Project 4G)

Social Impact Assessment Report

Lecroma

Acknowledgment of Country

Lecroma Pty Ltd (Lecroma) would like to acknowledge the traditional custodians of the country on which we work and pay respect to their cultural heritage, beliefs, and continuing relationship with the land. We pay our respect to the Elders and traditional owners – past, present and emerging.

Disclaimer

Front cover image: McLeans Farms

Document title	**Torrumbarry Poultry Farm Development (Project 4G) Social Impact Assessment**
Date	03.11.2025
Version	5
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Client name	McLean Farms Australia Pty Ltd

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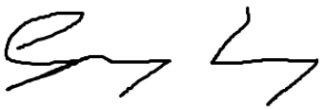
Shaping a resilient future

Signature page

Torrumbarry Poultry Farm (Project 4G)
Social Impact Assessment



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Document history

Version	Revision	Authors	Reviewed by	Date	Comments
Exposure draft	01	Clea Farrow and Isobel Lindsay-Geyer	Greg Ley	17 June 2025	Drafting ongoing. Provided to the Applicant for general progress update, and to seek early feedback on structure and content development approach.
First draft	02	Clea Farrow and Isobel Lindsay-Geyer	Greg Ley	14 August 2025	Final draft. Provided to the Applicant for final feedback.
Final draft	03	Clea Farrow	Greg Ley	15 August 2025	Final report provided to the Applicant.
Final	04	Clea Farrow	Greg Ley	18 August 2025	Final report provided to the Applicant following feedback and receipt of updated technical reports from other assessors.
Final updated	05	Clea Farrow	Greg Ley	3 November 2025	Final report updated to reflect civil layout plans with preliminary stamp removed and final economic impact report data.

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1. Executive Summary

McLean Farms Australia Pty Ltd (the Applicant) proposes the development of a new integrated egg laying operation in Torrumbarry, Victoria. This Social Impact Assessment (SIA) has been prepared by Lecroma Pty Ltd to support the Environmental Effects Statement (EES) in accordance with the *Victorian Environmental Effects Act 1978*. It provides a systematic evaluation of the potential social impacts of the proposed development and offers recommendations to enhance benefits and minimise adverse outcomes across the project lifecycle.

1.1 Project descriptions and social locality

The Applicant is a third-generation, family-owned agribusiness with over 60 years' experience in vertically integrated egg production; known for adopting best practice biosecurity, animal welfare, and operational innovation. The proposal involves three staged poultry farms and an ancillary composting facility, all located within the Farming Zone in the Campaspe Local Government Area:

- Pollock's Block Rearing Farm: 720,000 birds across 18 sheds (two stages)
- Warwick's Block Cage Free Layer Farm: 1,280,000 birds across 16 sheds (two stages)
- T-Block Free Range Layer Farm and 'Organic Nutrients' Composting Facility: 800,000 birds across 20 sheds (two stages) and composting plant to process waste from all sites

These projects are being concurrently assessed under the Victorian *Environmental Effects Act 1978*, classified as Significant Economic Development with a combined capital investment of $561 million.

For this assessment, the social locality is defined as the area within a 50-minute drive of the project site and includes Torrumbarry, Echuca, Moama, Cohuna, and other smaller rural communities. These areas are expected to experience both direct and flow-on social impacts, particularly during the construction and early operation stages.

1.2 Stakeholder engagement and community insights

The core community engagement program will commence following EES lodgement. However, the SIA integrates early findings from:

- Desktop analysis of community responses to similar developments
- Council strategies and media sentiment
- Technical studies related to traffic, biosecurity, amenity, and infrastructure.

Key anticipated concerns include potential impacts on rural amenity, increased traffic, biosecurity risks, housing availability, and strain on services. Community members are also anticipated to express interest in employment and procurement opportunities and local benefit-sharing arrangements. The report recommends a detailed post-lodgement engagement program, including targeted engagement with neighbours, Traditional Owners, local councils, and businesses.

1.3 Impacts, mitigations, and outcome

Lecroma identified 17 potential impact themes across several social impact categories including 'livelihoods', 'way of life', 'community', 'culture', surroundings and social amenity' and 'accessibility'. Impacts were evaluated for significance using a structured matrix, considering

likelihood, magnitude, and sensitivity. **Table 1** shows the potential impacts and their evaluated significance.

Table 1: Potential social impacts summary

Impact	Social impact category	Evaluated significance
1. Flow on economic benefits for the social locality and region	Livelihoods	Very high
2. Accommodation and housing	Way of life; Community	High
3. Heritage, including culturally sensitive sites	Culture	High
4. Local infrastructure to facilitate the project	Way of life; Surroundings and social amenity	High
5. Community cohesion and social capital	Community	High
6. Temporary population changes	Community; Way of life	Medium
7. Landscape character, use, aesthetic value and amenity	Surroundings and social amenity	Medium
8. Road and traffic	Accessibility; Way of life	Medium
9. Biosecurity and public health	Health and wellbeing	Medium
10. Air quality (odour)	Surroundings and social amenity	Medium
11. Bushfire hazards	Surroundings and social amenity	Medium
12. Storm water and flood risk	Surroundings and social amenity	Medium
13. Access to local services	Accessibility	Medium
14. Agricultural goods production and land productivity	Livelihoods	Medium
15. Noise	Surroundings and social amenity	Low
16. Land values and insurance	Livelihoods	Low
17. Biodiversity	Surroundings and social amenity	Low

The Applicant can expect positive social outcomes in the areas of employment, regional economic development, and industry diversification, particularly if it prioritises local participation and partnerships with council, other government bodies and industry. Potential negative impacts are generally localised, time-bound, and manageable with appropriate planning and monitoring.

The project aligns with state and local strategic objectives, supports agricultural diversification, and offers a pathway for long-term community and economic resilience in northern Victoria. If mitigation measures and community engagement are effectively implemented, the project can contribute positively to Torrumbarry's economic resilience, population retention, and social wellbeing, while supporting the region's agricultural identity.

2. Project Description and Context

2.1 Introduction

Lecroma Pty Ltd (Lecroma) has been engaged by the McLean Farms Australia Pty Ltd (the Applicant) to prepare a social impact assessment (SIA) for a new integrated egg laying operation in Torrumbarry, Victoria, under the *Victorian Environmental Effects Act 1978*. The objective of the SIA is to systematically evaluate and address the potential social impacts – both positive and negative – arising from the construction and operation of the following integrated agricultural developments:

1. Pollock's Block Rearing Farm (animal production - poultry farm): 720,000 birds, two stages
2. Warrick's Block Cage Free Layer Farm (animal production - poultry farm): 1,280,000 birds, two stages
3. T-Block Free Range Layer Farm and 'Organic Nutrients' Composting Facility (animal production - poultry farm): 800,000 birds, two stages.

These developments, all located within the Farming Zone under the Campaspe Planning Scheme and collectively classified as Significant Economic Development, involve the staged construction of purpose-built poultry sheds and supporting infrastructure, adoption of best practice animal welfare and biosecurity standards, and the establishment of an ancillary composting facility for manure and litter management. This SIA aims to:

- Identify and analyse the potential social changes resulting from the development, including impacts on local community wellbeing, amenity, land use, employment, and economic activity
- Evaluate the cumulative social effects of the clustered poultry operations and associated infrastructure, considering their scale, proximity, and concurrent development
- Assess the implications for local services, infrastructure, and the rural character of Torrumbarry
- Identify and address potential stakeholder and community concerns for example in relation to health, safety, traffic, noise, odour, and biosecurity, noting that the core community engagement program will commence post EES lodgement
- Inform decision-making by the Minister for Planning by providing evidence-based recommendations to enhance positive social outcomes and mitigate adverse impacts, in accordance with the requirements of the Victorian *Environmental Effects Act 1978* and relevant planning frameworks.

These objectives ensure that the SIA provides a robust, transparent, and context-specific evaluation to guide the sustainable development of the new integrated egg laying operation in Torrumbarry, Victoria.

2.2 Site description

Figure 1: Map of project locations – overall concept layout

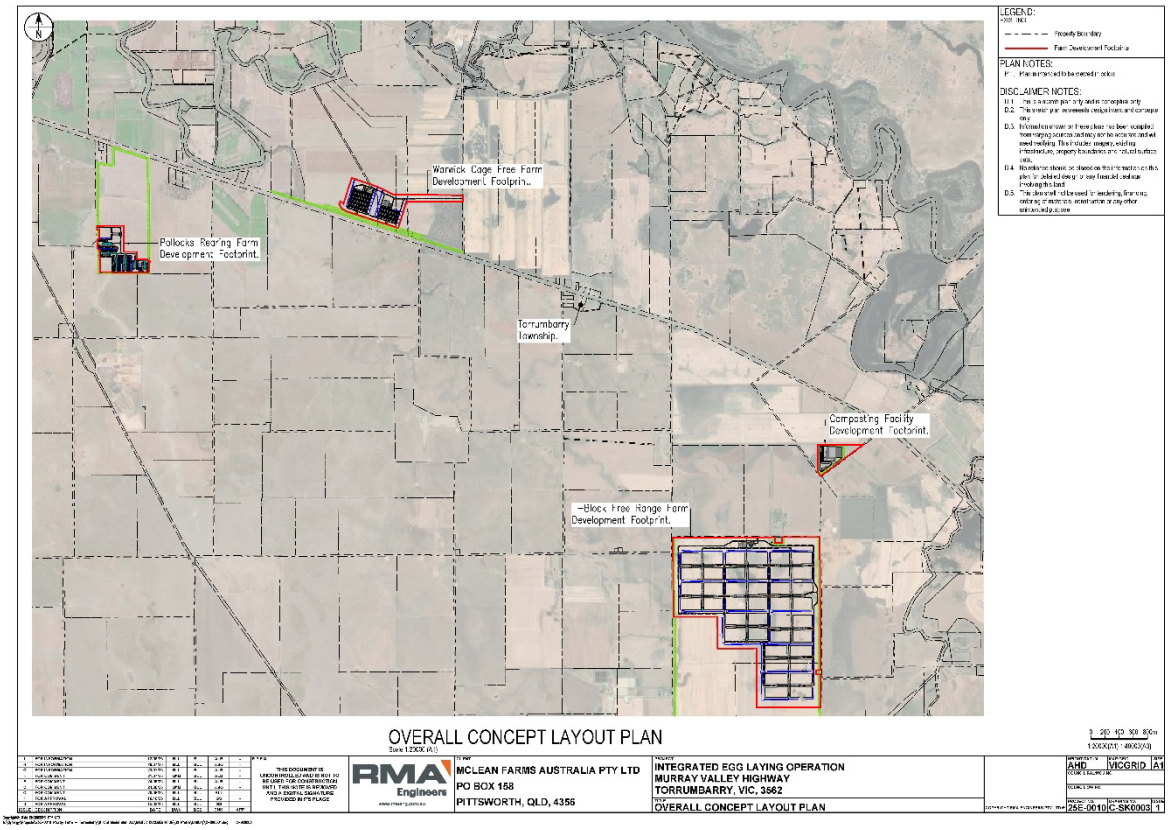


Figure 2: Pollock's Block Rearing Farm concept layout plan

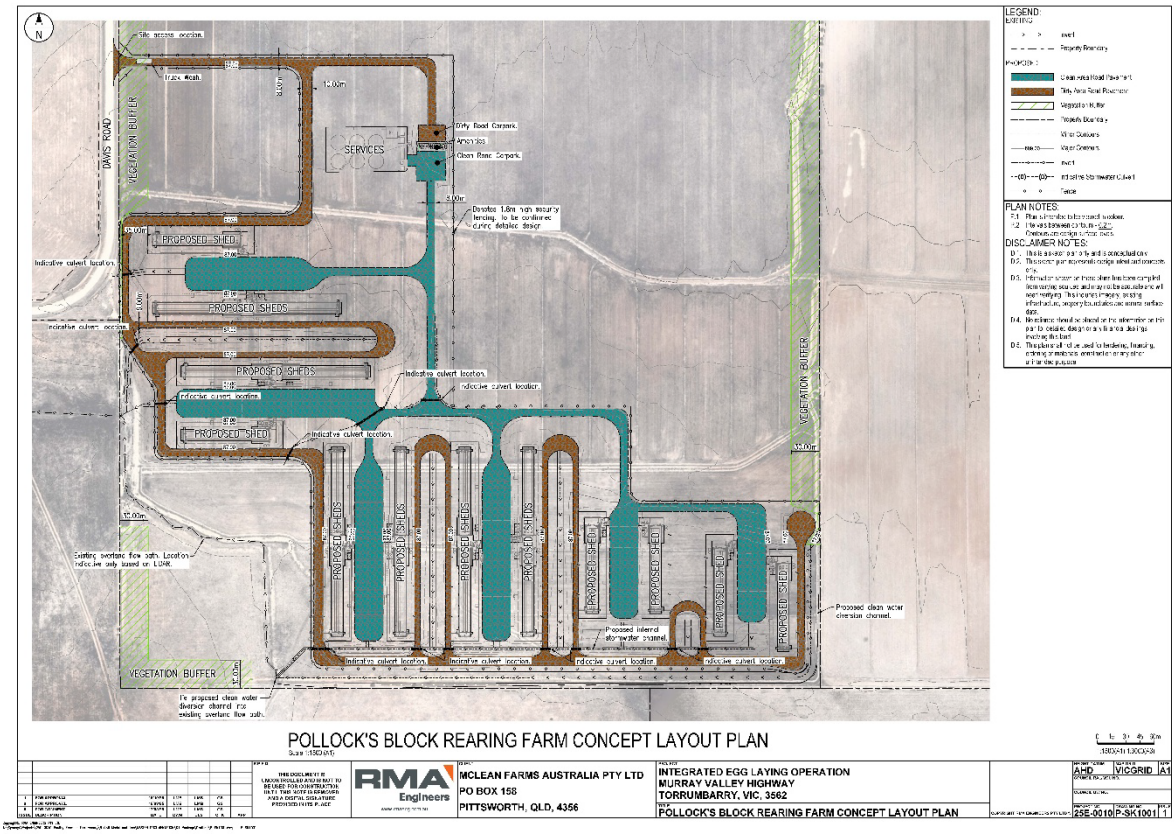


Figure 3: Warwick's Block Cage Free Layer Farm concept layout plan

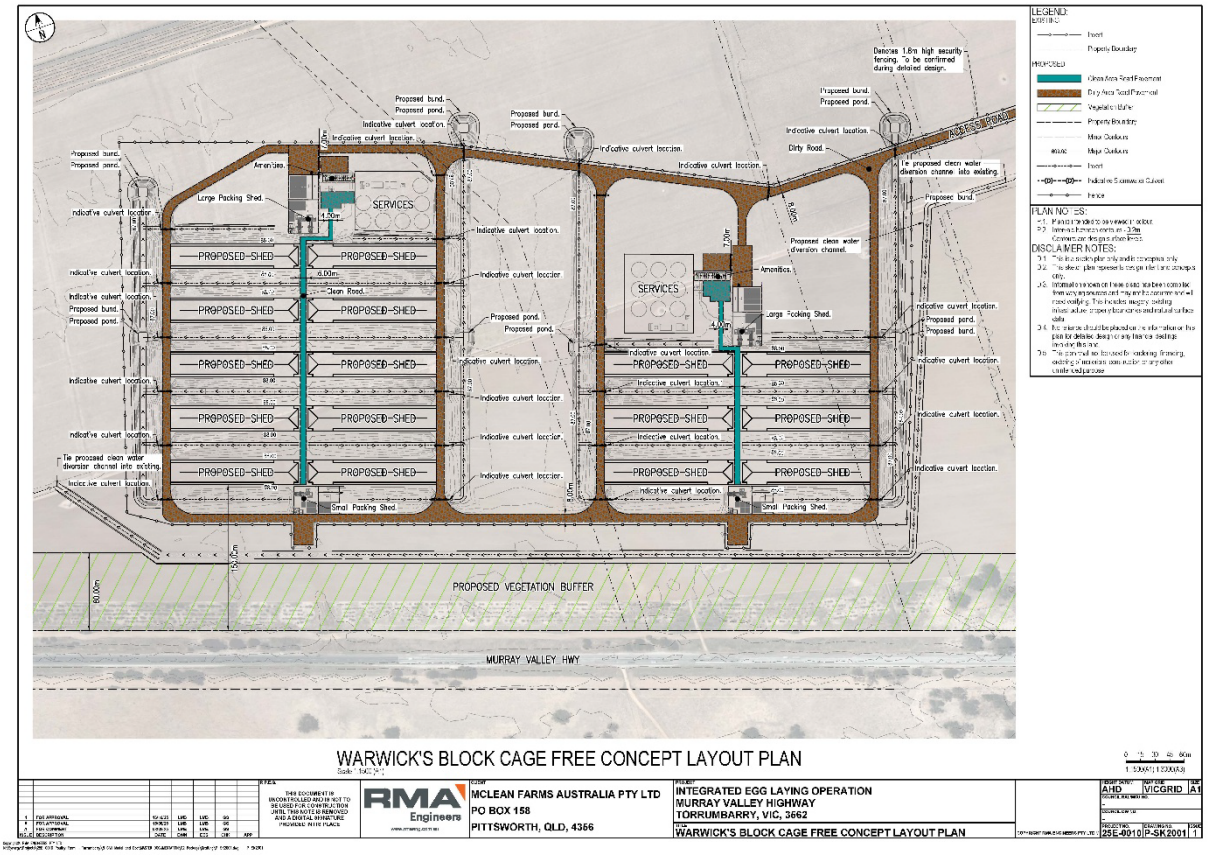


Figure 4: 'Organic Nutrients' Composting Facility concept layout plan

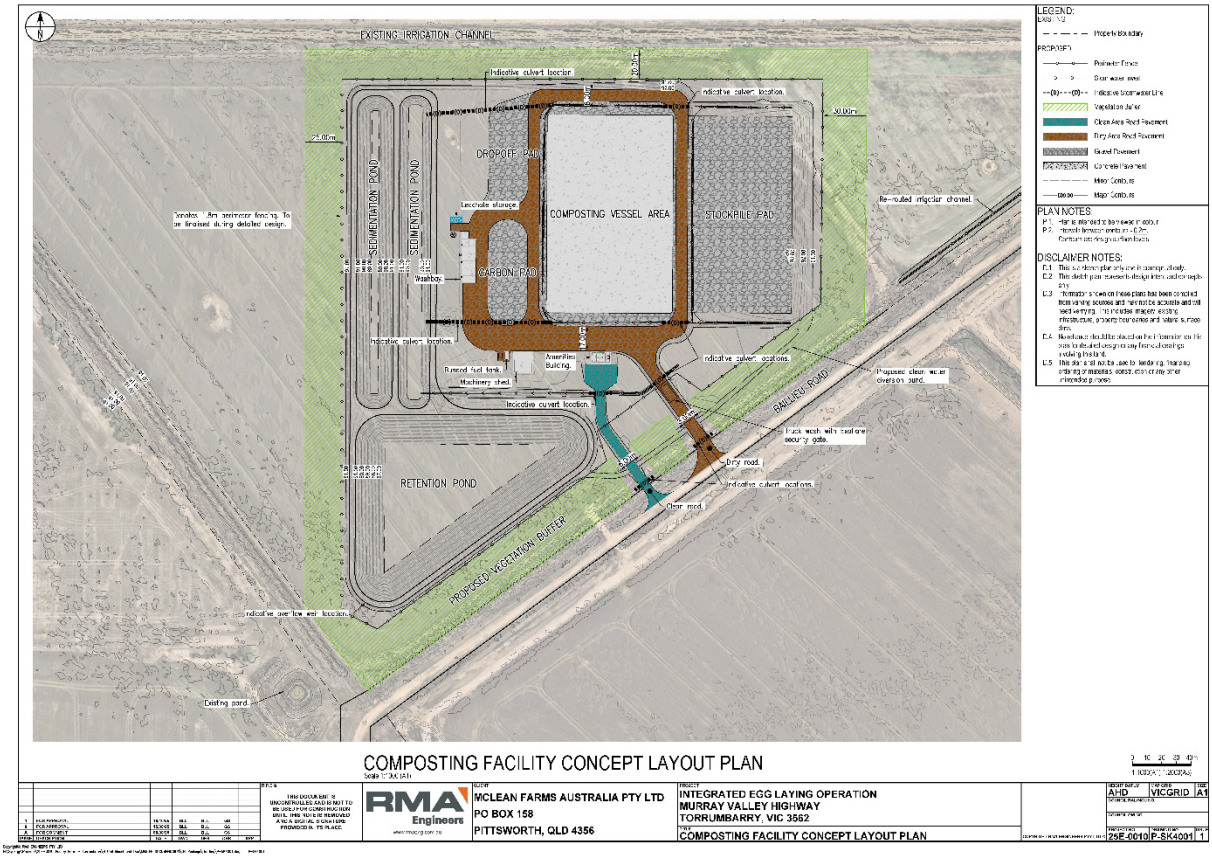
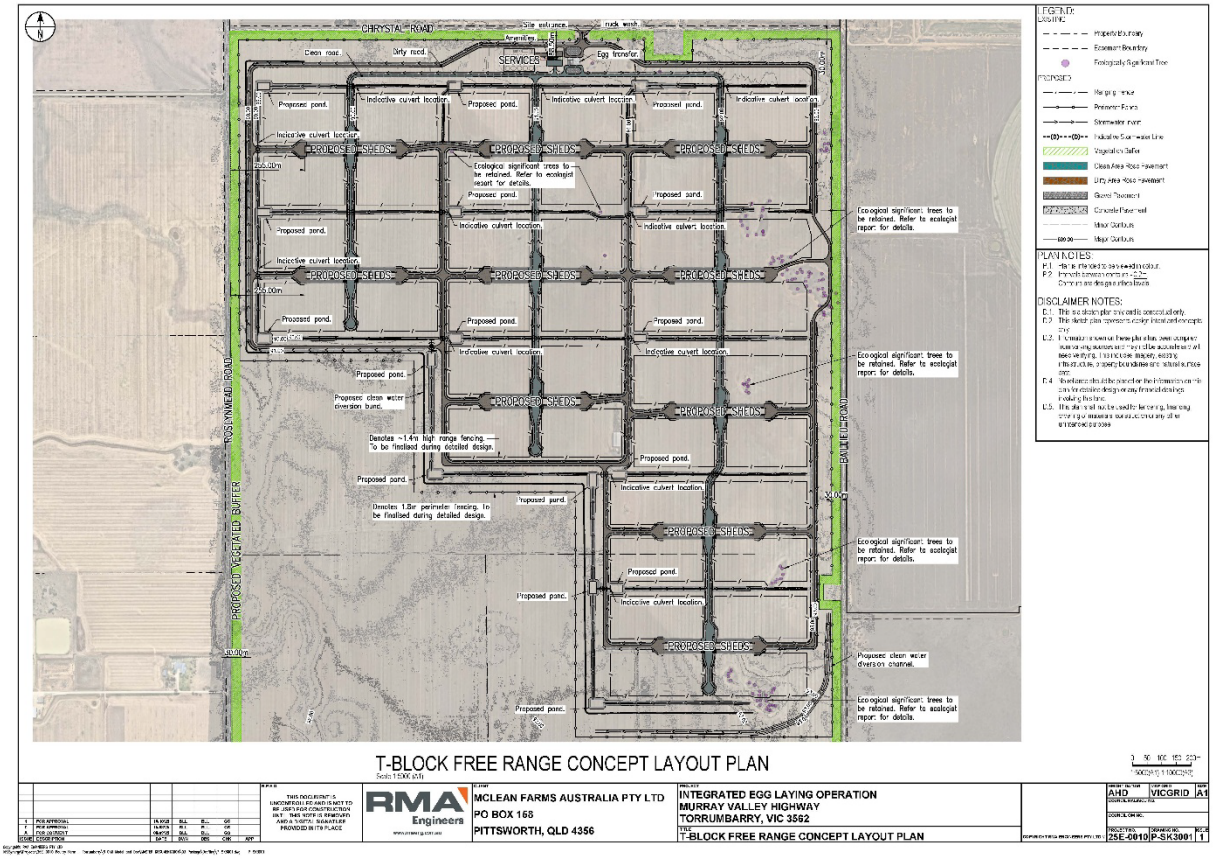


Figure 5: T-Block Free Range Layer Farm concept layout plan



2.3 Project descriptions

The proposed integrated egg laying operation applications project will consist of a Rearing Farm, two Cage Free/Free Range Layer Farms and an ancillary Composting Facility, which are described below. Three separate development applications will be lodged concurrently for assessment by the State Planning Minister under the Victorian *Environmental Effects Act 1978*.

1. Pollock's Block – Aviary Rearing Farm

Location and site	Situated on Lot 4 LP206281, fronting the Murray Valley Highway and Davis Road within Patho. The site covers 124.4 hectares within the Farming Zone under the Campaspe Planning Scheme. Existing use is cropping/grazing; the sections of the site outside the proposed poultry farm will continue to be used for cropping purposes.
Development overview	Construction of a new poultry rearing farm to rear layer birds from day-old chicks to point-of-lay (around 17 weeks). At this age, birds are transferred to the proposed egg-laying farms within the cluster.
Capacity and infrastructure	• Maximum of 720,000 birds housed in 18 purpose-built, best-practice rearing sheds, delivered in two stages (12 sheds in Stage 1, 6 in Stage 2) • Ancillary services and infrastructure includes a staff office and amenities building, workshop, water treatment facilities, feed silos, truck wash, access driveway to Davis Road, internal roads, parking and manoeuvring areas, and an extension of the electricity network • Water supply provided by extending existing arrangements and licenses

Operational standards	• All birds are contained within sheds at all times • Operations adhere to *The Egg Standards of Australia* quality assurance program, with best-practice animal welfare and biosecurity protocols	
Planning and regulatory context	• Defined as a Poultry Farm requiring a permit in the Farming Zone • Classified as Significant Economic Development (capital value > $10 million), with the Minister for Planning as the responsible authority	
Construction details	**Staging**	• Stage 1: 12 rearing sheds + associated infrastructure (access driveway, utilities, staff facilities) • Stage 2: 6 additional sheds + expanded infrastructure
	Duration	Estimated 18-24 months total (Stage 1: 12-15 months; Stage 2: 6-9 months)
	Work hours	Construction activities limited to daylight hours (6am-6pm weekdays)
	Workforce	• Peak construction: 50-70 workers (site managers, machinery operators, electricians, labourers). Most workers are to be sourced locally (within 45 minute – 1 hour drive to site) • No on-site accommodation proposed, workers to commute via Murray Valley Highway to site
Operational details	**Workforce**	• Full-time staff: 8-10 (farm manager, animal handlers, maintenance, admin) • Shifts: 7-day coverage with staggered shifts (6am-3pm; 3pm-12am)

2. Warrick's Block – Cage Free Layer Farm

Location and site	Located on land fronting the Murray Valley Highway and Heppell Road, Torrumbarry, across multiple titles within the Farming Zone
Development overview	Establishment of a new cage-free poultry layer farm to produce eggs for human consumption. The sections of the subject site outside of the proposed poultry farm will continue to be used for cropping purposes.
Capacity and infrastructure	• Accommodates up to 1,280,000 layer birds within 16 purpose-built, best-practice layer sheds, constructed in two stages (8 sheds each). Each shed has the capacity to house 80,000 birds. • Ancillary services and infrastructure include staff office and amenities building, egg collection infrastructure and holding rooms, workshop, water treatment, feed silos, truck wash, access driveway to Heppell Road, internal driveways, parking and manoeuvring areas, and electricity network extension • Water supply via extension of existing arrangements and licensing
Operational standards	• Birds are placed at 17 weeks of age and remain for a typical 68-week laying cycle (66 weeks production, 2 weeks downtime for cleaning and setup for the next batch) • Birds are cage-free, able to move within the sheds but always contained within the sheds • Compliance with *The Egg Standards of Australia* and best-practice animal welfare and biosecurity
Planning and regulatory context	• Defined as a Poultry Farm requiring a permit in the Farming Zone • Classified as Significant Economic Development (capital value > $10 million), with the Minister for Planning as the responsible authority

Construction details	**Staging**	• Stage 1: 16 layer sheds + core infrastructure (egg collection rooms, feed silos) • Stage 2: 16 additional sheds + expanded utilities
	Duration	Estimated 24-30 months total (Stage 1: 15-18 months; Stage 2: 9-12 months)
	Work hours	7am-5pm (weekdays); limited weekend work for critical tasks
	Workforce	• Peak construction: 60-80 workers. Most workers are to be sourced locally (within 45 minute – 1 hour drive to site) • No on-site accommodation proposed, workers to commute via Murray Valley Highway to site. Temporary on-site parking proposed for contractors
Operational details	**Workforce**	• Full-time staff: 12-15 (supervisors, egg collection teams, waste handlers) • Specialised roles: Veterinarians, biosecurity officers

3. T-Block – Free Range/Cage Free Layer Farm and Composting Facility

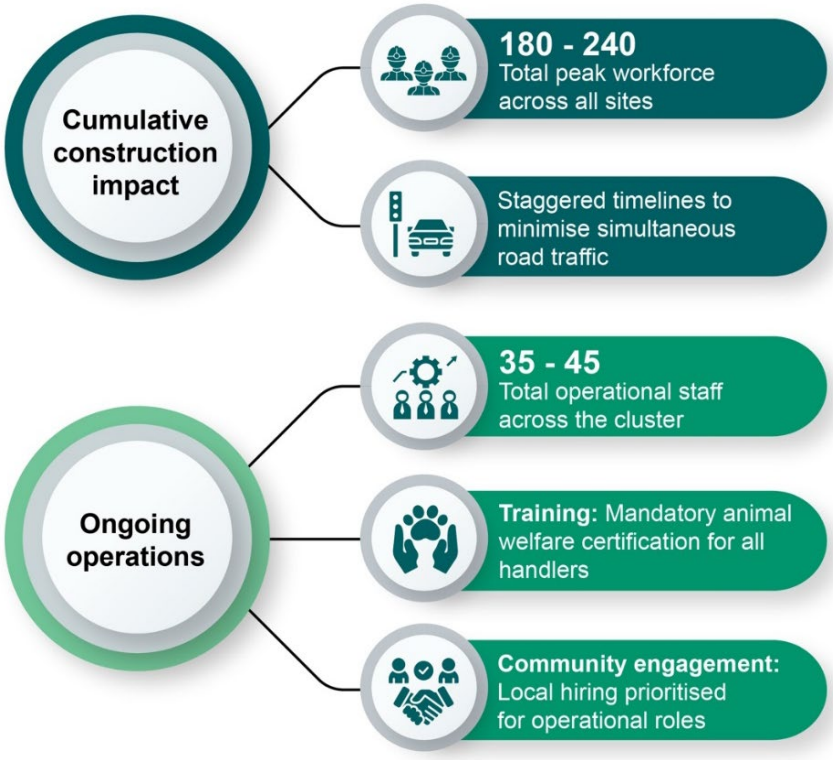
Location and site	Located on land fronting the Murray Valley Highway, Ballieu Road, and Roslynmead Road, Torrumbarry, across multiple titles in the Farming Zone
Development overview	Construction of a new poultry layer farm for egg production for human consumption, designed to operate as either a free-range or cage-free facility, and an ancillary composting facility for manure and litter management. The sections of the subject site outside of the proposed poultry farm will continue to be used for cropping purposes.
Capacity and infrastructure	• Accommodates up to 800,000-layer birds in 20 purpose-built, best-practice layer sheds, constructed in two stages (10 sheds each) • Ancillary services and infrastructure include a staff office and amenities building, egg collection infrastructure and holding rooms, workshop, water treatment, feed silos, truck wash, perimeter fencing and internal range areas, access driveway to Baillieu Road, internal driveways, parking and manoeuvring areas, and electricity network extension • Water supply via extension of existing arrangements and licenses
Operational standards	• Birds are placed at 17 weeks, with a 68-week laying cycle (66 weeks production, 2 weeks downtime for cleaning and setup for the next batch) • Facility is intended to operate as a free-range farm, providing daily access to range areas, but sheds will be constructed to also function as cage-free as needed • Compliance with *The Egg Standards of Australia* and best-practice animal welfare and biosecurity
Composting facility	• Located on Lot 2 on PS404891, directly north-east of the T-Block farm, the composting facility will process manure and floor litter from all three cluster farms • Composting converts these materials into a soil conditioner and fertilizer product which will be for own use, supporting sustainable waste management and circular economy objectives • Facility is sized to handle material from the combined facilities cluster proposed
Planning and regulatory context	• Defined as a Poultry Farm and composting facility requiring permits in the Farming Zone • Classified as Significant Economic Development (capital value > $10 million), with the Minister for Planning as the responsible authority

Construction details	**Staging**	• Stage 1: 10 layer sheds and composting facility foundation • Stage 2: 10 additional sheds and composting infrastructure
	Duration	30-36 months total (composting facility adds 6-8 months to Stage 2)
	Work hours	6:30am-6.30pm (weekdays); noise-restricted weekends
	Workforce	Peak construction: 70-90 workers (including composting plant specialists)
Operational details	**Workforce**	• Full-time staff: 15-20 (range managers, composting operators, egg graders) • Seasonal roles: Pasture maintenance teams during wet seasons
	Composting facility	• Staff: 4-6 operators (waste intake, turning, quality control) • Output: 500-700 tonnes/month of soil conditioner

2.4 Cumulative and integration considerations

These three developments are designed as a vertically integrated cluster, with the rearing farm supplying birds to the laying farms, and the composting facility managing waste from all operations. All applications are being lodged concurrently, and cumulative impacts are being considered in supporting technical reports, including the SIA. The developments are located within the established agricultural landscape of Torrumbarry, leveraging existing infrastructure and water entitlements, and are expected to generate significant economic and employment benefits for the region. The Economic Impact Assessment estimates the cumulative capital investment value (development cost) of the three projects is $561 million for this proposed stage of the project (first five years). The revised cumulative description below aligns with Victorian planning requirements, emphasising labour demands, staging logistics, and operational continuity for the SIA.

Figure 6: Cumulative construction and operations impacts

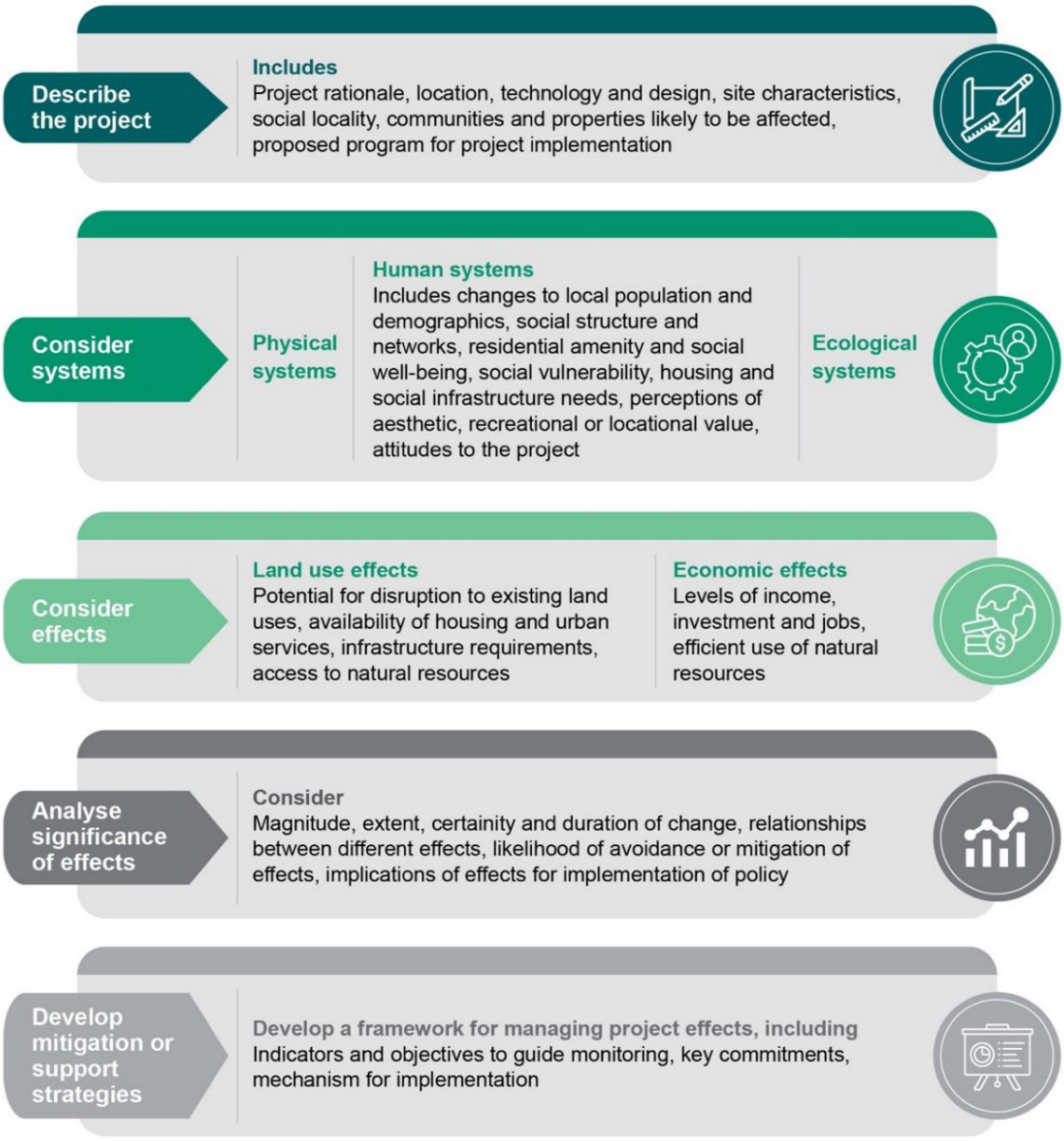


3. Methodology

3.1 SIA methodology

SIA constitutes a methodology to predict and evaluate the likely social consequences of a proposed project. It develops strategies to mitigate negative impacts and creates opportunities to improve outcomes for affected people and communities. Lecroma's approach combines Victoria's Ministerial Guidelines for the Assessment of Environmental Effects with NSW's Planning Guidelines for State Significant Development, while also integrating each state's policies on social impact assessment and community engagement. To anchor the study in global best practice, we have aligned the methodology with the International Principles for Social Impact Assessment (Vanclay 2003) and Guidance for Assessing and Managing the Social Impacts of Projects (IAIA, 2015).

Figure 7: Social impact assessment methodology



Source: Lecroma, adapted from DPE, 2023

3.2 Assessment requirements

The individual and combined referral criteria under the Department of Transport and Planning (DTP) Ministerial guideline for assessment of environmental effects under the *Environment Effects Act 1978* specific to this SIA are identified in **Table 2**.

Table 2: Individual and combined referral criteria for this SIA

Individual referral criteria	Combined referral criteria
Individual types of potential effects on the environment that warrant referring a project	A combination of two or more types of potential effects on the environment that warrant referring a project
• Potential for extensive or major effects to human health or the environment, or displacement of residents, from pollution or waste emitted to air, land, water or groundwater	• Potential for extensive or major effects on landscape values of regional importance • Potential for extensive or major effects on social or economic well-being due to direct or indirect displacement of non-residential land use activities • Potential for extensive displacement of residents or severance of residents' access to their community resources • Potential for significant effects on the amenity of a substantial number of residents, due to extensive or major, long-term changes in visual, noise and traffic conditions

Source: *Environmental Effects Act 1978*, Victoria

3.3 Define the social locality

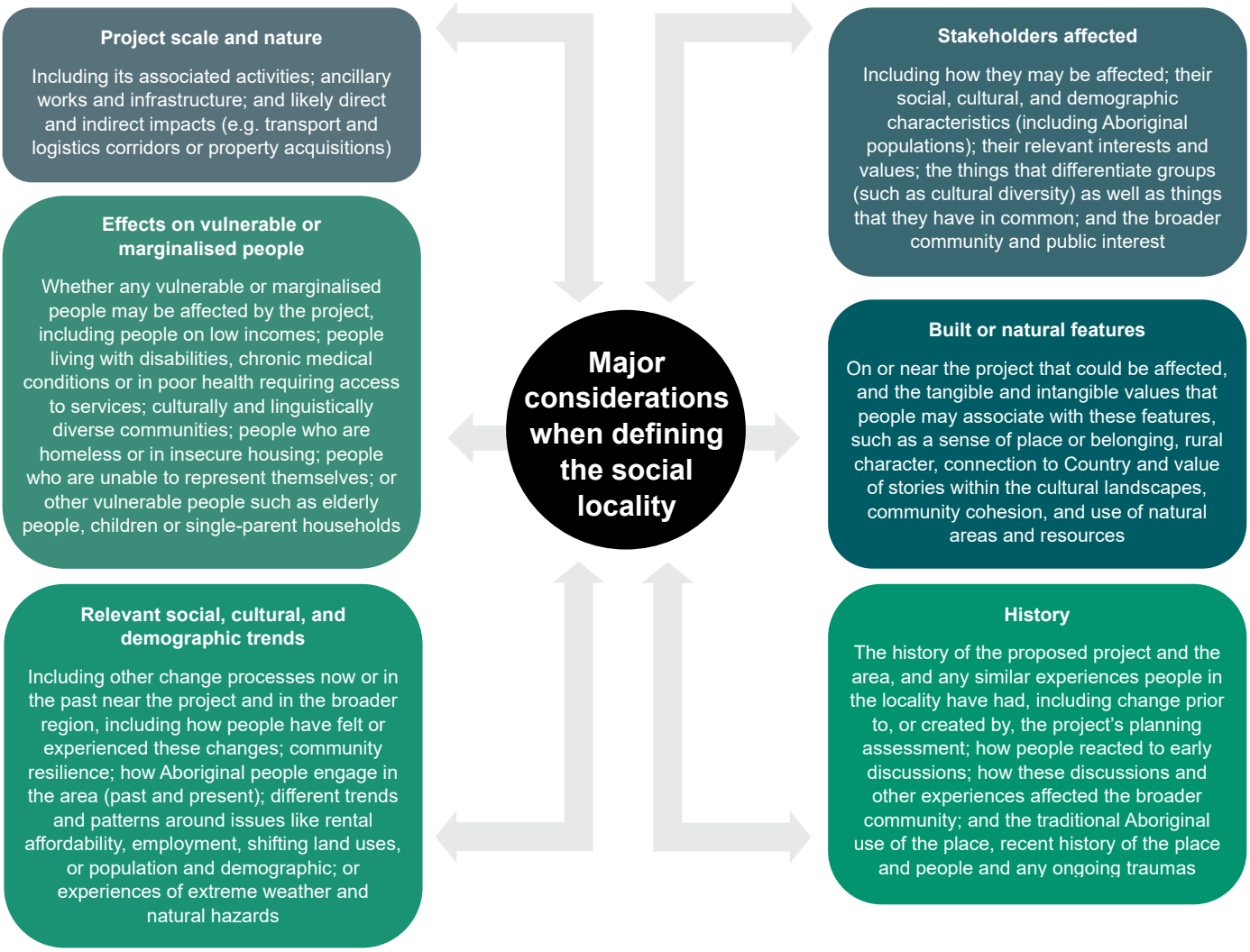
Often referred to as the 'area of social influence' in an SIA context, a project's social locality does not have a prescribed meaning or fixed, predefined geographic boundary. Rather, it depends on the project's nature and its impacts. For this project, the social locality boundary is within a 50-minute drive from the project area and includes:

- associated host landowner and adjacent/near neighbour properties, including residents and local businesses
- localities likely to be impacted and/or benefit from the project
- localities likely to experience construction-related workforce, procurement, and traffic impacts.

The project's social locality may change over time, which will be captured in ongoing monitoring, evaluation and reporting efforts, as well as live strategic documentation relevant for the project throughout the project lifecycle.

Figure 8 outlines major considerations when defining and analysing the social locality. This enables multiple and overlapping impacts to be considered.

Figure 8: Major considerations when defining the social locality



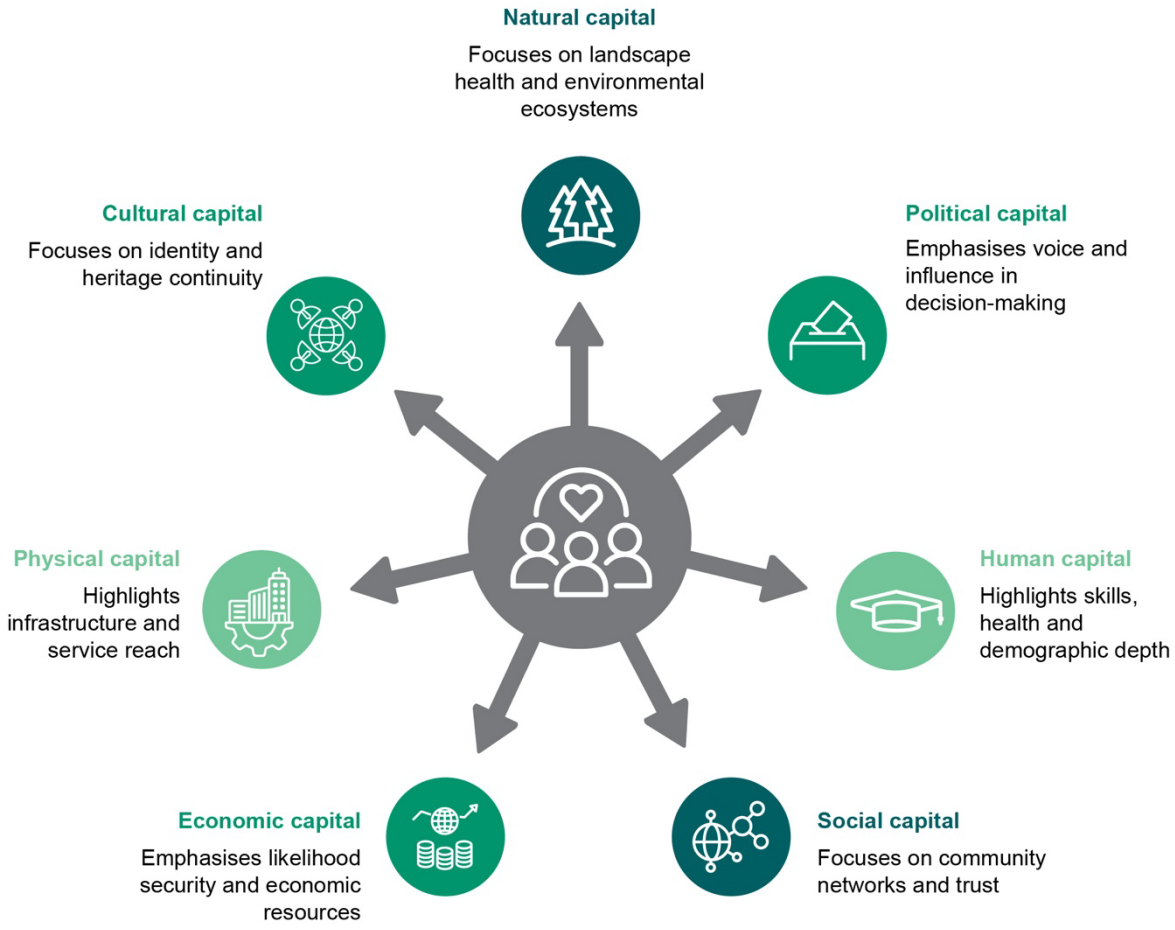
Source: Lecroma, adapted from DPE, 2023

3.4 Develop the social baseline profile

The social baseline sets out the "starting position" of the host communities before any project activity begins. It documents the existing social environment, conditions, and trends relevant to the impacts identified. It is a foundational component of the SIA, as it provides a basis from which to predict and analyse direct, indirect, and cumulative impacts.

Lecroma's model to determine the social baseline profile (see **Figure 9**) adapts the Sustainable Livelihoods Approach or 'community capitals' analysis by the UK Department for International Development and the Mindaroo Foundation's Resilient Communities Framework, which was developed to support a systemic and whole-of-society approach to understanding and building disaster resilience at a community level. This model helps us recognise how the affected community's natural, human, social, political, financial, built, and cultural assets or "capital" interact and contribute to its overall wellbeing and sustainability. It takes a systems approach to understanding rural contexts, recognising that all communities possess these capitals to varying degrees. This has ensured the outcomes of broader technical studies undertaken during the EES process can contribute more effectively.

Figure 9: Model to consider community capitals and resilience factors



Source: Lecroma 2025, adapted from Flora (2004); Coakes and Sadler (2011); Minderoo Foundation (2022)

Similarly to the social locality, the project's social baseline was developed by gathering and evaluating information from both primary and secondary data sources. The approach aligns with NSW SSD and Victorian EES requirements for a "comprehensive socio-economic profile." Because each indicator is quantifiable and time-stamped, the baseline typically doubles as the first entry in the project's Monitoring, Evaluation and Reporting (MER) framework. A description of the project's social baseline is at **Chapter 5**.

3.5 Identify stakeholders

The SIA process draws on people who may have an interest in or be affected by the project to participate and collaborate. Stakeholders may include groups or individuals who:

- live, work, or recreate near the project
- have an interest in the proposed action or change
- use or value a resource associated with the project
- are affected by the project (e.g. may be required to relocate because of the project) (Burdge 2004).

3.6 Collect and analyse data

Lecroma has collected data using a range of secondary data sources. To prepare this SIA, the following data sources were used:

- Australian Bureau of Statistics Census data (ABS)
- Local and state government policies, plans, strategies, media
- Council website for Campaspe Shire
- REMPLAN (2025)
- Broader technical studies undertaken during the EES.

Table 3: Key research questions and indicators of interest

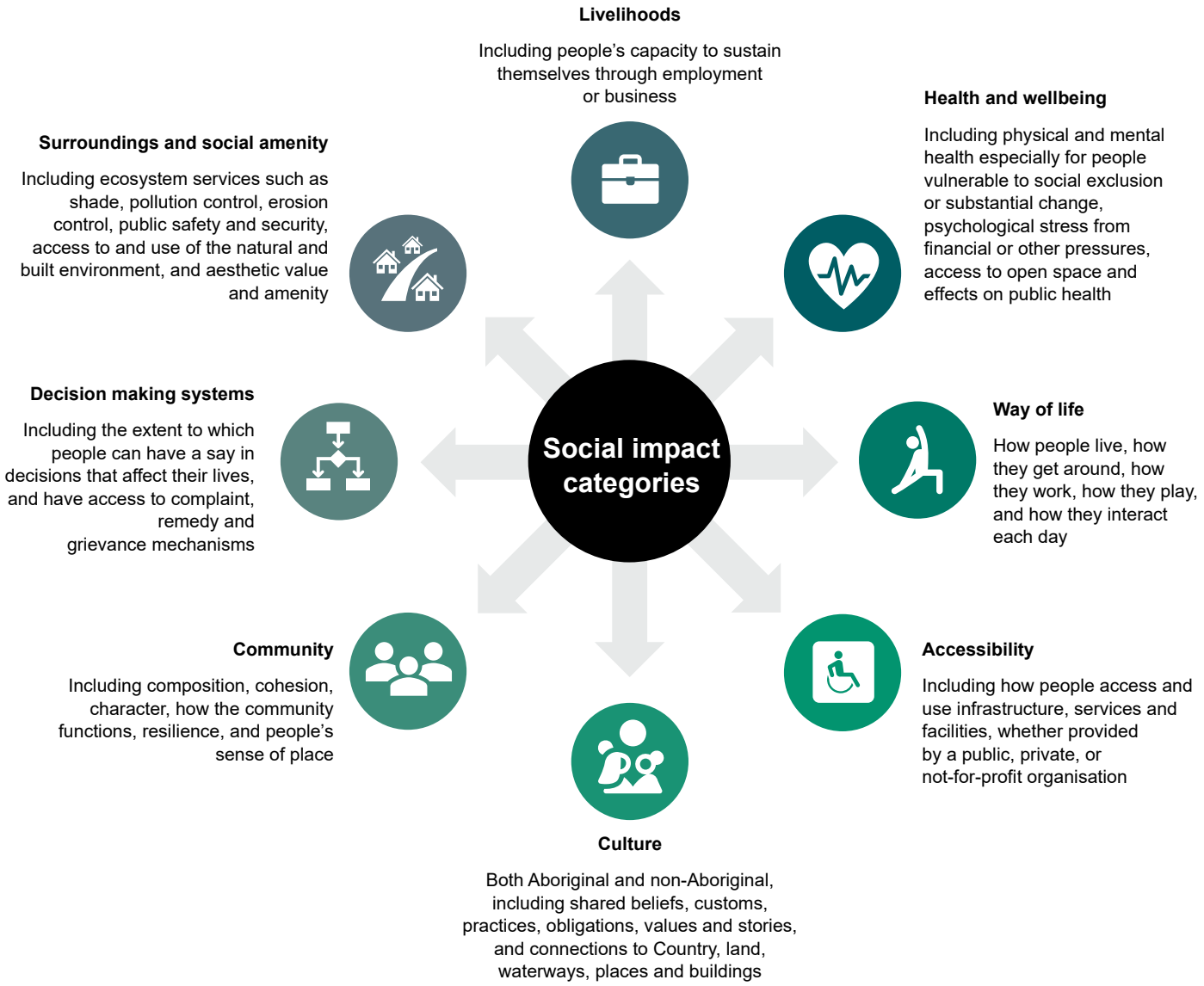
Key research questions	Indicators of interest
1. Demographic profile: What are the key characteristics of the local population (age, culture, income, household type)? 2. Vulnerable groups: Which segments are most sensitive to the project's potential impacts, and how sizable are they? 3. Workforce capacity: Does the regional labour market possess the skills needed for construction and operations, or are gaps likely? 4. Perceived value and alignment: What benefits and risks do residents associate with the project, and how well do these match local aspirations and plans? 5. Inclusive engagement: Which stakeholders will need tailored engagement methods (e.g., translation, accessible formats) to participate meaningfully? 6. Broader social trends: What ongoing or emerging social trends (e.g., housing stress, population growth) could amplify or mitigate project outcomes? 7. What is the socio-economic status of the community? 8. What is the level of advantage / disadvantage in the community?	• Index of Relative Socio-economic Disadvantage (IRSD) • Index of Economic Resources (IER) • Index of Education and Occupation (IEO) • Population trends; Age distribution; Unemployment; Key industries; Education levels; Housing tenure; Household income; Vulnerable groups; Cost of living • Crime rates
9. How have local residents responded to comparable projects in the region – what patterns of support or opposition have emerged?	• Community sentiment towards largescale projects of this nature
10. Regional and state fit: How does the project integrate with the broader regional and state energy strategies and targets? 11. Council and State priorities: What are the local Council stated strategic objectives and priority areas? 12. Strategic alignment: How well does the proposed project align with those priorities and the Council's overarching strategic plan?	• Number of similar projects proposed in the region and the general response from the communities that hosted them

3.7 Identify and categorise potential impacts

'Social impact' in the context of large-scale development projects refers to the significant effects these projects may have on communities and societies at large, especially those living in the social locality. The assessment process is used to identify and then analyse both positive and negative social impacts, including the tangible and intangible.

Lecroma has collected data from the sources listed in **Section 3.6** and identified 17 potential impacts. Social impacts are typically grouped into eight categories to help the identification process (see **Figure 10**).

Figure 10: Social impact categories



Source: DPE, 2023

The Applicant has considered the following factors to identify potential social impacts project activities could induce:

- cumulative impacts of other projects or activities
- the objectives of relevant environmental planning instruments
- the preliminary assessment of each impact
- the proportionate level of assessment during SIA scoping
- project design refinement in response to findings

3.8 Evaluate potential impacts

The evaluation of each social impact involves analysing the likelihood, magnitude, and overall significance of each potential social impact. This includes both positive and negative impacts, includes both objective and subjective components, and is conducted before mitigation or enhancement measures are taken.

The assessment of residual social impacts is also done this way, demonstrating the expected effectiveness of proposed mitigation and enhancement strategies. The level of assessment required for each potential impact is categorised as ‘minor’, ‘standard’, ‘detailed’ or ‘not relevant’. The impact evaluation matrix used by the Applicant is in **Table 4**, with the outcomes of the evaluation in **Chapter 6**.

Table 4: Impact evaluation matrix

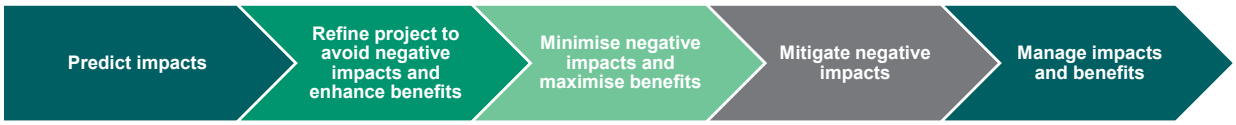
Likelihood level		**Meaning**
A) Almost certain		Definite or almost definitely expected (e.g. has happened on similarly projects)
B) Likely		High probability (e.g. analysis suggests it is highly likely, but it has not happened before – no precedence set yet prior to this project proposal)
C) Possible		Medium probability (e.g. analysis suggests it is possible, but not likely)
D) Unlikely		Low probability
E) Very unlikely		Improbable or remote probability
Dimensions		**Details needed to enable assessment**
Magnitude	**Extent**	Who specifically is expected to be affected (directly, indirectly, and/or cumulatively), including any vulnerable people? Which location(s) and people are affected? (e.g. near neighbours, local, regional, future generations)
	Duration	When is the social impact expected to occur? Will it be time-limited (e.g. over particular project stages) or permanent?
	Intensity or Scale	What is the likely scale or degree of change? (e.g. mild, moderate, severe)
	Sensitivity or importance	How sensitive/vulnerable (or how adaptable/resilient) are affected people to the impact, or (for positive impacts) how important is it to them? This might depend on the value they attach to the matter; whether it is rare/unique or replaceable; the extent to which it is tied to their identity; and their capacity to cope with or adapt to change
	Level of concern / Interest	How concerned/interested are people? Sometimes, concerns may be disproportionate to findings from technical assessments of likelihood, duration and/or intensity
Magnitude level		**Meaning**
5) Transformational		Substantial change experienced in community wellbeing, livelihood, infrastructure, services, health, and/or heritage values; permanent displacement or addition of at least 20 per cent of a community
4) Major		Substantial deterioration/improvement to something that people value highly, either lasting for an indefinite time, or affecting many people in a widespread area
3) Moderate		Noticeable deterioration/improvement to something that people value highly, either lasting for an extensive time, or affecting a group of people
2) Minor		Mild deterioration/improvement, for a reasonably short time, for a small number of people who are generally adaptable and not vulnerable
1) Minimal		Little noticeable change experienced by people in the locality

Magnitude level (social impact significance matrix)					
Likelihood Level	**1) Minimal**	**2) Minor**	**3) Moderate**	**4) Major**	**5) Transformational**
A) Almost certain	Low	Medium	High	Very High	Very High
B) Likely	Low	Medium	High	High	Very High
C) Possible	Low	Medium	Medium	High	High
D) Unlikely	Low	Low	Medium	Medium	High
E) Very unlikely	Low	Low	Low	Medium	Medium

3.9 Manage and mitigate impacts

Once social impacts have been identified, analysed and evaluated (see **Chapter 6**), the Applicant should take steps to mitigate or eliminate negative impacts, and enhance positive impacts where possible. **Figure 11** sets out a framework to identify and manage likely social impacts.

Figure 11: Managing social impacts



Source: Lecroma, adapted from DPE, 2023

A Management and Mitigation Measures Plan is then developed, with mitigation actions specifying timing, location, performance criteria and equity of benefit distribution; findings may feed back into project design where needed. A live Monitoring and Management Framework and stakeholder engagement plan tracks impacts, flags any unexpected changes, and guides prompt adjustments throughout the project.

3.10 SIA assumptions and limitations

This SIA has been developed noting:

- direct stakeholder engagement with community members and project neighbours had not occurred at the time of finalising the report
- community views are informed by desktop research only, and do not necessarily reflect the views of the entire community
- information collected through both primary sources (e.g. technical assessments) and secondary sources (e.g. peer reviewed academic articles) are assumed to be accurate and valid

4. Stakeholder Engagement

This chapter identifies and maps key project stakeholders and outlines planned engagement activities and outcomes for the period post-lodgement of the EES. Respectful, inclusive, and meaningful engagement underpins the Applicant's stakeholder and community engagement approach. Interactions with the community will be focussed on sharing information about the project and planning process and gathering community input that may shape how construction and day to day operations are planned and managed.

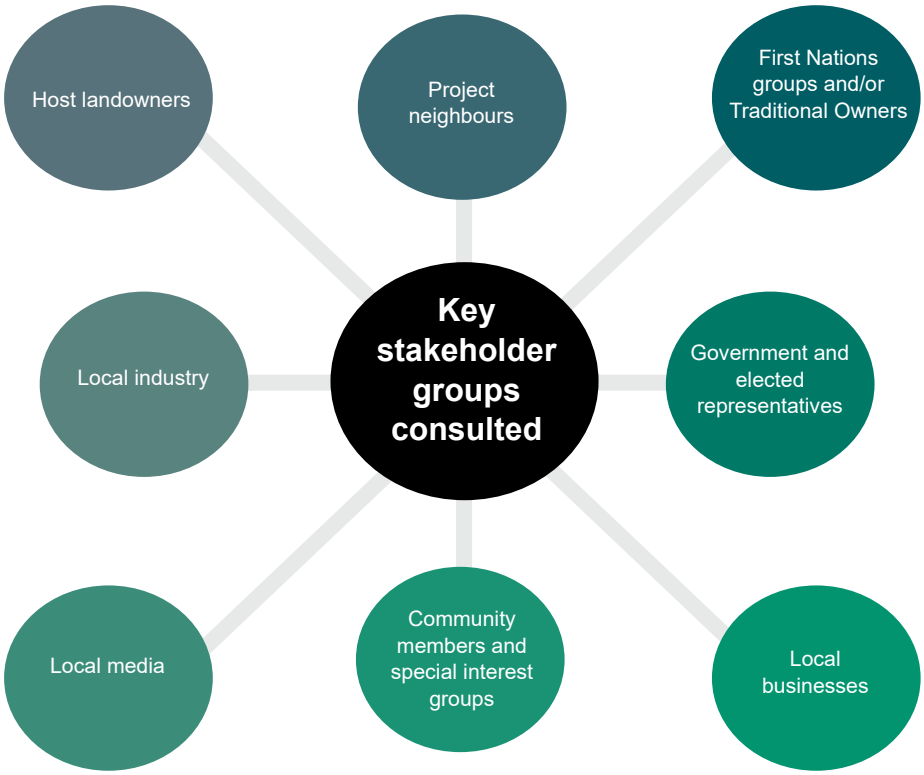
4.1 Stakeholder identification and analysis

The Applicant identified stakeholders by:

- compiling land ownership information
- considering the local and wider community, industry and service providers
- networking with different individuals and community organisations
- reviewing media advertisements
- accessing newsletter distribution and community information sessions
- consultation with Government regulators
- including all stakeholders referenced in the SEARs

For the SIA, 'stakeholders' are broadly defined as the people and groups that are likely to be interested in or affected by the project. They have been grouped into eight categories as shown in **Figure 12**.

Figure 12: Key stakeholder groups in the community



Further details about these categories and their relative involvement in the project are in **Table 5**, which describes the key stakeholder groups as identified in **Figure 12** recommends an engagement approach based on the IAP2 International Federation's Spectrum of Public Participation (inform -> consult -> involve -> collaborate -> empower), to commence post-ESS lodgement and continue throughout the life of the project. **Table 5** also notes which stage of the project is most likely to have an impact on each stakeholder group, with the project stages as per **Figure 13**:

Figure 13: Project stages

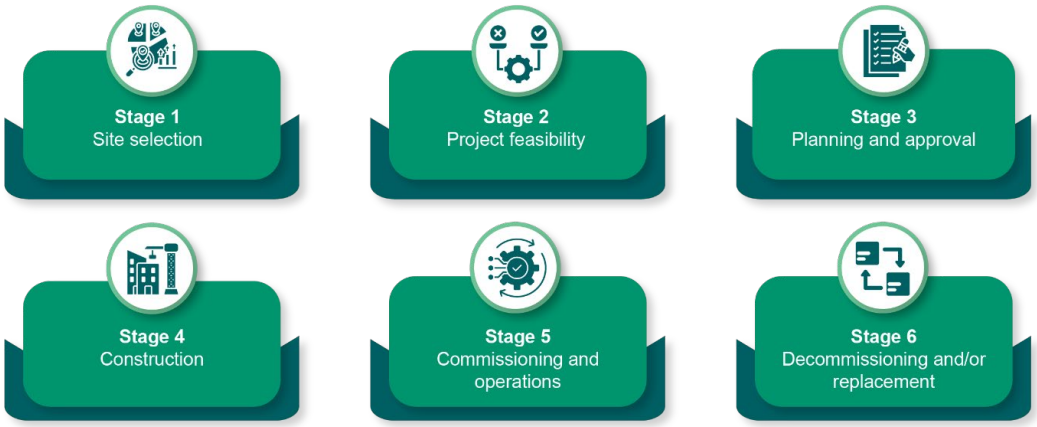


Table 5: Stakeholder identification and IAP2 engagement strategy

Stakeholder group	Details / key areas of interest / risk responses	IAP2 stakeholder engagement strategy
Host landowners	• Landowners hosting infrastructure are major financial beneficiaries. They are directly impacted by construction, operational and decommissioning activities during project stages 4-6, including traffic management, land management, infrastructure, and road maintenance • The Applicant is the sole landholder and will host all the infrastructure across the proposed sites	Collaborate
Project neighbours	• Also known as sensitive receptors, those who have adjoining property to the three farm blocks, neighbours are directly impacted by construction, operational and decommissioning activities during project stages 4-6. Visual impacts from the sheds and other infrastructure are likely. There are potential offset / neighbour benefit sharing program opportunities • There are 29 sensitive receptors/neighbours who have adjoining property to the three farm blocks, including three properties owned by the Applicant	Involve
First Nations groups and/or Traditional Owners	• Registered Aboriginal Parties (RAPs) and Aboriginal groups, including Local Aboriginal Land Councils • The entirety of the study area is located within the RAP boundary of the Yorta Yorta Nations Aboriginal Corporation (YYNAC). YYNAC may have interest in project cultural heritage service support and longer-term partnership engagement (project stages 3-6) • Torrumbarry falls within the Moama Aboriginal Land Council's jurisdiction	Involve
Local industry	• Future interest in goods and service provision to the project (local content strategy), project stages 3-6. Includes business councils/chambers	Inform
	• Electricity / utility network service providers – Ausnet	Inform
	Politically Elected Representatives: Federal Government: • Torrumbarry is part of the federal Division of Nicholls	Inform

Stakeholder group	Details / key areas of interest / risk responses		IAP2 stakeholder engagement strategy
Government and elected representatives		• Member for Nicholls is Sam Birrell (Nationals), who has represented the division since the 2022 federal election	
		State Government: • Torrumbarry falls within the state electoral district of Murray Plains • Member for Murray Plains is Peter Walsh (Nationals), who has represented the district since its creation in 2014	Involve
	Local Council Representatives	Campaspe Shire Council • Management team: Pauline Gordon (CEO); Michael Sharp (Sustainability); Jo Bradshaw (Communities); Kate Lemon (Infrastructure); Mathew McPherson (Corporate) • Councillors (elected): The current 9 councillors (elected in October 2024 for a four-year term) are: ○ Cr Daniel Mackrell (Mayor, elected November 2024); Cr Jessica Mitchell (Deputy Mayor, elected November 2024) ○ Cr Robert Amos; Cr Zoe Cook; Cr Paul Jarman; Cr Tony Marwood Cr Luke Sharrock; Cr Adrian Weston; Cr John Zobec • Key sources of local guidance and advice to minimise project impacts, identify further key stakeholders, and enable project success • All sitting representatives are listed on the council website and will be engaged when appropriate	Involve
	• Government agency staff involved in the operation of the Torrumbarry Weir or in catchment management	• Goulburn-Murray Water • North Central Catchment Management Authority	Inform
Local media	• Likely key partners and stakeholders to engage with during project stages 3-6, especially Stage 4 (construction). Aim is to ensure real or perceived impacts resulting from the Project are effectively communicated and engaged with by the project delivery team • Radio: MFM 104.7 (Echuca Moama Community Radio); Hit Goulbourn Valley; Triple M Bendigo • Local newspapers: Campaspe Times (council newsletter) • Active Community Facebook Groups: Torrumbarry Community Reconnection Group; Campaspe Shire Council Facebook page		Inform
Community members and special interest groups	• Community members, businesses and organisations who live and operate in the vicinity of the proposed farm • Torrumbarry village (small locality) consists of local pub, fuel station, CFA facilities and town hall • Businesses include Torrumbarry Life, All the Rivers Run Caravan Park, Torrumbarry Hall, Gunbower Butter Factory, Gunbower Tourism and Events, Fonterra • Nearest major town centres: Echuca (30-40km away); Cohuna (35-40km away); Kerang (~55km away), Kyabram and Moama. These centres are important for workforce commuting, access to services, and regional economic linkages for developments in Torrumbarry. Local schools and education institutions are located at these centres as well		Inform

Stakeholder group	Details / key areas of interest / risk responses	IAP2 stakeholder engagement strategy
Local business	• Local business and employment agencies (construction and civil engineering focus), as identified through the ongoing expressions of interest process on the Industry Capability Network gateway • Future interest in goods and service provision to the project • Interest in potential impacts (negative / positive) resulting from various project stages, particularly construction stage and decommissioning • Traffic movement, noting season peak usage of local roads for broad acre crop haulage and post-ginning module transport	Inform
	Local Emergency Services: • Torrumbarry Fire Brigade (CFA) • Key areas of influence: access to site for emergency response. Impact on local services (workforce surge during construction)	Inform

4.2 Engagement purpose and key principles

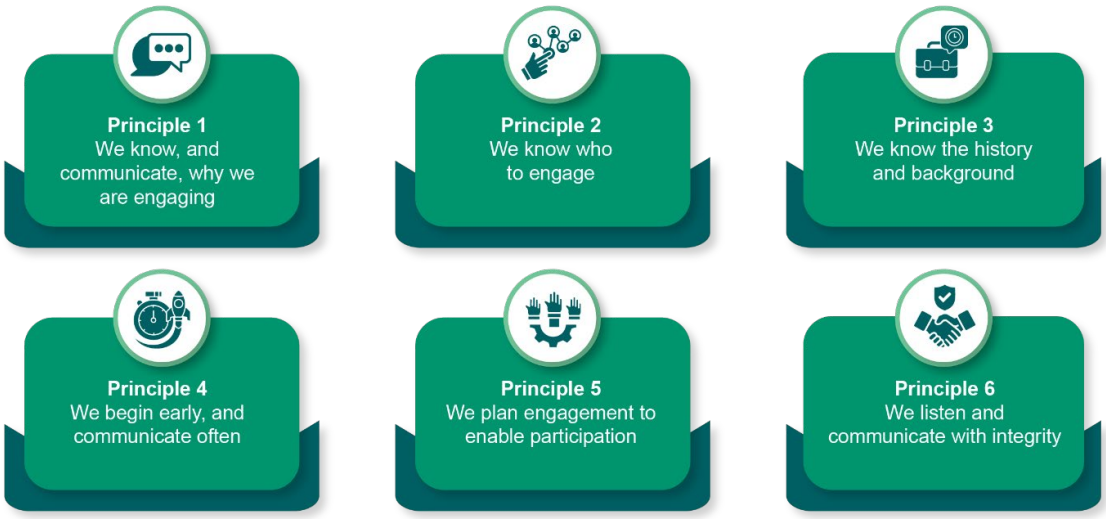
Engagement purpose

Although the community will not have an opportunity to influence the project design or layout, post EES lodgement, the purpose of engagement activities is to inform the immediate local community of the proposal and seek feedback on any concerns about the construction and operation stages.

Key principles

The project engagement is designed to build open, and respectful engagement consistent with contemporary stakeholder engagement standards and practices. The Applicant's engagement approach adheres to six principles of engagement as set out in **Figure 14**:

Figure 14: The six principles of engagement



4.3 Engagement plan post EES-lodgement

The project's formal engagement process is due to commence in August 2025, post ESS-lodgement, and continue through to project completion. **Table 6** outlines the Applicant's preliminary engagement plan for the period immediately post EES-lodgement, which shows a focus on three key stakeholder groups.

Table 6: Preliminary engagement plan post EES-lodgement

Stakeholder group	Engagement purpose	Engagement tools
Project neighbours	• To tell them directly about the proposed farm • To identify their concerns related to the construction and on-going operation of the proposed farm	• 1:1 interview – preferably in person • Survey • Invitation to the community event
Community members and special interest groups	Members of the community who are not an adjoining neighbour: • To tell them directly about the proposed farm • To identify their concerns related to the construction and on-going operation of the proposed farm	• Community event • Survey
	Community organisations and businesses: • To tell them directly about the proposed farm • Notify them of the community event and provide information to circulate to others about the proposed farm • At the community event – identify their concerns related to the construction and ongoing operation of the proposed farm	• 1:1 phone call • Invitation to the community event • Survey
Government and elected representatives	Campaspe Shire Council Economic development staff: • To identify opportunities for enabling engagement with immediate neighbours and the broader community	• 1:1 interview
	Goulburn-Murray Water and North Central Catchment Management Authority: • To identify their concerns related to the construction and on-going operation of the proposed farm from an environmental and community viewpoint	• 1:1 interview

Key messages for preliminary engagement

The project

- The project must go through the state assessment process to obtain a planning permit. All aspects of the development need to comply with relevant assessment benchmarks, so although the Development Approval timeline is intensive, there are no shortcuts.
- This is a long-term project that will occur over the next 10 years. Any community issues identified can be addressed as the operation grows.
- Formal notification will come from the Minister's Office; however, 1:1s are occurring earlier to understand and address any initial concerns as best as possible in this preliminary stage of the project.
- While site and infrastructure layout are not subject to changes, community input may shape how construction and day to day operations are planned and managed.
- The project is committed to minimising odour, noise, and traffic during construction and operation. The infrastructure design and layout has been designed accordingly, and community feedback will also help guide those issues are managed.
- We are planning construction and operational activities to protect local amenity, safety and wellbeing. Let us know your priorities so we can factor them into those plans.

Best practice construction and operation standards

- Best practice standards for construction, operation, environmental management and biosecurity will be met or exceeded, with community preferences used to guide further refinements.

Opportunities for local communities

- There will be opportunities for local employment or supply contracts during construction and operations.
- The operator is open to suggestions on how the farm might contribute to the local area even beyond core operations.
- The project is expected to significantly contribute to the local economy throughout construction and operation.

For the full project lifecycle, **Table 7** outlines Lecroma's recommended priority engagement objectives aligned with project stages and key actions to achieve them. It is a high-level overview and should be regularly reviewed and revised based on project updates and stakeholder feedback.

Table 7: Recommended engagement plan per project stage

Stage 1: Site selection – Complete	
Stage 2: Project feasibility	
Objectives	**Key actions**
1. **Design a fit for purpose engagement approach**	1. Identify and map key stakeholders. Reflect on the project site and regional context and build insights into approach. Focus on the potential impacts of the project on individuals and community groups within surrounding areas 2. Draft an Engagement Plan
Stage 3: Planning and approval	
Objectives	**Key actions**
2. **Establish effective communication channels** for communities to raise questions about the project to enable the Applicant to engage and respond to	3. Establish 2-way communication channels through multiple communication mediums with identified key stakeholders to gather input for the decision-making process about the project 4. Continue to introduce the project to nearby communities and localities and provide clear and timely information about the project's status 5. Gather input from communities, particularly concerns and expectations about project impacts (pros and cons). Document feedback
3. **Build community support for the project** and 'social license' to enable issue-free progression of planning and approvals stage with State Government	6. Proactively communicate with identified key stakeholders to gather opinions and expectations about the project and address any questions about it 7. Focus engagement on the potential benefits and impacts of the project to individuals and community groups within the surrounds 8. Continue to investigate, report, and respond to issues of interest raised by identified key stakeholders in the community
4. **Sustain visibility in the community** by strategic, regular engagement and create trust and constructive relationships	9. Establish a project communication update rhythm / frequency (e.g. standard monthly updates) 10. Avoid extended periods of communication silence with key stakeholders. Keep the communities and key stakeholders up to date about the planning approval process 11. Keep the communities and key stakeholders up to date about the planning approval process and project developments 12. Respond to queries and document interactions

5. **Become an 'active member' of the community** through engagement activities and by implementing impact mitigations	13. Ensure ongoing frequency of communications between the Applicant and identified key stakeholders, as agreed / committed to with specific stakeholder groups. Document interactions 14. Launch EOI process for local suppliers and determine local content commitments
6. **Adhere to all State Government engagement requirements** to finalise planning approvals	15. Finalise and submit all EES documentation and activities required by the Department of Transport and Planning to progress planning and approvals process 16. Support community access to documentation by developing plain English supplementary material 17. Facilitate public exhibition of the EES (if required). Prepare report to respond to submissions received and any subsequent changes to the Project. Await outcomes of assessment, respond as required
Stage 4: Construction	
Objectives	**Key actions**
7. **Ensure engagement is fit for purpose:** Reflect on the project's community engagement process for the construction stage and identify ways it can be improved	18. Survey key stakeholders and trusted advisors 19. Review and update engagement plan 20. Implement more proactive engagement methods, particularly complaints management mechanisms, making their framework publicly available and report the process and outcomes
8. **Minimise construction-stage impacts via communication:** Reduce impacts on communities and key stakeholders by proactivity consulting and communicating matters relating to the construction schedule	21. Inform communities of the timeframes, schedules, activity locations, etc. in advance and keep them up to date. Make this information publicly available 22. Monitor and report significant impacts from the construction stage, including complaints handling and processing through the complaints management mechanism
9. **Enhance project benefits** by implementing mitigations as proposed in the EES	23. Develop and deliver the Impact Mitigation Action Plan, as proposed in EES and contained within the Development Consent / DA
10. **Retain status as 'active member' of the community:** Sustain engagement and implement the Impact Mitigation Action Plan	24. Address concerns by acknowledging and responding to any issues raised in a timely manner 25. Continue to implement the Impact Mitigation Action Plan
11. **Sustain community support for the project throughout the construction stage**	26. Communicate the positive contribution of the project to community development 27. Consider opportunities to provide tours of the project site for interested groups (schools, community groups, etc.) to increase awareness and education about the construction process and benefits of agricultural developments to the area 28. Seek or respond to interest in opportunities for communities created by the construction process
Stage 5: Commissioning and operations	
Objectives	**Key actions**
12. **Ensure engagement is fit for purpose**: Reflect on the project's community engagement process for the commissioning and operations stage and identify ways it can be improved	29. Evaluate the project's stakeholder engagement approach. Document and distribute evaluation findings and recommendations to key stakeholders and industry interest groups 30. Review and update engagement plan
13. **Minimise operations-stage impacts via communication:** Reduce impacts on communities and key stakeholders by proactivity consulting and communicating matters relating to the project commissioning and operations schedule	31. Inform communities of the timeframes, schedules, activity locations, etc. in advance and keep them up to date. Make this information publicly available 32. Address concerns by acknowledging and responding to any issues raised
14. **Retain status as 'active member' of the community:** Sustain engagement and implement the Impact Mitigation Action Plan	33. Address concerns by acknowledging and responding to any issues raised in a timely manner 34. Continue to implement the Impact Mitigation Action Plan

15. **Be a good neighbour:** Monitor ongoing community sentiments towards the project to identify changes in perceptions of the Applicant	35. Sustain the delivery of periodic qualitative and quantitative research activities (e.g. surveys and semi-structured interviews/phone calls), document interactions for future analysis (e.g. evaluation)
Stage 6: Decommissioning and/or replacement	
Objectives	**Key actions**
16. **Ensure engagement is fit for purpose:** Reflect on the project's community engagement process for the decommissioning stage and identify ways it can be improved	36. Revisit this plan and all subsequent documentation relating to the project to learn lessons and develop a specific engagement strategy for decommissioning and/or replacement
17. **Minimise decommissioning-stage impacts via communication**: Reduce impacts on communities and key stakeholders by proactivity consulting and communicating matters relating to the project decommissioning schedule	37. Inform communities of the timeframes, schedules, activity locations, etc. in advance and keep them up to date. Make this information publicly available 38. Address concerns by acknowledging and responding to any issues raised
18. **Retain status as 'active member' of the community:** Sustain engagement and implement the Impact Mitigation Action Plan	39. Address concerns by acknowledging and responding to any issues raised in a timely manner 40. Continue to implement the Impact Mitigation Action Plan
19. **Understand project impact:** Assess and understand the overall impact of the project on the immediate and surrounding community	41. Undertake an evaluation of the project to assess its overall impact. 42. Document and distribute evaluation findings and recommendations to key stakeholders and industry interest groups, including the Department of Transport and Planning

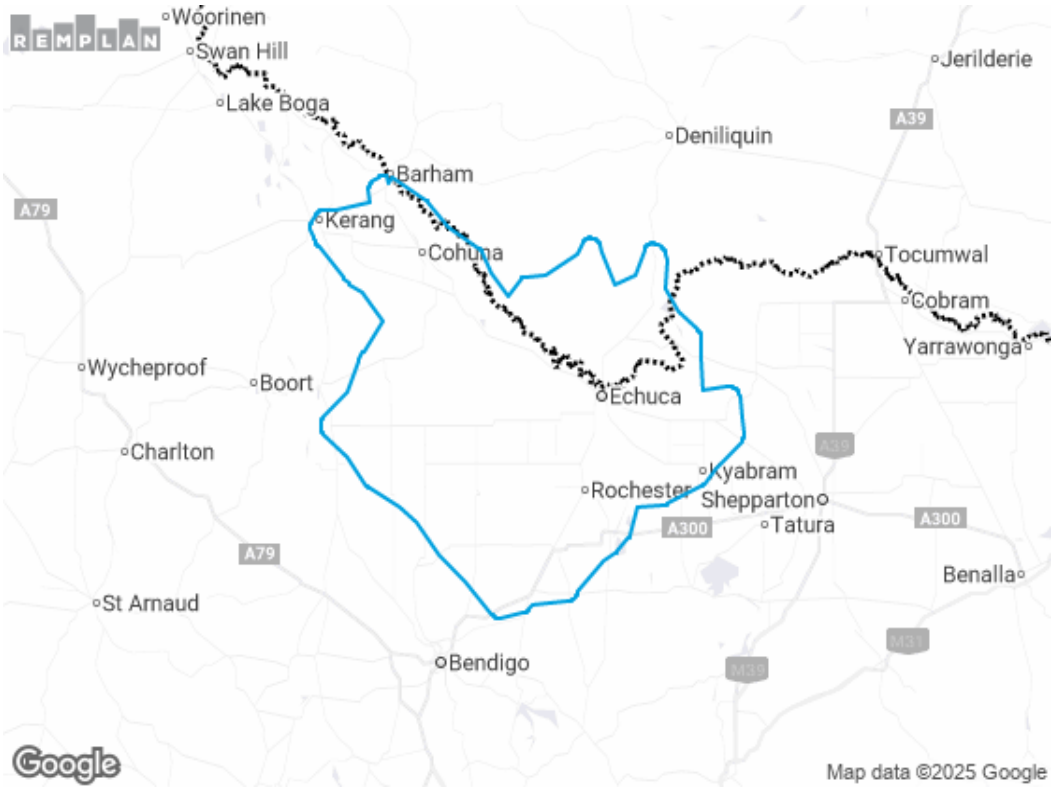
5. Social Locality and Baseline

5.1 The project's social locality

For the purposes of this SIA, the project's social locality is shown in **Figure 15** and comprises the following components:

1. Project area and immediate surrounding areas: site location within the township of Torrumbarry. Project layout includes project-related infrastructure. This includes considering potential sensitive land uses and structures.
2. Surrounding towns within a 50-minute drive from the project area: including location of the project components relative to project neighbours (nearby residential dwellings), surrounding towns.
3. Transportation and haulage routes: primary vehicular routes within the region, including for construction, operation and decommissioning stage activities. The Murray Valley Highway is the primary route in and out of the project area.

Figure 158: Map of the social locality and study area



Source: Google Maps 2025 (extracted from REMPLAN)

Table 8 shows the towns within the social locality with a population of 1,500 or more and their distance from and travel time to the project area. At a more granular level, there are a further 47 localities within this boundary with populations smaller than 1,500, which are listed at **Appendix 1.**

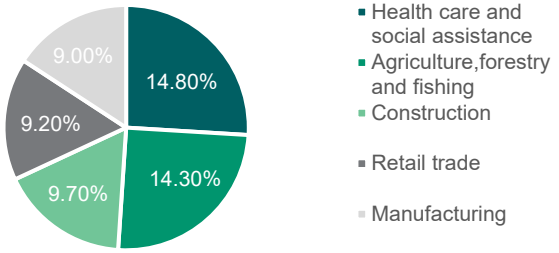
Table 8: Towns within the social locality with populations over 1500

Major nearby town/ local areas (SAL 2)	Population	Distance from project area	Travel time to project area
Echuca	15,056	25.8 km	21 min
Moama	7,213	26.9 km	20 min
Cohuna	2,415	38.8 km	27 min
Rochester	3,154	49.7 km	36 min
Tongala	1,973	50.8 km	39 min
Kyabram	7,416	63.8km	49 min
Barham	1,569	64.2 km	48 min
Kerang	3,960	69.5km	48 min

Source: Lecroma 2025, Google Maps 2025, ABS Census 2021

Table 9 shows key profile data for the social locality, including demographic, industry and employment data. Being primarily defined by a 50-minute drive from the project area, the social locality boundary cuts through several towns. This is accounted for in the statistics provided in **Table 9**.

Table 9: Key profile data for the social locality

48,225	1.2%	750,115.448ha	0.06 (persons/ha)	47
Place of usual residence population	Annualised population growth rate (2016-2021)	Land area	Census population density	Median age
$668 ($34,728 p/a)	55.79%			
Median personal weekly income	Labour force participation rate	Top five industries of employment		
49.4%		974		
of population employed in full time or part time work		SEIFA index of disadvantage rating (Australia's average rating is 1,000)		

Source: ABS 2021 Census Population and Housing, REMPLAN 2025

5.2 Social baseline profile for the project

This section describes the social baseline profile for the project, with a focus on Torrumbarry township, and trends across the hosting LGA of Campaspe. It explores defining characteristics of the communities, considering demographic, social and economic indicators. It was developed by gathering and evaluating information from both primary and secondary data sources (ABS data, Council documents, REMPLAN), and is structured around the community's human, social, economic, physical, political, natural, and cultural assets or capital. Unless otherwise stated, statistics are from the ABS 2021 Census.

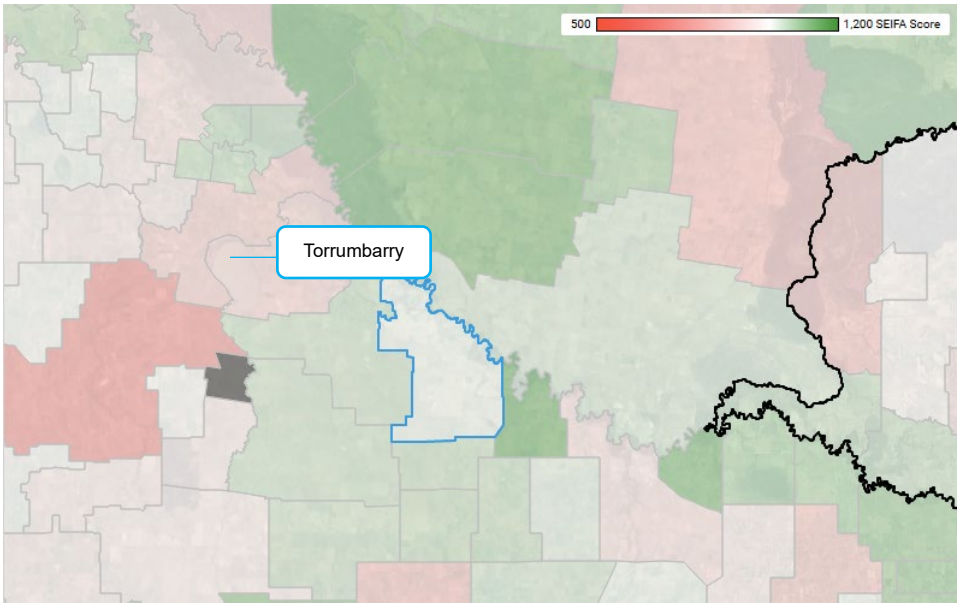
Torrumbarry township

Torrumbarry is a small rural township in northern Victoria within the Shire of Campaspe, positioned along the Murray Valley Highway approximately 30-40 km west of Echuca, the region's major service centre.

Human capital

As at the 2021 Census, Torrumbarry has a population of 257, with a median age of 43 years, 90 per cent of residents born in Australia, and 72 per cent identifying as either Christian or having no religion. There is limited cultural diversity and a high rate of home ownership across 139 dwellings. The median household income is $1,774 per week, reflecting moderate economic capacity. The SEIFA index of disadvantage for Torrumbarry is 1006, with the Australian average being 1,000. **Figure 16** shows Torrumbarry's SEIFA score reflecting an average level of disadvantage by Australian standards; it is neither notably advantaged nor disadvantaged. However, surrounding localities show greater variation, with some recording higher SEIFA scores (less disadvantage) such as Wharparilla to the east of Torrumbarry, and others lower scores (greater disadvantage) such as Pyramid Hill to the West of Torrumbarry.

Figure 169: SEIFA Index of disadvantage Torrumbarry and surrounds



Source: REMPLAN 2025, Google Maps 2025, ABS Census 2021

Social capital

Social life in Torrumbarry centres on a small number of key venues, including the Torrumbarry Hotel-Motel (currently closed), the community hall, and the local Country Fire Authority brigade, which provide meeting points for gatherings, information exchange, and volunteer activity.

Figure 1710: Torrumbarry Historic Hotel, Torrumbarry township / village

Source: Easy Weddings.com.au (venue operator), 2614 Murray Valley Hwy, Torrumbarry, Victoria

Figure 1811: Torrumbarry Hall, Torrumbarry township / village

Source: Wikipedia online (accessed July 2025)

Economic capital

Employment options within Torrumbarry are limited, with an estimated 73 per cent of working residents commuting more than 10 km to reach work, with most residents (39 per cent) travelling between 30 km and 50 km to reach work. As shown in **Tables 10-13**, over 60 per cent of the population is in the labour force, with 57 per cent of those people working full-time. Most workers are managers or labourers, with the top two industries of employment being accommodation and primary education.

Table 10: Torrumbarry's participation in the labour force

Participation in the labour force	Number of people	Percentage of population
In the labour force	126	60.9
Not in the labour force	62	30
Not stated	25	12.1

Table 11: Torrumbarry's employment status

Employment status	Number of people	Percentage of population
Work full-time	72	57.1
Work part-time	40	31.7
Away from work	8	6.3
Unemployed	0	0

Table 12: Torrumbarry's top five occupations

Occupation	Number of people	Percentage of population
Managers	23	18.3
Labourers	18	14.3
Professionals	13	10.3
Technicians and trades workers	12	9.5
Machinery operators and drivers	12	9.5

Table 13: Torrumbarry's top five industries of employment

Industry of employment	Number of people	Percentage of population
Accommodation	7	5.6
Primary education	7	5.6
Dairy cattle farming	6	4.8
Site preparation services	6	4.8
Other agricultural and fishing support services	5	4

Physical infrastructure

Torrumbarry offers a modest suite of local facilities, including a fuel outlet, the township hotel, and the community hall. The town does not host any primary or secondary schools, so families travel to Echuca or Kerang for all formal education. There are no dedicated medical clinics or allied-health services meaning residents rely on Echuca Hospital and associated providers located about 30 kilometres away for acute care and routine treatment. Residents also depend on Echuca for retail needs. Daily commuting and freight movements rely heavily on the Murray Valley Highway, which is recognised as the critical transport corridor serving the area. The community has ready access to the Murray River and its associated recreation areas.

There is a diverse range of short-term accommodation options in Torrumbarry and surrounding areas, including caravan parks, hotels and motels (see **Table 14**). While the combined capacity is difficult to determine via desktop analysis, there are comfortably 100+ 'beds' available that could potentially house workers during the project's construction stage.

Table 14: Accommodation facilities identified

Accommodation provider	Location	Estimated drive time to Torrumbarry	Estimated capacity
Torrumbarry Weir Holiday Park	Torrumbarry	5 min	Cabins and powered/unpowered sites (numbers not published)
Torrumbarry Hotel/Motel	Torrumbarry	5 min	20+ guests, 7 rooms
All the Rivers Run Caravan Park	Torrumbarry	5 min	100 powered and 5 unpowered sites
Murray Life Adventures	Torrumbarry	5 min	80 guests in huts, teepees and cabins
Paddle Wheel Motel	Echuca	20 min	Multiple rooms, total not published
Mercure Port of Echuca	Echuca	25 min	62 rooms
Quest Echuca Serviced Apts	Echuca	25 min	60 studio-3 bedroom units
NRMA Echuca Holiday Park	Echuca	25 min	Mix of 1-2 bedroom cabins and powered/un-powered sites (exact number not published)
Discovery Parks - Echuca	Echuca	30 min	cabins and >100 powered sites (exact number not published)
Echuca Nirebo Motel	Echuca	30 min	15 guests
Old Coach Motor Inn	Echuca	30 min	19 rooms
Big River Motel	Echuca	30 min	15 rooms
Golden River Motel Inn	Moama	30 min	15 rooms
Tasman Holiday Parks – Moama on the Murray	Moama	30 min	110 self-contained villas
Rich River Golf Club Resort	Moama	30 min	63 motel rooms and 8-bedroom apartment
River Country Inn	Moama	30 min	27 rooms
Bridges on Meninya Motel and Apartments	Moama	30 min	26 rooms/apartments (capacity not published)
Barham Colonial Motel	Barham	35 min	11 rooms

Accommodation provider	Location	Estimated drive time to Torrumbarry	Estimated capacity
Barham Bridge Motor Inn	Barham	35 min	23 rooms
Barham Riverland Motel	Barham	35 min	17 rooms
CluBarham Golf Resort Villas	Barham	37 min	18 villas (sleeps 2-4 each)
Rochester Motel	Rochester	40 min	15 rooms
Cohuna Waterfront Holiday Park	Cohuna	45 min	Cabins plus powered/unpowered sites (numbers not published)

Political capital

While there was no Progress Association (development or community/business liaison group) identified to represent the local political and other interests of residents, the Torrumbarry Community Club holds various events to fundraise for local charities and raise awareness of community and local businesses.

Natural capital

Torrumbarry's proximity to the Murray River and Gunbower Creek shapes local recreational pursuits and agricultural practices. The surrounding landscape is predominantly classified as Farming Zone, characterised by low settlement density, dispersed infrastructure, and expansive rural vistas that underpin the district's agricultural identity.

Cultural capital

While the Baraba Baraba people are the traditional owners, the Yorta Yorta Nation Aboriginal Corporation is the Registered Aboriginal Party for this area. Torrumbarry is known for its vast, beautiful waterways deeply entrenched in historic significance. The original trestle weir and lock chamber at Torrumbarry Weir developed in the 1920s is heritage listed, highlighting its long-held contribution to water management in the region. Tourists can visit an Interpretive Centre for an interactive self-guided tour of its development history. The Weir is also the starting point for the annual Southern 80 Ski Race, and the Weird and nearby Murray Life Adventure Park are popular spots all year round for water sports tourism.

Figure 1912: Torrumbarry Wier and Holiday Park

Source: Visit Victoria website (accessed July 2025)

Figure 2013: Murray Life Adventures Camp and Adventure Park

Source: Visit Victoria website (accessed July 2025)

Campaspe Local Government Area

Located on the traditional lands of Dja Dja Wurrung, Taungurung, and Yorta Yorta peoples, the Shire of Campaspe sits in north central Victoria, approximately 180 kilometres north of Melbourne. It covers a land area of approximately 4,500 square kilometres and comprises many townships, including Echuca, Kyabram, Rochester, Rushworth, Lockington, Gunbower, Stanhope, Colbinabbin, Girgarre, Toolleen, and Tongala. Campaspe Shire Council notes the area is “recognised as a diverse thriving community, with many opportunities for growth and prosperity” (2025).

Human capital

As of 2023, Campaspe LGA has a population of 38,299, forecast to increase to 43,000 by 2036 (Campaspe Shire Council 2025). Close to 70 per cent of people live in Echuca or Kyabram, with Echuca’s population expected to double over the next 30 years due to the recent approval of Echuca West Precinct Structure Plan. The community has a relatively large Aboriginal and Torres Strait Islander population (1,169 people, 3 per cent) compared to the average across Victoria, reflecting the area's rich history and cultural diversity. Campaspe has an older population, with a median age of 47 compared to 38 in Victoria, and a nearly equal gender distribution. Regarding health and wellbeing, overall, the Campaspe community performs more strongly in some areas, including the intake of vegetables and fruits, but has higher rates of potentially dangerous alcohol level intake, overweight or obese people, and food insecurity. The Campaspe community is generally more active than the average Victorian, and most residents report feeling satisfied with life and valued by society.

Social capital

Campaspe has a range of social infrastructure including health services, aged care, disability support, education facilities, parks, sports reserves, and justice assets that support community wellbeing and cohesion.

Economic capital

As shown in **Tables 15-17**, over 56 per cent of the population is in the labour force, with 54 per cent of those people working full-time. There is a lower unemployment rate than the rest of Victoria, at 3.5 per cent compared to 5 per cent. Most workers are managers or technicians and tradies, with the top two industries of employment being dairy cattle farming and hospitals (except psychiatric hospitals). 35.5 per cent of workers in Campaspe earn a low income (less than $500 per week), compared to 32.5 per cent in Victoria. 5.8 per cent of workers earn a high income (of $2000 per week or more), compared to 12.3 per cent in Victoria (Campaspe Shire Council 2025). From 2016 to 2021, healthcare and social assistance were the top contributors to job growth, adding 567 jobs, while manufacturing positions declined by 262 jobs (Campaspe Shire Council 2025).

Table 15: Campaspe LGA’s participation in the labour force

Participation in the labour force	Number of people	Percentage of population
In the labour force	18,010	56.1
Not in the labour force	11,774	36.7
Not stated	2,342	7.3

Table 16: Campaspe LGA's employment status

Employment status	Number of people	Percentage of population
Work full-time	9,840	54.6
Work part-time	6,083	33.8
Away from work	1,446	8
Unemployed	639	3.5

Table 17: Campaspe LGA's top five occupations

Occupation	Number of people	Percentage of population
Managers	2,898	16.7
Technicians and trades workers	2,592	14.9
Labourers	2,489	14.3
Professionals	2,482	14.3
Community and personal service workers	2,125	12.2

The top employers in Campaspe are health care and social assistance (18 per cent), agriculture (sheep, gains, beef, dairy) (13.2 per cent), and manufacturing (mainly food product manufacturing). Most Campaspe residents work locally (78 per cent), while 10 per cent commute from Murray River LGA and 8 per cent commute to Greater Shepparton for work (Campaspe Shire Council 2025). Most land in Campaspe LGA is privately owned (86 per cent), with 12 per cent reserved as Crown Land (e.g. State parks, reserves, and National parks), and less than 2 per cent are road reserves. Of this land, only 2.2 per cent is owned or managed by Council (Campaspe Shire Council 2022). At the 2021 Census, Campaspe Shire had 15,079 occupied private dwellings and 1,726 unoccupied dwellings; leaving an unoccupancy rate of 10.3 per cent.

Table 18: Campaspe LGA's tenure type

Tenure type	Number of people	Percentage of population
Owned outright	6,281	41.7
Owned with a mortgage	4,764	31.6
Rented	3,316	22
Other tenure type	360	2.4
Tenure type not stated	362	2.4

Campaspe Shire Council's "*A snapshot of our Shire 2024-2025*" report states that Campaspe's total economic output in 2023 at was valued at $6 billion, with top industries being manufacturing (25 per cent), agriculture, forestry and fishing (14 per cent), and construction (14 per cent).

Council states that other key contributors to economic output, exports and jobs are food production and processing, including beef and dairy production, dairy processing, fruit, vegetables and wine. Retail and hospitality (including accommodation and food services) contribute to 6.1 per cent of economic output and support the large population, workforce and visitor base in Campaspe.

In Campaspe, 4,500 businesses operate, with 30 per cent relating to agriculture, forestry and fishing, 17 per cent in construction, and 7 per cent in rental, hiring, and real estate services. 35 per cent of businesses in Campaspe are small to medium enterprises (with less than 200

full time employees), and 98 per cent of all businesses are considered non-employing, meaning ongoing support will be required to promote business growth and development (Campaspe Shire Council 2025).

Physical capital

Campaspe Shire has over 40 parks and recreation reserves with playgrounds, walking tracks and sporting fields. There are 19 public community halls, nine community centres and 12 senior citizens' clubs. There are eight indoor and outdoor public swimming pools across towns like Kyabram and Echuca, and five public libraries. The Foundry Arts Space and Echuca Historical Port Precinct host regional and local arts, music, and other events. Services include kindergarten, daycare, and playgroups, waste and recycling programs, emergency resources including for flood recovery and resilience building, and community support and grant programs.

Campaspe is part of the Loddon Mallee Public Health Unit (LMPHU) under the Victorian Department of Health, which covers nine LGAs (Buloke, Campaspe, Gannawarra, Greater Bendigo, Loddon, Macedon Ranges, Mildura, Mount Alexander and Swan Hill).

There is also the Murray Primary Health Network which supports communities living along the Murray River, and into the centre of Victoria. 11 per cent of economic output in Campaspe comes from the health, social and education sectors (Campaspe Shire Council, 2025).

Table 19: Housing and accommodation data in surrounding LGAs

Housing and accommodation data	Campaspe	Murray River	Gannawarra	Loddon
Occupied private dwellings	15,079	4,875	4,359	3,049
Unoccupied private dwellings	1,726	929	613	872
Owned outright	6,281	2,266	2,234	1,698
Owned with a mortgage	4,764	1,360	1,083	756
Rented	3,316	911	785	365
Other tenure type	360	219	136	145
Tenure type not stated	362	123	119	90

Political capital

Campaspe LGA plays a central role in land use planning, infrastructure servicing, and community engagement, while state agencies oversee environmental approvals, agricultural policy, and regional development. As of the 2024 election, the nine elected councillors (all independents, plus one Greens).

Natural capital

Campaspe LGA is predominantly a flat landscape that slopes north. Vegetation types vary across the plains and river valleys, from plains grasslands to woodlands to river red gum floodplains supporting a rich array of native fauna including mammals, birds, reptiles, amphibians, fish and invertebrates.

Agriculture and irrigation have significantly modified the landscape, but around 10 per cent of land in Campaspe remains a natural environment which includes Red River Gum and Box Ironbark forests, woodlands and grasslands and rare fauna.

There are numerous significant waterways and basins that contain as well as connect to high biodiversity habitats. They also have cultural heritage significance and are used for agricultural irrigation, tourism and recreation (Campaspe Shire Council 2022).

Cultural capital

The Campaspe Shire incorporates three Traditional Owner Groups: Dja Dja Wurrung, Taungurung; and Yorta Yorta. Most people in Campaspe speak English only (89.2 per cent), compared to 67.2 per cent in Victoria.

The top languages spoken at home other than English are Italian (0.5 per cent), Filipino (0.4 per cent) and Tagalog (0.3 per cent), and the top religious affiliations of residents are Catholic (21 per cent), Anglican (12.3 per cent) and the Uniting Church (6.5 per cent).

5.3 Key insights and trends

Torrumbarry township

Torrumbarry has a small, stable population, strong agricultural identity, limited but valued social infrastructure, and is reliant on larger regional towns as important hubs for social connection, infrastructure and commercial services, employment, active recreation, and industrial manufacturing. The local community is likely to identify with both the opportunities and challenges presented by this project. Neighbours may be sensitive to any increases in traffic volumes or heavy-vehicle movements along the project route. They will also likely experience other social impacts such as odour, noise, or rural amenity.

The proposed project is expected to generate approximately 117 operational positions. Torrumbarry's small economic base and dependence on surrounding centres for paid work may shift if the community can capitalise on the opportunity to increase local hiring and diversify employment pathways for residents who currently rely on external labour markets.

Campaspe and neighbouring LGAs

Campaspe LGA is a growing, ageing, and predominantly rural community with a diverse but agriculture-focused economy, strong local infrastructure, and a rich natural and cultural heritage. The area faces challenges related to income disparity, an ageing population, and the need to support small businesses and preserve its environmental assets.

Campaspe LGA, and the neighbouring LGAs of Murray River (population 10,422), Gannawarra (population 8,901) and Loddon (population 6,552) are likely to be the place of residence for some future employees. They are also likely to be the base of companies that provide construction and operations stage goods and services for the project. Major nearby town centres or local areas within these LGAs are also likely to experience some social impacts including transport impacts and noise, light, or rural amenity impacts.

6. Impact Assessment, Enhancement and Mitigations

This chapter assesses the anticipated changes to the current social baseline should the project proceed and evaluates the related social impacts. It also proposes mitigations to enhance or minimise impacts and predicts a residual impact, should those mitigations be implemented.

6.1 Impacts summary

17 'impact themes' (impacts) were identified during the SIA study period, based primarily on desktop research into similar projects and community demographics, and by drawing on other independent technical assessments conducted for the EES. **Table 20** presents the impacts in order of their evaluated significance from 'very high' to 'low' using the methodology described in **Chapter 3** and maps each impact to a social impact category (**Figure 10**). **Table 20** summarises the impact evaluation conducted as per the matrix at **Table 4** and describes proposed response measures.

The proposed project has the potential to generate a range of positive and negative social impacts for the surrounding community and broader region. This section outlines some of these impacts and evaluates their likelihood, magnitude and overall expected significance. Proposed mitigations are at **Section 6.3**.

Table 20: Social impacts summary by evaluated significance

Impact	Social impact category	Evaluated significance
1. Flow on economic benefits for the social locality and region	Livelihoods	Very high
2. Accommodation and housing	Way of life; Community	High
3. Heritage, including culturally sensitive sites	Culture	High
4. Local infrastructure to facilitate the project	Way of life; Surroundings and social amenity	High
5. Community cohesion and social capital	Community	High
6. Temporary population changes	Community; Way of life	Medium
7. Landscape character, use, aesthetic value and amenity	Surroundings and social amenity	Medium
8. Road and traffic	Accessibility; Way of life	Medium
9. Biosecurity and public health	Health and wellbeing	Medium
10. Air quality (odour)	Surroundings and social amenity	Medium
11. Bushfire hazards	Surroundings and social amenity	Medium
12. Storm water and flood risk	Surroundings and social amenity	Medium
13. Access to local services	Accessibility	Medium
14. Agricultural goods production and land productivity	Livelihoods	Medium
15. Noise	Surroundings and social amenity	Low
16. Land values and insurance	Livelihoods	Low
17. Biodiversity / ecological	Surroundings and social amenity	Low

6.2 Impact 1 – Flow on economic benefits for the social locality and region

The forecasted flow-on economic benefits for social locality and region are considerable, with most benefits forecasted to be realised from the construction stage onwards. As outlined in the independent Economic Impact Assessment (EIA) report, the project is poised to deliver several economic benefits to the community, enhancing local wellbeing and supporting regional development, for example through the following ways:

- Employment generation: The EIA notes the project is expected to create 4,323 jobs in the years during construction (963 direct and 3,360 indirect) and support 474 ongoing FTE jobs during operation (206 direct and 268 indirect). This will provide direct employment opportunities for residents, reduce local unemployment, and attract new workers to the area.
- Economic security and livelihoods: Creating stable jobs and $37 million in annual wages during operation ($7 million in direct wages to workers on-site and a further $30 million supported across the State) will improve household incomes; contributing to economic security for families in the Campaspe LGA and surrounding regions.
- Catalyst for local investment: The project is anticipated to attract new businesses, services, and infrastructure investment, further enhancing the social fabric and amenities available to residents.
- Support for regional growth: Contributing to Campaspe LGA and Victorian Government employment targets, the project aligns with broader policy goals for regional sustainability and growth.

Tables 21-22 show the potential construction and operational stage economic output forecasted, including direct and indirect jobs.

Table 21: Potential construction stage economic impact

Base Case	Direct	Indirect (across the State economy)	Total
Employment (FTE)	963	3,360	4,323
Output ($m)	$561.3	$1,218.9	$1,780.2
Wages ($m)	$84.1	$281.6	$365.7
GVA ($m)	$150.2	$554.3	$704.5

Source: Australian National Accounts Input Output tables 2022-23, HillPDA

Table 22: Potential operational stage economic impact

Base Case	Direct	Indirect	Total
Employment (FTE)	206	268	474
Output ($m)	$78.6	$99.4	$178.0
Wages ($m)	$6.9	$30.0	$36.9
GVA ($m)	$12.3	$15.8	$28.2

Source: Australian National Accounts Input Output tables 2022-23, IBIS World Reports 2023, HillPDA

While the EIA report focuses primarily on economic impacts, several positive social impacts can be inferred:

- Skill development: The operation will likely require a mix of skilled and unskilled labour, offering opportunities for training, upskilling, and career progression for locals.

- Improved local services: Increased population and economic activity may justify improvements to local infrastructure, though this is forecasted to be modest noting the lean operations stage staffing requirements.
- Community cohesion: By providing jobs closer to home, the project may help reduce out-migration and strengthen community ties. The influx of new employees could also foster greater diversity and vibrancy in the local population.
- Community member well-being: Enhanced economic prospects and job security are linked to improved mental health and overall well-being for individuals and families.

Impact evaluation	
Likelihood level	**Almost certain** (mostly positive effects) during the construction stage, but to then lower slightly from the operations stage onwards to **likely** given the scale of economic output forecasted and ongoing workforce size required
Magnitude level	**Major** during both the construction and operations stages
Overall social impact significance	**Very high** for the construction stage, dropping to **low** from the operations stage onwards

6.3 Impact 2 – Accommodation and housing

Like many regional communities, Torrumbarry and surrounds have seen significant housing cost inflation post-Covid-19. For this project, increased demand for local accommodation and housing will be primarily felt during the construction stage but may also be felt during the operations stage. This may cause further cost inflation and 'crowd out' local access and affordability in the short-term.

Echuca, Moama and Cohuna are the most likely areas to support increased demand for local accommodation / housing for the project workforce. There is substantial stock for supporting major construction projects with well over 100 'beds' available in the large accommodation facility operations market alone (see **Table 14**). **Table 23** describes the three workforce sourcing zones, and **Table 24** shows impact modelling of accommodation requirements using these zones in three scenarios (conservative, base and optimistic cases) and applying the project's upper limit estimate for the construction stage of 240 FTE workers.

Table 23: Workforce sourcing zones

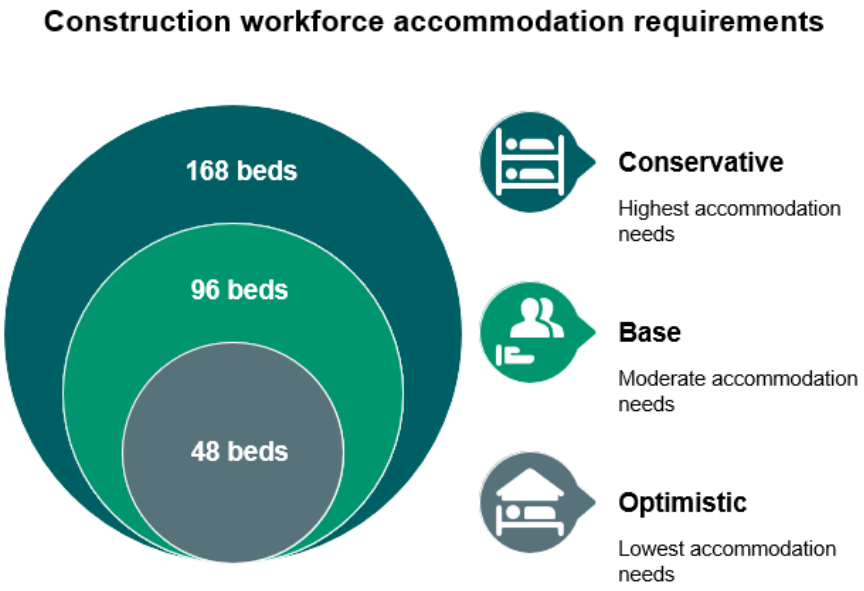
Zone 1 Local workforce	Zone 2 Regional Development Areas	Zone 3 Rest of Australia
No additional local accommodation needed. Much of workforce will reside in an LGA within about one hour's drive of the project area, which includes: • Campaspe LGA (Vic) • Murray LGA (NSW)	Accommodation needed. Some of the workforce will reside in the broader three Regional Development Areas of Loddon Campaspe (VIC), Mallee (VIC), and Murray (NSW) and will require accommodation closer to the project area.	Accommodation needed. Some of the workforce will reside in other areas around Australia and require accommodation closer to the project area

Table 24: Scenarios developed for this modelling based on workforce sourcing zones proposed

Scenario	Zone 1 provides	Zone 2 provides	Zone 3 provides	Accommodation requirement	Outcome
1. **Conservative case**	30% of the workforce (72 beds)	40% of the workforce (96 beds)	30% of the workforce (72 beds)	168 beds	Large local accommodation requirement to house construction stage workforce

Scenario	Zone 1 provides	Zone 2 provides	Zone 3 provides	Accommodation requirement	Outcome
2. **Base case**	60% of the workforce (144 beds)	30% of the workforce (72 beds)	10% of the workforce (24 beds)	96 beds	Moderately sized local accommodation requirement to house construction stage workforce
3. **Optimistic case**	80% of the workforce (192 beds)	15% of the workforce (36 beds)	5% of the workforce (12 beds)	48 beds	Minor requirement for housing construction stage workforce

Figure 2114: Construction workforce accommodation requirement forecast



Project workforce accommodation requirement estimates:

- Taking the project's upper limit estimate for the construction stage workforce of 240 FTE workers, in a base case scenario where 60% of the workforce lives within one hour's drive of the project area, 96 beds will be required.
- Taking the project's estimate for the operation stage workforce of 117 FTE workers, in a base case scenario there is sufficient local housing availability to meet this increase in demand.

Impact evaluation	
Likelihood level	Anticipated impacts during the construction stage to be **likely** (positive and negative effects), but to then lower significantly from operations stage as the large construction stage workforce is no longer required
Magnitude level	Effects expected to be **major** during construction, but **minimal** during operations
Overall social impact significance	**High** for the construction stage, dropping to **low** from the operations stage onwards

6.4 Impact 3 – Heritage, including culturally sensitive sites

As noted in **Chapter 5**, the project sites fall within Yorta Yorta Nations Aboriginal Corporation (YYNAC) boundary. In an independent review of the proposed project's statutory obligations under the *Aboriginal Heritage Act 2006,* authors note that despite numerous reports focusing on the archaeology of the Murray Basin, most of the plains around the study area have not

been subject to survey or more detailed investigations. There are also no approved or in-preparation cultural heritage management plans (CHMPs) associated with the study area.

Both the Pollock's Block and Warwick's Block sites are located on land that contains areas of cultural heritage sensitivity, as does Davis Road to the west of the Pollock's Block site and the section of the Murray Valley Highway between the Pollock' Block and Warwick's Block sites. These include registered cultural heritage places and waterways. Culturally modified trees have also been identified on the Warwick's Block site (although not on the proposed works footprint), indicating a high likelihood of further cultural heritage places occurring within the study area.

The report concludes that based on a decision in 2019 by the Victorian Civil and Administrative Tribunal, the proposed development is not considered a high impact activity and therefore a mandatory CHMP is not required. Some of the external works may trigger the preparation of a mandatory CHMP, but this would need to be assessed when more information about the specific impacts of these works is known. However, because of the presence of Aboriginal cultural heritage within the project area, there is a risk that the proposed activity will harm unregistered Aboriginal cultural heritage that may be present.

The report also notes that if suspected Aboriginal cultural heritage is found during project construction, the following protocol must be followed to ensure compliance with the Aboriginal Heritage Act:

- All works within 10m of the relevant discovery area must cease immediately and if necessary protective fencing erected around the relevant area.
- The person making the discovery must immediately notify an appropriately qualified heritage advisor.
- The heritage advisor must be engaged to evaluate and record the findings, as well as inform a representative from the YYNAC and First Peoples-State Relations.
- If the material is demonstrated to by Aboriginal cultural material, approval for the activity under the Aboriginal Heritage Act must be sought via the preparation of a CHMP.
- Non-invasive protection measures must be implemented for the stand of culturally modified trees on the Warwick's Block site.

This project presents economic opportunities for First Nations people and First Nations owned businesses, including via employment and service provision.

Impact evaluation	
Likelihood level	**Likely**, noting the project area is located on land that contains areas of cultural heritage sensitivity, and culturally modified trees have also been identified on the Warwick's Block site
Magnitude level	**Moderate,** noting the outcomes of the independent Heritage assessment
Overall social impact significance	**High,** noting the importance of culturally sensitive sites to First Nations stakeholders

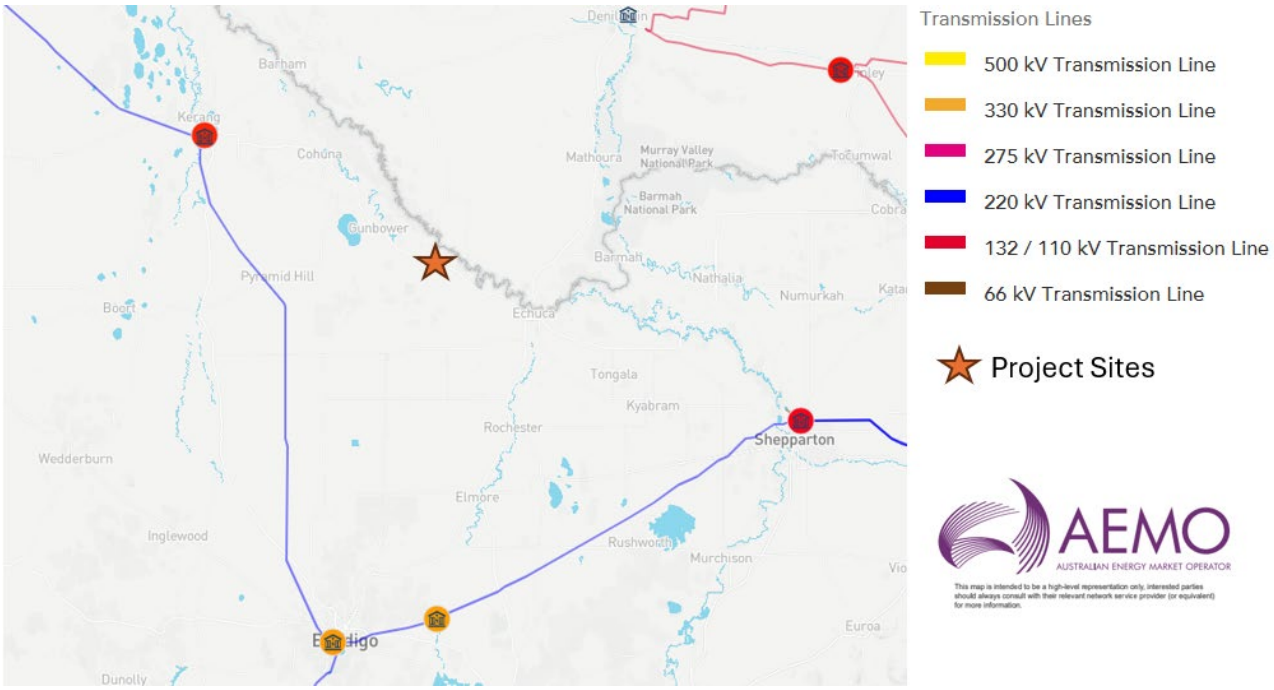
6.5 Impact 4 – Local infrastructure to facilitate the project

Aside from potential road and traffic impacts, several other local infrastructure concerns may exist relating to water; waste; telecommunications and energy security (electrical infrastructure). Water security and supply is typically a challenge for agribusinesses during droughts and floods. For the agricultural sector, water security remains a key local issue, and residents of Campaspe Shire Council area want to ensure access to water resources for "farming and other needs" – as noted in their *Environment Strategy 2022-2026*. The Stormwater Management Plans prepared for each site are informed by an examination of potential impacts of the project on water supply, surface and ground water, and the potential for flooding. Torrumbarry area itself was also heavily affected by the 2022 flooding events,

which saw the community come together to support responses around the lower-lying Murray River landholders and waterways.

A facility dedicated to dealing with that waste is proposed, which will likely reduce negative impacts on air quality (see Impact 10 – Air quality (odour)), whilst providing a net benefit to agricultural operations which may use the composted material around the area. A Waste Management Plan is a standard requirement and condition for projects of this scale, with various industry standards, conditions and legislation to guide its development and implementation. The poor telecommunications infrastructure and connectivity around the social locality is well documented, including through various published Campaspe Shire Council plans. Many residents in Campaspe LGA region cannot access affordable and reliable telecommunication services, which has economic and social disadvantages. Some residents rely on public transport services (which are poor in this area) to reach larger towns or regional centres to access free internet options, for example at public libraries (Loddon Campaspe Councils 2021). The Applicant could consider exploring on-site solutions for connectivity to address operations as part of BAU communications investment. Broader issues relating to addressing telecommunications infrastructure in the area beyond scope of this project.

Figure 22: Energy Transmission Map (AEMO)



Source: AEMO mapping and visualisation tool

Electrical infrastructure may likely require upgrading to facilitate this project, noting the extensive range of modern, fully climate-controlled facilities proposed. Energy supply and security is a long-standing issue for the region, as it relies on lower voltage transmission lines around the proposed projects sites (refer to **Figure 22**). 'Low systems strength' forecasted by AEMO to 2030, which means the power system is less able to maintain stable voltage and frequency, potentially leading to instability and disruptions in power supply.

The sites are located east of the Murray River Renewable Energy Zone, which may improve energy supply, systems strength and energy availability into the future. On-site energy generation in future will likely also be possible. The project sites fall within a high solar resource and will have extensive access to bio-gas generation potential through chicken effluent / waste material. The likely benefit for the locality, especially for neighbours, is that the project sites will likely justify a greater ongoing energy supply and maintenance requirement of existing grid connections.

Impact evaluation	
Likelihood level	**Likely** impacts (negative and positive) across all local infrastructure issues noted
Magnitude level	**Moderate**, noting the large scale of the facilities proposed relative to the surrounding environment
Overall social impact significance	**High**, in terms of demand and scale required to facilitate the project. Positive and negative effects, but on balance, positive.

6.6 Impact 5 – Community cohesion and social capital

The Torrumbarry area has seen very little major development and investment in the past generation (25+ years), and the population of the township has declined ~8% in the past decade. Proximity to rural residential properties (notably in the northwest corners of some sites) may lead to concerns or opposition to the proposed projects from existing residents, particularly regarding *perceived* risks (i.e. not validated risks), changes in amenity, or increased construction stage traffic and activities. In reviewing historical Campaspe Shire Council documentations, including their published *Advocacy Priorities 2021-2025*, a range of potential risks have been identified which may give rise to local community opposition to the project. The themes identified are set out in **Table 25**.

Table 25: 'Advocacy Priorities 2021-2025' – key community concerns

Relevant issue or theme identified	Potential challenges to project sites
Water security (greatest concern)	Large water user; community sensitivity; direct competition with local farming sector
Environmental / health / amenity	Odour, waste, possible pollution, public health concerns, negative impact on local quality of life
Indigenous engagement	Risks if cultural sites impacted or consultation is lacking
Roads / transport/ infrastructure	Increased truck traffic could worsen local road conditions and safety

Lecroma has assessed the Applicant's proposed engagement approach, methods and plans as being appropriate at the time of developing this report. This conclusion is further supported following the cross-examination of other EES technical reports prepared for the proposed project.

Impact evaluation	
Likelihood level	**Likely**, based on other similar project experiences in the region
Magnitude level	**Moderate** but localised to the Torrumbarry community and neighbours
Overall social impact significance	**High** though this is likely to reduce to **medium-low** over time as the project 'normalises' its presence in the community from the operations stage onwards

6.7 Impact 6 – Temporary population changes

Post EES lodgement, it is expected that local community members, Council and local businesses will raise concerns about the temporary population increase during Stage 5 (construction), and the positive and negative flow-on impacts this may have. The construction stage will see a temporary transformative change for the area that may last two to three years but will dissipate post-construction. It will likely impact all key stakeholder groups at various levels of intensity, with unpredictable effects post-construction as the situation returns to a new 'normal' in the area.

During the construction stage, the workforce across the three sites is expected to be between 180 and 240 full-time equivalent (FTE) workers. This is triple the typical population in Torrumbarry of ~72 FTE workers (2021 Census) however is only 1.2% of the ~20,000 working

age population within the social locality. The cascading effects of these temporary population increases during the construction stage include but are not limited to:

- Increased employment opportunities in the social locality: The Applicant is aiming to source as much of the construction workforce as possible locally, which could reduce unemployment rates in Campaspe; currently 3.5%.
- Reduced access to skilled workers and trades by local service providers and businesses: This could also lead to salary/wage inflation resulting from surges in short-term competition during construction stage.
- Reduced access to services: An influx of workers may place pressure on schools, transport, water supply, waste management and health services, requiring proactive planning to ensure community needs are met.
- Increased demand for housing and accommodation (see Impact 2: Accommodation and housing).
- Increased demand for local goods and services: This may cause short-term cost inflation as demand outstrips supply, and local supply adjusts to increased demand.

As each facility shifts to the operational stage, the population impact will diminish somewhat, with 117 ongoing operations jobs across all facilities proposed. The cascading effects described above are expected to be less, however, the Applicant has advised operations staff typically live up to 45 minutes away from their operating sites, which is likely to be the case for this project. There may be challenges integrating this workforce into the established Torrumbarry community, highlighting the need for inclusive community engagement and support initiatives to build social license in Torrumbarry. (See Impact 5: Community cohesion and social capital).

Impact evaluation	
Likelihood level	Based on the available data, construction stage impacts are expected to be **almost certain**, but to reduce somewhat from the operations stage onwards, given the modest ongoing workforce size required
Magnitude level	Construction stage effects (~3 years) expected to be **minor**, dropping to **minimal** from the operations stage onwards
Overall social impact significance	**Medium** for the construction stage, dropping to **low** from the operations stage onwards

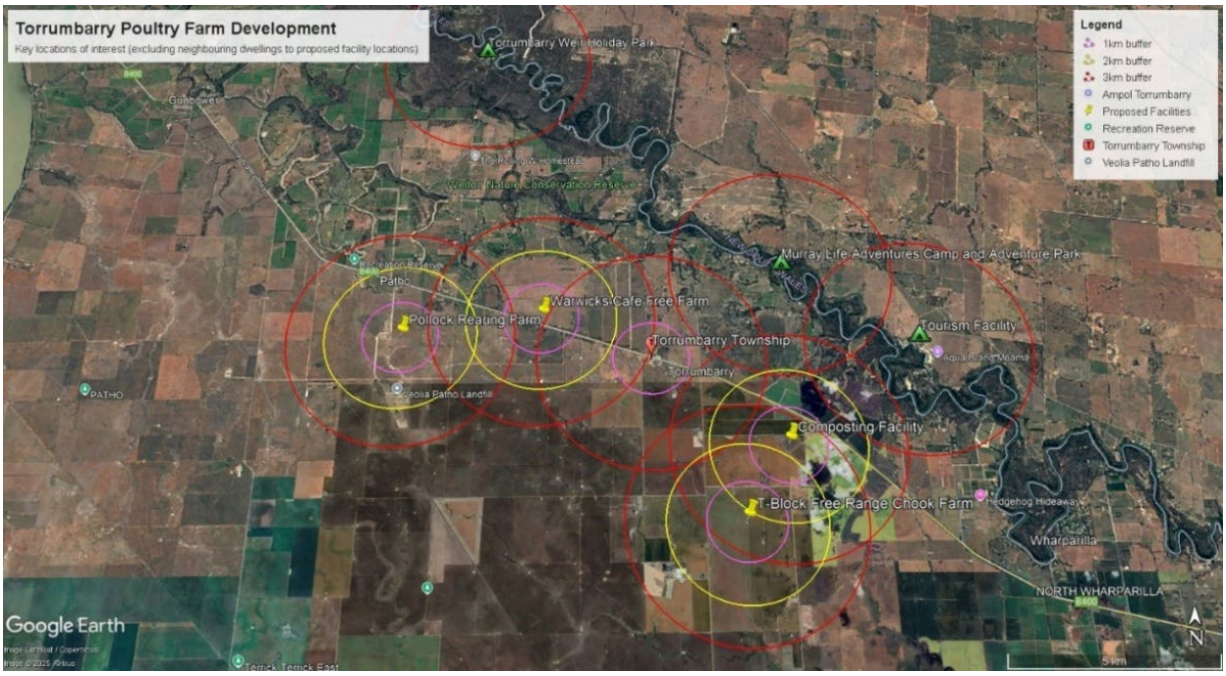
6.8 Impact 7 – Landscape character, use, aesthetic value and amenity

As noted in **Chapter 5**, agricultural land uses (primarily cropping and livestock management) dominate the surrounding landscape. Where once expansive, open fields dominated the view, the constructed forms of sheds and ancillary buildings will become prominent features. This change to the rural landscape may diminish the sense of openness and continuity that defines the local rural identity, potentially leading to a sense of loss among residents who value the traditional agricultural landscape as part of their community's heritage and lifestyle.

The conversion of cropping/grazing land to intensive poultry operations may affect local perceptions of rural character and community identity, particularly if multiple large-scale facilities are developed near each other. However, while not a traditional land use for this area, the project is still agricultural in purpose, which some may see as aligning with existing Torrumbarry community values and way of life. The Murry River, including Baillie Lagoon Wildlife Reserve (Richardson), is near the project areas, and key source of tourism value for the area, but its landscape character, aesthetic, and values are only expected to be moderately affected.

Figure 23 shows the landscape and distance buffers around the proposed sites, and key facilities of interest.

Figure 23: Landscape and distance buffers around proposed sites and key facilities of interest



Source: Google Earth, 2025

Overall, accounting for all facility locations, only moderate visual impacts are forecasted. The Torrumbarry township and nearby major tourism facilities are likely to have minor impacts to their visual amenity for all sites, and the Traffic Impact Assessment report notes that the Warick's Farm site is likely to change visual amenity for travelling locals and tourists due to its proximity to the Murray Valley Highway.

Noting how isolated the project is from high population centres and major tourism infrastructure and visitor travel routes, project neighbours around 1.5 km from the project area will likely experience the greatest change to the locality and rural landscape as project infrastructure is introduced. All project neighbours will be consulted about the potential landscape and visual impacts from their dwellings, among other forecasted amenity impacts like odour, noise, and increased vehicle movements during construction.

Impact evaluation	
Likelihood level	**Possible** (medium probability) that landscape character, aesthetic, values will be impact by this project, with the Warwick's Block site mainly driving this outcome
Magnitude level	**Moderate,** as there will be a noticeable long-term change to landscape aesthetic resulting from the erecting of project infrastructure (sheds) alongside the Murray Valley Highway
Overall social impact significance	**Medium,** with the Warwick's Block site mainly driving this outcome. We anticipate it to be **low overall** for the other sites

6.9 Impact 8 – Road and traffic

Project neighbours will be the stakeholder group most impacted by increased traffic during construction and operation stage activities. The Traffic Impact Assessment for the proposed project evaluates the potential effects of vehicle movements and site access. The study found that the project is expected to generate a total of 157 vehicle movements per day (107 light

and 50 heavy vehicles), spread across the four sites. Peak traffic from the development does not coincide with peak external road network periods, and intersection modelling shows all key intersections will operate well within capacity limits under projected 2052 traffic volumes. Therefore, no operational upgrades or mitigation measures are required at these locations.

From a safety perspective, no concerning crash patterns were identified, and sight distance at key intersections meets minimum requirements. The only intersection upgrade required, unrelated to the development, involves the Murray Valley Highway/Roslynmead Road junction. Several unsealed roads serving the development, including Heppell, Chrystal, Davis, and Baillieu Roads, require upgrades to rural access standards to support safe and efficient access. These upgrades include widening, sealing, and improving turning areas in line with Campaspe Shire Council standards. The internal site road networks are considered functional and appropriate, including separated “clean” and “dirty” traffic routes for biosecurity.

Site access locations exceed minimum spacing requirements and are designed to accommodate articulated vehicle movements. Car parking provision is sufficient across all sites, with a recommendation to monitor and potentially expand visitor parking at the T-Block Free Range site if needed. The proposed parking layouts generally comply with relevant Australian Standards, and the sites have flexibility to accommodate future parking needs. The assessment includes an implementation plan outlining the identified infrastructure upgrade requirements, timing and designated delivery responsibility.

Overall, the assessment concludes that with implementation of the recommended upgrades, the development can proceed without unacceptable impacts on the external transport network, and no traffic or transport engineering issues should prevent approval.

The significance of the Murray Valley Highway to the local economy and way of life is well acknowledged in the region, including in the *Loddon Campaspe Integrated Transport Strategy (2015)* and *Campaspe Shire Council Road Management Plan (2021*). These papers note the region is growing fast around the Calder corridor, yet smaller, ageing towns still struggle to reach larger centres and services. With most trips happening within the region rather than to Melbourne, better management of “through” routes, strategic bypasses and town-friendly urban design can lift the amenity and safety of these communities. At the same time, expanding food-processing hubs and a shift toward intensive agriculture are putting pressure on roads and rail, as industry demands seamless B-double and high-productivity vehicle access from farm gate to market. Targeted maintenance and smarter network management are therefore essential to keep the whole transport system fit-for-purpose and to underpin the region’s increasingly diverse economy.

Impact evaluation	
Likelihood level	**Almost certain** during construction stage, with potential negative impacts localised to project neighbours, dropping to **unlikely** ongoing long-term negative effects
Magnitude level	**Moderate** during construction stage compared to baseline Murray Valley Highway traffic, dropping to **minor** during operations stage onwards
Overall social impact significance	For both stages, the overall impact on the local community is expected to be **minimal**

6.10 Impact 9 – Biosecurity and public health

This project presents a range of biosecurity and public health risks that carry distinct social impacts for the Torrumbarry community. By their nature, intensive poultry operations, increase the risk of disease transmission among birds, particularly in high-density environments (Gilbert et al 2017). This heightened risk can create anxiety within the community, especially among those with backyard flocks or other livestock. Strict control measures such as restricting movement or quarantines could disrupt daily life, leading to inconvenience and possible stigma towards farm workers and associated local businesses.

Another key concern is the potential for zoonotic diseases, which are those that can be transmitted from animals to humans, such as certain strains of avian influenza (Gržinić et al 2023). The presence of such risks can elevate public health concerns, particularly among vulnerable groups like the elderly or immunocompromised individuals. Should an outbreak occur, local healthcare services may experience increased demand, and individuals perceived as higher risk could face social isolation or exclusion. In the event of a disease outbreak, the need for effective emergency preparedness and response is critical, as seen in the recent Victorian avian flu (H7N8) outbreak in February 2025 (Agriculture Victoria 2025).

While essential to prevent disease, implementing strict biosecurity protocols can also affect community relations. Measures like restricted property access and vehicle disinfection may inconvenience neighbours and local service providers, potentially leading to strained relationships if not managed transparently. If the community perceives biosecurity measures as inadequate or poorly communicated, trust in the Applicant may erode, fuelling opposition or protest and challenging the farm's social license to operate.

Waste management is another area of concern. Improper handling of manure, carcasses, or litter can lead to environmental contamination, producing odours that reduce the amenity of nearby residences and raise concerns about water quality and pest attraction. Persistent issues in this area can lead to formal complaints, increased regulatory scrutiny, and heightened social tension within the community. The project includes an ancillary composting facility that will accept manure and floor litter directly from the poultry farm, which will then be composted to create a soil conditioner and fertilizer product for own use. The composting facility will be large enough to take material from all three facilities in the Torrumbarry cluster.

Impact evaluation	
Likelihood level	It is **possible** that there will be biosecurity breaches or negative impacts on human health, although not likely given the design features and protocols that will be in place
Magnitude level	**Minor,** noting should such breaches occur, they may spread widely and last for some time and cause broad community concerns and negative impacts to regional food supply. However, facility design is premised on minimising this potential impact
Overall social impact significance	**Medium,** noting the reasoning above

6.11 Impact 10 – Air quality (odour)

Odour associated with integrated egg laying operations such as the one proposed is often a key concern for nearby community members, noting that even modern, state-of-the-art facilities continue to produce odours. Neighbours may be concerned about persistent and unpleasant smells emitting from sources such as poultry manure, bedding, feed, and composting operations. While not harmful to health at typical levels, these odours can interfere with people's enjoyment of their homes and outdoor spaces, reducing their perceived quality of life.

The Separation Distance Assessment for the project evaluated whether the proposed poultry rearing, cage-free, and free-range layer farms, along with an ancillary composting facility, meet regulatory odour separation requirements. Using EPA Victoria's 2024 Separation Distance Guideline and the Egg Industry Environmental Guidelines, the assessment applied S Factor modelling based on bird numbers, land use type, surface cover, terrain, and wind conditions. Each facility was evaluated in two development stages, and the composting facility was assessed under a conservative high-risk waste scenario. The results showed full compliance, with the required distances to sensitive receptors being met in all cases, with sufficient buffers maintained for each stage.

The Applicant has committed to industry best practice for odour management, and committed to several odour mitigation measures, particularly for the composting facility, which is considered the most odorous component of the development. These include controlled waste

delivery and receival; use of covered composting bunkers; forced aeration systems; leachate management; and staged maturation. With a minimum 1,400m buffer to the nearest neighbour and commitment to best-practice odour control, the composting operation is considered low risk for offsite odour impacts. The facility is expected to remain compliant even as it scales up in Stage 2.

The report concludes that all components of the proposed project are compliant with EPA Victoria's odour separation guidelines. No cumulative impacts from overlapping odour plumes were identified, and nearby odour sources such as piggeries and landfills are unlikely to create additive effects due to the relatively mild nature of poultry odour. No further odour risk assessment is required at this stage.

Impact evaluation	
Likelihood level	**Possible**, noting even modern, state-of-the-art facilities continue to produce odours
Magnitude level	**Minor**, noting the contained shed design features
Overall social impact significance	**Medium**, noting the reasoning above

6.12 Impact 11 – Bushfire hazards

The Bushfire Hazard Assessment and Management Plan reports prepared for this proposed project conclude that while the site is in an area that could be affected by grassfires, it does not pose an unacceptable risk for development as an intensive agricultural (poultry) operation. However, the factors contributing to fire hazards are variable and challenging to predict over time. Therefore, it is essential that appropriate design and management measures are continuously reviewed and adapted to address the evolving risks within the surrounding landscape.

From a community safety and wellbeing perspective, all sites are within designated Bushfire Prone Areas (BPA), though not in the Bushfire Management Overlay (BMO). The reports emphasise the importance of bushfire protection measures, defendable space, and emergency management planning. These measures are intended to safeguard workers and reduce risks to neighbouring properties, contributing positively to community safety. The developments will require upgrades to local road access (e.g. Heppell Road, Baillieu Road) to ensure all-weather access for emergency vehicles. This can improve local infrastructure but may also increase traffic and road wear, affecting residents.

Impact evaluation	
Likelihood level	**Possible**, noting the site sits within a designated BPA
Magnitude level	**Moderate**, noting the low population, nature of the existing project sites (heavily cleared / disturbed), and near to major transport routes (Murray Valley Highway)
Overall social impact significance	**Medium**. Extensive measures have already been proposed within the Bushfire Hazard Assessment and Management Plan

6.13 Impact 12 – Flood and stormwater risk

The local community is sensitive to flood risk with all three sites located close to the Murray River. However, hydrologic and hydraulic analyses showed that each site can be developed without creating significant off-site stormwater or flood impacts, provided the Applicant implements the recommended measures. For all three sites, hydrological modelling compared pre- and post-development scenarios for a range of storm events up to the 1% Annual Exceedance Probability (AEP). Results indicate negligible or reduced peak discharge rates post-development, with only minor increases in isolated scenarios that are not expected to

cause actionable nuisance. Flood impact assessments found the sites will not significantly alter regional flood behaviour, road flood immunity, or create unacceptable risks to nearby infrastructure or properties.

The resulting Stormwater Management Plans contain recommendations that are consistent across the sites and include adopting tailored drainage strategies without on-site detention due to their locations in the lower parts of their catchments, avoiding coinciding peaks with upstream flows. Internal drainage channels, sump-and-pump systems, and strategically placed basins should be used to convey and manage stormwater effectively. Finished floor levels for sheds and critical infrastructure should be set at least 300 mm above the 1% AEP flood level, with essential services flood-protected. Flood-resistant materials should be used where infrastructure cannot be elevated. The plans also advise that drainage infrastructure is regularly maintained and that the Applicant remain compliant with the Victorian Code for Broiler Farms 2009 and the Australian Egg Industry Environmental Guidelines.

Overall, with the proposed design measures and by implementing the recommended safeguards, the stormwater and flood risks of each facility component are manageable.

Impact evaluation	
Likelihood level	**Possible**, noting location near Murray River and historical flood events
Magnitude level	**Moderate**, noting assessment rational above
Overall social impact significance	**Medium**, noting the reasoning above

6.14 Impact 13 – Access to local services

As noted in **Section 5**, Torrumbarry already has limited local services, with Echuca and Moama being the primary hubs for most community and social infrastructure. The impact of the temporary population increase on access to local services is discussed in Impact 6: Temporary population changes, and assumptions about workforce sourcing and housing are discussed in Impact 2: Accommodation and housing.

Table 26: Potential impacts on local services

Service area	Potential impact
Health	Increased demand, longer wait times, workforce strain
Education	Higher enrolments, resource pressure, possible expansion needs
Childcare	Greater shortages, reduced access for families
Housing	Higher prices, reduced availability, social service demand
Transport / utilities	Infrastructure strain, possible congestion
Emergency / aged care	Stretched capacity, longer response times

Assuming the base case scenario for workforce sourcing zones outlined above, 60 per cent of the construction workforce (240 FTE) will likely live within one hour's drive of the project area and will therefore presumably already access services from the nearby regional hubs of Echuca and Moama. This leaves an increased load of 40 per cent of the remaining construction workforce (or 96 people) potentially accessing those services, which is not considered to be significant given the total population in the locality of approximately 48,000 people. On the positive side, increased population and economic activity can justify investment in new or expanded local services, improving long-term access for all residents.

Impact evaluation

Likelihood level	**Possible**, noting there is a comparatively small increase in demand forecasted for services across all three scenarios proposed
Magnitude level	**Minor**, given the high local content targets being proposed by the Applicant
Overall social impact significance	**Medium**; the forecast is a short-term and minor change to existing local services availability during the construction stage before returning to 'normal' in the area

6.15 Impact 14 – Agricultural goods production and land productivity

Introducing this project may shift the local identity from broadacre agriculture (cropping and grazing) to mixed or industrial-scale agriculture. The facilities proposed are consistent with the agricultural focus and identity of the social locality, however this project could affect community cohesion, particularly if long-time residents feel that intensive animal farming is incompatible with traditional broadacre farming values that appear to have been in place for several generations. Tensions may arise over perceptions that poultry operations are "industrial" rather than "agricultural" in nature. The project may also increase pressure on shared infrastructure like rural roads, water sources, and services.

Surrounding farmers may fear impacts on roads from heavy vehicle traffic or reduced water access could affect their operations, as discussed in Impact 8 and 4. However, the project could create new local markets for inputs like grain (as chicken feed), which many benefit local cropping farmers. This could enhance local resilience, particularly during drought or commodity price downturns in cropping and grazing sectors.

In terms of land productivity, when considering output per hectare, per unit of input (e.g. water, land), and per labour hour, this project offers a positive contribution to the agricultural landscape in Torrumbarry. The project also offers stable, year-round revenue due to regular egg production and established supply chains. Noting the declining and/or flatlining productivity of farmland productivity is broad concern in Australia right now (ABARES, 2024), these proposed projects potentially offer cumulative new benefit in this regard, which may alleviate local concerns about this matter.

Impact evaluation	
Likelihood level	**Possible;** positive, given the project is has consistent alignment with existing land use (agricultural area) and community values (agrarian township)
Magnitude level	**Minor**
Overall social impact significance	**Medium**, noting reasoning above

6.16 Impact 15 – Noise

The three acoustic assessments for the proposed project all conclude that noise emissions are expected to comply with the EPA's Noise Protocol under worst-case, conservative assumptions. Each site is situated in the Farming Zone and has significant setback distances (>1km) from the nearest sensitive receptors, which contribute to projected compliance margins ranging from 9dB(A) to 29dB(A) during the most sensitive 'night' period. The assessments also determine a low risk of adverse low-frequency noise and minimal cumulative impacts even when considering concurrent operations at all three sites.

While no specific acoustic mitigation measures are recommended beyond adherence to existing regulatory requirements, the reports offer basic good-practice recommendations like using broadband reversing alarms on mobile plant, switching off equipment when not in use, and selecting quieter equipment where possible.

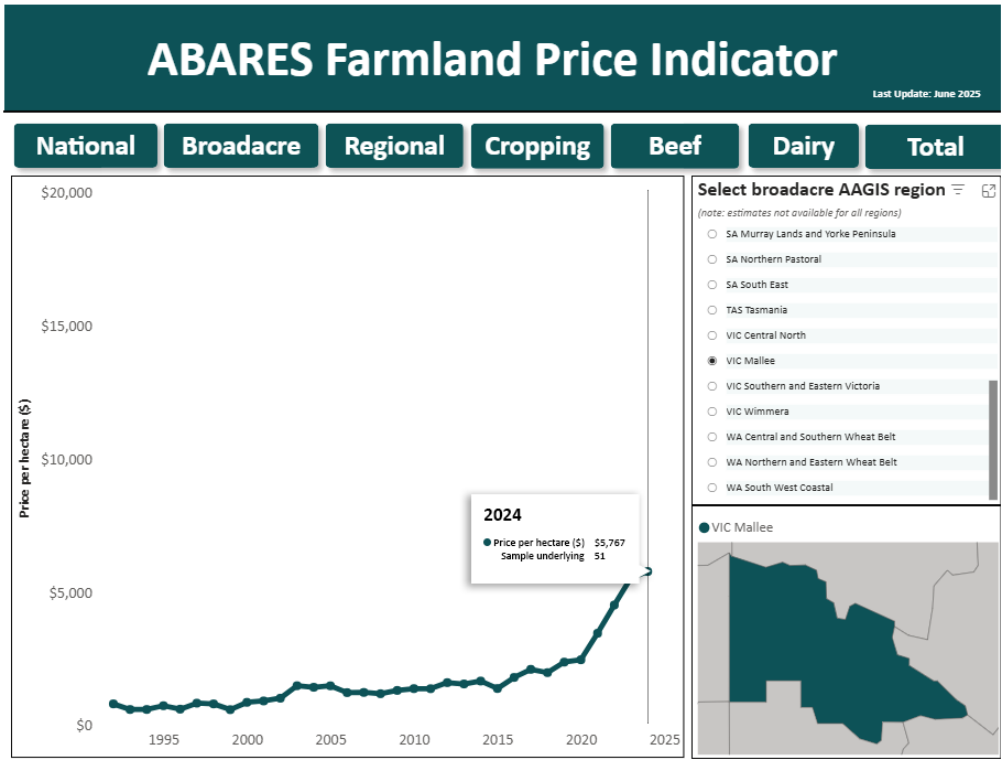
The issues assessed in this report that have potential social impacts included: onset of new audible noise; sleep disturbance; annoyance / amenity loss; complaints risk; impacts to special groups (schools / elderly); low frequency tones; and cumulative effects. Overall, the acoustic reports concluded that each component of the integrated development could proceed without undue noise impacts on surrounding land uses, noting that the design and equipment choices align with modern best practices and support fulfilling the General Environmental Duty (GED) under the *Environment Protection Act 2017.*

Impact evaluation	
Likelihood level	**Unlikely**, very low probability of any negative effects to nearby sensitive receivers
Magnitude level	**Minimal**, little noticeable change or negative experiences forecasted for people in the locality, including near neighbours
Overall social impact significance	**Low,** noting reasoning above

6.17 Impact 16 – Land values and insurance

There can be social concerns that proximity to poultry farms may reduce the desirability or perceived value of neighbouring properties due to odour, visual changes to landscape, or biosecurity risks. Even where such risks are well-managed, perceptions alone can influence decisions about property sales, leasing, or agricultural investment. It is difficult to verify whether this project is likely to adversely affect land values, however Broadacre farmland prices in Australia have generally experienced strong growth since 1992, continuing to accelerate in recent years. Prices, however, have flattened off in the last two years (ABARES Farmland Price Indicator, 2025). Farmland affordability is increasingly becoming a headline concern when coupled with a combination of high-property prices and increasing interest rates and cost of doing business. Combined, these effects are impacting farmers' risk appetite for buying land.

Figure 15: ABARES Farmland Price Indicator June 2025 – Mallee (Victoria)



Source: ABARES Farmland Price Indictor online tool

Insurance premium wise, project neighbours may fear that the project will change the risk profile that influence how insurance is assessed, however, insurers do not typically adjust premiums solely due to proximity to a new agricultural enterprise. The peak body for general insurance in Australia, The Insurance Council of Australia (ICA), has emphasised that the sharp rise in premiums for Victorian agricultural properties is fundamentally driven by a combination of factors: climate change (top issue); escalating input costs; insurer withdrawal; government levies; and new liability risks (ICA, 2024).

The ICA 2023-24 Catastrophe Resilience Report highlights that extreme weather – bushfires, floods, storms – has led to almost 157,000 claims and over $2.2 billion in insured losses across Australia for the 2023-24 period alone. Projections indicate insurance may become unaffordable or unavailable in high-risk regions as extreme weather becomes more frequent and severe, with climate change converting what was once insurable risk into near certainty for some areas. Therefore, the proposed projects are unlikely to be a key contributor to local insurance premium price increases, it may be the case that the project reduces risk to local assets and infrastructure due to industry standard mitigations required to enable construction and operations.

Impact evaluation	
Likelihood level	**Unlikely**, noting other factors out of the Applicant's control impact land price values and insurance premiums
Magnitude level	**Minor**, noting reasoning provided above
Overall social impact significance	**Low**, forecasting little noticeable change experienced by people in the locality relating to negative land value depreciations and insurance premium increases resulting from these projects

6.18 Impact 17 – Biodiversity / Ecological

In agriculture developments such as this one, community concerns about potential biodiversity impacts typically cover habitat loss from fencing, roads, and shed footprints, as well as potential barriers to wildlife movement. Another common issue is nutrient and waste runoff from manure, litter, and effluent storages, which can degrade waterways and wetlands, affecting aquatic plants and animals. Communities also raise concerns about attracting pest species (rodents, foxes, corvids) and altering predator-prey balances, as well as the risk of disease transfer between domestic poultry and wild birds. Dust, ammonia, lighting, and noise from sheds can further disturb local fauna.

According to the independent *Biodiversity Assessment* developed as part of this application, the project does not require a *Flora and Fauna Guarantee (FFG) Act* permit. The site is privately owned, and its limited impacts on nationally significant ecological communities and fauna species mean an EPBC Act referral is unlikely to be necessary, though it may be pursued for certainty. Ten offset sites currently exist that fulfill the offset requirements, confirming the project's compliance pathway and capacity to secure requisite biodiversity compensations.

The project's development layout was significantly altered after ecological assessments, reducing potential impacts by retaining all listed Bulokes, most scattered and large trees, and the majority of native vegetation patches. Ultimately, the unavoidable removal will be limited to approx. 1.2 ha of native vegetation and a few individual trees, mainly in already-disturbed areas. The assessment details a clear "avoid and minimise" statement, including careful micro-siting of infrastructure, implementation of tree protection zones, and specific mitigation and monitoring measures such as the retention of hollow-bearing trees, fauna salvage and translocation protocols, ongoing invasive species control, and conformity with relevant environmental guidelines.

Impact evaluation	
Likelihood level	**Possible** (medium probability of negative impacts to flora and fauna)
Magnitude level	**Minimal**, noting existing disturbed nature of the sites from long-term farming activities.
Overall social impact significance	**Low,** noting the rationale provided about and outcomes from the Biodiversity Impact assessment.

6.19 Social impact significance evaluation and response measures proposed

Table 27 is a summary of the potential impact evaluation and proposed mitigations. It shows the identified impact, and whether it is considered to be positive, negative or neutral. Given the engagement program with neighbours and other key stakeholder groups had not commenced before submitting this report, Lecroma has made a best guess assessment of the perceived significance of each impact, based on review of community responses to poultry farm and other similar developments, and other independent technical studies conducted for the EES.

Table 27 also summarises Lecroma's evaluation, showing each impact's likelihood, magnitude, and significance. It notes when those impacts are expected to be realised, which groups will be affected, and describes proposed response measures. It also notes the expected residual significant impact if such measures are implemented.

Table 27: SIA assessment matrix and response measures proposed

Social impact category	Impact	Nature: Positive / negative / mixed	Timing / duration: Construction (C) Operations (O) Decommissioning (D)	Expected perceived significance*	Evaluated			Most affected stakeholder group/s	Proposed response measures	Residual impact significance
					Likelihood	Magnitude	Significance			
Livelihoods	1. Flow on economic benefits for the social locality and region	Positive	C, O	Very high	Almost certain	Major	**Very high**	All	• Prioritise local hiring and offer training/upskilling for in the poultry industry for residents living in the Campaspe and surrounding LGAs. • Engage the community through regular consultation and feedback opportunities, including by supporting local suppliers and businesses in procurement for the construction and operations stages. • Collaborate with local authorities to plan for infrastructure and service upgrades in Torrumbarry and beyond. • Work with government to address housing and service pressures (primarily to support construction stage), including potentially developing a Local Housing and Accommodation Plan. (See Impact 2: Accommodation and housing). • Develop and implement a Local Content Strategy, including a workforce diversity strategy, to provide employment opportunities for local businesses and workers whilst seeking to mitigate potential negative consequences of increased demands for limited skilled workers. • Support and align with local council economic development and enhancement plans, such as the *Campaspe Shire Council Economic Development and Tourism Strategy 2024-29*. • Develop a program of impact offsets for near neighbours, if required, following consultation.	**Very high**
Way of life; Community	2. Accommodation and housing	Mixed	C, O	High	Likely	Major	**High**	Local business; Government and elected representatives; local industry	• Set appropriate local content / sourcing targets to reduce the need to accommodate large numbers of FIFO workers to support the construction stage. • Develop and implement a Local Housing and Accommodation Plan to meet temporary construction (and decommission) workforce requirements. • Consider partnering with an existing local accommodation / tourism facility operator in the area (e.g. run a tender or expressions of interest process) to establish a construction stage accommodation camp. (See **Chapter 5** for accommodation providers). This would leave a positive community legacy as well as reducing pressure on local accommodation providers. • Ensure the construction stage accommodation camp, if required, is located near existing larger townships (e.g. Echuca, Leitchville and Cohuna) to reduce impacts on already-stretched local services whilst increasing local economic flows. For construction stage workers, this may also help improve the quality of life and connection to Australian regional community. • Despite the modest operations stage workforce size, advocacy for affordable housing for operations stage workforce may be required.	**Medium**
Culture	3. Heritage, including culturally sensitive sites	Negative	C	Medium	Likely	Moderate	**High**	First Nations groups and/or Traditional Owners	• Refer to recommendations from the independent review of the proposed works and their locations to determine what obligations the Applicant may have under the *Aboriginal Heritage Act 2006* and *Aboriginal Heritage Regulations 2018*. • The Applicant could consider setting employment targets for First Nations employees and upskilling programs for First Nations businesses.	**Low**
Way of life; Surroundings and social amenity	4. Local infrastructure to facilitate the project	Mixed	C, O	Medium	Likely	Moderate	**High**	Project neighbours; Community members and special interest groups	• Water – refer to Storm Water Management Plans. • Waste – develop and implement a Waste Management Plan. • Energy security – explore energy efficiency and onsite generation options e.g. solar and biogas. • Telecommunication – consider exploring onsite solutions for connectivity to address operations as part of BAU communications investment.	**Medium**
Community	5. Community cohesion and social capital	Negative	C, O	Medium	Likely	Moderate	**High**	Project neighbours; Community members and special interest groups	• Implement effective stakeholder engagement and communications program and complaints management system. • Develop a program of impact offsets for near neighbours, if required, following consultation.	**Medium**
Community; Way of life	6. Temporary population changes	Mixed	C, O	Very high	Almost certain	Minor	**Medium**	Project neighbours	• Develop and implement a Local Content Strategy. • Consider timing of major regional events, including agricultural production cycles and tourist flows (peaks/troughs) in construction and operations stage planning. • Conduct inclusive community engagement and support initiatives to build social license in Torrumbarry and support cohesion between the existing and new populations.	**Low**
Surroundings and social amenity	7. Landscape character, use, aesthetic value and amenity	Neutral	C, O, D	High	Possible	Moderate	**Medium**	Project neighbours; Community members and special interest groups	• Landscaping measures could soften the visual impact of the sheds and composting facility. • Continue consultation with project neighbours about all project impacts, including amenity. • Develop a program of impact offsets for near neighbours, if required, following consultation.	**Medium**
Accessibility; Way of life	8. Road and traffic	Negative	C, O, D	High	Almost certain	Moderate	**Medium**	Project neighbours	• Implement Traffic Management Plan, with consideration for alignment and complementarity of the *Loddon Campaspe Integrated Transport Strategy (noting this was drafted in 2015)*. • Ensure the stakeholder engagement strategy adequately informs the community of upcoming traffic-related impacts (including road upgrades) and includes mechanisms to ensure local stakeholder ability to raise key concerns for response by Project team. • Make appropriate contributions to road maintenance and upgrades where required. • To comply with the requirements of the Austroads Guide, site access of the Murray Valley Highway needs a combination of Channelised Turn treatments • A Traffic Management Plan (which includes communication requirements with local stakeholders – namely neighbours) should be developed to outline traffic management	**Low**

Social impact category	Impact	Nature: Positive / negative / mixed	Timing / duration: Construction (C) Operations (O) Decommissioning (D)	Expected perceived significance*	Evaluated			Most affected stakeholder group/s	Proposed response measures	Residual impact significance
					Likelihood	Magnitude	Significance			
									measures to ensure the construction traffic has a minimal impact on the capacity and safety of the surrounding road network.	
Health and wellbeing	9. Biosecurity and public health	Negative	O	Medium	Possible	Minor	**Medium**	Project neighbours; Local business; Government and elected representatives	• Make biosecurity protocols, outbreak response plans, and waste management plans available to the community as needed to foster a sense of safety and collective responsibility. • Provide timely community updates and counter misinformation in real time to minimise fear and confusion, as per the stakeholder engagement and communications plan.	**Low**
Surroundings and social amenity	10. Air quality (odour)	Negative	O	Medium	Possible	Minor	**Medium**	Host landholders; Project neighbours	• Implementing proposed project design measures should sufficiently mitigate this impact.	**Low**
Surroundings and social amenity	11. Bushfire hazards	Negative	O	Medium	Possible	Moderate	**Medium**	Host landholders; Project neighbours; Local business; Government and elected representatives	• Continuously review and adapt appropriate design and management measures to address evolving risks within the surrounding landscape. • Implement bushfire protection measures, defendable space, and emergency management planning to safeguard workers and reduce risks to neighbouring properties, and to contribute positively to community safety. • The developments will require upgrades to local road access (e.g., Heppell Road, Baillieu Road) to ensure all-weather access for emergency vehicles.	**Low**
Surroundings and social amenity	12. Storm water and flood risk	Negative	C, O, D	Medium	Possible	Moderate	**Medium**	Host landholders; Project neighbours; Local business; Government and elected representatives	• Implementing the proposed project design measures and the recommended safeguards should sufficiently mitigate this impact, making the stormwater and flood risks of each facility component manageable.	**Low**
Accessibility	13. Access to local services	Negative	C, O	Medium	Possible	Minor	**Medium**	Project neighbours; Community members and special interest groups	• Collaborate with local councils and service providers to plan for increased demand. • Advocate for and invest in upgrades to health, education, childcare, and transport infrastructure – noting this is a relatively short construction stage, so the Applicant is one of many businesses that should support this effort. • Engage the community regularly for feedback and co-design of solutions. • Facilitate partnerships with local service providers and suppliers. • Explore affordable and temporary housing options for new workers and families (see Impact 2: Accommodation and housing).	**Medium**
Livelihoods	14. Agricultural goods production and land productivity	Mixed	O	Medium	Possible	Minor	**Medium**	Project neighbours; Community members and special interest groups	• Consider contributions to broader industry R&D about productivity improvements including to biosecurity and animal welfare.	**Medium**
Surroundings and social amenity	15. Noise	Negative	C, O	Medium	Unlikely	Minimal	**Low**	Host landholders; Project neighbours	• Note that the design and equipment choices align with modern best practices. • To further reduce potential noise impacts, the Applicant could consider using broadband reversing alarms on mobile plant, switching off equipment when not in use, and selecting quieter equipment where possible.	**Low**
Livelihoods	16. Land values and insurance	Negative	O	Medium	Unlikely	Minor	**Low**	Project neighbours	• Communicate any information obtained from industry-led research	**Low**
Surroundings and social amenity	17. Biodiversity	Negative	C, O	Medium	Possible	Minimal	**Low**	Project neighbours; Community members and special interest groups; Local business; Government and elected representatives; First Nations groups and/or Traditional Owners	• Refer to *Biodiversity Assessment*: details a clear "avoid and minimise" statement, including careful micro-siting of infrastructure, implementation of tree protection zones, and specific mitigation and monitoring measures such as the retention of hollow-bearing trees, fauna salvage and translocation protocols, ongoing invasive species control, and conformity with relevant environmental guidelines. • Ten offset sites currently exist that fulfill the offset requirements under EPBC and FFG Acts, confirming the project's compliance pathway and capacity to secure requisite biodiversity compensations.	**Low**

* Column 5 typically describes the perceived significance of an impact based on consultation with stakeholders. Given the engagement program with neighbours and other key stakeholder groups had not commenced before submitting this report, Lecroma has predicted perceived significance based on review of community responses to poultry farm and other similar developments, and other independent technical studies conducted for the EES.

6.20 Cumulative impacts assessment

Cumulative impacts are a result of incremental, sustained, and combined effects of human action and natural variations over time and can be both positive and negative. They can be caused by the compounding effects of a single project or multiple projects in an area, and by the accumulation of effects from past, current and future activities as they arise.

Most identified potential impacts of the project specifically are also of a cumulative nature and therefore cannot be addressed by the Applicant in isolation. Responsibility for addressing these impacts will fall collectively to numerous applicants developing projects in Campaspe Shire and surrounds, alongside the Victorian Government, to develop appropriate strategies to manage, mitigate and/or enhance identified impacts. **Table 28** provides a summary of projects proposed nearby with potential cumulative impacts.

Table 28: Proposed projects nearby with cumulative impact potential

Project name	Distance to project area	Project description	Status
Gunbower National Park Guttrum and Benwell Forests floodplain restoration	~ 25.7km	Floodplain Restoration Project aims to return a more natural flooding regime to improve the ecological condition across approximately 632 hectares of the Murray River floodplain within the Gunbower National Park.	EES not required. Construction planned to begin in 2023, with the project being operational in 2024.
Carag Carag Solar Farm	~ 68.8km	MW: 12 Proponent: ENERPAC Australia	Approved (not operating)
Lancaster Solar Farm	~ 71.5km	MW: 80 Proponent: Esco Pacific	Approved (not operational)
Stanhope Solar Farm	~ 72km	MW: 30 Proponent: GloBird	Approved (not operational)
Corop Solar Farm	~ 78km	MW: 440 Proponent: Leeson Group	Approved (not operational)
Cooba Solar Farm	~ 81.3km	MW: 300 Proponent: Venn Energy	Approved (not operational)
Muskerry Solar Farm	~ 94.2km	MW: 250 Proponent: Edify Energy	Approved (not operational)
Axedale Solar Farm	~ 87.9km	MW: 180 Proponent: UPC Renewables	Approved (not operational)

Source: Department of Energy, Environment and Climate Action (2025), Department of Transport and Planning (2025), Office of Projects Victoria (2025).

Further to the projects identified above, the current capital investment value for infrastructure projects in Campaspe Shire, Victoria, is $195.4 million committed over the next four years (2025–2029), with $42.82 million allocated specifically for the 2025-26 financial year (Campaspe Shire Council 2025).

Key highlights of the 2025-26 capital works budget include:

- $15.85 million for roads infrastructure renewal and upgrades
- $14.53 million for the redevelopment of Victoria Park, Echuca
- $2.96 million for the Wilf Cox Pavilion upgrade in Kyabram
- $1.74 million toward the Echuca Holiday Park master plan
- $1.08 million for kerb and channel drainage works
- $1 million for Shire-wide building renewals

Table 29 outlines potentially positive and negative cumulative impacts, primarily during the construction stage.

Table 29: Potentially negative cumulative impacts primarily during construction

Potential impact theme	Impact details
Flow on economic benefits for the surrounding community and region	• **Positive:** The cumulative capital investment value (CIV) for Campaspe Shire led projects proposed nearby are forecasted to collectively inject $194 million into the local economy across construction stages. With the addition of Torrumbarry Poultry Farm construction stage, up to approximately $500 million is expected to be injected into the local economy in the next two years • **Positive:** Establishing a new regional egg production industry, generating long-term employment and supplier opportunities. Emergence of a new and robust local industry which will create flow on benefits and support service industries and jobs that would otherwise not exist. • **Positive:** Simultaneous large-scale construction projects generate significant demand for skilled and unskilled labour across a broad spectrum of trades, including earthmoving, carpentry, plumbing, electrical, concreting, and site management. This can lead to a notable spike in local employment, reducing unemployment and underemployment levels in the region. Workers who may have previously commuted for work may find viable opportunities closer to home, improving work-life balance and local economic retention. • **Positive:** The demand for building materials, equipment hire, transport, catering, accommodation, and other support services rises significantly with multiple projects underway. This creates indirect jobs and stimulates local supply chains, encouraging the growth of small to medium enterprises and increasing overall business turnover in the area.
Accommodation and housing	• **Positive:** Additional positive impacts for accommodation providers such as increased income, due to the uptake of under-used accommodation by construction workers • **Negative:** Potential to further reduce the availability of some visitor accommodation types (e.g. hotels, motels and caravan park cabins) for tourists and visitors, resulting in potential flow-on effects to tourism related businesses • **Negative:** Decreased availability of housing for seasonal workers, affecting the ability of existing agricultural industries to meet their need for workers to harvest agricultural produce • **Negative:** Potential to further increase demand for rental housing and place upward pressure on rental prices in towns in the area, exacerbating impacts on rental housing affordability and possible housing stress for vulnerable households • **Negative:** Temporary changes to population and demography through significant increases of construction workers travelling to the region
Local content and suppliers, including skilled trades and construction workers	• **Negative:** Increased potential for workers from existing industries to be attracted to work on the project, possibly leading to worker shortages for local businesses and industries, and increasing costs and availability of some construction-related services • **Negative:** Increase in the number of non-local workers temporarily moving to towns and centres in the social locality, exacerbating potential impacts on community cohesion and demand for social infrastructure in the primary study areas, increasing the possibility that some community members will feel resentment to non-local workers and the project **Negative:** Reduced availability of local workers for the project, increasing the need for construction workers to be sourced from areas outside of the areas and demand for visitor accommodation and rental housing to accommodate construction workers and subsequent effects on tourist accommodation and affordable rental housing
Use of local and regional roads for transport of workers, materials and equipment	• **Positive:** May lead to upgrades to transport infrastructure • **Negative:** Increasing road safety risks, including community perceptions about possible risks, for communities in the social locality • **Negative:** Further diminishing amenity for residents and agri-businesses located on regional roads used for haulage activities and effects on the use of properties along primary routes proposed. However, it is important to note that many of the neighbouring projects in Campaspe Shire are over 50km from the proposed project site. It is expected that cumulative negative impacts due to road usage and haulage activities will be minimal

In sum, there is a complex picture of potential cumulative impacts to consider given the unique local and massive scale of renewable energy generation projects proposed. On balance, these impacts have the potential to be transformative for the region and social locality in more positive than negative ways, pending how successfully proposed impact management measures are implemented.

7. Conclusion

Overall, this SIA finds that the Applicant's proposed integrated egg laying operation in Torrumbarry, Victoria, can deliver tangible local and regional benefits while presenting manageable negative social risks. The report highlights 17 potential social impacts and evaluates their likely significance. The report proposes mitigations to enhance or reduce those potential impacts, with the intent to help provide a net benefit to the region.

At a local level, Torrumbarry's small, agriculturally focused community is expected to experience both opportunities and pressures. Key benefits include creating significant direct and indirect employment, stimulating local and regional supply chains, and the potential to improve local infrastructure and diversify the local economic base. If realised, these benefits could strengthen economic resilience, support skill development, and reduce reliance on external labour markets. Conversely, the project may present some challenges that will require proactive management. These include potential short-term housing and accommodation pressures during the construction stage, increased road traffic, and community sensitivities relating to odour, biosecurity, and cultural heritage. While many impacts are likely to be moderate in scale, localised in nature, and receptive to the proposed mitigation responses; their significance, particularly during construction, highlights the need for an early, transparent, and inclusive engagement approach.

At a broader regional scale, Campaspe Shire and neighbouring LGAs stand to benefit from increased economic activity, service demand, and industry diversification. Cumulative impacts, particularly when considered alongside other approved and proposed infrastructure projects, could further amplify both opportunities and pressures. The Applicant will need to work with Council, agencies and industry to coordinate management of workforce sourcing, accommodation, transport, and service provision, to ensure these cumulative effects are balanced in favour of long-term community and economic wellbeing.

On balance, the SIA finds that the project has the potential to deliver net positive social outcomes for Torrumbarry and the wider region if the recommended mitigation, enhancement, and engagement measures are implemented effectively. Success will depend on the Applicant's ongoing commitment to transparent communication, proactive risk management, and sustained collaboration with local stakeholders throughout all stages of the project lifecycle.

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9. Appendices

Table 31: Villages/townships (SAL1) within 50-min drive of project area with populations >1,500

No.	Village/township	Population	Distance from project area	Travel time to project area
1.	Patho	138	7.4 km	5 min
2.	Roslynmead	49	13.8 km	11 min
3.	Wharparilla	483	16.1 km	12 min
4.	Gunbower	578	16.2 km	11 min
5.	Kotta	134	20.7 km	15 min
6.	Bamawm Extension	282	25.9 km	18 min
7.	Leitchville	558	26 km	19 min
8.	Echuca West	442	27 km	20 min
9.	Lockington	850	28.4 km	20 min
10.	Pine Grove	40	30.1 km	22 min
11.	Wee Wee Rup	31	31.2 km	21 min
12.	Horfield	91	32.8 km	23 min
13.	Keely	57	35.7 km	25 min
14.	Bamawm	491	36.1 km	25 min
15.	Kanyapella	51	36.5 km	31 km
16.	McMillans	87	38.9km	27 min
17.	Strathallan	180	40 km	29 min
18.	Pyramid Hill	475	40.5 km	27 min
19.	Terrick Terrick	8	41.4 km	33 min
20.	Ballendella	120	42.4 km	30 min
21.	Jungaburra	0	43 km	32 min
22.	Koyuga	355	43.6 km	34 min
23.	Mincha West	16	44.8 km	34 min
24.	Tennyson	60	45.3 km	30 min
25.	Macorna North	31	45.8 km	31 min
26.	Nanneella	425	46.7 km	36 min
27.	Sylvaterre	22	47.4 km	33 min
28.	Mead	102	47.8 km	34 min
29.	Mitiamo	116	49 km	33 min
30.	Kerang East	44	55 km	38 min
31.	Wyuna	278	55.9 km	41 min
32.	Koroop	63	56.5 km	40 min
33.	Bonn	48	56.7 km	42 min
34.	Prairie	37	57.2 km	38 min
35.	Timmering	90	59.8 km	45 min
36.	Kyvalley	363	60 km	45 min
37.	Koondrook	1,101	61.3 km	43 min

16No.	Village/township	Population	Distance from project area	Travel time to project area
38.	Macorna	67	61.7 km	41 min
39.	Tragowel	83	63.2 km	44 min
40.	Mologa	20	64.2 km	42 min
41.	Dingee	195	65.3 km	43 min
42.	Teal Point	54	65.6 km	45 min
43.	Girgarre	563	67.5 km	50 min
44.	Yarrawalla	78	69.6 km	47 min
45.	Gladfield	32	70.2 km	48 min
46.	Durham Ox	60	70.9 km	48 min
47.	Loddon Vale	24	71.4 km	48 min

Source: Lecroma 2025, Google Maps 2025, ABS Census 2021

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