



ORDINARY COUNCIL MEETING

AGENDA

19 MAY 2020

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that an **ORDINARY MEETING of ORANGE CITY COUNCIL** will be held via Video Conferencing Platform Zoom **on Tuesday, 19 May 2020** commencing at **7.00PM**.

David Waddell

CHIEF EXECUTIVE OFFICER

For apologies please contact Administration on 6393 8218.

AGENDA

EVACUATION PROCEDURE

In the event of an emergency, the building may be evacuated. You will be required to vacate the building by the rear entrance and gather at the breezeway between the Library and Art Gallery buildings. This is Council's designated emergency muster point.

Under no circumstances is anyone permitted to re-enter the building until the all clear has been given and the area deemed safe by authorised personnel.

In the event of an evacuation, a member of Council staff will assist any member of the public with a disability to vacate the building.

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1 INTRODUCTION

1.1 APOLOGIES AND LEAVE OF ABSENCE

1.2 LIVESTREAMING AND RECORDING

This Council Meeting is being livestreamed and recorded. By speaking at the Council Meeting you agree to being livestreamed and recorded. Please ensure that if and when you speak at this Council Meeting that you ensure you are respectful to others and use appropriate language at all times. Orange City Council accepts no liability for any defamatory or offensive remarks or gestures made during the course of this Council Meeting. A recording will be made for administrative purposes and will be available to Councillors.

1.3 OPENING PRAYER

1.4 ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal Australians who are present.

1.5 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Councillors now disclose any conflicts of interest in matters under consideration by the Council at this meeting.

2 MAYORAL MINUTES

Nil

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING**RECOMMENDATION**

That the Minutes of the Ordinary Meeting of Orange City Council held on 12 May 2020 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate records of the proceedings of the Council meeting held on 12 May 2020.

ATTACHMENTS

- 1 Minutes of the Ordinary Meeting of Orange City Council held on 12 May 2020

ORANGE CITY COUNCIL

MINUTES OF THE

ORDINARY COUNCIL MEETING

HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM

ON 12 MAY 2020

COMMENCING AT 7.01PM

1 INTRODUCTION

ATTENDANCE

Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

1.1 APOLOGIES

Nil

1.2 LIVESTREAMING AND RECORDING

The Mayor advised that the meeting was being livestreamed and recorded.

1.3 ACKNOWLEDGEMENT OF COUNTRY

The Mayor conducted the Acknowledgement of Country.

1.4 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Cr T Mileto declared a less than significant non-pecuniary interest in item 5.2 (Council Meeting - Draft Delivery Program 2018/2019 to 2020/2021 and Operational Plan 2020/2021 (Year 3 of the Current Delivery Program) as he is the current President of the Orange District Football Association.

2 MAYORAL MINUTES

Nil

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL ADJOURNED FOR THE CONDUCT OF THE OPEN FORUM AT 7.05PM

OPEN FORUM

PDC – Item 2.2 – DA 417/2019(1) – 1 Hampden Avenue

Andrew Glastonbury

Mr Glastonbury spoke against the development.

Sally Sutherland – Source Architects

Ms Sutherland spoke about the development and design.

Richard Cummins

Mr Cummins is the applicant for the development.

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL RESUMED AT 7.20PM

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RESOLVED - 20/126

Cr S Nugent/Cr S Munro

That the Minutes of the Ordinary Meeting of Orange City Council held on 21 April 2020 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of the proceedings of the Council meeting held on 21 April 2020.

For: Unanimous

Against: Nil

Absent: Nil

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL ADJOURNED FOR THE CONDUCT OF THE POLICY COMMITTEE MEETINGS AT 7.20PM

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL RESUMED AT 8.02PM

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 NOTICE OF MOTION - POLICY GUIDELINES FOR PROCUREMENT

TRIM REFERENCE: 2020/682

RESOLVED - 20/142

Cr S Nugent/Cr J Hamling

That the Council write to the NSW Premier and Minister for Local Government to request that policy guidelines for procurement be relaxed to allow Orange City Council to award, where appropriate, all works to local suppliers.

For: Unanimous

Against: Nil

Absent: Nil

5 GENERAL REPORTS

5.1 ELECTION OF CHAIRPERSON - FINANCE POLICY COMMITTEE

TRIM REFERENCE: 2020/678

Cr Duffy nominated Cr Whitton. There were no further nominations.

RESOLVED - 20/143

Cr K Duffy/Cr S Romano

That Councillor Jeff Whitton be elected as Chairperson of the Finance Policy Committee Meeting.

For: Unanimous

Against: Nil

Absent: Nil

MATTER ARISING

Cr Whitton stepped down as Chairperson of the Infrastructure Policy Committee. A report will be provided to the next Council Meeting to elect a new Chairperson of the Infrastructure Policy Committee.

5.2 DRAFT DELIVERY PROGRAM 2018/2019 TO 2020/2021 AND OPERATIONAL PLAN 2020/2021 (YEAR 3 OF THE CURRENT DELIVERY PROGRAM)

TRIM REFERENCE: 2020/685

Cr T Mileto declared a less than significant non-pecuniary interest in this item 5.2 as he is the current President of the Orange District Football Association and remained in the meeting.

RESOLVED - 20/144

Cr J Hamling/Cr S Nugent

That Council resolves:

- 1 To place the draft Operational Plan 2020/2021 and draft Budget 2020/2021 (including draft Statement of Revenue Policy 2020/2021 and draft Fees and Charges 2020/2021) and updated draft resourcing strategies Long Term Financial Plan 2020/2021 to 2029/2030 and Workforce Management Plan 2020/2021 to 2023/2024 on public exhibition for a minimum of 28 days.

For: Unanimous

Against: Nil

Absent: Nil

6 CLOSED MEETING

In accordance with the Local Government Act 1993, and the Local Government (General) Regulation 2005, in the opinion of the General Manager, the following business is of a kind as referred to in Section 10A(2) of the Act, and should be dealt with in a Confidential Session of the Council meeting closed to the press and public.

In response to a question from the Mayor, the Chief Executive Officer advised that no written submissions had been received relating to any item listed for consideration by the Closed Meeting of Council.

RESOLVED - 20/145**Cr S Munro/Cr R Turner**

That Council adjourn into a Closed Meeting and members of the press and public be excluded from the Closed Meeting, and access to the correspondence and reports relating to the items considered during the course of the Closed Meeting be withheld unless declassified by separate resolution. This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:

6.1 Request for Financial Assistance - Orange Uniting Church

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (d)i commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

6.2 Land Acquisition - Demolition

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (a) personnel matters concerning particular individuals (other than councillors)..

For: Unanimous

Against: Nil

Absent: Nil

The Mayor declared the Ordinary Meeting of Council adjourned for the conduct of the Closed Meeting at 8.29pm.

The Mayor declared the Ordinary Meeting of Council resumed at 8.32pm.

7 RESOLUTIONS FROM CLOSED MEETING

The Chief Executive Officer read out the following resolutions made in the Closed Meeting of Council.

6.1 REQUEST FOR FINANCIAL ASSISTANCE - ORANGE UNITING CHURCH

TRIM REFERENCE: 2020/695

RESOLVED - 20/146**Cr S Munro/Cr R Turner**

That Council resolves:

- 1 That funding of \$27,000 for Lighting to the Anson Street Uniting Church be funded from the FutureCity Project fund.
- 2 To place the proposed allocation of funds to Orange Uniting Church on public exhibition for a minimum of 28 days (in accordance with section 356 of the Local Government Act 1993).

For: Unanimous

Against: Nil

Absent: Nil

*** Cr Romano left the meeting with the time being 8.31pm ***

6.2 LAND ACQUISITION - DEMOLITION

TRIM REFERENCE: 2020/723

RESOLVED - 20/147**Cr S Nugent/Cr J Hamling**

That Council resolves:

- 1 To enter into a Deed of Settlement for the purchase the property 12 Maxwell Avenue Orange.
- 2 To on-sell the property with any surplus funds following payment of all outstanding costs refunded to the registered proprietor.
- 3 That the Chief Executive Officer have the authority to negotiate the terms of the Deed of Settlement.
- 4 That the land be classified as Operational upon acquisition.

For: Cr R Kidd, Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Against: Nil

Absent: Cr Romano

THE MEETING CLOSED AT 8.33PM

This is Page Number 5 and the Final Page of the Minutes of the Ordinary Meeting of Orange City Council held on 12 May 2020.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

Nil

5 GENERAL REPORTS

5.1 RECOMMENDATIONS AND RESOLUTIONS FROM POLICY COMMITTEES

TRIM REFERENCE: 2020/531

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

EXECUTIVE SUMMARY

Council's Policy Committees (Planning and Development Committee, Employment and Economic Development Policy Committee, Infrastructure Policy Committee, Sport and Recreation Policy Committee, Environmental Sustainability Policy Committee, Finance Policy Committee and Services Policy Committee) have delegation to determine matters before those Committees, with the exception of items that impact on Council's Delivery Operational Plan.

This report provides minutes of the Policy Committees held since the last meeting. Resolutions made by the Committees are for noting, and Recommendations are presented for adoption or amendment by Council.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "17.1 Collaborate - Provide representative, responsible and accountable community governance".

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

- 1 That the resolutions made by the Planning and Development Committee at its meeting held on 12 May 2020 be noted.**
- 2 That the resolutions made by the Employment and Economic Development Policy Committee at its meeting held on 12 May 2020 be noted.**
- 2 That the resolutions made by the Infrastructure Policy Committee at its meeting held on 12 May 2020 be noted.**
- 3 That the resolutions made by the Sport and Recreation Policy Committee at its meeting held on 12 May 2020 be noted.**
- 4 That the resolutions made by the Environmental Sustainability Policy Committee at its meeting held on 12 May 2020 be noted.**
- 5 That the resolutions made by the Services Policy Committee at its meeting held on 12 May 2020 be noted.**

FURTHER CONSIDERATIONS

Consideration has been given to the recommendation's impact on Council's service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

SUPPORTING INFORMATION**Planning and Development Committee**

At the Planning and Development Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

Employment and Economic Development Policy Committee

At the Employment and Economic Development Policy Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

Infrastructure Policy Committee

At the Infrastructure Policy Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

Sport and Recreation Policy Committee

At the Sport and Recreation Policy Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

Environmental Sustainability Policy Committee

At the Environmental Sustainability Policy Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

Services Policy Committee

At the Services Policy Committee meeting held on 12 May 2020, all resolutions were made under delegation, and the minutes are presented for noting.

ATTACHMENTS

- 1 PDC 12 May 2020 Minutes, 2020/742 [↓](#)
- 2 EEDPC 12 May 2020 Minutes, 2020/743 [↓](#)
- 3 IPC 12 May 2020 Minutes, 2020/745 [↓](#)
- 4 SRPC 12 May 2020 Minutes, 2020/747 [↓](#)
- 5 ESPC 12 May 2020 Minutes, 2020/744 [↓](#)
- 6 SPC 12 May 2020 Minutes, 2020/746 [↓](#)

ORANGE CITY COUNCIL
MINUTES OF THE
PLANNING AND DEVELOPMENT COMMITTEE
HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM
ON 12 MAY 2020
COMMENCING AT 7.21PM

1 INTRODUCTION

ATTENDANCE

Cr R Turner (Chairperson), Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

Cr Turner thanked and acknowledged all businesses in Orange and especially all the builders, the planners and the developers, involved in our great City who have been able to continue working through the Covid-19 disaster.

2 GENERAL REPORTS

2.1 ITEMS APPROVED UNDER THE DELEGATED AUTHORITY OF COUNCIL

TRIM REFERENCE: 2020/561

RESOLVED - 20/127

Cr S Nugent/Cr J Whitton

That Council resolves to acknowledge the information provided in the report by the Manager Development Assessments on Items Approved Under the Delegated Authority of Council.

For: Unanimous
Against: Nil
Absent: Nil

2.2 DEVELOPMENT APPLICATION DA 417/2019(1) - 1 HAMPDEN AVENUE

TRIM REFERENCE: 2020/612

RESOLVED - 20/128**Cr R Kidd/Cr J Hamling**

That Council resolves to consent to development application DA 417/2019(1) for Residential Flat Building at Lot 1 DP 770447 – 1 Hampden Avenue, Lot 1 DP 111535 – 261 Lords Place, Lot 1 DP 195511 – 259 Lords Place and Lot 1 DP 114618 pursuant to the conditions of consent in the attached Notice of Approval.

Division of Voting**Voted For**

Cr R Kidd, Cr S Romano, Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Voted Against

Nil

Absent

Nil

2.3 DEVELOPMENT APPLICATION DA 89/2020 - 21 MARCH STREET

TRIM REFERENCE: 2020/658

RESOLVED - 20/129**Cr R Kidd/Cr S Munro**

That Council resolves to consent to development application DA 89/2020(1) for Dwelling Alterations and Additions (carport) at Lot A DP 152856 - 21 March Street, Orange pursuant to the conditions of consent in the attached Notice of Approval.

Division of Voting**Voted For**

Cr R Kidd, Cr S Romano, Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Voted Against

Nil

Absent

Nil

2.4 DEVELOPMENT APPLICATION DA 58/2020(1) - 30 MOONSTONE DRIVE

TRIM REFERENCE: 2020/666

RESOLVED - 20/130**Cr S Munro/Cr M Previtera**

That Council resolves to consent to development application DA 58/2020(1) for Dual Occupancy (change of use from secondary dwelling) and Subdivision (two lot residential) at Lot 406 DP1159176, 30 Moonstone Drive, Orange pursuant to the conditions of consent in the attached Notice of Determination.

Division of Voting**Voted For**

Cr R Kidd, Cr S Romano, Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Voted Against

Nil

Absent

Nil

2.5 DEVELOPMENT APPLICATION DA 5/2020(1) - LOT 72 CARWOOLA DRIVE

TRIM REFERENCE: 2020/705

RESOLVED - 20/131**Cr K Duffy/Cr S Munro**

That Council consents to development application DA 5/2020(1) for Subdivision (11 lot residential) at Lot 72 DP 1251988 - Carwoola Drive, Orange pursuant to the conditions of consent in the attached Notice of Approval.

Division of Voting**Voted For**

Cr R Kidd, Cr S Romano, Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Voted Against

Nil

Absent

Nil

THE MEETING CLOSED AT 7.32PM.

ORANGE CITY COUNCIL
MINUTES OF THE
EMPLOYMENT AND ECONOMIC DEVELOPMENT POLICY
COMMITTEE

HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM

ON 12 MAY 2020

COMMENCING AT 7.32PM

1 INTRODUCTION

ATTENDANCE

Cr T Mileto (Chairperson), Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

2 COMMITTEE MINUTES

2.1 MINUTES OF THE ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE HELD 12 FEBRUARY 2020

TRIM REFERENCE: 2020/680

RESOLVED - 20/132

Cr S Nugent/Cr S Munro

That Council resolves to:

- 1 Acknowledge the presentations to the Economic Development Community Committee at its meeting held on 12 February 2020 and;
- 2 That the minutes of the Economic Development Community Committee of 12 February 2020 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

MATTERS ARISING

Cr Nugent acknowledged the good work that Regional Development Australia Central West has been doing through their free webinar series on supporting local businesses in terms of social media and website design during COVID-19.

Cr Mileto requested an update on the current status of Huntley Road and if Council has made any grant application for funding for Huntley Road. Director Technical Services advised that through the maintenance grants, an application was put in for a number of roads and Huntley Road was one of those.

THE MEETING CLOSED AT 7.35PM.

ORANGE CITY COUNCIL

MINUTES OF THE
INFRASTRUCTURE POLICY COMMITTEE
HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM
ON 12 MAY 2020
COMMENCING AT 7.35PM

1 INTRODUCTION

ATTENDANCE

Cr J Whitton (Chairperson) (Deputy Mayor), Cr R Kidd (Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr S Romano, Cr G Taylor, Cr R Turner

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

2 COMMITTEE MINUTES

2.1 MINUTES OF THE AIRPORT COMMUNITY COMMITTEE MEETING - 26 FEBRUARY 2020

TRIM REFERENCE: 2020/438

RESOLVED - 20/133

Cr R Kidd/Cr J Hamling

That Council resolves to acknowledge the reports presented to the Airport Community Committee at its meeting of 26 February 2020.

For: Unanimous

Against: Nil

Absent: Nil

3 GENERAL REPORTS

3.1 CURRENT WORKS

TRIM REFERENCE: 2020/664

RESOLVED - 20/134

Cr S Nugent/Cr R Turner

That Council resolves to note the report on Current Works.

For: Unanimous

Against: Nil

Absent: Nil

MATTER ARISING

Cr Munro requested a report be brought back to Council on the number of apprentices currently employed by Council and whether the number could be increased.

THE MEETING CLOSED AT 7.45PM.

ORANGE CITY COUNCIL
MINUTES OF THE
SPORT AND RECREATION POLICY COMMITTEE
HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM
ON 12 MAY 2020
COMMENCING AT 7.46PM

1 INTRODUCTION

ATTENDANCE

Cr J Hamling (Chairperson), Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

2 COMMITTEE MINUTES

2.1 SHOWGROUND COMMUNITY COMMITTEE MEETING - 4 MARCH 2020

TRIM REFERENCE: 2020/526

RESOLVED - 20/135

Cr R Kidd/Cr S Munro

That Council acknowledge the reports presented to the Orange Showground Community Committee at its meeting held on 4 March 2020.

For: Unanimous

Against: Nil

Absent: Nil

MATTER ARISING

Councillor Duffy requested a list be circulated to Councillors on the steps required to be taken by Council in order to remove the BMX track.

THE MEETING CLOSED AT 7.51PM

ORANGE CITY COUNCIL

MINUTES OF THE

ENVIRONMENTAL SUSTAINABILITY POLICY COMMITTEE

HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM

ON 12 MAY 2020

COMMENCING AT 7.51PM

1 INTRODUCTION

ATTENDANCE

Cr M Previtera (Chairperson), Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Munro, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

2 COMMITTEE MINUTES

2.1 MINUTES OF THE PARKS, TREES AND WATERWAYS COMMUNITY COMMITTEE MEETING HELD ON 20 NOVEMBER 2019

TRIM REFERENCE: 2020/382

RESOLVED - 20/136

Cr R Kidd/Cr S Nugent

- 1 That Council acknowledge the reports presented to the Parks, Trees and Waterways Community Committee at its meeting held on 20 November 2019.
- 2 That Council resolve recommendations 3.1 and 4.1 and note 3.2 from the minutes of the Parks, Trees and Waterways Community Committee meeting of 20 November 2019.
 - 3.1 *Items For Discussion*
 - 1 *Organise a walk around Cook Park and a workshop to examine Masterplan*
 - 2 *Assess the list of parks for tree planting and conduct a site inspection of parks on a Sunday, in early 2020.*
 - 3.2 *Entrance Signs*
 - 1 *Agreed that the Mitchell Highway and Molong Road entrance signs are a priority.*
 - 2 *Agreed on the Tallangatta example for the entrance signs.*
 - 4.1 *Parks, Trees And Waterways Community Committee Action Plan*
 - 1 *That the Parks, Trees and Waterways Community Committee Action Plan be reviewed and priorities determined.*
- 3 That the remainder of the minutes of the Parks, Trees and Waterways Community Committee at its meeting held on 20 November 2019 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

2.2 MINUTES OF THE ENVIRONMENTAL SUSTAINABILITY COMMUNITY COMMITTEE MEETING HELD ON 13 DECEMBER 2019

TRIM REFERENCE: 2020/496

RESOLVED - 20/137

Cr R Kidd/Cr S Nugent

- 1 That Council acknowledge the reports presented to the Environmental Sustainability Community Committee at its meeting held on 13 December 2019.
- 2 That Council determine recommendations 4.1, 4.2, 4.3 and 4.5 from the minutes of the Environmental Sustainability Community Committee meeting of 13 December 2019.

Item 4.1 Water Priority Project Team Update

That the Committee request Council staff investigate the idea of "Permanent Water Saving Rules" to 'replace' Levels 1 and 2 Water Restrictions in Orange and report back to the Committee with their findings

Item 4.2 Energy Priority Project Team Update

That a congratulations be extended to Council staff involved with the Chiller project on behalf of the Committee.

Item 4.3 Waste Update

That the Plastics (Waste) Priority Projects Team and Council's Manager Waste Services and Technical Support investigate the feasibility of engaging with TerraCycle in Orange, including budget requirements.

Item 4.5 Plastics Priority Project Team Update

1. *That Council investigate the cost and potential locations for 6 to 10 additional water bottle filling stations in the CBD and other areas in the city with high pedestrian traffic.*
 2. *That Council investigate the feasibility of installing a soft plastics and "Lids for Kids" collection point in a central, publically accessible location in Orange.*
 3. *That Council research the NZ and ACT Models for single-use plastic bag bans, as well as one at Council level and report back to the Environmental Sustainability Committee in the first half of 2020.*
 4. *That Council establish an inter-disciplinary team to plan for an expanded involvement in the 2020 Plastic Free July Event.*
- 3 That the remainder of the minutes of the Environmental Sustainability Community Committee at its meeting held on 13 December 2019 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

**2.3 MINUTES OF THE ENVIRONMENTAL SUSTAINABILITY COMMUNITY COMMITTEE –
14 FEBRUARY 2020**

TRIM REFERENCE: 2020/494

RESOLVED - 20/138**Cr S Nugent/Cr J McRae**

1 That Council acknowledge the reports presented to the Environmental Sustainability Community Committee at its meeting held on 14 February 2020.

2 That Council determine recommendations 3.3 and 3.5 from the minutes of the Environmental Sustainability Community Committee meeting of 14 February 2020 being:

*Item 3.3 Water Update**That Council's Staff provide a short report summarising notes, ideas and suggestions from the community water forums which were held over January and February 2020**Item 3.5 Update Orange Transitioning to a Water Sensitive City**That the Environmental Sustainability Community Committee recommends to the Environmental Sustainability Policy Committee that council appoint staff necessary to engage with the Cooperative Research Centres Water Sensitive Cities to develop a strategy to compile information for preliminary report, Orange transition to a Water Sensitive City, to be completed for presentation to Orange City Council for consideration.*

3 That the remainder of the minutes of the Environmental Sustainability Community Committee at its meeting held on 14 February 2020 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

THE MEETING CLOSED AT 7.55PM

ORANGE CITY COUNCIL

MINUTES OF THE

SERVICES POLICY COMMITTEE

HELD IN VIA ONLINE VIDEO CONFERENCING PLATFORM ZOOM

ON 12 MAY 2020

COMMENCING AT 7.55PM

1 INTRODUCTION

ATTENDANCE

Cr S Munro (Chairperson), Cr R Kidd (Mayor), Cr S Romano (Deputy Mayor), Cr K Duffy Cr J Hamling, Cr J McRae, Cr T Mileto, Cr S Nugent, Cr M Previtera, Cr G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services, Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Manager Corporate Governance, Manager Financial Services, Governance Coordinator, Administration Officer Governance

APOLOGIES AND LEAVE OF ABSENCE

Nil

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil

2 COMMITTEE MINUTES

2.1 MINUTES OF THE COMMUNITY SAFETY AND CRIME PREVENTION COMMITTEE HELD ON 24 FEBRUARY 2020

TRIM REFERENCE: 2020/480

RESOLVED - 20/139

Cr J Hamling/Cr S Romano

- 1 That Council acknowledge the reports presented to the Community Safety & Crime Prevention Committee at its meeting held on 24 February 2020.
- 2 That the remainder of the minutes of the Community Safety & Crime Prevention Committee at its meeting held on 24 February 2020 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

2.2 MINUTES OF THE AGEING AND ACCESS COMMUNITY COMMITTEE - 4 MARCH 2020

TRIM REFERENCE: 2020/696

RESOLVED – 20/140**Cr Romano/Cr Nugent**

- 1 That Council acknowledge the reports presented to the Ageing and Access Community Committee at its meeting held on 4 March 2020.
- 2 That Council determine recommendations 3.1, 4.1 and 4.2 from the minutes of the Ageing and Access Community Committee meeting of 4 March 2020:
 - 3.1 (1) That Orange City Council investigate the development of a Missed Business brochure.
(2) That Orange City Council investigate the establishment of an annual Access Award as a part of the Orange Business Awards.
 - 4.1 (1) That Orange City Council financially support the update of the Orange Mobility Map by providing \$5,000 funding towards the project.
(2) That Orange City Council promote the update of the Orange Mobility Map.
 - 4.2 (1) That the Choices at Home and Disability Services' Continuous Improvement Register be reported on as a part of the Ageing and Access Community Committee Action Plan.
(2) That the Ageing and Access Community Committee Action Plan be reviewed and updated.
- 3 That the remainder of the minutes of the Ageing and Access Community Committee at its meeting held on 4 March 2020 be adopted.

For: Unanimous

Against: Nil

Absent: Nil

2.3 MINUTES OF THE SPRING HILL COMMUNITY COMMITTEE MEETING - 11 MARCH 2020

TRIM REFERENCE: 2020/520

RESOLVED - 20/141**Cr K Duffy/Cr J McRae**

- 1 That Council acknowledge the reports presented to the Spring Hill Community Committee at its meeting held on 11 March 2020.
- 2 That Council determine recommendations 3.1, 4.1, 4.2, from the minutes of the Spring Hill Community Committee meeting of 11 March 2020:
 - 3.1 1 That the update on Dump Points be acknowledged;
 - 2 That investigations take place into additional appropriate locations for a dump point
 - 4.1 1 That the report on enforcement of speed limits be acknowledged.
 - 2 That correspondence be forwarded to Road and Maritime Services requesting consideration for mobile speed cameras to be deployed to Spring Hill.
 - 3 That correspondence be forwarded to the Roads and Safety Officer requesting assistance with obtaining speed indication signage.
 - 4.2 1 That the report on Additional Lease of Land be acknowledged.
 - 2 That the estimated cost of \$10,000 be considered as part of the Spring Hill budget considerations.
- 3 That the remainder of the minutes of the Spring Hill Community Committee at its meeting held on 11 March 2020 be adopted with an amendment to remove Cr Munro as being in attendance at the meeting.

For: Unanimous

Against: Nil

Absent: Nil

THE MEETING CLOSED AT 8.02PM.

5.2 STATEMENT OF INVESTMENTS - APRIL 2020

TRIM REFERENCE: 2020/711

AUTHOR: Jason Cooke, Manager Financial Services

EXECUTIVE SUMMARY

The purpose of this report is to provide a statement of Council's investments held as at 30 April 2020.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "17.2 Collaborate - Ensure financial stability and support efficient ongoing operation".

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves:

- 1 To note the Statement of Investments as at 30 April 2020.
- 2 To adopt the certification of the Responsible Accounting Officer.

FURTHER CONSIDERATIONS

Consideration has been given to the recommendation's impact on Council's service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

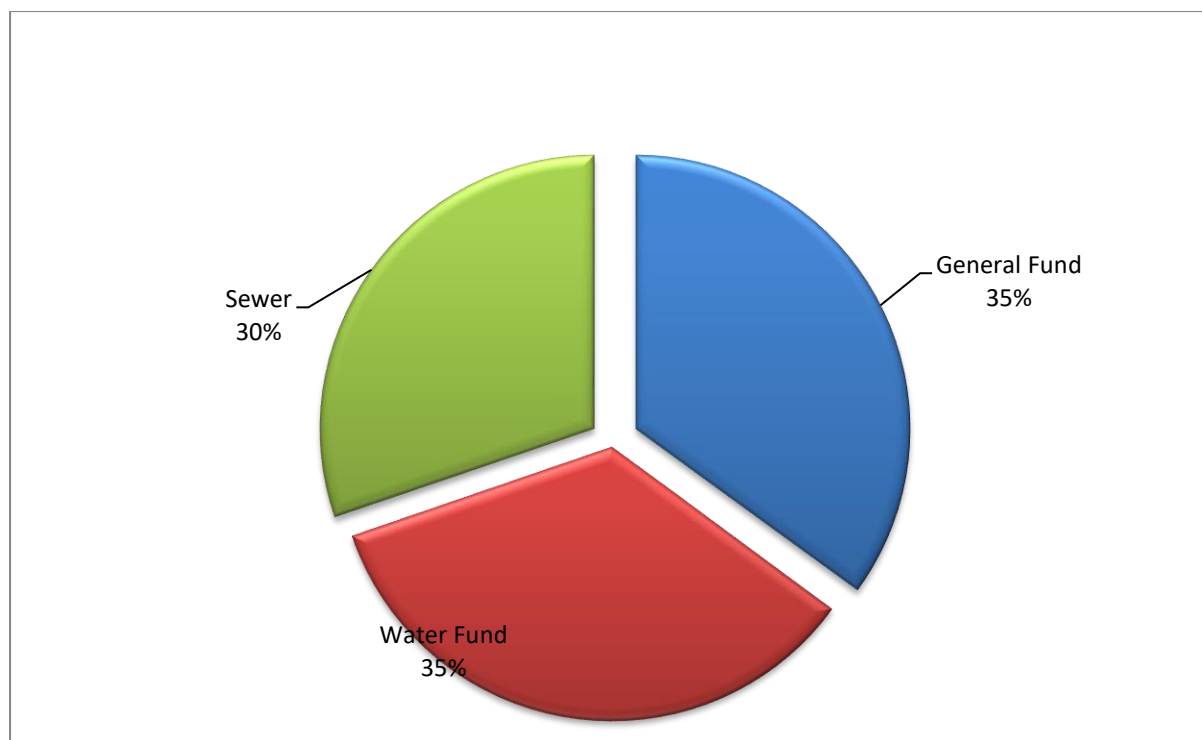
SUPPORTING INFORMATION

Section 212(1) of the Local Government (General) Regulation 2005 requires that a written report be presented each month at an Ordinary Meeting of the Council detailing all money that Council has invested under Section 625 of the Local Government Act 1993.

As at 30 April 2020, the investments held by Council in each fund is shown below:

	30/04/2020	31/03/2020
General Fund	59,821,072.77	68,273,416.06
Water Fund	59,290,632.67	57,956,395.45
Sewer Fund	51,639,567.34	51,938,914.16
Total Funds	170,751,272.78	178,168,725.67

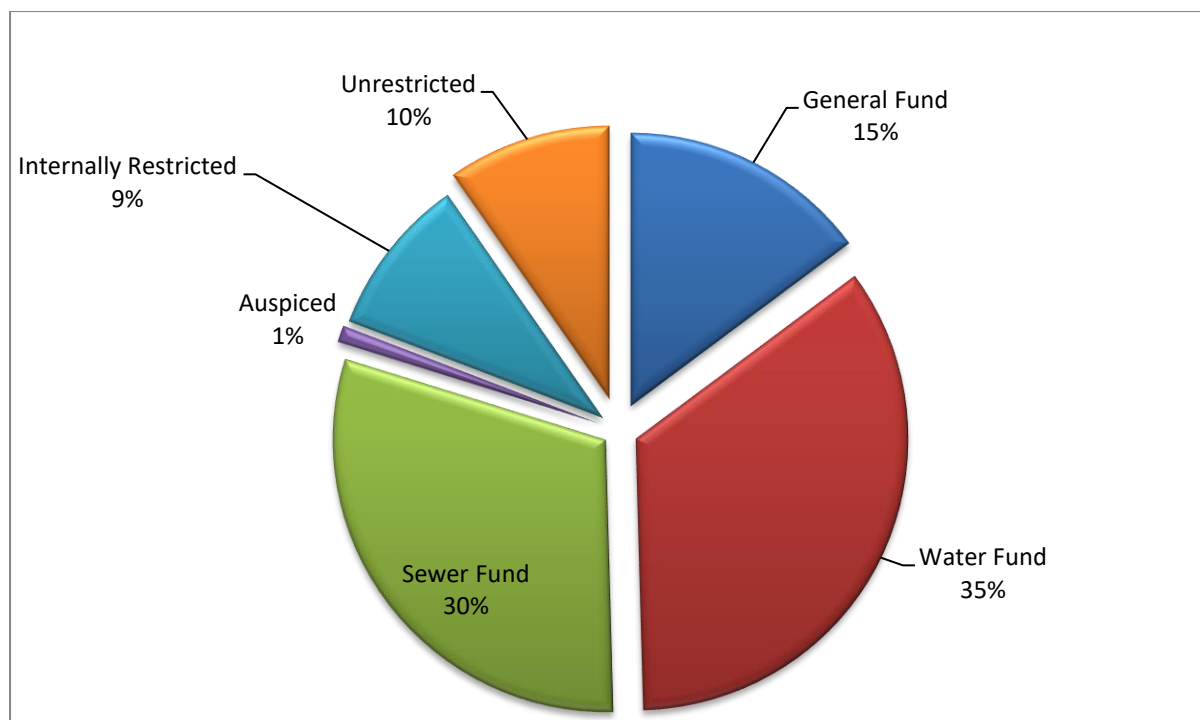
5.2 Statement of Investments - April 2020



A reconciliation of Council's investment portfolio provides a summary of the purposes for which Council's investments are being held. The summary is as follows:

	30/04/2020	31/03/2020
Externally Restricted		
- General Fund	25,337,690.84	26,803,990.93
- Water Fund	59,290,632.67	57,956,395.45
- Sewer Fund	51,639,567.34	51,938,914.16
- Auspiced	1,702,428.42	1,702,428.42
Internally Restricted	16,208,553.16	16,248,071.33
Unrestricted	16,572,400.35	23,518,925.38
Total Funds	\$170,751,272.78	\$178,168,725.67

The unrestricted cash position movements during the month are normal as projects commence and income is received. Movements may also arise following processing of income received between funds or into restricted assets to appropriately allocate for the purposes Council has determined. The level of investments reduced in April 2020 due somewhat to the impact COVID-19 has had on Council's cashflow, with the closure of several of Council's business units including the Aquatic Centre, Library, Civic Theatre and Visitors Information Centre. Council also made the decision to make payments to creditors on a 7 day term to assist the community with their own cashflows. Council's cashflow is monitored on a daily basis and some investments have been redeemed rather than rolled over to support requirements.

**Portfolio Advice**

Council utilises the services of an independent investment advisor in maintaining its portfolio of investments. Council's current investment advisor is Imperium Markets, an independent asset consultant that works with wholesale investors to develop, implement and manage their investment portfolio. Imperium Markets is a leading provider of independent investment consulting services to a broad range of institutional investors including government agencies, superannuation funds and not-for-profit organisations.

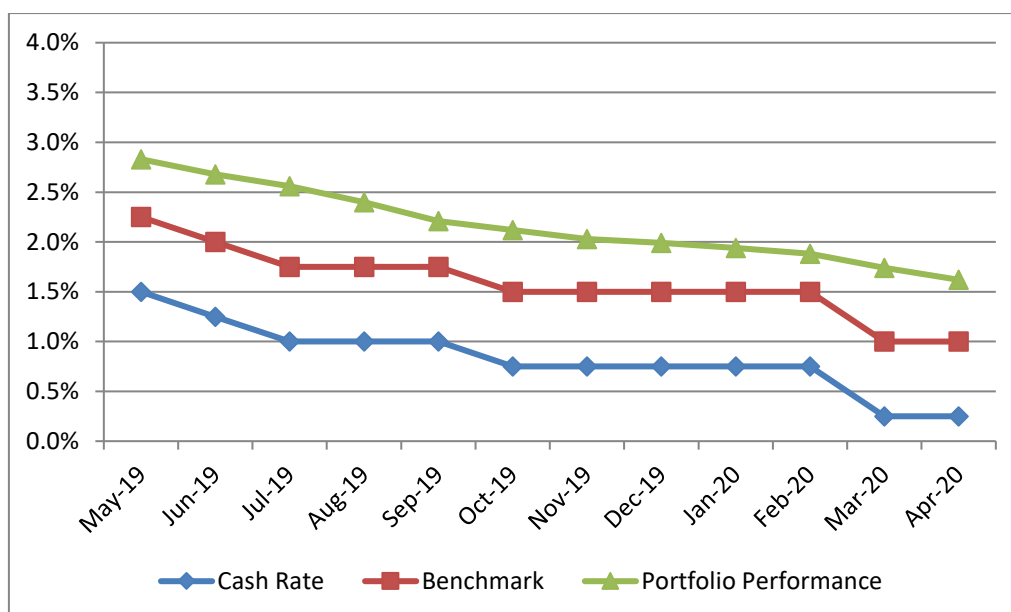
Imperium Markets major services provided to Council include:

- Quarterly portfolio summary reports
- Advice on investment opportunities, in particular Floating Rate Note products
- Advice on policy construction
- Year-end market values for Floating Note Rate products held by Council.

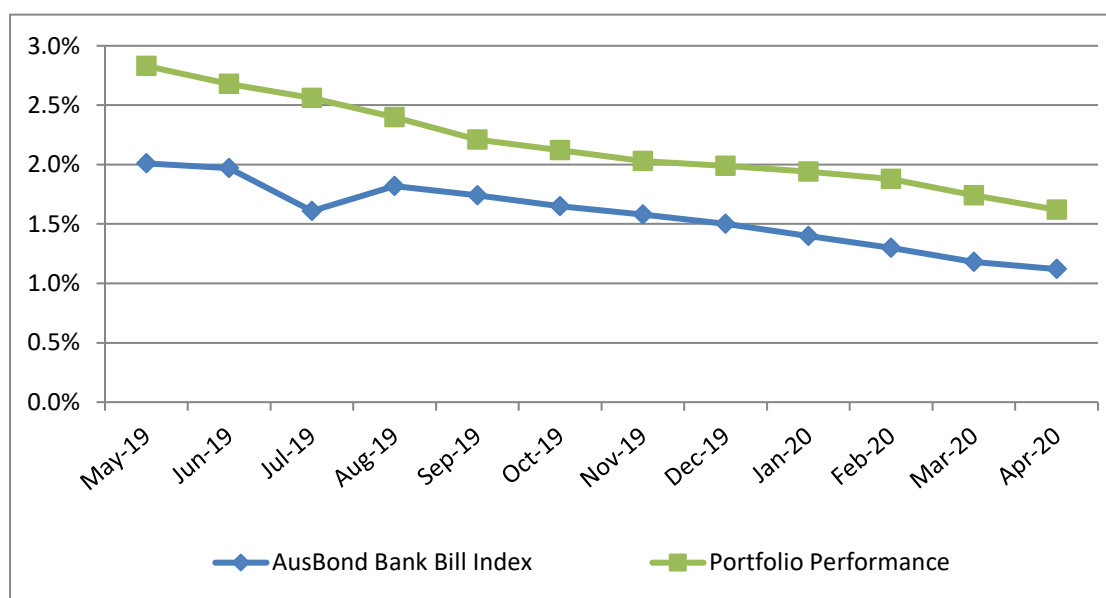
Portfolio Performance

Council's current Long Term Financial Plan establishes the benchmark for Council's interest on investments at "75 basis points above the current cash rate". The cash rate as at 30 April 2020 remained at 0.25 per cent. The weighted average interest rate of Council's investment portfolio at the same reporting date was 1.63 per cent which continues to exceed Council's benchmark i.e. the cash rate of 0.25 per cent plus 0.75 per cent (or 75 basis points).

5.2 Statement of Investments - April 2020



Council has also utilised the AusBond Bank Bill Index to provide a further benchmark focused towards long term investments. As at 30 April 2020, the AusBond rate was 1.12 per cent. The weighted average interest rate of Council's investment portfolio at the same reporting date was 1.63 per cent.



Council's Investment Policy establishes limits in relation to the maturity terms of Council's investments as well as the credit ratings of the institutions with whom Council can invest.

The following tables provide a dissection of Council's investment portfolio as required by the Policy. The Policy identifies the maximum amount that can be held in a variety of investment products or with institutions based on their respective credit ratings.

Table 1 shows the percentage held by Council (holdings) and the additional amount that Council could hold (capacity) for each term to maturity allocation in accordance with limits established by Council's Policy.

5.2 Statement of Investments - April 2020

Table 1: Maturity – Term Limits

Term to Maturity Allocation	Maximum	Holding	Remaining Capacity
0 - 3 Months	100.00%	27.39%	72.61%
3 - 12 Months	100.00%	40.73%	59.27%
1 - 2 Years	70.00%	17.32%	52.68%
2 - 5 Years	50.00%	14.55%	35.45%
5+ Years	25.00%	0.00%	25.00%

Table 2 shows the total amount held, and the weighted average interest rate (or return on investment), by credit rating. The credit rating is an independent opinion of the capability and willingness of a financial institution to repay its debts, or in other words, the providers' financial strength or creditworthiness. The rating is typically calculated as the likelihood of a failure occurring over a given period, with the higher rating (AAA) being superior due to having a lower chance of default. However, it is generally accepted that this lower risk will be accompanied by a lower return on investment.

Table 2 demonstrates that Council receives a lower return for its A rated and above investments than for those with ratings of B or less. The level of money held in the bank accounts has been added to the table to illustrate the ability of Council to cover the operational liabilities that typically occur (for example payroll, materials and contracts, utilities).

Table 2: Credit Rating Limits

Credit Rating	Maximum	Holding	Remaining Capacity	Value	Return on Investment
Bank Accounts	100.00%	4.46%	95.54%	\$7,617,284.63	0.25%
AAA	100.00%	0.00%	100.00%	N/A	N/A
AA	100.00%	25.62%	74.38%	\$43,751,240.00	1.58%
A	60.00%	37.63%	22.37%	\$64,250,000.00	1.78%
BBB & NR	40.00%	32.29%	7.71%	\$55,132,748.15	1.67%
Below BBB	0.00%	0.00%	0.00%	N/A	N/A

AMP Bank was downgraded by Standard and Poor's from A to BBB during August 2019, thereby pushing the holdings of BBB rated products close to the maximum capacity. This situation continues to be monitored and will be addressed over time, by transferring across to A rated counterparties as the BBB rated investments fall due.

Certification by Responsible Accounting Officer

I, Jason Cooke, hereby certify that all investments have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

5.3 QUARTERLY BUDGET REVIEW AND PROGRESS REPORT - QUARTER 3 OF 2019/2020

RECORD NUMBER: 2020/661

AUTHOR: Jason Cooke, Manager Financial Services

EXECUTIVE SUMMARY

This report provides the third quarter review of the 2019/20 - 2022/23 Delivery/Operational Plan, as required under section 403 of the *Local Government Act 1993*. This report illustrates the progress Council is making on the strategies and tasks identified in its strategic planning documents.

This report also provides a summary of Council's financial position over the quarter. The Directions (Collaborate, Live, Prosper, Preserve) financial summary tables with the attached Performance Indicators and quarterly review documents have been reviewed and updated and include projects across all three funds (General, Water and Sewer).

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "17.2 Collaborate - Ensure financial stability and support efficient ongoing operation".

FINANCIAL IMPLICATIONS

The Quarterly Review has identified unfavourable variations totalling \$3,624,985 to Council's adopted budget. The effect of these variations results in Council's projected overall year-end consolidated position becoming a small deficit of \$213,769 including capital.

Table 1 below presents Council's projected year-end result by Direction as identified in the Community Strategic Plan and the Delivery/Operational Plan. It is important to note that all red bracketed numbers in Tables 1-3 below indicate a surplus result for Council.

Direction	Adopted Budget	Proposed Variations	Proposed Budget
Collaborate	(27,348,887)	(228,632)	(27,577,519)
Live	14,985,129	1,150,645	16,135,774
Prosper	714,635	1,884,148	2,598,783
Preserve	8,237,907	818,824	9,056,731
Total	(3,411,216)	3,624,985	213,769

Table 1: Projected year-end position by Direction

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

Table 2 presents Council's projected year-end result by Fund, showing Cost to Council (which includes capital expenditure, capital income and funding).

Fund	Adopted Budget	Proposed Variations	Proposed Budget
General	(494,693)	3,687,985	3,193,292
Water	(1,067,735)	432,000	(635,735)
Sewer	(1,848,788)	(495,000)	(2,343,788)
Total	(3,411,216)	3,624,985	213,769

Table 2: Projected year-end position by Fund

Table 3 presents Council's projected year-end Operating Result (before capital) by Fund.

Fund	Adopted Budget	Proposed Variations	Proposed Budget
General	1,269,394	1,389,532	2,658,926
Water	(570,459)	746,000	175,541
Sewer	(1,077,395)	0	(1,077,395)
Total	(378,460)	2,135,532	1,757,072

Table 3: Projected year-end operating result by Fund

Material changes to budget in the March quarterly review

Further information on the individual variations proposed as part of this review, which have a material effect on Council's financial results, is detailed in Tables 4 to 8 below.

While there are a number of variations detailed in the Tables, the significant contributors to the overall net variation are the impacts of COVID-19, lower than expected water revenue, increased costs of Macquarie pipeline operations, and the deferral of some projects and property sales.

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

Table 4: General Fund Operating Result

General Fund Operating Result		
	Adopted December quarter 19/20 general fund deficit operating result	\$1,269,394
ADD	Borrowing cost savings due to later loan drawdown	(\$260,000)
	Block grant transferred to capital projects	(\$100,000)
	Roads to recovery grants transferred to capital projects	(\$179,809)
		\$729,585
LESS	COVID-19 Council resolution - waived commercial rents	\$160,500
	COVID-19 Council resolution - waived interest and charges on overdue rates	\$25,000
	COVID-19 Council resolution - revenue loss from closure of services	\$1,678,841
	Risk management review paid from Reserves	\$40,000
	Future City operating expenses	\$25,000
	Closing general fund deficit operating result	\$2,658,926

Table 5: General Fund Overall Cost to Council

General Fund Overall Cost to Council		
	Adopted December quarter 19/20 general fund overall cost to council surplus	(\$494,693)
ADD	Opex increases funded from reserves	(\$40,000)
	Deferral of part of scout camp project by one year	(\$157,438)
		(\$692,131)
LESS	Movement in general fund operating result	\$1,389,532
	Removal of transfer from reserves to pay borrowing costs	\$260,000
	Entrance Signs	\$50,000
	Deferral of FutureCity loans by one year	\$424,260
	Pool inflatables	\$31,822
	Deferral of sale of Perc Griffith Way	\$1,450,000
	Block grant transferred to capital projects	\$100,000
	Roads to recovery grants transferred to capital projects	\$179,809
	Closing general fund overall cost to council deficit	\$3,193,292

Table 6: Water Fund Operating Result

Water Fund Operating Result		
	Adopted December quarter 19/20 water fund surplus operating result	(\$570,459)
LESS	Water conservation increase	\$30,000
	Reduction to Non residential water usage income	\$500,000
	Macquarie Pipeline - electricity cost increase	\$180,000
	Drought Modelling funded from capital	\$14,000
	Macquarie Pipeline monitoring	\$22,000
	Closing water fund deficit operating result	\$175,541

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

Table 7: Water Fund Overall Cost to Council

Water Fund Overall Cost to Council		
	Adopted December quarter 19/20 water fund overall cost to council surplus	(\$1,067,735)
ADD	Drought Modelling funded from capital works	(\$14,000)
	Lake Canobolas Water retic moved to 20/21	(\$300,000)
		(\$1,381,735)
LESS	Movement in water fund operating result	\$746,000
	Closing water fund overall cost to council surplus	(\$635,735)

Table 8: Sewer Fund Overall Cost to Council

Sewer Fund Overall Cost to Council		
	Adopted December quarter 19/20 sewer fund overall cost to council surplus	(\$1,848,788)
ADD	Lake Canobolas Sewer upgrade moved to 20/21	(\$300,000)
	STP Inlet works moved to 20/21	(\$195,000)
	Closing sewer fund overall cost to council surplus	(\$2,343,788)

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves:

- 1 That the information provided in the report on the quarterly budget and performance indicators review for December 2019 to March 2020 be acknowledged.
- 2 The bank reconciliation statement be acknowledged.
- 3 To adopt unfavourable variations in the consolidated overall cost to council arising from the March 2020 quarterly review amounting to \$3,624,985.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's other key risk categories and the following comments are provided:

Service Delivery	The Performance Indicators highlight progress in achieving the strategies and actions set by Council's Delivery/Operational Plan. The "traffic light" indicators show the status of each task. A green light indicates the task is on track. An amber light suggests some delay and a red light is provided to those tasks that are unable to be achieved. All tasks have a comment that indicates progress.
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SUPPORTING INFORMATION**Highlights of the Quarter**

- Work began in January on the new \$3.4 million indoor cricket centre at Wade Park. Orange City Council awarded the construction tender to Bathurst-based firm Hines Constructions, the same company that built the Anzac Park indoor sports centre.
- Work also began in January on the new Robertson Park toilets and new change rooms and public toilets on the western side of the Sir Jack Brabham sporting fields.
- A timeline for the introduction of level 6 water restrictions was flagged in early January as Orange City Council released plans to delay or avoid the tighter limits. Orange City Council CEO, David Waddell, said that while a lot had been achieved in reducing consumption and expanding the supply, there could be difficult times ahead with reservoirs sitting on 23 per cent. Alongside details of how much water has come from Orange's stormwater harvesting system during January came news that the Orange community reached its lowest level of water use for the last ten years.
- Orange City Council hosted community water forums in January to engage with the local community and the business sector to ensure everyone works together to avoid reaching level 6 water restrictions.
- Orange City Council was able to pump water from the Macquarie River more often, following a decision by the NSW Water Minister in February. The NSW Government approved a change in the trigger-point when pumping can begin from river, down from a flow-rate of 108 megalitres a day at the off-take point, to 38 megalitres a day. This threshold amendment was the first project to be approved under the NSW Government's *Critical Needs* water legislation introduced last year to fast track vital water infrastructure for regional towns.
- Work to upgrade more than 4,900 streetlights in Orange to energy efficient technology began in January as part of a major energy efficiency project that will save hundreds of thousands in electricity bills and reduce greenhouse gas emissions for ratepayers.
- The February announcement by Qantas to begin flights to Orange was welcomed as a major boost for the region and tourism. Orange is Qantas' 13th destination in NSW after Sydney, Albury, Armidale, Ballina (Byron Bay), Coffs Harbour, Dubbo, Lord Howe Island, Moree, Newcastle, Port Macquarie, Tamworth and Wagga Wagga.
- Orange City Council took two of its meetings on the road during February. The Council held its regular meetings in the Assembly Hall of Bowen Public School as well as the Glenroi Community Centre. The decision was due to the upgrade of the lift in the Civic Centre.
- Orange City Council was pleased to host a civic welcome for the latest group of Japanese exchange students from Ushiku, one of Orange's Sister Cities, in March.
- Orange City Council welcomed the decision by Orange's Harris Farm outlet to make food available to families in need during the COVID-19 crisis. The Orange branch of the fresh food retailer began making fruit and vegetables available to local agencies to distribute to families. Council staff were involved in packing the supplies.
- Work began in March on the first stage of a major project to upgrade the footpath lighting in two key areas of Orange. In September last year Orange City Council awarded a \$1.7 million tender to install new footpath lighting in Summer Street and along Anson street to the new DPI building. In the first stage of the project, contractors began trench-excavation work along Anson Street from Summer Street to Prince Street. Poles will be installed about every 15 metres along the footpath on the eastern side of the street.

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

- A number of Council facilities and agencies were closed in March following decisions by national health authorities as part of the COVID-19 response. The effected services included the Aquatic Centre, Library, Gallery and Museum as well as the suspension of over-the-counter payments at the Civic Centre. Decisions also prompted the closure of playground equipment in more than thirty community neighbourhood parks, three skate parks and outdoor exercise equipment in three local parks.
- Orange City Council created a free online business directory, a centralised place for local consumers to see which businesses are open and what services are currently available during the COVID-19 crisis.

Other Expenses

The format of the attached financial reports and the financial statements is prescribed. Council has requested details of the "Other Expenses" element in the statements given the high value of this item. The additional information is provided in Table 9 below. The only change relates to the increase in expected electricity charges for the Macquarie Pipeline.

Table 9: Details of other expenses

Consolidated						
		Adopted Dec19 Budget	Actuals	Balance	Proposed Variation	Revised Budget
	Other Expenses					
	Telephone Charges	339,681	237,352	102,329	0	339,681
	Insurance	874,680	628,602	246,078	0	874,680
	Donations	60,000	55,192	4,808	0	60,000
	Electricity Charges	4,308,017	2,529,825	1,778,192	180,000	4,488,017
	Gas Charges	291,378	217,892	73,486	0	291,378
	Mayor & Councillor Fees	287,610	219,395	68,215	0	287,610
	Computer Leases	180,000	122,111	57,889	0	180,000
	Regional Library Administration Fee	1,332,148	0	1,332,148	0	1,332,148
	Other	190,729	162,355	28,374	0	190,729
	Total Other Expenses	7,864,243	4,172,725	3,691,518	180,000	8,044,243

Review of Income

Figure 1 below provides a snapshot of the split of Council's income against budget.

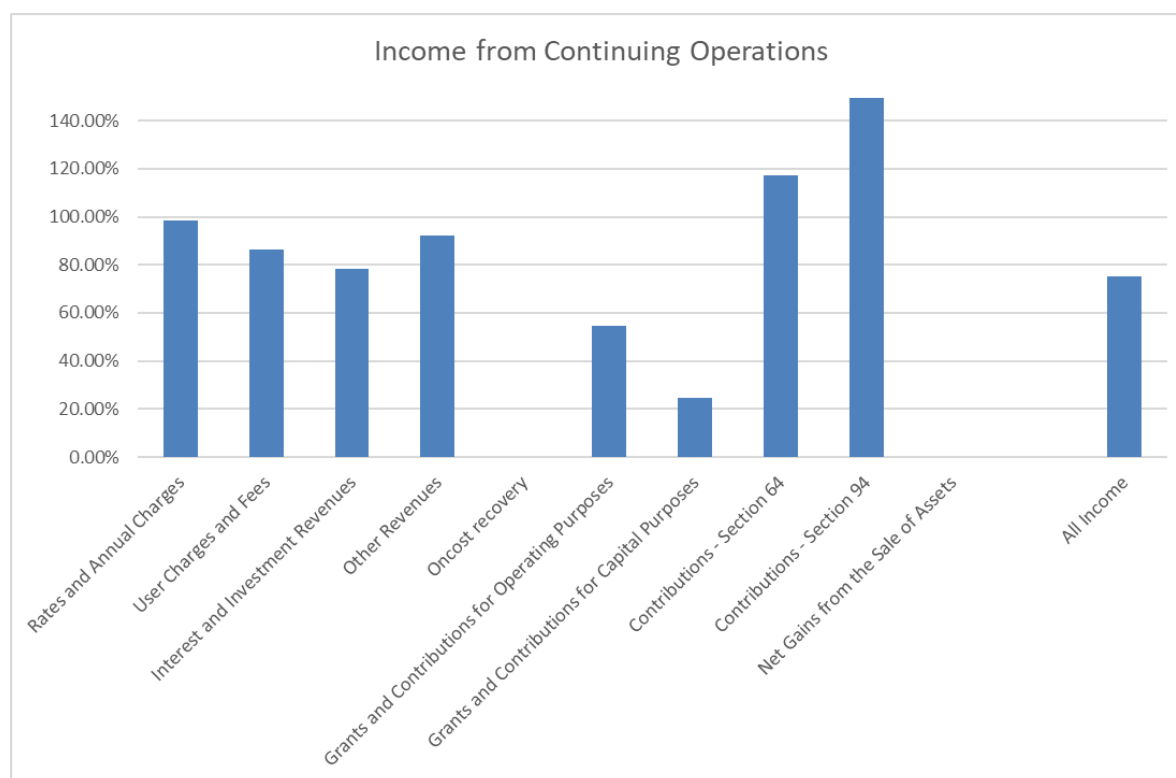


Figure 1: Council's income as a percentage of annual budget as at 31 March 2020 (75% through the financial year)

Income streams such as User Charges and Fees and Other Revenues are currently on track as generally their rate of receipt is consistent throughout the year.

As Council's annual rates are levied in July of each year, this income is almost fully recognised in the first quarter.

Other income streams are subject to external influences including interest rates, occurrences of development, or the success of grant applications. These income streams are routinely reviewed, and adjusted as appropriate, at each quarterly review.

On the assumption that all income is received at a constant rate over the year, by the end of the March quarter 75 per cent should have been received. However, given the recognition of almost all rates and annual charges in the first quarter, approximately 83 per cent of revenue should have been received. The "all income" bar of Figure 1 shows progress is tracking below this expected figure due mainly to a number of operating and capital grants that are yet to be received.

Rates and Charges Collection

For the second quarter, a total of \$4.3 million (7.74 per cent) remains outstanding for rates and annual charges. For the purposes of comparison, for the same quarter last financial year 9.79 per cent of the amount payable remained outstanding.

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

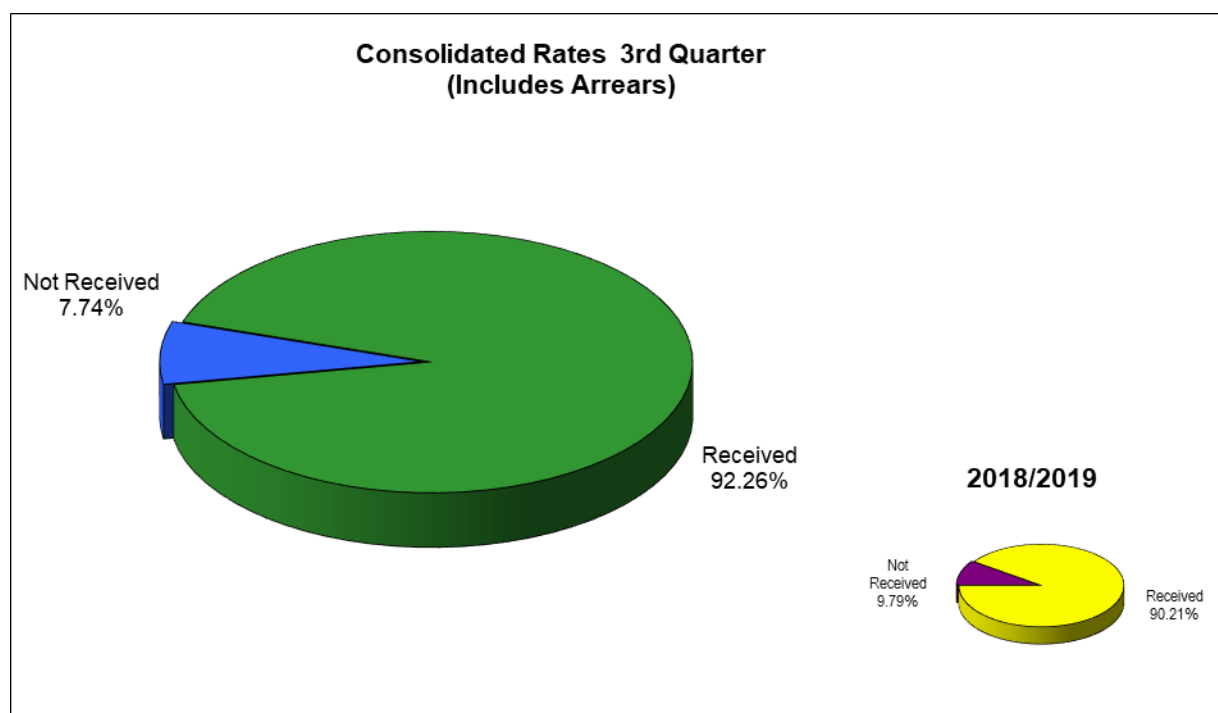


Figure 2: Outstanding rates Q3 2019/20 vs Q3 2018/19

Review of Expenditure

Figure 3 provides a snapshot of the progress of Council's expenditure.

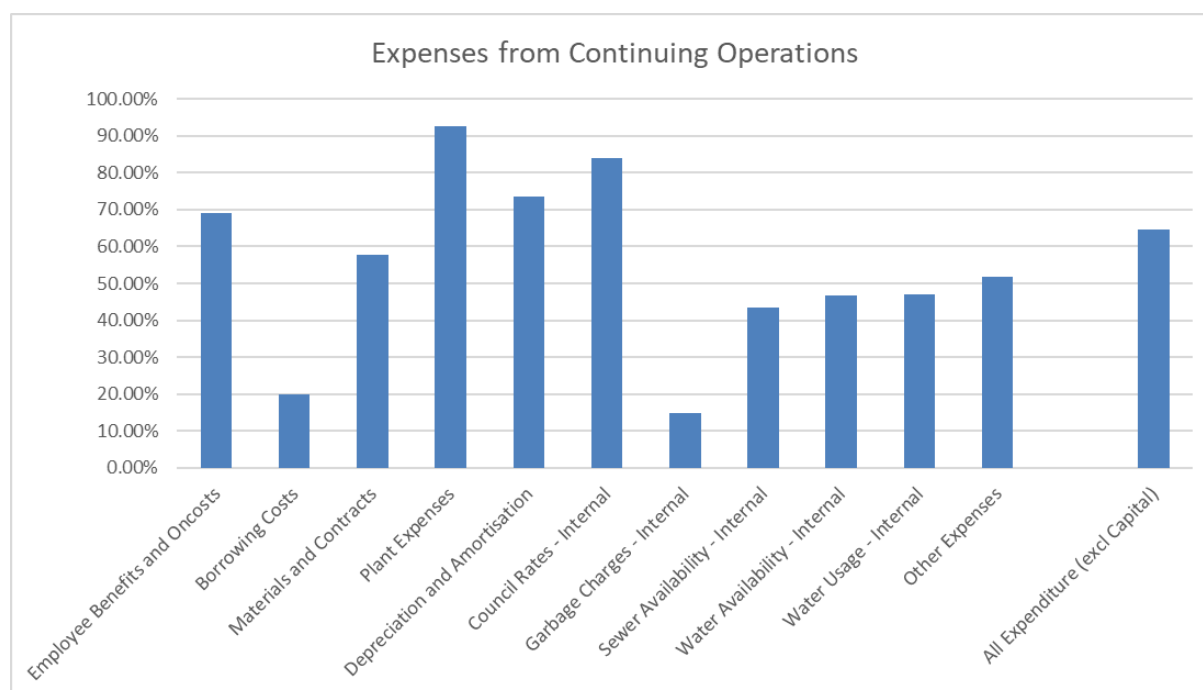


Figure 3: Details of Council's expenditure as a percentage of annual budget

In general, Council's routine operational expenses should be incurred at a consistent rate. These include expense groupings such as Employee Costs, Materials and Contracts, Plant Expenses, Depreciation and Other Expenses. As presented in Figure 3 above, most of these expense groups are slightly below budget.

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

Council rates for Council-owned properties are paid in full at the start of the year, however these are a minor component of overall expenses.

On the assumption that all expenses are incurred at a constant consistent rate over the year, by the end of the March quarter 75 per cent should have been paid out. The “all expenditure” bar of Figure 3 shows performance is better than budget.

Financial Performance Indicators

Figures 4 to 6 below represent financial performance against local government industry indicators from the annual financial statements. The charts compare annualised actual performance from 2018/19 against the original 2019/20 budget, the Q1 revised 2019/20 budget, the Q2 revised 2019/20 budget and the proposed Q3 revised 2019/20 budget.

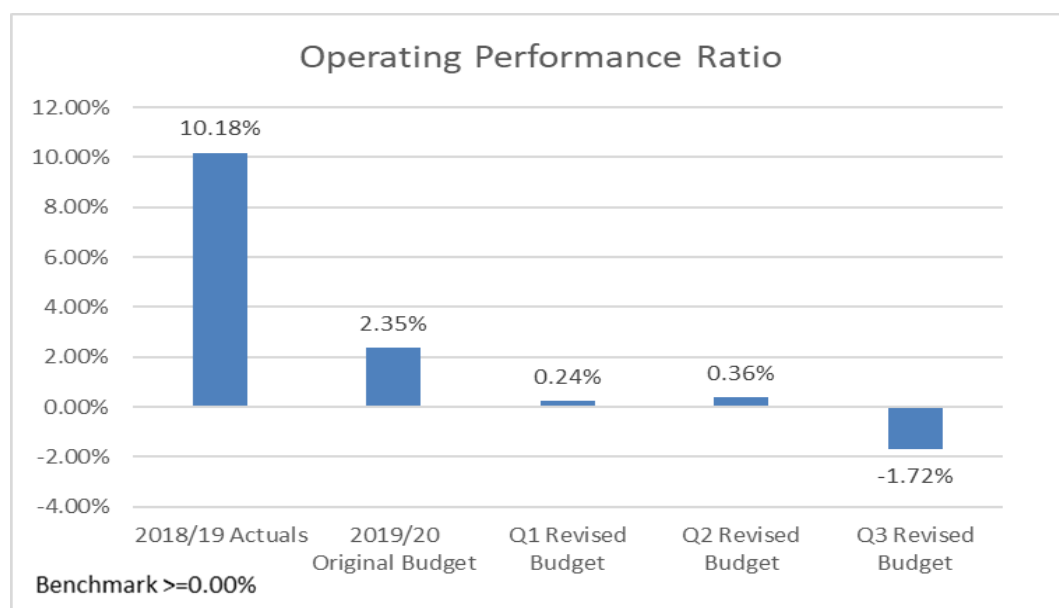


Figure 4: Operating performance ratio

The purpose of the operating performance ratio is to measure the extent to which Council succeeds in containing operating expenditure within operating revenue (excluding capital grants and contributions). The formula is as follows:

$$\frac{\text{(Total continuing operations revenue excluding capital grants and contributions minus operating expenses)}}{\text{divided by (Total continuing operations revenue excluding capital grants and contributions)}}$$

The performance to date indicates Council is tracking below the benchmark due mainly to the forecast operating deficit for the 2019/20 year. 2018/19 was another exceptional year in terms of performance due to actual operating revenues coming in above budget and actual operating expenditure being below budget.

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

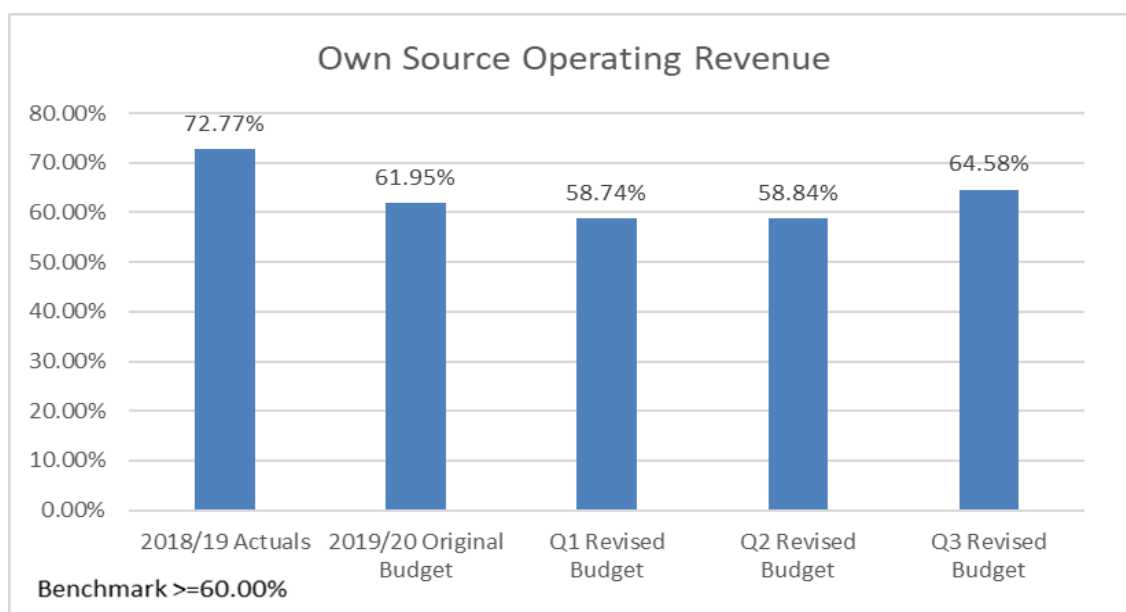


Figure 5: Own source operating revenue ratio

The purpose of the own source operating revenue ratio is to measure fiscal flexibility by analysing the degree of reliance on external funding sources. The formula is as follows:

$$\frac{(\text{Total continuing operations revenue minus all grants and contributions})}{(\text{Total continuing operations revenue inclusive of all grants and contributions})}$$

The performance to date indicates Council is tracking above the benchmark, with a reduced level of funding coming from capital grants and contributions now expected for significant projects in Q3 revised 2019/20 budget compared to the first two quarters of 2019/20.

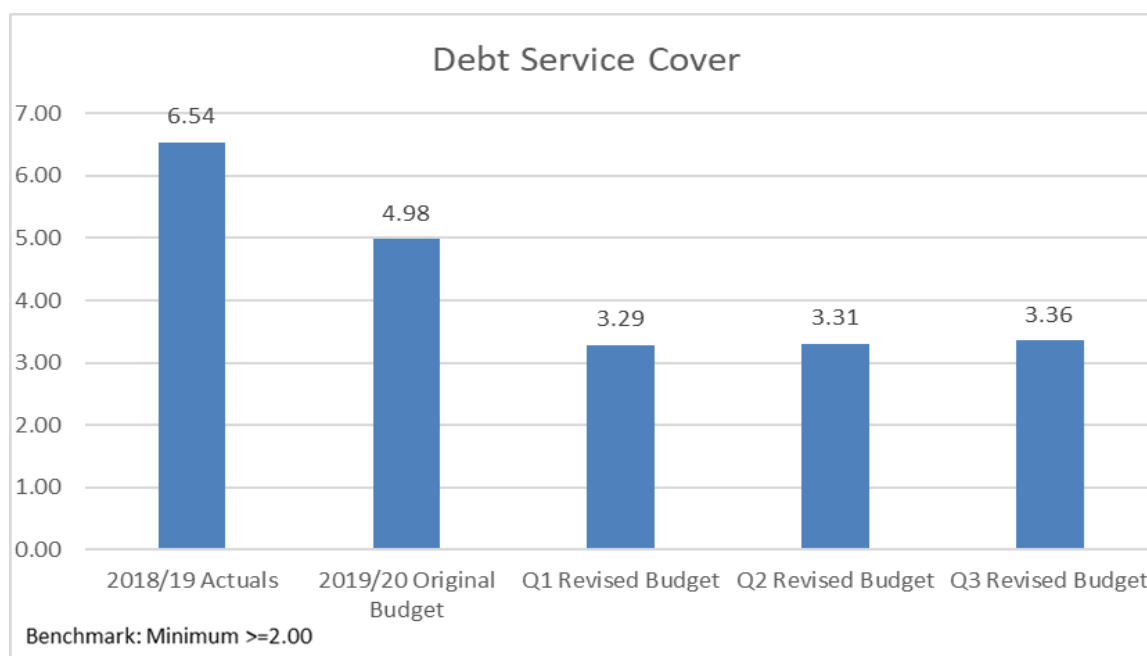


Figure 6: debt service cover ratio

The purpose of the debt service cover ratio is to measure the availability of operating cash to service debt including interest, principal and lease payments. The formula is as follows:

$$\frac{(\text{Operating results before capital excluding interest and depreciation})}{(\text{Principal repayments from the cashflow statement plus borrowing costs from the income statement})}$$

5.3 Quarterly Budget Review and Progress Report - Quarter 3 of 2019/2020

The performance to date indicates Council is tracking in advance of the benchmark but below the original 2019/20 budget due to a lower forecast operating result and higher loan repayments and borrowing costs. The budgeted performance is below the 2018/19 ratio due to the exceptional operating result achieved in 2018/19 combined with lower loan repayments and interest than is forecast for 2019/20.

In addition to the information presented in the report, the latest bank reconciliation report is attached for Council's information.

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2005:

As the Responsible Accounting Officer, it is my opinion that the Quarterly Budget Review Statement for Orange City Council for the quarter ended 30 September 2019 indicates that Council's projected financial position for 30 June 2020 will be satisfactory having regard to the project estimates of income and expenditure, and variations contained therein.

Jason Cooke, Responsible Accounting Officer

ATTACHMENTS

- 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020), D20/22575 [↓](#)
- 2 Quarterly Review March 2020, D20/26703 [↓](#)
- 3 Quarterly Bank Reconciliation March 2020, D20/26702 [↓](#)
- 4 Major Works Table March 2020, D20/26774 [↓](#)



Progress Report
2018/2022 Delivery Program (Year 2)
2019/2020 Operational Plan Projects/Services
Quarter 3 - January 2020 to March 2020

D20/22575

Introduction

The purpose of the quarterly reports is to give Council confidence that projects and deliverables are being progressed by staff in accordance with community expectations. Each quarter represents 25% of the year, and it is expected that projects have progressed by that increment for each quarter (e.g. 1st quarter 25%; 2nd quarter 50%; 3rd quarter 75%; 4th quarter 100%). The traffic lights provide Council and the community with a report on the progress of initiatives against the expected outcomes for the relevant quarter that is being reported (e.g. whether a project has progressed 50% or more in the second quarter).

A Guide to the Traffic Lights is set out below:

Green =	Project has progressed 50% or more AND it is expected to meet deliverables. Project has only recently started or is yet to start, AND it is expected to meet deliverables. Project not yet commenced and not due to start in this financial year.
Orange =	Project is dependent on a condition or requirement being met (e.g. making a grant application) and that condition (applying for grant) has been met by staff, BUT the outcome does not allow project to proceed or deliverables to be met (e.g. funding application declined).
Red =	Project unlikely to meet deliverables (timeframes, outcome) Project not commenced and is to be cancelled or deferred to subsequent year.

1: Live - a healthy, safe, inclusive and vibrant community

1: A liveable city that is connected through open spaces

1.1: Engage with the community to ensure recreation opportunities and facilities meet changing needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
1.1.1	Engage with the community in the planning and development of public open space	Following Council's resolution of the Parks, Trees and Waterways committee minutes for a sophisticated style entrance sign a Request for Quotation for suitably experience landscape design firm to provide detailed draws was issued with Moir Landscape Architecture the successful firm.	Through the Parks, Trees and Waterways Community Committee and other community workshops engage in the development of public open space	Landscape Architect appointed to develop City Entrance sign design	●
			Cook Park Master Plan reviewed biannually	Drafting of Request for quotation documentation for Cook Park Conservation Management Plan commenced	●
			Botanic Gardens Master Plan reviewed biannually	Native Display Garden refining concepts commenced	●
1.1.2	Work and consult with existing and emerging groups to enhance and develop sporting and recreational infrastructure and activities	A number of meetings have been held with representatives through the Sport and Recreation Community Committee.	Implement Council's sports facility program (minor grants)	Funding for Council's 2019/2020 Sports Facility Partnership Program has been allocated as follows: <ul style="list-style-type: none"> Orange Mountain Bike Club - Construction of club house and storage facility at the Lake Canobolas Mountain Bike Park - \$15,000 Bloomfield Junior Rugby League Club - Construction of covered spectator area and installation of additional seating at Brendon Sturgeon Oval - \$15,000 Orange City Rugby Club - Upgrade to male toilets at Pride Park - \$6,000 Orange Hockey Inc - Construction of block wall behind the goals on second turf field at the Orange Hockey Centre - \$6,000 	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

1.1: Engage with the community to ensure recreation opportunities and facilities meet changing needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
				<ul style="list-style-type: none"> Orange Triathlon Club - Installation of permanent signage along the Airport Cycle Loop that can be updated when cycling events are taking place - \$8,000 	

1.2: Maintain and renew recreational spaces and infrastructure to encourage an active and healthy lifestyle					
Ref	Action	Action Comment	Project/Service	Comment	Status
1.2.1	Implement maintenance programs/activities to ensure park's infrastructure (seats, signs, fences, pathways and playgrounds) is maintained to service levels as outlined in the Public Open Space Asset Management Plan	Quotations have been received and purchase orders raised for the upgrading of swings in Cook Park to cater for all abilities and Lake Canobolas Reserve play equipment enhancement. A playground has also been designed and a manufacturer appointed to replace the Margaret Stevenson Park playground. Installation works to be completed in the fourth quarter.	Engage playground consultant to undertake safety audit for compliance with Australian Standards every three years	Completed prior to this period.	●
			Undertake playground inspection for each playground each month	Occurring as programmed.	●
			Re-oil the Orange Adventure Playground by June every two years	To be undertaken.	●
1.2.2	Implement the Open Space Strategy	Compilation of Public Open Space assets currently being undertaken	Finalise plans of management for community land	Compilation of documentation for request for quotation has commenced.	●
1.2.3	Deliver shared cycleway construction program as identified in the Active Travel Plan and in accord with the adopted budget	No funding awarded to Orange City Council under the Transport for NSW, Active Transport programs.	Comply with grant conditions and monthly reporting requirements to grant-funding bodies	No funding received.	●
			Grant-funded cycleway construction program completed within allocated budget	No funding received.	●

2: A healthy and active community that is supported by sport and recreational infrastructure


2.1: Identify and delivery sport and recreation facilities to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
2.1.1	Implement the renewal and enhancement of recreational assets	Through Council's 3 yearly independent playground audit Margaret Steven Park playground was identified as having reached maturity. Request for quotation has been assessed, a manufacturer appointed and a replacement playground is scheduled to be installed in the fourth quarter.	Wade Park - undertake subsoil drainage at western quarter of field	No budget.	●
			Install hard surface in machinery area of greenkeeper's compound at Sir Jack Brabham Park	Completed.	●
			Upgrade play facilities	Programmed for Quarter 4. Manufacturer appointed.	●
			Install playground at Sir Jack Brabham Park	Completed.	●
			Install training lights at Rosewood Oval	Completed.	●
			Construct projects in Moulder Park master plan	No budget.	●
			Replace timber bridges in Moulder Park	Completed.	●
			Install Koori Walk at Orange Botanic Gardens	No budget.	●
			Develop camping facilities at Lake Canobolas and Mt Canobolas precinct	RFQ commenced late March to select contractor to undertake Lake Canobolas Precinct Master Plan which will address camping as part of the Master Plan process.	●

2.2: Ensure the sporting and recreational facilities programs and activities are accessible and affordable to support healthy lifestyle choices					
Ref	Action	Action Comment	Project/Service	Comment	Status
2.2.1	Operate the Orange Aquatic Centre	Council continues to work in line with the NSW Health Guidelines and the Royal Life Saving Society to ensure satisfactory results in all audits and Council continues to maintain adequate rates in learn-to-swim classes, delivers the Aquatic Centre Capital Works Programs and ensures facilities, programs and activities are accessible and affordable.	Ensure the Orange Aquatic Centre complies with Royal Life Saving Society and NSW Health guidelines through satisfactory results in all audits	Council continues to operate in accordance with the Royal Life Saving Society and NSW Health Guidelines to ensure appropriate results in relevant audits.	●
			Maintain 90% occupancy rate for all learn-to-swim classes	Council continues to provide learn-to swim classes on a regular basis. Term 3 learn-to-swim overall occupancy was 98%.	●
			Deliver the Orange Aquatic Centre capital works program	This program is due in Year 2 (2020/21)	●

2.3: Partner with community groups and government agencies to provide recreational activities and programs that are inclusive and meet the needs of the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
2.3.1	Maintain and implement the Disability Inclusion Action Plan 2017/21	DIAP on track	Maintain and implement the Disability Inclusion Plan	A number of initiatives to achieve goals.	●
2.3.2	Increase and improve public open space accessibility and facilities for a broad range of members of the community	Council continues to work with sporting groups to improve public open space and accessibility. Work is progressing on Sir Jack Brabham Park Sports Centre Stage, with the tender being awarded to Renascent.	Sir Jack Brabham Park Sports Centre Stage 1 to begin	Tenders closed and the tender was awarded to Renascent. Works commenced and are due for completion May 2020.	●

2.3: Partner with community groups and government agencies to provide recreational activities and programs that are inclusive and meet the needs of the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
2.3.3	Increase use and functionality of the Orange Showground	Orange Showground is used primarily for the annual show, farmers 'markets, animal obedience training, leash-free area, annual rodeo and car boot/swap meet events.	Develop and implement a plan for the improvement and increased use of the Orange Showground	An operation plan is be developed for the use of Naylor Pavilion. This will include indoor archery. A plan for broader promotion of this facility is also being developed. Grant application submitted for the construction of kiosk and amenities at Naylor Pavilion which would increase ability to increase usage and attract larger events to the Orange Showground.	●
			Upgrades to the toilet facilities, Dalton Pavilion and arena fencing completed at the Orange Showground	Upgrades to the toilet facilities, Dalton Pavilion completed. Area fencing upgrade subject to grant funding. Grant application also submitted for construction of amenities and kiosk facilities at Naylor Pavilion.	●
2.3.4	Work with existing and emerging groups to enhance and develop sporting and recreational infrastructure and activities	This project is progressing. The tender has been awarded and works have commenced.	Develop Cricket Centre of Excellence at Wade Park	The tender was awarded to Hines Construction. Demolition commenced in January 2020 and construction commenced. Completion is due in October 2020.	●
2.3.5	Develop recreational facilities at the Mt Canobolas precinct	The Minister's approval has been granted for the Plan of Management. Council is liaising with NPWS to clarify steps required for project to progress. Council is awaiting outcome of BBRF grant application to commence environmental study and detailed design.	Develop the Mt Canobolas precinct for mountain-bike activities	The Plan of Management has been approved by the Minister. The Mountain Bike Trail approval pathway is being undertaken. Council seeking funding for project under Building Better Regions Fund	●
2.3.6	Upgrade recreational and accommodation facilities at the Lake Canobolas Scout Camp	Power issues had further delayed the progress of the project however with the reduction of bookings during the last half of the quarter, many refurbishment items have been brought forward.	Upgrade facilities and report on progress for the Lake Canobolas Scout Camp	Many refurbishment items have been brought forward due the current reduction in bookings.	●

2.3: Partner with community groups and government agencies to provide recreational activities and programs that are inclusive and meet the needs of the community

Ref	Action	Action Comment	Project/Service	Comment	Status
2.3.7	Support and work with community organisations and agencies to develop and operate programs that have a positive impact on community health	Plans to host an event specifically designed at encouraging young females to participate in sport has been put on hold until after the COVID-19 restrictions have been lifted.	Provide for three events annually	Council had partnered with Sport NSW to deliver their Girls Get Active program in Orange however planning for the July 2020 event has had to be postponed due to the COVID-19 situation. Planning will recommence once a new date has been determined.	





3: A friendly environment where people feel safe and included**3.1: Support projects and programs that address crime and safety and contribute to an increased sense of safety in our homes and in the wider community**

Ref	Action	Action Comment	Project/Service	Comment	Status
3.1.1	Engage the community in addressing crime	Community Safety and Crime Prevention Committee Action Plan initiatives on track.	Participate in the Orange Liquor Accord	On track.	●
			Promote the Operation Never Again program	Was promoted over holiday period.	●
			Participate in the relevant crime-prevention networks	Attended.	●
3.1.2	Evaluate the implementation of the Children (Protection and Parental Responsibility) Act 1997 using collected data and community-perception surveys	Waiting on report from Attorney General.	Compile and submit six-monthly reports to the Attorney General on the implementation of the Act	Currently not in operation.	●
3.1.3	Conduct the Orange and Cabonne Road Safety Program	Action plan initiatives on track.	Deliver the Road Safety Officer action plan	Free Cuppa, Driver Fatigue and Child Safety Restraint programs in session.	●

3.2: Partner with key stakeholders to deliver infrastructure and activities that improve the safety and security of the community

Ref	Action	Action Comment	Project/Service	Comment	Status
3.2.1	Support the Community Safety and Community Crime Prevention Committee	<p>Council supports the Community Safety and Community Crime Prevention Committee. The meetings of the Community Safety and Crime Prevention Committee are held quarterly and reported to Council after each meeting.</p> <p>Council is awaiting renewal of the Parental Responsibility Act from the Governor General.</p>	Work with stakeholders to identify opportunities to enhance safety	Council works closely with stakeholders through the Community Safety and Crime Prevention Committee to identify and develop opportunities to improve Community safety. The members of the Community Safety and Crime Prevention Committee are from a broad, cross-section of Government and business agencies to ensure maximum stakeholder representation is present.	●

4: A creative community participating in arts and cultural activities

4.1: Engage with the community to ensure creative and cultural facilities and services meet changing needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.1.1	Engage the community in the development of the Region Art Gallery's programs	Our process for receiving and assessing exhibitions is under review and we will have a new strategy in place for 2021. Previous submissions have been included in our upcoming program and discussions with artists and curators are underway. Teachers have been actively engaged in the development of exhibition content and learning activities.	Meet biannually with the advisory group to assess external exhibition proposals	This process of assessing exhibition proposals is being reviewed. Due to impending shutdown due to extension this has been put on hold.	
			Seek input from teachers in the development of the education program on an ongoing basis	Teachers and their students (over 2,000) from across the Region were engaged via the SPARKE program to create a collaborative artwork 'Regenerate'. This was a joint project with Orange Regional Museum.	
			Provide opportunities for individuals and community groups to propose exhibitions and associated programs through application on the Gallery's website, with applications assessed biannually	The Gallery team have included a number of proposals into the upcoming exhibition program for 2021 - 2023. We are currently reviewing the application process for future years.	
4.1.2	Profile the Gallery and engage the community in its programs through media coverage, advertising and promotional elements	Our two exhibitions at the beginning of the year 'Ros Auld: Adventures in Ceramics' and 'Bill Moseley: A Lake, A Forest and the Dark Voice of the Sea' were widely promoted via advertising (Artist Profile Magazine) the Central Western Daily and via social media. With the rise of the COVID-19 situation, we have moved more to an online platform and are developing ways of engaging our audiences via video walkthroughs, social media and members-only articles.	Ensure exhibition and programs and promoted through print and other media, advertising is placed and promotional elements such as brochures and signage are produced	All shows in Quarter 3 were accompanied by high quality publications and advertising in partnership with the Graphics team.	

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

4.1: Engage with the community to ensure creative and cultural facilities and services meet changing needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.1.3	Engage the community in the development of programs for the Orange Regional Museum	ORM completed the exhibition "All in a Day's Work" which was developed in partnership with ODHS. Development of the permanent exhibition 'Inherit' - curated by Kate Gahan is being undertaken in close consultation with the community and local lenders. Teachers and their students (over 2000) from across the Region were engaged via the SPARKE program to create a collaborative artwork 'Regenerate'. This was a joint project with Orange Regional Gallery.	Engage with the community to create opportunities to contribute to the content and programs of the Museum	Inherit exhibition in development relies strongly on community information and loans.	●
			Develop innovative learning and education resources to assist teachers and students to engage in the Museum's programs and activities	Teachers and their students (over 2000) from across the Region were engaged via the SPARKE program to create a collaborative artwork 'Regenerate'. This was a joint project with Orange Regional Gallery.	●

4.2: Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally-diverse community					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.2.1	Link visual arts with other organisations via partnerships and other innovative shared events	Partnerships are in development with National Art School, Corridor Project and the Museum of Contemporary Art. The Arts and Health Partnership with Orange Health Service Continues.	Identify and pursue additional funding for this purpose	Partnerships are in development with National Art School, Corridor Project and the Museum of Contemporary Art.	●
			Collaborate with other organisations to produce two events each year	ORG is developing and annual exhibition partnership with the National Art School and the Corridor Project.	●
			Participate in regional festivals with a minimum of two each year	FOOD week opportunities this year were suspended due to Coronavirus.	●
4.2.2	Foster community participation in the Gallery through education and public engagement	Education and Public engagement events were delivered, while others were cancelled due to COVID-19 closures. Content has been shifted to online platforms where possible and engagement is strong.	Develop educational opportunities for children and adults at the Gallery throughout the year	School holiday programs were delivered in January 2020. Teachers and their students (over 2000) from across the Region were engaged via the SPARKE program to create a collaborative artwork 'Regenerate'. This was a joint project with Orange Regional Museum.	●

4.2: Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally-diverse community					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Produce at least one public program each year in partnership with the Friends of the Orange Regional Gallery	An Evening with the Collection was intended as a FORG fundraiser on Thursday March 26. This was cancelled due to COVID-19 restrictions around gatherings.	●
			Identify and develop opportunities for creative expression and art-marking at the Gallery through art workshops and family activities	Teachers and their students (over 2,000) from across the Region were engaged via the SPARKE program to create a collaborative artwork 'Regenerate'. This was a joint project with Orange Regional Museum. This was going to have a collaborative series of activities for families, but these were cancelled due to COVID-19 closures of our spaces.	●
4.2.3	Development of options for new Planetarium and Conservatorium	Architectural plans are being refined. In principal, partial funding has been received (\$10M). A formal submission to the Australian Government for approval of the project has been lodged.	Develop project plan for approved project implemented according to budget and timeframes	Seeking additional funding to enable project to progress	●
4.2.4	Develop a Regional Museum program for Orange	Funding has recently been received to continue the Sustainable Collections Program in 2020 and 2021. Key objectives of the funding are the development of a Bushranger Trail and research and documentation on rural vernacular sheds in the district.	Continue to implement the Sustainable Collections project in partnership with regional museums, cultural groups and participating councils	Council continues to work with the Regional Museums of Orange Blayney and Cabonne Councils on the Sustainable Collections Project.	●
			Continue the documentation of digital engagement of Regional Museum collections as part of the Sustainable Collections program	Artefacts from the regional museums are catalogued on Ehive, collection management system.	●
4.2.5	Implement the Aboriginal Heritage Strategy	An Aboriginal Artist to be engaged to develop a suite of Aboriginal art for Aboriginal Cultural Heritage across Council.	Continue to work with the Aboriginal community on the implementation of the Aboriginal heritage strategy	Brief drafted to engage an Aboriginal Artist to develop a suite of Aboriginal art to be used by Council's Graphic Design staff for Aboriginal Cultural Heritage.	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

4.2: Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally-diverse community					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.2.6	Deliver services to Central West participating councils in accord with the service-level agreements	All actions detailed in the Service Level Agreements between individual CWL participating councils and Orange City Council for this quarter have been met.	Ensure that actions are implemented in accord with the respective service-level agreements	All actions detailed in the Service Level Agreements between individual CWL participating councils and Orange City Council for this quarter have been met.	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.3.1	Implement the Orange Civic Theatre and Orange Function Centre strategic plan	Orange Civic Theatre continues to maintain and promote performing arts, partnerships and activities that maximise presentation opportunities and outcomes. As of 16 March 2020 all performances to 29 June 2020 were either cancelled or postponed to a future date as a result of COVID-19. In this quarter (Jan-Mar) 4 performances were either cancelled or postponed.	Operate the Theatre and Function Centre in accordance with the strategic plan	Strategic plans in place however all events cancelled as a result of COVID19	●
			Actions implemented in accordance with the programming plan	Programming being salvaged and postponed where possible.	●
			Actions implemented in accordance with the marketing plans	Marketing plans being reviewed in line with business change as a result of COVID-19	●
4.3.2	Ensure Orange Civic Theatre is a well-equipped and facilitated community resource able to accept and develop touring performing arts product	Annual maintenance review completed in January 2020.	Ensure sound, lighting and staging maintenance is implemented in accord with asset management	Maintenance schedule completed in January in accordance with schedule.	●
4.3.3	Deliver the Orange Library Service	Events Calendar for 2020 operational. Early childhood literacy programs resumed in February after Summer Holidays. They are offered each week during term time:	Develop a calendar of events and activities by January each year	Events Calendar for 2020 operational.	●
			Develop a calendar of events and activities by January each year	Events Calendar for 2020 operational.	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
		Ten Minutes a Day (0-1) weekly; 1-2 Books (1-2 year olds) weekly; Music for Little ears (2-5 year olds) 2 weekly; Storytime (3-5 year olds) 4 x weekly. Average 140 participants each week.	Provide early childhood literacy programs that meet guidelines, standards and outcome measures for Australian Public Libraries	Early childhood literacy programs resumed in February after Summer Holidays. They are offered each week during term time: Ten Minutes a Day (0-1) weekly; 1-2 Books (1-2 year olds) weekly; Music for Little ears (2-5 year olds) 2 weekly; Storytime (3-5 year olds) 4 x weekly. Average 140 participants each week.	●
		Lego club and Code Club offered weekly during term time. STEAM activities included in October school holiday program aimed at 7-14 age group.	Consolidate STEAM (Science, Technology, Engineering, Arts and Mathematics) programs in the library for children and for young people	Lego club and Code Club offered weekly during term time. STEAM activities included in October school holiday program aimed at 7-14 age group.	●
		Possible alternatives for delivery of Library Services online during COVID-19 pandemic explored and actioned.	Explore outreach options for the delivery of library services	Possible alternatives for delivery of Library Services online during COVID-19 pandemic explored and actioned.	●
4.3.4	Make the Library's heritage collections available online	Audit of the Library's local studies collection continued in preparation for the implementation of the Recollect software which will increase access to these resources.	Continue to make digitised and digital content available through the Spydus Library Management System and other online platforms	Audit of the Library's local studies collection continued in preparation for the implementation of the Recollect software which will increase access to these resources.	●
4.3.5	Improve the visitor experience through increased functionality of galleries and associated public spaces	Adjustments to gallery extension plans in response to initial construction tenders has been ongoing. Gallery collection is online but adjustments are being made to existing website.	Upgrade furniture in East and West Rooms and Gallery spaces	Completed.	●
			Make the Gallery's permanent collection available online	Ongoing. New website was constructed in this quarter. Will go live in April 2020.	●
4.3.6	Reduce the carbon footprint of the Gallery	Gallery extension is intended to be substantially lit using Solatube technology. This is being worked into the design updates.	Investigate energy-efficient divides for Gallery lighting	Solatubes being included in extension design.	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.3.7	Manage and preserve the Gallery's permanent collection in line with industry standards	Acquisitions, photography, preservation and documentation of collections is ongoing.	Add all permanent collection items to Vernon system and maintain up-to-date records	Ongoing.	●
			Maintain up-to-date records to reflect acquisitions and disposals and new information located about the works held in the collection	Ongoing.	●
			Photograph all collection items and seek copyright permissions	This will be completed in April 2020.	●
			Collection to be independently and professionally valued every five years	COVID-19 has put this on hold. It is due to happen in 2020.	●
			Enhance and enrich the collection through purchases, donations and commissions	New acquisitions include a painting by Hendrik Kolenberg, and Sculpture by Harrie Fasher. Recent donations via Cultural Gifts include Kevin Connor's bronze 'Head IV', A series of Photographs by Christian Thompson and a suite of drawings by Arthur McIntyre.	●
			Seek industry-standard storage solutions for all artworks regarding temperature, humidity and security requirements	Gallery extension will address all these.	●
4.3.8	Deliver the Orange Regional Gallery Exhibition, Education and Public programs	Extensive planning for exhibitions and programs for 2021 - 2023 was developed in this quarter and a multiyear funding Grant was submitted to CreateNSW. Result will be announced in May 2020.	Plan and implement program of exhibitions in accord with the exhibition timetables and budgets	Ongoing - and detailed planning for 2021 - 2023 was completed.	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
		Delivery of exhibitions and engagement programs developed well until COVID-19 closures resulted in suspension of all public access. Gallery team exploring a range of online engagement strategies.			
4.3.9	Deliver the Civic Theatre Annual Performing Arts Program	The Orange Civic Theatre is a highly valued community asset providing a diverse range of programming and services that contributes to the well-being of the City of Orange.	Develop and implement an annual subscription season and performing arts program across a diverse range of genres	Whilst the 2019/2020 performing arts programs have been in place as of 16 March 2020 all productions have been cancelled or postponed because of COVID-19.	●
		The theatre offers an annual program of a professional theatre subscription season community and commercial hiring program and children's workshops. The programming and hiring of the facilities are supported by a professional team of staff and the services including a Ticketek agency.	Present a dedicated annual children's program for primary and secondary students	Programmed however cancelled re COVID-19.	●
			Provide support and assistance to schools and the Orange Eisteddfod Society to present well-managed programs	Support to schools and the Orange Eisteddfod Society is ongoing.	●
			Develop and facilitate a school holiday acting/drama program	Programmed and ready for delivery however cancelled re COVID-19.	●
			Develop an annual satisfaction survey of patrons and hirers	Completed.	●
4.3.10	Manage the Museum collection to museum industry standards	New Museum Manager began in the role in March 2020 and will be overseeing the Museum content. A staff in a temporary role of Collections Officer has been working with the Acting Museum Manager on documenting the collection and processing new acquisitions.	Continue the migration of database records to new "Vernon" content management system and provide online access to collections	Ongoing task. On target.	●
			Ensure collections at Wentworth Mine, Lake Canobolas pump house and cool stores are documented and provide online access to these collections	The Cool Stores are shared as storage for the Museum and the Orange and District Historical Society. Cataloguing of Wentworth Mine and the Lake Canobolas Pump House objects to be deferred until	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
				2020-2021 program when a cataloguer will be engaged to document items on e-hive (collection management system).	
			Maintain up-to-date records to reflect acquisitions, disposals and new information about the works held in the collection	Ongoing task. On target.	●
			Identify and pursue funding opportunities for improvements to collection storage facilities	Gallery extension is an option, but longer term solution will be required.	●
			Seek funding to install humidity-climate system to ensure Museum meets industry standards	No development.	●
			Seek funding to implement the creation of separate gallery spaces with wall structures that will allow for temporary exhibitions and the development of a permanent exhibition	Completed in March 2020.	●
4.3.11	Develop a Regional Museum program for Orange	Forward plans of exhibitions developed and grant funding sought from Create NSW. Development of 'Inherit' exhibition will present significant objects from the Region in a fresh and inventive way.	Plan and implement innovative and engaging program of exhibitions and educational activities	Activities included School Holiday Program and the SPARKE 'Regenerate' exhibition.	●
			Ensure the Orange Regional Museum exhibitions interpret the stories, cultures and places of the region	'Inherit' - permanent exhibition in development will focus on multiple ways of understanding significant objects from the region.	●
			Plan and deliver innovative and engaging public and educational programs for a diverse community	Ongoing.	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Deliver the Museum service in accordance with the budgeted/approved components of the Orange Regional Museum Development Plan 2017 (including Wentworth Mine and Emmaville Cottage)	Ongoing.	●
			Ensure Museum has adequate staffing to function as a public institution	The new Manager of the Regional Museum started in March 2020.	●

4.4: Celebrate and conserve the diverse cultural heritage of the urban, village and rural communities					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.4.1	Implement the Aboriginal heritage strategy	Council continues to seek funding opportunities for public art at the Springs to develop public art.	Develop process for the documentation and preservation of significant Aboriginal artefacts	Council continues to work with the Local Aboriginal Land Council on the documentation of Aboriginal artefacts.	●
			Seek funding for the installation of Aboriginal-themed public art works	Council continues to work with the Aboriginal artist to source funding for public art at The Springs.	●
4.4.2	Support a range of community events	Towards the end of the quarter the effect of COVID-19 had reached the stage of social distancing, forcing the cancellation of a range of events. Approximately 20% of events were cancelled during the quarter with a number of other events conducted in a restricted format.	Count number of events held on Council land by external parties	Two events were cancelled due to COVID-19	●
			Count number of Council-hosted events organised by Council	Eight events cancelled due to the COVID-19 virus	●
			Implement the disability inclusion action plan with regard to supported events	Staff continue to ensure all events are accessible to anyone who wishes to attend the event.	●

5: Responsive programs and services that support our community's lifestyle and social needs

5.1: Engage with the community to ensure facilities and programs meet changing lifestyle and social needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
5.1.1	Conduct an annual planning and consultative process to assess the needs of our ageing population in line with the principles of an aged-friendly community	Planned focus and community group sessions postponed.	Annual planning session with age-related services community committee to create action plan; adoption of plan by Council	Postponed.	●
			Report on implementation of the approved ageing-related services action plan	Report provided 31 March 2020.	●
5.1.2	Engage with the local culturally and linguistically diverse community to identify needs and opportunities	Harmony Day postponed. Provision of support continued to individuals.	Implement programs including migrant settlement strategy, Harmony Day and social inclusion in accordance with funding provided by the Department of Social Services and other relevant funding bodies	Group events postponed and individuals supported.	●
5.1.3	In line with Council's Statement of Commitment to the Aboriginal community, work with the Community Working Party to achieve the outcomes of the Orange Aboriginal Social Development Plan	Orange Aboriginal Social Development Plan to be reviewed by Working Party.	Support the implementation of the Orange Aboriginal social development plan in line with agreed timeframes	Support provided.	●
			Liaise with the Community Working Party to determine culturally-appropriate responses to issues relating to the local Aboriginal community	No meetings held in the period	●

5.2: Ensure the community services provided by Council are professionally managed, integrated and meet demonstrated needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
5.2.1	Provide recreational activities for older people, people with disability and younger people to support healthy and active living	Seniors Festival theatre event held in partnership with Orange Theatre. A range of other group activities postponed until social distancing requirements relaxed.	Provide recreational activities including after-school and a school-holiday activities for identified young people	OSHC, Youth Centre and Anson Street OSCH.	●
			In all services provided, ensure compliance with the Commonwealth Home Care Standards, National Standards for Disability Services, NSW Disability Inclusion Act 2014 and the Children and young Persons (Care and Protection) Act 1998	All services complying with relevant Standards and legislation.	●
			Provide a range of recreational activities as part of Seniors Week and International Day for People With a Disability annually	Seniors festival event completed in February.	●
5.2.2	Implementation of wellness and reablement in the Commonwealth Home Support Program	All programs operational until COVID-19 period. Continuation of meals, Shopping and social telephone calls throughout the social isolation period.	Deliver high quality service in compliance with the Commonwealth Home care Standards	All services complying.	●
5.2.3	Provide support to the Commonwealth Home Support Program in the Central West	Services supported through a range of training and webinar options.	Implement transition to new funding arrangements through training and strategic planning	On track.	●
			Implementation of Commonwealth Home Support Program, Development Officer Plan, including promotion of Commonwealth Home Support Programs services and maintaining regional directory of services	Plan on track.	●

5.2: Ensure the community services provided by Council are professionally managed, integrated and meet demonstrated needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Attend quarterly meetings of interagencies	Meetings attended.	●
5.2.4	Deliver quality children's services	All services operational and complying with regulations.	Ensure usage rates of Council's children's services are maintained at an average of 80% across all services	Prior to COVID19 all services were above 80% utilization.	●
			Ensure services comply with National standards and achieve successful assessment in accordance with the National Quality Framework	All Standards met.	●
5.2.5	Use available government funding to support the delivery of accessible and affordable services for older people and people with a disability	A range of grant contractual obligations met. New Children's Services grants applied for.	Funding options identified and grant applications submitted	Start Strong Grants submitted.	●
			Relevant grant and compliance reporting requirements met	All contractual obligations met.	●
5.2.6	Provide supported accommodation services to adults with an intellectual disability	Monthly resident meetings report satisfaction with service.	Measure number of residents supported	Numbers remain stable.	●
			Ensure compliance with NSW Disability Service Standards, NSW Disability Inclusion Act 2014 and the Children and Young Persons (Care and Protection) Act 1998 and National Standards for Disability Services	All Standards met.	●
5.2.7	Operate the Orange Cemetery	Administration of Cemetery operations has been provided in accordance with legal requirements. Construction of new road commenced during the quarter and will be	Allocation of allotments for burial within 24 hours of receipt of application for burial	All applications for burial were determined within 24 hours. Records have been maintained in accordance with legislative requirements.	●

5.2: Ensure the community services provided by Council are professionally managed, integrated and meet demonstrated needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
		completed prior to the end of this financial year.	Keep records in accordance with Cemeteries and Crematoria Act 2013	Records have been maintained.	●
			Undertake landscaping and irrigation of new section	No new landscaping undertaken due to water restrictions.	●
			Extend road network within non-denominational road	Road construction commenced.	●

5.3: Work with government agencies and non-profit organisations to reduce the incidence of homelessness by supporting the need for affordable and social housing					
Ref	Action	Action Comment	Project/Service	Comment	Status
5.3.1	Support agencies in delivering affordable and social housing	<p>This is due April to June 2020. Council works with Housing Plus and Veritas House to support the delivery of affordable and social housing where possible given that external bodies are funded to deliver the programs.</p> <p>Council progressing with a Housing Strategy in 2019/2020, which will incorporate this element.</p>	Improvements in affordable housing needs analysis	Council continues to work with Housing Plus to support increased housing options for social housing and those experiencing homelessness.	●

6: A community that values and protects domestic animals and the role they play in residents' wellbeing - physically, socially and psychologically

6.1: Provide services and facilities that enable Council to fulfil its obligations under the Companion Animals Act					
Ref	Action	Action Comment	Project/Service	Comment	Status
6.1.1	Establish a new pound	Continued delays in construction occurred in this quarter due to the contractor. Shed structure and surrounds will be completed this financial year. Tenders for the fitout of the building will be called during Quarter 4 of this year.	Comply with Companion Animal Act in establishment of new pound	Pound construction continues.	●

6.2: Ensure that infrastructure exists for the safe exercising of domestic dogs					
Ref	Action	Action Comment	Project/Service	Comment	Status
6.2.1	Maintain leash-free areas	Off Leash Areas have been serviced throughout the quarter. North Orange Off Leash Area that was completed last quarter has been well utilised by residents.	Encourage stakeholder feedback on availability of leash-free areas	Engagement with neighbours undertaken earlier in the year.	●

6.3: Partner with key stakeholders to deliver education and services relating to animal health and wellbeing					
Ref	Action	Action Comment	Project/Service	Comment	Status
6.3.1	Support Companion Animals Community Committee	One meeting held early in the quarter. No further meetings until COVID-19 restrictions are lifted.	Support opportunities for collaboration on animal health and wellbeing	One Community Committee Meeting was held in the quarter. Future meetings have been cancelled until further notice due to COVID-19 restrictions.	●
6.3.2	Manage companion animals	Ranger Services have been provided to the City.	Deliver ranger services	Services provided to a high standard.	●
			Review Companion Animals Management Plan annually	Resolution by Committee not to progress Plan.	●


2: Preserve - balancing the natural and built environment

7: Sustainable growth and respectful planning that values the natural environment





7.1: Engage with the community to develop plans for growth and development that value the local environment					
Ref	Action	Action Comment	Project/Service	Comment	Status
7.1.1	Provide a framework for development in the City through the Orange Local Environmental Plan 2011, plans of management and Council's development control plan	Strategic Planning Statement - Council is on track to meet the Departmental requirement of having the plan in place by June 2020.	Develop, and have adopted, a new City-wide development control plan	A preliminary DCP has been drafted. Awaiting direction from the Department in relation to standardized DCPs.	●
		Local Housing strategy – Council has engaged Premise to undertake the preliminary work associated with this body of work. A draft has been prepared and Council is awaiting the final document. Heritage Study - Progress continues on the review of the heritage study. Key stakeholder engagement has been undertaken. Consultants in the process of reviewing nominated items.	Update local environmental plan on a needs basis	Draft Amendment 24 to Orange LEP 2011 (administrative amendment encompassing 23 matters) is currently with the Department for Gazettal.	●
7.1.2	Provide efficient and effective development assessment and compliance service in a timely manner	Council staff continue to deal with a range of complex planning and building issues in an efficient and timely manner.	Development applications determined within a median time of 35 days Construction certificates determined within a median time of 30 days Complying development certificates determined within a median time of 15 days	<ul style="list-style-type: none"> 103 development applications were determined, comprising 79 x new DAs and 24 x modifications. The new DAs were determined with a median processing time of 42 days. The modifications were determined with a median processing time of 30 days. 5 x complying development certificate applications were determined with a median processing time of 21 days. 	●

7.1: Engage with the community to develop plans for growth and development that value the local environment					
Ref	Action	Action Comment	Project/Service	Comment	Status
				<ul style="list-style-type: none"> 32 x construction certificate applications were determined with a median processing time of 42 days. 	
7.1.3	Provide property information in a timely manner	Property information was provided in a timely manner.	Issue planning certificates within a median processing time of 4 days Issue planning certificates within a median processing time of 1.5 days where an urgency fee has been paid	<ul style="list-style-type: none"> 307 planning certificates were issued, comprising 332 x 10.7(2)s and 38 x 10.7(5)s. 328 of these were issued with a median processing time of 4 days. Urgency fees were paid for the other 42. These were issued with a median processing time of 1 day. 	●
			Issue building certificates and other property information within a median processing time of 4 days	<ul style="list-style-type: none"> 13 building information certificates were determined with a median processing time of 8 days. In many instances, work is required to be done on a property before a building certificate can be issued. The median processing time can therefore increase. 	●

7.2: Ensure best practice use of renewable energy options for Council and community projects					
Ref	Action	Action Comment	Project/Service	Comment	Status
7.2.1	Increase solar power	New Sustainability Officer commenced duties during the quarter. Environmental Sustainability Community Committee met early in the quarter and works on strategic approach to increase in solar options has commenced.	Seek partnership and funding opportunities for solar expansion of Council facilities	The Sustainability Officer commenced duties. Work has commenced on policy and strategy. Investigations into solar partnerships has commenced.	●
7.2.2	Maintain Cities Power Partnership membership	Contact with the CPP and Department of Environment to understand future funding has commenced and will progress next quarter.	Use membership to investigate sustainability options	Membership has been maintained.	●

7.3: Ensure that policies and practices are in place to protect the sustainability and security of water destined for potable supply from the water catchment area					
Ref	Action	Action Comment	Project/Service	Comment	Status
7.3.1	Comply with relevant water quality legislation	All works completed - State of the Environment Report prepared and submitted November 2019.	Reported in State of Environment report	The State of Environment Report was included in Council's Annual Report. November 2019, which was sent to the State Government and placed on Council's website on 29 November 2019.	

8: Managing our resources wisely

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.1.1	Implement water conservation strategies	The implementation of an extensive annual water conservation strategy continued during this quarter. Due to the increased activity in this program, expenditure has been high compared to previous years.	Implement annual water conservation strategies (media, education, advertising, water audits)	The new water auditing position completed over 70 non-residential water audits during this quarter. Letters have been issued to these businesses requesting Water Savings Action Plans to be developed and implemented. The Demand Management Communications Team continues to engage with the community on reducing water use.	
8.1.2	Work with the Centroc Water Utilities Alliance and the NSW Water Directorate on various strategic and operational projects, including advocating for the Urban Water Industry in Regional NSW	All meetings of the NSW Water Directorate and Central NSW Joint Organisation Water Utilities Alliance attended with valued contribution on all regional issues by Council.	Attend meetings of the Centroc Water Utilities Alliance and the NSW Water Directorate	All meetings of the NSW Water Directorate and the Central NSW Joint Organisation Water Utilities Alliance attended.	
8.1.3	Mid-term review of water and sewer strategic business plan (including financial plan)	Minimal action during this quarter as this is a long term project which has been deferred due to other water supply priorities requiring urgent action.	Mid-term review of water and sewer strategic business plan (including financial plan) in accordance with the Department of Industry, Crown Lands and Water Division (Water) best practice criteria by May 2020	Long-term project which has been deferred due to other water supply priorities requiring urgent action.	
8.1.4	Implement Council's drought management plan	Level 5 Water Restriction remain in place. Litres/person/day targets are currently being met by the residential sector. Lowering of the Macquarie River to Orange Pipeline Project pumping trigger (from 108 ML/day to 38 ML/day under the Water	Review outcomes of Council's drought management plan in accordance with Department of Primary Industry, Crown Lands and Water Division (Water) best practice criteria by May 2020	Due to other water supply priorities during this quarter, the formal documentation of this plan has been deferred. Actions of a Drought Management Plan are being undertaken irrespective of a formal Drought Management Plan being	

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
		Supply (Critical Needs) Act 2019) has allowed the Pipeline to operate more frequently during this quarter. Good rainfall has also allowed both Ploughmans Creek and Blackmans Swamp Creek Stormwater Harvesting Schemes to capture and transfer water into Suma Park Dam. Storage levels have been maintained over this quarter pushing back the estimated implementation of Level 6 Water Restrictions to July 2020.		developed.	
8.1.5	Implement water mains extension/realignment program	Works have been completed on the water main relocation around McLachlan Street and March Street with works which involved the renewal of the 375 mm Water Trunk Main and relocation of 150 mm water mains. This completed the program for the Implement water mains extension/realignment program.	Water mains extension/realignment program delivered by June annually	This program has been completed for the current financial year.	●
8.1.6	Conduct routine operation and maintenance of water and sewerage infrastructure	During this quarter, all Water and Sewer assets have been managed in accordance with statutory requirements and meeting Levels of Service outlined in Council's Asset management Plan.	Conduct annual monitoring and reporting according to the requirements of the Department of Industry, Crown Lands and Water Division (Water) for inclusion in the NSW water supply and sewerage monitoring report by September annually	Completed in Quarter 1 and Quarter 2.	●
			Maintain water and sewerage infrastructure in accordance with statutory requirements and levels of service identified in water and sewer asset management plans	Water and Sewer assets all managed in accordance with statutory requirements meeting Levels of Service in Council's Asset management Plan.	●

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.1.7	Deliver sewer mains relining program	Councils Sewer Relining Program has commenced with all sewer lines cleaned and 30% of the relining complete. The works program has been delayed due to COVID-19. Works are expected to recommence on the 15 April 2020 and be completed by June 2020.	Sewer mains relining program delivered by June annually	On target for completion in Quarter 4.	●
8.1.8	Implement water loss management program	The water loss management program has been implemented.	Establish district metering areas in order to quantify water losses from the water supply system	Program completed for this financial year.	●
8.1.9	Deliver water services renewals program	Council has completed 29 water services renewals for the 2019/20 period. The services that are renewed are in a poor condition or that may have been repeatedly failing.	Water services renewals program delivered by June annually	On target to be completed in Quarter 4.	●
8.1.10	Deliver water meter replacement program	Council is under way with the water meter replacement program with 1,047 meters replaced. Council is also planning to undertake flow testing on meters between the age of 8 to 17 years to determine the level of accuracy of these meters. The current program is under part delay due to COVID 19 with meter supply and installation slowed due to community contact.	Water meter replacement program delivered by June annually	On target to be completed in Quarter 4.	●
8.1.11	Deliver water mains renewal program	Works for this year's program has stalled with works on water main renewals not due to start this year. Works have been completed on various water savings and source programs which have limited this program as well as restrictions of COVID-19.	Water mains renewal program delivery by June annually	Not due until Quarter 4 but it already know that COVID-19, as have various water savings and source programs have stalled this program.	●

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.1.12	Lake Canobolas sewer upgrade	Design complete with site geotechnical, service location and Review of Environmental Factors currently under way.	Design completed by June 2020	Due in Quarter 4.	●
			Design completed by June 2020	Due in Quarter 4.	●
8.1.13	Smart Water Metering	<p>Council has commenced the Smarting Metering Program with the engagement of Taggle Systems through Local Government Procurement (LGP).</p> <p>Receiver networks have been installed which consists of three receivers located at Icely Road Filtration Plant, Beach Crescent Reservoir and Amana Circuit 9ML Reservoir. Development and implementation of the Smart Metering Data Management System is underway with Council providing the relevant data to Taggle for the establishment of the MiWater Meter Data Management System. This system will provide customers with an online portal to review water usage via their Smart Water Meters. Council has 49 remaining meters to update however Council's water meter supplier is currently experiencing delays in 3rd party suppliers.</p>	Pilot smart-metering project delivered by June 2020	This pilot project consists of the installation of 250 Smart Water Meters for the largest water users across the network.	●
8.1.14	Telemetry and SCADA Upgrade	Project to be delivered by June 2021 (Year 3)	Project delivered by June 2021	Project to be delivered by June 2021 (Year 3).	●
8.1.15	Lake Canobolas potable water upgrade	Design complete with site geotechnical, service location and Review of Environmental Factors currently under way.	Design completed by June 2020	Due in Quarter 4.	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.1.16	Install reservoir mixers	Due to competing priorities and emergent work in the water supply area, the installation of reservoir mixers has been deferred until 2020/2021	Supply and install by June 2020	Due to competing priorities and emergent work in the water supply area, the installation of reservoir mixers has been deferred until 2020/2021.	●
8.1.17	North Orange water supply strategy	Due to other water supply priorities the North Orange Water Supply Strategy project has been delayed	Delivery of strategy by June 2020	Due to other water supply priorities the North Orange Water Supply Strategy project has been delayed.	●
8.1.18	North Orange Sewer Strategy	Due to other water supply priorities the North Orange Sewer Strategy project has been delayed	Delivery of strategy by June 2020	Due to other water supply priorities the North Orange Sewer Strategy project has been delayed.	●
8.1.19	Redmond Place Sewer Pump Station Design	The Redmond Place Sewer Pump Station Design is not due to start until 2020/2021 (Year 3)	Design completed by June 2021	The Redmond Place Sewer Pump Station Design is not due to start until 2020/2021 (Year 3).	●
8.1.20	Spring Hill Lucknow Sewer Pump Station design and construction	The Spring Hill Lucknow Sewer Pump Station design is due in 2020/21 (Year 3)	Construction completed by June 2021	The Spring Hill Lucknow Sewer Pump Station design is due in 2020/21 (Year 3).	●
8.1.21	Deliver manhole rehabilitation program	Works deferred to 2020/21 due to drought programs and COVID-19.	Manhole rehabilitation program delivered by June annually	This program has been deferred until the next financial year due to both COVID-19 and the drought.	●
8.1.22	Manage Ophir Road and Euchareena Road resource recovery centres in accordance with landfill environmental management plans and licences	Both waste facilities operating in accordance with license and Operational Environmental Management Plans. Quarterly waste volumes and environmental monitoring data collated for submission within the Annual Returns and Annual Review documents to be issued to the EPA and DPIE in August 2020. Site rehabilitation works undertaken to commence phytocapping to the eastern face of the Ophir Rd Landfill including	Reporting to the Office of Environment and Heritage, Department of Planning and Environment Protection Authority undertaken annually as required	Annual reporting to the EPA & DPIE to be completed in August 2020.	●
			Undertake maintenance works at the Ophir Road Resource Recovery Centre including site rehabilitation	Site maintenance and commencement of phytocapping to the eastern face of the Ophir Road landfill completed in this quarter by application of clean fill and chipped mulch material including restoration of the mounds and pad area of	●

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
		improvements made to the green waste processing site.		the green waste processing site. Leachate and sedimentation and stormwater dams sprayed to eradicate reed and weed growth.	
			Community Recycling Centre reporting wastes collected to the Environment Protection Authority on a monthly basis	Monthly reconciliation of stock on hand within the CRC stillages reported to the collection contractor to facilitate collection and reprocessing of Household Hazardous Waste from the CRC building.	●
8.1.23	Deliver planned flood-mitigation strategies across the City	No works programmed for the current financial year.	Construct new culverts under McLachlan Street for the East Orange channel	Programmed for 2021/2022 financial year.	●
8.1.24	Provide safe drinking and re-use water	Drinking water and recycled water was provided to customers in accordance with quality standards through implementation of the Drinking Water Management System and Recycled Water Management System.	Monitor and report on water quality in accordance with regulatory requirements and report to the State Government annually in October	Drinking water satisfied the NSW Health monitoring program for all health guideline limits. As reported to Council, a sample collected on 20 January had a pH of 6.4 units, which is below the aesthetic guideline limit of 6.5 to 8.5 pH units. Follow-up sampling returned to within the range.	●
8.1.25	Orange Sewage Treatment Plant works inlet upgrade	The Concept Design continues to progress in consideration of site limitations.	Design and construct new inlet works by June 2021	Design work during the quarter focused on a pump station feed to existing infrastructure with respect to limited space on site.	●
8.1.26	Orange Sewage Treatment Plant primary settling tank coating	The Orange Sewage Treatment Plant primary settling tank coating has been re-scheduled to 2025/26.	Specialist paint coating of tank completed by June 2021	The Orange Sewage Treatment Plant primary settling tank coating has been re-scheduled to 2025/26.	●
8.1.27	Suma Park Dam back-up pumps	Success in securing emergency funding for the Spring Creek Dam to Icely Road Water Treatment Plant pipeline has resulted in a re-prioritisation of water supply energy back-up options.	Installed by June 2020	Success in securing emergency funding for the Spring Creek Dam to Icely Road Water Treatment Plant pipeline has resulted in a re-prioritisation of water supply energy back-up options.	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

8.1: Identity and deliver essential water, waste and sewer infrastructure to service the community into the future					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.1.28	Stormwater harvesting rehabilitation of Stage 1	The detailed design for the rehabilitation of Blackmans Swamp Creek Stormwater Harvesting Stage 1 was drafted and is under review.	Rehabilitation works completed by June 2020	The draft detailed design is under review and shall be finalized in quarter 4, enabling the construction phase to be incorporated into the Blackmans Swamp Creek Stage 2 wetland project.	●
8.1.29	Orange Sewage Treatment Plant aeration upgrade	The design phase of the aeration upgrade is scheduled for 2020/21, followed by construction in 2022/23.	Design finalised by June 2021 and construction by June 2023	The design phase of the aeration upgrade is scheduled for 2020/21, followed by construction in 2022/23.	●
8.1.30	Icely Road Water Treatment Plant stormwater earthworks and administration building	Design and construct of the new stormwater earthworks is not due until June 2022, with the new administration building to follow by June 2023.	Design and construct stormwater earthworks by June 2022 and new administration building by June 2023	Design and construct of the new stormwater earthworks is not due until June 2022, with the new administration building to follow by June 2023.	●
8.1.31	Design new ultraviolet disinfection system for Orange Sewage Treatment Plan	Detailed design of the new ultraviolet system at the Orange STP is not due until June 2023.	Detailed design of new ultraviolet system by June 2023	Detailed design of the new ultraviolet system at the Orange STP is not due until June 2023.	●
8.1.32	Undertake ongoing condition assessment on Council's stormwater network	Fieldwork completed by 22 January 2020. Expect reports and video by end March 2020.	Assessments undertaken on 2% of network per annum and updated in the asset management plan	Completed.	●

8.2: Develop and promote initiatives to reduce water, energy and waste in consultation with the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.2.1	Review and report on the five key areas of our environment (water, air, biodiversity, soil, salinity) through preparation of the State of Environment report	Regional State of the Environment Report Completed.	Publish the annual statement of environment report by November	Completed in Quarter 1.	●

Attachment 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/20 - Quarter 3 (1 January 2020 to 31 March 2020)

8.2: Develop and promote initiatives to reduce water, energy and waste in consultation with the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.2.2	Implement the landfill gas management plan for Euchareena Road Resource Recovery Centre	Ongoing monitoring for gas levels at the Euchareena Road RRC undertaken during the quarter for reporting in the Annual Review documentation to the EPA and DPIE in August 2020. Installation of landfill gas monitoring system rescheduled for 2020/2021 and beyond.	Installation of the landfill gas-management system programmed for 2022/23 and beyond	Installation plan rescheduled for commencement in 2020/2021.	●
8.2.3	Engage the community in the Parks Alive program and environmental activities	Ten community events were held with 4 being educational events and 6 hands on events. Events were held at Lake Canobolas, Clifton Grove, Ploughman's Wetlands and Gosling Creek. The events attracted 248 volunteers	Deliver four school programs, four educational programs and four community events per annum	Ten community events were held over the third quarter engaging 248 community members.	●
8.2.4	Participate in the NSW Tidy Towns sustainable program	The marquee event for the 3rd quarter was Clean Up Australia Day, (CUAD). Six sites were organized in and around Orange including Clifton Grove, Hill Park, Rotary Park, Moulder Park, Lake Canobolas and the East Orange Channel. 65 community members collected 20 bags of rubbish at the organized sites.	Participate in Clean Up Australia activities	Clean Up Australia Day attracted 65 community members.	●
			Raise awareness of the NSW Tidy Towns Program through four local media events and engaging with local schools	2 articles were run in the local newspapers relating to Clean Up Australia Day.	●
			Compile annual NSW Tidy Towns Sustainable Community Award submissions	Completed in Quarter 2.	●
8.2.5	Monitor and implement awareness events and campaigns for priority weeds	Over the 3rd quarter 88 property inspections were undertaken with 54 of those being on private property, 26 on OCC managed land and 8 on property under the management of the State Government. Weed staff attended 3 regional meetings. Funding of \$53,270 was secured from NSW DPI for the annual inspection program	Undertake 400 annual private property inspections to ensure noxious weeds are managed in accordance with legislative requirements	88 property inspections were undertaken in the 3rd quarter.	●

8.2: Develop and promote initiatives to reduce water, energy and waste in consultation with the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.2.6	Manage abandoned articles within the City	Ranger Services staff continue to provide impounding service.	Report abandoned shopping trolleys to stores	Daily reports to supermarket call centres undertaken.	●
8.2.7	Enforce environmental legislation	All reported pollution incidents were investigated. Sediment control on building sites continued to be a focus of regulatory action.	All pollution complaints investigated within 2 working days for non-urgent events and within 4 hours for urgent events and action take if required	All events investigated.	●

8.3: Promote the range of recycling services					
Ref	Action	Action Comment	Project/Service	Comment	Status
8.3.1	Deliver waste and recycling services	Ongoing outreach to residents, businesses and schools undertaken by Councils education consultant Envirocom with Organic and Recycling bin inspections undertaken during the quarter to determine levels of compliance and to promote to the residents how to improve their resource recovery and correct usage of the bins.	Promote and offer a free annual household hazardous waste collection service at the Ophir Road Resource Recovery Centre	Scheduled for October 2020 (Year 3).	●
			Deliver education materials or services to orange residents relating to the waste, recycling and organics contract provisions	Ongoing outreach to residents, businesses and schools undertaken by Council's education consultant Envirocom with Organic and Recycling bin audits undertaken during the quarter	●


9: Infrastructure for our growing community

9.1: Construct and maintain a road network that meets the community's transport and infrastructure needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
9.1.1	Promote the construction of the Southern Feeder Road	<p>Individual project stages are as follows:</p> <p>Stage 2: Under construction - 90% complete.</p> <p>Stage 3: Tenders closed - negotiating with tenderers as per Council resolution.</p> <p>Stage 4: Design complete, undertaking Review of Environmental Factors and seeking additional grant funding from Building Better Regions grant program and Heavy Vehicle Safety and Productivity Program.</p>	Delivery of Stages 2, 3 and 4 of the Southern Feeder Road	Stage 2 underway. Stage 3 tender negotiation in progress. Stage 4 undergoing statutory environmental assessments and sourcing funding.	●
9.1.2	Deliver works program for upgrades, road rehabilitation and re-seals as identified in the Transport Asset Management Plan	<ol style="list-style-type: none"> 1. Rehabilitation program completed - Ash Street and Gorman Road 2. Sprayed bitumen reseals completed. Asphalt overlays ongoing. 3. Design progressed for Forest Road upgrade at Spring Terrace 4. Works commenced on the construction of the Roundabout at Hill, NDR and William Maker Drive. 	Annual road rehabilitation program completed within allocated budget	Road rehabilitation program completed.	●
			Annual reseal program completed within allocated budget	All bitumen reseals completed.	●
			Burrendong Way - upgrade to an urban standard, south from the Northern Distributor Road	Completed.	●
			Reconstruct Clergate Road Stage 2 from Quartz Street to Ralston Drive	Not due this year.	●
			Whiley Road/Forest Road upgrading - subject to grant funding	Not due to commence.	●
			Construct a new roundabout at the intersection of the NDR/Hill Street and William Maker Drive - subject to grant funding	Commenced on Hill Street leg.	●

9.1: Construct and maintain a road network that meets the community's transport and infrastructure needs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Upgrade Whitton Place to urban standards	Not due this year.	●

9.2: Ensure that adequate car parking spaces are available to support growth					
Ref	Action	Action Comment	Project/Service	Comment	Status
9.2.1	Provide and manage public car parking in the Orange Central Business District	Parking study deliverables - renewal program for disabled parking spaces and other identified parking areas in the City has been carried out.	Implement parking study deliverables	The disabled parking spaces have been re-line-marked and signage upgraded on an as needs basis. Other parking areas that need upgrading have also been re-line-marked and signage upgraded where necessary.	●
		Parking patrols - Due to COVID-19, the Ophir Car Park has become a free parking area at this time due to COVID-19 (subject to review in the future). With patrols, the key focus is on safety, with more lenience being given to Level 1 parking offences. The patrol contract for the Orange City Centre has been temporarily suspended due to COVID-19.	Parking patrols carried out in accordance with patrol schedule and Council's adopted parking rules	Due to COVID-19, the Ophir Car Park has become a free parking area and the patrol contract at the Orange City Centre has been temporarily suspended (subject to review in the future). With patrols, the key focus is on safety, with more lenience being given to Level 1 parking offences.	●


9.3: Ensure that an appropriate level of pedestrian amenity is provided throughout the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
9.3.1	Deliver program of footpath upgrading and new construction works as identified in the Transport Asset Management Plan	Footpath rehabilitation completed in Clinton Street, Byng Street and Sale Street. New footpath construction New footpath construction continued in Peisley Street.	Design and installation of pedestrian crossing lighting upgrades as per allocated budget	Works deferred due to design constraints at chosen locations.	●
			Annual footpath rehabilitation program completed within allocated budget	Works progressing within time and budgetary constraints.	●

9.4: Develop a vibrant civic and commercial precinct as a centre for the community					
Ref	Action	Action Comment	Project/Service	Comment	Status
9.4.1	Undertake master planning for the upgrade of the CBD (FutureCity), to position Orange as a premier regional city supporting existing and new commercial opportunities	The draft FutureCity master plan has been completed.	Finalise master plan and seek Council approval	Draft master plan to go to May 2020 Council meeting.	

10: Celebrate our cultural, social, natural and built heritage assets

10.1: Engage with the community to ensure plans for growth and development are respectful of our heritage					
Ref	Action	Action Comment	Project/Service	Comment	Status
10.1.1	Provide a heritage advisory service to the community to protect and enhance heritage assets and to promote quality urban design	Council's Heritage Adviser continues to provide regular heritage advice to assist with the assessment and determination of development applications, protect and enhance heritage assets and promote quality urban design.	Heritage and urban design advisory services provided	15 heritage and urban design advisory services were provided during the quarter.	●

10.2: Preserve our diverse social and cultural heritage					
Ref	Action	Action Comment	Project/Service	Comment	Status
10.2.1	Maintain local heritage assistance program	New round of funding currently seeking applications.	Ensure the local community is engaged for heritage support funding	Applications are currently being called for the 2020/2021 round of funding.	●
10.2.2	Develop heritage strategy	Reviewed annually in line with Office of Environment and Heritage reporting.	Implement and review heritage strategy annually	Orange City Council Heritage Strategy reviewed in line with Office of Environment and Heritage reporting.	●


10.3: Preserve the unique way of life of our surrounding villages					
Ref	Action	Action Comment	Project/Service	Comment	Status
10.3.1	Support the Spring Hill and Lucknow Community Committees	Council continues to support the Spring Hill and Lucknow Community Committees. Committees meet regularly, with community priorities identified through relevant Action Plans. Outcomes from meetings are reported to Council after each meeting.	Engage with the community and update the Village's priorities	<p>Council communicates regularly with Villages by way of Committee Meetings, action plans and e-mail communication to provide updates on tasks and prioritization of tasks. Outcomes from actions include but are not limited to the following:</p> <ul style="list-style-type: none"> • general maintenance updates in all three Villages • park beautification • signage upgrade 	

3: Prosper - a smart, innovative and resilient economy

11: Sustainable tourism, events and visitor experiences

11.1: Capitalise on the character and lifestyle of Orange to remain a destination of choice					
Ref	Action	Action Comment	Project/Service	Comment	Status
11.1.1	Deliver visitor information services	Social distancing measures and directions from NSW Health forced the closure of the VIC during March. Date of reopening is unknown at this stage.	Operate the Orange Visitor Centre within budget	The VIC is operating within budget at this time.	●
11.1.2	Monitor the implementation of the Orange Region Tourism Strategy by Orange360	The entire visitor economy has been severely restricted by the COVID-19 social distancing and self-isolation directions from NSW Health. This comes on a depressed market from the bushfires in the previous quarter and the beginning of this quarter.	Actions from the Orange tourism strategy, delivered in accordance with the strategy items adopted by Council	Social distancing and self-isolation rules have adversely affected the ability to achieve this target as people are no longer allowed to travel for leisure and were hesitant to do so in the month leading up to the ban.	●

11.2: Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all					
Ref	Action	Action Comment	Project/Service	Comment	Status
11.2.1	Provide a range of quality accommodation and services and maintenance of all infrastructure at the Colour City Caravan Park	The caravan park has had to close to all guests other than permanent residents due to COVID-19 restrictions implemented by NSW health. The restrictions are expected to be in place for some months, making it unlikely that the occupancy targets can be achieved. Focus will now be directed to improving assets etc while cabins and facilities are vacant.	Maintain a three-star rating	Rating has been maintained.	●
			Maintain occupancy rate at an annual average of at least 50%	Occupancy was at 37.7% for the quarter.	●
			Undertake asset improvements in accordance with the buildings asset management plan	New TVs installed in cabins and the cottage.	●


11.2: Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all					
Ref	Action	Action Comment	Project/Service	Comment	Status
11.2.2	Support and work with sporting organisations to secure events for the Orange region	Council continues to provide a customer service focused on economic development to attract events to Orange and hosted 5 major sporting events during the reporting period. Due to NSW Government COVID-19 restrictions, 2 major sporting events scheduled to take place in Orange were cancelled.	Support at least five major events annually sourced by agency	<p>Council secured the hosting rights for the following events which were successfully staged in Orange during the reporting period:</p> <ul style="list-style-type: none"> Western NSW U/13 Cricket Carnival - 224 competitors over 4 days Western NSW U/15 Cricket Carnival - 224 competitors over 4 days Shimano Mountain Bike Grand Prix Series - 158 competitors for 1 day of competition NSW O/50 Cricket Championships - 300 competitors over 3 days competition NSW U/12 Water Polo Gala Festival - 180 competitors for 2 days competition <p>Unfortunately the implementation of NSW Government's COVID-19 restrictions and regulations saw the cancellation of the following events:</p> <ul style="list-style-type: none"> Newcrest Orange Challenge Athletics NSW Mountain Running Championships (part of the Great Volcanic Mountain Challenge). 	


12: A smart, innovative and resilient industry sector


12.1: Attract and grow strategic investment					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.1.1	Develop, maintain and provide information resources appropriate for business development, expansion and/or relocation - including web-based and mobile application platforms	The Orange Investment website has been launched.	Orange Investment website launched	Completed.	●
12.1.2	Undertake refurbishment of the Central Business District	Consultants are finalising Draft Future City document that will be presented to Council in May 2020 for public exhibition following that. It is envisaged that Future City will come up with a series of projects and CBD upgrade items that will initially exceed Council's budget. The Future City Implementation Plan will be informed by public consultation and go back to Council in the first Quarter of 2020/2021.	Project planning completed and delivery to budget and timeframes	Detailed Design and Construction/Delivery will commence following this. Likely delivery to commence in the 2020/2021 financial year with expenditure over 2-3 years.	●
12.1.3	Upgrade under-awning lighting in the Central Business District	Works about to start on DPI to CBD segment.	Complete upgrades of under-awning lighting	Works about to start.	●
12.1.4	Develop and manage Council's residential relocation program	The requests for information on relocating to Orange are now made directly to staff rather than third party websites. There is a noticeable difference between the level of engagement by the person making the enquiry, with more than half almost to the point of committing to relocation at the time of contact.	Measure number of enquiries answered about relocating to Orange	Requests were by direct email and phone call.	●
			Measure number of relocatees attending the annual functions of new residents	The new resident function had to be cancelled due to COVID-19 and NSW Health directions.	●
12.1.5	Manage the issues arising from	Council continues to support the role of RDA CW in lobbying for better	Support Regional Development Australia (RDA) Central West to	Continued support.	●

12.1: Attract and grow strategic investment					
	telecommunications opportunities	telecommunications connections. The March EDCC meeting had to be cancelled and therefore the attendance by an NBN representative will have to be rescheduled when the social distancing measures are lifted.	advocate to address telecommunications issues and community information campaigns		
			Support Regional Development Australia (RDA) Central West to advocate to address telecommunications issues and community information campaigns	Continued support.	●

12.2: Support innovative industry sectors					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.2.1	Facilitate industry engagement	While the presentations over the past few quarters have generated interest within the industry sector for more sessions on available data on trends etc. Unfortunately, the social distancing issues have delayed all of these meetings and appointments	Measure number of meetings/events hosted and attended with members of the Orange business sector	Meetings have been reduced due to COVID-19 issues.	●
			Work with the local retail sector on a shop local campaign each year	The Shop Orange campaign continues.	●
12.2.2	Operate the Orange Airport	Obstacle-limitation surface survey completed. Annual Emergency-training exercise completed.	Ensure the airport meets requirements of the Civil Aviation Safety Authority and the Office of Transport Security	On target.	●
			Ensure annual technical inspection completed	Not due.	●
			Ensure obstacle-limitation surface survey completed	Completed.	●
			Annual emergency-training exercise completed	Completed.	●

12.2: Support innovative industry sectors					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.2.3	Undertake upgrades of Airport precinct	Car park design is complete and construction began in February 2020.	Car park extension	On target.	

12.3: Support educational and training opportunities that retain young people, attract new workers and provide local employment					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.3.1	Work with industry, business and training organisations to identify current or developing skills shortages and implement strategies to address them	Staff continue to liaise with peak industry organisations to identify and where possible, resolve developing skills shortages before they become critical.	Monitor and report project labour market demand	While there was concern about Cadia expanding, it does not appear to have had an adverse influence on the local labour market.	

12.4: Partner with key stakeholders to enhance opportunities for local business to grow and prosper					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.4.1	Explore avenues to assist business development in the City in conjunction with the Orange Business Chamber or other peak industry organisations	No further action in this quarter.	Establish Economic Development Office	No further action.	

13: Transport services, connectivity and infrastructure that support community, tourism, business and industry

13.1: Support public and private rail, coach and air services					
Ref	Action	Action Comment	Project/Service	Comment	Status
13.1.1	Lobby relevant government authorities for improved transport linkages	Council continued to monitor opportunities for improved transport linkages.	Delivery of augmented services	Opportunities continue to be monitored.	●

13.2: Support initiatives for improved connectivity between Orange and capital cities and regional towns					
Ref	Action	Action Comment	Project/Service	Comment	Status
13.2.1	Investigate opportunities for private sector and public transport improvements	During the quarter, Qantas Link announced it would be starting flights on the Orange Sydney route. The start of that service has been delayed by COVID 19.	Delivery of augmented services	Qantas Link will be starting flights on the Orange Sydney route.	●



4: Collaborate - leadership and partnership

14: An informed community

14.1: Deliver communication that is open, accessible, meaningful and regular across a range of media					
Ref	Action	Action Comment	Project/Service	Comment	Status
14.1.1	Promote Council's activities through a range of mediums and media	Orange City Council's online presence continues to increase at a steady rate. During the last quarter approximately 66,056 users visited Orange City Council's website. The most popular pages included our water resources page and the Contact Council page. That is an increase in visitation to the website following last quarter which saw 63,377 users online. Council issued 55 media releases, responded to an average of ten to fifteen media requests per week and issued 3 e-news letters to 928 people. The active YourSay Orange projects during the reporting period included the flood study update and survey.	Provide at least one media briefing a week	Target exceeded.	●
			Issue at least one media release a week	Target exceeded.	●
			Implement a Council-wide style guide	Council's Brand was established last financial year and is progressing towards Council-wide each quarter onwards from then. E-mail signature have been updated for Water Conservation and for COVID-19.	●
			Issue bulletins through e-news monthly	Target exceeded.	●
14.1.2	Ensure Council maintains an internet and social media presence	Orange City Council has a strong presence across a range of different social media platforms that result in thousands of engagements every week. Through Facebook alone, there has been an average of 90,000 post engagements over the quarter between January and the end of March 2020. Over the past 90 days, any events listed on Council's Facebook page have reached over 27,400 people, and over 350 more people have followed the page which gives them daily insights into any	Increase social media engagement and reach by 25% annually	Large reach and following continuing and 16.4% increase in Twitter following in last month of this quarter.	●
			Maintain the Council website with weekly updates	Updates maintained. New areas created because of COVID-19 - updates, Council areas open and businesses open.	●

14.1: Deliver communication that is open, accessible, meaningful and regular across a range of media					
Ref	Action	Action Comment	Project/Service	Comment	Status
		information relevant to Orange City Council, compared to last quarter, bringing the total number of followers to 9,350. Other social media platforms such as Twitter have increased, with profile visits to Twitter increasing by 16.4 per cent in the past 28 days.			

14.2: Promote organisational culture that delivers excellent customer service and continuous improvement					
Ref	Action	Action Comment	Project/Service	Comment	Status
14.2.1	Provide a highly-responsive customer service function	Progressing well. All Customer Service systems and procedures are being monitored and reviewed regularly.	Remind staff of their obligations under Council's customer service obligation policy by June annually	Ongoing.	●
			All issues reported via Council's website or by phone/e-mail to Council allocated to relevant staff member within two business days	Customer Service answered a total number of 8,259 calls during this period with 2,703 Customer Service Requests entered into our system for staff to action. 74% of calls were answered within our Grade of Service.	●
			Continue to provide after-hours, call-answering service	Alarm Australia continue to provide Council's after-hours service and is continually being monitored for quality.	●
			Undertake a review of the customer-service and on-line response loop to improve resident feedback and to implement improvements	Ongoing.	●

14.3: Provide opportunities for widespread and quality engagement and, where appropriate, shared decision-making					
Ref	Action	Action Comment	Project/Service	Comment	Status
14.3.1	Establish and support Council meetings, policy committees and Council's community committee network	Support was provided for Council and Policy Committee Meetings and Council's Community Committees over the quarter.	Prepare and distribute agendas and reports for ordinary Council and policy-committee meetings within three business days of the meetings	Agendas, minutes and reports are produced for Council and Policy Committee meetings within the required time frame.	
			Review Council's community committees	Council resolved to defer review of Committees until next elected Council in September 2021.	

15: Leaders in our community

15.1: Encourage and support residents to pursue leadership roles at Council					
Ref	Action	Action Comment	Project/Service	Comment	Status
15.1.1	Establish and support Council meetings, policy committees and Council's community committee network	The annual Policy Committee Structure and community-committee network was adopted by Council at its meeting on 17 September 2019.	Establish the annual committee-meeting schedule in September annually	Completed in Quarter 1.	●

15.2: Support community organisations and groups to deliver services and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
15.2.1	Apply Council's adopted donations and grants policy to support the community	<p>Applications in Quarter 4 where event was cancelled because of COVID-19</p> <p>All applicants were contacted by telephone to confirm cancellation of the event relating to their application. A confirmation e-mail was sent to each of these applicants to advise that, as their application could not be determined, it had a status of withdrawn.</p> <p>Approved donations and event cancellation because of COVID-19</p> <p>All applicants who received a donation for either holding an event (Major Events Program/Small Donations Program) or for attending an event (Sport Participant Program) were contacted by telephone. Major Event applicants were advised that if they were holding their event in 2020/2021 they could use this year's donation in that financial year. Sport Participant applicants were advised that, if they could send</p>	Report requests to Council quarterly (assessed in compliance with policy)	<p>General Donations (Extended Round 3 of 4)</p> <ul style="list-style-type: none"> \$100,000.00 budget \$73,245.61 donated to date (100% in compliance with policy; target met) <u>Quarter 3 Review</u> 1 application approved totalling \$5,207.42 (revisiting resolution from last financial year) 1 application reduced from \$20,000.00 to \$10,000.00 (only one of two requirements met) <p>Major Event Sponsorship (Round 2 of 2)</p> <ul style="list-style-type: none"> \$100,000.00 budget \$98,148.95 donated to date * \$5,437.00 donated to date from Other Sources Closed for 2019/2020 <p>*Two approved applications totalling \$3,000.00 were withdrawn and have been deducted from this total</p>	●

15.2: Support community organisations and groups to deliver services and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
		evidence of pre-committed spending, they were not required to return their donation.		Sports Facility Program (Round 1 of 1) <ul style="list-style-type: none"> \$50,000.00 budget 5 applications approved 2 applications declined \$50,000.00 donated to date Closed for 2019/2020 Sport Participation Program (Year Round) <ul style="list-style-type: none"> \$13,900.00 budget 27 applications approved 4 applications declined \$11,853.00 donated to date 	


15.3: Engage and train young people to develop our future leaders					
Ref	Action	Action Comment	Project/Service	Comment	Status
15.3.1	Support the Youth Advisory Council	Youth Action Council maintained active meetings and activities.	Increase engagement with the City's youth	Youth Centre numbers increasing until COVID19 closure requirement.	●
15.3.2	Support work experience and community and school careers events	Three students were accommodated for work experience in the quarter with a further 5 deferred due to COVID-19.	Report on number of work experience placements and attendance at school and community career events	Three students were accommodated for work experience in the quarter with a further 5 deferred due to COVID-19.	●

15.4: Develop and encourage staff to pursue leadership within Council					
Ref	Action	Action Comment	Project/Service	Comment	Status
15.4.1	Implement the Workforce Management Plan	Actions during the quarter included: <ul style="list-style-type: none"> The Internal Communications Working Party developed a staff newsletter and email message to all staff on content and decisions from Council meeting. Human Resources attended a public event for International Women's Day and provided careers advice. Satisfactory external AS4801 safety audit undertaken. 152 staff attended WHS courses. The Volunteer, Working from Home, Employee Recognition and Chemical Management Policies were reviewed. 	Employee satisfaction survey	The Internal Communications Working Party met in the period and progressed a number of initiatives including a staff newsletter, email message to all staff on content and decisions from Council meeting and boxes setup in offsite locations without email access to allow staff to provide questions/suggestions to the CEO. The Employee Recognition Procedure was also reviewed and updated.	●
			Improvements in gender equality	Human Resources provided careers advice to the public at an events for International Women's Day.	●
			Review and update corporate values and organisational culture vision	Review due Quarter 4.	●
			Maintain staff health and well-being	Nil safe work improvement notices in period. Three health and safety inspections with 2 project audits undertaken with a score over 80% for each audit. Satisfactory external AS4801 audit also undertaken. 152 staff attended WHS courses. Four claims for lost time injury. The Volunteer, Working from Home and Chemical Management Policies were reviewed.	●
			Undertake staff capability review	Review due Quarter 4.	●

16: Strong relationships

16.1: Work in partnership with other councils, regional organisations and State and Federal governments					
Ref	Action	Action Comment	Project/Service	Comment	Status
16.1.1	Support the Local Emergency Management Committee	Continuing to support local emergency services, particularly in the emergency pandemic period (COVID-19).	Support local emergency planning in conjunction with key agencies	Support given.	●
16.1.2	Support the Rural Fire Service	Continuing to support the Rural Fire Service.	Provide ongoing support and advice to quarterly Bush Fire Management Committee meetings and Bush Fire Liaison Committee meetings	Support provided.	●
16.1.3	Engage with State and Federal Governments on funding and policy matters	Regular engagement through regular meetings.	Report activities of the Council showing advocacy on emerging strategic matters important to the City and region	<ul style="list-style-type: none"> • Monthly meetings with James McTavish (Regional Town Water Supply Coordinator DPIE). • Acting Minister for Sport Geoff Lee - sporting precinct - 12 March 2020. • Senator Tony Sheldon ALP - regional issues - 13 March 2020. • Shadow Minister for Crown Lands Tara Moriarty - 13 March 2020. 	●

16.2: Advocate for the community to attract external funding to deliver services, facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
16.2.1	Maintain membership of key lobby groups to advance regional priorities	Membership maintained for purpose of advancing regional priorities.	Report on meetings and interactions with key lobby groups - including, but not limited to: <ul style="list-style-type: none"> • Central NSW Joint Organisation • Regional Development Australia • Inland Forum 	<ul style="list-style-type: none"> • Met with Blayney and Cabonne Councils regularly in this quarter along with Central Tablelands Water to discuss water matters. • Central NSW JO Board Meeting - 27 February 2020. • Mining and Energy Related Councils 	●

16.2: Advocate for the community to attract external funding to deliver services, facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			<ul style="list-style-type: none"> Regional Cities NSW Orange360 Evocities NetWaste Central West Libraries Bathurst Orange and Dubbo Alliance Association of Mining-related Councils Local Land Services Government Ministers and department officers LGNSW 	Meeting - 5 March 2020. <ul style="list-style-type: none"> Country Mayor's Association Meeting - 6 March 2020. 	
16.2.2	Maintain sister-cities relationships with: Timaru, New Zealand; Ushiku, Japan; Orange, California; and Mt Hagen, Papua New Guinea	A Council welcome was hosted in the Civic Centre for a group of exchange students visiting Orange from Ushiku on 10 March 2020. Due to the Orange's City Council's COVID-19 response, the Committee's scheduled meeting during the quarter was cancelled. The planned staff exchange with Timaru District Council planned for April was also cancelled during the quarter.	Support opportunities for cultural exchange	Support given until COVID-19 social distancing meant opportunities could not be met from March 2020 onwards.	

17: Responsible governance

17.1: Provide representative, responsible and accountable community governance					
Ref	Action	Action Comment	Project/Service	Comment	Status
17.1.1	Provide information to Councillors on training and development opportunities	Nil	Coordinate with the Mayor and Councillors on the Councillors' training and development plans, as per requirements in the Local Government Act	Training opportunities identified and disseminated to Councillors during the quarter. No training undertaken.	●
			Report on complaints under Council's Code of Conduct to Council by December annually	Nil for this quarter.	●
17.1.2	Ensure Councillors are made aware of key policy requirements	Key policy advice is provided to Council via reports.	Provide advice on key policy and legislative changes as required	Advice on key policy and legislative changes was provided where required.	●
17.1.3	Maintain a framework of relevant policies and procedures	The CEO recently approved Operational Policy - OP087 - Policy Development and Review on 6 December 2019. This policy guides staff in the review and creation of policies across the organisations. Key changes to Policies are now that Strategic Policies will be reviewed 4 yearly (at the start of each council term) and Operational Policies 2 yearly, unless the need or occasion arises for review during that period. All policies are now located and controlled through the Pulse software system with staff allocated as responsible for each policy. The governance team provides an oversight function of these policies, in order to quality control and manage the pulse system, however, staff are responsible individually for their allocated policies.	Facilitate the review of strategic policies biannually, with: <ul style="list-style-type: none"> the code of conduct reviewed by March; the code of meeting practice reviewed by April; and Councillors' payment of expenses and provision of facilities policy reviewed by September 	Strategic Policies are still being reviewed, updated and created. All Policies are now within Pulse. There will be some changes to the policies schedules given the recent postponement of the LG elections until September 2021 with a further update provided in the next quarter.	●
			Facilitate the review of operational policies annually	Operational Policies continued to be updated during the period including an operational policy on policy making - OP087 - Policy Development and Review which was approved by the CEO on 6 December 2019.	●

17.1: Provide representative, responsible and accountable community governance					
Ref	Action	Action Comment	Project/Service	Comment	Status
17.1.4	Maintain the delegations and sub-delegations register	Delegations to the CEO were prepared in November 2019, however due to further review requirements, were delayed in being adopted by Council until 3 March 2020. During the next quarter the Pulse delegations register will be updated to reflect any changes or updates to the CEO's delegations which will filter down to staff.	Review delegations to the General Manager in November annually	The Delegations to the General Manager were reviewed in November 2019, however, further amendments were required, adoption was delayed until March. Pulse will be updated in the next quarter to reflect any changes.	●
		The Delegations register has been updated during the quarter where staff changes have occurred for Sub-Delegations. A further review of the Sub-Delegations will be reported to the CEO and Directors during the next quarter for approval, and again the Delegations register will be updated.	Update and distribute sub-delegations to staff in December annually	During the next quarter, recommendations will be made to the CEO and directors to adopt the sub-delegations.	●
17.1.5	Manage Council's records system	During the period 1 January 2020 to 31 March 2020 the Records continued to allocate correspondence to responsible staff members and work towards best practice records management. The total recorded Incoming Correspondences during the period was 6,911. Staff created 18,715 Documents, 566 Council/Committee documents and 171 Notices of Approval.	All incoming letters and e-mails to Council's system daily and allocated to appropriate staff member	The records team allocated correspondence daily to appropriate staff members.	●
17.1.6	Develop and implement the suite of integrated planning and reporting documents	The drafts of Operational Plan 2020/2021 and Annual Budget 2020/2021 will be considered by Council at its meeting on 21	Annual minor review of Community Strategic Plan by June annually	The Community Strategic Plan does not need to be changed during the life of the current Delivery Plan.	●

17.1: Provide representative, responsible and accountable community governance					
Ref	Action	Action Comment	Project/Service	Comment	Status
		April 2021. Draft resourcing strategy Workforce Management Plan, which would not normally be changed during the life of a current Delivery Program, will also be considered by Council at its meeting on 21 April 2021. This resourcing strategy has been updated because of the effect of COVID-19.	Finalisation of the delivery/operational plan by June annually	Operational Plan 2020/2021 and Annual Budget 2020/2021 are on target for consideration and exhibition.	
			Review of the resourcing strategies by December annually - via the long-term financial plan, assets planning document and the workforce-management plan	Resourcing strategies do not need to be changed during the life of the current Delivery Plan unless something extraordinarily changes. The Workforce Management Plan has been changed because of COVID-19 and is on target for consideration and exhibition.	
			Preparation of the annual report by November annually	This is not due until Quarter 4.	
			Undertake quarterly reviews of the delivery/operational plan and report to Council	Quarter 3 Review is due to go to Council in May 2020.	

17.2: Ensure financial stability and support efficient ongoing operation					
Ref	Action	Action Comment	Project/Service	Comment	Status
17.2.1	Achieve maximum return on the investment of Council's funds whilst adhering to all applicable legislative requirements and Council's policy	Monthly investment reports presented to Council during first quarter. Returns are currently above the set benchmark.	Monthly reports to Council on the performance of the investment portfolio	All monthly reports submitted as per schedule, investment return benchmark exceeded.	●
17.2.2	Review and implement operational efficiency opportunities	Reviews of Council practices will be undertaken against recommendations from the NSW Auditor General's yearly report on local government and individual subject reports on local government activities and update the Audit and Risk	Consideration of actions and efficiencies from the activities identified in the Fit for Future improvement plan reported to the General Manager and used to inform future budgets	Actions and efficiencies will now be taken from the NSW Auditor General's reports on local government (yearly and subject reports).	●

17.2: Ensure financial stability and support efficient ongoing operation					
Ref	Action	Action Comment	Project/Service	Comment	Status
		Management Committee on these reviews and recommended changes.	Consideration of actions and efficiencies from the activities identified in the Fit for Future improvement plan reported to the General Manager and used to inform future budgets	Actions and efficiencies will now be taken from the NSW Auditor General's reports on local government (yearly and subject reports).	
17.2.3	Undertake testing of Council's business continuity plan	COVID-19 became an emergency pandemic in this quarter and a sub-plan for the Business Continuity Plan - Emergency Pandemic (COVID-19) - was created with BCAPs (Business Continuity Actions Plans) for all business units in Council. This real-life situation will create a real-life testing of this sub-plan and its BCAPs and will inform the review on these documents when we are in the recovery period after the pandemic is over.	Business continuity plan tested and reviewed in December annually	Scenarios for testing are being created, will lead testing in the next financial year and will be a good reference in annual reviewing of the Business Continuity Plan and its sub-plans and BCAPs.	●
17.2.4	Maintain the enterprise risk management system	The Risk Management System is currently in a holding phase while Council engages with a Consultant.	Annual review of the corporate risk register and report to Council via the Audit and Risk Management Committee	Register currently being reviewed by Consultant.	●
			Compliance reporting quarterly to Directors	Register currently being reviewed by Consultant. Report to directors will be prepared at the finalisation of the Consultants review and recommendations.	●
			Deliver an internal audit program based on corporate-risk issues, with reports on progress against the program made to Council on a quarterly basis	The internal audit program is provided to Council on a quarterly basis through its Audit and Risk Management Committee.	●

17.2: Ensure financial stability and support efficient ongoing operation					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Annual report from the Audit and Risk Management Committee in April annually	Due in Quarter 4.	●
17.2.5	Provide financial reporting with reference to the long-term financial plan and the delivery and operational plan requirements	September quarterly review presented to Council in November 2019. December quarterly review went to Council meeting in February 2020. March quarterly review will go to Council in May 2020. Annual statements lodged with OLG by due date of 31 October 2019.	Quarterly reports presented to Council within two months of the end of each quarter	Sep and Dec quarterly reports submitted on time.	●
			Annual financial statements finalised by November	Statements lodged prior to 31 October deadline.	●
17.2.6	Implement information technology strategy initiatives	There has been a focus over the last 3 months on strengthening Council's cyber security position, implementing the base requirements for O365 email and MDM and reviewing core enterprise applications against the draft Digital Strategy (Gap analysis). Supporting these high-level roadmap programs have been a number of large operational projects such as hardware refreshes for production/DR infrastructure, NAR and security roles cleanup (complete), aerial imagery refresh and application implementations (MEX and Promaster).	Records system integration with land and property system	Authority NAR and Security/Access review and cleanup was completed in March 2020 as a precursor to this work. Gap analysis and systems selection/road map path to be completed mid may for this to proceed. Will not be completed this financial year.	●
			Prepare cybersecurity plan and undertake annual assessment	Penetration testing completed. Road map for key elements of the Essential 8 currently being implemented with a number of best practice security changes being made prior to December 2019. Base work for O365, as a precursor to mobile device management (MDM) and multi-factor authentication (MFA) completed March 2020.	●
			CCTV network review and systems-improvement plan	Currently engaged with internal stakeholders to identify the core issues with the network. Conversations started with external suppliers to begin current state review aimed at underpinning recommendations in March 2020. Site and technology audit completed March 2020.	●

17.2: Ensure financial stability and support efficient ongoing operation					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Develop updated digital services and smart city plans to align resident services to expectations and to ensure Council is prepared for the future	Currently reviewing the draft Digital strategy presented by external consultants with a mind to putting its findings and recommendations into a finalised document that supports OCC strategies. A practical road map is currently under development supported by a systems gap analysis (to be completed mid-May 2020).	●
			Investigate e-planning initiatives and impacts and potential solution design	Currently reviewing the capabilities of the Authority suite as a potential opportunity to provide a quick win for planners and customers. This will be done in conjunction with the larger gap analysis that's due mid-May 2020.	●
			Customer-relationship management system review	Currently on hold while a full system gap analysis is undertaken.	●
			Telemetry-network review and hardware-refreshment program	Production hosting environment refresh complete. Production and DR backup environments installed and commissioned March 2020. Network review to begin next Financial year.	●
			Develop MyCommunity app to provide 24/7 two-way communication between Council and residents	Currently sourcing suppliers for the draft app.	●

March Review						
Consolidated						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	Rates and Annual Charges	(46,480,946)	(45,808,127)	(672,819)	(60,000)	(46,540,946)
	User Charges and Fees	(35,110,326)	(28,572,204)	(6,538,122)	2,007,341	(33,102,985)
	Interest and Investment Revenues	(2,903,376)	(2,277,185)	(626,191)	0	(2,903,376)
	Other Revenues	(6,032,624)	(5,334,401)	(698,223)	242,000	(5,790,624)
	Oncost recovery	(198,065)	0	(198,065)	0	(198,065)
	Grants and Contributions for Operating Purposes	(13,511,696)	(7,487,203)	(6,024,493)	(194,809)	(13,706,505)
	Grants and Contributions for Capital Purposes	(45,408,389)	(7,500,373)	(37,908,016)	15,120,885	(30,287,504)
	Contributions - Section 64	(2,500,491)	(2,931,382)	430,891	0	(2,500,491)
	Contributions - Section 94	(2,056,090)	(3,070,060)	1,013,970	0	(2,056,090)
	Net Gains from the Sale of Assets	0	(63,462)	63,462	0	0
Total Income from Continuing Operations		(154,202,003)	(103,044,397)	(51,157,606)	17,115,417	(137,086,586)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	40,541,202	27,982,868	12,558,334	46,300	40,587,502
	Borrowing Costs	1,559,930	259,309	1,300,621	(260,000)	1,299,930
	Materials and Contracts	32,720,322	19,003,210	13,717,112	198,547	32,918,869
	Plant Expenses	1,353,875	1,233,252	120,623	(23,847)	1,330,028
	Depreciation and Amortisation	17,969,451	13,211,601	4,757,850	0	17,969,451
	Internal Transfers	0	0	0	0	0
	Council Rates - Internal	1,001,434	840,463	160,971	0	1,001,434
	Garbage Charges - Internal	8,000	1,189	6,811	0	8,000
	Sewer Availability - Internal	160,223	69,454	90,769	0	160,223
	Water Availability - Internal	515,521	240,275	275,246	0	515,521
	Water Usage - Internal	164,372	77,311	87,061	0	164,372
	Other Expenses	7,864,243	4,172,725	3,691,518	180,000	8,044,243
Total Expenses from Continuing Operations		103,858,573	67,091,657	36,766,916	141,000	103,999,573
Operating Result from Continuing Operations		(50,343,430)	(35,952,740)	(14,390,690)	17,256,417	(33,087,013)
Operating Result before Capital Items		(378,460)	(22,450,925)	22,072,465	2,135,532	1,757,072

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(818,219)	(394,651)	(423,568)	0	(818,219)
Land Development	(3,700,000)	(581,818)	(3,118,182)	2,450,000	(1,250,000)
Total Income from the Sale of Assets	(4,518,219)	(976,469)	(3,541,750)	2,450,000	(2,068,219)
Capital Renewals					
Office Equipment	4,540	0	4,540	0	4,540
Office Equipment	0	1,581	(1,581)	0	0
Plant & Equipment	120,515	12,921	107,594	0	120,515
Buildings	5,179,420	1,703,210	3,476,210	(3,304,090)	1,875,330
Other Structures	1,635,731	349,681	1,286,050	(1,016,363)	619,368
Other	4,118,876	1,223,522	2,895,354	(472,684)	3,646,192
Roads, Bridges, Footpaths	2,316,882	920,369	1,396,513	276,989	2,593,871
Stormwater Drainage	70,000	0	70,000	0	70,000
Water Supply Network	778,496	26,503	751,993	0	778,496
Sewer Network	800,000	24,977	775,023	0	800,000
Total Capital Renewals	15,024,460	4,262,763	10,761,697	(4,516,148)	10,508,312
Capital Upgrades					
Other	42,000	39,886	2,114	28,700	70,700
Land & Buildings	0	0	0	19,500	19,500
Water Supply Network	0	198	(198)	0	0
Contributed Assets	0	127,230	(127,230)	0	0
Total Capital Upgrades	42,000	167,315	(125,315)	48,200	90,200
Capital Replacements					
Office Equipment	210,395	2,346	208,049	0	210,395
Plant & Equipment	3,741,326	2,007,782	1,733,544	73,022	3,814,348
Buildings	1,851,278	414,987	1,436,291	(744,357)	1,106,921
Other Structures	4,897,409	1,991,565	2,905,844	207,360	5,104,769
Furniture & Fittings	19,500	13,815	5,685	(3,750)	15,750
Other	25,000	5,743	19,257	0	25,000
Library Books	377,140	158,305	218,835	(69,195)	307,945
Roads, Bridges, Footpaths	56,574,338	13,912,775	42,661,563	(14,637,529)	41,936,809
Land Under Roads	0	283,963	(283,963)	3,500	3,500
Stormwater Drainage	0	18,032	(18,032)	0	0
Land Development	1,093,766	887,799	205,967	0	1,093,766
Land Council Owned	410,000	13,630	396,370	0	410,000
Real Estate Assets Held For Resale	20,000	8,020	11,980	200,000	220,000
Land - Operational	66,000	2,400	63,600	0	66,000
Water Supply Network	2,160,000	619,101	1,540,899	592,190	2,752,190
Sewer Network	2,497,769	422,108	2,075,661	(895,000)	1,602,769
Total Capital Replacements	73,943,921	20,762,370	53,181,551	(15,273,759)	58,670,162
Loan Repayments	4,459,958	(3,288,121)	7,748,079	(541,392)	3,918,566
Loan Receivables	(346,794)	0	(346,794)	0	(346,794)
Total Capital Budget	88,605,326	20,927,857	67,677,469	(17,833,099)	70,772,227
Net Result	38,261,896	(15,024,883)	53,286,779	(576,682)	37,685,214
Funding Sources					
Depreciation	(17,969,451)	(13,211,601)	(4,757,850)	0	(17,969,451)
Restricted Assets	(8,003,661)	(1,671,625)	(6,332,036)	1,667	(8,001,994)
Loan Funds	(15,700,000)	(5,000,000)	(10,700,000)	4,200,000	(11,500,000)
Cost to Council	(3,411,216)	(34,908,109)	31,496,893	3,624,985	213,769

March Review						
Collaborate						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	Rates and Annual Charges	(32,676,405)	(32,734,357)	57,952	25,000	(32,651,405)
	User Charges and Fees	(1,043,925)	(350,289)	(693,636)	0	(1,043,925)
	Interest and Investment Revenues	(1,495,383)	(912,924)	(582,459)	0	(1,495,383)
	Other Revenues	(3,522,350)	(2,841,218)	(681,132)	0	(3,522,350)
	Grants and Contributions for Operating Purposes	(3,837,593)	(1,640,837)	(2,196,756)	0	(3,837,593)
	Contributions - Section 94	(2,056,090)	(2,382,830)	326,740	0	(2,056,090)
	Net Gains from the Sale of Assets	0	(22,019)	22,019	0	0
Total Income from Continuing Operations		(44,631,746)	(40,984,474)	(3,647,272)	25,000	(44,606,746)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	12,450,207	7,699,447	4,750,760	(127,364)	12,322,843
	Borrowing Costs	1,000	0	1,000	0	1,000
	Materials and Contracts	7,567,230	4,862,930	2,704,300	33,122	7,600,352
	Plant Expenses	60,295	294,111	(233,816)	0	60,295
	Depreciation and Amortisation	1,009,139	1,689,983	(680,844)	0	1,009,139
	Internal Transfers	(8,895,345)	(7,949,050)	(946,295)	0	(8,895,345)
	Council Rates - Internal	45,775	46,956	(1,181)	0	45,775
	Sewer Availability - Internal	3,696	2,243	1,453	0	3,696
	Water Availability - Internal	7,338	4,925	2,413	0	7,338
	Water Usage - Internal	1,367	1,331	36	0	1,367
	Other Expenses	1,632,354	1,097,915	534,439	0	1,632,354
Total Expenses from Continuing Operations		13,883,056	7,750,790	6,132,266	(94,242)	13,788,814
Operating Result from Continuing Operations		(30,748,690)	(33,233,684)	2,484,994	(69,242)	(30,817,932)
Operating Result before Capital Items		(28,692,600)	(30,750,854)	2,058,254	(69,242)	(28,761,842)

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(640,730)	(291,035)	(349,695)	0	(640,730)
Total Income from the Sale of Assets	(640,730)	(291,035)	(349,695)	0	(640,730)
Capital Renewals					
Office Equipment	4,540	0	4,540	0	4,540
Office Equipment	0	1,581	(1,581)	0	0
Buildings	931,218	1,072,353	(141,135)	(125,681)	805,537
Total Capital Renewals	935,758	1,073,935	(138,177)	(125,681)	810,077
Capital Upgrades					
Total Capital Upgrades	0	0	0	0	0
Capital Replacements					
Office Equipment	200,000	2,346	197,654	0	200,000
Plant & Equipment	2,321,720	1,151,914	1,169,806	0	2,321,720
Buildings	0	25,237	(25,237)	6,291	6,291
Roads, Bridges, Footpaths	150,000	35,829	114,171	0	150,000
Total Capital Replacements	2,671,720	1,215,326	1,456,394	6,291	2,678,011
Loan Repayments	0	0	0	0	0
Loan Receivables	0	0	0	0	0
Total Capital Budget	2,966,748	1,998,226	968,522	(119,390)	2,847,358
Net Result	(27,781,942)	(31,235,458)	3,453,516	(188,632)	(27,970,574)
Funding Sources					
Depreciation	(1,009,139)	(1,689,983)	680,844	0	(1,009,139)
Restricted Assets	1,442,194	939,040	503,154	(40,000)	1,402,194
Loan Funds	0	0	0	0	0
Cost to Council	(27,348,887)	(31,986,401)	4,637,514	(228,632)	(27,577,519)

March Review						
Prosper						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	User Charges and Fees	(2,200,979)	(1,440,381)	(760,598)	363,141	(1,837,838)
	Other Revenues	(1,130,845)	(898,941)	(231,904)	196,500	(934,345)
	Grants and Contributions for Operating Purposes	0	(3,750)	3,750	0	0
	Grants and Contributions for Capital Purposes	(1,903,272)	(59,595)	(1,843,677)	1,440,982	(462,290)
	Contributions - Section 94	0	(687,230)	687,230	0	0
	Net Gains from the Sale of Assets	0	(7,225)	7,225	0	0
Total Income from Continuing Operations		(5,235,096)	(3,097,123)	(2,137,973)	2,000,623	(3,234,473)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	1,521,699	1,176,729	344,970	0	1,521,699
	Borrowing Costs	241,780	74,299	167,481	0	241,780
	Materials and Contracts	1,515,927	747,766	768,161	0	1,515,927
	Plant Expenses	37,902	13,658	24,244	0	37,902
	Depreciation and Amortisation	734,984	925,409	(190,425)	0	734,984
	Internal Transfers	336,546	275,902	60,644	0	336,546
	Council Rates - Internal	361,767	288,384	73,383	0	361,767
	Garbage Charges - Internal	8,000	1,189	6,811	0	8,000
	Sewer Availability - Internal	33,206	10,050	23,156	0	33,206
	Water Availability - Internal	43,273	15,597	27,676	0	43,273
	Water Usage - Internal	27,495	13,800	13,695	0	27,495
	Other Expenses	210,520	147,172	63,348	0	210,520
Total Expenses from Continuing Operations		5,073,099	3,689,957	1,383,142	0	5,073,099
Operating Result from Continuing Operations		(161,997)	592,834	(754,831)	2,000,623	1,838,626
Operating Result before Capital Items		1,741,275	1,339,659	401,616	559,641	2,300,916

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	0	(1,600)	1,600	0	0
Land Development	(3,100,000)	0	(3,100,000)	2,450,000	(650,000)
Total Income from the Sale of Assets	(3,100,000)	(1,600)	(3,098,400)	2,450,000	(650,000)
Capital Renewals					
Buildings	32,650	25,837	6,813	31,945	64,595
Other Structures	1,036,363	0	1,036,363	(1,036,363)	0
Total Capital Renewals	1,069,013	25,837	1,043,176	(1,004,418)	64,595
Capital Upgrades					
Contributed Assets	0	127,230	(127,230)	0	0
Total Capital Upgrades	0	127,230	(127,230)	0	0
Capital Replacements					
Buildings	1,338,000	90,177	1,247,823	(968,648)	369,352
Other Structures	178,000	207,479	(29,479)	230,000	408,000
Land Development	1,093,766	887,799	205,967	0	1,093,766
Land Council Owned	0	2,362	(2,362)	0	0
Real Estate Assets Held For Resale	20,000	8,020	11,980	200,000	220,000
Total Capital Replacements	2,629,766	1,195,836	1,433,930	(538,648)	2,091,118
Loan Repayments	1,031,824	426,980	604,844	0	1,031,824
Loan Receivables	0	0	0	0	0
Total Capital Budget	1,630,603	1,774,284	(143,681)	906,934	2,537,537
Net Result	1,468,606	2,367,117	(898,511)	2,907,557	4,376,163
Funding Sources					
Depreciation	(734,984)	(925,409)	190,425	0	(734,984)
Restricted Assets	(18,987)	(843,921)	824,934	(1,023,409)	(1,042,396)
Loan Funds	0	0	0	0	0
Cost to Council	714,635	597,787	116,848	1,884,148	2,598,783

March Review						
Live						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	User Charges and Fees	(7,048,344)	(6,139,570)	(908,774)	979,000	(6,069,344)
	Interest and Investment Revenues	(15,000)	(4)	(14,996)	0	(15,000)
	Other Revenues	(995,703)	(725,672)	(270,031)	45,500	(950,203)
	Grants and Contributions for Operating Purposes	(6,606,626)	(4,098,863)	(2,507,763)	(15,000)	(6,621,626)
	Grants and Contributions for Capital Purposes	(5,830,605)	(296,697)	(5,533,908)	2,300,294	(3,530,311)
	Net Gains from the Sale of Assets	0	(28,818)	28,818	0	0
Total Income from Continuing Operations		(20,496,278)	(11,289,625)	(9,206,653)	3,309,794	(17,186,484)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	15,029,708	11,110,921	3,918,787	(10,980)	15,018,728
	Borrowing Costs	50,000	(109,157)	159,157	0	50,000
	Materials and Contracts	6,747,542	4,532,908	2,214,634	33,495	6,781,037
	Plant Expenses	257,303	289,806	(32,503)	(637)	256,666
	Depreciation and Amortisation	4,446,823	2,822,438	1,624,385	0	4,446,823
	Internal Transfers	1,663,273	1,288,857	374,416	0	1,663,273
	Council Rates - Internal	227,316	149,149	78,167	0	227,316
	Sewer Availability - Internal	76,046	43,964	32,082	0	76,046
	Water Availability - Internal	216,028	151,308	64,720	0	216,028
	Water Usage - Internal	134,170	57,992	76,178	0	134,170
	Other Expenses	2,543,619	773,521	1,770,098	0	2,543,619
Total Expenses from Continuing Operations		31,391,828	21,111,708	10,280,120	21,878	31,413,706
Operating Result from Continuing Operations		10,895,550	9,822,083	1,073,467	3,331,672	14,227,222
Operating Result before Capital Items		16,726,155	10,118,780	6,607,375	1,031,378	17,757,533

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(13,540)	(8,898)	(4,642)	0	(13,540)
Total Income from the Sale of Assets	(13,540)	(8,898)	(4,642)	0	(13,540)
Capital Renewals					
Plant & Equipment	15,000	12,921	2,079	0	15,000
Buildings	4,215,552	604,589	3,610,963	(3,210,354)	1,005,198
Other Structures	549,368	324,812	224,556	20,000	569,368
Other	4,118,876	1,222,939	2,895,937	(472,684)	3,646,192
Total Capital Renewals	8,898,796	2,165,261	6,733,535	(3,663,038)	5,235,758
Capital Upgrades					
Land & Buildings	0	0	0	19,500	19,500
Total Capital Upgrades	0	0	0	19,500	19,500
Capital Replacements					
Plant & Equipment	178,656	135,721	42,935	37,022	215,678
Buildings	313,278	230,875	82,403	218,000	531,278
Other Structures	3,721,500	1,662,105	2,059,395	201,040	3,922,540
Furniture & Fittings	19,500	13,815	5,685	(3,750)	15,750
Other	25,000	5,743	19,257	0	25,000
Library Books	377,140	158,305	218,835	(69,195)	307,945
Total Capital Replacements	4,635,074	2,206,564	2,428,510	383,117	5,018,191
Loan Repayments	480,395	(2,500,000)	2,980,395	0	480,395
Loan Receivables	0	0	0	0	0
Total Capital Budget	14,000,725	1,862,927	12,137,798	(3,260,421)	10,740,304
Net Result	24,896,275	11,685,010	13,211,265	71,251	24,967,526
Funding Sources					
Depreciation	(4,446,823)	(2,822,438)	(1,624,385)	0	(4,446,823)
Restricted Assets	(2,964,323)	(657,623)	(2,306,700)	1,079,394	(1,884,929)
Loan Funds	(2,500,000)	(2,500,000)	0	0	(2,500,000)
Cost to Council	14,985,129	5,704,949	9,280,180	1,150,645	16,135,774

March Review						
Preserve						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	Rates and Annual Charges	(13,804,541)	(13,073,770)	(730,771)	(85,000)	(13,889,541)
	User Charges and Fees	(24,817,078)	(20,641,964)	(4,175,114)	665,200	(24,151,878)
	Interest and Investment Revenues	(1,392,993)	(1,364,258)	(28,735)	0	(1,392,993)
	Other Revenues	(383,726)	(868,569)	484,843	0	(383,726)
	Oncost recovery	(198,065)	0	(198,065)	0	(198,065)
	Grants and Contributions for Operating Purposes	(3,067,477)	(1,743,753)	(1,323,724)	(179,809)	(3,247,286)
	Grants and Contributions for Capital Purposes	(37,674,512)	(7,044,081)	(30,630,431)	11,379,609	(26,294,903)
	Contributions - Section 64	(2,500,491)	(2,931,382)	430,891	0	(2,500,491)
	Net Gains from the Sale of Assets	0	(5,399)	5,399	0	0
Total Income from Continuing Operations		(83,838,883)	(47,673,175)	(36,165,708)	11,780,000	(72,058,883)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	11,539,588	7,995,770	3,543,818	184,644	11,724,232
	Borrowing Costs	1,267,150	294,167	972,983	(260,000)	1,007,150
	Materials and Contracts	16,889,623	8,859,606	8,030,017	131,930	17,021,553
	Plant Expenses	998,375	635,676	362,699	(23,210)	975,165
	Depreciation and Amortisation	11,778,505	7,773,770	4,004,735	0	11,778,505
	Internal Transfers	6,895,526	6,384,291	511,235	0	6,895,526
	Council Rates - Internal	366,576	355,974	10,602	0	366,576
	Sewer Availability - Internal	47,275	13,198	34,077	0	47,275
	Water Availability - Internal	248,882	68,445	180,437	0	248,882
	Water Usage - Internal	1,340	4,187	(2,847)	0	1,340
	Other Expenses	3,477,750	2,154,118	1,323,632	180,000	3,657,750
Total Expenses from Continuing Operations		53,510,590	34,539,202	18,971,388	213,364	53,723,954
Operating Result from Continuing Operations		(30,328,293)	(13,133,973)	(17,194,320)	11,993,364	(18,334,929)
Operating Result before Capital Items		9,846,710	(3,158,510)	13,005,220	613,755	10,460,465

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(163,949)	(93,119)	(70,830)	0	(163,949)
Land Development	(600,000)	(581,818)	(18,182)	0	(600,000)
Total Income from the Sale of Assets	(763,949)	(674,937)	(89,012)	0	(763,949)
Capital Renewals					
Plant & Equipment	105,515	0	105,515	0	105,515
Buildings	0	431	(431)	0	0
Other Structures	50,000	24,868	25,132	0	50,000
Other	0	582	(582)	0	0
Roads, Bridges, Footpaths	2,316,882	920,369	1,396,513	276,989	2,593,871
Stormwater Drainage	70,000	0	70,000	0	70,000
Water Supply Network	778,496	26,503	751,993	0	778,496
Sewer Network	800,000	24,977	775,023	0	800,000
Total Capital Renewals	4,120,893	997,730	3,123,163	276,989	4,397,882
Capital Upgrades					
Other	42,000	39,886	2,114	28,700	70,700
Water Supply Network	0	198	(198)	0	0
Total Capital Upgrades	42,000	40,085	1,915	28,700	70,700
Capital Replacements					
Office Equipment	10,395	0	10,395	0	10,395
Plant & Equipment	1,240,950	720,147	520,803	36,000	1,276,950
Buildings	200,000	68,698	131,302	0	200,000
Other Structures	997,909	121,981	875,928	(223,680)	774,229
Roads, Bridges, Footpaths	56,424,338	13,876,946	42,547,392	(14,637,529)	41,786,809
Land Under Roads	0	283,963	(283,963)	3,500	3,500
Stormwater Drainage	0	18,032	(18,032)	0	0
Land Council Owned	410,000	11,268	398,732	0	410,000
Land - Operational	66,000	2,400	63,600	0	66,000
Water Supply Network	2,160,000	619,101	1,540,899	592,190	2,752,190
Sewer Network	2,497,769	422,108	2,075,661	(895,000)	1,602,769
Total Capital Replacements	64,007,361	16,144,644	47,862,717	(15,124,519)	48,882,842
Loan Repayments	2,947,739	(1,215,101)	4,162,840	(541,392)	2,406,347
Loan Receivables	(346,794)	0	(346,794)	0	(346,794)
Total Capital Budget	70,007,250	15,292,421	54,714,829	(15,360,222)	54,647,028
Net Result	39,678,957	2,158,448	37,520,509	(3,366,858)	36,312,099
Funding Sources					
Depreciation	(11,778,505)	(7,773,770)	(4,004,735)	0	(11,778,505)
Restricted Assets	(6,462,545)	(1,109,121)	(5,353,424)	(14,318)	(6,476,863)
Loan Funds	(13,200,000)	(2,500,000)	(10,700,000)	4,200,000	(9,000,000)
Cost to Council	8,237,907	(9,224,444)	17,462,351	818,824	9,056,731

March Review					
General Fund					
	Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations					
Rates and Annual Charges	(41,425,252)	(41,718,359)	293,107	(60,000)	(41,485,252)
User Charges and Fees	(15,504,133)	(12,273,329)	(3,230,804)	1,507,341	(13,996,792)
Interest and Investment Revenues	(1,515,158)	(915,032)	(600,126)	0	(1,515,158)
Other Revenues	(5,928,507)	(4,850,143)	(1,078,364)	242,000	(5,686,507)
Oncost recovery	(195,565)	0	(195,565)	0	(195,565)
Grants and Contributions for Operating Purposes	(13,110,890)	(7,274,619)	(5,836,271)	(194,809)	(13,305,699)
Grants and Contributions for Capital Purposes	(44,908,389)	(6,789,531)	(38,118,858)	14,620,885	(30,287,504)
Contributions - Section 94	(2,056,090)	(3,070,060)	1,013,970	0	(2,056,090)
Net Gains from the Sale of Assets	0	(3,676)	3,676	0	0
Total Income from Continuing Operations	(124,643,984)	(76,894,747)	(47,749,237)	16,115,417	(108,528,567)
Expenses from Continuing Operations					
Employee Benefits and Oncosts	36,091,779	25,144,588	10,947,191	26,300	36,118,079
Borrowing Costs	1,289,320	196,491	1,092,829	(260,000)	1,029,320
Materials and Contracts	28,061,026	16,617,015	11,444,011	152,547	28,213,573
Plant Expenses	928,395	985,978	(57,583)	(23,847)	904,548
Depreciation and Amortisation	11,055,382	7,886,633	3,168,749	0	11,055,382
Internal Transfers	(5,590,264)	(5,520,739)	(69,525)	0	(5,590,264)
Council Rates - Internal	899,474	748,881	150,593	0	899,474
Garbage Charges - Internal	8,000	1,189	6,811	0	8,000
Sewer Availability - Internal	118,501	64,390	54,111	0	118,501
Water Availability - Internal	271,489	180,386	91,103	0	271,489
Water Usage - Internal	164,372	77,311	87,061	0	164,372
Other Expenses	5,651,425	2,757,782	2,893,643	0	5,651,425
Total Expenses from Continuing Operations	78,948,899	49,139,907	29,808,992	(105,000)	78,843,899
Operating Result from Continuing Operations	(45,695,085)	(27,754,840)	(17,940,245)	16,010,417	(29,684,668)
Operating Result before Capital Items	1,269,394	(17,895,250)	19,164,644	1,389,532	2,658,926

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(677,479)	(333,351)	(344,128)	0	(677,479)
Land Development	(3,700,000)	(581,818)	(3,118,182)	2,450,000	(1,250,000)
Total Income from the Sale of Assets	(4,377,479)	(915,169)	(3,462,310)	2,450,000	(1,927,479)
Capital Renewals					
Office Equipment	4,540	0	4,540	0	4,540
Office Equipment	0	1,581	(1,581)	0	0
Plant & Equipment	20,515	12,921	7,594	0	20,515
Buildings	5,179,420	1,702,779	3,476,641	(3,304,090)	1,875,330
Other Structures	1,585,731	324,812	1,260,919	(1,016,363)	569,368
Other	4,118,876	1,222,939	2,895,937	(472,684)	3,646,192
Roads, Bridges, Footpaths	2,316,882	920,369	1,396,513	276,989	2,593,871
Stormwater Drainage	70,000	0	70,000	0	70,000
Total Capital Renewals	13,295,964	4,185,402	9,110,562	(4,516,148)	8,779,816
Capital Upgrades					
Other	0	3,464	(3,464)	28,700	28,700
Land & Buildings	0	0	0	19,500	19,500
Contributed Assets	0	127,230	(127,230)	0	0
Total Capital Upgrades	0	130,694	(130,694)	48,200	48,200
Capital Replacements					
Office Equipment	210,395	2,346	208,049	0	210,395
Plant & Equipment	2,768,886	1,473,677	1,295,209	37,022	2,805,908
Buildings	1,651,278	352,599	1,298,679	(744,357)	906,921
Other Structures	4,747,409	1,984,368	2,763,041	357,360	5,104,769
Furniture & Fittings	19,500	13,815	5,685	(3,750)	15,750
Other	25,000	5,743	19,257	0	25,000
Library Books	377,140	158,305	218,835	(69,195)	307,945
Roads, Bridges, Footpaths	56,544,338	13,882,331	42,662,007	(14,637,529)	41,906,809
Land Under Roads	0	283,963	(283,963)	3,500	3,500
Stormwater Drainage	0	18,032	(18,032)	0	0
Land Development	1,093,766	887,799	205,967	0	1,093,766
Land Council Owned	0	2,362	(2,362)	0	0
Real Estate Assets Held For Resale	20,000	8,020	11,980	200,000	220,000
Land - Operational	66,000	2,400	63,600	0	66,000
Total Capital Replacements	67,523,712	19,075,759	48,447,953	(14,856,949)	52,666,763
Loan Repayments	4,035,229	(3,604,164)	7,639,393	(541,392)	3,493,837
Loan Receivables	0	0	0	0	0
Total Capital Budget	80,477,426	18,872,522	61,604,904	(17,416,289)	63,061,137
Net Result	34,782,341	(8,882,318)	43,664,659	(1,405,872)	33,376,469
Funding Sources					
Depreciation	(11,055,382)	(7,886,633)	(3,168,749)	0	(11,055,382)
Restricted Assets	(8,521,652)	(4,714,247)	(3,807,405)	893,857	(7,627,795)
Loan Funds	(15,700,000)	(5,000,000)	(10,700,000)	4,200,000	(11,500,000)
Cost to Council	(494,693)	(26,483,199)	25,988,506	3,687,985	3,193,292

March Review						
Water Fund						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	Rates and Annual Charges	(5,055,694)	(4,089,768)	(965,926)	0	(5,055,694)
	User Charges and Fees	(9,377,402)	(6,435,878)	(2,941,524)	500,000	(8,877,402)
	Interest and Investment Revenues	(348,157)	(710,418)	362,261	0	(348,157)
	Other Revenues	(104,117)	(237,193)	133,076	0	(104,117)
	Grants and Contributions for Operating Purposes	(227,989)	(60,031)	(167,959)	0	(227,989)
	Grants and Contributions for Capital Purposes	(125,000)	(436,713)	311,713	100,000	(25,000)
	Contributions - Section 64	(1,418,155)	(1,745,463)	327,308	0	(1,418,155)
	Net Gains from the Sale of Assets	0	(25,723)	25,723	0	0
Total Income from Continuing Operations		(16,656,514)	(13,741,187)	(2,915,327)	600,000	(16,056,514)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	2,644,886	1,620,211	1,024,675	0	2,644,886
	Borrowing Costs	233,770	40,628	193,142	0	233,770
	Materials and Contracts	2,757,830	1,491,154	1,266,676	66,000	2,823,830
	Plant Expenses	238,229	139,411	98,818	0	238,229
	Depreciation and Amortisation	4,002,663	3,148,541	854,122	0	4,002,663
	Internal Transfers	3,222,786	3,196,254	26,532	0	3,222,786
	Council Rates - Internal	68,080	59,169	8,911	0	68,080
	Sewer Availability - Internal	1,058	1,960	(902)	0	1,058
	Water Availability - Internal	817	2,418	(1,601)	0	817
	Other Expenses	1,372,781	838,174	534,607	180,000	1,552,781
Total Expenses from Continuing Operations		14,542,900	10,537,920	4,004,980	246,000	14,788,900
Operating Result from Continuing Operations		(2,113,614)	(3,203,267)	1,089,653	846,000	(1,267,614)
Operating Result before Capital Items		(570,459)	(1,021,091)	450,632	746,000	175,541

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(72,740)	(24,164)	(48,576)	0	(72,740)
Total Income from the Sale of Assets	(72,740)	(24,164)	(48,576)	0	(72,740)
Capital Renewals					
Other Structures	50,000	24,868	25,132	0	50,000
Water Supply Network	778,496	26,503	751,993	0	778,496
Total Capital Renewals	828,496	51,371	777,125	0	828,496
Capital Upgrades					
Water Supply Network	0	198	(198)	0	0
Total Capital Upgrades	0	198	(198)	0	0
Capital Replacements					
Plant & Equipment	780,620	462,129	318,491	36,000	816,620
Other Structures	150,000	7,196	142,804	(150,000)	0
Land Council Owned	410,000	11,268	398,732	0	410,000
Water Supply Network	2,160,000	619,101	1,540,899	592,190	2,752,190
Total Capital Replacements	3,500,620	1,099,694	2,400,926	478,190	3,978,810
Loan Repayments	274,701	204,407	70,294	0	274,701
Loan Receivables	0	0	0	0	0
Total Capital Budget	4,531,077	1,331,507	3,199,570	478,190	5,009,267
Net Result	2,417,463	(1,871,760)	4,289,223	1,324,190	3,741,653
Funding Sources					
Depreciation	(4,002,663)	(3,148,541)	(854,122)	0	(4,002,663)
Restricted Assets	517,465	1,871,908	(1,354,443)	(892,190)	(374,725)
Loan Funds	0	0	0	0	0
Cost to Council	(1,067,735)	(3,148,393)	2,080,658	432,000	(635,735)

March Review						
Sewer Fund						
		Adopted Budget	Actuals as at 31/03/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	User Charges and Fees	(10,228,791)	(9,862,997)	(365,794)	0	(10,228,791)
	Interest and Investment Revenues	(1,040,061)	(651,736)	(388,325)	0	(1,040,061)
	Other Revenues	0	(247,065)	247,065	0	0
	Oncost recovery	(2,500)	0	(2,500)	0	(2,500)
	Grants and Contributions for Operating Purposes	(172,817)	(152,554)	(20,263)	0	(172,817)
	Grants and Contributions for Capital Purposes	(375,000)	(274,130)	(100,870)	400,000	25,000
	Contributions - Section 64	(1,082,336)	(1,185,919)	103,583	0	(1,082,336)
	Net Gains from the Sale of Assets	0	(34,063)	34,063	0	0
Total Income from Continuing Operations		(12,901,505)	(12,408,463)	(493,042)	400,000	(12,501,505)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	1,804,537	1,218,069	586,468	20,000	1,824,537
	Borrowing Costs	36,840	22,189	14,651	0	36,840
	Materials and Contracts	1,901,466	895,041	1,006,425	(20,000)	1,881,466
	Plant Expenses	187,251	107,863	79,388	0	187,251
	Depreciation and Amortisation	2,911,406	2,176,426	734,980	0	2,911,406
	Internal Transfers	2,367,478	2,324,485	42,993	0	2,367,478
	Council Rates - Internal	33,880	32,413	1,467	0	33,880
	Sewer Availability - Internal	40,664	3,105	37,559	0	40,664
	Water Availability - Internal	243,215	57,471	185,744	0	243,215
	Other Expenses	840,037	576,768	263,269	0	840,037
Total Expenses from Continuing Operations		10,366,774	7,413,830	2,952,944	0	10,366,774
Operating Result from Continuing Operations		(2,534,731)	(4,994,633)	2,459,902	400,000	(2,134,731)
Operating Result before Capital Items		(1,077,395)	(3,534,585)	2,457,190	0	(1,077,395)

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(68,000)	(37,136)	(30,864)	0	(68,000)
Total Income from the Sale of Assets	(68,000)	(37,136)	(30,864)	0	(68,000)
Capital Renewals					
Plant & Equipment	100,000	0	100,000	0	100,000
Plant & Equipment	0	0	0	0	0
Buildings	0	431	(431)	0	0
Other	0	582	(582)	0	0
Sewer Network	800,000	24,977	775,023	0	800,000
Total Capital Renewals	900,000	25,990	874,010	0	900,000
Capital Upgrades					
Other	42,000	36,422	5,578	0	42,000
Total Capital Upgrades	42,000	36,422	5,578	0	42,000
Capital Replacements					
Plant & Equipment	191,820	71,976	119,844	0	191,820
Buildings	200,000	62,388	137,612	0	200,000
Roads, Bridges, Footpaths	30,000	30,445	(445)	0	30,000
Sewer Network	2,497,769	422,108	2,075,661	(895,000)	1,602,769
Total Capital Replacements	2,919,589	586,916	2,332,673	(895,000)	2,024,589
Loan Repayments	150,028	111,637	38,391	0	150,028
Loan Receivables	(346,794)	0	(346,794)	0	(346,794)
Total Capital Budget	3,596,823	723,828	2,872,995	(895,000)	2,701,823
Net Result	1,062,092	(4,270,805)	5,332,897	(495,000)	567,092
Funding Sources					
Depreciation	(2,911,406)	(2,176,426)	(734,980)	0	(2,911,406)
Restricted Assets	526	1,170,713	(1,170,187)	0	526
Loan Funds	0	0	0	0	0
Cost to Council	(1,848,788)	(5,276,517)	3,427,729	(495,000)	(2,343,788)

STATEMENT OF GENERAL FUND BANK BALANCES AS AT 31 MARCH 2020

	<u>General</u>
Balance as per Cash Book (General Ledger) 31/03/20	151,132.29
Add - Unpresented Cheques	7,114.50
Less - Outstanding Deposits	-16,900.93
Add - Receipts/Payments to be Processed	102,487.18
Balance as at 31/03/20	<hr/> 243,833.04 <hr/>
Balance as per Bank Statement 31/03/20	<hr/> 243,833.04 <hr/>
Variance	<hr/> 0.00 <hr/>

Capital Program - as at 31 March 2020

Summary - Collaborate (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Motor Vehicle, Plant and Equipment Replacements	2,321,720	1,151,914	50%	0	Program proceeding along timeline and will be completed before EOFY
Civic Centre Works	725,178	754,936	104%	0	Chiller replacement and lift replacement completed
Computer Software / Hardware	200,000	3,927	2%	0	Disaster recovery server upgrade will be completed by EOFY
Building Asset Renewal Program	206,040	0	0%	(163,985)	Allocated to specific capital building projects
Works Depot - Administration Office Building - Fire Damage	0	279,191	0%	0	Insurance claim made. Most of project to occur in 20/21
Works Depot - Air Conditioner	0	6,219	99%	6,291	
Damage to SES building	0	38,227	0%	0	Insurance claim received
Shiralee Survey & Design	150,000	35,829	24%	0	Shiralee Stormwater Detention Basins - Detailed design stage. Will be completed before EOFY
Minor Capital Improvements	4,540	23	1%	0	Program proceeding along timeline and will be completed before EOFY
TOTAL COLLABORATE (G/Fund)	3,607,478	2,270,265	65%	(119,390)	

Summary - Prosper (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Airport Capital Works	1,211,363	207,061	51%	(806,363)	Program proceeding along timeline and will be completed before EOFY
Canobolas Scout Camp Transformation	1,338,000	90,177	26%	(993,648)	Majority of project deferred to next financial year
Caravan Park Asset Improvements	35,650	3,790	11%	0	Program proceeding along timeline and will be completed before EOFY
Elf - External Wall Finishes	0	10,467	52%	20,000	Program proceeding along timeline and will be completed before EOFY
Elf - Replace Deck & Decking Boards	0	11,945	100%	11,945	Completed
Orange Regional Conservatorium - Building Construction	0	0	0%	25,000	Program proceeding along timeline and will be completed before EOFY
Land Development Capital Expenditure	1,093,766	887,799	81%	0	Program proceeding along timeline and will be completed before EOFY
Real Estate for Sale - Development Costs	20,000	8,020	4%	200,000	Program proceeding along timeline and will be completed before EOFY
Minor Capital	0	2,415	0%	0	
TOTAL PROSPER (G/Fund)	3,698,779	1,221,673	57%	(1,543,066)	

Summary - Live (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Motor Vehicle, Plant and Equipment Replacements	193,656	148,642	64%	37,022	Program proceeding along timeline and will be completed before EOFY
Library Improvements, Books and Resources	405,650	159,892	38%	14,000	Program proceeding along timeline and will be completed before EOFY
Theatre Building Improvements	31,500	13,815	44%	0	Program proceeding along timeline and will be completed before EOFY
Function Centre Improvements	19,800	27,668	86%	12,445	Program proceeding along timeline and will be completed before EOFY
Gallery Building Improvements	3,979,752	396,432	59%	(3,306,244)	Major costs related to the gallery extension. Architectural Design/Engineering Phase. To be completed 20/21
Moulder Park - Capital Works	92,512	82,498	89%	0	Program proceeding along timeline and will be completed before EOFY
Museum Capital	140,000	69,663	50%	0	Program proceeding along timeline and will be completed before EOFY
Heritage Projects	96,278	34,087	35%	0	Program proceeding along timeline and will be completed before EOFY
Animal Shelter	1,500,000	792,416	53%	0	Program proceeding along timeline and will be largely completed before EOFY
Lake Canobolas - Capital Works	161,000	112	0%	(5,200)	Will be completed before EOFY. Awaiting confirmation of installation date for accessible swing but will be prior to 30 June 2020
Playground Renewals & Improvements	120,000	33,004	28%	0	Orders raised and all will be installed prior to EOFY
Mt Canobolas - Mountain Bike Trail Centre	100,000	0	0%	(100,000)	Deferred to 2020/21
S7.11 - OS7, SJB - Huntley Rd Amenity/community building	714,223	465,565	59%	77,316	Due for completion 19/20
S7.11 - OS3, SJB - Playground	60,000	0	0%	0	Completed
S7.11 - Wade Park Indoor Cricket Centre	2,794,653	747,312	45%	(1,118,567)	To be completed quarter 1 of 20/21
Anzac Park Netball Court Resurfacing	68,000	0	0%	0	Grant funding secured

Summary - Live (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Gosling Creek - track upgrade and storage facility	0	306,240	100%	306,240	Program proceeding along timeline and will be completed before EOFY
Robertson Park - Amenity Block	0	124,771	59%	210,000	Program proceeding along timeline and will be completed before EOFY
Rosewood Oval - training lights eastern side	182,866	115,110	63%	0	Program proceeding along timeline and will be completed before EOFY
Sir Jack Brabham Park - Forest Rd Amenities Facilities	550,000	0	0%	(550,000)	Project added to 20/21 budget
Sir Jack Brabham Park - Player Shelters	104,000	92,454	89%	0	Completed
Sir Jack Brabham Park - Main Switch Board Upgrade - Forest Road Amenities	0	0	0%	11,000	Will be completed before EOFY
Sir Jack Brabham Park - Main Switch Board Upgrade - Huntley Road Amenities	0	0	0%	8,500	Will be completed before EOFY
Sir Neville Howse Stadium Expansion - Concept Plan	20,000	0	0%	0	Will be completed before EOFY
Wade Park Development	2,000,000	0	0%	0	To be completed 20/21
Clifton Grove - Master Plan	25,000	0	0%	0	Will be completed before EOFY
Lucknow - Master Plan Implementation	25,000	0	0%	0	Will be completed before EOFY
Spring Hill - Master Plan Capital Works	25,000	1,090	4%	0	Will be completed before EOFY
Minor Capital Improvements	72,980	31,241	32%	24,500	Program proceeding along timeline and will be completed before EOFY
TOTAL LIVE (G/Fund)	13,533,870	3,811,825	42%	(4,378,988)	

Summary - Preserve (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Motor Vehicle, Plant and Equipment Replacements	274,025	186,042	68%	0	Program proceeding along timeline and will be completed before EOFY
Road Reseal & Gravel Program	947,882	763,945	73%	104,284	On target, will be completed this financial year
RMS Cycleways	100,000	0	0%	(100,000)	
RMS - Hill St - Matthews Ave Roundabout	600,000	497,036	83%	0	Ongoing
RMS - March & Hill Roundabout	110,000	5,246	5%	0	Ongoing
RMS - McLachlan St - March St Roundabout	650,000	188,784	29%	0	Ongoing
RMS - Lords Pl - Franklin Rd Kerb Extensions & Raised Medians	190,000	168	0%	0	Ongoing
RMS - Forest Road 50% - Orchard Rd to Evergreen Ln	15,500	9,822	63%	0	Completed
Road Rehabilitation Program	69,470	84,652	86%	28,535	On target, will be completed this financial year
Kerb and Gutter Construction	89,530	73	0%	0	Ongoing
Eastern Gateway Rest Stop	630,000	0	0%	(630,000)	Will not proceed this financial year. No grant funding source
Edward St - McNeilly to Churchill - Road Construction	449,809	248,522	84%	(154,809)	On target, will be completed this financial year.
Entrance Signs	0	0	0%	50,000	This is half the full cost and will be completed this financial year
Forest Road - Shoulder Widening	27,950	27,942	100%	0	Completed
Forest Road - SFR to Main Hospital Entrance	4,000	(76,062)	105%	(76,480)	Transfer for traffic lights maintenance program
Forest Road - Cadia Rd to Boundary	800,000	10,379	1%	100,000	Ongoing
Forest Road - SFR to East Fork (Eastern Side)	68,000	1,077	2%	0	Ongoing
Forest Road Upgrade - Bloomfield to Cadia Road	2,000,000	3,681	0%	0	Ongoing, over 2-3 years. Funded
SFR Nexus Stage 1c - Edward St Extension	1,828,175	1,665,894	91%	0	Ongoing
SFR - Stage 1c - Rail Overbridge	1,973,345	2,778,553	141%	0	Ongoing

Summary - Preserve (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
SFR - Stage 2 - Forest Rd to Elsham Ave	9,109,164	4,175,044	46%	0	Ongoing
SFR - Blowes Rd - Mitchell Hwy Intersection Upgrade	0	7,995	0%	0	On target, will be completed this financial year
SFR - Blowes Road Upgrade - Elsham Ave to Mitchell Highway	6,000,000	352,738	6%	0	Ongoing, over 2-3 years. Funded
Southern Link Cycleway SFR Feeder Connection Stage 1	0	4,860	100%	4,860	
Shiralee Rd South - CH20 to CH440	972,074	886,058	91%	0	Ongoing
Spring to McLachlan Shared Path Restoration	0	40,351	100%	40,500	Completed
Anson St Orange Public School Crossing	0	0	0%	64,500	To be completed this financial year
Burrendong Way Upgrade - Robinson Court	760,888	1,243,681	163%	0	Completed
Bus Shelter Upgrades	0	3,464	10%	34,700	To be completed this financial year
Cemetery Road Construction - Extension	250,000	15,266	6%	0	Will be completed this financial year
Cycling Towns Project	79,500	0	0%	(79,500)	Grant funding not awarded. Not proceeding this year
NDR Upgrade Works - Icely Road to Mitchell H'Way	59,915	40,241	67%	0	Will be completed this financial year
NDR Pavement Reconstruction - Leeds Parade Roundabout	350,000	356,445	99%	9,000	Completed
NDR Cycleway – Hill to Telopea	66,000	2,400	4%	0	Land negotiations stalled. Will not proceed this financial year
S7.11 - PV12 - Cargo Road	410,000	406,961	99%	0	On target, will be completed this financial year
S7.11 - CBD Refurbishment / Upgrade	13,906,235	73,360	56%	(13,775,740)	Planning and Development Framework stage. Deferred by one year
S7.11 - RC12 - SFR Stage 4 - From Anson Street to Pinnacle Road - SFR Construction	9,112,000	288,743	3%	0	Ongoing, over 2-3 years. Funded
S7.11 RC110 NDR Hill St WMD Roundabout	5,075,000	351,233	7%	0	Ongoing over 2 years
Pedestrian Crossing lighting - Construction	60,000	0	0%	0	Will not be completed this financial year. Project funding will be carried forward

Summary - Preserve (G/Fund)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Footpath Rehabilitation Program and Construction	704,518	548,271	78%	0	On target, will be completed this financial year
Stormwater Renewal	70,000	0	0%	(55,000)	On target, will be completed this financial year
Stormwater Relining	0	0	0%	55,000	On target, will be completed this financial year
Traffic Facilities	44,000	12,336	88%	(30,000)	On target, will be completed this financial year
Replacement of CBD Awning Lights	1,593,765	23,884	1%	0	Orders raised
Waste Services Works & Improvements	468,804	120,989	26%	0	Program proceeding along timeline and will be completed before EOFY
Minor Capital Improvements	60,000	31,792	47%	8,130	Program proceeding along timeline and will be completed before EOFY
TOTAL PRESERVE (G/Fund)	59,979,549	15,381,866	34%	(14,402,020)	

Summary - Preserve (Water)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Motor Vehicle, Plant and Equipment Replacements	780,620	462,129	57%	36,000	Program proceeding along timeline and will be completed before EOFY
Dam Warning System	10,000	0	0%	0	
Orange to Central Tablelands Water Pipeline	0	21,441	0%	0	Carry forward commitments from prior year. Project completed
Water Services - Renewals	128,496	26,503	21%	0	On target
Water & Sewer Network Management System	50,000	0	0%	(50,000)	Deferred to 20/21
Smart Water Metering	150,000	0	0%	0	Recently closed quotes, expected to be completed before EOFY
New Water Services - Locations	30,000	30,516	102%	0	On target
Water Main Relocation NDR - William Maker Drive	50,000	17,170	34%	0	Completed
Water Mains Extension / Realignment Program	250,000	109,689	51%	(37,000)	Allocated to specific locations
Water Mains Replacement	0	36,030	97%	37,000	
Water Mains Renewal Program	800,000	100,525	13%	0	On target
Water Reticulation System - Chlorine Dosing	30,000	0	0%	0	Plan to spend before EOFY
Lake Canobolas Water Reticulation	350,000	27,257	55%	(300,000)	Design stage completed. Deferred to 20/21
Telemetry & SCADA Upgrade Strategy	100,000	0	0%	(100,000)	Deferred to 20/21
Rebuild Scrapers	50,000	23,704	47%	0	Plan to spend before EOFY
Blackmans Rehabilitation - Stage 1	70,000	56,191	80%	0	Plan to spend before EOFY. Detailed design in final stages
Blackmans Swamp Creek Stormwater Harvesting	800,000	7,268	1%	0	Ongoing project – Funding Deed yet to be executed with State Government
Icely Road Telemetry Upgrade	30,000	26,140	87%	0	Plan to spend before EOFY
Icely Road WTP Site Security	50,000	38,250	77%	0	Plan to spend before EOFY
North Orange Water Supply Strategy	100,000	9,460	22%	(57,810)	Deferred to 20/21
Spring Creek Dam to Icely Road Emergency	500,000	62,351	5%	800,000	Ongoing project – Funding Deed be executed with State Government

Summary - Preserve (Water)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Minor Capital Improvements	0	96,640	64%	150,000	Program proceeding along timeline and will be completed before EOFY
TOTAL PRESERVE (Water)	4,329,116	1,151,264	24%	478,190	

Summary - Preserve (Sewer)	Adopted Budget	Expenditure to Date	% Complete	Mar Review Adjust	Comments
Motor Vehicle, Plant and Equipment Replacements	291,820	71,976	25%	0	Program proceeding along timeline and will be completed before EOFY
Vent removal - Upgrade	42,000	36,422	87%	0	Completed
Burrendong Way Pump Station Access Road	30,000	30,445	101%	0	Completed
Concept Design - Water infrastructure - STP	25,000	20,965	84%	0	Plan to spend before EOFY
Lake Canobolas Sewer Upgrade	800,000	0	0%	(700,000)	Deferred to 20/21
Operations Shed	200,000	34,281	17%	0	DA Lodged and propose to deliver by EOFY
Sewage Treatment Plant Inlet Works Upgrade	358,769	93,582	57%	(195,000)	Concept design completed. Detailed design about to commence
Shiralee Sewer Gravity Main Line - Woodford St Pump Station By Pass & Pump Station Decommissioning	1,314,000	224,881	17%	0	Ongoing project
Sewer Reconstruction - Renewals	100,000	22,693	23%	0	On target
Sewer Mains Relining Program	700,000	0	0%	0	On target
Minor Capital Improvements	0	85,546	0%	0	Southern suburb sewer augmentation
TOTAL PRESERVE (Sewer)	3,861,589	649,328	22%	(895,000)	

TOTAL PRESERVE (All Funds)	68,170,254	17,182,459	32%	(14,818,830)
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TOTAL (All Funds)	89,010,381	24,486,222	36%	(20,860,274)
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Note: % complete is calculated as a proportion of the adopted budget plus the proposed March quarterly review adjustment

5.4 HEALTH AND INNOVATION PRECINCT

RECORD NUMBER: 2019/2235

AUTHOR: Nick Redmond, Manager Corporate and Community Relations

EXECUTIVE SUMMARY

Orange City Council has for some time targeted the health sector as the key economic driver for the city and the region and a significant opportunity for further growth. Council's support for Ronald McDonald House, Western Care Lodge, the Benjamin Short Grove facility and lobbying for radiotherapy are part of the growth in the sector. A more recent example is Council's support of the Private Health Precinct development on the former drive-in site.

In 2018 Council was given the opportunity to be involved in a master planning exercise with the NSW Department of Planning and Environment to encourage further growth in the sector and to identify opportunities and constraints in the Bloomfield precinct. The Department of Planning committed \$50,000 to the study and Council \$30,000. The master planning opportunity was reported to Council in May 2018.

This report seeks a resolution of Council to exhibit the attached draft Health and Innovation Precinct Masterplan.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "12.2 Prosper - Support innovative industry sectors".

FINANCIAL IMPLICATIONS

Nil at this stage but as the masterplan is adopted and rolled out, costings, further studies and collaborations will be considered.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the draft Health and Innovation Precinct Masterplan be exhibited for 28 days.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's other key risk categories and the following comments are provided:

Image and Reputation	The health sector is the largest employer in the city and as such there may be a heightened level of interest in this masterplan.	
Political	Orange City Council has raised with the NSW Government the issue of the establishment of an activation precinct around existing health services in south Orange. The finalisation and adoption of the masterplan will give impetus to this activation.	

5.4 Health and Innovation Precinct

Environmental	Current zones and potential re-zonings will be an important consideration post adoption of the masterplan.	
Stakeholders	Significant stakeholder engagement was undertaken for the development of the draft and those stakeholder will be re-engaged.	

SUPPORTING INFORMATION

The vision for the precinct is as follows:

Capitalise on the significant opportunities to develop complementary health services and life sciences education and research around the existing Orange Health Service Public Hospital and Orange Agricultural Institute and GATE precinct, by broadening the services available, enabling business synergies and improving community access to education and research services.

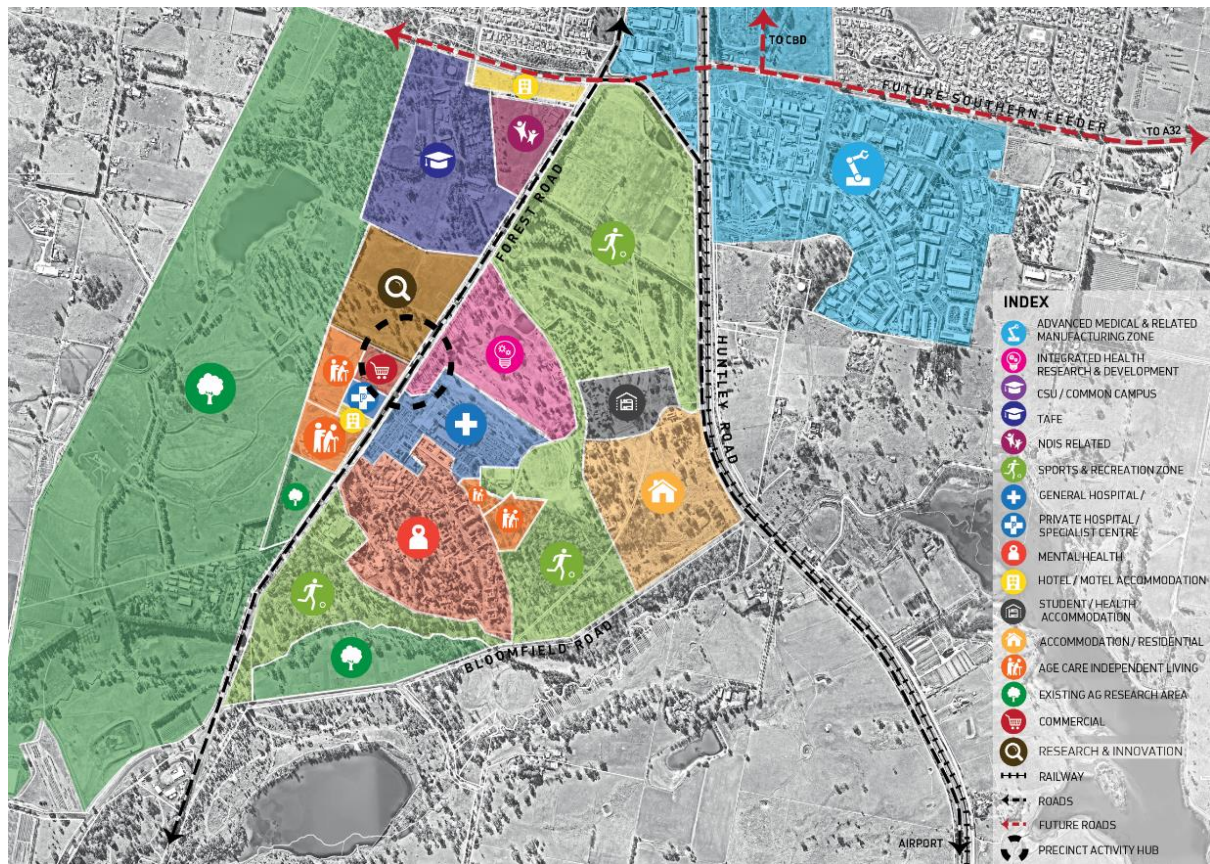
Key opportunities identified include the following:

- Health Care: With a growing and ageing population, opportunities across all health care sectors inclusive of mental health services will continue to provide growth opportunities.
- Activate Forest Road and strengthen it as a main street destination connecting the internal road system within the Bloomfield Hospital precinct to the centre of Orange and the southern suburbs, through creation of commercial, public accommodation linking the educational and health precincts through activity hub.
- Strengthen public transport connection to the railway station through provision of a potential more frequent free bus service for students, senior and access impaired users, as well as new footpath connections.
- Capitalise Heritage buildings with heritage walks and possible re-purposing as commercial accommodation.
- Support the growth of Orange Health Precinct as a medical and educational precinct, as well as enhance the vitality of Orange's Central Region, through creation of a larger but contained precinct of mixed uses, including retail, commerce, residential, sports and culture, to create a main street destination centred around Forest Road and support its educational facilities and community infrastructure that extends Orange's City Centre.

The Design Outcome shown below provides the location of the Research and Innovation Precinct and the Integrated Health Research and Development Precinct allowing for a strong link between the tertiary education organisations and also a close relationship between the Orange Hospital and the Integrated Health Research and Development Precinct.

This master planning outcome also allows for a general residential area and a generous land zoning for general recreation open space.

5.4 Health and Innovation Precinct



Hames Sharley, the author of the draft, engaged MacroPlan to undertake an economic assessment of the existing and future market conditions for private sector-based health services around the Orange Health Precinct at Bloomfield. The full report is included in the attachment.

Key findings are as follows:

- The potential resident catchment contains around 368,800 persons, including 158,650 persons in the primary catchment (including the suburb of Orange).
- The primary catchment is projected to increase by 19,300 persons by 2036, to reach 177,950 persons - the total catchment is projected to increase to 389,200 by 2036.
- The catchment population has a younger age profile compared with 'Rest of NSW', with a higher than average proportion for residents aged 0 – 39 years of age, and a lower proportion age 60 years or older.
- The catchment area has a shortage of medical / health related professionals relative to population need (particularly the primary catchment area), with around 60 health/medical professionals per 1,000 residents (compared with 150 across the 'Rest of NSW' and 126 'nationally').
- The provision of general practice medical services is below the 'Rest of NSW' average, as is the provision of pathology, dental and other allied health services.
- Overall, demand for GPs and Allied Health services is expected to increase by approximately 12% in the primary catchment by 2036.

5.4 Health and Innovation Precinct

- Having regard to future supply additions over the next five years (104 beds from the Orange private hospital), there will still be additional demand for 120 to 230 private hospital beds.
- MacroPlan envisage that some of the total floor space should be dedicated to teaching, training and research; as well as can be used for the clinical training and non-clinical training of medical professionals.

The attached report also includes a section on benchmarking which provides an insight to what can be achieved in such a precinct. While the draft outlines growth opportunities more detail will be needed in subsequent studies. A number of land issues will need to be resolved. The merger between the Ex-Services and Wentworth clubs has resolved one such issue.

The draft masterplan is consistent with the Activate Orange strategy.

The strategy contained the following:

THEME	OBJECTIVE	OUTCOMES
Economy	Attract Investment, diversify the economy and create jobs	<ul style="list-style-type: none"> • Leverage existing research capacity across agriculture and health to stimulate growth in novel health and medical research undertaken in Orange and hence the opportunity for the spin off of health and life sciences SMEs • Attract more multinational clinical trials to Orange, which will in turn attract businesses which provide products and services to support those trials • Attract businesses that want to co-locate with hospitals, universities and other research institutions • Supporting the growth of educational institutions to offer more courses, attract international student and undertake research
Economy	Consolidate Orange's position as regional growth centre	<ul style="list-style-type: none"> • Create jobs for the broader region
Place	Creating a place where talented people from the region and across the world learn, create, work, socialise, live and do business	<ul style="list-style-type: none"> • Attract more students to study in the region • Create a place for collaboration between industry, universities and government • Preserving the unique environment and heritage of the Bloomfield site
People	Attract and retain a skilled workforce	<ul style="list-style-type: none"> • Provision of services and jobs to the people of Orange and the broader region • Providing career opportunities, not just jobs
People	Build capacity in the region	<ul style="list-style-type: none"> • Foster entrepreneurship, collaboration and creativity • Creating educational opportunities in the region

Council had expressed interest in having the precinct designated as an Activation Zone. Activation Zone designation would ensure that potential investors into the zone would benefit from a coordinated approach to land use and infrastructure planning and have the best access to NSW Government incentives.

Special Activation Precincts are being put forward by the NSW Government as part of the \$4.2 billion Snowy Hydro Legacy Fund.

The Department of Planning, Industry and Environment has developed an Explanation of Intended Effect (EIE) on a proposed State-wide framework for the Activation Precincts State Environmental Planning Policy (SEPP) – to simplify and streamline planning processes in Special Activation Precincts.

According to the EIE:

Special Activation Precincts (SAPS) are strategic locations of State or regional significance that enable economic development and jobs creation through improved coordination of land use and infrastructure planning, land acquisition and investment in enabling infrastructure.

These key locations will be identified by Government having regard to:

- Alignment with economic enablers in A 20 Year Economic Vision for Regional NSW;
- Presence of market failures;
- Catalyst opportunities or key infrastructure projects;
- Growth opportunities for industry specialisation and emerging industries;
- Projected population and jobs growth, and the benefits to the community; and
- Alignment with Federal, State and local government plans and policies.

Sites in Parkes and Wagga Wagga have been identified as SAPS. The Wagga Wagga Special Activation Precinct focusses on the inland rail and advanced manufacturing, agribusiness, and freight and logistics. Parkes focuses on the Inland Rail project and improved freight logistics.

Special Activation Precincts contain five core components:

Government-led Studies

These studies are strategic environmental and planning technical reports to help identify the most suitable and compatible land uses and the infrastructure required, along with identifying site opportunities and constraints for the Precinct. Market analysis and economic forecasts will help identify industry specialisations.

Fast track planning

A bespoke planning instrument will allow for simplified planning processes for development within the Precincts. This will reduce timeframes for obtaining approvals and provide certainty and confidence to businesses and the community.

Government-led development

The NSW Government may coordinate land activation where master planning and a business case justify Government investment. This will enhance development and investment in the Special Activation Precincts, as well as supporting industry specialisation required through land amalgamation.

Infrastructure investment

Infrastructure investment may be required to assist in removing barriers to development or investment. In some circumstances, Government may lead infrastructure investment as a catalyst for economic growth. Infrastructure may include traffic and transport infrastructure, essential services and utilities digital connectivity and - and other site-specific infrastructure.

Business concierge

A business concierge service will actively manage Precinct investor support. This support will include project management, industry investment, infrastructure delivery, environmental regulation, planning and certification.

In October the NSW Government sought comment on the initiative and Council formulated a submission.

While the draft masterplan for the site is an important step to support activation other elements post adoption will include:

- A land use table and Principal Development Standards
- Design Guidelines
- A Delivery Plan

ATTACHMENTS

- 1 Orange Health and Innovation Draft Masterplan, D20/25430 [↓](#)



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Revision Letter	Date	Reason for Issue
A	20/11/2018	Draft Report
B	01/05/2019	Final Report
C	05/09/2019	Final Report V2

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Orange Health and Innovation
Precinct Master Plan
September 2019



INTRODUCTION 1.0

1.1 Introduction

PURPOSE OF THIS REPORT

The Orange Health and Innovation Precinct Master Plan sets out a future vision and high level strategy for Orange as a major regional health cluster to support the regional catchment and support economic growth. Its primary purpose is to coordinate land use, transport, building design, public space and infrastructure to create a built environment and urban landscape that supports a thriving, innovative, connected and inclusive Precinct. Aligning to the NSW Premier's Priorities, this master plan will have access to grant funding opportunities to better contribute to each of regional NSW's objectives and priorities

Currently, the City of Orange is enjoying the benefits of a renewed interest in New South Wales regional growth centres, which has generated a sustained period of investment, revitalisation and diversification, driving rises in living standards with sophisticated health, education and cultural service offering, equally enabling more vibrant communities.

This growth has the potential to contribute to Local and State economic growth and prosperity, but will also place added pressure on infrastructure, transport networks and human capital. Accordingly, integrated planning of infrastructure and capacity building projects are essential to ensure that growth is not constrained by existing infrastructure and capacity.

Playing a major part in the continuation of this transformation is the recently upgraded Orange Health Service Hospital. Additionally, the new private hospital (now nearing completion); NSW Department of Primary Industries (DPI) Orange Agricultural Institute (OAI) has a national and international reputation for quality science and applied agricultural and biosecurity solutions supporting livestock, cropping and horticultural industries, and

the protection of the environment and community. Impacts across these sectors, vital research, diagnostic and extension outcomes from this institute are recognised locally, throughout NSW and internationally (includes the Gate – a leading research centre in agriculture technology emerging in Orange); the expansion of the Cadia Gold Mine and commencement of the Regis Resources Mine – expected to generate hundreds of new jobs; and the tertiary education sector – currently providing a range of jobs and opportunities for both local and rural academics and students.

The expanded Hospital with increased specialist health and allied health services has become a vital piece of infrastructure, increasing local, regional, interstate and international health care visitation, giving Orange a reputation as a centre for medical and health excellence.

The Health and Innovation Precinct Master Plan aims to capitalise on this growth to further draw new residents, generate new businesses, employment and enterprise and create synergies with education and research. Local government's *Activate Orange Strategy* expects the generation of an additional 500 full-time equivalent staff when the new Private Hospital is completed, a hotel, a new University international medical and health campus for up to 2,000 students and a possible future residential greenfield release attracting increased traffic flow to the south of the City.

Together these factors will bring considerable change to Orange and, in particular, to the Health and Innovation Precinct over the next 30 years. This Precinct Master Plan is one of various plans and initiatives by the City of Orange and regional NSW to proactively plan ahead to leverage the positive influences of this unprecedented development.

STRATEGIC HEALTH CARE ROLE

Orange is located in the Functional Economic Region (FER) of Orange, Blayney and Cabonne and is recognised as a growth centre of NSW. It is one of the State's larger regional cities and has had continuing growth for more than two decades. It is the primary investment and employment hub in Central NSW and a thriving economic powerhouse in its own right.

With the recently redeveloped Orange Health Service Hospital and concentration of allied and specialist health services, Orange will increasingly become the place of choice for healthcare and treatment in surrounding rural NSW. A well-planned, diverse, and sustainable healthcare and knowledge precinct, with the private / public hospitals and universities at its core, will become a vital resource for the region.

HEALTH AND INNOVATION PRECINCT STRATEGIC CONTEXT

LIVE, PRESERVE, PROSPER, COLLABORATE

The Orange community has developed four (4) strategic themes which will shape Orange in the years to come. These are 'Live,' 'Preserve,' 'Prosper,' and 'Collaborate.' Orange City Council has developed nine (9) strategic projects through which these four strategic themes will be brought to life. Each project is described briefly on page eight (8) and depicted spatially in the diagram on page seven (7) opposite.

HEALTH AND INNOVATION PRECINCT
SPATIAL CONTEXT PLAN

- ① Health and Innovation Precinct
- ② OC FutureCity
- ③ Southern Industrial and Freight Zone
- ④ Southern Feeder Road
- ⑤ Southern Industrial and Freight Zone
- ⑥ Health and Medical Precinct Road
- ⑦ Cultural, Recreational and Tourism Assets



Smarter Orange

SMART city infrastructure and technologies have recently become state funded and are consequently being implemented across regional NSW such as the 'Renew Newcastle' initiative. Orange is well placed to implement key elements of smart city infrastructure such as public access to Wi-Fi and as recently developed a Smarter Orange Plan to leverage the opportunities.

Orange Active Travel Plan

The city's commuter cycling network is currently underutilised and fragmented, requiring investment to complete dedicated connections between the outer suburbs and the central business area. Local Council in partnership with Transport for NSW have developed the Active Travel Plan to significantly improve the network and establish new regulations such as lower speed limits in areas with high pedestrian and bicycle usage.

South Orange Industrial and Freight Activation Precinct

The South Orange Industrial and Freight Precinct expands the existing industrial and manufacturing land adjacent to the Leewood Estate, 3km south of the CBD. The existing estate has a focus on heavy industry and mining services. The expanded precinct will increase the supply of industrial and employment land accessible to major highways and rail siding. It will meet the growing demand for advanced health and medical manufacturing, agri-tech, mining, advanced engineering, industrial and freight activity.

Southern Feeder Road

Stages 1-6 of the Orange Southern Feeder Road is part of Council's strategy to create an orbital road network around the City. The completion of the Southern Feeder Road development is essential to the development of three employment economic activation precincts in Orange.

South Orange Economic Development Corridor

Stage 1 of the South Orange Economic development Corridor involves the extension of Edward Street from McNeilly Avenue to the Southern Feeder Road. This road extension will reduce vehicle travel times, Operating costs and Environmental costs. The extension will also activate industrial development along Edward Street

Orange Health and Innovation Precinct Road

The Orange Health and Innovation Precinct road involves the upgrade of Forest Road from the Gosling Creek aged care facility to the Canobolas RFS Headquarters. The regional road will be upgraded from a 6 metre wide seal on a 6 metre wide formation to a 9 metre wide seal on a 13 metre wide formation with a 2.5 metre wide shared cycleway linking Orange CBD to Gosling Creek Dam (the location of many State and Regional Cycling and Triathlon events, inclusive of the Newcrest Challenge).

Future City

The Future City Project embraces a fundamental change in how the CBD is organised through the development of integrated economic activation precincts and identifies the requirement to redesign traffic and people movements (freight, passenger, cyclist and pedestrian) and the associated enabling infrastructure, and improved connection of public spaces across the wider Orange City catchment.

Active Creative Orange

Over the last 10 years, Orange has worked to create and upgrade a range of cultural and recreational assets for residents and visitors to the City. Major assets in the region include Sir Jack Brabham Park, Orange Sporting Hub including a Rectangular Field and Stadium, Redevelopment of the Canobolas Precinct, and civic / cultural buildings in the CBD.

Life Sciences Precinct

The new Life Sciences Precinct will incorporate the existing hospital site, the proposed private hospital, the Department of Primary Industries agribusiness accelerator (the GATE), education facilities and life sciences businesses, to develop a diverse ecosystem of health services, educational facilities, research institutes, multinationals and innovative high growth SME's clustered in an activation precinct.

HEALTH AND INNOVATION PRECINCT PROJECT OBJECTIVES

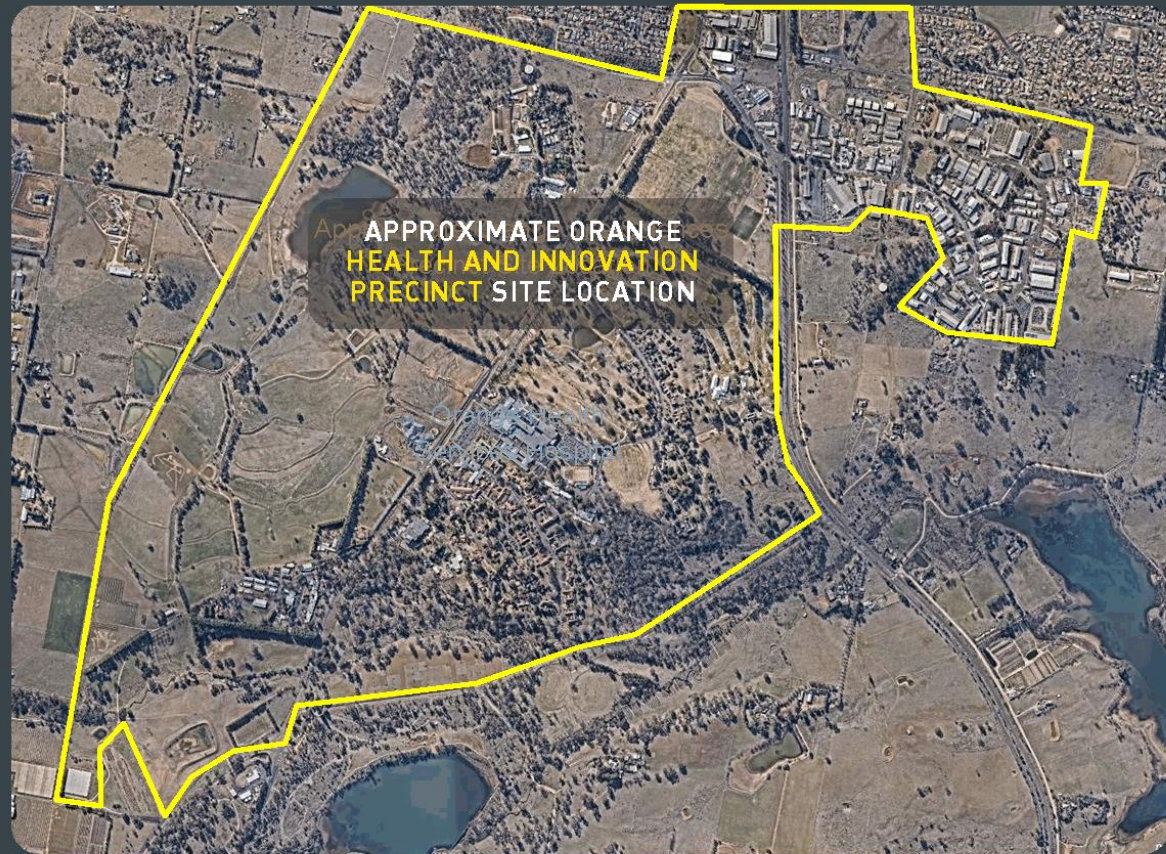
The 'Health and Innovation Precinct' as summarised on the previous page, is the subject of this master planning report. The brief establishes the following vision and seven (7) key objectives.

Vision

"Capitalise on the significant opportunities to develop complementary health services and life sciences education and research around the existing Orange Health Service Public Hospital and GATE precinct, by broadening the services available, enabling business synergies and improving community access to education and research services."

Key Objectives

1. **Define the Health and Innovation Precinct** around the public and private hospital.
2. **Identify opportunities to support economic growth**
3. **Identify opportunities to support Life Sciences cluster growth**
4. **Provide a strategic direction for the management of competing land uses and development pressures** within the Precinct
5. **Identify and facilitate suitable reuse of buildings** for health and allied health practices and **Life Sciences research and manufacturing**
6. **Maximise opportunities for complimentary activities** across the city's health precincts
7. **Include a strategy for collaboration between the NSW Government and Orange City Council** to identify and convert opportunities for economic development in the Life Sciences and Health Sector or allied activities





PLANNING CONTEXT 2.0

2.1 Planning Context

This section details the relevant planning context and existing frameworks that guide development within the project area.

Key planning documents, reports and controls from local, state and federal government are summarised with relevant information provided as it relates to the specifics of the project.

- + Community Strategic Plan, 2018-2028
- + Activate Orange Strategic Vision, 2018
- + Annual Report, 2016-2017
- + Orange Active Travel Plan, 2016
- + NSW 2021 Plan, 2011-2021
- + 10 Year Tourism Strategy for Orange, 2012-2022



Orange Community Strategic Plan	Live	Preserve	Prosper	Collaborate
Central West and Orana Regional Plan 2036	Dynamic vibrant and healthy communities	A stronger healthier environment and diverse heritage	The most diverse regional economy in NSW Quality freight transport and infrastructure networks	The NSW Government will work with each council to deliver the directions and actions set out in this Plan
Premier's Priorities	Protecting our Kids Reducing Domestic Violence Reoffending Reducing Youth Homelessness Tackling Childhood Obesity	Keeping our Environment Clean	Making Housing More Affordable Improving Education Results Delivering Infrastructure Creating Jobs	Improving Government Services Improving Service Levels in Hospitals Creating Diversity in the Public Sector



COMMUNITY STRATEGIC PLAN, 2018-2028

The Community Strategic Plan is the primary forward planning document, aligning the community's vision with a clear strategic direction for the long-term future of Orange. This is a whole of community plan between Council, State agencies, community groups, businesses and individuals. The strategy aligns with the Central West and Orange Regional Plan 2036, as well as the NSW Premier's Priorities (refer to image on opposite page).

Orange Community Vision: A proud, vibrant community that embraces, fosters and supports natural, social, cultural and economic diversity. The Community Strategic Plan outlines four key themes of 'live,' 'preserve,' 'prosper,' and 'collaborate' to guide the growth and development of the City over the next decade.

Projected ageing population will drive demand for higher-order medical services in the region. There is significant opportunities for development of complementary health services within the Health and Innovation Precinct and mixed use facilities/precincts for research and accommodation to meet the needs of health and aged care service sectors. Need to facilitate multi-purpose and flexible / adaptable health and education infrastructure and improve transport connections.



ACTIVATE ORANGE STRATEGIC VISION, 2018

The Activate Orange Strategic Vision focuses on how Orange will operate and support economic and employment growth, over the next 20 years. The Strategic Vision aligns with the NSW Government's Economic Vision for NSW and builds on the strategies identified in the Regional Economic Development Strategy (REDS).

The proposed Orange Health and Innovation Precinct will generate an additional 500 full-time equivalent staff when the new Private Hospital is completed, a hotel, a new University international medical and health campus for up to 2,000 students and a substantial residential greenfield release attracting increased traffic flow to the south of the City. Similarly, a new Federally funded medical school in Orange is projected to generate early lead in research, employment and investment attraction in competition with new regional schools in S-E Queensland and northern Victoria.

This provides significant opportunities for development of complementary, flexible, mixed use facilities to support integration and collaboration between tertiary education, training, health and medical services and medical and agricultural research, as well as supporting retail, commercial, accommodation and high quality public realm offerings.

ACTIVATE ORANGE STRATEGIC VISION					
Regional Economic Development Strategy Objectives	Strategic Transport Connections	Southern Orange Industrial and Freight Activation Zone	Life Sciences Precinct	OC FutureCity Professional Services, Government Administration, Retail and Tourism Activation	New Cultural, Recreational and Tourism Assets
Develop existing strengths in agriculture, agricultural processing, agri-technology and manufacturing	Increase access to industrial land for agricultural businesses linked to major freight and rail routes. Improve transport links to DPI's Orange Agricultural Institute including the GATE (agritech ecosystem). Improve transport links to activate Life Sciences Precinct. Improve access from Southern Orange Industrial and Freight Zone	Activate industrial land. Expand available industrial land accessible to major freight routes to meet growth in demand.	Leverage existing investments in agricultural research and GATE to accommodate demand for agri-business and technology related industries and stimulate future growth.	Expand capacity for professional services growth to support agri-business, technology and manufacturing sectors, and enhance livability and attractiveness of City to attract and retain staff.	Enhance livability and attractiveness of City to attract and retain staff.
Support growth in mining and mining services	Improve access to Cadia Mine from north, east and west of the City.	Activate industrial land. Expand available industrial land accessible to major freight routes to meet growth in demand.	Medium-term potential for growing capacity in mining related health research.	Expand capacity for mining support and enhance livability and attractiveness of City to attract and retain staff.	Enhance livability and attractiveness of City to attract and retain staff.
Build on the region's core specialisation in healthcare	Improve access to Life Sciences Precinct to support employment growth cluster in health care, education and research, knowledge and research based SMEs and multinationals.	Increase capacity for investment in health and medical related industries.	Leverage existing investments in health services, education and research to accommodate demand for medical related industries and stimulate future growth.	Expand capacity for professional services business growth for health care, and enhance livability and attractiveness of City to attract and retain staff.	Enhance livability and attractiveness of City to attract and retain staff.
Realise economic opportunity in education and public administration	Improve access to Life Sciences Precinct to support employment growth cluster in health and education.	Reduce competition between freight and commuter traffic through CBD to increase safety and attractiveness as a public administration environment.	Expand health, research and public services through improved attraction and retention.	Increase floor space for expansion of public administration in CBD and enhance livability and attractiveness of City to attract and retain staff.	Enhance livability and attractiveness of City to attract and retain staff.
Drive tourism (visitor) growth and enhance the livability of the region.	Reduce heavy traffic in the CBD to enable growth in events, destinations and attraction activity. Improve access to Orange from other parts of the region, State and country.		Increase number of medical and innovation professionals coming to Orange.	Activate additional retail and hospitality space in the City. Stimulate the night time economy. Activate the CBD by improving access and connectivity of its precincts. Install infrastructure to improve CBD based events that encourage participation and build greater diversity in the tourism economy.	Increase accommodation options. Increase the number of activities available in the region. Drive sport based tourism including events that attract international and national participants.



ORANGE ACTIVE TRAVEL PLAN, 2016

The plan explores how Orange as a community and how the Orange City Council, and NSW state government agencies such as Roads and Maritime Services and the Department of Education, can facilitate walking and riding as part of Orange's overall urban planning, transport, health, environment and education systems.

The document provides clear strategic objectives for active travel in Orange, including the increase of people walking and riding short distances and the improvement of safety and convenience for active travellers. The plan aims to improve access to and within the Central Orange area and major centres such as health, education, jobs, retail and community facilities, which is advantageous for the Orange Health and Innovation Precinct. It will also facilitate active, vibrant communities through the development of places with a range of activities such as cafe, shops and playgrounds that attract people to visit, play and stay. With statistics pointing toward compounding issues of health with the adult and ageing demographic, the Active Travel Plan has identified the need to mitigate future trends by having facilities in place for youth to facilitate active outcomes like riding, skateboarding, walking and exercising. The strategy has direct planning implications for the Health and Innovation Precinct Master Plan.

14

HAMES SHARLEY



ANNUAL REPORT, 2016-2017

The annual report establishes a strategic direction for the provision of a broad range of equitable and affordable opportunities for the community to enjoy a healthy and active lifestyle.

Orange has implemented an annual planning process to assess the needs of its ageing population in line with the principles of an Aged Friendly Community. This aims to respond to the changing model in service provision for older people. The report also outlines a need to develop and operate programs which have a positive impact on community health in Orange, such as the on-going Orange Arts and Health project - a partnership between Council and Orange Health Service. Moreover, strategy 9.3 aims to ensure the precincts, buildings, programs and activities provided by the Council's ageing and disability services are professionally managed, integrated and meet demonstrated needs. Available government funding will be used to support the delivery of accessible and affordable services for older people and people with a disability, as well as provide supported accommodation services to adults with an intellectual disability.

Additionally, strategy 11 outlines a need to foster partnerships and encourage development across a range of industry clusters, specifically 'Health, Tourism, Manufacturing/ Engineering, Mining and Agribusiness.' this will involve implementing training and skills development for a diverse and sustainable labour market.



NSW 2021 PLAN, 2011-2021

Provides clear strategic indicators for the development of New South Wales over the next 10 years. It is the key strategic planning document for directing and managing urban growth and change in New South Wales.

Investment in medical facilities to provide world class clinical services with timely access and effective infrastructure, supports the action to formalise current health uses by establishing a healthcare precinct. Modifying and improving upon existing transport, recreation and residential / accommodation offerings will address the goal to 'build liveable centres,' that 'keep people healthy and out of hospital.'

The plan also suggests revision of zoning and circulation in and surrounding the Health and Innovation Precinct.



10 YEAR TOURISM STRATEGY FOR ORANGE, 2012-2022

The Strategy establishes a strategic direction to cater for the sustainable development of tourism in Orange.

Key result areas of the action plan that can be addressed by the development of a Health Precinct include:

- + Improving supply of accommodation in Orange,
- + Positioning Orange as a prime destination for events, conferences, festivals etc,
- + Attract broader range of visitor markets to Orange, and
- + Maximising visitor and local community experiences of Orange.

This strategy is particularly relevant for the Health and Innovation Precinct Master Plan, in terms of regional familiars, Medi Tourism and health and agricultural conferences in the Precinct.

SEPTEMBER 2019

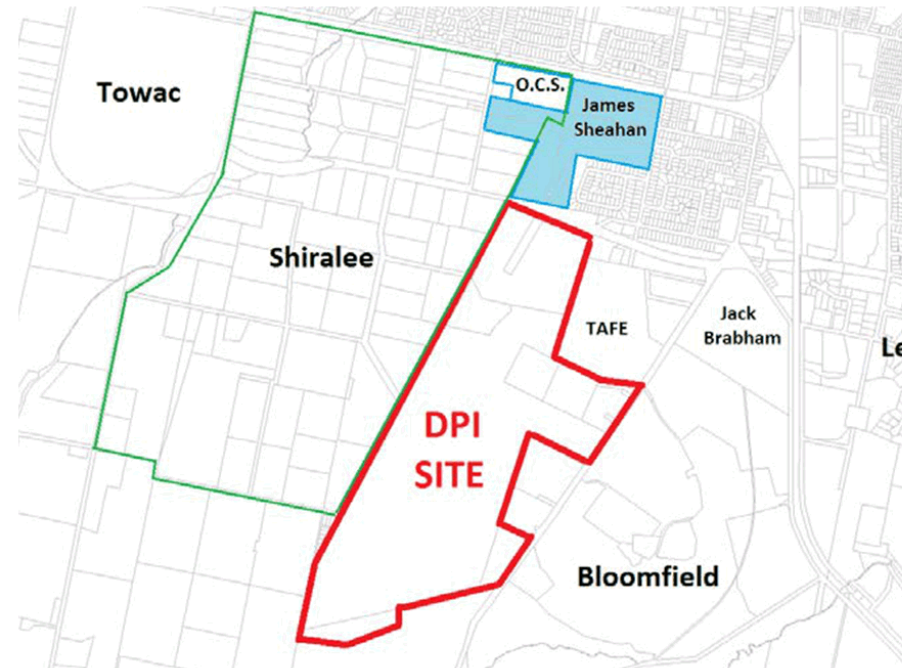
2.2 Planned and Current Development

FUTURE OF DEPARTMENT OF PRIMARY INDUSTRIES LAND IN SOUTH ORANGE

In August 2011 the NSW Department of Planning approved a Part 3A concept plan for the rezoning of Department of Primary Industries (DPI) land on Forest Road, known as the Bloomfield Concept Plan (refer to the indicative Concept Plan opposite).

This has rezoned the land to R2 Low Density Residential, with a small area of B2 Local Centre commercial, enabling subdivision under the concept plan for 550 residential lots with a typical size of 800m² and a small shopping precinct.

The context of the DPI site is shown in the below map. While this rezoning provides a possible future direction for the land, the current policy approach for this land is that it will remain as Department of Primary Industries agricultural research land facilitated through the Orange Agricultural Institute and the GATE facilities.



ORANGE AGRICULTURAL INSTITUTE (OAI)

The work of agricultural and biosecurity research and extension units based at OAI includes:

- + Research Services
- + Biosecurity Collections
- + Local Land Services
- + Climate
- + Pastures
- + Temperate Horticulture and Viticulture
- + Vertebrate Pests
- + Water and Irrigation
- + Weeds Research
- + Extensive Industries
- + Crown Lands and Water
- + Water NSW
- + GATE – Global Agri-Tech Ecosystem

The OAI site consists of:

- + Over 120 staff
- + 183 ha of land
- + Long term grazing trial with 700 sheep
- + More than 5000 fruit and nut trees
- + Farm operations – horticulture and livestock
- + Laboratory maintenance
- + Site maintenance including garden, building and glasshouse upkeep and cleaning
- + Management of the OAI Training Centre, available for hire for up to 150 internal and external customers
- + Site administration
- + Site security

GLOBAL AG-TECH ECOSYSTEM (GATE) FACILITIES

INTRODUCTION

The GATE is an initiative of the New South Wales (NSW) Government's Department of Primary Industries (DPI). DPI is the largest agricultural R&D provider in Australia with expertise of over 600 researchers, and access to 25 research stations across NSW and 13,000 hectares of trial farms. DPI's purpose is to increase the capacity of primary industries and communities to drive economic growth across NSW. The GATE centre is located at the Orange Agricultural Institute campus.

VISION AND OBJECTIVES

The GATE provides a unique opportunity for agricultural technology developers to access DPI R&D expertise or bring their own, and to collaborate with technology providers, business services and investors to create commercialised products for the NSW agricultural sector.

DPI's main objective is to increase productivity through innovation and grow total primary industries output to \$20 billion by 2020. This will be achieved through **innovation, commercialisation and integrating technology to raise productivity**. New opportunities will be created in funding and resources for R&D Megatrends in agriculture and science.

PARTNERSHIPS AND PROGRAMS

GATE is the collaborative partnership with research and technology providers, universities and ag-tech accelerator, Sparklabs Cultiv8. Every year the GATE will host up to 20 projects, as well as additional individual projects for lean start up and mentoring. Five (5) key programs are offered to develop and commercialise ag-tech innovation:

- + **Lean Start up and Mentoring services** to expand capabilities of innovators;
- + **Incubator services** and support to assist proof of concept stages;
- + **Accelerator services** and support for prototype scale up and production reliability;
- + **Commercialisation and business support** including advising on business structures and planning, Intellectual Property management, market appetite testing and commercialisation paths;
- + **Investor Showcases** – GATE will enable investment via partner and affiliate networks and host Investor Showcases for GATE projects

"INCUBATE, ACCELERATE, INVEST, COMMERCIALISE"

– A collaborative research and technology facility in Australia specifically designed to develop ag-tech ideas

GATE participants will work in a collaborative environment that offers short courses, workshops, a three month incubation program, a six month accelerator program, all supported with business services and opportunities to pitch to investors. Activities undertaken at the GATE would span the life cycle of development – including incubator and accelerator functions and beyond to link with venture capital and investment funds for commercialisation.

As the momentum of the GATE program builds, there is potential to expand the current facilities in the coming years. The Orange Agricultural Institute campus has the opportunity to expand to facilitate this growth path.



GATE
GLOBAL AG-TECH ECOSYSTEM



BLOOMFIELD MEDICAL CENTRE AND PRECINCT

Located within the Health and Innovation Precinct, Bloomfield Medical Centre (currently under construction) will provide medical and allied health services to support the existing Orange Base Hospital) and surrounding Orange community.

The first development stage will include a six (6) level commercial building, including:

- + Private Hospital
- + GP Clinic(s)
- + Specialists Rooms
- + Diagnostic Imaging
- + Pathology
- + Allied Health Professionals
- + Pharmacy
- + Coffee and Food Operators
- + Secure Car Parking

Additional stages are planned to include:

- + Medi - Motel
- + Childcare Centre
- + Additional Retail
- + Residential Accommodation



PROPOSED BLOOMFIELD
MEDICAL PRECINCT PLAN





ANALYSIS 3.0

3.1 Context Analysis

This section provides a contextual site analysis for issues considered pertinent to the specifics of the Orange Health and Innovation Precinct Master Plan.

Orange is located approximately 260km west of Sydney CBD and 270km north of Canberra CBD, in central west NSW. The area is famous for its apples and vineyards surrounding the Mount Canobolas volcano.

Health precincts in the region have grown significantly in recent years and demand for their services is expected to expand further as the population ages, creating growth in allied and supportive health services and increasing demand for medical and health professionals, and med-tech and innovation.

The primary project deliverable is a Health and Innovation Precinct Master Plan for Orange's Health and Innovation Precinct. The master plan will aim to ensure that the city's hospitals and medical services, research facilities and educational institutions, will have the opportunities to develop the resources and facilities they need, to maintain and improve the care of approximately 62,000 people from across the wider region.



2. ORANGE APPLE FESTIVAL, ORANGE, 2017

3. NEWCASTLE ORANGE CHALLENGE, ORANGE, 2017

SEPTEMBER 2019

3.2 Historical Background

Orange is situated on the lands of the Wiradjuri people – the largest Aboriginal territory at the time of European settlement, covering the Central West slopes and plains. Today about 6.2% of the Orange population identify themselves as Aboriginal or Torres Strait.

Situated on Blackman's Swamp Creek, Orange was proclaimed a village in 1846. The area had previously been known as Blackman's Swamp Creek. Major Thomas Mitchell renamed the village in honour of Prince William of Orange whom he met during the Napoleonic Wars (Prince William later became the King of Holland)

The city has grown from its rich mining past when in 1851 William Tom and John Lister found the first payable gold in Australia at Ophir. The economic influence of the gold rush attracted a wide range of people and business to the district. One such business was the legendary coaching firm of Cobb & Co which operated gold escorts and Royal Mail Services across the region.

Despite the impact gold had on the colony, it was the fertile land in the area that led Orange to further develop. Early farmers found that wheat and barley grew well with a reliable rainfall. By the 1860s the Orange area was well known as the granary of the west with several flour mills established.

Orange is also well known as the birthplace of Australia's famous poet Banjo Paterson who was born in John Templer's home on 17 February 1864. A monument and statue are located at the site of his birthplace, Banjo Paterson Park, on the Ophir Road.

Respecting and celebrating this historical context of Orange can find form in the master plan by:

- + Acknowledging the traditional land owners
- + Celebrating the history, heritage and cultural stories of the Precinct
- + Ensuring the rural landscape is protected

ORANGE HEALTH & INNOVATION PRECINCT MASTER PLAN

1. ORANGE INDUSTRIES,
GOLD MINING FIELDS, 1900's



2. ORANGE TOWNSHIP,
VIEW OF SUMMER STREET, 1901



3. ORANGE TOWNSHIP,
VIEW OF SUMMER STREET, 1960



4. NEW AUSTRALIAN \$10 NOTE,
BANJO PATERSON, 2018



3.3 Regional Context

Orange, situated in the Central region of NSW in the Central Tablelands, is approximately 260km west of Sydney and 280km from Canberra. The LGA encompasses a total land area of 290 square kilometres with nearly 90% of this land being used for agricultural production.

Surrounding LGAs include Blayney and Cabonne, both of which are predominantly rural regions and which use Orange as an employment and services centre, providing a wide range of amenities, jobs, services and infrastructure to the local Orange community and greater Central NSW region.

As a visitor destination, Orange acts as a major service centre for a wider regional catchment coming for cultural shows, events, shopping etc. Orange also is positioned on the highway to the Outback and is often seen as a stopover en route to Dubbo (the Western Plains Zoo).

Orange is challenged by being three hours' drive from Sydney which creates a need for most visitors to have to plan an overnight stay there, as opposed to being a day trip destination.

The diagram on the following page provides an illustration of driving (and flying where applicable) times between Orange and selected regional centres. Drive times are variable, particularly along the Sydney – Orange route as a result of the extensive road works taking place along the Great Western Highway. These road works have been ongoing for a number of years and could continue for the longer term.



Image: Distances to Orange from key locations

Orange is a thriving regional city. Its economy is diverse and growing and has expanded from traditional fruit-growing to include other primary production, manufacturing, mining, education, public administration, and health services.

KEY FINDINGS

- + Strategic location situated on the Mitchell Highway, linking the city to Dubbo and Bourke to the north west, and to Bathurst to the east and from there to Sydney via the Great Western Highway.
- + Key regional centre in the region, only 3.5 hours drive from Sydney or Canberra.
- + Orange is well-served by educational facilities and community infrastructure.
- + The Orange Health Service is the largest rural hospital in New South Wales, operated by Western NSW Local Health District.
- + Orange airport has a recent \$19 million expansion and provides daily services to Sydney, Melbourne and Brisbane. The proposed Orange Health and Innovation Precinct sits on a direct road route to the airport.
- + Countrylink train services to Sydney and Dubbo, and The Ghan service to Adelaide and Perth.
- + North Orange Bypass, one of the city's largest infrastructure projects.
- + Orange is classified as an Inner Regional Area (RA2) by the Department of Health and Ageing. Medical professionals moving from major city areas to Orange may be entitled to relocation and retention benefits from the General Practice Rural Incentives Program.



3.4 Population & Demographics

In order to understand the context of Orange's Local Government Area (LGA) in relation to greater NSW, Australian Bureau of Statistics (ABS) 2016 Census data has been analysed. This provides key insights into the level of demand for age based services and facilities in the health and ancillary services sector. It is an indicator of how Orange will change in the future.




KEY FINDINGS (2016)

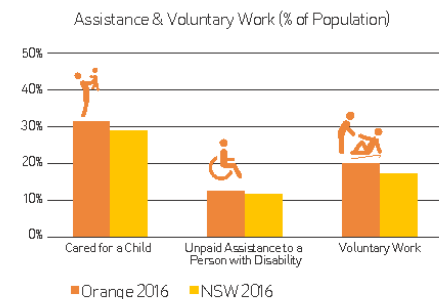
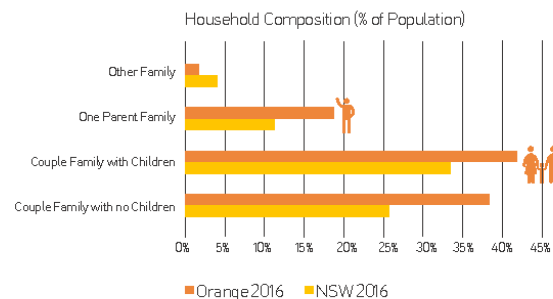
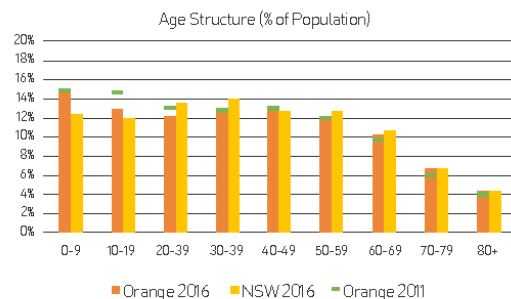
- + The total population of Orange (LGA) is 40,344 people, and is dominated by Australian born people (83%).
- + Orange is primarily populated by young families, with 0-9 year old children representing the highest proportion of people and young to middle aged adults, 25-34 years, representing the second largest proportion. Senior adults aged 60-84 years, including older workers and retirees, represent the lowest proportion of residents. From 2011 to 2016, Orange experienced a population increase of 5.7%. The largest changes in age structure in this time period was seen with an increase in empty nesters, retirees and senior, and a decrease in the younger workforce and tertiary education age bracket.
- + The number of households increased by 1,047 between 2011 and 2016. The most dominant household composition is a couple

family with children (41.9%), followed closely by a family without children (38.2%), which is similar when compared with greater NSW and Australian households. Household trends from 2011 to 2016 show a decrease in couples with children from 43.2% to 41.9%, and an increase of couples without children. Lone person households remain steady.

- + Fully detached houses with three or four bedrooms dominate the market. Dwelling structure trends from 2011 to 2016 indicate only a slight 0.6% decrease in separate housing and a 2.5% increase in semi-detached dwellings, such as townhouses and row or terrace houses.
- + A higher proportion of people have full-time employment and are educated with a tertiary bachelor degree or higher. The unemployment rate in Orange is the same as that of NSW. The primary industry of employment is Hospitals and Health Care (except Psychiatric Hospitals).
- + The majority of people in Orange drive to work (72%), with very few utilising public transport which may be related to availability. This is significantly greater than NSW (72.2% vs 57.8%).
- + A higher proportion of the population undertake voluntary work than NSW and Australia.

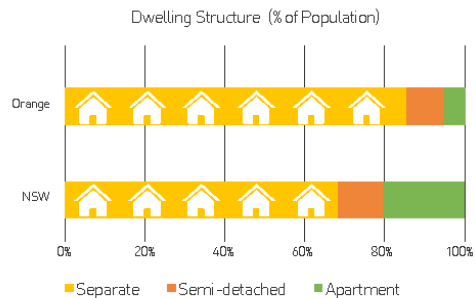
DEMOGRAPHIC SNAPSHOT

	Orange	NSW	
	40,344	7,480,228	Total Population
	37	38	Median Age
	6.3%	2.9%	Indigenous Population
	17,386	2,889,057	Total Dwellings
	2.5	2.6	Average Household Size
	\$270	\$380	Median Rent p/w
	\$610	\$664	Median Personal Income p/w
	\$1,295	\$1486	Median Household Income p/w
	6.3%	6.3%	Unemployed



IMPLICATIONS

- + There is need to provide services that cater towards younger age groups in remote communities as well as increasing demand for health services for those 60+.
- + There is opportunity to increase multiculturalism and diversity within the precinct, as Orange has a significantly lower proportion of residents who are born over seas when compared to greater NSW.
- + There is opportunity to provide a greater variety of housing typologies in the medium density bracket (e.g. townhouses, apartments and terraces).
- + There is opportunity to promote public and active modes of transport within the precinct.
- + There is opportunity to attract people to the area due to the lower rent compared to greater NSW and high employment in the health and mining industry.
- + There is a need to provide services for those in Orange who require assistance, as 2,304 people reported needing help in their day-to-day lives due to disability.
- + The high rate of volunteers indicates potential to grow community based services + facilities in the precinct.



ORANGE HEALTH & INNOVATION PRECINCT MASTER PLAN



1. ORANGE LOCAL DERBY



2. ORANGE WINE WEEK

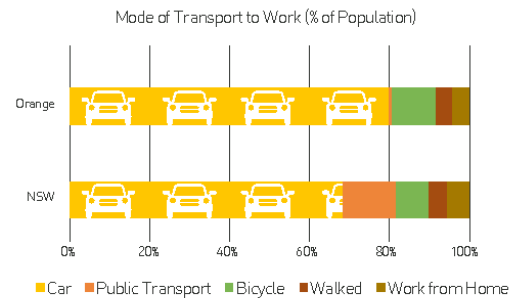


Table 1: Population Projections Adopted for this Plan, Orange LGA

Year	Estimated resident population projection	Cumulative additional dwellings required @ 1.6 persons per dwelling marginal occupancy rate
2009	37,904	
2010	38,207	190
2011	38,513	381
2012	38,821	573
2013	39,132	767
2014	39,445	963
2015	39,760	1,160
2016	40,078	1,359
2017	40,399	1,559
2018	40,722	1,761
2019	41,048	1,965
2020	41,376	2,170
2021	41,707	2,377
2022	42,041	2,586
2023	42,377	2,796
2024	42,716	3,008
2025	43,058	3,221
2026	43,402	3,437

Source: Orange Sustainable Settlement Strategy and Local Environmental Study, pp5-9

Table 2: Age Profile, City of Orange

Age group (years)	Number	Percentage (%)
Babies and pre-schoolers (0 to 4)	3,054	8.0
Primary schoolers (5 to 11)	3,666	9.6
Secondary schoolers (12 to 17)	3,434	9.0
Tertiary education and independence (18 to 24)	3,487	9.2
Young workforce (25 to 34)	4,846	12.7
Parents and homebuilders (35 to 49)	7,354	19.3
Older workers and pre-retirees (50 to 59)	4,651	12.2
Empty nesters and retirees (60 to 69)	3,645	9.6
Seniors (70 to 84)	3,150	8.3
Elderly aged (85 and over)	769	2.0
Total population	38,056	100.0

Source: ABS 2011 Census

Table 3: Urban Residential Land Bank

Area	Number of potential new allotments
East Orange (including Glenroi, Bowen, Suma Park and Clifton Grove)	342
North East Orange (Leeds Parade)	300
North and North West Orange (including Bletchington and Ammerdown)	410
West Orange (including Calare)	40
Ploughman's Valley	895
Waratah	863
Bloomfield / DPI land	540
Shiralee	1,845
Phillip Street	45
Total	5,280

Source: Orange City Council

Table 4: Share of Cost of Road and Traffic Management Works Attributed to Demand Sectors

Demand sector	Total anticipated development (pre and post plan commencement)	Total anticipated trip generation (pre and post plan commencement)	Share of cost met by development
	equivalent standard dwellings	peak hour vehicle trips	%
Residential areas			
East Orange (including Glenroi, Bowen, Suma Park and Clifton Grove)	665	519	6%
West Orange (including Calare and Ammerdown)	45	35	< 1%
Ploughmans Valley	1,391	1,085	13%
North and North West Orange (including Bletchington and Ammerdown, excluding Waratah)	706	551	7%
Waratah	1,300	1,014	13%
Phillip Street	45	35	< 1%
DPI land west of Bloomfield	540	421	5%
Remainder of SSS Land Units 10 and 11	2,696	2,103	26%
Residential sub total	7,388 dwellings	5,728 trips	71%
Other demand sources			
Industrial and employment areas (e.g. Narrambla)	641	500	6%
Bloomfield health and mixed use precinct (non residential)	827	645	8%
Through traffic allowance	1,902	1,213	15%
Total estimated peak hour vehicle trips	10,713	8,085	100%

Source: Orange City Council

SEPTEMBER 2019

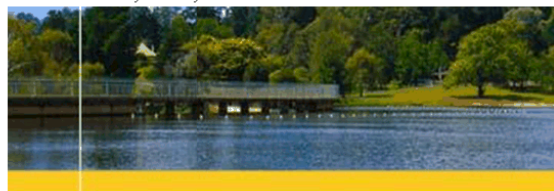
3.5 Economy

The following data outlines Orange's Gross Regional Product, measuring the size and net wealth generated by local industries. Australian Bureau of Statistics (ABS) 2017 and National Economics (NIEIR) 2017 data has been used to derive the National Economics microsimulation model, analysed to provide key insights into the GRP and dominant/changing industry sectors.

KEY FINDINGS

- + Gross Regional Product is estimated at \$2.35 billion, which represents a 3 million / 0.1% increase from 2016, and approximately 0.4% of the state's GSP (Gross State Product).
- + In 2014, the **Mining Sector was the most productive industry, representing almost a quarter of Orange's economy (\$631.5m)**. Other major industries included Health Care (\$307m), Public Administration (\$169.4m), Manufacturing (\$162m) and Education and Training (\$161.7m). The combination of these industries accounted for 54% of the total value added by industry in Orange during 2014.
- + In 2014, Non-residential Investment was \$107.1m, Residential Investment was \$86.4m and the Median House Price was \$345,000. Recent investments include
 - \$19m Orange Airport Expansion.
 - \$290m in Orange General Hospital (inc. associated facilities).

Table: Previous Key Industry Sectors' Incomes from 2009-2010



\$2.35 BILLION GROSS REGIONAL PRODUCT
+3m (2016)

21,318 LOCAL JOBS

4,000 LOCAL HEALTH CARE JOBS

- \$110m dental school and student accommodation at Charles Sturt University, and
- \$17m for North Orange Bypass to complete the Northern Distributor Road around the City
- + **Orange supplies approximately 21,318 local jobs**, which are predominately in the Health Care and Social Assistance industry (21.1% / 4,000 jobs). Retail Trade provides 2,257 local jobs and Education and Training provides 1,907 local jobs.
- + **Major employers in the area include Newcrest Mining, Orange Local Health Service, NSW Department of Education and Training, Charles Sturt University and the NSW Department of Primary Industries**, as well as key businesses such as Pybar and Jeff Hort Engineering.
- + Orange has five major employment precincts, offering opportunities for businesses to expand in Orange with a variety of serviced lots averaging between \$78-145 / m² (2015 figures)
 - **Leewood Industrial Estate:** Located 3km south of the CBD, this is the more established of the five and has a focus on heavy industry and mining services
 - **Narrambla Industrial Estate:** Located 2.5km north east of the CBD, the Narrambla Industrial Estate has a focus on bulk manufacturing and transport / logistics
 - **Strathgrove Way:** Located 3km North of the CBD, the recently developed Industrial Area has B Double access.
 - **Industry Drive:** Located 1km further North of Strathgrove way is another recent industrial area with B Double access.
 - **The Gateway:** Located on the eastern gateway entrance to Orange, this business park is zoned B6 - Enterprise Corridor.

- + Orange has approximately **3,237 local businesses and 19,990 employed residents**
- + The growing number of residents employed indicates a growing residential population supplying labour to other areas as local jobs is not increasing at a similar rate.
- + The steady but slow increase of local jobs indicates the growth of the local economy.

OPPORTUNITIES

Opportunities for future economic development include:

- **Health Care:** With a growing and ageing population, opportunities across all health care sectors inclusive of mental health services will continue to provide growth opportunities
- **Mining:** Building on the strengths of the Cadia Valley Operations mining projects, opportunities exist to widen the mining supply chain locally
- **Advanced Manufacturing:** Leveraging a strong advanced manufacturing base, opportunities exist to grow the advanced manufacturing sector (potentially as part of the mining supply chain)
- **Education:** With a strong education base including a new medical school at Charles Sturt University, TAFE and other educational providers, opportunities exist to grow the education sector.

3.6 Study Area Context

ECONOMIC DEVELOPMENT PLAN

In 2012, the City of Orange released their 'Economic Development Plan.' This document aimed to:

- + Build on the economy, lifestyle and character of Orange to position the City as a destination of choice.
- + Encourage a strong, multifaceted economy and stimulate interactions within the business community and between business and Council.

The strategies to achieve these outcomes include:

- + Capitalising on the character and lifestyle of Orange to enhance tourism
- + Promoting tourism and the attraction of new residents by supporting the growth and development of diverse accommodation, including the emerging needs of an ageing population.
- + Facilitating and supporting the attraction and development of events, festivals, venues and activities for residents and visitors, ensuring access and participation for older people
- + Encouraging the growth of local business, support emerging industry sectors and attract new investment to Orange
- + Fostering partnerships and encourage development across a range of industry clusters
- + Encouraging training and skills development for a diverse and sustainable labour market
- + Ensuring commercial facilities, programs and activities provided by Council enhance the economic base of the City and are effectively and efficiently managed.

INTRODUCTION

The Study Area, as defined by the 1600m radius centred around the 'Orange Life Sciences Services' zone, is positioned within the regional hub of Orange and service centre for Central NSW.

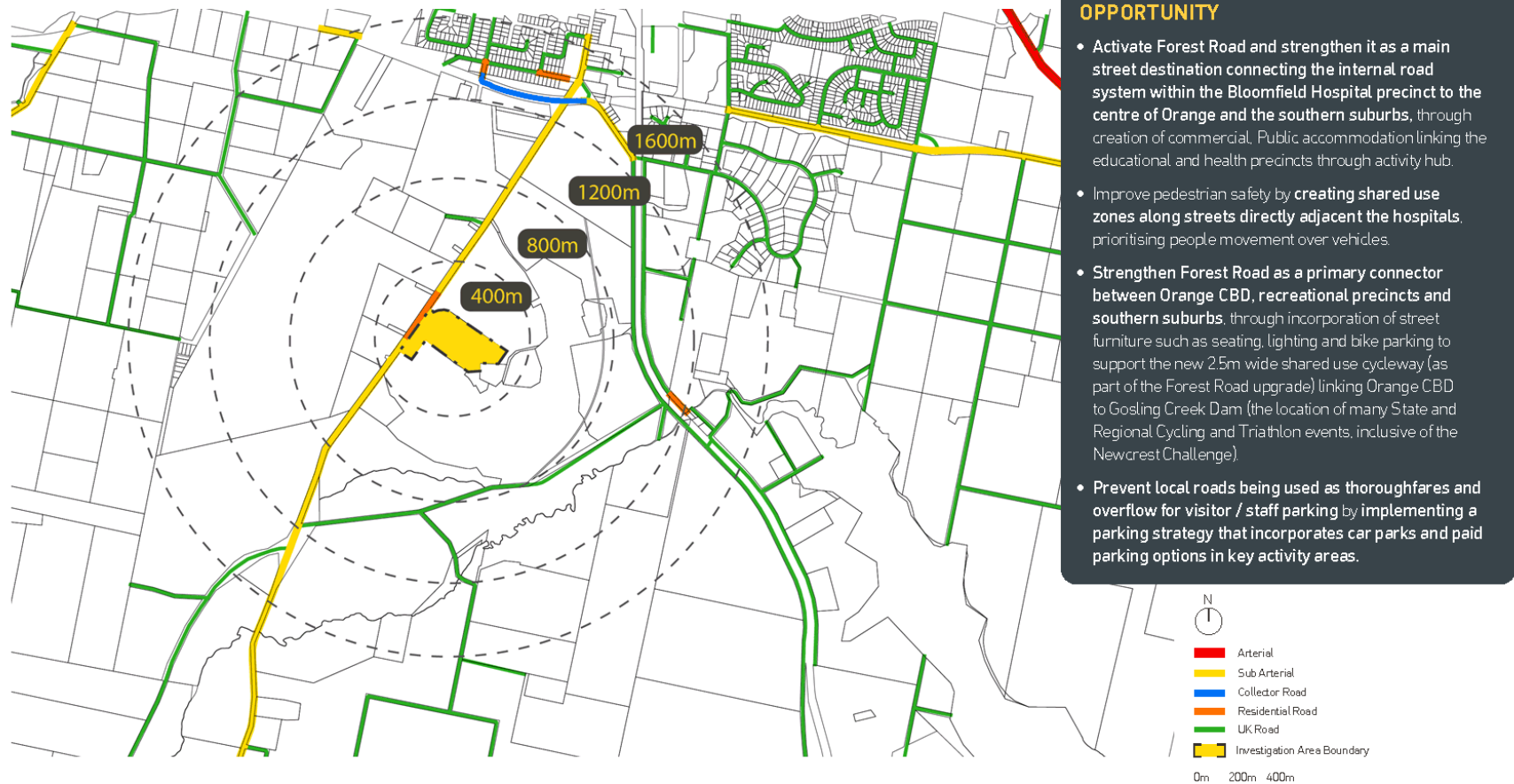


LOCAL ROAD HIERARCHY

Orange is situated on the Mitchell Highway, linking the city to Molong, Wellington, Dubbo and Bourke to the north west, and to Bathurst to the east and from there to Sydney via the Great Western Highway (260km). Due west are Parkes (100km) and Forbes (125km), which is midway along the Newell Highway, running from Brisbane, Queensland to Melbourne, Victoria.

The Study Area's main access point is off of the sub-arterial Forest Road, which connects the internal road system within the Bloomfield Hospital precinct to the centre of Orange and the southern suburbs. In regards to local attractions, the Study Area is located an approximate 9 minute drive / 4.6km to the centre of Orange, an 11 minute drive / 7km to the local Towac Park Racecourse, an approximate 13 minute

drive / 8km to the northern Botanical Gardens and an approximate 30 minute drive / 22km to the Lake Canobolas Reserve and camping grounds. Other popular attractions within a 30 minute drive include Pinnacle Lookout to the south and Borenore Karst Conservation Reserve and camping ground to the north-west.

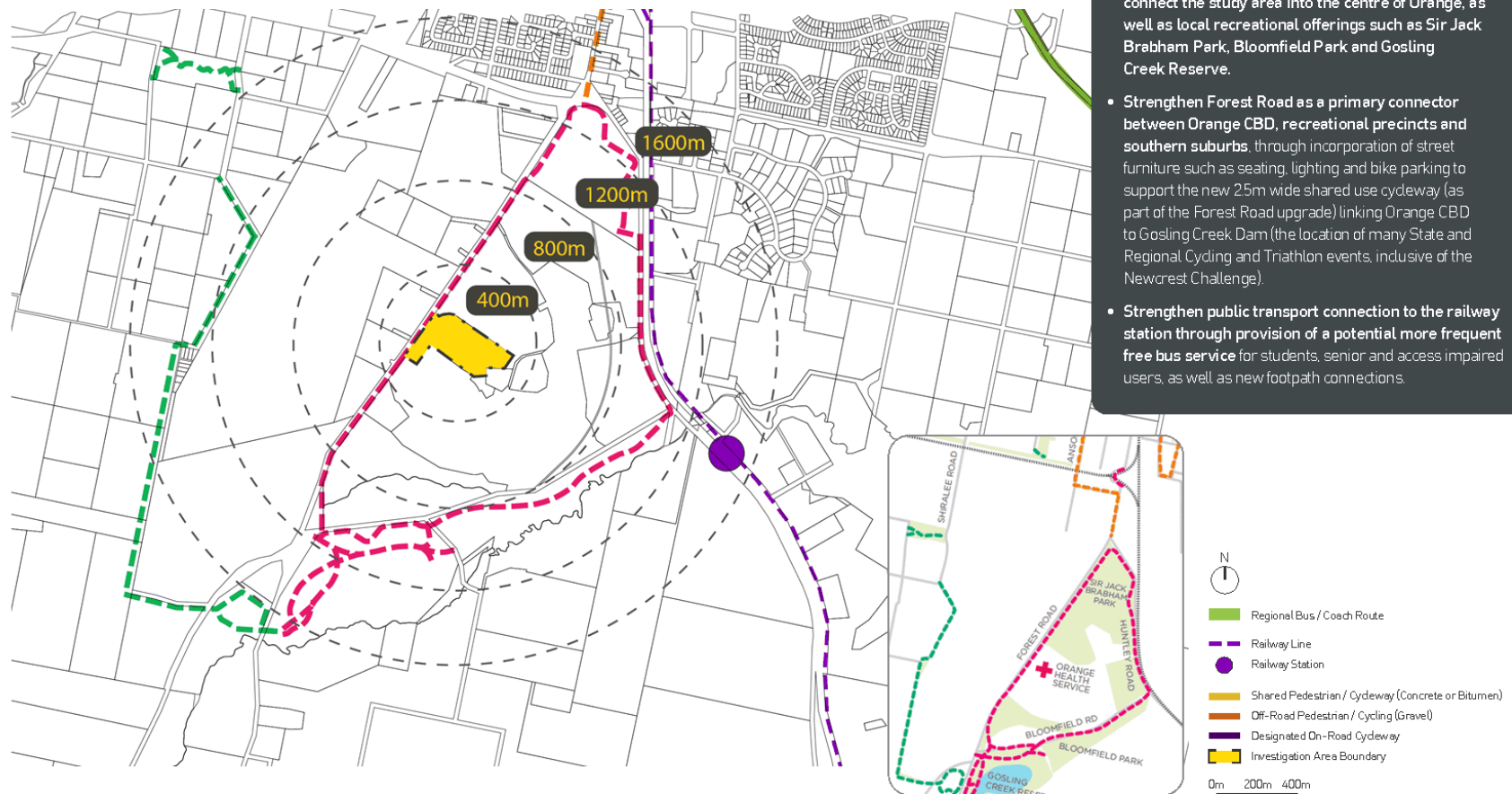


PUBLIC TRANSPORT AND ACTIVE TRAVEL NETWORKS

The closest public transport offering to the Study Area is Orange Train Station which is located approximately 1400 metres east of the Study Area's boundary. The NSW TrainLink operates several coach services with connecting train services from Lithgow to Sydney, as well as a less frequent Coach service to Cootamundra for connection

to Melbourne. Daily coach service to Sydney railway station is also available. To access the bus service, one must leave the Study Area and enter the city centre where a number of routes connect Orange to the neighbouring cities of Bathurst and Blayney.

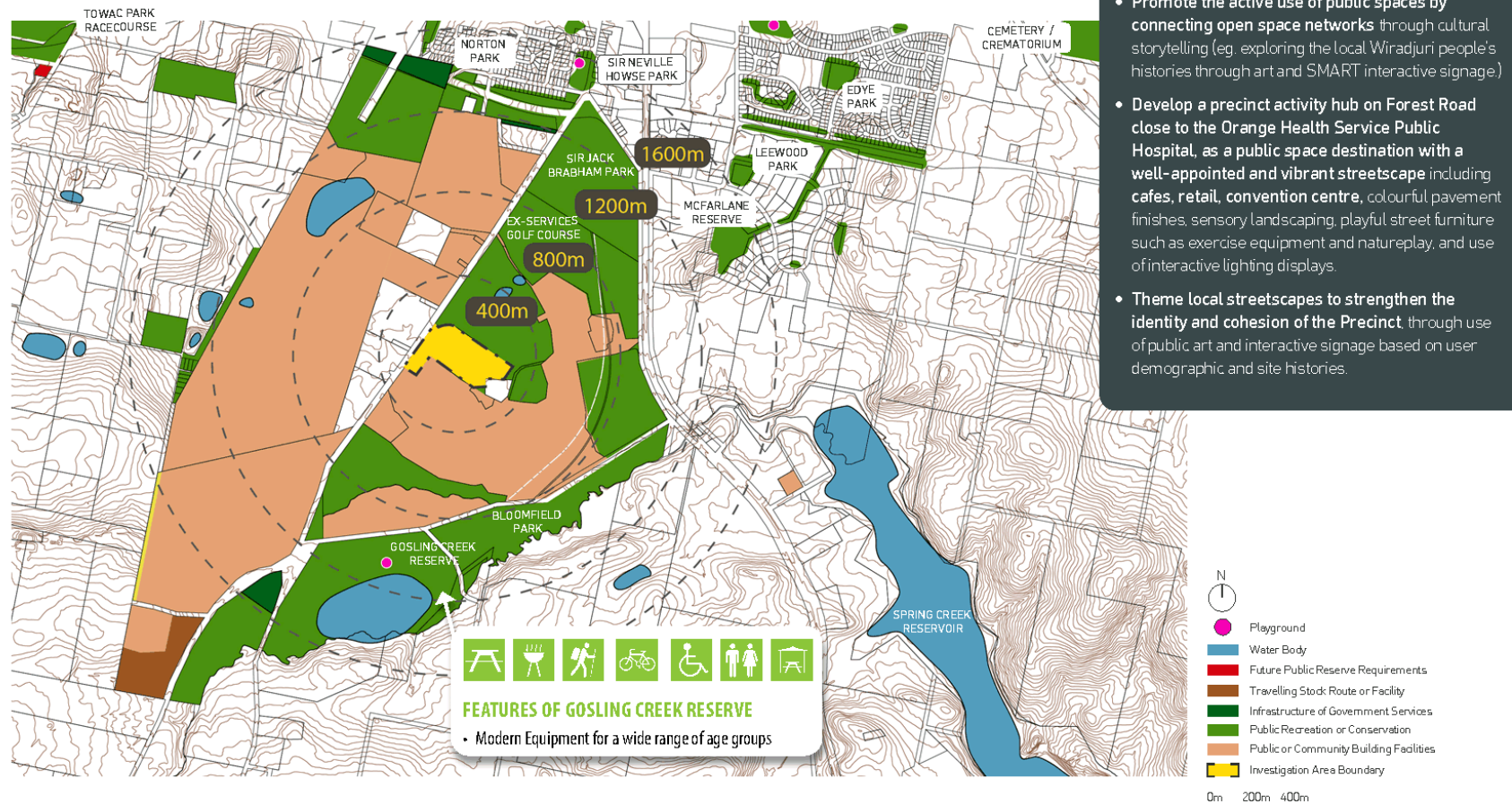
Regarding active transport, the Study Area is supported by a number of walking and cycling trails that connect into the centre of Orange as well as local recreational offerings such as Sir Jack Brabham Park, Bloomfield Park and Gosling Creek Reserve.



OPEN SPACE NETWORK

Within 800m / 12min walking distance of the Study Area is Sir Jack Brabham Park, Bloomfield Park and Gosling Creek Reserve. Bloomfield Park is a 21ha established parkland setting with both native and exotic trees and strong pedestrian / cycle linkages to Huntley Road and Gosling Creek Reserve. There are two playing field offerings and a designated leash free dog area. Similarly, Gosling

Creek reserve with free barbecues. There are pathways suitable for walking and cycling, as well as children's play equipment, and viewing platforms overlooking the reservoir and wetlands' native flora and fauna and aquatic fish population of Golden Perch and trout species.



CONTOURS + FLOOD ZONES

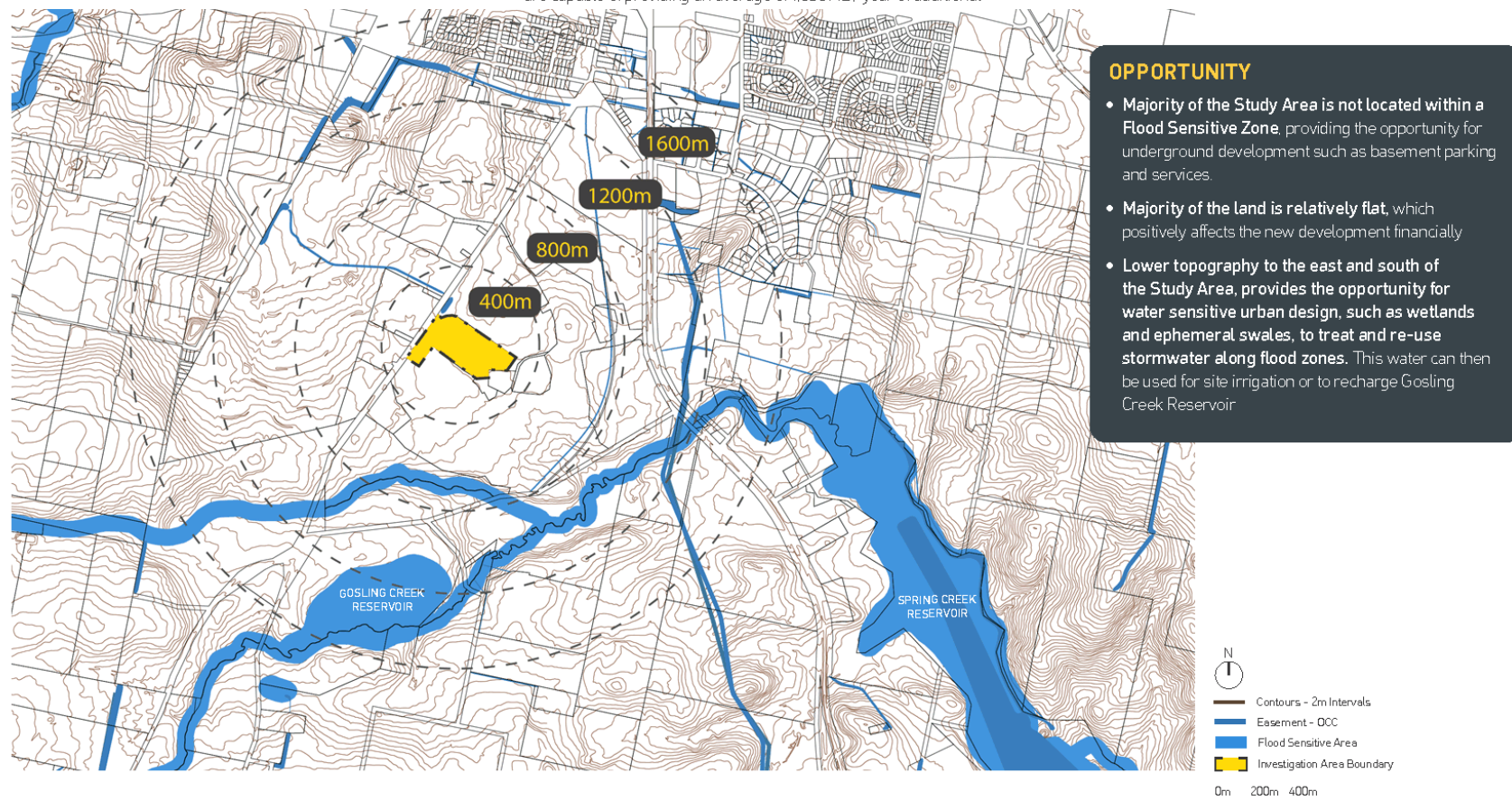
The Study Area is situated in the Central region of NSW in the Central Tablelands at an altitude of approximately 862 metres, at the top of the Macquarie River Catchment. The Study Area is considered not at risk of flooding as it rests approximately 800 metres north of Brandy Creek, which is a contributory feeder into Gosling Creek Reservoir. Brandy Creek reduces peak flows, consequently reducing risk of flooding and erosion to surrounding areas including the Study Area.

Although the Study Area has several water sources used for domestic consumption, it is currently on Level 2 water restrictions. Suma Park Dam and Spring Creek Reservoir are used for domestic water consumption. Lake Canobolas and Gosling Creek Reservoir dams are now primarily used for recreational purposes and back-up supply.

Strategies to supplement water supply are being invested in by local government, such as the recently completed Blackmans Swamp Creek and Ploughmans Creek stormwater harvesting schemes which are capable of providing an average of 1,350ML / year of additional

water into the Orange's raw water supply. This results in up to 25% of the city's water needs being supplied by stormwater collected from the urban area. This dual water system has helped to reduce the volume of highly treated drinking water consumption by 40%.

Moreover, Orange has recently converted four drainage corridors into constructed wetlands, which has created high amenity landscapes which are now valued by the community. 1200m south of the Study Area is the Gosling Creek Reserve wetlands.

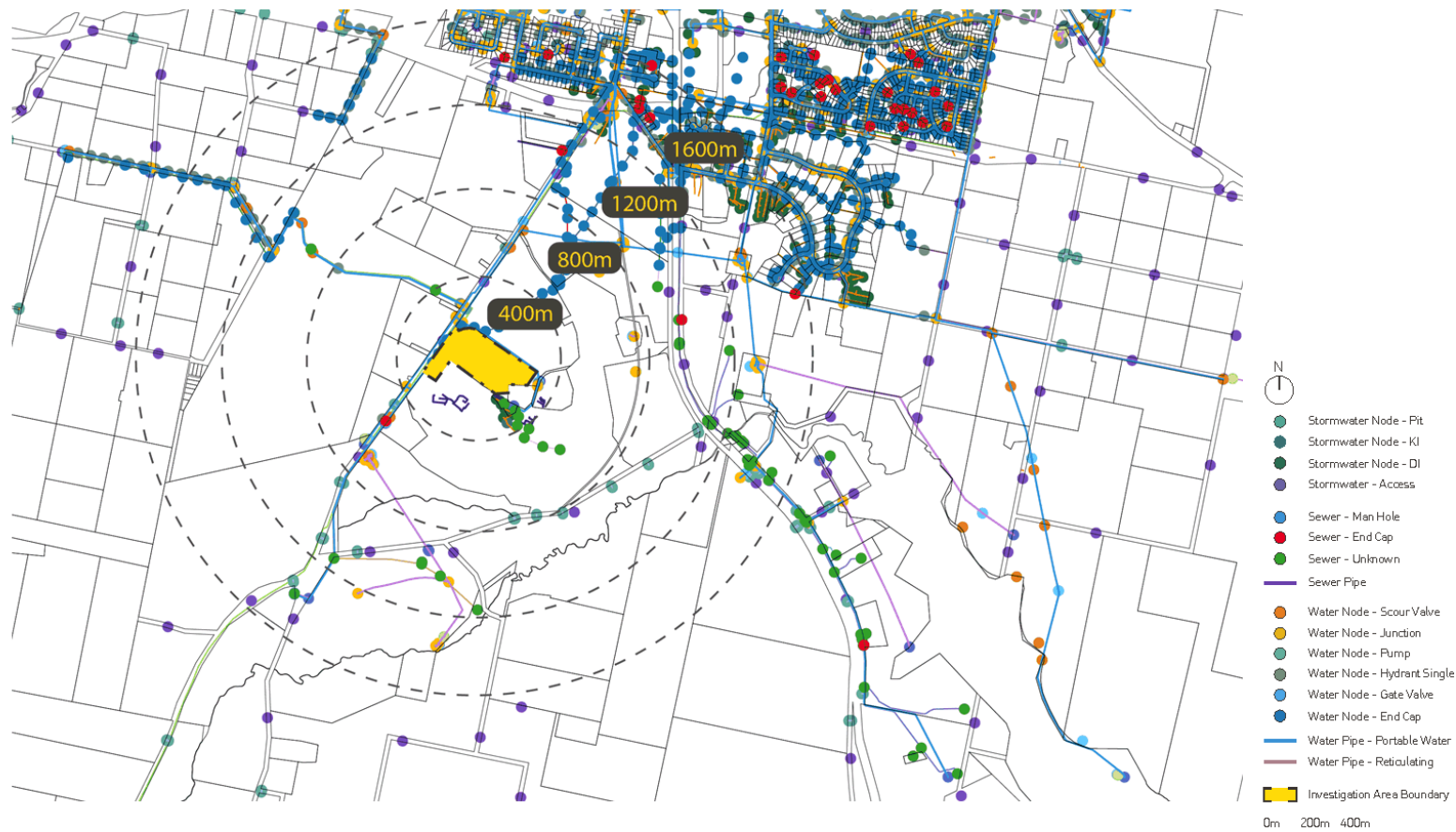


STORMWATER + SEWER SERVICES

The Study Area is serviced by a modern and extensive network of sewer mains and pipes and a well-equipped sewage treatment works.

Stormwater drainage is a major asset throughout the township. It is estimated that the Orange City Council maintains 233 kilometres of storm drains and channels with an approximate value of \$83m.

Infrastructure surrounding the Study Area is adequate, however the townships' Stormwater Management Plan is currently implementing infrastructure upgrades to sections of the East Orange stormwater channel as part of a long-term project. The water which runs through these channels and the way it is harvested has become an integral part of the city's water supply.

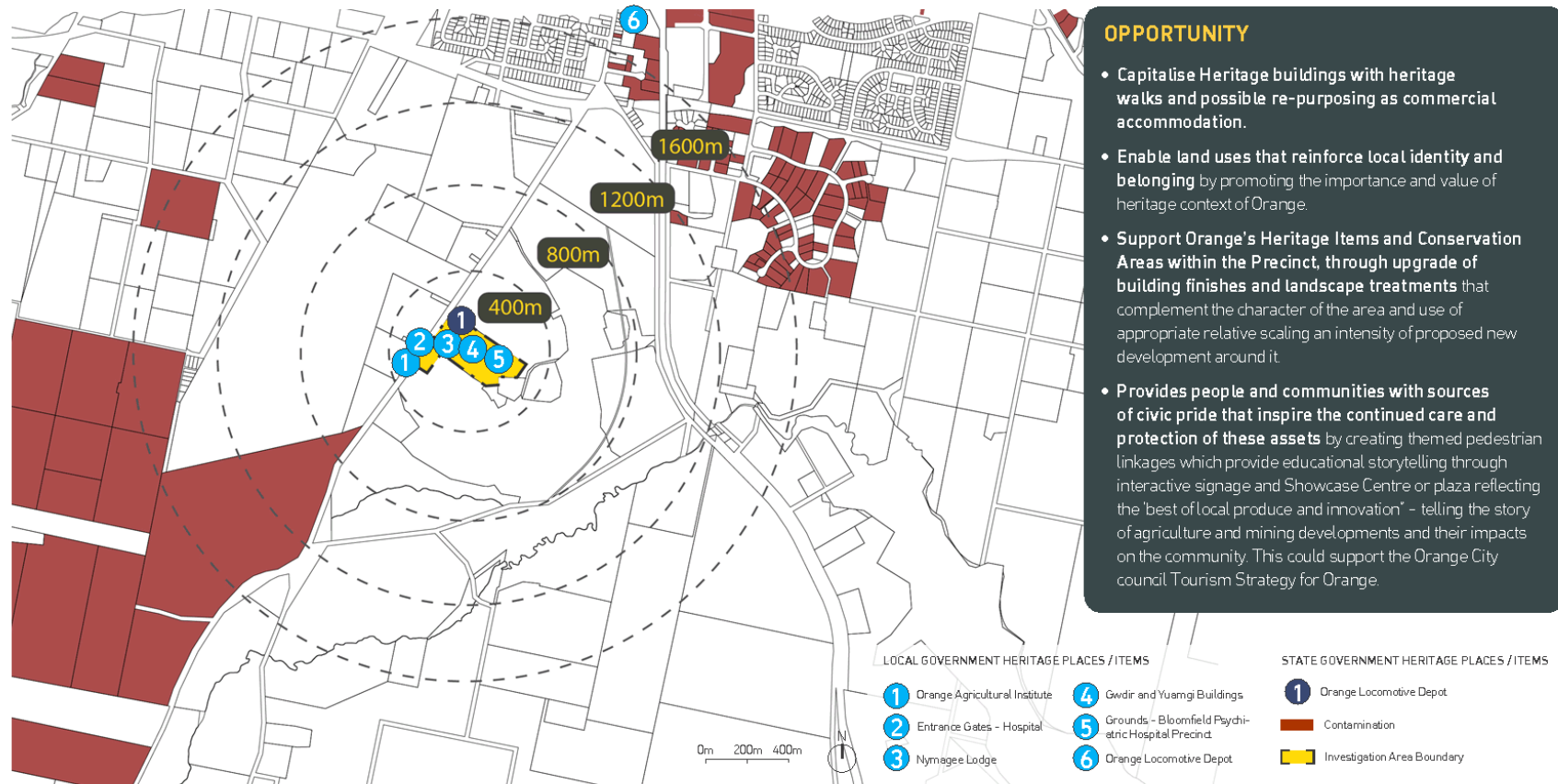


HERITAGE ITEMS + CONTAMINATION SITES

The Study Area is situated on the land of the traditional owners, the Wiradjuri Nation – the largest Aboriginal territory at the time of European settlement. Today about 6.2% of the Orange population identify themselves as Aboriginal or Torres Strait. There is an indigenous place of significance to the west of the site on what is DPI research land. The area does sit within a heritage enriched precinct surrounding the State Heritage listed Bloomfield Hospital, which

provides an exemplar of a mental hospital designed according to the philosophy and treatment regimens of the late Nineteenth and early Twentieth Century. This heritage building is supported by the local heritage listed entrance gates to the hospital, the grounds, Nymagee Lodge, Gwdir Building and Yuamgi Building at Bloomfield Psychiatric Hospital Precinct. The adjacent Orange Agricultural Institute similarly provides historical, social and technical/research significance at local, regional, state and national level, as it is the centre of focus of the contribution made by NSW Agriculture to the advancement and

efficiency of agricultural production in NSW's Central Tablelands. It was instrumental in developing advanced technologies and introducing new genetic material to increase the region's agricultural productivity and efficiency. Regarding contamination, current available documentation suggests that there is no known contamination within the Study Area. A large area of contamination has been found, however, 800m-1600m to the south-west and smaller area pockets have been discovered 1200m - 1600m to the north-east.



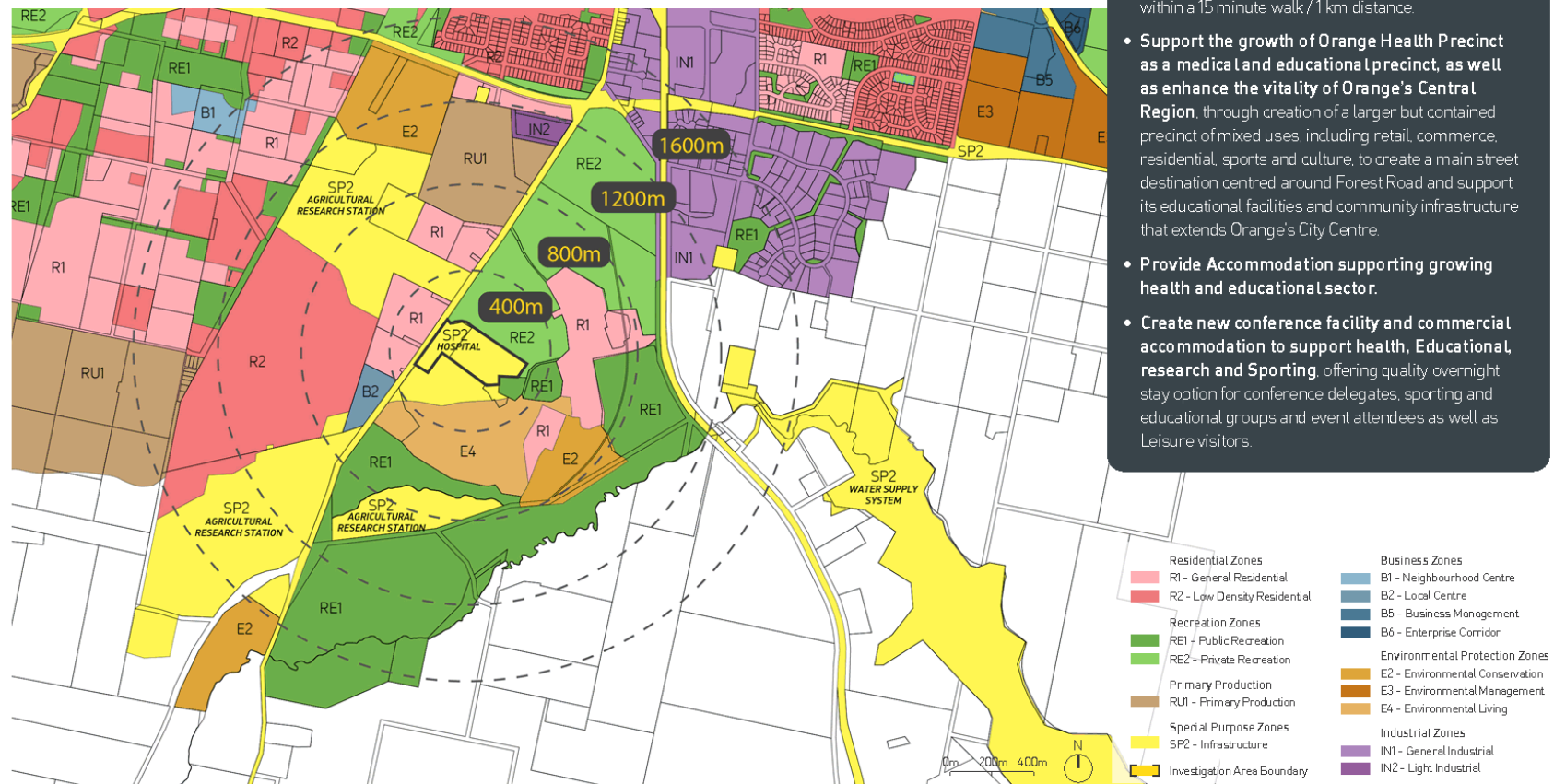
ORANGE LAND USE ZONING (LZN)

The Study Area is situated within a Special Purpose Zone 'SP2 - Infrastructure'. The northern and eastern boundary sits adjacent a private recreation zone 'RE2' and the eastern boundary sits adjacent Forest Road and low density residential 'R1 - General Residential'.

The Special Purpose Zone 'SP2 - Infrastructure' expands to the south from the Study Area, which supports the notion of potentially

expanding the current Precinct to the south towards Bloomfield Park and Gosling Creek Reserve.

Moreover, due to local and state government support as well as support from the local community for the retention of existing recreation and conservation areas, future development of the Study Area is constrained to the east and north. There is potential to re-purpose existing low-density residential to the west however, expansion of the site to the south is the preferred option.



OPPORTUNITY

- **Activating Forest street by implementing Mixed -use zoning specifically along the northern and western boundary of the Study Area creating an activity hub to support the health and students community** situation where users are supported through a diverse range of services and amenities within a 15 minute walk / 1 km distance.
- **Support the growth of Orange Health Precinct as a medical and educational precinct, as well as enhance the vitality of Orange's Central Region**, through creation of a larger but contained precinct of mixed uses, including retail, commerce, residential, sports and culture, to create a main street destination centred around Forest Road and support its educational facilities and community infrastructure that extends Orange's City Centre.
- **Provide Accommodation supporting growing health and educational sector.**
- **Create new conference facility and commercial accommodation to support health, Educational, research and Sporting**, offering quality overnight stay option for conference delegates, sporting and educational groups and event attendees as well as Leisure visitors.



ECONOMIC
DEMAND STUDY 4.0

4.1 Economic Demand Study

Hames Sharley engaged MacroPlan to undertake an economic assessment of the existing and future market conditions for private sector-based health services around the Orange Health Precinct at Bloomfield. The full report is provided as Appendix A. Key findings are as follows:

KEY FINDINGS (APRIL 2019)

- + The potential resident catchment contains around 368,800 persons, including 158,650 persons in the primary catchment (including the suburb of Orange).
- + The primary catchment is projected to increase by 19,300 persons by 2036, to reach 177,950 persons – the total catchment is projected to increase to 389,200 by 2036.
- + The catchment population has a younger age profile compared with 'Rest of NSW', with a higher than average proportion for residents aged 0 – 39 years of age, and a lower proportion age 60 years or older.
- + The average per capita income levels of the catchment are on par with the respective 'Rest of NSW' average. However, the average household income is significantly lower than the 'Rest of NSW' average.
- + The catchment area has a shortage of medical / health related professionals relative to population need (particularly the primary catchment area), with around 60 health / medical professionals per 1,000 residents (compared with 150 across the 'Rest of NSW' and 126 'nationally').
- + The provision of general practice medical services is below the 'Rest of NSW' average, as is the provision of pathology, dental and other allied health services.
- + Overall, demand for GPs and Allied Health services is expected to increase by approximately 12% in the primary catchment by 2036.
- + Having regard to future supply additions over the next five years (104 beds from the Orange private hospital), there will still be additional demand for 120 to 230 private hospital beds.
- + According to our assessment, there will be not an immediate need for another public hospital and a community health facility to be incorporated into the health precinct.
- + MacroPlan envisage that some of the total floorspace should be dedicated to teaching, training and research, as well as can be used for the clinical training and non-clinical training of medical professionals.

The following table summarises MacroPlan's recommended land use options (with its sequencing), to explore the range of tenants / operators in the precinct.

Potential Uses	Recommendation	Land Use Options	
		Need @ Bloomfield	Timing/Sequencing**
1. Private Hospital	<ul style="list-style-type: none"> Day/Specialist Private Hospital Or future Orange Hospital Expansion 	<ul style="list-style-type: none"> Ageing population Potential for 120-230 beds additional demand (which may require 10,000 – 20,000 m² GFA) 	<ul style="list-style-type: none"> 'Follow up'
2. Medical Centre	<ul style="list-style-type: none"> 1,000 – 2,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Need space for a major operator Complements with allied health services 	<ul style="list-style-type: none"> 'Anchor use'
3. Allied Health	<ul style="list-style-type: none"> 1,500 – 2,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Need space for a major operator Complements with allied health services There are no following allied health operators: 'Orthodontist', 'Chiropractic', 'Nutritionist'. 	<ul style="list-style-type: none"> 'Anchor use'
4. Alternative Health	<ul style="list-style-type: none"> 5 – 6 tenants around 500-600 m² 	<ul style="list-style-type: none"> More awareness of this type of health uses (e.g. increase in overseas population) 	<ul style="list-style-type: none"> 'Follow up'
5. Fitness/Wellness	<ul style="list-style-type: none"> 1,200 – 2,000 m² Or 3,000 – 5,000 m² (with swimming pool) 	<ul style="list-style-type: none"> No large format gym facilities Complements with other land uses at Orange Life Sciences Precinct 	<ul style="list-style-type: none"> 'Anchor use' or 'Follow up'
6. Child Care	<ul style="list-style-type: none"> 1,000 – 1,500 m² 	<ul style="list-style-type: none"> no childcare operators in the southern part of Orange (including the subject land locality) 	<ul style="list-style-type: none"> 'Early activator'
7. Seniors Living	<ul style="list-style-type: none"> 100 - 150 ILUs 	<ul style="list-style-type: none"> Lack of retirement options in the immediate locality Good amenities such as the existing golf club Complement well with the existing RACF, new private hospital and new Orange Life Sciences Precinct 	<ul style="list-style-type: none"> 'Anchor use'
8. Café or food retails	<ul style="list-style-type: none"> 3 – 4 tenants around 1,000-1,500 m² 	<ul style="list-style-type: none"> Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
9. Community facilities	<ul style="list-style-type: none"> 1,500 – 2,500 m² GFA 	<ul style="list-style-type: none"> Opportunity to teach young population Equip unemployed with skills & experience Retirees imparting their skills and knowledge to local youth Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Anchor use' or 'Follow up'
10. Outdoor/recreation	<ul style="list-style-type: none"> 5,000 – 10,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Entertainment for young population Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Follow up'
11. Office/Commercial***	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Creating local employment opportunity Complement well with medical and health related uses at subject land 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
12. Residential	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Medical staffs prefer to live near their workplace Affordable housing opportunity Can anchor many other land uses at subject land 	<ul style="list-style-type: none"> 'Anchor use'
13. Medical staff accommodation and teaching facilities	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Attract doctors and experienced health professionals Creating local employment opportunity Complement well with medical and other health related uses at subject land Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Early activator'

* Further study required (e.g. Market Assessment)

** Sequencing order: 'Early activator' < 'Anchor use' < 'Follow up'. This is not an actual development staging but an early planning/concept based on the same principle as staging.

*** Also includes medical research and pharmaceutical uses

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BENCHMARKING 5.0

5.1 Benchmarking

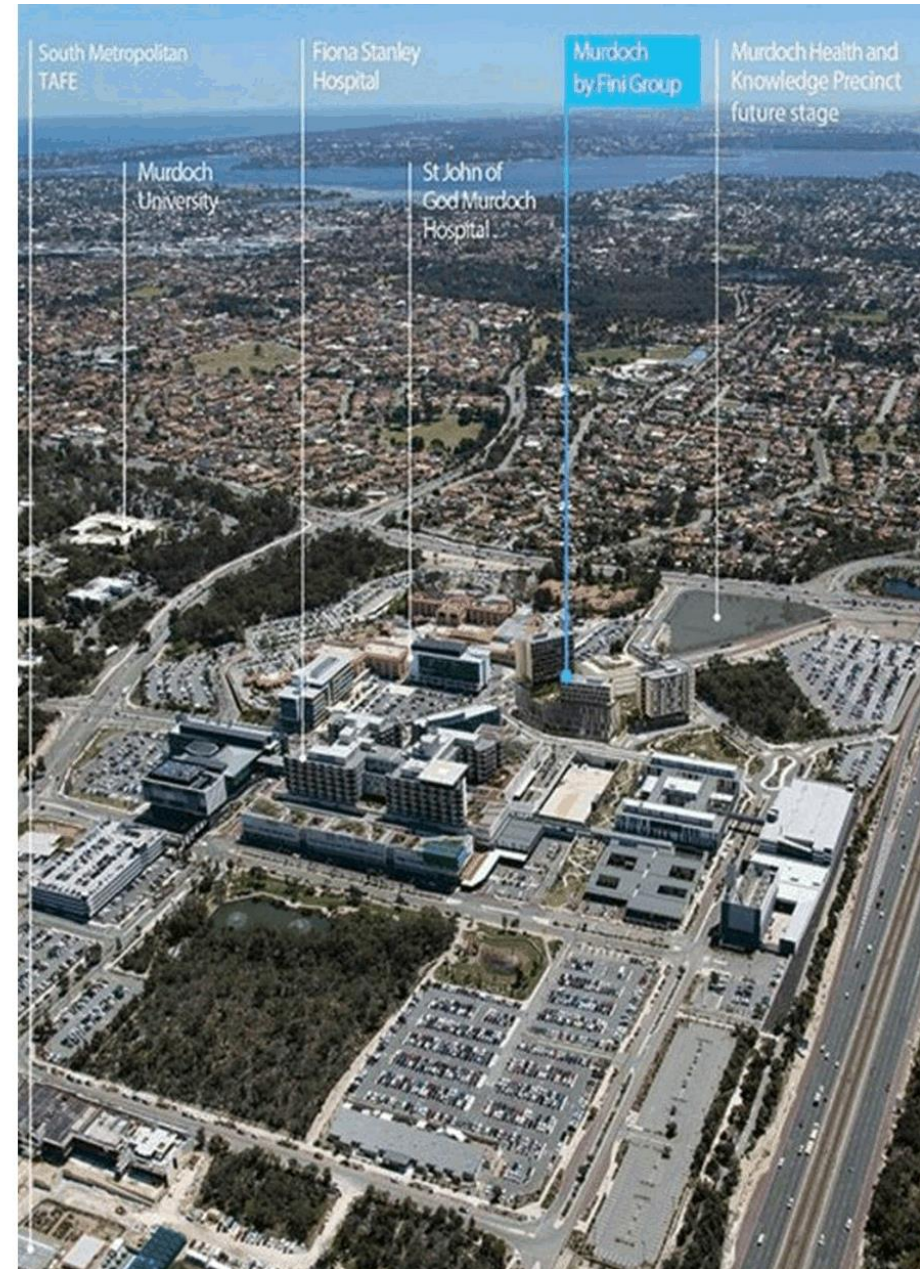
This section undertakes strategic research and analysis into existing and planned projects that can influence the outcome of this scope of work.

The benchmarking exercise examines the best-of-type related to Health Precincts to provide an understanding of the successes and shortcomings of projects on a similar methodology, scale and quality.

The following projects have been benchmarked and were selected after the project team had investigated and developed a level of understanding of the site:

- + Murdock Strategic Centre, WA
- + Gold Coast University Health Precinct, Qld
- + Randwick Education and Health Strategic Centre, NSW
- + Bendigo Hospital Precinct Structure, Vic
- + Liverpool Health, Education, Research + Innovation Precinct, NSW
- + Karolinska University Hospital, Stockholm, Sweden
- + Joondalup Health Campus, WA

All benchmarked projects include referencing as to where the project is, when it was undertaken, who was responsible and key facts.





MURDOCH STRATEGIC CENTRE, WESTERN AUSTRALIA

Murdoch Health and Innovation Precinct is home to an existing and unique collection of health and education institutions including hospitals, universities and colleges. Murdoch is a particularly unique example of health precinct strategic planning due to the sheer size of the project area and the available developable land within the designated centre under state control. As a result, the authorities and key institutions have the opportunity to shape Murdoch Health and Innovation Precinct into one of the largest centres of specialist health activity and research in the country, attracting high value, knowledge based, economic opportunities to rival other centres of this nature.

Similar to the Orange Health and Innovation Precinct, the catalyst for strategic planning at Murdoch was the development of a new hospital, Australia's largest tertiary hospital Fiona Stanley. Furthermore, Murdoch has a similar environmental amenity to the Orange area, being set within an attractive natural bush landscape that makes it one of Perth's best locations to create quality jobs and high density residential living to help address some of the state's long term employment and population pressures.



GOLD COAST UNIVERSITY HEALTH PRECINCT, QUEENSLAND

The world class Gold Coast University Hospital was opened in 2013 as an extension to the 1970's Griffith University campus, the largest and best known of Gold Coast's three universities. The hospital complex covers 20 hectares and is now linked to the greater Gold Coast region by the new light rail service. Together with the hospital, the expanding university forms the heart of the new Health and Innovation Precinct. The Precinct is the largest clinical and research facility in Australia for health students.

As with the Orange Health and Innovation Precinct, the catalyst for strategic planning at Gold Coast University Health Precinct was the development of a new hospital, though supported by transit investment in the form of Gold Coast's new light rail. The precinct also overlooks the site of the 2018 Commonwealth Games Village and is also likely to be one of the main legacies of the urban development program in preparation for the 2018 Games.



RANDWICK EDUCATION AND HEALTH STRATEGIC CENTRE, NEW SOUTH WALES

The Randwick Education and Health Strategic Centre is identified in the A Plan for Growing Sydney and Draft East Subregional Strategy as a Strategic Centre, based on its significant cluster of specialised health, education and research activities. This cluster is formed by several major institutions and destinations, including the University of NSW and the Randwick Health Campus which contains four major hospitals. Together with some of Australia's premier research institutions and Australia's largest complex of teaching hospitals, the Randwick Education and Health Precinct plays a vital economic and employment role within Sydney and beyond.

Similar to the Orange Health and Innovation Precinct, Randwick Council has been planning around this nationally significant agglomeration of education, health and research institutions at Randwick. The precinct's large workforce, student and visitor population provide substantial local economic benefits to the nearby commercial centres and strategies are in place to foster greater collaboration and innovation in this sector. In addition to the employment and economic benefits, the precinct provides a variety of social, cultural and community facilities and services that are available to the local community.



BENDIGO HOSPITAL PRECINCT STRUCTURE PLAN, VICTORIA

The structure plan sets out a future vision and high level strategy for Bendigo's Hospital Precinct. Its primary purpose is to create a built environment and urban landscape that supports a healthier, more prosperous and sustainable Bendigo. Currently, the City of Greater Bendigo is enjoying the benefits of a renewed interest in Victoria's regional cities, which has generated a sustained period of investment, growth, revitalisation and diversification. The new, state-of-the-art public Hospital is increasingly attracting local, regional, interstate and international health care visitation, whilst drawing in new residents, generating new businesses, employment and enterprise, and creating synergies with education and research. Together these factors are bringing considerable change to Bendigo and, in particular, to the Hospital Precinct in decades to come.

Like the Study Area, Orange Health and Innovation Precinct, the catalyst for strategic planning at Bendigo was the redevelopment of the local hospital. Bendigo's precinct's large health and knowledge workforce provides substantial economic benefits for the community, and strategies are in place to foster greater collaboration and innovation in this sector. These strategies can be applied to the Study Area to improve synergy between tertiary education, and health and medical research. Similarly, Bendigo's provision of high quality public realm and community facilities to foster a place of wellbeing, can be applied to generate a holistic hub of wellness within the Precinct.





LIVERPOOL HEALTH, EDUCATION, RESEARCH + INNOVATION PRECINCT, NEW SOUTH WALES

Liverpool plans to become a hub for innovation through a new model of successful health centred innovation districts. Liverpool Health, Education, Research and Innovation Precinct represents a differentiation from Australian health and education precincts in the way its participants work together collaboratively. It redefines how we educate and provide health services and research in an age of digital disruption and emerging technologies and industries, through co-location of facilities and collaborative use of precinct technologies that also maximise the economic opportunities for the township. The health service delivery footprint will grow using public and private collaboration with cancer care and translational research and education as the flagships of the Precinct. It will leverage its position as a hub for healthcare robotics and advanced manufacturing, and will support the broader logistics hub for health and medical products. This will be driven by strong public-private collaboration across the Precinct, enabled by digital technologies.

As with the Orange Health and Innovation Precinct, the South Western Sydney Local Health District has been planning around this nationally significant agglomeration of education, health and research institutions at Liverpool. The precinct's large health and knowledge workforce provides substantial economic benefits for the community, and strategies are in place to foster greater collaboration and innovation in this sector. Moreover, the precinct provides a variety of social, cultural and community facilities and services that are shared by different industries as well as the Liverpool community.



KAROLINSKA UNIVERSITY HOSPITAL, STOCKHOLM

Karolinska Hospital is part of the extensive Hagastaden district of Stockholm, the vision for which is to establish a 'Science City' knowledge precinct. Urban renewal of this inner part of the city is underway, one of the largest urban development projects in Sweden. It is building on the impetus of the New Karolinska Solna (NKS) Hospital being constructed next to the Karolinska University Hospital. The NKS is also Sweden's first public private partnership (PPP) project in healthcare, due to be completed in 2015.

The Science City initiative is of relevance to the planning for the Orange Health and Innovation Precinct, as the Hagastaden district seeks to bring together world class research, clinical development and innovative companies. The Stockholm Science City Foundation was set up by the three leading universities and the Cities of Stockholm and Solna to create a strong and attractive environment for life sciences in Stockholm. As with other health based knowledge precincts, the emphasis is not just on delivering the physical infrastructure and amenities required to support a broad health care community, but on promoting collaboration between the universities in Stockholm, industry and healthcare to foster development of innovative products and services.



JOONDALUP HEALTH CAMPUS, WESTERN AUSTRALIA

Joondalup Health Campus (JHC) was established in 1996 on the site of the old Wanneroo Hospital which has since been transformed into a modern health care facility. JHC comprises both public and private hospital facilities and a specialist medical centre accommodating leading specialists and diagnostic services. The campus serves the rapidly growing northern suburbs of Perth and is currently undergoing a significant redevelopment, including a new emergency department to keep pace with local needs.

The JHC model is of relevance to the Orange Health and Innovation Precinct, because it is operated by one of Australia's largest private hospital operators – but staff at JHC treat private patients as well as public patients on behalf of the WA Government under a long standing and successful contract. Linkages of the JHC to the regional open space also support active lifestyle initiatives and recreation.



STAKEHOLDER ENGAGEMENT 6.0

6.0 Stakeholder Engagement

INTRODUCTION

This section outlines project engagement outcomes, and how they have contributed to the vision setting process for the Health and Innovation Precinct. The stakeholder engagement process took two forms: a stakeholder vision workshop and a series of one-on-one stakeholder meetings. The outcomes are detailed below:

STAKEHOLDER ENGAGEMENT - VISION WORKSHOP

Key stakeholder groups for the project were engaged in a vision setting charrette workshop, which included representatives of Orange City Council, Orange Local Aboriginal Land Council, Western NSW Local Health District, the University of Newcastle, Charles Sturt University, TAFE Western and Land Negotiations - Crown Lands.

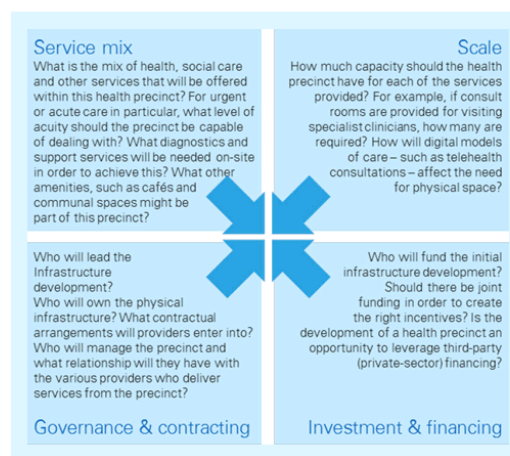
Hames Sharley led the workshop, which involved:

- + Introducing the project and its three main objectives
- + Summarising key background information documents
- + Outlining current constraints and opportunities through site analysis diagrams and market analysis of precinct uses,
- + Summarising responses and key actions from stakeholder meetings and interviews
- + Facilitation group work sessions to gain the feedback and options of attendees around 'key words' (why? how? what? when?), and SWOT analysis (strengths, weaknesses, constraints, opportunities) regarding the precinct
- + Presenting master planning principles and exemplars for discussion, ascertain the future directions of the precinct

Hames Sharley also utilised an advisory engagement report created by KPMG in 2018, at the request of Health Infrastructure NSW, which assessed rural health precincts in NSW. A health precinct was defined as a building, or cluster of buildings, where a number of health, social and community services can be delivered.

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This is often achieved through public-private partnerships, and usually requires collaboration of multiple different provider organisations. A health precinct aims to achieve:

- + Improved access to a broad range of health and social services
- + Better integrated care through co-location of providers
- + Modern, fit-for-purpose delivery infrastructure
- + The need for community space
- + More efficient capital investment
- + Attraction and retention of key health workers
- + Facilitation market entry for new providers

The assessment process involved analysing how successfully the precinct aims were achieved, and how closely they aligned with the NSW Health System's strategic goals.

Hames Sharley, in consultation with the client and key stakeholder groups, assessed the key actions of this report, as well as those achieved from the stakeholder engagement vision setting charrette, to inform the following master planning principles.

KEY WORDS - WHY? HOW? WHAT? WHEN?

WHY? ***top three responses in bold**

- + Create future proofed precinct (Transport, Technology, etc)
- + Build on already established economic health precinct to establish a comprehensive / complete service for health (no need to travel)
- + Greenfield land provides good capacity for structural planning
- + **Create a centre of excellence with world class health care**
- + Demand for short-term accommodation offerings
- + Current high demand for Health Precinct
- + Enhance existing environmental assets and champion them
- + Investment Opportunities, particularly private investment
- + Create alignment between health, education, food, retail, community, industry, etc to create one hub
- + Future for Research (health, education, ag-tech)
- + Environmental Protection / support green assets
- + Regional Hub for broader Orange Catchment
- + Promote tourism and economic growth
- + Regional Health and Knowledge Hub
- + Maximise opportunity for services, SMART Precinct
- + Move Education and Research closer together / co-locate
- + Relocate Charles Sturt University's medical school into the precinct
- + **Support education and job demand by increasing educational facilities and prospects from education to employment**
- + Regional Hub for Health Services, Education and Tech
- + Improve accessibility and active transport linkages
- + Look outside of the square – create something unique that challenges the 'usual' approach to development
- + World Class Health Care / Centre of Excellence
- + **Provide an attractive, sustainable area enhancing environmental assets already in existence**
- + Planned space for future needs
- + Private Investment Opportunities
- + Land / Housing Availability

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- + Mixed-Use Activity Centre
- + Housing Availability and Affordability (singles, families)
- + Complete Health Service – You can have it all here in Orange
- + Grow Educational Offerings – Kids should be able to see clear

HOW? ***top three responses in bold**

- + Investment attraction for a SMART Precinct
- + Refine uses down to Health, Ag-Tech and Education
- + Create modelling for future infrastructure such as services and transport to better understand future demand
- + Form effective work group to consult on all development
- + How do we integrate any proposed development between health and residential precincts?
- + Feasibility for sustainable building case
- + Determine the investors – who is willing to buy into the precinct
- + Form working group to manage the development precinct
- + Political support and transparency at all levels
- + **Collaboration, partnerships and community engagement – bring everyone together (all three levels of government, education, universities, health, general stakeholders, and so fourth) and vote on a local champion for the vision**
- + Local community face to champion / sell the vision
- + Understand the strategic pathways and government objectives
- + Integrate campus with all pillars represented
- + Define the pillars of what we want the precinct to represent (Health, Education, Ag-Tech)
- + **Investment attraction for SMART Precinct, Health, Education, Research and Ag-Tech**
- + How do we secure land opportunities?
- + How do we determine growth and demand for proposed new land uses?
- + Vision for medical precinct to capture the existing gaps in health and clinical educational services – we need a GAP analysis report
- + Partner with private enterprise
- + Identify state values and their level of interest
- + Implement appropriate planning controls

- + What is the funding model? Need to create a business case
- + How do we acquisition land?
- + How do we determine growth?
- + Zoning and infrastructure now
- + **Identify stakeholders, determine level of interest, then consolidate planning opportunities to create a Master Plan**
- + Instigate collaboration with all stakeholders and community now

WHAT? ***top three responses in bold**

- + Improve transport linkages:
 - Connections to town and reserves
 - On-site linkages for moving patients
 - Car parking
 - Active transport infrastructure
 - Dense, vertical parking
 - Road quality and lighting
 - Public transport schedules
 - Electric Charging Stations for future electric vehicles
- + Leverage existing vocational and tertiary infrastructure
- + Potential for shared-use facilities for different universities to encourage activity and collaboration on-site
- + Research facilities (Education, Medical, Ag)
- + Dense accommodation for workers and students
- + World Class Fibre Optic Network supporting e-health and research
- + Educational strategy that includes:
 - Child care
 - Primary and Secondary School
 - Tertiary (TAFE, University)
 - Aged Care
- + Wi-fi for public realm and improved signage / wayfinding strategy
- + Retail / Activity Centre
- + Celebrate both indigenous and settlement site heritage with a potential museum?
- + Define what the precinct represents by creating three pillars:
 - Medical (Hospital, Allied Health, Aged Care)
 - Education (Childcare, Primary and Secondary School, Tertiary)
 - Orange Agricultural Institute
- + Maintain existing 'PLACE' qualities and authentic, local 'feel'
- + Provide a sustainable precinct exemplar, both environmentally, economically and socially.
- + Provide a regional conference / events centre for Orange
- + Services:
 - Food Hub
 - Conference / Function facilities
 - Co-lab spaces
 - Research
 - Lecture Theatres
 - Outdoor protected / covered spaces
 - HUB space
 - Family friendly spaces
 - Internal break-out social spaces
- + Utilise sporting infrastructure
- + Celebrate and preserve local environment assets
- + Housing:
 - Aged Care / Assisted Living
 - Short-term for workers and students
- + Health support:
 - Pharmacy
 - Pathology
 - Clinical Facilities
 - Teaching and Training facilities
 - Counselling / Mental Health orientated spaces
- + **Provide a precinct that creates opportunity for innovative and collaborative thinking:**
 - **SMART spaces**
 - **Tech offerings for Health, Ag (GATE) and SMART Precinct**
 - **Aesthetically pleasing**
 - **Hospitality and Retail to support critical mass**
 - **Save natural ecosystems and open space assets**
 - **Utilise dam for water recharge**
 - **Less acres, more bikes and pedestrians**
 - **Fusion of modern and heritage**
- + **Provide accommodation offerings such as:**
 - **Short term (serviced apartments / town houses for worker market and students, that can accommodate hotel overflow from tourists**
 - **Hotels / Resorts to support tourism demand and provide conference / function facilities**

- **Playground and recreational facilities to support residents**
- + Student population facilities
- + Health Suburb? Could provide critical mass to support a thriving mixed-use precinct
- + Provide community spaces to support 'aging in place'
- + Service infrastructure (water, power, transport (electric cars?), active transport (less cars, more bikes and pedestrians), public transport, renewable energy (solar, wind).
- + **Proactive, positive, nimble thinking in regulatory decision making and modelling, which provides urban design guidelines and a strategic framework for the precinct as a whole – there should also be a pre-approved agreement with design consultants for manufacturing, passive space, accommodation etc, to make sure the vision is not lost**

WHEN? ***top three responses in bold**

- + Establish three timeframes:
 - 1) Immediate (zoning opportunities)
 - 2) 12 months (strategic view)
 - 3) 5-10 years (development)
- + Create the Master Plan, do all the public consultation and document the whole process
- + Next, place in all the infrastructure
- + **Create a vision document to present to stakeholders that has a local champion as the face of the vision, to drive the project forward and generate interest**
- + Strategic Plan developed in line with health strategy, education strategy, active transport strategy, etc.
- + **Consider all strategic plans of stakeholders in the development and alignment of the strategic master plan**
- + Capture immediate zoning opportunities and stick to them
- + Second priority is public engagement – Create a vision document to present to stakeholders that has a local champion as the face of the project's vision)
- + Identify current opportunities and create momentum now
- + Coordinate existing projects / developments now

- + **Leverage government for funding now to support the development of the master plan**
- + Nominate a local face for the project to drive the vision forward
- + Establish an action group for the project that is:
 - Nimble
 - Thinks Ahead
 - Thinks Creatively (outside the box)
 - Connected
- + Create a business case for all three levels of government as well as stakeholders and other players

ECONOMIC ANALYSIS

MacroPlan Dimas presented an 'Economic Investigations Preliminary Findings' report for the Orange Health Precinct, Bloomfield and its health-related facilities. The following key findings were outlined, regarding::

- + Orange Catchment Area
- + Catchment Dynamics / Population Growth
- + Socio-demographic Profile
- + Economic Implications
- + Demand for GPs and Allied Health
- + Supply – a Lack of Health Facilities

SWOT ANALYSIS

WEAKNESS / ISSUES

- + Climate (cold!)
- + Access (Infrequent air service, areas of poor road condition)
- + Lack of attractions for young people
- + Lack of accommodation offerings
- + Limited competition in land use sectors, preventing healthy growth and progression
- + Minority groups too disruptive to town progression
- + Government support
- + Competing state facilities
- + Timing (not seizing the moment and market gaps)

STRENGTHS / OPPORTUNITIES

- + Attractive City / Town Pride
- + Unique Town Character
- + Great Reputation (tourism, residents, lifestyle)
- + Location (Proximity to Sydney and central location in region)
- + Diverse Economy / Balanced and Robust
- + Strong Mix of Existing Health Services
- + Health Growing Fast / Strong Demand
- + Great Educational Offerings (TAFE, Uni, School, Childcare)
- + Strong Knowledge Base
- + Airport
- + Greenfield site
- + Strong Heritage (site, town and region)
- + Strengthening Networks (transport infrastructure)
- + Holding the younger demographic long-term
- + Strengthen Orange as a 'Destination'
- + Aligning the Vision
- + Facilitate Career pathways from school to workforce
- + Baseline Argument for growth
- + Open Space availability

STAKEHOLDER ENGAGEMENT | ONE-ON-ONE MEETINGS

Hames Sharley conducted a series of one-on-one meetings with the following key stakeholder to identify the key issues and opportunities that should guide the master planning of the Orange Health and Innovation Precinct:

- + Western NSW Local Health District
- + Orange Local Aboriginal Land Council
- + Orange Aboriginal Medical Service
- + Centre for Rural and Remote Mental Health - The University of Newcastle (UoN)
- + Charles Sturt University
- + University of Sydney
- + TAFE NSW
- + Orange Ex-Services Club
- + Private Health Operator - Bloomfield Private Hospital and Medical Centre

The key themes coming from this consultation process are listed below.

KEY THEMES

Aboriginal Community Expectations

- + Existing Orange Aboriginal Medical Service model targets the specific needs of the Aboriginal community through an integrated care model and a strong community health/preventative health program
- + Aboriginal Medical Service is well used, includes services provision to the general public and is expanding its service to match demand and undertaking a capital expansion program at its current location
- + Aboriginal Medical Service has strong program linkages with the Orange Health Service Public Hospital but unlikely to expand physically to that location

- + Orange Aboriginal Land Council has land within the Orange Health and Innovation Precinct study boundary and would see opportunities to provide hotel/motel accommodation to service the precinct
- + The Orange Aboriginal Land Council wishes to have an ongoing role in the evolution of the Orange Health and Innovation Precinct

Western NSW Regional Health – Strategic Directions

- + A key goal is to provide a 24/7 integrated care model for the region – primary health care organisations working in partnership with non-government health and allied health organisations – provides better patient care and case management process
- + 'Hub and Spoke' model crucial to regional health service delivery – large health precinct hubs supported by and 'digitally' linked to satellite facilities – the concept of an integrated Orange Health and Innovation Precinct is crucial to this model – Health NSW provides a resourcing management and co-ordination role to ensure the integration and sustainability of the model
- + Digital health delivery processes are increasingly at the core of the delivery model with Orange health services uniquely positioned at the heart of this process
- + Digital health/telehealth research and development is attracting interest from global digital partners to the region – e.g. Samsung, Johnson & Johnson
- + The partnering interface between the public hospital, private hospitals, specialists and allied health providers, universities and TAFE and private sector research and development organisations is a crucial to the success of this approach
- + There are important health care and community health benefits in fostering functional and physical links between health services facilities and aged care facilities for both high and low care models – aged accommodation (e.g. independent living models) often co-locate with aged care

- + Health services delivery is a primary economic driver of regional economies with a close community interface with regional agriculture and farming – most farming families have family members in health delivery services – health services and farming rely on each other for their future mutual success
- + Regional families often travel large distances to receive health care and treatment – adequate and well-located accommodation and related facilities will be an important component in the development of the Orange Health and Innovation Precinct

Tertiary Education, Training and Research

- + The participation of four universities within the Orange health services delivery process is a critical component of future success of the Orange Health and Innovation Precinct
- + Each university provides a specialised education, training and research role which is crucial to the integrated care model that supports the health precinct vision:
 - University of Newcastle – mental health specialisation focusing on promotion, improving service delivery and rural suicide prevention – partner across NSW and rural networks on research which is focussed on improved service delivery strategies – service grown 25% in 5 years and growth continuing – have placement in public hospital but relate to students from other University of Newcastle campuses
 - Western Sydney University – operates through the university's Bathurst Rural Clinical School – students have 5-6 week placements at Orange – rural health currently embedded in Public Hospital so will require new facilities going forward
 - Charles Sturt University – current campus is approximately 8.5 km from the public hospital – provides dentistry, clinical science, pharmacy, physiotherapy, and mental health education – considering setting up a School of Medicine at Orange but located adjacent public hospital – would consider relocating the entire Orange campus if funded – 10,000m², 2500 students – currently progressing funding proposal to Commonwealth government

- University of Sydney – operates the Rural School of Health Orange/Dubbo from the Faculty of Medicine & Health in the Sydney Campus – facilitates 32 student placement each year – significant potential for the expansion of service – research programs linked to the Western Health Research Network
 - TAFE Western NSW – currently have the Rural Skills Campus within the study area but would be open to an expanded presence on-site – TAFE NSW is currently reviewing their strategic plan – potential to provide a broad range of health related courses including nursing, Aboriginal primary health care, allied health, workplace OH&S, administration service etc. – could be open to being part of an integrated shared campus model
- + Partnering and Collaboration critical – all the universities co-ordinate together and collaborate on training, research, health services delivery programs consistent with the integrated care model – collaboration helps in building a ‘critical mass’ of co-ordinated health care activity for Orange and assists in funding and research opportunities
- + The concept of a shared tertiary campus where universities share common facilities (teaching spaces, common rooms, conferencing facilities, etc.) was supported by all universities subject to appropriate governance model and independent management of core ‘private’ facilities by each university

Private Health Delivery

- + The success of regional health delivery is a partnership of private and public investment – the integrated care model is underpinned by this partnership – public hospital is the primary health provider with the private hospital providing a support role to the public hospital as well as a care role for private patients
- + Private developer has committed to delivering the following facilities in a staged implementation of land opposite the public hospital (subject to market demand):
- Private hospital (under construction)

- Specialists and Allied Health Centre plus pharmacy, pathology and radiology
 - Medi-Hotel (82 rooms)
 - Retail
 - Aged accommodation
 - Child care
- + There will be opportunities for the proposed private hospital to partner with universities

Precinct Activity Hub, Placemaking, Accommodation and Support Facilities

- + All stakeholders saw the opportunity of anchoring the Orange Health and Innovation Precinct with a centralised activity hub (close to and connected with the proposed private retail precinct as part of the private hospital development opposite the public hospital) – the hub would include conference facilities, flexible meeting spaces, high quality-high band width digital services, cafes, related retail and services, gyms & recreation facilities, child care, open space etc.
- + Creating a sense of place through effective placemaking with a broad range of services is important in attracting and retaining staff and students to the precinct across all organisations
- + Improved public transport services are seen by all stakeholders as an important part of the future development of the Orange Health and Innovation Precinct
- + Rental Accommodation – discussions with all tertiary education organisations and the public hospital suggests that there is an opportunity to build rented, long term or short stay student and staff accommodation – currently the various universities co-ordinate renting existing houses/apartments but this is not their core service and they would be open to a private delivery process subject to pricing structure
- + Hotel Accommodation – given the global status of the current and future research programs it is likely conferences and study tours, together with visiting specialists, will support the need for

new hotel accommodation – such accommodation would also serve the needs of the ‘health tourism’ market where regional families use programmed medical treatment visits with holiday visits to the Orange region – the proposed medi-hotel opposite the public hospital is, in part, supporting this market

Agricultural Lands

- + The NSW Department of Primary Industries has significant land holdings within the precinct primarily used for agricultural research purposes
- + The land houses the Orange Agricultural Institute facilities and research programs which also hosts the GATE (Global Ag-Tech Ecosystem) collaborative research and technology facility designed to cultivate and develop Ag-Tech ideas and facilitate Ag-Tech start-up businesses
- + In 2011 part of the land was the subject of a land rezoning exercise exploring the potential of a low-density residential development within the Bloomfield area, however the current NSW government focus is to maintain the status of the site as agricultural research lands and promote the value of the GATE process in economic development, employment and international trade

Existing Golf Facilities

- + The Orange Ex-Services Club Golf Course competes against two other golf courses in Orange
- + Reducing demand in the golf facilities market is marginalising the viability of some golf courses which may present opportunities in the future development of the Orange Health and Innovation Precinct
- + The Orange Ex-Services Club can see a role in the on-going development of the Orange Health and Innovation Precinct including the delivery of potential accommodation and hospitality facilities servicing the precinct



MASTER PLANNING PRINCIPLES 7.0

7.0 Master Planning Principles

INTRODUCTION

This section outlines six (6) master planning principles that are established in response to:

- + the guidance provided by the strategic context analysis and study area analysis;
- + the direction, ideas and opportunities emerging from the charrette vision workshop; and
- + the themes, feedback and opportunities from the one-on-one key stakeholder meetings.

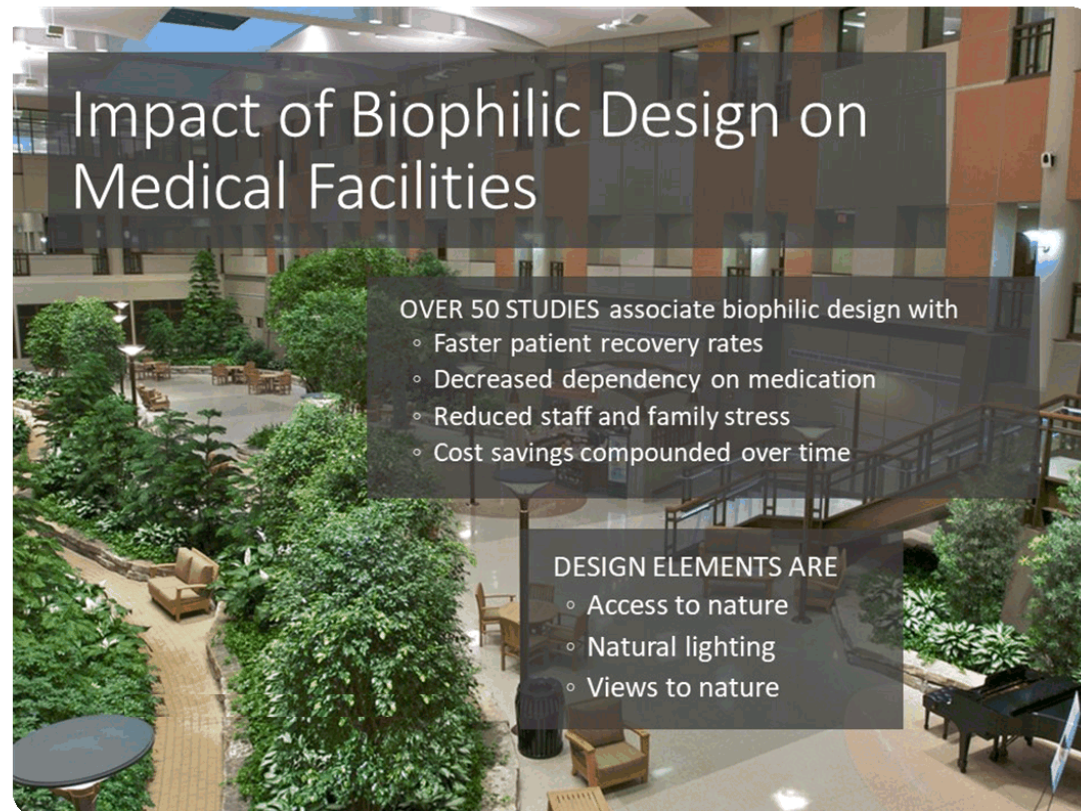
The principles provide a framework to guide the development of the Master Planning Outcome described in Section 8.0.

BIOPHILIC DESIGN

In Master Planning Principle one (1), the term biophilic design is employed. Biophilic design is a concept used within the building industry to increase occupant connectivity to the natural environment through the use of direct nature, indirect nature, and space and place conditions.

The benefits of biophilic design for the Health and Innovation Precinct include:

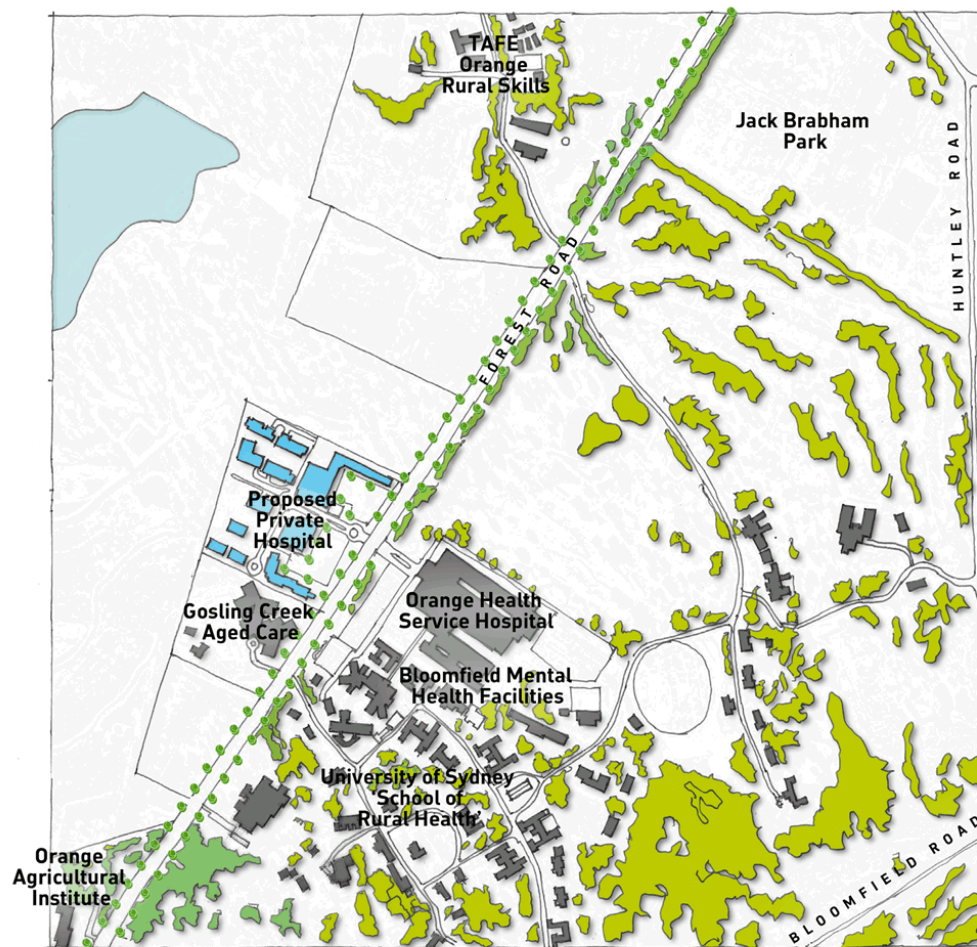
- + Faster patient recovery
- + Decreased dependency on medication
- + Reduced staff and family stress
- + Cost savings compounded over time



MASTER PLANNING PRINCIPLE ONE

WELCOMING AND ATTRACTIVE

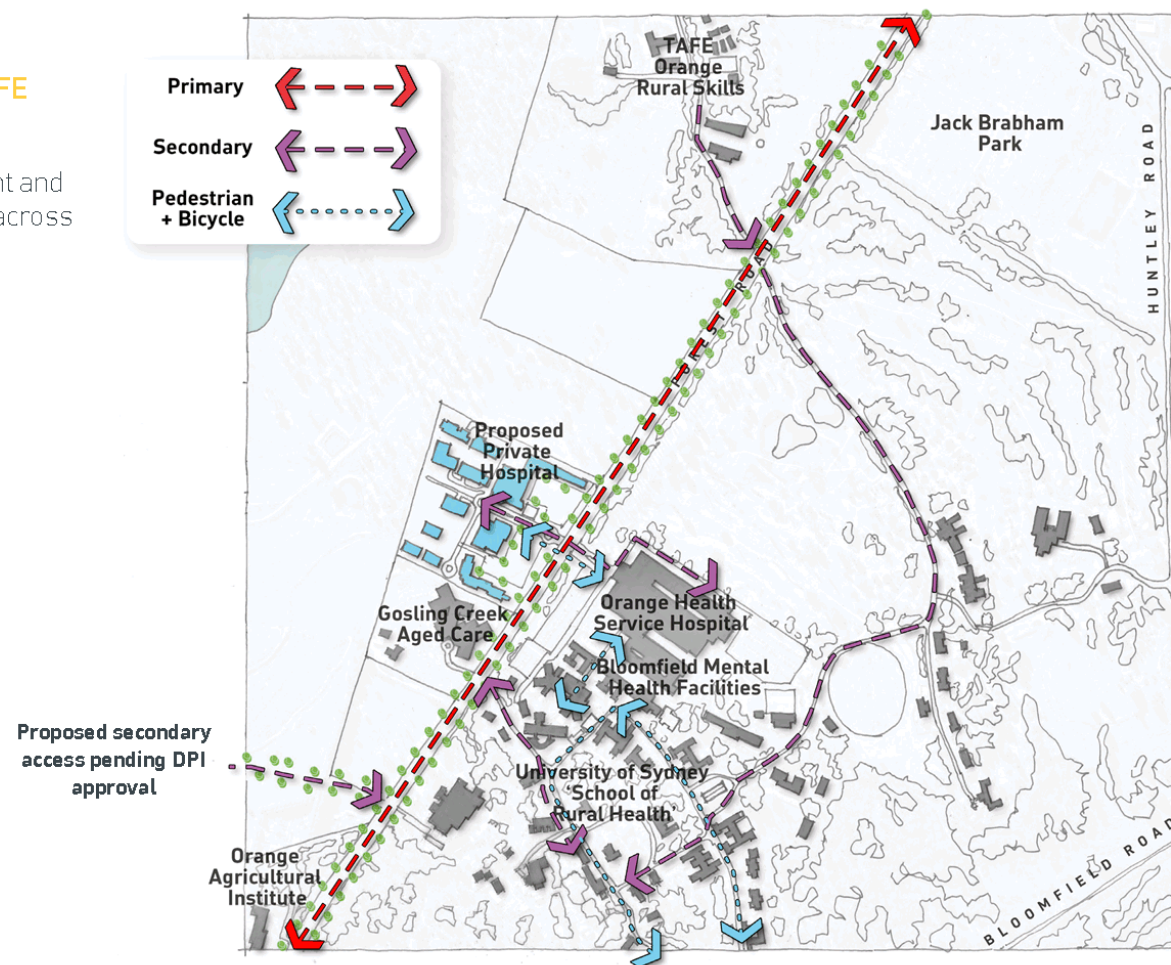
- a. Re-imagine the streets and public spaces to hero the rural landscape while providing improved integration and biophilic place-making.



MASTER PLANNING PRINCIPLE TWO

ACCESSIBLE AND SAFE

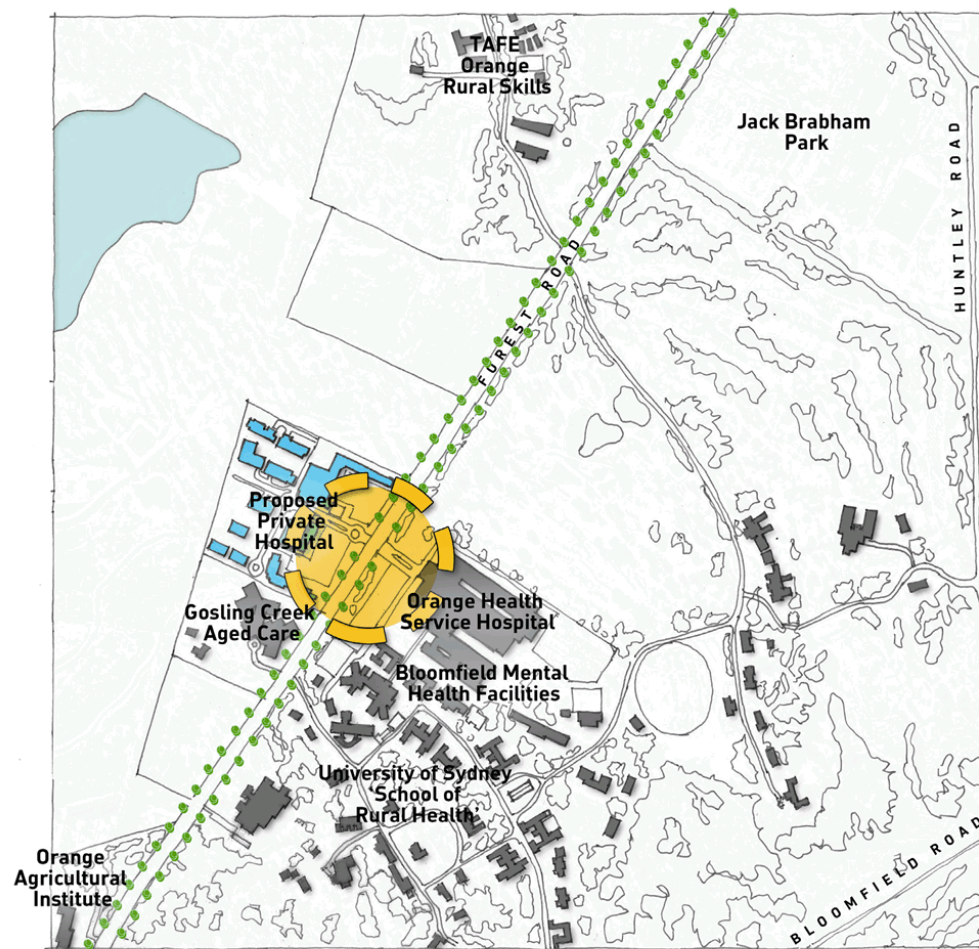
- a. Ensure convenient and safe accessibility across all travel modes.



MASTER PLANNING PRINCIPLE THREE

LOCAL ACTIVITY
DESTINATION AND HUB

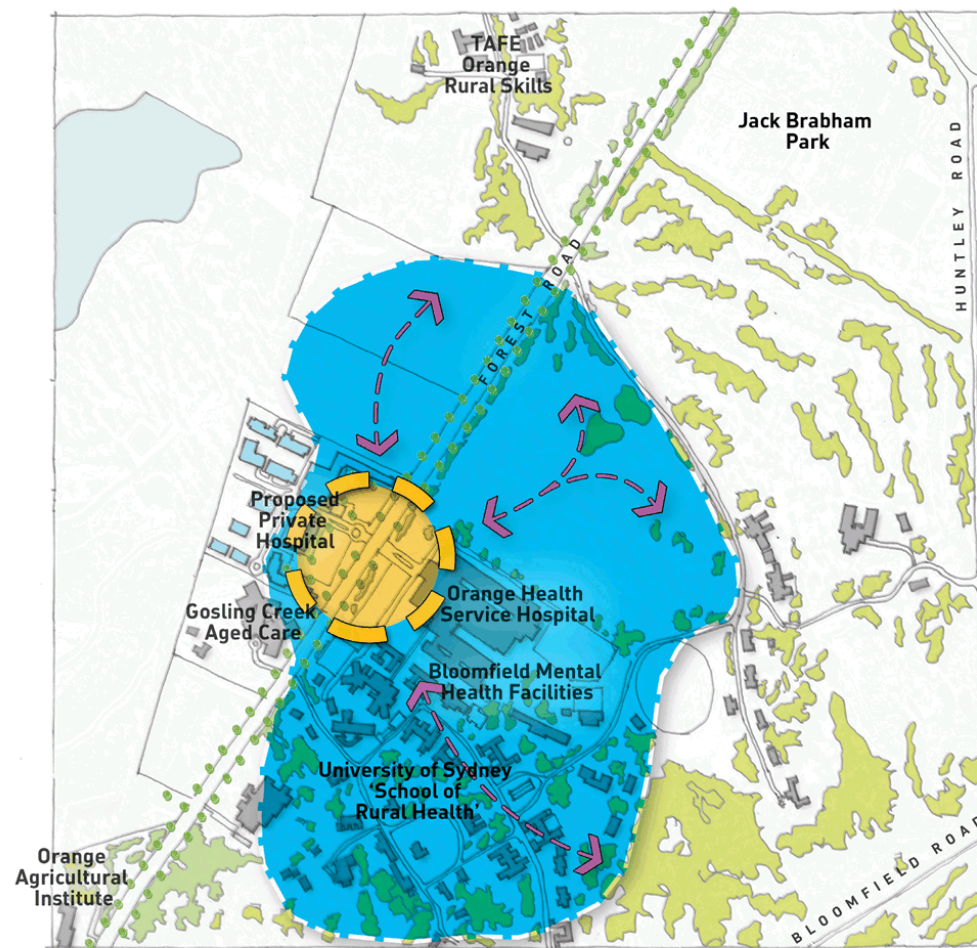
- a. Create an activity and commercial centre



MASTER PLANNING PRINCIPLE FOUR

EXEMPLARY HEALTH AND KNOWLEDGE PRECINCT

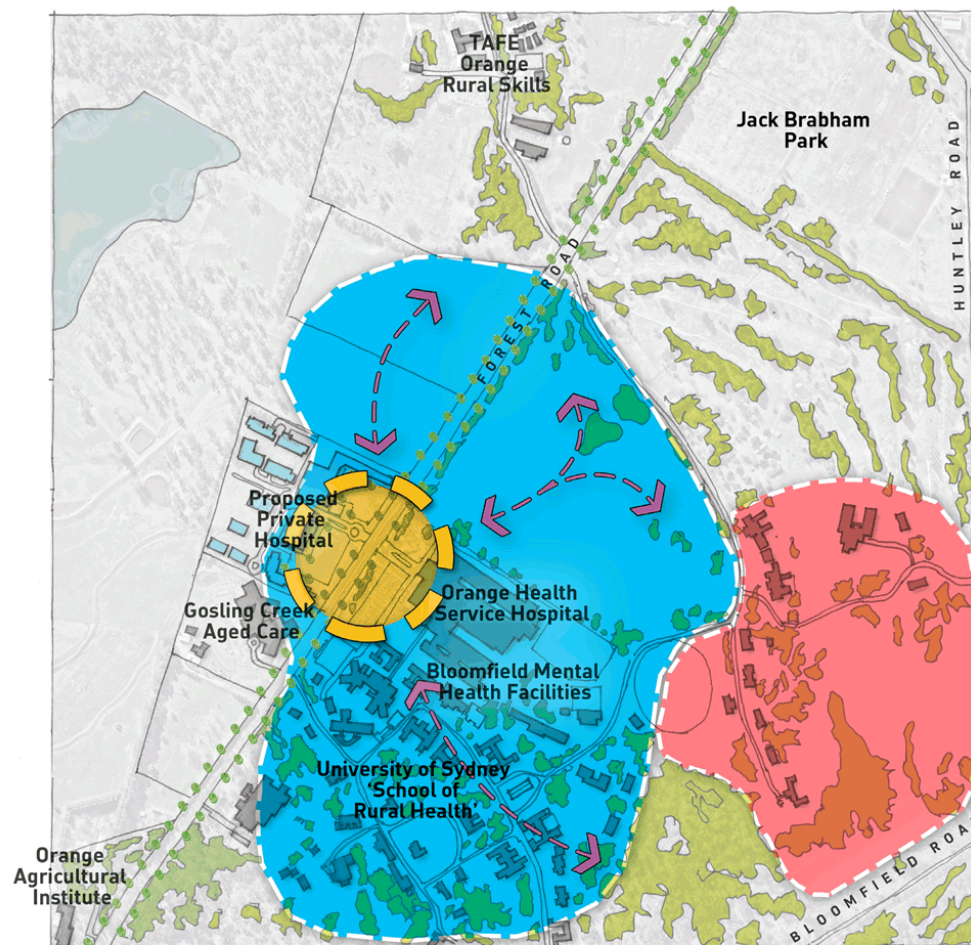
- a. Grow Bloomfield as an exemplar regional health, research, and education precinct



MASTER PLANNING PRINCIPLE FIVE

LIFESTYLE AND WELLBEING VILLAGE

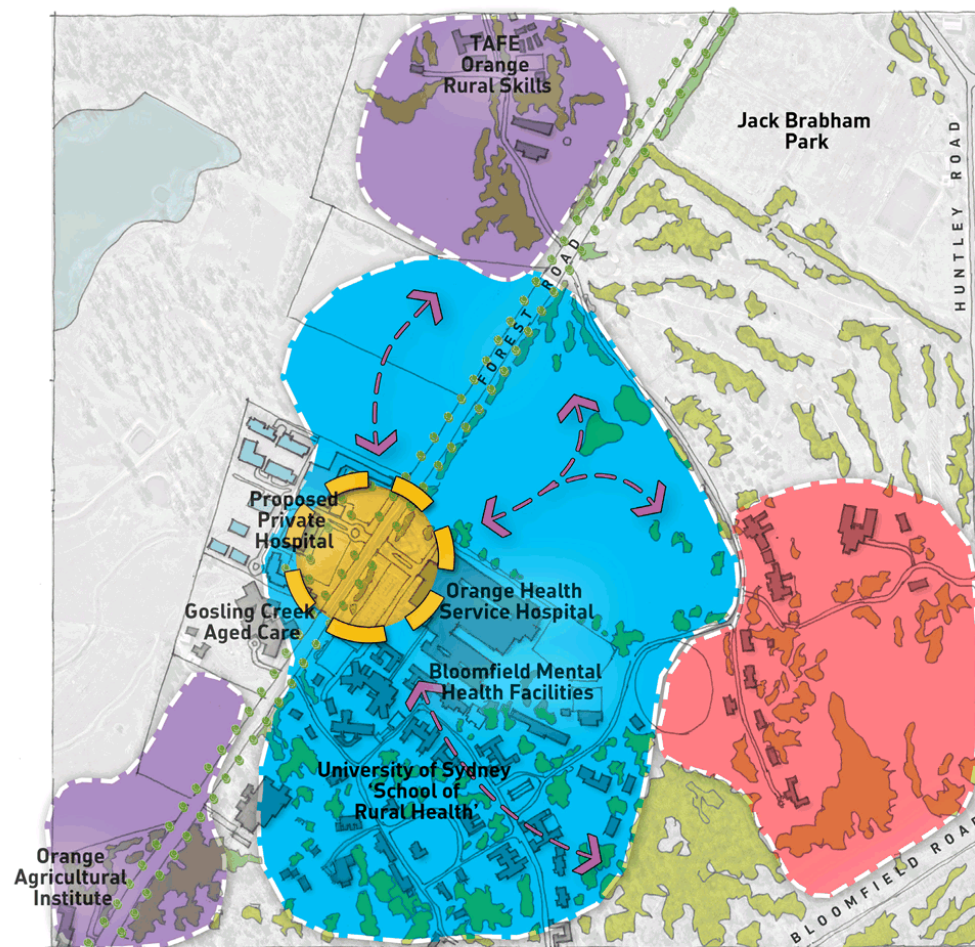
- a. Create a village environment for affordable residential, independent living, wellbeing, accommodation and supported care



MASTER PLANNING PRINCIPLE SIX

RURAL SKILLS AND INNOVATION PRECINCT

- a. Further develop and position Bloomfield as an Ag-Tech and rural skills innovation precinct







MASTER PLANNING
OUTCOME 8.0

8.0 Master Planning Outcome

OUTCOME PREPARATION

The Hames Sharley master planning outcome identification process was driven by:

- + the Project Vision and Objectives and a related set of project Master Planning Guiding Principles;
- + a comprehensive engagement process with key project stakeholder groups in order to fully understand and further shape the project brief and vision, as well as the client's and the stakeholder's project expectations; and
- + detailed site and context analysis.

The preparation of the high level design outcome recognises and takes into account that there are a number of major land uses that are fixed or set within the precinct, including the Orange Health Service Hospital, the proposed private hospital site opposite the Bloomfield mental health facilities, existing aged care facilities, and the Orange Rural Institute and GATE Centre.

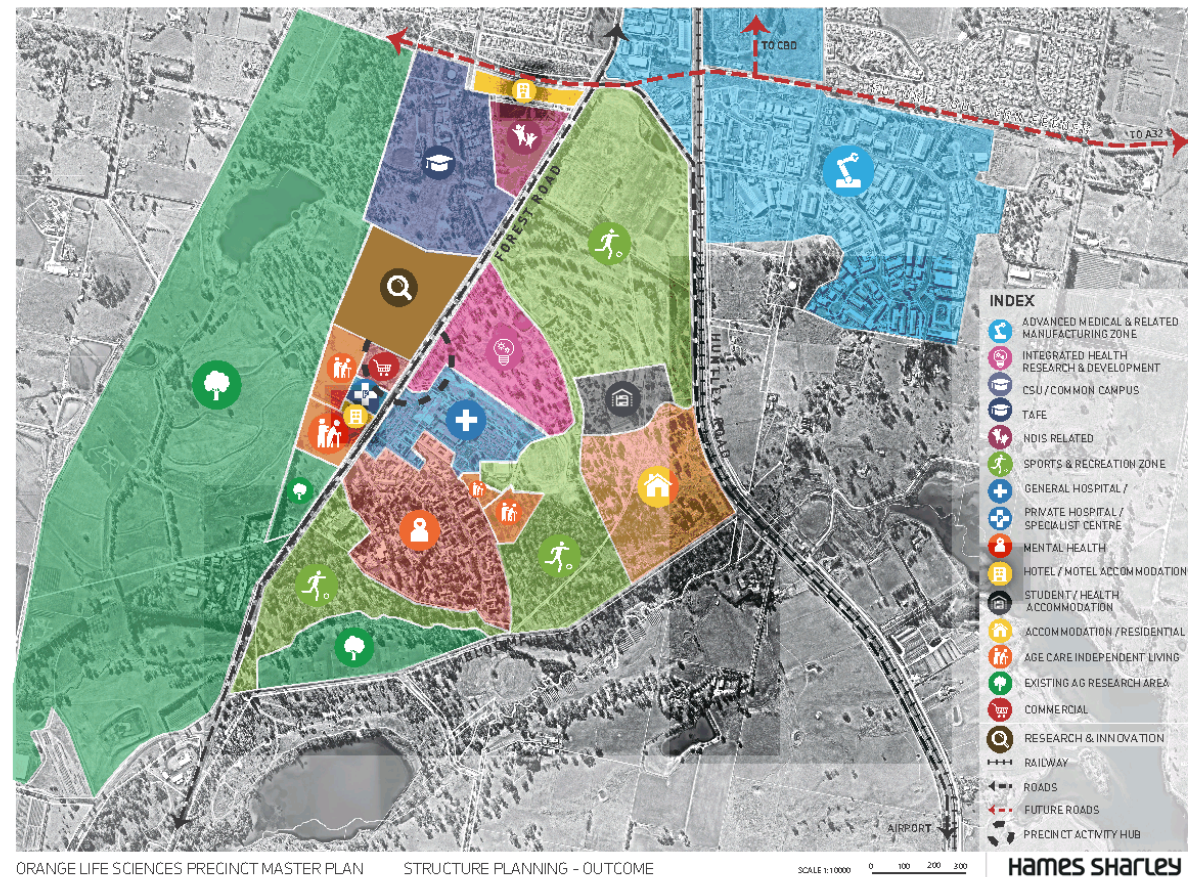


DESIGN OUTCOME DISCUSSION SKETCH

OUTCOME SUMMARY

The adjacent master planning outcome shows the location of the CSU / Common Campus and the Integrated Health Research and Development Precinct swapped either side of Forest Road, allowing for a stronger link between the tertiary education organisations and also a closer relationship between the Orange Hospital and the Integrated Health Research and Development Precinct.

This master planning outcome also allows for a general residential area and a generous land zoning for general recreation open space.





APPENDIX 9.0

9.1 Appendix 1

Orange Health and Innovation Precinct

Economic Investigations

April 2019

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Executive Summary

MacroPlan has been engaged by Hames Sharley to undertake an economic assessment of the existing and future market conditions for private sector-based health services around the Orange Health and Innovation Precinct at Bloomfield. The context of this report is having regard for recent population growth trends and ageing, and existing and proposed health-related facilities in Orange. This assessment considers the existing provision of health services at nearby towns and will identify where business synergies are possible.

Our report outputs will support the project team to understand the potential floorspace demand for health and medical services, the demand for private hospital beds and what level of services would be required to satisfy demand.

Our key findings of the economic analysis are summarised below.

- The potential resident catchment contains around 368,800 persons, including 158,650 persons in the primary catchment (including the suburb of Orange).
- The primary catchment is projected to increase by 19,300 persons by 2036, to reach 177,950 persons and the total catchment is projected to increase to 388,200 persons by 2036.
- The catchment population has a younger age profile compared with 'Rest of NSW', with a higher than average proportion for residents aged 0 – 39 years of age, and a lower proportion age 60 years or older.
- The average per capita income levels of the catchment are on par with the respective 'Rest of NSW' average. However, the average household income is significantly lower than the 'Rest of NSW' average.
- The defined catchment area is significantly under-supplied in terms of medical/health related employment (particularly the primary catchment area), with around 60 health/medical related jobs per 1,000 residents (compared with 150 across the 'Rest of NSW' and 126 'nationally').
- The provision of general practice medical services is below the 'Rest of NSW' average, as is the provision of pathology, dental and other allied health services.
- Overall, demand for GPs and Allied Health services is expected to increase by approximately 12% in the primary catchment by 2036.
- Having regard to future supply additions over the next five years (104 beds from the Orange private hospital), there will still be additional demand for 120 to 230 private hospital beds.
- According to our assessment, there will be not an immediate need for another public hospital and a community health facility to be incorporated into the life sciences precinct.
- MacroPlan envisage that some of the total floorspace should be dedicated to teaching, training and research; as well as can be used for the clinical training and non-clinical training of medical professionals.

Our findings from a series of interviews with a variety of individuals and organisations that have a stake or interest in the future of the Orange Health and Innovation Precinct are also discussed in greater detail in later sections of this report (i.e. Section 8).

We have summarised our findings and recommended land use options (with its sequencing) in the table below, to explore the range of tenants / operators in the precinct.



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SEPTEMBER 2019

Land Use Options			
Potential Uses	Recommendation	Need @ Bloomfield	Timing/Sequencing**
1. Private Hospital	<ul style="list-style-type: none"> Day/Specialist Private Hospital Or future Orange Hospital Expansion 	<ul style="list-style-type: none"> Ageing population Potential for 120-230 beds additional demand (which may require 10,000 – 20,000 m² GFA) 	<ul style="list-style-type: none"> 'Follow up'
2. Medical Centre	<ul style="list-style-type: none"> 1,000 – 2,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Need space for a major operator Complements with allied health services 	<ul style="list-style-type: none"> 'Anchor use'
3. Allied Health	<ul style="list-style-type: none"> 1,500 – 2,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Need space for a major operator Complements with allied health services There are no following allied health operators; 'Orthodontist', 'Chiropractic', 'Nutritionist'. 	<ul style="list-style-type: none"> 'Anchor use'
4. Alternative Health	<ul style="list-style-type: none"> 5 – 6 tenants around 500-600 m² 	<ul style="list-style-type: none"> More awareness of these type of health uses (e.g. increase in overseas population) 	<ul style="list-style-type: none"> 'Follow up'
5. Fitness/Wellness	<ul style="list-style-type: none"> 1,200 – 2,000 m² Or 3,000 – 5,000 m² (with swimming pool) 	<ul style="list-style-type: none"> No large format gym facilities Complements with other land uses at Orange Life Sciences Precinct 	<ul style="list-style-type: none"> 'Anchor use' or 'Follow up'
6. Child Care	<ul style="list-style-type: none"> 1,000 – 1,500 m² 	<ul style="list-style-type: none"> No childcare operators in the southern part of Orange (including the subject land locality) 	<ul style="list-style-type: none"> 'Early activator'
7. Seniors Living	<ul style="list-style-type: none"> 100 – 150 ILUs 	<ul style="list-style-type: none"> Lack of retirement options in the immediate locality Good amenities such as the existing golf club Complement well with the existing RACF, new private hospital and new Orange Life Sciences Precinct 	<ul style="list-style-type: none"> 'Anchor use'

Land Use Options			
Potential Uses	Recommendation	Need @ Bloomfield	Timing/Sequencing**
8. Cafe or food retail	<ul style="list-style-type: none"> 3 – 4 tenants around 1,000-1,500 m² 	<ul style="list-style-type: none"> Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
9. Community facilities	<ul style="list-style-type: none"> 1,500 – 2,500 m² GFA 	<ul style="list-style-type: none"> Opportunity to teach young population Equip unemployed with skills & experience Retirees imparting their skills and knowledge to local youth Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Anchor use' or 'Follow up'
10. Outdoor/recreation	<ul style="list-style-type: none"> 5,000 – 10,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Entertainment for young population Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Follow up'
11. Office/commercial***	<ul style="list-style-type: none"> na* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Creating local employment opportunity Complement well with medical and health related uses at subject land 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
12. Residential	<ul style="list-style-type: none"> na* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Medical staffs prefer to live near their workplace Affordable housing opportunity Can anchor many other land uses at subject land 	<ul style="list-style-type: none"> 'Anchor use'
13. Medical staff accommodation and teaching facilities	<ul style="list-style-type: none"> na* 	<ul style="list-style-type: none"> Attract doctors and experienced health professionals Creating local employment opportunity Complement well with medical and other health related uses at subject land Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Early activator'

* Further study required (e.g. Market Assessment)

** Sequencing order: 'Early activator' < 'Anchor use' < 'Follow up'. This is not an actual development staging, but an early planning concept based on the same principle as staging.

*** Also includes medical research and pharmaceutical uses

1. Introduction

This report presents an overview of the existing and future market conditions for private sector-based health services around the Orange Health and Innovation Precinct at Bloorfield, which will consider:

- The array of existing medical and health-related facilities that service Orange and its regional hinterland. This assessment will consider the complementarity of health services at nearby towns and will identify where business synergies are possible.
- The quantification of health service demand at Orange – having regard for population growth and ageing, key health statistics and other relevant characteristics (doctor availability and levels of private health insurance).
- Medical research trends and needs, including regional specialisations and the role played by other service locations.

Our report also informs the potential floorspace demand for health and medical services that could be supported at Bloorfield and identifies the type of services that would generate this demand, including:

- The scale of demand and growth in demand for such services in the future.
- Identifies the need/gap for such services.
- Investigate potential operators and typical tenancy sizes/areas that these uses would require
- Examines the surrounding land uses (including the existing health services) and car-parking/public transport locations for potential location/synergy opportunities

1.1 Background

The primary project deliverable is a Health and Innovation Precinct Master Plan for Orange Health and Innovation Precinct. The master plan for Orange's Health and Innovation Precinct will aim to ensure that the city's hospitals have the opportunities to develop the resources and facilities they need to maintain and improve the care of about 62,000 people from across the wider region¹.

The health and life sciences precincts have grown significantly in recent years and demand for their services is expected to expand further as the population ages, creating growth in allied and supportive health services.

¹ Combining with neighbouring LGAs of Cabonne and Blayney

This growth will require ongoing work to provide infrastructure to overcome site constraints such as the existing hospital in March Street (i.e. Dudley Private Hospital) and the proposed Orange private hospital in Forest Road, and the planning will identify location and further opportunities to meet those demands.

The outputs of our assessment will provide the economic basis of the Master plan for the Orange Health and Innovation Precinct.

The Master plan will:

- Define the life sciences precinct around the public and private hospital
- Identify opportunities to support economic growth
- Identify opportunities to support health cluster growth
- Provide a strategic direction for the management of competing land uses and development pressures within the life sciences precinct
- Identify and facilitate suitable reuse of buildings for health and allied health practices
- Maximise opportunities for complimentary activities across the city's life sciences precincts
- Include a strategy for collaboration between the NSW Government and Orange City Council to identify and convert opportunities for economic development in the health sector or allied activities

1.2 Important Sources

Our research draws on a wide range of information sources. The more important information sources include:

- DPE/TPA Projection 2016 (formally known as LU16)
- NSW DPE Website – 'Major Project Assessments'
- ABS Census (2011 & 2016)
- Australian Bureau of Statistics Catalogue 4390.0
- Australian Institute of Health and Welfare statistics
- A number of Various Health Service Annual Reports
- Six maps (<https://maps.six.nsw.gov.au/>)
- NSW Planning and Environment Property Search
- Google Earth
- Nearmap
- MacroPlan Spatial Information System
- CoreLogic RP Data
- CoreLogic Cordell Connect

1.3 Limitations

The information in this report has been obtained from, and opinions herein are based on, sources believed to be reliable. Although great care has been taken to ensure accuracy and completeness in this report, MacroPlan has not independently verified and does not accept responsibility for its completeness and accuracy of the factual information on which its opinions and assumptions are based. Further, as the report involves future forecasts, it can be affected by a number of unforeseen variables. It represents for the party to whom or which it is addressed the best estimates of MacroPlan, but MacroPlan can give no assurance that any forecasts will be achieved.

2. Local and Regional Context

2.1 Key features of Orange Locality

Orange is a regional city located on the Mitchell Highway, approximately 260 km west of the Sydney CBD. The Orange Local Government Area (LGA) is predominantly rural, with expanding residential areas, and some industrial and commercial land uses. Settlement is based in the urban centre of Orange, the villages of Lucknow and Spring Hill, and the smaller rural localities including Huntley, Shadforth and Spring Terrace (refer figures 1 and 2).

The Orange Local Government Area (LGA) has a population of 40,000. When combined with neighbouring LGAs of Cabonne and Blayney the near population exceeds 62,000.

The LGA encompasses a total land area of 290 square kilometres, of which 90% is rural land. The Orange region offers a variety of career opportunities. Prominent industries in the Orange region include mining, engineering, health and medical, aged care, education, retail, hospitality, public administration and transport logistics.

There are six public primary schools and five independent primary schools located within the city boundaries. Orange has two public and four private high schools. Orange has a school catering for students with special needs from Kindergarten to Year 12. In addition to primary and secondary schools, Orange is also the head campus for the former Western Institute of TAFE and a campus of Charles Sturt University. There is also representation from Sydney University School of Rural Health and Newcastle University Centre for Rural & Remote Mental Health.

Orange can be accessed by car (3 ½ hours from Sydney and 3 hours from Canberra), coach, XPT, rail/coach connections or air services. There is weekday return flights from Sydney, Brisbane and Melbourne. Orange has a daily return coach service to Penrith, Parramatta, Central and the airport terminals. There is a daily return XPT service that connects Orange and Sydney. In addition, there are around six rail/coach connections to Sydney on a weekday.

2.2 Land Use Zones

We note the following in relation to the current zoning of surrounding land (refer to figures 2 & 3).

- Bloomfield campus currently provides a mix of land uses including R1 – General Residential, RE1 – Public Recreation, E2 – Environmental Conservation, E4 – Environmental Living.

- o R1 – this zoning allows residential housing, seniors housing, childcare centre, community facilities, informational and education facilities, short term accommodation, recreation facilities, but prohibits medical/health related development (except veterinary hospitals.)
 - o RE1 – this zoning generally allows primarily recreation facilities, also permits community facilities and environmental facilities
 - o E2 & E4 – there are environmental constraints presented by the remnant high quality vegetation on site in these zones
- The rest of the surrounding areas include a mix of land uses including RE2 – Private Recreation, SP2 - Infrastructure, E3 – Environmental Management.
 - o RE2 – this zoning is similar to RE1 in many aspects, but allows registered clubs, entertainment facilities and caravan and camping parks.
 - o SP2 – the established health related nodes (i.e. Orange Life Sciences Precinct) are designated under this zoning – and also allows any development that is ordinarily incidental or ancillary to development for that purpose.
 - o E3 – The constraints to the south and east presented by E3 water catchment zoning
- There are heritage constraints on Bloomfield. The former Bloomfield Hospital is of State heritage significance.

We, however, also note that existing zonings are not a prohibition to development and with proper consideration there is a rezoning framework to meet the future demands of the life sciences precincts across the city.

2.3 Central West Orana Regional Plan 2036

For this project, MacroPlan is responsible for undertaking of an economic reconnaissance and strategic advice to inform the implementation of the Central West Orana Regional Plan 2036, which seeks, inter alia, to establish a life sciences precinct in Orange.

The relevant actions from the Central West Orana Regional Plan 2036 are as follows:

- Establish life sciences precincts around hospitals in regional cities and strategic centres.
- Promote mixed-use facilities and research and accommodation precincts for the health and aged care service sectors.
- Facilitate the development of multipurpose, flexible and adaptable health and education infrastructure.

- Minimise the encroachment of inappropriate and incompatible land uses near existing and proposed health facilities.

The plan also noted:

"There are significant opportunities to develop complementary health services around health facilities in Dubbo, Orange, Bathurst, Mudgee and Parkes. These will broaden the services available, enable business synergies and improve community access to health services."

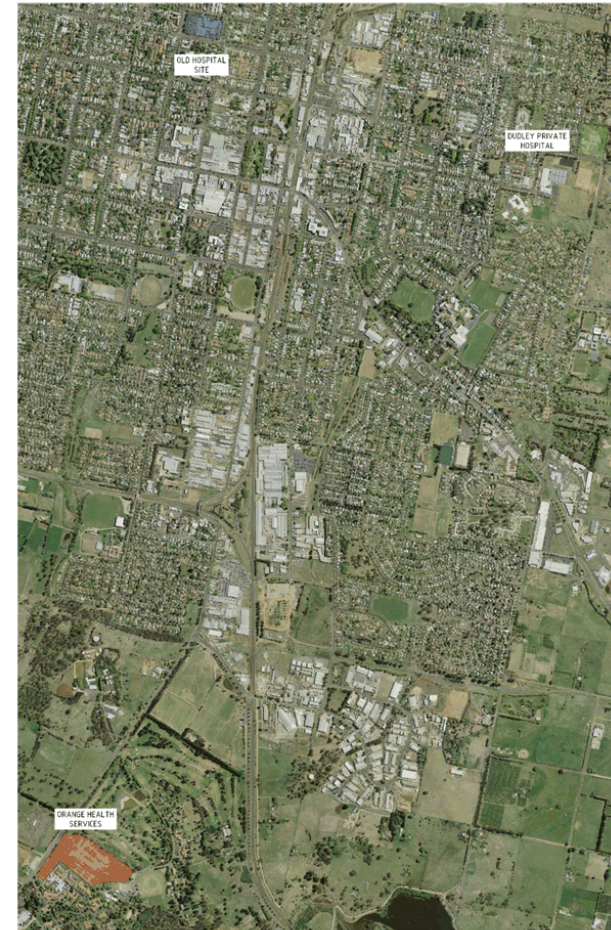
2.4 Orange Health and Innovation Precinct

The Orange Health Services and the broader Bloomfield campus are currently under consideration to undergo a major development. The precinct was designated as a State Significant Site in 2008 and is currently undergoing master planning. We note the following:

- Retention of the Orange Agricultural Institute and its supporting lands including the dam to the north, which provides water resources to the Institute. All 183 hectares of Orange Agricultural Institute land to be retained for research functionality.
- Approximately 67.5 hectares of land will be developed for residential purposes providing an opportunity for a range of dwelling types to meet the future demand; and
- Approximately 11.1 hectares of land adjoining Forest Road is proposed to be zoned a Local Centre in accordance with the proposed zoning for the adjoining lands, to complement the existing employment-based land uses within this Precinct and to provide a village node for the surrounding residential lands.
- The principal health campus in Orange is the Orange Health Services. It encompasses a 5-hectare site on eastern side of the Forest Road south of the city. It is surrounded to its south and east by the Bloomfield Hospital campus, which comprises 56 hectares of open space and the former Bloomfield Hospital buildings, some of which are still operational while others have been repurposed or are vacant. The surrounding precinct includes services such as Ronald McDonald House, the Western Care Lodge providing accommodation for cancer patients, and Mission Australia's Benjamin Short Grove Aged Care Facility.
- The Orange Ex Service Country Club is located north of the Orange Health Services. It encompasses an 18-hole golf course and club covering 40 hectares.

- The broader Bloomfield campus including the golf course is bordered by passive and active recreation spaces. To the north is the Sir Jack Brabham Park, one of the city's principal sporting precincts providing fields for cricket, soccer and softball. To the south is the Gosling Creek Reservoir Reserve, the Hinton Reserve and Bloomfield Park which provides passive recreation areas including walking tracks, fishing and other water activities and leash free areas for dogs.
- The Health Support Linen Service is located directly south of the Orange Health Services. It is a 2.6-hectare site operating below capacity.
- A new private hospital has been approved for construction on a 6-hectare site, across the road from the Orange Health Services on the western side of Forrest Road. The development also comprises the Orange Private Hospital Campus, a state-of-the-art six-storey hospital with surgery, emergency and medical imaging. Furthermore, there will also be an 80-room motel, providing short and medium-term accommodation for staff, and retail shops.

Figure 1: Orange Locality & Current Health-related areas



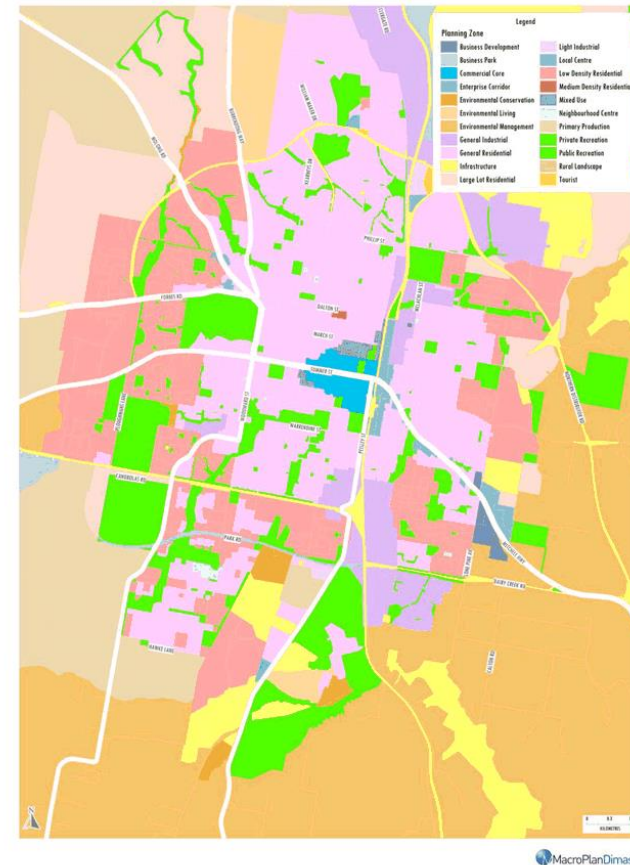
Source: Hames Sharley (2018)

Figure 2: Immediate Locality – Bloomfield & Orange Health Services



Source: Hames Sharley (2018)

Figure 3: Land Use Zonings – Orange Locality



Source: DP&E NSW (2018), MacroPlan (2018)

3. Demand for Health Services

In this section of the report, MacroPlan reviews the characteristics of the current and future population and key demographic profile of the Orange region which is expected to influence the demand for health services.

3.1 Catchment Areas

For the purpose of our study, we define the catchment of the subject site as below:

- **Primary Catchment:** Bathurst Regional, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, and Weddin (LGAs)
- **Secondary Catchment:** Bland, Bogan, Coonamble, Gilgandra, Lithgow, Hilltops, Mid-Western Regional, Narramine, Upper Lachlan Shire, Warrumbungle Shire (LGAs), Warren, and Western Plains Regional
- **Tertiary Catchment:** Bourke, Brewarrina, Cobar, Gunnedah, Liverpool Plain, Narrabri, Walgett (LGAs)

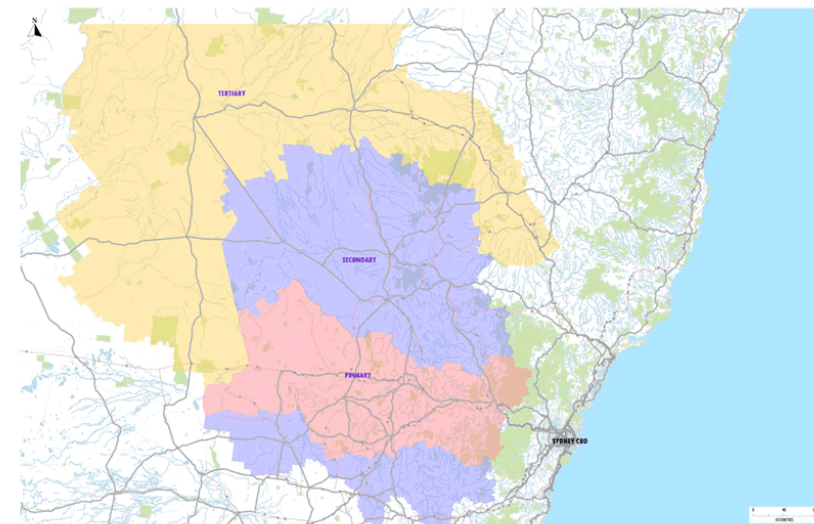
The map below presents the defined catchment areas that we consider to be relevant for assessing the potential private/non-for-profit medical and health opportunities associated with the proposed life sciences precinct establishment at Bloomfield. Most of the catchment falls within the Western NSW Local Health District (WNLHD).

This catchment recognises that Orange functions as a regional service centre and supports residents throughout the surrounding region including those within smaller townships with limited health infrastructure. With Orange Hospital Service, the largest public hospital outside of Sydney with a wide range of specialist services available, this centre has a well-developed reputation as a major medical centre for country NSW.

In addition, there are no significant hospital services west of Parkes and Forbes and no Private hospitals west of Orange. As such the new life sciences precinct (including the new private hospital approved for construction) at Bloomfield has the potential to draw on a wide catchment to the west, north and south – a large region.

The geographic size and distribution of these catchment areas has been defined based on proximity to other major centres, road linkages and natural boundaries. The catchment represents those areas that are more conveniently served by Orange, in terms of travel distance and time. The Catchment is comprised of 29 local government areas including the Cobar area of western New South Wales. (See Appendix 1 for a listing of the local government areas).

Figure 4: Catchment Areas



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Source: ABS (2018)

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3.2 Catchment Population - Residents

Table 1 outlines the projected population levels for the defined catchments. Population trends and forecasts for the catchment area population have been based on the population projections prepared by the New South Wales Department of Planning and Environment, released in 2016.

As shown below, the total catchment population at the time of the 2016 Census was estimated at 368,800, including 158,650 residents in the primary catchment. The catchments have been defined by assessing the distribution of townships, connecting road networks and relative accessibility to urban centres with hospital facilities.

Table 1: Catchment Population Projections, 2016 - 2036

	2011	2016	2021	2026	2031	2036	CAGR (%)
Primary	152,700	158,650	164,100	169,100	173,750	177,950	0.6%
Orange LGA	39,350	41,650	43,600	45,400	47,150	48,850	0.8%
Blayney LGA	7,250	7,500	7,550	7,800	7,850	7,950	0.3%
Cabonne LGA	13,200	13,800	14,750	15,600	16,450	17,300	1.1%
Secondary	156,550	159,400	161,500	162,450	163,150	162,600	0.1%
Tertiary	50,300	50,750	50,500	49,900	49,200	48,650	-0.2%
Total	359,550	368,800	376,100	381,450	386,100	389,200	0.3%

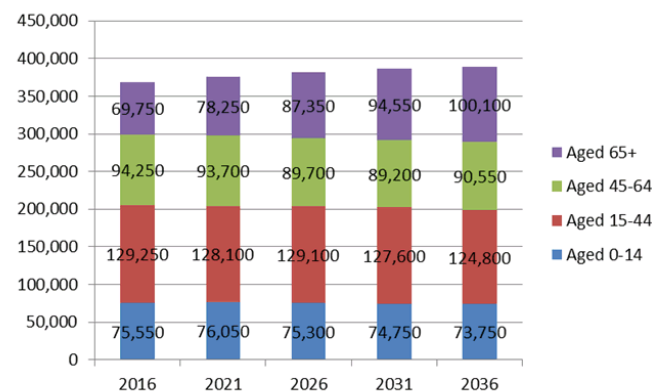
Source: DP&E Population Projections (2016), MacroPlan (2018)

Looking forward, official projections have the catchment area population growing at an average annual rate of 0.3% over the 20 years to 2036. This would see the catchment population increase by 20,400 to 389,200 by 2036, with almost all of this growth coming from the primary catchment area which is expected to rise at a 0.6% annual rate, or by 20,300, to 177,950 residents. Notably, the population for the Orange locality (i.e. Orange, Blayney and Cabonne LGAs) is expected to grow by approximately 11,150 persons between 2016 and 2036, equating to average growth rate of 0.8% per annum.

By contrast, there will be negligible growth in the outer catchment areas. Annual growth of just 0.1% will lift the population in the secondary catchment by 3,200 to 162,600 residents, while the population in the tertiary catchment is expected to decline by 2,100 to 48,650 (annual growth rate of -0.2%).

Whilst different age cohorts will expect to see growth and decline in their relative population sizes, more detailed analysis of population by age indicates that the total catchment demographic profile is expected to be characterised by an ageing demographic.

Figure 5: Projected Population Growth by Age Cohorts, Total Catchment



Source: DP&E Population Projections (2016), MacroPlan (2018)

Our population projection analysis has revealed the following key drivers and trends:

- Total population is increasing, particularly primary catchment – so there will be more babies, kids, teenagers, elderly etc.
- Ageing population – Increasing share in health services-reliant age cohorts (i.e. 65+). Senior residents will visit medical/allied health once every 1-2 weeks.
- Nationally, around 50% of Medicare service visitations are by persons aged 55 and above and 35% by those 65 years and above. Yet these populations represent around 28% and 16% of the Australian population.

3.3 Socio-demographic profile

In Tables 2 and 3 below, we set out the key socio-demographic Census data for catchment areas for 2016 and 2011 and compared with the Rest of New South Wales (NSW excluding Greater Sydney) and Australia. In reference to the 2016 profile, the key points to note include the following:

- The catchment population has a younger age profile compared with 'Rest of NSW', with a higher than average proportion for residents aged 0 – 39 years of age, and a lower proportion age 60 years or older.
- The median personal income and household income levels in the catchment are on higher by 11% and 14% respectively than for the 'Rest of NSW'.
- The secondary catchment has income levels below average (i.e. total catchment), while the primary catchment populations are relatively more affluent.
- As with many township locations, the proportion of the younger population is higher in the primary catchment than 'Rest of NSW' and 'National' Benchmarks. This characteristic is also prevalent across all other catchment areas (i.e. secondary and tertiary).
- The proportion of children is much higher in the primary catchment area versus other catchment areas and 'Rest of NSW' area. The age profile of secondary catchment is more in line with the 'Rest of NSW' average.
- Home ownership levels within the catchment are on par with the respective 'Rest of NSW' average. When comparing the proportion of homes within the catchment that are privately owned (69%) to the NSW average (67%), indicating a high proportion of home ownership.
- The catchment has a higher than average proportion of lone person households, at 2.3% higher than the 'Rest of NSW' benchmark.
- The car ownership is much higher in the primary catchment area.
- Within the catchment there is also a significantly higher proportion of Australian born residents (92.3%) when compared to the non-metro NSW average (87.8%).

Table 2: Socio-demographic profile 2016

	Catchment			Total	Rest of NSW	Australia Avg
Census Item	Primary	Secondary	Tertiary			
Median Personal Income	\$32,047	\$30,253	\$31,062	\$31,130	\$30,368	\$34,424
Median Household Income	\$63,137	\$57,967	\$60,569	\$60,531	\$60,376	\$74,776
Avg household size	2.5	2.4	2.4	2.4	2.4	2.6
Age Distribution (% of population)						
Aged 0-14	20.2%	19.7%	20.0%	19.9%	18.3%	18.5%
Aged 15-19	6.7%	5.7%	5.1%	6.0%	6.0%	6.1%
Aged 20-29	11.8%	10.9%	11.3%	11.3%	11.3%	14.0%
Aged 30-39	11.3%	10.9%	11.5%	11.1%	11.0%	13.9%
Aged 40-49	12.4%	12.3%	12.2%	12.3%	12.5%	13.5%
Aged 50-59	13.0%	14.1%	14.6%	13.7%	13.8%	12.7%
Aged 60+	24.6%	26.5%	25.4%	25.6%	27.0%	21.3%
Average Age	40	42	40	41	43	38
Housing Status (% of households)						
Owner/Purchaser	69.5%	70.4%	62.6%	69.0%	70.0%	67.1%
Renter	28.2%	26.1%	31.9%	27.8%	27.6%	30.9%
Other	2.3%	3.4%	5.4%	3.2%	2.4%	2.0%
Birthplace (% of population)						
Australian born	91.7%	92.3%	93.8%	92.3%	87.8%	71.7%
Overseas born	8.3%	7.7%	6.2%	7.7%	12.2%	28.3%
Family Type (% of households)						
Family households	69.4%	68.7%	67.6%	68.9%	69.7%	71.8%
Couple families with children	28.3%	26.4%	25.8%	27.1%	27.1%	32.1%
Couple families without children	28.2%	29.0%	27.8%	28.5%	29.4%	27.1%
Single parent families	11.9%	12.3%	12.8%	12.2%	12.1%	11.4%
Other families	0.9%	1.1%	1.2%	1.0%	0.9%	1.2%
Non-family households	30.6%	31.3%	32.3%	31.1%	30.3%	28.2%
Lone person	13.0%	14.2%	16.3%	14.0%	12.5%	10.8%
Other household	17.6%	17.0%	16.0%	17.1%	17.8%	17.3%
Motor Vehicle Ownership						
No motor vehicles	6.0%	6.2%	7.6%	6.3%	6.1%	7.5%
1 motor vehicle	32.6%	32.4%	32.7%	32.5%	35.0%	34.8%
2 motor vehicles	36.5%	35.5%	33.5%	35.6%	36.2%	36.2%
3 motor vehicles	13.1%	13.5%	13.2%	13.3%	12.0%	11.8%
4 or more motor vehicles	7.4%	7.5%	7.6%	7.5%	6.4%	6.3%
All dwellings (with no. of motor vehicles stated)	95.6%	95.1%	94.4%	95.2%	95.8%	96.6%
Number of motor vehicles not stated	4.5%	4.9%	5.6%	4.8%	4.2%	3.4%

Source: ABS Census (2016), MacroPlan (2018)

Table 3: Socio-demographic profile 2011

Census Item	Catchment			Total	Rest of NSW	Australia Avg
	Primary	Secondary	Tertiary			
Median Personal Income	\$26,918	\$23,154	\$25,244	\$25,325	\$25,480	\$30,004
Median Household Income	\$53,669	\$44,435	\$48,490	\$49,588	\$49,972	\$64,168
Avg household size	2.5	2.4	2.5	2.5	2.4	2.6
Age Distribution (% of population)						
Aged 0-14	21.2%	21.0%	21.7%	21.2%	19.4%	19.3%
Aged 15-19	7.0%	6.7%	6.2%	6.7%	6.6%	6.5%
Aged 20-29	11.6%	10.1%	10.8%	10.8%	10.8%	13.8%
Aged 30-39	11.4%	11.1%	11.4%	11.3%	11.3%	13.8%
Aged 40-49	13.2%	13.4%	13.4%	13.3%	13.4%	14.2%
Aged 50-59	13.0%	13.6%	14.0%	13.4%	13.9%	12.8%
Aged 60+	22.6%	24.2%	22.5%	23.3%	24.5%	19.6%
Average Age	39	40	39	39	40	38
Housing Status (% of households)						
Owner/Purchaser	70.2%	71.2%	64.6%	69.8%	70.6%	68.7%
Renter	29.1%	27.8%	34.0%	29.3%	28.4%	30.4%
Other	0.7%	1.0%	1.4%	0.9%	0.9%	0.9%
Birthplace (% of population)						
Australian born	92.5%	93.5%	94.3%	93.2%	88.6%	73.9%
Overseas born	7.5%	6.5%	5.7%	6.8%	11.4%	26.1%
Family Type (% of households)						
Couple with dep't children	43.4%	41.1%	40.7%	42.0%	40.7%	45.3%
Couple with non-dep't children	6.2%	6.4%	6.1%	6.2%	7.0%	7.7%
Couple without children	24.4%	25.0%	24.7%	24.7%	25.7%	23.0%
One parent with dep't child	10.3%	11.2%	11.2%	10.8%	10.6%	9.2%
One parent with non-dep't child	3.1%	3.2%	3.4%	3.2%	3.5%	3.5%
Other family	0.9%	1.0%	1.1%	1.0%	0.9%	1.1%
Lone person	11.8%	12.2%	12.8%	12.1%	11.7%	10.2%

Source: ABS Census (2011), MacroPlan (2018)

3.4 Expected Future Profile

The socio demographic profile of the catchment has shifted over the past inter-census period, in a manner that is similar to general shifts across the non-metropolitan NSW population. Young adults are tending to leave the region, leaving the workforce constrained with little scope for jobs (particular for young adults) to be filled.

Generally, shifts in socio-demographic profile occur gradually, with minor shifts in proportions as at each 5-year census period. However, in rural regions, downturns can be much more rapid.

More young families will be leaving the Orange and its surrounding regions. This movement is putting pressure on the structure of the labour force. Consequently, any job opportunities have been met by greater participation of the remaining residents, and this has enabled the region to keep moving over the past two years. This buffer is now close to being exhausted with a rising dependency ratio².

Our prediction is consistent with the findings from the previous studies, particularly the State of Australian Cities report (2015), published by the Department of Infrastructure, Regional Development and Cities. The report identified net internal migration in Australia from outer regional and remote areas to the capital cities and inner regional areas, e.g. cities on the coast and in proximity to the capital cities (e.g. Newcastle) as a long-term trend.

"In general, it is in Australia's non-capital cities where the ageing population is more pronounced, albeit on smaller population bases. Regional cities and their surrounding rural hinterland and townships have a high proportion of young people moving away from them and also have a high proportion of older people moving into them. Young people may be relocating to larger towns or cities to undertake educational or employment opportunities that may not necessarily be available in their local area." (*State of Australian Cities 2014-2015 Chapter 2*)

Therefore, without any significant business opportunities and investment gravitating locally, it will be expected that population growth and local employment will experience pressure. We observe that the catchment population may continue to decrease in its affluence, particularly in the primary catchment. In the short-medium term, we also expect the age distribution of the population to continue to be skewed towards the 65+ year old cohorts.

Ultimately, the catchment will become older, with fewer children and young families, and less affluent than the average across 'Rest of NSW'.

² The dependency ratio is a measure showing the number of dependents, the ratio of workforce-aged persons to retiree-aged person (65+) to the total population

3.5 Private Health Insurance

The table overleaf presents private health insurance coverage across the different catchments (by proxy areas). The proportion of persons (adults) with private health insurance coverage is one of the key demand indicators for private sector medical/health services.

Table 4: Private Health Insurance, within/near catchment areas (2015)

SA3	Proxy to which catchment	No*	ASR**
Bathurst	Approx. Primary	15,404	46.0
Orange		20,481	48.3
Lachlan Valley		16,788	39.6
Dubbo	Approx. Secondary	19,730	38.8
Lithgow - Mudgee		13,433	38.0
Far West and Orana	Approx. Tertiary	24,564	37.1
Sydney Average		n.a	56.0
Australian Average		n.a	52.1

* Number of persons aged 18 or over with private health insurance

** Age Standardised rate (per 100)

Source: Public Health Information Development Unit - Torrens University Australia (2018)

The key points to note include the following:

- Primary catchment population has much greater incidence of private health insurance than the other catchment areas (about 10-15% higher incidence), but lesser than the national and Sydney average.
- These data are pre-2016 census and the primary sector population has increased by about 5% since 2011, which is the area with the highest incidence of private health insurance.

3.6 Demand for GPs and Allied Health

The Department of Health publishes annual visitation data for medical services based off Medicare card data. This data shows that there are considerably higher utilisation rates for persons aged 55-64 years, 65-74 years, 75-84 years and 85+ years (i.e. proportion of utilisation of medical services for these population cohorts is much higher than their shares of the actual population).

For the primary catchment, we have applied the national benchmark of 111 GPs per 100,000 people³ (approximately 1 GP per 900 people) and 230 allied health staff per 100,000 persons⁴. These are below the metropolitan provision rates, particularly for allied health.

We also note that hospital services (i.e. hospital bed demand) tends to attract residents from a wider demand catchment than GPs and allied health services. Hence, we believe that the demand catchment area for GPs and allied health services should be narrower as they tend to be much more reliant on local residents. Hence, for the purpose of our demand (and supply) assessment for GPs and allied health services, our reconnaissance has been undertaken within the primary catchment only.

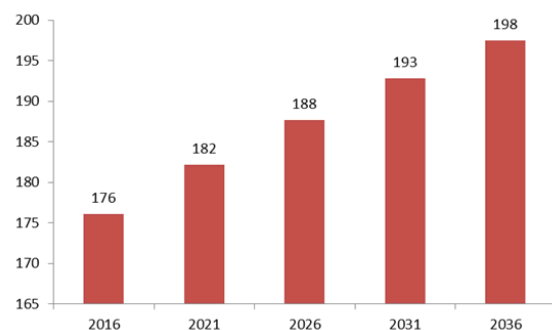
The following charts present general projections of the estimated demand for medical and allied health services across the catchment over the period 2016 to 2036. We note the following:

- The aggregate demand is significantly greater as the breadth of allied health professional covers many fields, however, not all this demand would be met/serviced by local specialist in private local health clinics – i.e. registered allied health professional can also work in a larger life sciences precinct organisation and/or public health organisation, where a significant majority of general practitioners tend to work within medical centres.
- Overall, demand is expected to increase by 12% in the primary catchment by 2036.
- A significant proportion of the allied health demand is attributable to dentists.
- In terms of distribution/format of demand, other professions tend to be broadly distributed across private practice, hospitals, workplaces, education institutions, community health centres etc.
- For example, most chiropractors and optometrists work in private practice, whereas psychologists, physiotherapist, occupational therapists, tend to work broadly across a range of institutions including hospitals, universities, within organisations etc.

³ Batye K. Rural Health West general practice, primary services and workforce modelling: West Pilbara primary health care and training hub. Pilbara Health Network, 2009; P26.

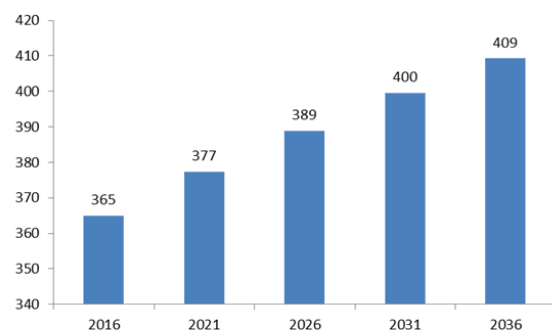
⁴ Tennant, M, Kruger E and Shih A.J. Dentist-to-population and practice-to-population ratios: in a shortage environment with gross maldistribution what should rural and remote communities focus their attention on? Rural and Remote Health. 2013; 13:2518, P2, 3

Figure 6: General Practitioner Demand (number of practitioners)



Source: Department of Health (2018), ABS (2018), MacroPlan (2018)

Figure 7: Allied Health Practitioner Demand (number of practitioners)



Source: Department of Health (2018), ABS (2018), MacroPlan (2018)

4. Medical and Allied Health Supply

The purpose of this section of the report is to provide an understanding of existing health and medical services within the catchment surrounding Orange.

4.1 Medical/health related employment

The table overleaf presents the local medical employment and other health care/social assistance employment by detailed 4-digit ANZSIC, from the 2016 ABS Census, across the defined catchment areas, and compares this with the provision across the 'Rest of NSW' and 'Australia'.

The following key points are noted:

- The defined catchment areas are significantly under-supplied in terms of medical/health related employment, relative to the rest of 'Rest of NSW' and 'Australia'. Most of this undersupply is driven by the lack of a hospital/life sciences precinct within the defined catchment areas, particularly the primary catchment area, as hospital related jobs make up a significant share of total medical related employment.
- There are 58 health/medical jobs per 1,000 residents in the catchment, compared with 150 across the 'Rest of NSW' and 126 across the nation.
- The provision of general practice medical services is below the 'Rest of NSW' average, as is the provision of pathology, dental and other allied health services.

4.2 Existing Supply of Medical/health related services (excluding hospital)

MacroPlan has undertaken a desktop study of existing GPs and Allied health services positioned within the immediate Locality, in the suburb of Orange. Again, we believe that the demand catchment area for GPs and allied health services should be narrower as they tend to be much more reliant on local residents. Hence, for the purpose of our demand (and supply) assessment for GPs and allied health services, our reconnaissance has been undertaken within the primary catchment only.

In the tables 6 & 7, we have listed our findings (as at May 2018). There are 33 medical centres within the total catchment area. This includes 9 medical centres in the suburb of Orange.

In terms of allied health services, there are 168 operators in the total catchment area, and 67 operators are in Orange. Moreover, there are no following allied health operators: 'Orthodontist', 'Chiropractic', 'Nutritionist'.

Table 5: Medical related employment (2016)

	Primary		Secondary		Tertiary		Rest of NSW		Australia	
	Total jobs	Per 1,000 residents	Total jobs	Per 1,000 residents	Total jobs	Per 1,000 residents	Total jobs	Per 1,000 residents	Total jobs	Per 1,000 residents
Resident population 2016	158,650		158,400		50,760		1,005,430		10,683,844	
Health Care and Social Assistance, nfd	206	1.3	184	1.2	74	1.5	3,098	3.1	22,786	2.1
Hospitals, nfd	18	0.1	5	0.0	0	0.0	169	0.2	1,116	0.1
Hospitals except Psychiatric Hospitals	2,608	16.4	2,131	13.4	460	9.1	40,991	40.8	411,807	38.5
Psychiatric Hospitals	114	0.7	4	0.0	0	0.0	695	0.7	7,183	0.7
Medical and Other Health Care Services, nfd	172	1.1	130	0.8	57	1.1	1,987	2.0	15,639	1.5
Medical Services, nfd	11	0.1	5	0.0	0	0.0	122	0.1	1,277	0.1
General Practice Medical Services	627	4.0	535	3.4	190	3.7	11,090	11.0	96,012	9.0
Specialist Medical Services	245	1.5	85	0.5	18	0.4	3,554	3.5	39,024	3.7
Pathology and Diagnostic Imaging Services	288	1.8	184	1.2	41	0.8	4,529	4.5	42,188	3.9
Allied Health Services, nfd	3	0.0	6	0.0	0	0.0	146	0.1	1,421	0.1
Dental Services	215	1.4	186	1.2	36	0.7	4,313	4.3	47,899	4.5
Optometry and Optical Dispensing	85	0.5	77	0.5	25	0.5	1,506	1.5	15,419	1.4
Physiotherapy Services	63	0.5	63	0.4	7	0.1	1,774	1.8	19,716	1.8
Chiropractic and Osteopathic Services	35	0.2	27	0.2	6	0.2	849	0.8	8,698	0.8
Other Allied Health Services	354	2.2	286	1.8	68	1.3	7,057	7.0	68,694	6.4
Other Health Care Services, nfd	0	0.0	0	0.0	0	0.0	7	0.0	77	0.0
Ambulance Services	127	0.8	193	1.2	57	1.1	1,917	1.9	17,062	1.6
Other Health Care Services, nfd	33	0.2	22	0.1	3	0.1	511	0.5	8,116	0.8
Residential Care Services, nfd	3	0.0	4	0.0	0	0.0	82	0.1	695	0.1
Aged Care Residential Services	1,622	10.2	1,407	8.8	379	7.5	29,382	29.2	211,625	19.8
Other Residential Care Services	118	0.7	115	0.7	23	0.5	2,054	2.0	16,628	1.6
Social Assistance Services, nfd	174	1.1	154	1.0	61	1.2	2,581	2.5	21,466	2.0
Child Care Services	698	4.4	617	3.9	198	3.9	11,274	11.2	118,232	11.1
Other Social Assistance Services	1,432	9.0	1,141	7.2	258	5.1	21,748	21.6	158,232	14.8
Total	9,268	58.4	7,558	47.4	1,972	38.9	151,422	150.6	1,351,018	126.5

Table 6: Medical/health related services, Total Catchment (2016)

Medical Centre/GPs	33
Allied Health	168
Dentist	28
Orthodontist	1
Physiotherapy	23
Chiropractic	3
Pathology	12
Podiatry	12
Psychologist	31
Radiology	6
Nutritionist	4
Pharmacy	31
Chiropractor	12
Multi Use	2
Chiropractor	1
Speech Pathology	2

Source: Macro Plan (2018)

Table 7: Medical/health related services, Orange (2016)

Medical Centre/GPs	9
Allied Health	67
Dentist	11
Orthodontist	0
Physiotherapy	11
Chiropractic	0
Pathology	4
Podiatry	6
Psychologist	13
Radiology	1
Nutritionist	0
Pharmacy	10
Chiropractor	6
Multi Use	2
Chiropractor	1
Speech Pathology	2

Source: Macro Plan (2018)

5. Public Health Services

This section of the report assesses the demand for public hospital beds driven by residents from within the defined catchment areas. MacroPlan has developed public health infrastructure standards that take into consideration:

- Community infrastructure standards from the Development Code produced by the GCC (October 2006). The standards relate a range of community infrastructure facilities to the current and emerging population, including public hospital beds;
- Demand / population projections (also using specific groups where required);
- Estimates of current and future supply of public hospital beds within the catchment areas; and
- Previous lessons and experience in community infrastructure.

Hospital beds could be provided by a wide variety of agencies, including all levels of government, non-government organisations and the private sector. At this section, we focus particularly on public hospitals provided State Government agencies.

Sites for facilities provided by the non-government and private sectors are usually acquired through the private market and will need to be considered at a later stage of development as demand is established. At the same time, it is recognised that some types of private / non-government facilities may have significant land requirements. These include private schools, **private hospitals and medical services**, churches, private childcare services, commercial gym and fitness facilities, residential aged care facilities and entertainment facilities such as cinemas, hotels and restaurants. The Precinct Plan will need to allow sufficient scope and flexibility to accommodate such uses as demand emerges.

MacroPlan will assess the demand for private hospital beds in more detail in a later section.

5.1 Public Hospital Beds

Our investigation has identified and derived a total of 1,331 public hospital beds⁵ available in the total catchment.

- Primary Catchment:** There are currently 13 public hospitals (682 beds) located in the primary catchment area. The largest number of hospital beds is provided from Orange Health Services, with 318 beds (AIHW, 2018).
- Secondary Catchment:** There are currently 18 public hospitals (535 beds) located in the secondary catchment area. The largest number of hospital beds is provided from Dubbo, with 161 beds (AIHW, 2018).

- Tertiary Catchment:** There are currently 6 public hospitals (114 beds) located in the tertiary catchment area. The largest number of hospital beds is provided from Bourke, with 32 beds (AIHW, 2018).

Table 8: Public Hospitals, defined catchment areas (2016/17)

Primary	Secondary	Tertiary
Bathurst (113)	Baradine (18)	Bourke (32)
Blayney (25)	Collah (13)	Brewarrina (20)
Canowindra (10)	Coonabarabran (17)	Cobar (10)
Condobolin (22)	Coonamble (23)	Collarenebri (13)
Cowra (38)	Dubbo (161)	Lightning Ridge (24)
Eugowra (14)	Dunedoo (30)	Walgett (15)
Forbes (29)	Gilgandra (31)	
Grenfell (43)	Gulgambone (12)	
Molong (11)	Mudgee (30)	
Oberon (18)	Narrorine (25)	
Orange (318)	Nyngan (42)	
Parkes (30)	Peak Hill (4)	
Trundle (11)	Rylstone (26)	
	Tottenham (10)	
	Trangie (20)	
	Tullamore (16)	
	Warren (40)	
	Wellington (17)	

Source: MacroPlan (2018)

There are no specific benchmarks for service provision used by area health but there are a number of relevant ratios that can be used to provide an indication of demand. We note that:

- GCC Development Code (2007):** 2 hospital beds per 1,000 people;
- National Average (2016/17):** There are 2.5 public hospital beds per 1,000 people in Australia.

According to our demand assessment, there is already a sufficient supply of current regional health facilities (i.e. public hospital beds) to accommodate growth demand from the catchment areas, particularly the primary catchment area associated with the projected population growth (i.e. 0.6% per annum).

⁵ Hospital resources 2016–17: Australian hospital statistics - published by Australian Institute of Health and Welfare.

Table 9: Public hospital gap assessment (2 hospital beds per 1,000 people)

Shortage/Surplus	Existing	2016	2021	2026	2031	2036
Primary	682	365	354	344	348	356
Secondary	535	228	224	222	220	221
Tertiary	114	22	23	24	26	27
Total	1,331	615	600	589	580	574

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Table 10: Public hospital gap assessment (2.5 hospital beds per 1,000 people)

Shortage/Surplus	Existing	2016	2021	2026	2031	2036
Primary	682	285	272	259	248	237
Secondary	535	151	146	143	141	143
Tertiary	114	-1	0	2	3	5
Total	1,331	436	418	404	392	385

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Table 11: Public hospital gap assessment (3.0 hospital beds per 1,000 people)

Shortage/Surplus	Existing	2016	2021	2026	2031	2036
Primary	682	206	190	175	161	148
Secondary	535	74	68	65	63	64
Tertiary	114	-24	-23	-21	-19	-17
Total	1,331	256	235	218	205	195

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

If there is any additional service requirement within the primary catchment, it could be accommodated by the existing and future facilities through additional development in the pipeline. In November 2017, a 104 bed, \$54 million project for a new private hospital and medical precinct was announced by the State Government. This investment is extensive; more operating beds, delivering new theatres, and greatly expanded services including surgical.

5.2 Community Health Facility

Public health services for local residents are provided by public and private hospitals, and as well as community health services.

Again, there are no specific benchmarks for service provision used by area health but there are a number of relevant ratios that can be used to provide an indication of demand. However, according to the GCC Development Code (2007), their provision ratios demonstrate a need for a community health facility (1) per every 20,000 people.

According to our demand assessment, there is already a sufficient supply of current community health facilities to accommodate growth demand from the catchment areas, particularly the primary catchment area associated with the

projected population growth (i.e. 0.6% per annum). There will not be a need for another community health facility to be incorporated into the Orange Life Sciences Precinct Masterplan.

Table 12: Public hospital gap assessment (1 community health facility per 20,000 people)

Shortage/Surplus	Existing	2016	2021	2026	2031	2036
Primary	16	8	8	8	7	7
Secondary	19	11	11	11	11	11
Tertiary	11	9	9	9	9	9
Total	46	28	28	28	27	27

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

6. Private Hospital Demand

This section of the report assesses the demand for private hospital beds driven by residents from within the catchment area. Demand trends and forecasts for the demand of private hospital beds have been based on the following:

- Australian Bureau of Statistics Catalogue 4390.0 Private hospitals, Australia 2015-16, released in June 2017.
- Australian hospital statistics 2015-16. Admitted patient care. Prepared by the Australian Institute of Health and Welfare, released in May 2017.
- Australian Bureau of Statistics Catalogue 1368.1 New South Wales Regional Statistics, 2007, released December 2007.
- A number of Various Health Service Annual Reports 2012- 2013.
- Investigations of hospital development throughout the region, undertaken by this office.

The performance of any particular hospital facility is determined by a combination of factors. The factors are a culmination of physical attributes such as location and accessibility, as well as less tangible factors such as patient experience and referring doctors. There are also a number of other factors which influence the performance of a hospital

- The quality of the facility, with particular regard to the services offered, relative to the needs of the catchment that it seeks to serve.
- The size of the available catchment which the facility serves, which determines the upper limit to the likely patient potential achievable by the hospital.
- The location of the hospital and its accessibility to local infrastructure and access to the wider catchment population.
- The proximity of the hospital to supporting medical services such as other hospitals, diagnostic services and specialist health professionals.
- The locations and strengths of competitive facilities and the degree to which these alternative facilities are able to effectively serve the needs of the population within the catchment.

6.1 Methodology

In forecasting the demand for private hospital beds, we have used the following methodology to forecast the demand for private beds.

- The population of the catchments were calculated using NSW Government population forecasts.
- The NSW average separation rate (Australian hospital statistics Private hospitals, prepared by the Australian Institute of Health and Welfare) was applied to the age cohorts throughout the catchments.
- As defined by the Australian Institute of Health and Welfare, there are two types of separations, same day and overnight. Same day separations account for the bulk (74%) of this number. This was applied to the total separations number to split the two types of separations.
- Beds are needed for overnight patients and for same day patients. Whilst around 74% of separations are same day, the bulk of demand for beds is driven by overnight patients. This is applied to the total number of separations.
- The average length of stay also needs to be considered when calculating bed demand. The average length of stay is dependent on the age of the patient. For overnight patients the average length of stay differs between age cohorts. Note, the average length of stay for NSW based on the NSW age profile was 5.8 nights. In 2011 the average length of stay for Western NSW Medical Life sciences precinct residents was 6.0 nights, reflecting an older age profile than that of NSW. For same day patients, we have applied an average length of stay of 0.5 days for same day separations.
- An occupancy rate of 78% (285 days of the year) is assigned to the demand for beds, based on industry standards (Australian Bureau of Statistics Catalogue 4390.0 Private hospitals, Australia 2011-12, released in June 2013.)

The above methodology has been used to forecast separation numbers and the demand for private hospital beds in Orange, which is shown in the following sections.

6.2 Major Operators in the Orange Locality

Our investigation has identified 4 existing private hospital operators in the catchment:

- Dubbo Private hospital (54 beds)
- Dudley Private Hospital, Orange (57 beds), to be expanded to 75 beds in 2019.⁶
- Bathurst Private Hospital (12 beds)
- Orange Surgery Centre (7 beds)

The current capacity is a total of 130 private hospital beds available in the total catchment. With the expansion of the Dudley Private Hospital and the new private hospital approved for construction across the road from the Orange Health Services, providing 104 beds by late 2019, the capacity will be lifted by 118 beds to 248 beds in 2019.

⁶ <https://www.centralwesterndaily.com.au/story/5566790/private-hospitals-multi-million-dollar-renovations-to-create-all-single-rooms/>

6.3 Separations

As defined in the methodology, separation rates differ between age cohorts. This variation is important to note, as the older age cohorts have a higher rate of separation within the catchment. The population is generally ageing, although each catchment sector is ageing at a different rate. The older population also has a longer average length of stay, driving an increase in average length of stay over time. Accordingly, it is important to understand these impacts on supply and the demand for services required.

The total supply forecast to be generated by catchment residents is shown in the table below. If private hospitals within the catchment retained 100% of the separations from catchment residents, there would be a total of 46,989 separations generated by catchment residents. This would include: 12,077 overnight separations and 34,913 same day separations.

Table 13: Hospital Separations 2021

Total Retention	Primary	Secondary	Tertiary	TOTAL
Retention %	100%	100%	100%	100%
Overnight Separation	5,277	5,279	1,521	12,076
Same Day Separation	15,256	15,261	4,396	34,913
Total	20,533	20,539	5,917	46,989

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

The following tables present a range of patient retention rates to illustrate different demand potentials. These figures represent forecast separations for the whole catchment⁷. It should be noted that there is a magnitude of health services, both public and private, within the Catchment area and as such it is not possible for there to be a 100% retention rate of private service demand from within the catchment. Accordingly, an allowance has been made for a leakage of demand out of the region for services that can only be provided outside of the region.

6.4 High Scenario

Under a high retention scenario, it could be expected that there would be a total supply of 29,933 separations from catchment residents (See Table 6).

Table 14: Hospital separations, High retention scenario (2021)

Total Retention	Primary	Secondary	Tertiary	TOTAL
Retention %	80%	60%	20%	53%
Overnight Separation	4,222	3,167	304	7,693
Same Day Separation	12,205	9,156	879	22,240
Total	16,426	12,324	1,183	29,933

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

⁷ Current supply and separation rates of individual hospitals have not been taken into consideration due to data limitations.

6.5 Medium Scenario

Under a lower rate of retention, the primary catchment could potentially generate a supply of 11,461 separations (See Table 7). This combined with the secondary's 7,816 and the tertiary's 629 would create a total supply of 19,906 separations.

Table 15: Hospital separations, Medium retention scenario (2021)

Medium Retention	Primary	Secondary	Tertiary	TOTAL
Retention %	60%	40%	10%	37%
Overnight Separation	3,166	2,111	152	5,430
Same Day Separation	9,154	6,104	440	15,697
Total	12,320	8,216	592	21,127

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

6.6 Low scenario

Under the lowest retention scenario, where only 17% of the catchments' separations are being retained by catchment hospitals, it could be expected that the catchment would receive a supply of 9,537 separations (See Table 8). MacroPlan considers this scenario to be unlikely in an area with the provision of private hospitals such as Orange.

Table 16: Hospital separations, Low retention scenario (2021)

Low Retention	Primary	Secondary	Tertiary	TOTAL
Retention %	30%	15%	5%	17%
Overnight Separation	1,583	792	76	2,451
Same Day Separation	4,577	2,289	220	7,086
Total	6,160	3,081	296	9,537

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

6.7 Overnight Beds

As noted above, 100% retention of patient demand in the area is highly implausible. Accordingly, due to limitations in data, the separation ratio by hospital peer type is unavailable and as such we have generated two scenarios. In each scenario we have assigned a retention range to each catchment to understand the potential generated demand for private hospital beds.

6.8 Total Private Hospital Bed Demand

Demand for private hospital beds is driven by the number of separations generated by catchment residents. It is important to understand that each age cohort has a different average length of stay in overnight beds. Same day separations have an average length of stay of half a day (0.5 days).

To determine the number of beds needed, the average lengths of stays are multiplied by total separations. This returns the total bed days generated by catchment residents. An occupancy rate of 78% (285 days) is applied to this number to

calculate the total number of private hospital beds needed for catchment residents. The table below shows this total demand for the forecast period.

With the demand from beyond the catchment factored in, the total demand for beds in the new private hospital in Orange would be for 463 in 2021. There is a current supply of 130 beds within the catchment, taking this into consideration, there would be additional demand for 333 private hospital beds in 2021.

Given future supply additions over the next five years (104 beds from the Orange private hospital), there will be demand for 229 private hospital beds.

Table 17: Total Private Hospital Bed Demand

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	368	402	438	472	500
Same Day Beds	58	61	64	67	69
Total	426	463	502	539	570

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

6.8.1 Sensitivity Assessment

This scenario assumes that the retention rates differ between the catchments, i.e. residents in the primary catchment are more likely to utilise private hospital beds in Orange than those in the secondary catchment and those in the secondary catchment are more likely to utilise the beds than those in the tertiary catchment.

The below tables indicate the generated demand from within each catchment.

Table 18: Private hospital demand - 80% retention, primary catchment

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	127	139	154	167	180
Same Day Beds	20	21	23	24	25
Total	147	160	176	192	205

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Table 19: Private hospital demand - 60% retention, secondary catchment

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	98	106	115	124	130
Same Day Beds	15	16	17	17	18
Total	113	122	132	141	148

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Table 20: Private hospital demand - 20% retention, tertiary catchment

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	9	10	11	11	12
Same Day Beds	1	2	2	2	2
Total	11	12	12	13	13

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Table 21: Total Private hospital demand – Sensitivity Assessment

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	234	256	280	302	321
Same Day Beds	37	39	41	43	45
Total	270	295	321	346	366

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

Assuming 80% of the demand is retained within the primary catchment, 60% in the secondary and 20% in the tertiary and there are no additions to the supply of private hospital beds, there is an opportunity for around 295 beds in 2021. When considering bed demand it is important to include the demand which will be generated from residents from outside the catchment (beyond catchment demand).

This demand is driven by visitors and or people with an attachment to the region – former resident or with family in the region, as well as tourists, seasonal workers etc. to the area who require medical services, tertiary admissions (serious accidents etc.) and other instances of admissions. In this scenario there is an assumed 20% of demand generated from beyond the catchment. The table below shows the demand that would be generated by catchment residents and those from beyond the catchment.

Table 22: Total Private hospital demand – Sensitivity Assessment (beyond catchment demand)

TOTAL BEDS	2016	2021	2026	2031	2036
Overnight Beds	281	307	336	363	386
Same Day Beds	44	47	49	52	54
Total	325	353	385	415	439

Source: AIHW (2018), ABS (2018), MacroPlan (2018)

With the demand from beyond the catchment factored in, the total demand for beds in the new private hospital in Orange would be for 353 in 2021. There is a current supply of 130 beds within the catchment, taking this into consideration, there would be demand for 223 private hospital beds in 2021.

Given future supply additions over the next five years (104 beds from the Orange private hospital), there will be additional demand for 119 private hospital beds.

7. An Overview of Nursing

In this section of the report, we provide an overview of nursing facilities in NSW to inform facility requirements, provide an overview of major players and to consider what the locational requirements are. This is supplemented by an overall supply and demand outlook for nursing students and staff in NSW.

Our comparison of nursing educational facilities across a number of provides is summarised in the following table.

Overall, our examination of nursing facilities has revealed:

- Floorspace ratios for nursing facilities range from 4m² of floorspace per student to 17m² per student.
- Generally, the quantum of floorspace per students is 5-6m²
- Central locations (i.e. UWS Campbelltown and Parramatta campuses) tend to have more densely populated nursing facilities.
- Regional locations (i.e. UWS Lithgow and Avondale College Lake Macquarie) have larger student to floorspace ratios.

Below, we examine the supply and demand outlook for nursing resources in the state.

Nursing facilities				
Institution	Characteristics	Education facilities	Students	Density (m ² per student)
University of Tasmania (Sydney Nursing Facilities)	<ul style="list-style-type: none"> Two campuses located in Rozelle and in Darlinghurst Rozelle Campus accommodates Bachelor of Nursing and Bachelor of Paramedic Practice Students Darlinghurst Campus only accommodates nursing students Darlinghurst Campus is co-located with St. Vincent's Hospital Centrally located to the Sydney CBD, serviced by public transportation Bachelor of Nursing is in conjunction with the Sydney Local Health District 	<ul style="list-style-type: none"> 4,000 m² (Rozelle) 2,000 m² (Darlinghurst) 	<ul style="list-style-type: none"> 1,000 students (Rozelle) 400 students (Darlinghurst) 	<ul style="list-style-type: none"> 4m² per student (Rozelle) 5m² per student (Darlinghurst)
Avondale College of Higher Education	<ul style="list-style-type: none"> Two campuses located in Lake Macquarie and in Wairoonga (SAN Hospital site) Under-graduate and post-graduate qualifications Affiliation with the SAN hospital Nursing accommodation provided at the SAN hospital 	<ul style="list-style-type: none"> 1,000 m² (Lake Macquarie) 3,000 m² (Wairoonga) 	<ul style="list-style-type: none"> 60 students (Lake Macquarie) 450 students (Wairoonga) 	<ul style="list-style-type: none"> 17m² per student (Lake Macquarie) 6-7m² per student (Wairoonga)
University of Western Sydney (Nursing Facilities)	<ul style="list-style-type: none"> Nursing courses are offered at Campbelltown, Parramatta, Hawkesbury and Lithgow campus UWS also offers bridging courses at UWS College, with classes offered at Nirimba and Kingswood. Undergraduate and Post-graduate courses 3,543 total enrolments in 2014 (745 international students) Approximately 6,000-7,000 students currently enrolled. However, not all students will utilise facilities at the same time. 	<ul style="list-style-type: none"> 3,000 m² (Parramatta) 5,000 m² (Campbelltown) 2,500 m² (Hawkesbury) 150 m² (Lithgow) 	<ul style="list-style-type: none"> 2,000 students (Parramatta) 2,000 students (Campbelltown) 500 students (Hawkesbury) 15 students (Lithgow) 	<ul style="list-style-type: none"> 1-2m² per student (Parramatta) 2-3m² per student (Campbelltown) 5m² per student (Hawkesbury) 10m² per student (Lithgow)

7.1 Professional standards

There are two levels of regulated nursing in Australia – Registered Nurses (RNs) and Enrolled Nurses (ENs).

An RN must complete a minimum three-year bachelor's degree and is registered with the Nursing and Midwifery Board of Australia (NMBA). RNs are university qualified and practise independently and interdependently.

An EN must complete a Certificate IV or a Diploma of Nursing from a vocational education and training provider (TAFE). ENs usually work alongside RNs to provide patients with basic nursing care, undertaking fewer complex procedures than RNs.

To maintain registration, both RNs and ENs are subject to a 'recency of practice' standard requiring a minimum period of practice of 450 hours within the last five years.

RN and EN education accreditation standards (developed by the Australian Nursing and Midwifery Council), specify a minimum number of clinical placement hours a course must provide for it to be accredited:

- A minimum of 800 hours of workplace experience for RNs
- A minimum of 400 of professional experience placement for ENs

7.2 Practising Nurses

There are currently 398,530 practising nurses and midwives in Australia⁸. Of that total, 62,727 are categorised as ENs (16%), 321,681 as RNs (81%), and 7,925 nurses (2%) have both qualifications. There are approximately 5,117 practitioners with pure midwifery qualifications.

Victoria and NSW encompass the largest proportion of ENs in Australia – 20,243 (32%) and 13,569 (22%), respectively. These two states also constitute the largest share of RNs in Australia. Victoria has 71,972 RNs (25%) and NSW has 83,112 (29%).

⁸ Nursing and Midwifery Board of Australia (March, 2018)

Table 23: Practising Nurses and Midwives - Australia

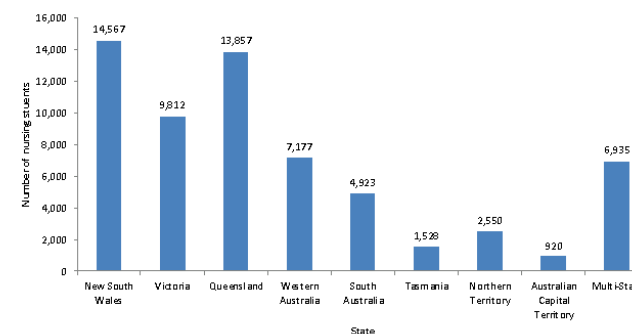
	ACT	NSW	NT	QLD	SA	TAS	VC	WA	No PPP	Total
Enrolled Nurse (EN)	698	13,569	401	13,064	7,690	1,543	20,243	5,408	111	62,727
Registered Nurse (RN)	4,925	83,112	3,407	57,375	22,345	6,835	71,972	29,562	10,083	289,616
EN & RN	81	1,429	66	1,624	829	78	2,974	712	28	7,821
Midwife	163	1,171	89	1,024	624	33	1,326	430	191	5,051
Nurse (EN & RN) and Midwife*	503	7,758	496	5,708	1,870	626	7,526	2,840	291	27,618

Source: Nursing and Midwifery Board (2018)

7.3 Nursing Students

As at 2014, there were 53,307 total nursing students enrolled in Australian public universities. NSW comprised the largest number of enrolled students with 12,808, followed by Queensland (11,564) and Victoria (8,226).

Figure 8: Enrolled Nursing Students – Australian Universities (2016)

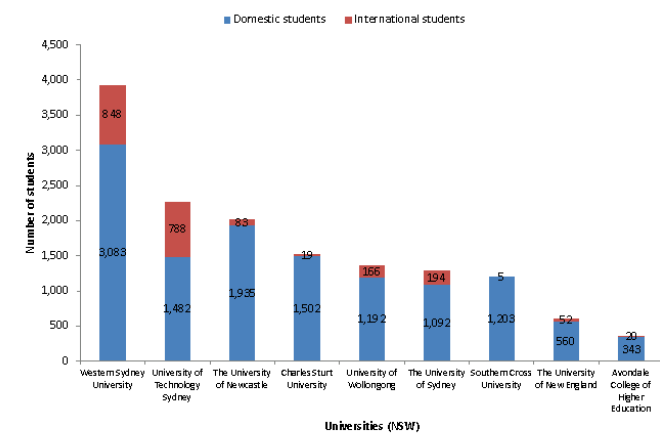


Higher Education Statistics - uCube (2018)

The largest tertiary nursing education providers in NSW are the University of Western Sydney (UWS - 3,931 students), the University of Technology (UTS - 2,270 students) and the University of Newcastle (UN - 2,018 students). Notably, Charles Sturt University had the 3rd largest intake of domestic nursing students - 1,502 students.

UWS and UTS also had the largest intake of international nursing students amongst NSW public universities, with 848 and 788 students, respectively.

Figure 9: Enrolled Nursing Students – NSW Universities (2016)



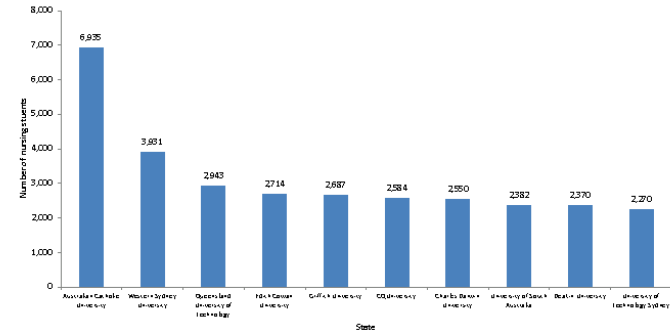
Higher Education Statistics - uCube (2018)

Of the private university providers, the Australian Catholic University has the largest number of nursing students in Australia (6,935), including 1,263 international students. Private enrolments are not available on a state-by-state basis (please refer to figure 10).

In 2016, the greatest number of tertiary qualified nursing students in NSW public universities graduated from UWS (981 students), followed by UTS (599 students) and the UN (447 students).

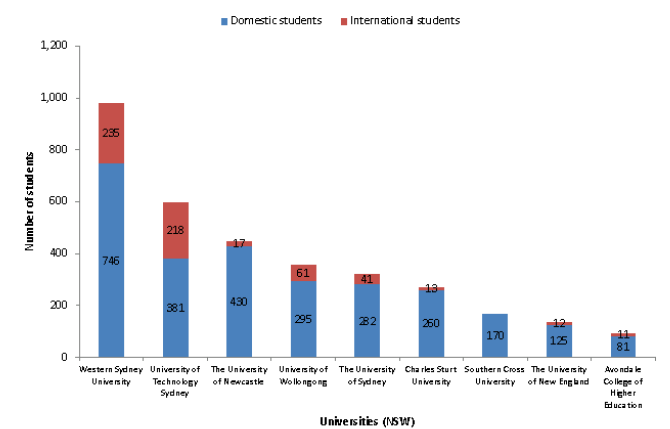
Comparing the number of university completions against enrolments suggests that there are a significant number of students who undertake their studies part-time. Post-graduate nursing qualifications are likely to be undertaken on this basis.

Figure 10: National Top 10 University Enrolments – Nursing Students only (2016)



Source: Higher Education Statistics - uCube (2018)

Figure 11: Nursing Completions – NSW Universities (2016)

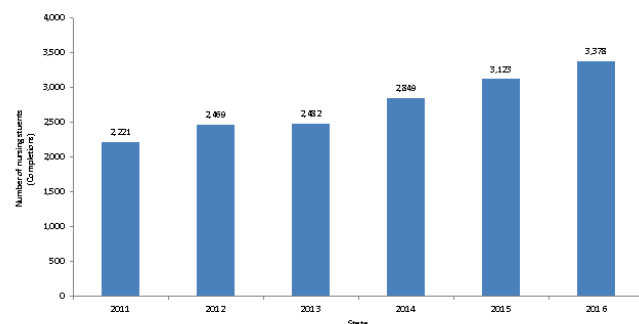


Source: Higher Education Statistics - uCube (2018)

7.4 Overall Supply - Tertiary Qualified Nurses

Between 2011 and 2016, an annual average of 2,750 nursing (and midwifery) students graduated from tertiary institutions in NSW. If we include private universities such as the Australian Catholic University, University of Notre Dame and other interstate universities, this figure is likely to be closer to 5,500.

Figure 12: Nursing student completions – NSW Universities (2011 to 2016)



Source: Higher Education Statistics - u Cube (2018)

Between March 2016 and March 2018, an additional 5,184 NSW nurses and midwives were recorded in the Nursing and Midwifery Board of Australia database, demonstrating an annual average intake of 2,592 nurses. Comparing the annual number of annual NSW tertiary completions (approximately 5,500 students per annum) against growth in RN numbers suggests there is an oversupply of tertiary qualified nursing students in NSW.

Over the two-year period to 2018, the number of nurses and midwives expanded by an annual average of 21,650 in Australia. By comparison, the number of tertiary nursing (and midwifery) completions expanded by an annual average of 12,722. Evidently, in Australia, nurses and midwifery nursing staff are being sourced from overseas. Also, NSW trained and qualified nurses are more likely to find work in other states and territories.

7.5 Demand for Nursing Facilities

The demand for nursing is closely tied with nursing staff to patient bed ratios in NSW. At present there are no minimum legislative requirements dictating the number of nurses per bed in NSW. Unions have been active in pushing for mandated nurse-patient ratios to safeguard patient outcomes and to protect the interests of nurses and health practitioners, where demand significantly outstrips supply.

According to a study conducted by health professionals titled 'Ratios and nursing staff: the vexed case of emergency departments' (2014)⁹, the average number of emergency beds per nurse in NSW are as follows:

- morning shift – 3.8
- evening shift – 3.6
- night shift – 5.1

However, ratios as high as 8.4 (morning), 7.3 (night shift) and 16 (night shift) have been identified in particular hospitals on specific shifts.

The NSW Nurses and Midwives Association (2015) has advocated for the following ratio of nurses to patients:

- 1:3 for paediatrics;
- 1:4 for general adult inpatient wards, increasing to a ratio of 1:7 at night;
- 1:1 for resuscitation beds;
- 1:3 for emergency departments;
- 1:4 for adult inpatient mental health;
- 1:2 for child and adolescent inpatient mental health;
- 1:6 for long term mental health;
- 1:1 for ICU neonatal intensive care units;
- 1:2 for HDU neonatal intensive care units;
- 1:1 for adult and paediatric critical care (ICU);
- 1:2 for adult and paediatric critical care (HDU); and
- 1:2 for adult and paediatric critical care (CCU).

Our analysis of ABS hospital data (2016-17) demonstrates that, for private hospitals, there is currently an average allocation of staff per occupied bed of:

- 1.0:1 for Registered Nurses; and
- 0.2:1 for Enrolled Nurses.

⁹ Wise S, Duffield C, Roche M, Buchanan J – Ratios and nurse staffing: the vexed case of emergency departments (2014)

7.6 Nursing Teaching Institutions

According to the Australian Education Network (2018), there are currently 31 tertiary institutions that offer undergraduate nursing courses and 23 institutions that offer postgraduate nursing courses in Australia. In NSW, there are 10 institutions that offer undergraduate and 7 institutions offer postgraduate nursing courses on campus, as listed below.

NSW tertiary institutions that offer undergraduate nursing courses

- Australian Catholic University *
- Charles Sturt University
- Southern Cross University
- The University of Notre Dame Australia*
- The University of Sydney*
- University of Newcastle
- University of Tasmania
- University of Technology, Sydney*
- University of Western Sydney*
- University of Wollongong*

NSW tertiary institutions that offer postgraduate nursing courses

- Australian Catholic University
- Avondale College of Higher Education
- The University of Notre Dame Australia
- The University of Sydney
- University of Technology, Sydney
- University of Western Sydney
- University of Wollongong

8. Further Comments from Key Stakeholders

As part of the primary project deliverable, a Health and Knowledge Precinct Master plan for Orange Health and Knowledge Precinct, MacroPlan and Hames Sharley conducted a series of interviews with a variety of individuals and organisations that have a stake or interest in the future of the Orange Health and Knowledge Precinct. Stakeholders included planning staff, representatives from community organisations, businesses and higher education institutions.

As a result, our findings across all individuals and organisations who participated in the process are summarised in this section.

All in all, there are some compelling funding, service and delivery reasons to support a health and agricultural precinct at Orange (and a reasonable of political support might be required to make it happen). Whilst the physical linkages between hospital, education and agricultural research are not necessarily that strong, but our view is that the precinct can deliver 'gravitas' to the region, which will help to build its reputation as a place to study and work, elevates Orange's status as an interesting place to live (i.e. to attract workers / researchers) and provides a strong foundation for collaboration across and between the various service sectors.

8.1 University of Newcastle

Discussions with Mr. Greg Shapter, Dr. Vanessa Delaney & Dr. Hazel Dalton as at 9th October 2018.

- The University of Newcastle's Centre for Rural and Remote Mental Health Have been established on site since 2001 – funded by NSW Government (Mental Health Branch) generally in 5-year rounds (The University of Newcastle won tender to host research and service facility).
- The current library facility co-funded by Western District LHD.
- The centre has a capacity for 20 staffs on site + some PHD students/research fellows but it is not a natural campus for students.
- The current corporate HQ and administration base at Bloomfield but 'work' is mainly in the field, with rural LHDs (under the Rural Adversity Mental Health Program - RAMHP).
- Primarily it is a public-facing facility, could be research-oriented but no real 'wet labs', focused on working with community, e.g. across 3 priority areas:
 - Mental health promotion
 - Improving services
 - Rural suicide prevention (has produced the 'glove box guide' and a recent ABC podcast)

- The new Orange Life Sciences Precinct presents an opportunity for collaboration in community and health work, as demonstrated by:
 - Hunter Medical Research Institute (HMRI) which enables the translation of world-class medical research into clinical practice, to prevent, cure and treat serious illnesses & disease.
 - Good SPACE - formerly known as Farm-Link, a Suicide Prevention Project that aims to prevent suicide through community and clinical education. The project, supported by Hunter New England Central Coast Primary Health Network (PHN), also helps link people to services appropriate to their needs.

8.2 Western Sydney University

Discussions with Ms. Jane Thompson as at 9th October 2018.

- WSU has clinical health schools at Campbelltown, Bankstown, Liverpool & the Rural Clinical School at Bathurst (which co-works with Orange via the aboriginal training school)
- Bathurst is one of the two important hubs (Lismore being the other) for Western Sydney University's School of Medicine Rural program. The School of Medicine's Bathurst Rural Clinical School (BRCS) is a well-established clinical training program which began in 2010. Bathurst provides clinical training places for MD students in their fourth and fifth years of training across a number of disciplines. The rural placements are continuous over 12 months and as such are aligned with national rural health workforce priorities.
- Bathurst has accommodation on campus. Student intake is CSP-based – Commonwealth Supported Program (non-international).
- 3 areas of interest:
 - Rural Health Multi-Disciplinary Training Program (RHMT) – students on campus for whole year + some short-stay (5-6 weeks) + 8-week summer semester students
 - Regional Training Hub – post-graduate specialty training – post-grad years 1,2 and 3
 - Intern program in general practice – aboriginal services and community services
- CSU and WSU have a joint medical program with an 80% rural quota including indigenous intake – focus on allied health, nursing and para-medical training. WSU is looking to establish at Orange with a first cohort intake scheduled for 2021.
 - Murray-Darling Medical Schools Network – a recently announced Australian Government investment of more than \$95 million to set up the Murray-Darling Medical Schools Network will transform rural medical school training. It will enable students to undertake most of their education and training in the rural areas to provide a continuum for doctors to learn, train and work in the regions. Charles Sturt University in Bathurst, in partnership with Western Sydney University, is one of the universities with longstanding roots in the Murray-Darling that will be

involved in the network - will provide country kids the opportunity to become country doctors through a comprehensive education, training and clinical experience program. It focuses on supporting teaching, recruitment and retention of medical practitioners in country areas, like Bathurst and Orange. Students will begin to study through the network in 2021. Once all the rural medical school programs are up and running, approximately 140 medical students will study each year.

- The Murray-Darling Medical Schools Network is part of a 2018-19 Budget investment of \$550 million in the Stronger Rural Health Strategy to improve access to health services for people living in regional, rural and remote areas of Australia. The strategy also includes options for medical training after graduation. Junior doctors will be supported to gain clinical experience in the private sector and primary care settings with a strong emphasis on training in rural areas. It will provide significant benefits to Central West communities. In particular this will mean a larger university presence, new infrastructure, and professional support over the longer term. Local hospitals and medical practices in the district will benefit from rural doctors who have come from the regions, trained in the regions and stay in the regions.
- Students living in Orange and neighbouring communities will be able to continue living in the area while studying and training as part of their medical degree at the Charles Sturt University campus. This means students can focus more on their education and training without the pressures and expenses associated with relocating to capital cities where medical schools are generally located. The new network also provides students the option of studying and training in more than 20 regional and rural communities. The universities involved in the network will have the opportunity to participate in a new way of delivering medical education to build up the health sector in regional and rural Australia. The new Murray-Darling Medical Schools Network is an innovative and bold initiative which will provide the next generation of rural doctors with the opportunity to study and practise in their local community.
- A number of programs to better manage medical graduate supply and support better workforce outcomes are linked to the strategy. These will be managed by the Department of Education and Training. More information is available at Department of Education and Training website.
- Significant competition from 'over the hill' (Sydney campuses) and the 'DJ effect' – i.e. if a town hasn't got a David Jones it is hard to attract students. Life sciences precinct at Orange will help to create critical mass – reputation-building and important for attracting students.
- Bathurst will remain. But Orange also presents opportunity to strengthen roots – e.g. through Rural Health Clubs.
 - Rural Health Clubs (RHCs) are university groups that provide medical, nursing and allied health students with the opportunity to learn more about rural lifestyle and rural practice. These clubs provide a forum for group discussion on rural health issues and the opportunity to learn

about postgraduate careers from rural health professionals. They also provide support networks that nurture students who have come from the country to study in the city.

- o The RHCs in New South Wales (NSW) and the Australian Capital Territory (ACT) are student-led. Each club organises a calendar of events that is designed to expose members to rural health experiences. These experiences include rural trips, clinical skills sessions, rural conference attendance, Indigenous health awareness, networking activities, guest speaker sessions, and fund-raising events. There are also many opportunities during the year where the clubs get together to meet their peers from other universities.
- o There are currently 11 rural health clubs based at universities in NSW and the ACT.

8.3 Charles Sturt University

Discussions with Mr. David Bedwell & Mr. Steve Barr as at 9th October 2018.

- CSU has the highest workforce allocation rate for graduates in the country.
- CSU's Orange Campus was officially transferred to Charles Sturt University from the University of Sydney on 1 January 2005. Originally the Orange Campus was home to the Orange Agricultural College, established in 1973 to offer courses principally related to the management of agricultural businesses.
- The Orange Agricultural College was then linked with the University of New England (UNE) from 1990 to 1994, before becoming a part of the University of Sydney. In 2000, the Orange Agricultural College was officially dissolved, while still remaining part of the University of Sydney.
- Now the CSU Orange campus is 95% health with over 500 health students – it offers courses in Allied Health and Pharmacy, Clinical Science, Pharmacy, Physiotherapy, Exercise and Sports Sciences, Social Work and Human Services, Medical Science and Dentistry, Clinical Science, Dental Science, Nursing, Midwifery and Indigenous Health, and Psychology as well as Agriculture, Science, Mathematics, Business, Teaching, Veterinary Sciences, Engineering and General Studies.
- Orange (health) attracts relatively mature-age students (only 10% school leavers).
- A joint/collaborative Orange health campus presents opportunities. CSU needs to be ready if it works or if it doesn't – currently seeking funding for the relocation of its current campus (to the north of Orange). Medical faculty (i.e. school of medicine) need to be a catalyst for CSU to move – a submission being prepared for lodgement next week. Relocation needs state/federal funds, it cannot be self-funded.
- Overall CSU has 40,000 students (50% on line) over 10-12 campuses.
- Port Macquarie campus could be a good model for an integrated life sciences precinct – 1,000 students, 8,500 m² including a Council research hub – has a training and research focus.
- Interested in precinct opportunities but many add-ons (e.g. retail, sport facilities, gymnasiums etc.) are not core university responsibilities.
- Potential link/synergy between health and agriculture so an agricultural presence could work.

8.4 Orange Aboriginal Medical Service (OAMS)

Discussions with Mr. Jamie Newman as at 9th October 2018.

- OAMS operates its own medical centre at Perc Griffith Way in Orange.
- The facility has been established since 2010 and has plans to expand.
- It provides services to indigenous people but 30% of its customers are non-aboriginal. The majority of customers want/require preventative services and advice (e.g. dietician services). Preventive healthcare (alternately preventive medicine or prophylaxis) consists of measures taken for disease prevention, as opposed to disease treatment, e.g. services including testing for blood pressure, diabetes and cholesterol, or cancer screening and counselling, or screenings and vaccines to ensure healthy pregnancies. OAMS provides a 'step model' of care for its customers/patients.
- OAMS does not need or want to be co-located with other services at the Orange Life Sciences Precinct.
- As OAMS has a community/preventative focus, it is best not to be seen as part of the acute health system – it helps to keep its customers/patients away from the hospital emergency facility. A strong value of OAMS is its ability to "get our people into the system".
- OAMS is a sustainable model – its 'trade' has grown by over 300% since opening. It is supported by Medicare and offers free transport and dialysis.
- OAMS' independence is critical to its success – co-location is therefore unnecessary.
- OAMS also functions as a training centre for primary health and allied health students and has increased demand from students to be placed there.

8.5 NSW TAFE

Discussions with Mr. Toby Foster as at 9th October 2018.

- TAFE offers a range of health-related training opportunities that could be suited to a co-located precinct model, including:
 - o Aboriginal and Torres Strait Islander Healthcare, including Aboriginal Primary Healthcare, Audiometry, Allied Health, Pathology Assistance and Health Services
 - o Nursing, Allied health assistance, Nutrition and Podiatry courses covering Nursing, Allied Health Assistance and Health Services
- These courses offer certificate III or IV qualifications and can be a precursor to bachelor degrees.
- The Interconnected Training Network¹⁰ is built on the integration and interdependence of physical and virtual learning environments across NSW. Digital infrastructure supports a place where students,

¹⁰ The following link will provide details regarding the Interconnected Training Network:
<https://www.tafensw.edu.au/documents/60140/7628/Building-a-TAFE-NSW-for-the-Future.pdf>

employers and educators engage and participate in learning and assessment, with access to information and learning support services.

- Other health-related opportunities are in the area of retirement and aged care – where a greater emphasis on staff training is seen as a likely outcome of current investigations into the industry.
- TAFE is also heavily involved in agricultural training and provides a conduit to better agricultural practice, occupation health and safety, and overseas investment in Australia's farming operations. Recent endeavours in drought management and equipment automation are relevant (e.g. using drones in farm management).
- TAFE sees benefit in the potential for a health/agricultural precinct to encourage workplace mentoring, professional development cooperation and to fulfil improved workplace placements.
- Approximately 80% of TAFE teaching occurs at its March Street campus, including health-related teaching (north of the Orange town centre) and 20% at its Forest Road TAFE Western Rural facility, including horticulture and agriculture (which is nearby to the proposed life sciences precinct).

9. Potential Strategy at the Orange Life Sciences Precinct

9.1 Private Hospital

According to our private hospital bed assessment, there is additional demand for 120 to 130 private hospital beds by 2021. MacroPlan recommends no less than 10,000 m² should be allocated for:

- A private hospital expansion at the subject land, but further consultation will need to occur with appropriate authorities for provision in the future as growth occurs; or
- A day/specialist private hospital – these hospitals/surgeries can offer specialised in services and can focus on specific niches.

9.2 GPs & Allied Health

MacroPlan recommends the following formats

- We recommend a medical centre 1,000 – 2,000 m² could be a potential anchor in combination with the Orange Life Sciences Precinct concept. The size medical centre could be operated by major player in the market, and could include practice nurses, as well as allied health uses within the centre itself, including pathology, psychologists, dieticians, audiologists etc.
- Medium sized practices in specific niche allied health specialties can complement well with the large medical centre (above), the existing Orange Health Services and the new private hospital. It can also occupy space between 250 – 500 m², meaning a combination of a few could end up requiring 1,500 – 2,000 m².

9.3 Alternative Health Uses

MacroPlan has also undertaken a high-level review of the surrounding supply of alternative/natural medicine and wellness practitioners across the suburb of Orange. This analysis is not exhaustive and has been undertaken at a desktop level only.

These types of uses tend to be found in highly trafficked locations around town centre or commercial/retail strips. Alternative medicine practitioners tend to be popular in areas with overseas populations (i.e. refer to our demographic study, the proportion of overseas population has remained consistent, increasing slightly from 7.5%

to 8.5% between 2011 and 2016), as well as in populations with a high proportion of 'health/wellness' focussed or alternative lifestyle persons (This action is much more likely to be undertaken by residents of Orange than the outer catchment population).

These types of uses that we have investigated:

- Naturopaths
- Osteopaths
- Kinesiologists
- Iridologists
- Acupuncture
- Traditional Chinese medicine
- Cosmetic, beauty and laser clinics
- Massage

We recommend a small collective group of practitioners, perhaps around 5 – 6 tenants, totalling around 400-500 m² or so.

9.4 Gyms/fitness centres/wellness

In terms of yoga studios/wellness centres, there is only a few scattered across Orange. Compared to this, there are many more conventional gyms as well as the surrounding supply of child care centres. Most of the gym supply across Orange is generally limited to smaller (and some are 24-hour) operators.

Large format gyms like Goodlife or Fit N Fast could be introduced on high profile sites or within significant employment precincts (i.e. the potential Orange Life Sciences Precinct)

Larger gym tends to range in size of 1,200 – 2,000 m² with some larger gyms with swimming pools around 3,000 – 5,000 m². The 'yoga/meditation/wellness' studio type of space can be flexibly designed and could be used for other commercial uses if this type of tenancy can't be secured.

9.5 Child Care

There are 16 child care centres in Orange, most of which are located in the Central and Northern Parts of Orange. However, we found no child care operators in the southern part of Orange, including the subject land (of this Masterplan).

Except for town centre/CBD type locations, child care operators tend to prefer locations with good visibility/access and where some dedicated car-parking can be provided.

This type of use is typically supportable in most land use zones and also considered a moderate priority, particularly within the newly established employment area/precincts (i.e. worker resident demand). We recommend a child centre 1,000 – 1,500 m².

9.6 Seniors Living

There are 17 aged care facilities, and one aged care facility is located adjacent to the subject land (i.e. Gosling Creek Aged Care – 77 residential care places). However, we found that there is no independent living retirement accommodation offering in the immediate locality.

The area is nestled in native bushland in Bloomfield, right next to Gosling Creek and Orange Ex-Services Country Club. The existing aged care facility would allow for continuity of care for potential independent living residents in this area (if there is new retirement village).

Also taking into account the rapidly ageing profile and an increasing demand for downsizing, there will be more demand from local senior residents who are seeking to 'future proof' their downsizing move through knowledge that residential aged care facility available nearby.

Further assessment is required (e.g. market assessment) but, considering that there is an existing aged care facility with 77 care places, we recommend a medium sized retirement village with 100 to 150 ILUs (i.e. independent living units).

9.7 Other Medical Facilities: Accommodation and Teaching

Most universities are focused on other metropolitan areas of Sydney whilst the ongoing interest of others is likely to be dependent on which university is able to form an educational alliance or affiliation with the Orange Life Sciences Precinct at Bloomfield.

Notwithstanding, it is apparent that, courtesy of the Charles Sturt University, there is already an extensive range of existing teaching facilities and research facilities located in the northern part of Orange, all located within the CSU Orange campus.

- Student bar/gym/bistro (for 200 staffs & students)
- Administration office (for 20 staffs)
- Clinical Science - Experiential Learning Centre (for circa 300 staffs & students)

- Pharmacy (for 200 staffs & students)
- Lecture Theatre (for circa 320 staffs & students)
- Library/Laboratory (for 80 staffs & students)
- Dental Teaching Facilities and Clinic (for circa 400 staffs & students)
- Communications (for 65 staffs & students)
- School of Community Health (for 100 staffs & students)
- Demountable Class Room (for 45 staffs & students)
- Tutorial Rooms (for 160 staffs & students)
- Machinery Centre (for 60 staffs & students)
- Shearing shed (for 50 staffs & students)
- Demonstration Shed (for 50 staffs & students)

The University of Sydney, through its 'School of Rural Health', has an existing teaching/research relationship with the Orange Health Services (Orange) and Dubbo Public & Private Hospitals. At present, there are the following facilities and services available for students, staffs and local health groups on the Orange Campus.

- Lecture theatre (for 30-50 students)
- Conference room (for 12 students)
- Tutorial rooms (variety of smaller rooms, seating 6-8 students)
- Clinical skills lab

Compared to the CSU Orange campus, and also considering the existing Orange Health Services and its brand-new private hospital, there are not enough facilities to meet the growing demand from students and professionals at Bloomfield.

Therefore, MacroPlan envisage that some of the total floorspace at the Orange Life Sciences Precinct should be dedicated to teaching, training and research; as well as can be used for the clinical training of medical professionals undertaking vocational training (i.e. medical and surgical sub-specialties), other clinical training (i.e. nursing and allied health) and non-clinical training (i.e. hospital staff including ward clerks and those that operate machinery etc).

- Should have a separate area for doctors to undertake administrative work
- Should have a private meeting space of adequate size for doctors to conduct clinical handover, hold discussions with colleagues and discussions with patient's relatives
- Should have study facilities so that medical staffs can access to hospital library facilities and resources should be available on a 24-hour basis

Furthermore, doctors and other medical staffs value living close to the hospitals or medical centres in which they are working. Particularly, hospitals often require their medical staffs to be on-duty for extended hours or rotate them to other hospitals away from their normal residence for service and training purposes. As a result, residential accommodation (and on-duty rest rooms) is necessary provision in any health/medical environments, would be a desirable outcome for the Orange Life Sciences Precinct.

8.8 Medical Research and Pharmaceutical uses

The previous sections in this report clearly illustrate Healthcare Industry growth, particularly in the provider categories which are directly linked to ageing population.

The following emerging sub-sectors, especially the Medical Technologies and Pharmaceuticals sectors, which have been identified based upon industry analysis required to support this growth, and with the potential to generate tenant prospects for Orange, include:

- Medical and surgical equipment and devices;
- Health IT;
- Health infrastructure and services; and
- Clinical trials

Each of these emerging sectors will be discussed in more detail following sub-sections, with a directory of key players summarised in Table 13 below.

Table 24: Directory of Key Players – Emerging Medical Technologies and Pharmaceuticals sectors

Medical Devices and Diagnostic	Digital Health	Clinical Trial
Bionic Vision Australia (BVA)	Tetra Health	Amgen
ARC Training Centre in Biodevices	Emerging Systems	Bristol-Myers Squibb
Medical Devices Research Institute (MDRI)	EpiSoft	Gsk
Medical Devices Partnering Program (MDPP)	Extensia	Novartis
Anatomics	TrendCare	ACVTE Biotech Pty Ltd
AtCor Medical	Pro Medicus	Australian Institute for Bioengineering and Nanotechnology
Admedus	PowerHealth	Australian Proteome Analysis Facility Ltd
Atomix Diagnostics	Webstercare	Burnet Immunomonitoring Facility
Cochlear	Blumey Saunders Invis	Cancer Trials Australia
Compumedics	ASolutions Pty Ltd	Clinical Network Services (CNS) Pty Ltd
Cook Medical	Advanced Manufacturing Co-operative Research Centre	CMAX, a division of IDT Australia Limited
Dyne	BT Australia	CPR Pharma Services
Nanosonics	Cara Data	Datapharm Australia
Qlicidmart	Medical Objects Pty Ltd	Dept of Epidemiology & Preventive Medicine, Monash University
ResMed	Computist Bio-Nanotech Pty Ltd	EpiChem Pty Ltd
Signostics	Connect Direct Pty Ltd (T/A Direct CO NTROL)	ERA Consulting (Australia) Pty Ltd
Voyager Imaging	Emerging Systems	George Clinical Pty Ltd
	Evado Pty Ltd (T/A Evado eClinical)	George Institute of Global Health
	Fingeras	Linear Clinical Research Limited
	Fred IT Group	Mobius Medical Pty Ltd
	Institute of Health and Nursing Australia	National Institute of Complementary Medicine, University of Western Sydney
	Health Innovations	Neuroscience Trials Australia
	International Pty Ltd	NHMRC Clinical Trials Centre, University of Sydney
	Healthcare Software	Novotech (Australia) Pty Limited

HealthLinkGroup (T/A HealthLink)
 Informix
 Integrated Software Solutions Pty Ltd
 Intersystems Australia Pty Ltd
 Life Sciences Queensland Ltd
 Medibank Health Solutions Pty Ltd
 Medical Director
 Meditech
 Ocean Informatics Pty Ltd
 PowerHealth Solutions
 Royal District Nursing Service Ltd
 Safe Sleep Space
 Simavita
 SMS Consulting Group Ltd
 SmartVard Pty Ltd
 The Hearing CRC Ltd
 UHG
 WellAged Care Services
 WellAdjusted
 Zoodata

Nucleus Network
 Pretium Pty Ltd
 Proteomics International
 Q-Pharm
 Queensland University of Technology
 SouthernStar Research Pty Ltd
 Syneth Central Laboratory
 TetraQ
 Therapeutic Innovation Australia

8.8.1 Medical/surgical equipment and devices

The medical device and diagnostic industry in Australia have developed at a rapid rate, with strong growth in digital health technologies and devices using advanced materials, robotics, imaging, IT, design and adaptive diagnostic technology platforms.

The industry is also evolving with the convergence of technology and skills from aligned innovation sectors, such as ICT, medical research and advanced materials.

Australia's medical devices industry comprises over 500 companies generating total revenue of \$11.8 billion, exporting over \$2.1 billion each year and in 2013-14, employing over 19,000 people, and includes the following sub-sectors:

- Imaging/monitoring equipment
- Biomedical devices and implants
- Surgical equipment, general hospital supplies
- Diagnostic devices
- Laboratory equipment
- Dental equipment
- Health-related software
- Drug delivery

The industry structure is characterised by a large group of SME enterprises (estimated at 54%) and a smaller but sizeable proportion of global multinational companies or their subsidiaries (about 35% of the sector).

In 2013, the global advanced medical technologies market (medical devices, medical imaging and patient monitoring) was worth US\$342.8 billion, the Asia Pacific market (including Australia) was worth US\$63.5 billion (18.5% of the global market) and Australia's share was US\$6.81 billion (about 2%).

Australia has 35 medical device and diagnostics companies listed on the Australian Securities Exchange (ASX). Total market capitalisation of listed medical devices companies had reached A\$13 billion by August 2014, and the sector is delivering one of the strongest returns for investors on the ASX.

The majority of Australian companies (54%) have grown from start-ups¹¹.

¹¹ Medical Technology in Australia: Key facts and figures 2013, Occasional Paper Series. Sydney: Medical Technology Association of Australia Limited (2013)

8.8.2 Health Information Technology

The health information technology and informatics field is a rapidly expanding sector both in Australia and internationally. Digital health, which encompasses eHealth, hospital information systems (HIS), telemedicine, and health informatics, uses software, information and communication technology to deliver and manage health services.

Australia's large geographic size has driven advancement in technology in areas such as health messaging and electronic health record architecture.

Hospital spending on health IT initiatives also drives the industry and innovative technologies have emerged in electronic information sharing with general practice and specialised physicians, community, mental health and aged care providers.

- Health messaging
- Electronic health record
- Hospital management and patient administration systems
- Tele-health
- Clinical information systems, e.g. pharmacy, pathology
- Asset management and supply chain management
- Health payment solutions

Australian healthcare agencies have provided their support behind a global push to unite the medical software industry through a deal linking similar government e-health development efforts in the UK, Canada and the US.

The Open Health Tools consortium, which has already secured the backing of IBM and Oracle in addition to a raft of smaller operators, said Australia would be represented by the National e-Health Transition Authority, along with the US Veterans Health Administration and the National Health Service in the UK.

Analysis in 2015 suggests that the Australian healthcare IT market is expected to grow at a compound annual rate of 12.3% between 2013 and 2020, reaching an estimated market value of \$2.21 billion by 2020.

The 2015 healthcare IT market size is estimated at \$1.2 billion¹².

¹² Frost & Sullivan Analysis of Healthcare IT spending in Australia

8.8.3 Case Study – Australian e-Health Research Centre (AEHRC)¹³

The Australian e-Health Research Centre (AEHRC), is the largest e-Health research and development group in Australia, with 70 research scientists and engineers. The AERHC is a joint venture between the CSIRO, state and national health jurisdictions and health service providers around Australia.

The AEHRC's health informatics group has developed software tools for working with the international standard clinical terminology, SNOMED CT (Systematized Nomenclature Of Medicine Clinical Terms) that are used nationally and internationally for maintaining and using the terminology. Other work in the group includes health data analytics (such as the Patient Admission Prediction Tool) and natural language processing of clinical notes.

The AEHRC is also leading the way in the development of models of care for health service delivery. For example, the CSIRO's Remote-I platform allows for diagnosis of eye diseases by sending images from remote clinics to specialists via mobile or satellite broadband links.

The AEHRC also published a world-first randomised controlled trial of a mobile phone based health intervention for cardiac rehabilitation.

The AEHRC's biomedical informatics group rounds out a full health and biomedical informatics research program.

The group develops algorithms and software for the analysis of biomedical information such as imaging and genomics. The imaging team has developed the MILXView suite of tools that are used with clinicians and commercial partners on specific projects, such as quantifying knee cartilage or brain markers. In addition, the Next Generation Sequencing Analysis for Enterprises (NGSane) genomics platform is implementing production quality analysis of genomic data for clinical and research projects.

8.8.4 Clinical Trials

Every year, around 1,000 new clinical trials are commenced in Australia by pharmaceutical, biotechnology and medical device companies representing a \$1 billion investment¹⁴.

The world's top 10 pharmaceutical companies alone invest around \$200 million each year in clinical trials in Australia¹⁵.

¹³ Commonwealth of Australia 2016 – Austrade – Digital Health Industry Capability, Feb 2016.

¹⁴ Department of Industry and Science, Canberra, 2014, Australian Industry Report.

¹⁵ Pharmaceuticals Industry Council, Canberra, 2012, Survey of Privately Funded Clinical Research Activity in Australia.

The Australian Government invests around \$3 billion each year on supporting medical research projects and building and enhancing Australia's medical research infrastructure. The major recipients of this funding include:

- Public hospitals
- Public universities
- Independent medical research institutes

Clinical trials for multinational drug companies are now managed by specialised outsourcers - known as contract research organisations (CROs) – with Australian firms in this sector winning a bigger proportion of these projects because of greater efficiency, speed and open regulatory (Clinical Trial Notification/Exemption) system.

Australia is internationally recognised for its work in niche areas of the pre-clinical phase, such as ICN Firefly, and emerging strengths in biomedicine clinical trials. Early innovative drug trials are also becoming a sizeable niche.

8.8.5 Health and Medical Service Sectors

In line with the forecast growth in provider categories (i.e. medical service and hospitals), which are directly linked to population growth and fast ageing, associated growth in health infrastructure and related services as a key value chain component are also projected to increase. Core areas include:

- Hospital and health facilities design, architecture and interiors
- Hospital management
- Delivery of turnkey hospital solutions via a HealthTeam Australia consortium
- Health consultancies (including hospital accreditation), particularly in developing economies
- Tele-health services such as tele-radiology or outsourced back office support
- Medical staff recruitment services
- Healthcare professional training and education
- Specialist and alternative health services such as acupuncture, homeopathy and naturopathy
- Aged care services
- Pathology/diagnostic services/DNA testing
- Medical tourism

9.9 Other recommended uses

Particularly, doctors and other high-earning professionals to live closer to their workplace, but also near a welcoming and family-friendly environment offerings local services and amenities to them and their families. Therefore, we recommend the following land/ floorspace uses at Bloomfield:

- Café or food retails
- Community facilities (e.g. youth club, Men's shed)
- Outdoor/recreation uses (e.g. RSL, Sports Club)
- Offices/co-working spaces
- Potential Residential Uses

We have summarised our findings and recommended land use options (with its sequencing) in the table below.

Land Use Options			
Potential Uses	Recommendation	Need @ Bloomfield	Timing/Sequencing**
1. Private Hospital	<ul style="list-style-type: none"> • Day/Specialist Private Hospital • Or future Orange Hospital Expansion 	<ul style="list-style-type: none"> • Ageing population • Potential for 120-230 beds additional demand (which may require 10,000 – 20,000 m² GFA) 	<ul style="list-style-type: none"> • 'Follow up'
2. Medical Centre	<ul style="list-style-type: none"> • 1,000 – 2,000 m² GFA 	<ul style="list-style-type: none"> • Ageing population • Need space for a major operator • Complements with allied health services 	<ul style="list-style-type: none"> • 'Anchor use'
3. Allied Health	<ul style="list-style-type: none"> • 1,500 – 2,000 m² GFA 	<ul style="list-style-type: none"> • Ageing population • Need space for a major operator • Complements with allied health services • There are no following allied health operators; 'Orthodontist', 'Chiropractic', 'Nutritionist'. 	<ul style="list-style-type: none"> • 'Anchor use'
4. Alternative Health	<ul style="list-style-type: none"> • 5 – 6 tenants • around 500-600 m² 	<ul style="list-style-type: none"> • More awareness of this type of health uses (e.g. increase in overseas population) 	<ul style="list-style-type: none"> • 'Follow up'
5. Fitness/Wellness	<ul style="list-style-type: none"> • 1,200 – 2,000 m² • Or 3,000 – 5,000 m² (with swimming pool) 	<ul style="list-style-type: none"> • No large format gym facilities • Complements with other land uses at Orange Life Sciences Precinct 	<ul style="list-style-type: none"> • 'Anchor use' or 'Follow up'
6. Child Care	<ul style="list-style-type: none"> • 1,000 – 1,500 m² 	<ul style="list-style-type: none"> • no childcare operators in the southern part of Orange (including the subject land locality) 	<ul style="list-style-type: none"> • 'Early activator'
7. Seniors Living	<ul style="list-style-type: none"> • 100 – 150 ILUs 	<ul style="list-style-type: none"> • Lack of retirement options in the immediate locality • Good amenities such as the existing golf club • Complement well with the existing RACF, new private hospital and new Orange Life Sciences Precinct 	<ul style="list-style-type: none"> • 'Anchor use'

Potential Uses	Recommendation	Land Use Options Need @ Bloomfield	Timing/Sequencing**
8. Café or food retail	<ul style="list-style-type: none"> 3 – 4 tenants around 1,000-1,500 m² 	<ul style="list-style-type: none"> Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
9. Community facilities	<ul style="list-style-type: none"> 1,500 – 2,500 m² GFA 	<ul style="list-style-type: none"> Opportunity to teach young population Equip unemployed with skills & experience Retirees imparting their skills and knowledge to local youth Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Anchor use' or 'Follow up'
10. Outdoor/recreation	<ul style="list-style-type: none"> 5,000 – 10,000 m² GFA 	<ul style="list-style-type: none"> Ageing population Entertainment for young population Anchored with potential senior living and the new life sciences precinct workers Could be a popular location for local residents and visitors 	<ul style="list-style-type: none"> 'Follow up'
11. Office/Commercial***	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Creating local employment opportunity Complement well with medical and health related uses at subject land 	<ul style="list-style-type: none"> 'Early activator' or 'Follow up'
12. Residential	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Create critical mass for health/retail/commercial uses Medical staffs prefer to live near their workplace Affordable housing opportunity Can anchor many other land uses at subject land 	<ul style="list-style-type: none"> 'Anchor use'
13. Medical staff accommodation and teaching facilities	<ul style="list-style-type: none"> n.a* 	<ul style="list-style-type: none"> Attract doctors and experienced health professionals Creating local employment opportunity Complement well with medical and other health related uses at subject land Could be a positive influence on the local community 	<ul style="list-style-type: none"> 'Early activator'

* Further study required (e.g. Market Assessment)

** Sequencing order: 'Early activator' < 'Anchor use' < 'Follow up'. This is not an actual development staging but an early planning concept based on the same principle as staging.

*** Also includes medical research and pharmaceutical uses

The logo for Hames Sharley, featuring a stylized orange icon to the left of the company name. The name "Hames" is in a white sans-serif font, and "SHARLEY" is in a bold, white, all-caps sans-serif font.

5.5 THE SPRINGS; AN ABORIGINAL AND NON-ABORIGINAL FRINGE CAMP LOCATED IN SOUTH ORANGE - CONSERVATION MANAGEMENT PLANS AND FUTURE DIRECTIONS FOR THE SITE.

RECORD NUMBER: 2020/703

AUTHOR: Alison Russell, Community Museum and Heritage Manager

EXECUTIVE SUMMARY

Orange City Council received funding from the NSW Office of Environment and Heritage - Heritage Near Me Strategic Project in 2018. The project aims were to complete an Archaeological Assessment including historical research, a Heritage Study, Conservation Management Plan which guided the preparation of Heritage Landscape Plan for the Aboriginal fringe camp, known as the 'Springs' located on the outskirts of Orange on a travelling stock route near Hawke Lane and Shiralee Road.

This report provides Council with an overview of the outcomes to date and future planning for 'The Springs' area.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "4.4 Live - Celebrate and conserve the diverse cultural heritage of the urban, village and rural communities".

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves that The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange – Conservation Management Plans and Future Directions for the site be placed on public exhibition for community comment.

FURTHER CONSIDERATIONS

Consideration has been given to the recommendation's impact on Council's service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

5.5 The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange - Conservation Management Plans and future directions for the site.

SUPPORTING INFORMATION

Background

'The Springs' camp area, located on the outskirts of Orange, is situated on a travelling stock reserve that is currently managed and maintained by Orange City Council as a passive recreation area for bike riders and walkers. Travelling Stock Reserves are situated on Crown Land and often followed ancient Aboriginal walking tracks.

The discovery of flaked stone artefacts at 'The Springs' in 2010 indicates that the site was used as a camp in pre-contact times.

'The Springs' was occupied by Aboriginal and non-Aboriginal families during the early decades of the 20th century until it was cleared by the Council in c1936 and represents a significant area of cooperation between communities. Located 5km south of the city of Orange, the old settlement site is important to many Aboriginal families throughout the Central West of NSW who had people once living there. The site contains remnants from the original 20th century settlement including historic hut foundations and other moveable heritage items.

Identified in a previous study by Michael Bennett in 2016, there was a presence at 'The Springs' as early as the late 19th century. The origins of the camp are unknown, but it is likely that some of the non-Indigenous residents were itinerant workers forced onto the road by the Great Depression. 'The Springs' was a good place to live as it had a permanent water supply. Residents supported themselves by picking cherries and blackberries for local farmers and the population of the camp swelled during the picking season in August and September.

Aboriginal residents of The Springs, who mostly lived in tin shacks and tents, included members of the Monaghan and Carberry families who came from Erambie, Yass, Gundagai and the Lachlan River were all part of extensive Wiradjuri kinship networks. – Bennett 2016

In February 2018, a power line installed from the City of Orange to Cadia Valley Operations disturbed the bluestone footings of one of the hut foundations at 'The Springs'. Community response to this indicated that 'The Springs' site is vulnerable and required safeguarding for the future.

Heritage Near Me Strategic Program Grant

The local Aboriginal community, Orange City Council and other community stakeholders recognise that 'The Springs', an Aboriginal and non-Aboriginal fringe camp of the 1920s-30s, is an important heritage site and needed better documentation and management to sustain its value and significance into the future.

Funding was successful in 2018, to develop a series of plans to manage, conserve and interpret not only the European history but Aboriginal Cultural Heritage of 'The Springs'.

These documents will ensure the tangible cultural heritage of 'The Springs', including artefacts, archaeological sites, scarred trees and hut foots are conserved. An overview of these documents is listed below.

5.5 The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange - Conservation Management Plans and future directions for the site.

1 Archaeological Assessment, Heritage Study

A trained Archaeologist (Ozark Environment and Heritage – Dubbo) was engaged to undertake archival research, archaeological assessment and develop a heritage study of the site. This body of work informed the development of a Conservation Management Plan (CMP).

2 Conservation Management Plan

The CMP identified the heritage values and significance of 'The Springs' and provides policies and strategies for the effective conservation and management of those values and associated significance.

Two zones have been devised to embody what is known about the possible extent of 'The Springs':

Inner zone: This zone is limited to the Hawke Lane TSR where it is most-likely that the settlement comprising 'The Springs' was located. This determination is made due to:

- The inner zone includes what little archaeological evidence there is for the existence of dwellings
- The population at 'The Springs' was relatively low, with records of up to thirteen families at one point and therefore they are more likely to have lived in a confined area together, in close proximity to the creek line (Rifle Range Creek). In his study of camp settlements across NSW, Kabaila (1999) notes that households tended to form clusters where there was 'social harmony' and members from the same families were living. This would indicate that the settlement was not spread out
- The inner zone is adjacent to the area where the soak and spring is assumed to have been located enabling water to be obtained. A good water supply was noted in the oral traditions of the settlement.

Outer zone: This zone includes the area where oral tradition holds that 'The Springs' was located. This includes areas to the north where the rifle range is located and along Rifle Range Creek. However, it is unlikely that people lived on or close to an active rifle range and there is little evidence of archaeological remains outside of the inner zone. (*OzArk Environment & Heritage*)

Specific conservation policies have been formulated to guide the management, use, interpretation and maintenance of 'The Springs'. The policies are categorised under the following headings:

- 6.4.1 Land use
- 6.4.2 Landscape maintenance
- 6.4.3 Interpretation
- 6.4.4 Archaeology

- 5.5 The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange - Conservation Management Plans and future directions for the site.
-

3 Heritage Landscape Plan

A Landscape Architect (Sala4d) was engaged to work with the Archaeologist, Aboriginal Community and stakeholders to prepare a Heritage Landscape Plan for the site. The heritage landscape plan provides concept plans for retaining the heritage significance of the site, planned spaces, connectivity, heritage interpretation and infrastructure for the ongoing conservation and future use and management of 'The Springs' site.

The Heritage Landscape Plan delivers a staged schedule of projects that Council can use for planning works. A list of components for the implementation of the Plan has been itemised with associated cost estimates and are set out in 3 stages, these are:

Stage 1 – Land Management Policy

Stage 2 – Creek line and bushland restoration

Stage 3 – Interpretation and connectivity to 'The Springs'.

All components of the Heritage Landscape Plan play an important role in the interpretation and conservation of 'The Springs'. The interpretation strategy offers an opportunity to tell the story of previous residents of The Springs.

Key elements of Stage 3 - The Interpretation Strategy include:

- Interpretive sculptures providing understanding of 'The Springs' as a settlement;
- Other interpretive elements such as silhouettes
- Totem Pole sculpture providing a strong visual link to Wiradjuri culture;
- Provision of a new boardwalk over the Soak area to provide compliant access;
- A Keeping Place for Wiradjuri culture;
- Linking pathways to town and the health precinct, providing an opportunity for interpretation of the routes residents of The Springs used to take - formalisation of access and the provision of such paths will provide valuable linkages and opportunities for sharing and understanding of Aboriginal cultural heritage throughout the community.
- Picnic areas and seats to provide basic park amenity
- Interpretation Strategy
- rehabilitating the natural environment, providing access to country
- wayfinding and information signage;
- public art
- thought-provoking phrases in the footpath, to use family names of residents at 'The Springs',
- Interpretive silhouette artworks placed appropriately in the landscape to allow people to appreciate how people lived at 'The Springs' and their connection to country and the community. Silhouette designs may include:
 - children stepping over the creek;
 - woman hanging laundry;
 - school child with a bicycle; and,
 - Wiradjuri man keeping lookout at the top of the hill near the dam.

5.5 The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange - Conservation Management Plans and future directions for the site.

It is important to note that Aunty Joyce Williams's visit to the 'The Springs' in 2019 clarified off site locations and connections to the town centre and other areas of Orange, including:

- The fruit market in McNamara Street;
- The Australia Cinema;
- Original site of St Joseph's Convent; and,
- The site of the old dump on Forest Road (TAFE campus) – where many resources for building were found.

Community Engagement

Orange City Council has previously worked with the local Aboriginal community to develop the Orange Aboriginal Social Development Plan in 2014. The Aboriginal community identified that public recognition and higher visibility of Aboriginal culture in Orange is a priority and that Aboriginal sites in the region can provide opportunities for meaningful interpretation of Aboriginal history and voices.

The project consulted with family descendants, past residents of The Springs, Aboriginal Elders, the Orange Local Aboriginal Lands Council and other stakeholders to identify the significance of The Springs.

An oral history was conducted with Aunty Joyce Williams, one of the last surviving residents who grew up at The Springs.



Aunty Joyce Williams at 'The Springs' 2019

The consultation process indicated the community highly values 'The Springs' in its entirety as a very special place which has significant remnant vegetation and cultural significance, but that is also quiet and calm in the midst of a growing city. The community expressed a desire for 'The Springs' to provide basic park amenity such as paths and seats but also interpretive information about the history of the site, its natural environment and its significance as Wiradjuri country.

5.5 The Springs; an Aboriginal and non-Aboriginal Fringe Camp located in South Orange - Conservation Management Plans and future directions for the site.

The community values led to a number of guiding principles for the design of the landscape plan, they are:

- **Culture:** Provide opportunities to practice culture
- **Regenerate:** Regenerate the natural environment
- **Connect:** Provide an ability to connect with country
- **Amenity:** Provide basic park amenity
- **Place:** Maintain sense of place & let the land speak for itself
- **Interpret:** Provide interpretive information

Future planning and where to next

'The Springs' Heritage Landscape Plan will be the guiding plan for investment by Council in 'The Springs' and its environs, to cater for the existing and future needs of the community, to understand the historical context of the site and any future development of Shiralee Village, the nearby Orange Health/Bloomfield Precinct. The Plan is a synthesis of existing planning work and community consultation within a holistic design context.

This project will raise awareness of Aboriginal cultural heritage in the region, and ensure that the heritage and history of 'The Springs' area is conserved for the future. These documents provide a well-designed green space where the significant Aboriginal and non-Aboriginal values of the region can be respected, shared and conserved.

Many parts of the Heritage Landscape Plan are dependent upon sourcing funds through grant applications. This will assist Council in prioritising works and applying for State and Federal grant applications. Many components of the Plan such as the Aboriginal cultural and learning centre will require further consultation with the Aboriginal Community.

The delivery of the landscape plan has been costed into:

- Land Management Policy;
- Creek line and bushland restoration; and
- The Springs (cultural and amenity provision)

This project will provide important social, community, Aboriginal and non- Aboriginal heritage, tourism and educational benefits. It is recommended that the Archaeological Assessment and Heritage Study, Conservation Management Plan and the Heritage Landscape Plan be placed on public exhibition for community comment and a report be brought back to Council on the outcomes.

ATTACHMENTS

- 1 The Springs - OzArk Archaeology and Heritage Study - Updated 16 March 2020, D20/3538 [↓](#)
- 2 The Springs - OzArk Conservation Management Plan, D20/3542 [↓](#)
- 3 The Springs - Sala4d - Heritage Landscape Plan, D20/14940 [↓](#)



View south across the 'soak' within the travelling stock reserve.

ARCHAEOLOGY AND HERITAGE STUDY

'THE SPRINGS' FRINGE CAMP

ORANGE NSW

DECEMBER 2019

This project was assisted by the
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through the Heritage Near Me program



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Acknowledgement

OzArk acknowledge Traditional Owners of the area on which this assessment took place and pay respect to their beliefs, cultural heritage and continuing connection with the land. We also acknowledge and pay respect to the post-contact experiences of Aboriginal people with attachment to the area and to the elders, past and present, as the next generation of role models and vessels for memories, traditions, culture and hopes of local Aboriginal people.

EXECUTIVE SUMMARY

OzArk Environment & Heritage (OzArk) has been engaged by Orange City Council (the client) to complete an Archaeology and Heritage Study of 'The Springs' at Orange, NSW (the project). 'The Springs' was a fringe camp occupied by Aboriginal and non-Aboriginal families during the early decades of the twentieth century located on crown reserve land south of Orange, NSW.

The project has several objectives:

- Identify the boundary of 'The Springs' fringe camp
- Consult with Aboriginal community members with a connection to 'The Springs' and the broader Orange area for the completion of the heritage study
- Complete an assessment of cultural heritage significance with the involvement of the Aboriginal community
- Complete an archaeological field survey to identify and record any archaeological sites, artefacts or remnants of structures and/or other items or artefacts of Aboriginal cultural significance
- Assist in the development of recommendations for the future management of 'The Springs' to be documented in a Conservation Management Plan (CMP)
- Assist the client in nominating 'The Springs' for registration on the Orange Local Environmental Plan (LEP).

Aboriginal community consultation occurred with relevant persons with information on 'The Springs' who were willing to share their knowledge. Unfortunately, however, given the time since 'The Springs' was occupied and the fact that few people who lived there are still in the local area little information was gathered other than what was not already known.

The archaeological assessment of the study area was completed by OzArk archaeologists on 4 and 5 June 2019. No new pre-contact Aboriginal sites were identified, and four previously unrecorded historic heritage sites were recorded. An additional 15 historic sites previously recorded in 2010 were revisited during survey. The assessment of the archaeological potential of 'The Springs' concluded that it is not an intact archaeological complex due to high levels of disturbance and the ephemeral nature of the camp.

'The Springs' has local heritage values and is significant to the local Aboriginal community, as well as to the history of Orange. 'The Springs' is an example of Aboriginal and non-Aboriginal people living together cooperatively while enduring the same social struggles during the Great Depression.

Based on the assessed local significance of 'The Springs', the site meets the criteria for registration on the Orange LEP which will ensure its protection. However, nomination of 'The Springs' is challenging as the extent of the camp has not been able to be accurately identified

during the current study. As a result of this, it is recommended that the nomination area include only the travelling stock reserve as it incorporates the area most likely to have been substantially occupied when compared to the remainder of the study area and comprises the most archaeological evidence.

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1 INTRODUCTION

1.1 AIMS AND OBJECTIVES

OzArk Environment & Heritage (OzArk) has been engaged by Orange City Council (OCC; client) to complete an Archaeology and Heritage Study into 'The Springs' at Orange, NSW (the project). 'The Springs' was a fringe camp occupied by Aboriginal and non-Aboriginal families during the early decades of the twentieth century located on crown reserve land south of Orange, NSW.

The project has several objectives:

- Identify the boundary of 'The Springs' fringe camp
- Consult with Aboriginal community members with a connection to 'The Springs'
- Complete an assessment of cultural heritage significance with the involvement of the Aboriginal community
- Complete an archaeological field survey to identify and record any archaeological sites, artefacts or remnants of structures and/or other items or artefacts of Aboriginal cultural significance
- Assist in the development of recommendations for the future management of 'The Springs' to be documented in a Conservation Management Plan (CMP)
- Assist the client in nominating 'The Springs' for registration on the Orange Local Environmental Plan (LEP).

1.2 BACKGROUND

OCC received heritage funding from the Office of Environment and Heritage (OEH¹) 'Heritage Near Me Strategic Project', to complete detailed investigations into 'The Springs'. In addition to the archaeological field assessment and heritage study, a CMP and a Heritage Landscape Plan will also be developed, in consultation with the local Aboriginal community and past residents.

1.3 PREVIOUS STUDIES

Previous heritage and archaeological studies completed relating to 'The Springs' include *Wiradjuri Places Study* (Kabaila 1998); *The Springs Conservation Management Strategy* (OzArk 2010); *Orange Aboriginal Heritage Report* (NTSCorp 2012); and the *Orange, Blayney and Cabonne Aboriginal Study* (Bennett 2016). These studies focus on the past residents of 'The Springs' or archaeological remnants present but do not attempt to define a boundary of the fringe camp.

¹ As of 1 July 2019, OEH is now the Biodiversity and Conservation Division (BCD) of the Department of Planning, Industry and Environment (DPIE).

1.4 CONSTRAINTS AND LIMITATIONS

Very little information is available regarding 'The Springs' as it was not a government managed settlement like other formal reserves or missions in Australia. In addition, given the amount of time that has passed since 'The Springs' was occupied, most past residents are either deceased or are unable to recall the exact location of the camp due to the land use changes since they lived there.

While one of the main aims of the project was to define the extent of 'The Springs', this was unfortunately not able to be achieved despite consultation, completion of the archaeological survey, background research, and analysis of past land use. This result is unsurprising given the ephemeral nature of the camp which was partly comprised of itinerant residents.

1.5 REPORT AUTHOR AND CONTRIBUTORS

Stephanie Rusden (OzArk archaeologist) is the primary author of this report with assistance from Ben Churcher (OzArk Principal Archaeologist) and Dr Jodie Benton (OzArk Director).

1.6 ACKNOWLEDGEMENTS

We are indebted to the Aboriginal community members who either met with us or spent time on the phone discussing the project.

1.7 RELEVANT LEGISLATION

1.7.1 Background

Aboriginal heritage in NSW is managed by a number of state and national Acts. Baseline principles for the conservation of heritage places and relics can be found in the *Burra Charter* (Australia ICOMOS 2013). The *Burra Charter* has become the standard of best practice in the conservation of heritage places in Australia, and heritage organisations and local government authorities have incorporated the inherent principles and logic into guidelines and other conservation planning documents. The *Burra Charter* generally advocates a cautious approach to changing places of heritage significance.

In NSW Aboriginal cultural heritage is currently largely managed by provisions within the *National Parks and Wildlife Act 1974* (NPW Act) which provides protection for all Aboriginal objects (whether they are known or otherwise) and declared Aboriginal places².

There are a range of other heritage protection facilities also available for the purpose of protecting Aboriginal cultural heritage in NSW, including: the *NSW Heritage Act 1977*, which protects the

² See, for example, Aboriginal heritage legislation in NSW: How the Aboriginal heritage system works. Published by the State of NSW and the Office of Environment and Heritage (2012).
<https://www.environment.nsw.gov.au/resources/cultureheritage/20120401system.pdf>.

state's most outstanding heritage items and places, Aboriginal and otherwise; the *Environment Planning and Assessment Act 1979* (EP&A Act) and the *Crown Lands Act 1989* (CL Act).

The EP&A Act is also a key piece of legislation for the management of development in NSW. Cultural heritage is considered to be a part of the environment under this Act and requires that Aboriginal cultural heritage, and the possible impacts to Aboriginal heritage that development may have, are formally considered in land-use planning and development approval processes.

The CL Act enables covenants to be placed over Crown Land to protect environmental, cultural and heritage values before the land is sold or transferred.

The NPW Act remains the core NSW legislation to be relied upon to protect Aboriginal cultural heritage and it operates to do so in a range of ways. Firstly, all Aboriginal objects are automatically protected under this law (including objects which are not recorded or 'known'). Further, places of importance to Aboriginal individuals and communities may be given additional legal protection under provisions of the NPW Act by the following steps:

- Declaration of new Aboriginal Places
- Reservation and management as Aboriginal Areas and national parks
- Formal agreements on the joint management of national parks
- Formal agreements with land owners (Voluntary Conservation Agreements).

To further set out the wide range of additional legislative and regulatory frameworks which have a direct relationship with the protection of Aboriginal cultural heritage in NSW, OEH 2012: 5–6 is reproduced as **Figure 1-1** and **Figure 1-2**.

In essence, if there are any steps that a party is anticipating taking which might potentially have an impact on Aboriginal heritage then the overarching form of protection is to take reasonable steps to identify any such potential impacts in relation to the various Acts and regulations described below.

Figure 1-1: Aboriginal Heritage Legislation in NSW (1)

Legislation / Policy	Agency	Relevance to Aboriginal culture and heritage
<i>National Parks and Wildlife Act 1974</i>	Office of Environment and Heritage	Provides for the protection of Aboriginal objects and declared Aboriginal Places in NSW; and to foster appreciation, understanding and enjoyment of Aboriginal cultural heritage. Provides protection by establishing offences for 'harm' (damage, destroy, deface or move). Requires that information on Aboriginal cultural heritage be maintained in the Aboriginal Heritage Information Management System (AHIMS). Allows for the reservation of Aboriginal Areas and for the co-management of some national parks through Boards of Management.
<i>Heritage Act 1977</i>	Office of Environment and Heritage (Heritage Branch)	Lists and gives protection to places of Aboriginal heritage significance that are of 'State' heritage significance on the State Heritage Register. Consultation is undertaken with Aboriginal groups for places listed specifically for Aboriginal significance.
<i>Environmental Planning and Assessment Act 1979</i>	Local government councils	Provides planning controls and requirements for environmental assessment. Oversees land-use planning for local areas. Compulsory clause in standard Local Environmental Plan template specifically for conservation of locally significant Aboriginal heritage.
<i>Crown Lands Act 1989</i>	Department of Primary Industries	Sets out processes and principles for using and managing Crown land. The Act enables covenants to be placed over Crown land to protect environmental and cultural and heritage values before the land is sold or transferred.
<i>Aboriginal Land Rights Act 1983</i>	Aboriginal Land Councils	Establishes a system of Local Aboriginal Land Councils (LALC) across NSW. LALCs and NSWALC can also acquire and deal in land and negotiate agreements for access to private land for cultural resource use. LALCs have a role in the protection and promotion of awareness of Aboriginal culture and heritage.
<i>Native Title Act (NSW) 1994</i>	Aboriginal Affairs NSW	Enables full ownership of land via native title as well as provision for making agreements via Indigenous Land Use Agreements (ILUA).
<i>Forestry Act 1916</i>	Department of Primary Industries (DPI)	Allows for the co-management of State Forests. Boards of Management have been established and resourced for three State Forests. Under this Act, Aboriginal people can gain access to state forests for obtaining forest products and materials.
<i>Catchment Management Authorities Act 2003</i>	Catchment Management Authorities (CMAs; 13 in NSW)	Aboriginal Reference Groups and Advisory Committees advise CMAs. Aboriginal employment facilitated via projects funded through the Commonwealth 'Caring for Country' program.

Figure 1-2: Aboriginal Heritage Legislation in NSW (2)

Legislation / Policy	Agency	Relevance to Aboriginal culture and heritage
<i>Fisheries Management Act 1994;</i> <i>Marine Parks Act 1997</i>	Department of Primary Industries (DPI)	The <i>NSW Indigenous Fishing Strategy</i> supports involvement of Aboriginal people in fisheries management and aquaculture. The Fisheries Management Act issues permits for taking fish for cultural community events. The Marine Parks Act permits Aboriginal cultural resource use in certain areas/zones of marine parks in particular circumstances.
<i>Rural Fires Act 1997;</i> <i>Bush Fire Environmental Assessment Code</i>	Rural Fire Service	When hazard reduction and wildfire control is carried out, Aboriginal heritage is taken into account via AHIMS (Aboriginal Heritage Information System) searches and consideration of relevant management plans.
<i>Water Management Act 2000</i>	Office of Water	Aboriginal representation on water management committees; Aboriginal cultural access and community development licences as part of Water Sharing Plans.
<i>Game and Feral Animals Control Act 2002</i>	Game Council of NSW	Certain Aboriginal people are exempt from licence requirements for hunting feral animals.
<i>Land Acquisition (Just Terms Compensation) Act 1991</i>	Minister for Aboriginal Affairs	An authority of the State of NSW may acquire land in exceptional circumstances.
<i>Threatened Species Conservation Act 1995</i>	Office of Environment and Heritage	Requires that Aboriginal people's interests be considered in threatened species recovery plans.
<i>NSW Cultural Resource Use Framework</i>	All NSW Government agencies	Enables access to land for cultural purposes; outlines processes of community engagement to be undertaken for public lands.

1.7.2 Local Environmental Plan

In NSW a Local Environmental Plan (LEP) protects Aboriginal heritage items within a local government area (LGA). The Orange LEP of 2011 notes at section 2 (v) that the Orange LEP aims to protect and enhance and conserve '*places and buildings of archaeological or heritage significance*' and further sets out currently listed places of environmental significance in Schedule 5.

1.7.3 State Legislation

National Parks and Wildlife Act 1974 (NPW Act)

As presented above in **Figure 1-1**, the NPW Act provides for the protection of Aboriginal objects and declared Aboriginal Places in NSW.

In cases where there is no way to avoid directly impacting an item or place with Aboriginal heritage significance then a process of applying for a permit to impact Aboriginal heritage is available through the NPW Act. To quote from OEH 2012: 8:

The NPW Act also contains the process to help people determine that their actions will not harm Aboriginal objects. The process is described in the OEH guideline titled Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW (2010). If the due diligence process shows that an activity such as development may harm an Aboriginal object or declared Aboriginal Place then the developer must investigate, assess and report on the harm that may be caused by that activity. This second process is described in the OEH guideline titled Guideline to Investigating, Assessing and Reporting on Aboriginal Cultural Heritage in NSW (2011). Where harm to an Aboriginal object cannot be avoided, an application for an Aboriginal Heritage Impact Permit (AHIP) must be made by the developer. These permits are issued at the discretion of the Director General. All AHIP applicants must undertake consultation with Aboriginal communities in accordance with the NPW Regulation.

If a developer harms an Aboriginal object or declared Aboriginal Place without an AHIP, the developer has broken the law and can be prosecuted in the courts. The NPW Act identifies a number of defences and exemptions to the offence of harming an Aboriginal object or declared Aboriginal Place

OEH 2012: 8

Heritage Act 1997

The *Heritage Act 1977* (Heritage Act) is applicable to the current assessment. This Act established the Heritage Council of NSW. The Heritage Council's role is to advise the government on the protection of heritage assets, make listing recommendations to the Minister in relation to the State Heritage Register, and assess/approve/decline proposals involving modification to heritage items or places listed on the Register. Most proposals involving modification are assessed under Section 60 of the Heritage Act.

Automatic protection is afforded to 'relics', defined as 'any deposit or material evidence relating to the settlement of the area that comprised New South Wales, not being Aboriginal settlement, and which holds state or local significance' (note: formerly the Act protected any 'relic' that was more than 50 years old. Now the age determination has been dropped from the Act and relics are protected according to their heritage significance assessment rather than purely on their age). Excavation of land on which it is known or where there is reasonable cause to suspect that 'relics' will be exposed, moved, destroyed, discovered or damaged is prohibited unless ordered under an excavation permit.

1.7.4 Commonwealth Legislation

There is Commonwealth legislation of relevance but in NSW all state avenues would have been exhausted prior to looking further afield. The Australian Government *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* may be relevant where state-based processes are unable to protect any item under threat of injury or desecration that is of importance to an Aboriginal community. The Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* may also be relevant to some development proposals, particularly where there are heritage values which are of national heritage significance.

2 THE STUDY AREA

2.1 DELINEATION OF THE STUDY AREA

As it was poorly documented, the exact extent of 'The Springs' is unknown; except that it occupied crown land to the south of Orange, (**Figure 2-1**). As such, past oral accounts, heritage studies, land ownership, and parish maps have been considered in an attempt to delineate the study area.

Based on the known general location of The Springs settlement, the study area for the project encompasses approximately 130 hectares (ha) of crown land including the former rifle range in the north; a travelling stock reserve (TSR) corridor located between Forest Road, Shiralee Road, Hawke Lane and Rifle Range Road in the west (hereafter referred to as the Hawke Lane TSR), and the remainder of land currently used for agricultural purposes and managed by Department of Industry (**Figure 2-2**).

Figure 2-1: Location of the study area in relation to Orange.

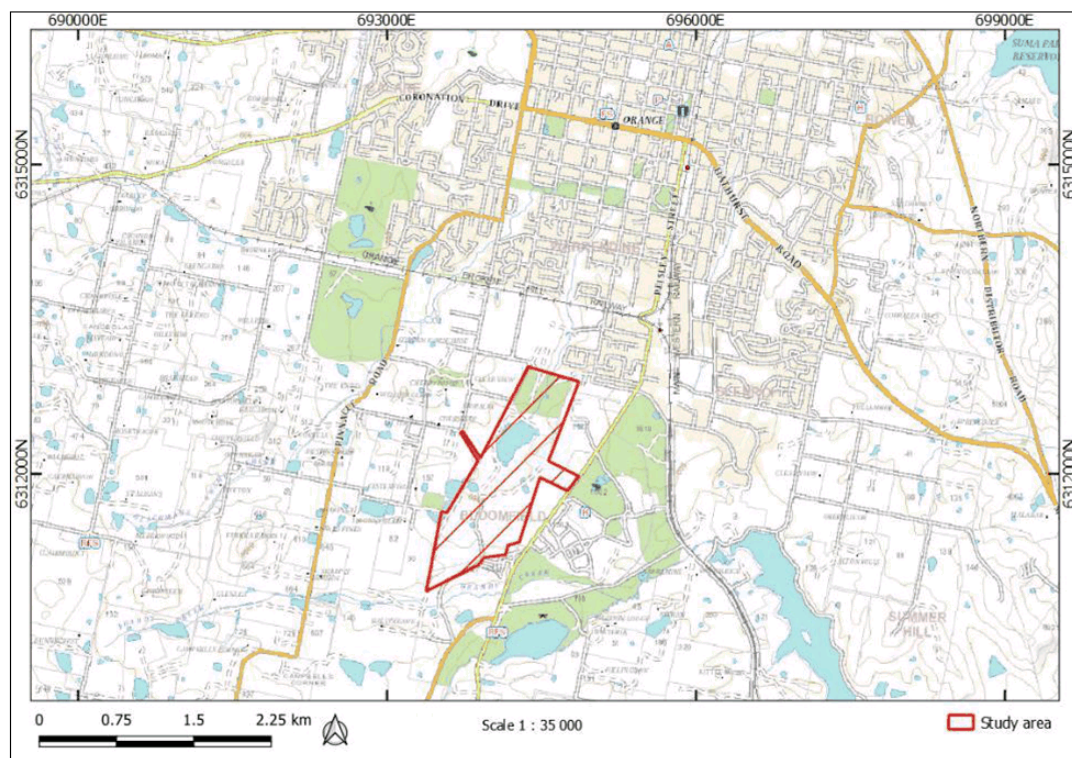
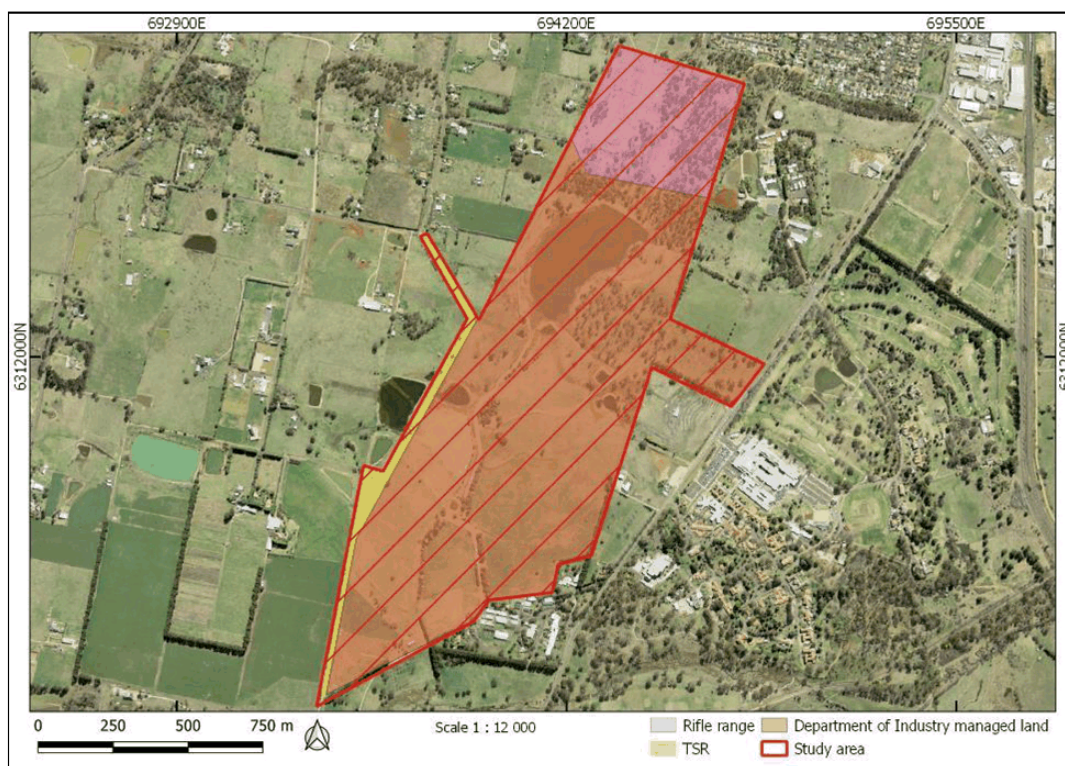


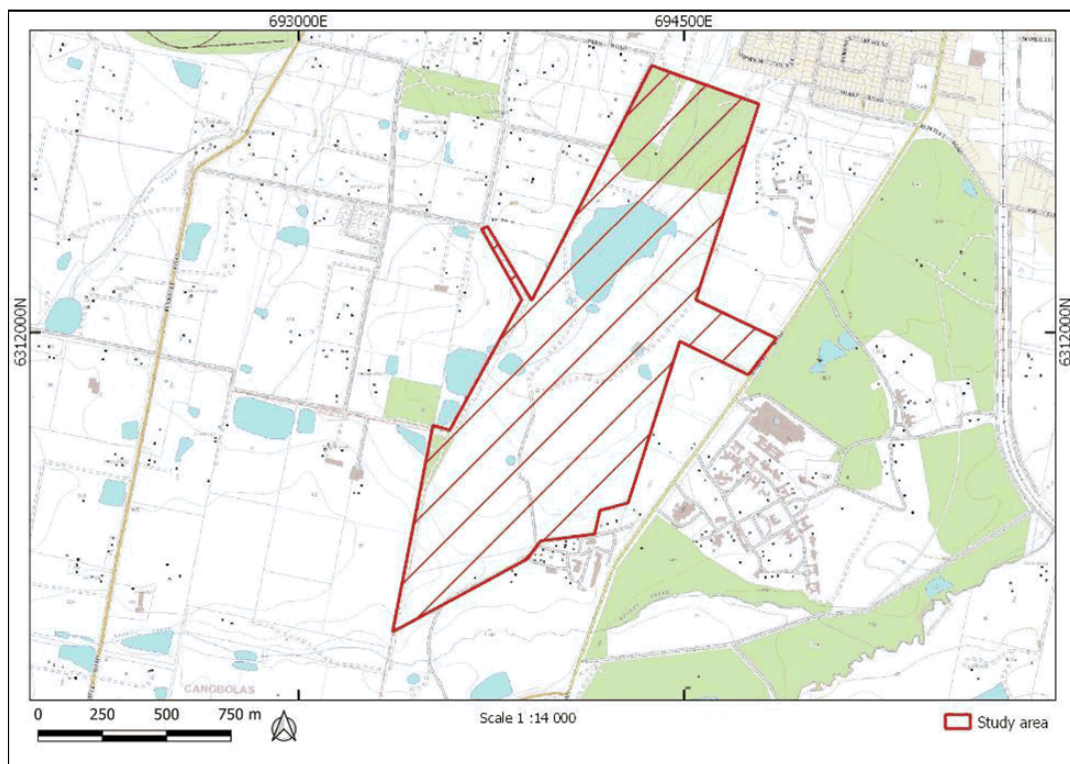
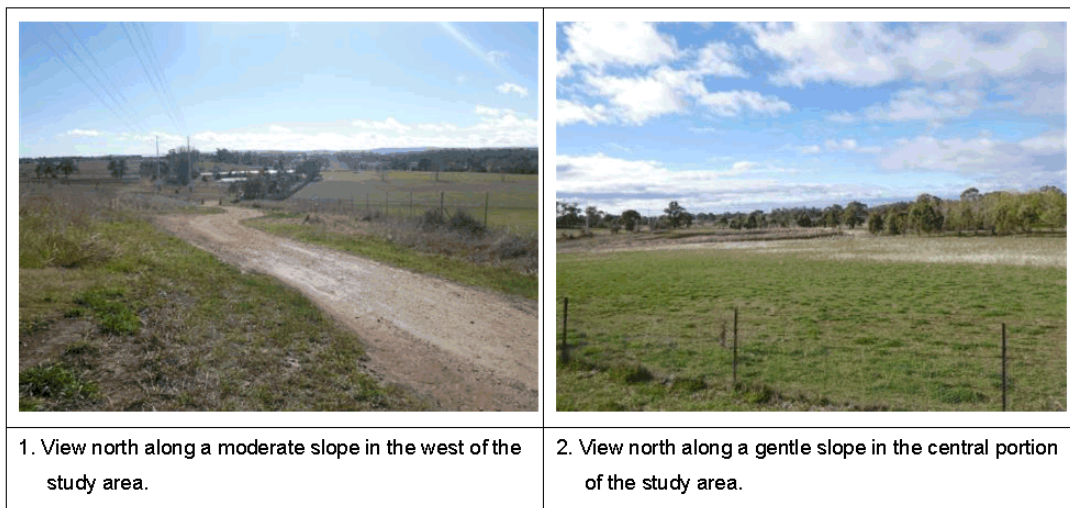
Figure 2-2: Aerial of the study area showing current land use.

2.2 ENVIRONMENTAL CONTEXT

An understanding of the environmental contexts is a particularly important consideration for understanding occupation and the detection of archaeological sites, particularly Aboriginal pre-contact sites. In addition, natural geomorphic processes of erosion and/or deposition, as well as humanly activated landscape processes, influence the degree to which these material culture remains are retained in the landscape as archaeological sites; and the degree to which they are preserved, revealed and/or conserved in present environmental settings.

2.2.1 Topography

The study area is located within the South Eastern Highlands bioregion (Orange subregion) (NPWS 2003: 203–209) and the Canobolas Sheet Basalt landscape unit (Mitchell 2002: 86). The Canobolas Sheet Basalt Mitchell landscape unit includes undulating plains with general elevation between 950 and 1200 metres (m) and local relief to 100 m. The topography of the study area is consistent with the Canobolas Sheet Basalt landscape unit exhibiting an undulating plain with gentle to moderate slopes and low crests (**Figure 2-3** and **Figure 2-4**). Those areas adjacent to water are generally flat (**Figure 2-4**; image 4).

Figure 2-3: Aerial showing the study area.**Figure 2-4: Topography of the study area.**

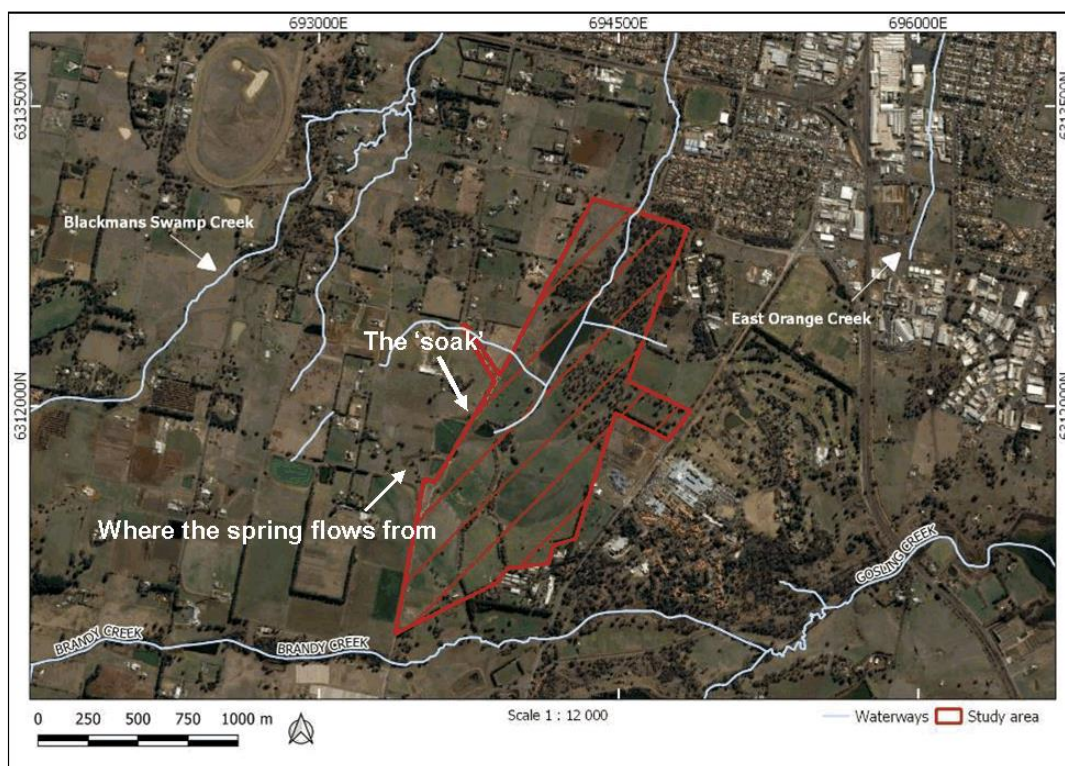
	
<p>3. View south towards a low crest within scattered basalt rocks.</p>	<p>4. View east across a flat landform adjacent to the drainage line with a low crest in the background.</p>

2.2.2 Geology and soils

Soils of the Canobolas Sheet Basalt landscape unit are typically composed of red-brown loams and yellow-brown texture-contrast soils on lower slopes and is often associated with outcropping basalt rocks (**Figure 2-4**; image 3).

2.2.3 Hydrology

The study area is situated within the Lachlan Upper Slopes Catchment Management Area; thus, all water eventually drains towards the Lachlan River. The study area is traversed by a north–south flowing drainage line (often referred to as Rifle Range Creek) currently associated with sizeable farm dams which have impacted the natural flow of the drainage line (**Figure 2-5** and **Figure 2-6**; image 1). This drainage line is a tributary of Blackmans Swamp Creek which flows from a spring in the west and feeds a ‘soak’ that dominates the central section of the Hawke Lane TSR in the west of the study area (OzArk 2010) (**Figure 2-6**; image 2). Additional areas of water pooling along in the drainage line are evident in the north of the study area.

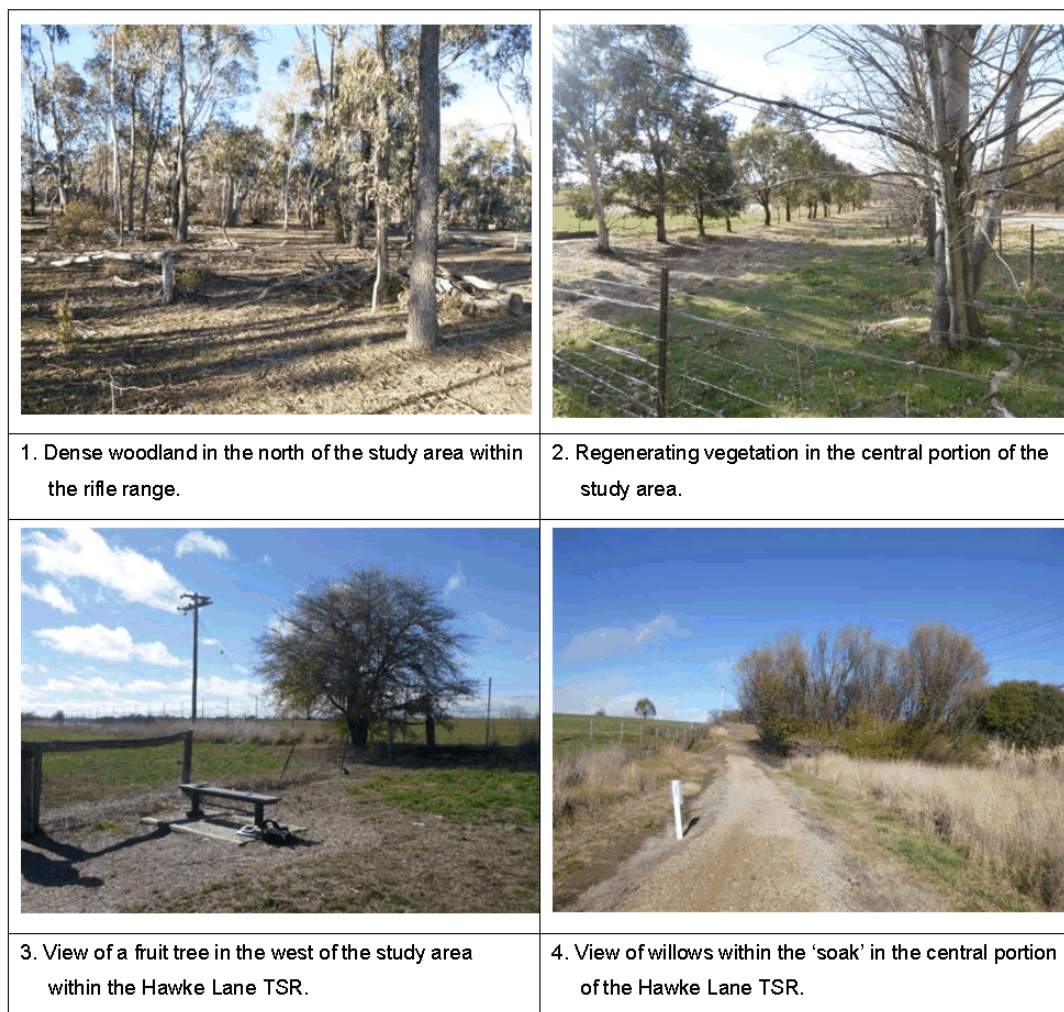
Figure 2-5: Map showing hydrological features within and surrounding the study area.**Figure 2-6: View of the drainage line and 'soak'.**

2.2.4 Vegetation

Vegetation within the study area is varied (Figure 2-2). Much of the north of the study area is densely vegetated by mature and regrowth eucalypt species (Figure 2-7; image 1). The central and south portions of the study area have likely been subject to land clearance for agricultural purposes. These areas consist of remnant stands of mature, native vegetation, stands or

regrowth vegetation and planted pine trees (**Figure 2-7**; image 2). Dispersed deciduous fruit trees and box trees are present throughout the Hawke Lane TSR in the west and a thick stand of willows covers most of the soak. OzArk (2010) speculated that the fruit trees are likely descendants of original plantings associated with 'The Springs' camp (**Figure 2-7**; images 3 and 4).

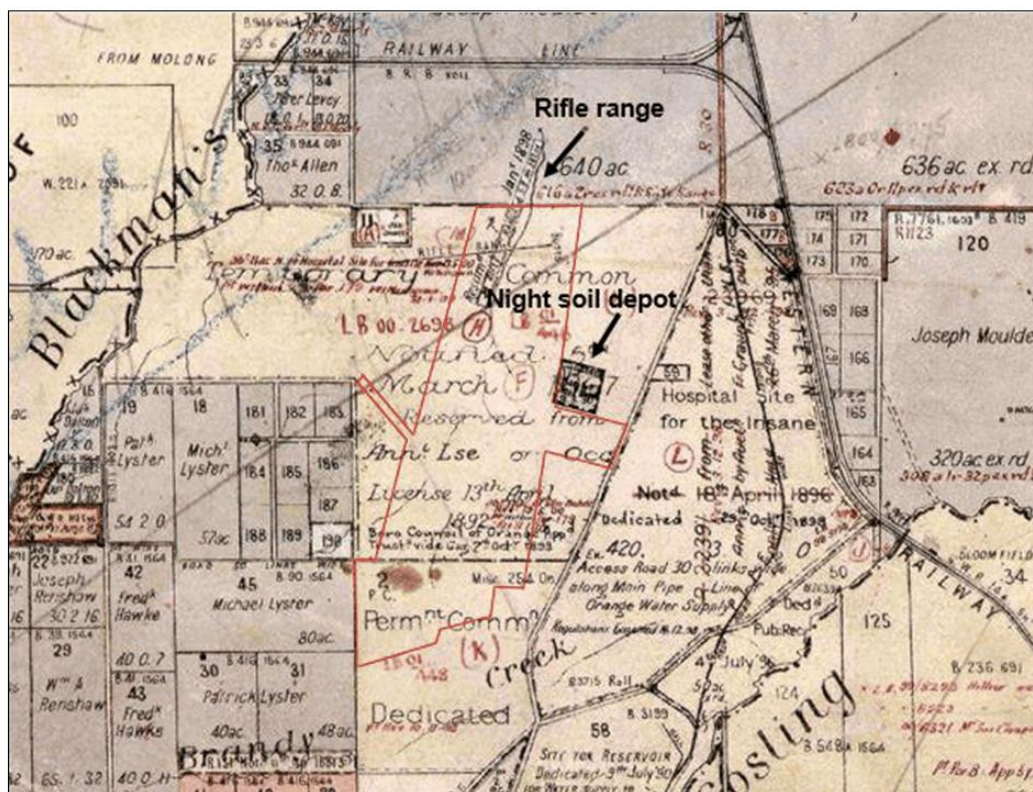
Figure 2-7: View of varying vegetation within the study area.



2.2.5 Land use history

A parish map of the County of Bathurst, Parish of Orange from 1897 shows the designation of land for the rifle range, with the majority of land left as a temporary town common. A night soil depot is on an adjoining block to the east (**Figure 2-8**).

Figure 2-8: Plan of the County of Bathurst, Parish of Orange from 1897 (source: <http://images.maps.nsw.gov.au/pixel.htm>).



By 1930, the land surrounding the study area had been subdivided and was under private ownership. The study area itself was reserved crown land and later managed by the Agricultural Research Station (Figure 2-9). The north of the study area remained reserved for the rifle range and the southwest was designated as a TSR. Many private properties surrounding the study area were associated with orchards from the early 1900s onwards, including Parkwood Orchards. Orchards were abundant in the south of Orange as shown in a 1934 and 1935 sketch plan of Orange completed by the Australian Army Survey Corps (Figure 2-10).

Figure 2-9: Plan of the County of Bathurst, Parish of Orange from 1930 (source: <http://images.maps.nsw.gov.au/pixel.htm>).

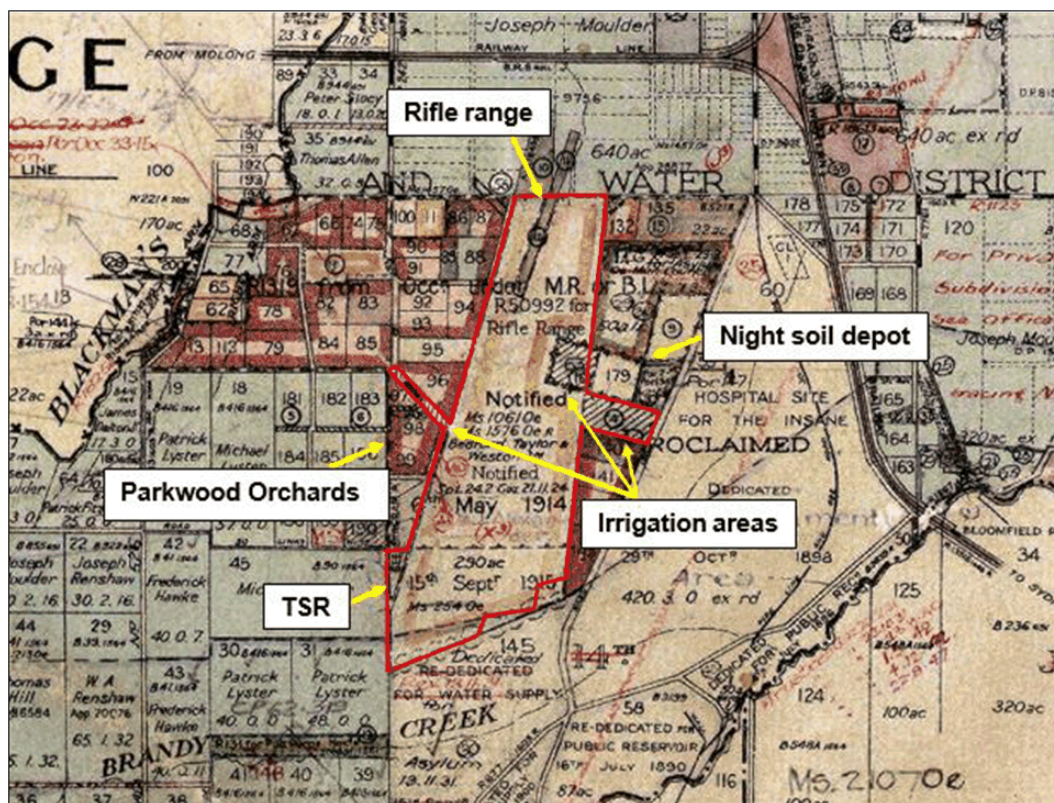


Figure 2-10 and Figure 2-11 detail land use in south Orange, which mostly comprised of agricultural activities i.e. orchards and cultivation, as well as the density of vegetation. Major features such as Bloomfield hospital, the racecourse and the stockyards are also noted, however, there is no indication of the fringe camp.

An aerial drone photograph taken in south Orange partially captures the study area, however, the angle at which the photo has been taken and distance from the study area makes it difficult to distinguish any features, such as temporary dwellings, to indicate where people at 'The Springs' were living (Figure 2-12).

The earliest aerial photograph able to be accessed which includes the study area is from 1954 (Figure 2-13). Unfortunately, no remnants of 'The Springs' identifiable within the image, and it is likely that by this time, the area had largely been cleared of any makeshift houses.

This is a detailed topographic map of a rural area, likely in the early 20th century. The map shows various land uses including 'RACECOURSE', 'PASTURE', 'CULTIVATION', 'LIGHT', 'MEDIUM', 'OPEN', 'MENTAL HOSPITAL', and 'WATER TOWER'. A prominent red outline highlights a specific area in the center, which appears to be a large field or pasture. The map also features contour lines, roads, and a river or stream on the right side.

Figure 2-11: 1938 sketch plan showing the density of vegetation (source: Royal Australian Survey Corps 1938).

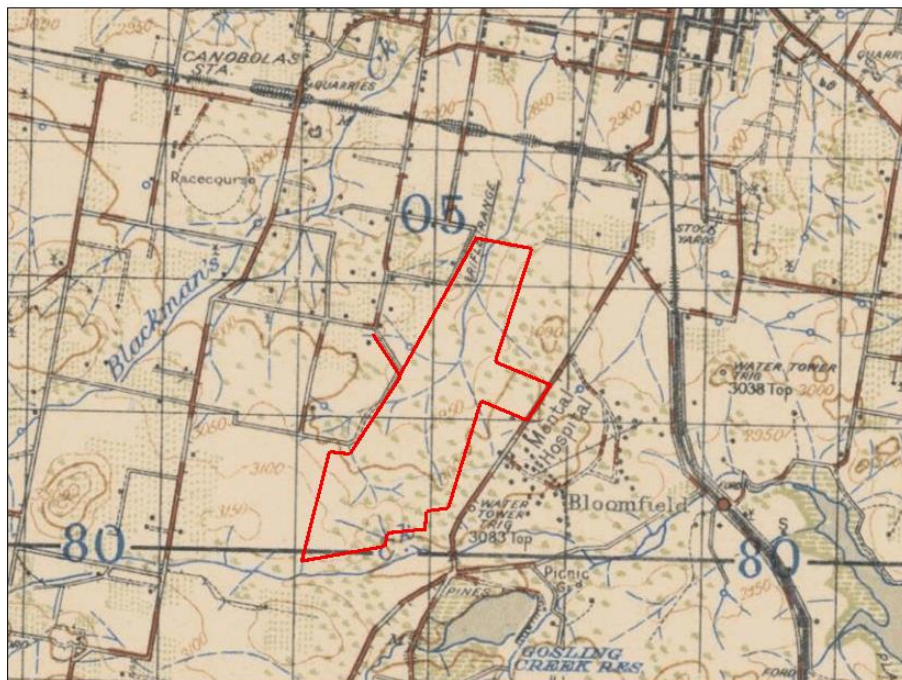


Figure 2-12: 1937 Orange dome aerial photograph (source: Orange dome MAP Aerial). Approximate location of the study area indicated.



Figure 2-13: Aerial photograph from 1954 encompassing part of the study area (source: City of Orange 1950–1959).



2.2.6 Existing levels of disturbance

Current disturbances throughout the study area are documented below according to area:

- Rifle range:
 - Two ranges have been constructed with associated disturbances including vegetation clearance and earthworks
 - Construction of sheds.
- Hawke Lane TSR:
 - Construction of a walking track
 - Installation of park benches.
- Additional crown land
 - Construction of dams
 - Cultivation
 - Graded access roads

- Livestock grazing
- Vegetation clearance.

2.2.7 Conclusion

Topography and hydrology: The flat and sloping landforms which dominate the study area would not have been an impediment to movement or occupation (camping) by traditional Aboriginal people in the past. However, occupation of this area in antiquity by Aboriginal people would most likely have been limited to transient habitation resulting from movement across the landscape to other areas which provide more stable and abundant resources such as Brandy and Gosling Creeks to the south. The original pre-dam creek line (Rifle Range Creek) would have constituted a useful watercourse for the mid-twentieth century Aboriginal and non-Aboriginal settlement at 'The Springs'.

Geology and soils: The soils that characterise the study area are relatively stable. Basalt is present throughout the study area, particularly on slopes and crests. This material would have been a suitable resource for traditional stone tool making and may have been a resource post-contact in the construction of dwellings.

Vegetation: Mature, native species which would have been present within the study area in antiquity would have provided resources for Aboriginal people in the past, however, resources likely to have supported a large population of people would have been present closer to the banks of more permanent water sources including Brandy and Gosling Creeks. In post-contact times, bark removal may have been continued to be used within the settlement for the construction of dwellings, and other various tools, vessels and commodities.

Land use: The existing levels of disturbance across the crown land managed by Department of Industry is likely to have removed or significantly displaced any features or artefacts (both traditional and post-contact) and therefore the chances of being able to conclusively identify any features in the area are very low. Due to the levels of previous disturbance, OzArk (2010) notes that the extant archaeological features, such as building foundations and walls, previously identified within the Hawke Lane TSR display significantly reduced integrity. The distribution of stone blocks remains concentrated on the western side, however those on the ground surface today appear relatively scattered and clustered in groups of two to six stones, particularly in the south (OzArk 2010). Those in the north are generally larger and less dispersed. Metal artefacts within the area also appear to be situated in disturbed deposits, consisting of some dispersed items and clumps of chicken wire and / or corroded and twisted metal items.

3 ABORIGINAL COMMUNITY CONSULTATION

3.1 ABORIGINAL COMMUNITY CONSULTATION

The current study has aimed to actively involve the Aboriginal community to assist in documenting the history of 'The Springs', defining an extent for the settlement, and identifying the significant values associated with the area.

An advertisement for a proposed workshop was placed in local Orange newspaper, as well as surrounding areas such as Blayney and Cowra by the OCC. The advertisement was also posted on the OCC and the Orange Local Aboriginal Land Council website. The workshop was held in Orange at the Winhanganha Aboriginal Learning Centre at the TAFE Western Institute on 3 June 2019 following a Reconciliation morning tea. Unfortunately, no local Aboriginal community members with knowledge regarding 'The Springs' were able to attend the workshop.

Due to the lack of attendees to the workshop, OzArk undertook consultation with relevant Aboriginal persons with connections to 'The Springs' who were able to be contacted from 7 June 2019 to 25 June 2019. This consultation was in the form of phone calls to relevant Aboriginal agencies and individuals, along with supporting emails and mail.

Those contacted who wished to share information are documented below.

Joyce Williams (7/6/19)

I mostly remember how fresh the water at 'The Springs' was. The spring was on private property, but the landowner used to let us onto his property to get water. I can't remember what his name was, but he was nice to us. The creek ran from the railway down to the rifle range and further south. There were about nine humpies when I first moved there and lots of children, and the camp was almost in a V shape. Lots of white people who lived there in the laneway who were pensioners, they didn't do any fruit picking and vegetables too. We all got along well. It was a quiet place. Other people camp for fruit picking, they would come for 2–3 weeks and we did some too. We picked blackberries and collected them in kerosene buckets to sell them to Sydney and they would make jam out of them. We picked cherries too, I had a friend at school, I think his name was Denny Clair, his grandfather owned an orchard near 'The Springs'. My mother grew some of her own fruit and vegetables. We didn't eat traditional food there; our main food that we lived off was rabbit stew. We all collected material for our humpies from the rubbish tip nearby, fibro and that sort of thing and we built a fire place inside the humpy from mud and brick to keep us warm. We had about three rooms in our humpy. I remember Mr O'Sullivan, he was a white man, who had his own tank. Other white people were the Woods sisters, the Alexander brothers, and an old man whose name I didn't know but we called him 'Deafie'. We also used to walk to the shop at Bloomfield which was about one mile from the camp. I had a

nice time at 'The Springs'. I remember we used to skate on the ice when the spring froze. We used to walk through the rifle range and over the railway bridge to get into town, people weren't camping in there. And we would pick an apple on our way, the granny smith apples, and we would knock them on a post, so they were really juicy. The Minister [Protestant] would come for Sunday School. We rode bikes or caught the bus to school at Top Convent Catholic School then I asked if I could go to the East Orange Convent with a relative. My brother went to the Brothers School on the main street. If we caught the bus, we got it at Bloomfield and we used to see planes flying at the park. I lived at 'The Springs' until I was about 13 or 14 when started work at the hospital as a cleaner in town and I lived there too. I remember going to the movies every Friday night at the Australian Theatre.

Rebecca Ingram (7/6/19)

My mother, Josie Ingram lived at 'The Springs'. She was born in 1938 in Orange hospital and lived at 'The Springs' until she was about two or three. Her sister Frances was also born there in 1936. Mummy told me they had nice freshwater there. She lived in a humpy and her mother picked fruit until they moved to Cowra. My mother's, mother, Eva, was the first Aboriginal woman living at 'The Springs'.

Glen Reid (7/6/19)

I remember visiting 'The Springs' when I was around 5 or 6. My mum knew an older lady that lived there, and we used to see her when we were visiting my dad across the road at Bloomfield. Everyone was living in humpies close together along the creek line.... I can't remember if people lived in the rifle range, but I remember there were lots of thorn bushes around.

On 21 June 2019, former resident Ms Williams was taken to the Hawke Lane TSR within the study area to try and identify the main location where people were living and where the spring was that they gathered water from (**Figure 3-1**). Unfortunately, due to changes to the landscape in the interim, particularly the construction of two large dams on the adjacent private property post-1954, Ms Williams was unable to identify these features of the camp. Ms Williams initially recalled that people were not camped near the rifle range noting that "they wouldn't let us camp in there", however when later describing the layout of the camp in a 'V shape' she described families camping near the rifle range. Ms Williams also remembered a house at the start of the laneway (northern end) where they used to purchase eggs and that Mr Hawke who lived on the opposite side used to grow his strawberries and tomatoes into the laneway.

The OzArk consultation log is included in **Appendix 1**.

Figure 3-1: Joyce Williams during a site visit to 'The Springs'.



This section provides an analysis of primary and secondary sources relating to occupation of the Orange area. This supports the analysis of the site to provide clarity on the extent of 'The Springs' and potential for archaeological relics.

According to Tindale's (1974) and Horton's (1994) maps of tribal or ethno-linguistic boundaries, the Wiradjuri occupied the northern parts of the South Eastern Highlands bioregion in the vicinity of Orange and Bathurst (**Figure 4-1**). As such, the study area falls within the Wiradjuri ethno-linguistic group. The Wiradjuri are typically described as a large language group or tribal nation extended over a considerable area of New South Wales, comprising many individual groups. Pearson (1981: 81) suggests that one Wiradjuri clan occupied the Wellington area, another occupied the Bathurst region and another the Mudgee–Rylstone locale. It is acknowledged that use of the term 'tribe' and the delineation of 'tribal boundaries' on maps is problematic; however, distinctive ethno-linguistic groups are known to exist.

The closest earliest reference to Aboriginal culture in the Orange area dates to 23 April 1817 when John Oxley passed by Limestone Creek, south of Mount Canobolas, describing the surroundings as 'a beautiful picturesque country of low hills and fine valleys well-watered' (Whitehead 2003: 351). Further to the southwest, Oxley met with Aborigines at the Lachlan River carrying stone hatchets and possum skin cloaks; he then returned to Bathurst along the Bell and Macquarie rivers north of Orange in late August. He noted the abundant resources of the areas adjacent to the Macquarie River (which included emus, ducks, swans, fish, and freshwater muscles) and that the country has running waters everywhere and on every hill was a spring (Rawson 1997: 8).

Several firsthand accounts of contact with Aboriginal people still living a tribal life within the general region are available, providing insight into aspects of daily life. Miss Jane Piper, the daughter of Captain Piper and owner of "Alloway" and "Westbourne" at Bathurst, wrote in her diary:

In the 1830s, there was a large camp of Aborigines near "Westbourne". Their shelters were made of bark under which an Aboriginal man, his mate and their piccaninnies slept at night. If they owned any dogs these would sleep with them in their 'gunyah' to help keep them warm. The men provided food, consisting of kangaroo, opossums, lizards, snakes and other delicacies. The women cooked them by throwing them on to hot coals, skinned but not disembowelled. When they were cooked, they were laid on a piece of bark and the man sat down to eat, his woman seated at his back. He tore the food to pieces with his fingers and threw the bones over his shoulder to his lubra, who then gnawed them and passed them on to the dogs (McBurney 1995).

A fight between the local Aboriginal people and an outside tribe was also described by Miss Piper, who interpreted the fight as being over women, whereby the non-local tribe had come into the area to steal a woman:

They used spears, nulla nullas, boomerangs and womerahs. A European sympathiser persuaded one of the local tribes to allow him make the warrior of the home (local?) tribe into a devil. This he did by fastening two bullocks' tails to a thick cord, made from grass, tying them around the man's waist. His hair was plastered down with pipeclay, and he had red circles around his eyes and red streaks around his body. The Bathurst Tribe won, but the victory cost six lives. It is not known what happened to the woman, perhaps she escaped!

The fallen heroes were buried with much ceremony, the bodies in a sitting position with their heads bowed on their knees. The war weapons of the dead were placed inside the opossum skin rug in which each body was buried. During the burial the women cried and wailed, the dead man's woman cut her head and body severely causing streams of blood

to flow freely. The men and women joined in a sort of chant to tell of the deceased's virtues. When the women died they were buried anywhere (McBurney 1995).

On matters of ceremony she writes:

The mystic rites of the Aborigine were frequently carried out in secrecy, but when a young man was initiated he had his front tooth knocked out and was then considered to be eligible for matrimony (McBurney 1995).

The only reference found that relates more specifically to Orange, names Blackmans Swamp, whereby the early settlers note that the area was still home to hundreds of natives who roamed the district.

4.2 EARLY EXPLORATION AND SETTLEMENT

John Oxley, when returning from Wellington in August 1817, camped approximately 40 kilometres (km) north of Orange. He noted that the country was very rugged, and it was difficult to make his way through. In 1818 he returned to the general area, this time avoiding the rugged hills and passing through the area known today as Ophir. Two years later James Meehan, a surveyor, became temporarily lost in April 1820 on his way across country to Bathurst (it is unclear where originated from) and his party was believed to have been the first white men to camp in what is now Orange City.

In 1823 the Chief Constable at Bathurst was given the task of finding a route to Wellington from Bathurst so that a convict station could be established. The Chief Constable's name was John Blackman and 'Blackmans Swamp' is thought to have been named after him (McBurney 1995). Others note that there is no evidence that Blackman had a station at Orange as the only holdings he was granted were in Bathurst.

In the mid-1820s several squatters were using the general area and a government station was established on Fredrick's Valley Creek, now Dairy Creek at the southern end of the study area, because of the distance between Wellington from Bathurst. A slab and bark hut and stock yards were erected to provide accommodation for stockyard keepers and shepherds. This rapidly changed the character of the region as it was now opened up for private settlement once Governor Darling redefined the limits of location in 1826 (DUAP 1996).

The surveyor J.B. Richards was commissioned to undertake survey of the road to Wellington and in 1829 he sketched a reserve for a village on a Parish plan marked Orange. This is the first time this name was applied to the area. In 1837 Major Bowler, then stationed at Windsor, was redeployed with a detachment of the 80th Regiment to Bathurst where he was then appointed as the police magistrate at Carcoar.

Major Bowler later settled on a small property named "The Meadows" at Blackmans Swamp near the study area (McBurney 1995). Blackmans Swamp at this time was reported to have a one-roomed store, a post office and a lock up.

Major Thomas Mitchell during his exploration of the interior also uses the name 'Orange' to describe the area. 'Orange' is believed to have derived its name from a fellow British Officer (the Prince of Orange) and fellow aides-de camps to the Duke of Wellington whom they both served with during the Napoleonic wars. Mitchell's journal entry on 5 April 1838 first mentions Mt Canobolas and the following day he climbs the mountain. His subsequent report to the Governor was used to officially recognise the name of the place.

In 1846, a proclamation was issued from the NSW Government that defined the location of extent of the Village of Orange. When the Governor travelled to the district in December 1846, he noted in a speech that about 1,500 people resided in the district of Fredrick's Valley, Summer Hill, Blackmans Swamp and Byng (McBurney 1995).

Settlement in the area was low key until the 1850s when alluvial gold was discovered at Ophir in 1851. From this point on pastoral leases were more and more frequently bought and sold and the boom in mining and mineral exploration in the region lead to the continued expansion of the village to become Orange City.

4.3 ABORIGINAL POST CONTACT HISTORY

4.3.1 Board for the Protection of Aborigines (1883–1940)

The Board for the Protection of Aborigines (APB) was established by the Executive Council of the NSW Parliament on 2 June 1883. The APB consisted of six members appointed by the Governor with the Inspector General of Police as chairman. At weekly meetings the APB discussed and made 'recommendations concerning the general protection of the State's Aboriginal population' [State Records of NSW, Agency Detail] (OzArk 2018).

The APB drafted the regulations for the management of Aboriginal stations at Brewarrina, Cumeroogunga and Warangesda that were issued in February 1895. Regulations provided for the establishment of a local board with representatives elected by the APB and to include the local police superintendent. The local boards duties included:

- Inspecting the station at least monthly and report to the APB with recommendations
- Inquiring into complaints made about the station
- Advising the manager about discipline, work to be done and other matters related to management
- Countersigning requisitions for stores and expenditure.

The APB had no statutory power until the passage of the *Aborigines Protection Act 1909* (Act No.25) under which it was reconstituted. The purpose of the new Board was stated as '*to exercise a general supervision and care over all matters affecting the interest and welfare of Aborigines, and to protect them against injustice, imposition and fraud*' [State Records of NSW, Agency Detail]. Under the new Board local committees or guardians were appointed to stations and reserves and had similar responsibilities to the previous committees [State Records of NSW, Agency Detail].

The *Aborigines Protection Amending Act of 1915* extended the powers of the Board to '*assume control and custody of Aboriginal children...in the moral or physical interest of the child*'. Other changes to the Board included the appointment of Inspectors of Aboriginal people and the abolition of local committees and guardians. Amendments to the Act in 1918 and 1936 imposed further restrictions on Aboriginal people's movements and activities. A Parliamentary Select Committee established in 1937 was formed to investigate the administration of Aboriginal people, recommending that the Public Service Board investigate the work of the Board. Some of the recommendations included the assimilation of Aboriginal people into the community away from the reserves, stations and homes into which they had been forcibly removed from the late 19th century. Other changes proposed included the development of a housing program and education and training schemes. The reconstitution of the Board was also recommended, and the organisation was replaced by the Aborigines Welfare Board in 1940 [State Records of NSW, Agency Detail].

The APB was replaced by the Aborigines Welfare Board in 1940. By 1945 there had been a decrease of the number of people living on stations and an increase of those on reserves. Government assistance of £3,000 for the acquisition of homes had been approved but post-war restrictions on materials and the purchase of land created difficulties. The Board's powers had been expanded and they were now authorised to acquire land, build houses and sell or lease them with the eventual intention of Aboriginal families acquiring them [Annual Report Board for the Protection of Aborigines].

The Annual Report of the Board in June 1968 claimed that in the last decade many advances had been made in Aboriginal affairs and 'discriminatory legislation removed from the statutes'. J. Morgan and L. Darcy were the aboriginal representatives on the Board in this year. In 1969 the Board was abolished to be replaced by the Aborigines Welfare Directorate, Department of Child Welfare and Social Welfare (later the Aboriginal Services Branch, Youth and Community Services) [State Records NSW, Concise Guide, Aborigines Welfare Board].

4.3.1.1 Relation to Orange

Annual reports from the APB provide brief details about the lives of Aboriginal people in Orange from 1882 onwards. The policy of the APB at this time was to create reserves "to enable

(Aboriginal people) to form homesteads, to cultivate grain, vegetables and fruit for their own support and comfort' (NTSCorp 2012). Except for the old, the disabled and children, the APB encouraged Aboriginal people to be self-sufficient. An Aboriginal reserve was not established in the Orange district, although the APB provided rations and blankets to support the population (NTSCorp 2012). The nearest Aboriginal reserves were established at Cowra in 1890 called Erambie and Wellington in 1895 called Blacks Camp (Kabaila 1998).

The annual report for 1891 indicates that Aboriginal people in Orange and Molong (a combined population of 28) did not require rations. The Aborigines Protection Board (1891) noted that:

None are in need of aid from government; they are generally employed on stations and farms, a few also earn a living fencing. They are not addicted to habits of intemperance. One child attends the public school at Molong. Blankets are supplied annually. They are in no way misappropriated. When ill, they are either treated by the government medical officer or sent to the local hospital.

From this point onwards, working for Europeans became an important source of independence and status for Aboriginal people. Wiradjuri men mostly worked as labourers but some gained higher-standing jobs such as shearers. Some women worked as domestic servants. Employment meant that some families, at least for part of the year, could live outside the restrictive reserves and stations. Most of the larger pastoral and agricultural stations had been broken up by this time, forcing the former Aboriginal residents either onto reserves and stations or into town fringes. Many found work on the smaller properties, but they could not live there.

4.3.2 Types of Aboriginal post-contact settlements

In the past, the physical layout and living space at Aboriginal settlements ranged based on the level of government control or absence. These types of settlements have been categorised by Kabaila (1999: 251–252) as follows:

- Uncontrolled camps or fringe camps: Aboriginal or mixed community settlements under various kinds of land tenure including crown land, pastoral lease, and privately-owned land. They were not reserves and therefore not under direct Board control
- Unmanaged housing reserves: were on land gazetted as Aboriginal Reserve and placed under the control of the Board, which had the power to revoke this usage
- Unmanaged farming reserves: were farm leases granted on behalf of the New South Wales government by the Board to particular Aboriginal families
- Missionary influenced settlements: were settlements on which the Aborigines Inland Mission (AIM) organisation was especially active and which built their own Aboriginal community churches. This occurred in a variety of settlements including fringe camps and managed reserves

- Church-run missions: A true mission is an Aboriginal settlement wholly organised by a missionary or missionary organisation
- Managed government reserves or missions: were run as partly self-sufficient community farming villages. They were simply low-cost housing areas under the control of a full-time teacher/manager and or matron, who were Board employees.

Following an assessment of characteristics of 11 Aboriginal settlements, Kabaila (1999) depicted differing characteristics between government settlements and informal camps (**Table 4-1**). It is noted, however, that variations across settlements were dependent on the population and relationships with neighbours. A general idea of what 'The Springs' camp was like can, nevertheless, be visualised through these listed properties.

Within camps, Kabaila (1999) notes that the structure was generally influenced by social organisation; environmental factors; and sequence of arrival. Much of camp life also fitted in with previous traditional patterns and had a strong sense of community.

Table 4-1: Structure of government settlements and community camps (Kabaila 1999: 253).

	Government settlement		Community camp
1	grid layouts	↔	cluster layouts
2	late 19th-late 20th century	↔	first half of 20th century
3	government-built	↔	self-built
4	segregated	↔	separatist
5	heavily policed	↔	self-regulated
6	rigid geometry	↔	no geometrical arrangement
7	huts equidistant	↔	huts stretched out
8	linear movement	↔	web movement
9	serviced	↔	unserviced
10	rigid building layout	↔	dynamic building layout
11	external welfare	↔	communal sharing

4.3.3 'The Springs' fringe camp

The area known as 'The Springs' was used as a mixed Aboriginal and non-Aboriginal fringe camp located to the south of Orange and 800 m west of Bloomfield Hospital (Kabaila 1998). 'The Springs' is mainly known from the 1930s and 1940s, however, there is a record of an unnamed Aboriginal man living in an area to the south of Orange, suggesting a possible presence at 'The Springs' as early as the late 19th century (NTSCorp 2012).

As the name implies, 'The Springs' is in the vicinity of a freshwater spring and is likely to have also been occupied by Wiradjuri people prior to European settlement of the region. During the 1930s and 1940s, 'The Springs' was occupied by individuals and families unable to access government assistance while suffering the effects of the Great Depression and was a location where people subject to the *Aborigines Protection Act* 1909–1969 could congregate.

The state electoral roll for Orange shows Aboriginal families living at 'The Springs' in 1930 (NTSCorp 2012: 62–63):

Residents at that time included Alex Grace and his parents, Edward Grace and Eva Grace (nee Carroll). Two years previously, the Grace family had been living with Sidney Glass at 9 Kite Street in town, demonstrating that occupation of The Springs began between 1928 and 1930. Other Aboriginal families were still living in town in 1930, including Reginald and Amelia Glass on the town common (they were living at 5 Warrendine Street in 1928) and Robert Whitton in a residence on Woodward Street. Archie Murphy, tracker, was living at the police station in Anson Street. By 1936, at least two families were living on The Springs, namely Henry John Bell and Mary Selina Bell (nee Grace), and also Cecil Coe. Others, including members of the Alexander, Grace and Simpson families, were recorded as living on Woodward Road, which runs in close proximity to The Springs.

A similar situation is evident from 1937 electoral roll. Henry John Bell and family were living at The Springs with his brother Roy William Bell and his wife Gladys Bell (nee Towney). Henry and Roy's parents, Harry Roy Bell and Matilda Bell (nee Stanley) were also present.

Aboriginal families at 'The Springs' included members of the Monaghan, Carberry, Grace and Bell families. Ms Williams also remembers Burnes, Monaghan, Hart and Merritt families (Ms Williams, pers. comm.). Many of the Aboriginal residents of 'The Springs' were from well-established Wiradjuri and Ngunnawal families (NTSCorp 2012 63–64):

Harry Roy Bell, for example, was born in Yass in the late 1880s. He had strong ties to the Ngunnawal country at Yass through his mother Lexter Lane and maternal grandmother Caroline Chisholm... It is possible that he may have travelled through Orange on his way to Wellington, working as a labourer or drover to support himself and stopping at The Springs to camp, rest and water a mob of cattle.

Harry Bell's wife (Matilda Stanley) was from an old Wellington Wiradjuri family. Born at Molong in the early 1890s, Matilda Stanley had spent most of her life in the Wellington district. After marriage, she and her husband divided their time between Wellington and Yass, and some of their children were born in each place. Henry John Bell, for example, was born at Wellington in about 1909. Ties between Wellington and Yass were further cemented when he married Mary Selina Grace (who was born at Yass in about 1909) at Wellington in 1933. Henry and Mary's eldest child, John 'Ted' Bell was born at Wellington the following year before the family moved to Orange and set up at The Springs. John remembers that several of his siblings were born at The Springs and that his mother worked as a maid at the Duntryleague club. The family

stayed at The Springs until John was approximately four years old before returning to Wellington.

A similar web of kinship, connection and movement is evident from the family history of Josephine Monaghan who was born at The Springs in May 1938. Josephine's mother, Eva Carberry, was born at Young in the mid-1890s. Eva's father, Frederick Carberry, was born at Gundagai in the early 1860s. He married Frances Lane (who is descended from Yass and Lachlan River families) at Yass in 1890. In adulthood, Eva travelled between Yass, Cowra and Wellington before moving to Orange, most probably in the mid-1930s. She was joined after that by her father who lived at The Springs before moving into a March Street residence in town. It was at this place that he passed away in May 1943. Josephine lived at The Springs until she was about five years old. She and her mother later moved to Erambie at Cowra.

Thurlow (2009: 1) regards 'The Springs', which was provided voluntarily by the non-Aboriginal community, as an example of cooperation between the Aboriginal and non-Aboriginal communities. Ms Williams remembers the community as consisting of Aboriginal families, white families and mixed families (Ms Williams, pers. comm.). Ms Williams said everyone who lived at 'The Springs' got along really well, whether they were white or Aboriginal. White people living at 'The Springs' included the Woods sisters, the Alexander brothers, Deafie (an elderly deaf man), and Mr O'Sullivan (Ms Williams, pers. comm.) (Figure 4-2). There are also records of Alick Solomon, a labourer, listed as living at 'The Springs' between 1935–1937 (Orange District Historical Society, pers. comm.)

Figure 4-2: Aboriginal and non-Aboriginal people living at 'The Springs' as remembered by Joyce Williams (Kabaila 1998: 49).

Loc	Art	Code	Age	Material	Description
AA				camp	Springs camp near Orange 1930s-1940s households with Joyce Williams
H01	1	A	M20	household	Roy Bell & Tilley Stanley, children Stan, Joan & others below
H02	2	A	M20	household	Teddy Burnes & Nooksey Bell (daughter from H01), children Terry, Albert
H03	3	A	M20	household	Jack Bell (son from H01) & Trixie Grace, 2 boys
H04	4	A	M20	household	Archie Merritt & Levenia Bell (daughter from H01)
H05	5	A	M20	household	Roy Staggs (W) & Caroline Bell (daughter from H01)
H06	6	A	M20	household	Ronny Bell (son from H01) & Gladys Towney
H07	7	A	M20	household	Jack Simpson & Louisa Wedge, 8 children, later married Harry Fitzgerald
H08	8	A	M20	household	Billy Hart & Mary Sloane, no children
H09	9	A	M20	household	? Monaghan & Eva Monaghan, 5 children, 2 to later husband Jim Moroney
H10	10	A	M20	household	Billy Stanley & Margaret Stewart, 4 boys
H11	11	A	M20	household	Rawdon Lane & Maggie May, children Joyce and Billy
H12	12	A	M20	household	Bob Wighton & Kate Sloane
H13	13	A	M20	household	Mary & Ollie Woods, elderly sisters (W)
H14	14	A	M20	household	"Deafie", elderly deaf man (W)
H15	15	A	M20	household	Pat & Mick Alexander, brothers (W)
H16	16	A	M20	household	Mr O'Sullivan (W)
H17	17	A	M20	household	Comers & goers, short term seasonal picking households

Whilst some of the households resided there relatively permanently, others were itinerant: 'they'd just blow in and blow out' (Kabaila 1998: 48). Seasonal fruit picking for local farmers was the main

occupation for both permanent and itinerant residents. The proximity and abundance of orchards in the south of Orange drew Aboriginal fruit pickers from nearby towns such as Cowra and Condobolin (Kabaila 1998: 48). Locally grown fruits consisted mainly of apples, blackberries, strawberries and cherries and also included tomatoes, mushrooms and beans (Ms Williams, pers. comm.). Blackberries were picked and boxed and taken into town to sell. Most people made jam from them (Ms Williams, pers. comm.). Other permanent residents were employed permanently in town, including Ms Williams who was employed at the Base hospital when she 13 years old. Other people reportedly received permanent employment at Duntryleague and Emmco (Electrolux) and during the war, men used to do relief work for Canobolas Council (Ms Williams, pers. comm. cited by Kabaila 2011: 164).

Dwellings—and indeed items of furniture—at ‘The Springs’ were largely constructed from materials gathered from the rubbish tip located nearby to the east, such as flattened kerosene tins. Typical shacks, or humpies, were also made from scraps of corrugated iron, hessian, wood and cardboard (**Figure 4-3**). Roofs were typically made from sheets of corrugated iron, and earthen floors were smoothed over and covered with calico flourbags or hessian sugarbags. Permanent residents lived in tin shacks, while temporary accommodation for itinerant residents generally consisted of tents (Kabaila 1998: 48). Mr O’Sullivan’s ‘nice little hut with a tank’ was one of the few relatively permanent houses remembered by Ms Williams. The original structures at ‘The Springs’ are no longer standing, however the extant foundations of a number of these buildings identified within the Hawke Lane TSR in the west have been previously identified (OzArk 2010). Itinerant residents who come mostly from Cowra and Condobolin for fruit picking stayed with relatives in their humpies or in tents (Ms Williams, pers. comm. cited by Kabaila 2011: 165).

Figure 4-3: Example of a kerosene tin hut (source: <https://www.historyofaboriginalsydney.edu.au/west/1920s>).



Several factors contributed to the movement of Aboriginal people to and from 'The Springs' other than looking for work. Such factors included maintaining kinship ties, marriage, and evading the Aborigines Welfare Board which was introduced in 1940 replacing the Board for the Protection of Aborigines. The process of removing Aboriginal families from 'The Springs' began in November 1941 when a nearby white couple complained to the police about the condition of the camp and the behaviour of some of the residents (NTSCorp 2012: 64–65):

After several police inspections and instructions to the residents to improve and expand their tin dwellings, the AWB were informed of the situation. They sent a delegation in August 1942, including Professor A.P. Elkin, anthropologist and Chairman of the AWB [Aborigine Welfare Board], to investigate and make recommendations. Elkin and the others found that five Aboriginal families (including members of the Monaghan, Ingram and Bamblett families) and one white family were living at The Springs. On the whole, the delegation considered that the living conditions of the Aboriginal families were "deplorable" and that action should be taken to move them into town or nearby Aboriginal reserves and stations. They met with an officer of Canobolas Shire Council (CSC) and recommended that a Health Officer "inspect and condemn" one house in particular which was occupied by a mother and her children. The inspection was made and the order to demolish issued, but the

family resisted, obtaining legal representation and writing to Mr J. Breen, Federal Member for Orange, protesting against the treatment of the CSC and AWB. The AWB made arrangements for the family to move to the Aboriginal reserve at Yass where they had relatives, but they refused to go. In the meantime, some of the other families began moving into Orange. By November 1943, only two Aboriginal families were still living at The Springs. One family was living in a tent and the father worked in the local munitions factory. The other was the family whose house had been condemned and they left for Cowra and "other places" soon after. By the time they returned to the Orange district in February 1944—they settled in either Spring Hill or Spring Terrace—their house at The Springs had been demolished.

A further removal at 'The Springs' is documented in *The Leader* in 1943 of Mrs Eva Moynihan by the AWB. The AWB sought an order of the court to have Mrs Moynihan removed from 'The Springs' following an inspection of her premises by the health inspector of Canobolas Shire. The premise was noted as:

Consisting of galvanised iron. It measured 18 by 10 feet and was divided into two rooms with bagging. The walls were partly lined with bagging and the roof was galvanised iron. The floor was the earth. Four children lived with this woman: two boys and two girls, there were two beds. He did not see Mrs. Moynihan at any of the inspections. He did not consider the building suitable for human habitation. The place was dirty and a dump.

Mrs Moynihan's representative, Mr. Whiteley, submitted that no case had been made out which justified Mrs Moynihan's removal and that the dwelling would be cleaned and well-maintained in the future. The contention was upheld, and the application dismissed. Additional dwellings were noted as being present at 'The Springs' at this time, but were considered to be better maintained.

Following the closure of 'The Springs', families dispersed throughout New South Wales. Records from the Erambie Reserve at Cowra into the origins of residents showed that 25 of the 33 families came from Cowra, Orange or Yass (Long 1991). Ms Williams recounts that people went 'everywhere' (Ms Williams, pers. comm. cited by Kabaila 2011: 165):

The Wedges went to Cowra. The Bells went to Sydney and it was years after that they left Sydney and went to the Common. I was the only person I remember coming from 'The Springs' to Wellington. And even I went to my grandmother at the Bell River Flats first.

The descendants of many of these families have returned in more recent decades to the Central West (Ms Williams, pers. comm.). Other Aboriginal families came to Orange from other areas as a result of the Aboriginal Family Resettlement Scheme which was run by the NSW Government between 1972 and 1986.

5 ARCHAEOLOGICAL CONTEXT

5.1 REGIONAL ARCHAEOLOGICAL CONTEXT

Within the Wiradjuri region, the presence of Aboriginal people in the Darling Basin has been dated to 40,000 BP (years before present; Hope 1981 as cited in Haglund 1985). A spread east into the mountains is thought to have occurred between 14,000 to 12,000 BP with occupation of areas surrounding Mudgee currently dated to between 7,800 and 5,000 BP (Kuskie and Clarke 2007: 12). Within the region, dates obtained from the Blue Mountains sites of Walls Cave, Lyre Bird Dell and Noola shelter (Johnson 1979), and probably Kariwara site 22 (McIntyre 1990) indicate that the area was occupied approximately 10,000 BP. Several other sites were occupied from at least 7,000 years BP including Horseshoe Falls, Capertee 3 (Johnson 1979) and Bobadeen 1 (Moore 1970).

A number of previous studies have assessed a variety of landforms and landscape types in the surrounding region.

Pearson (1979) wrote a 'Pilot Survey' of sites in the Bathurst Orange Development Area. Much of this work, based upon Gresser's earlier site recordings, has been invaluable in forming the basis for all archaeological predicative models developed in the area since. Gresser (1960s) was an amateur archaeologist, ethno-historian and collector of aboriginal artefacts who documented the first major recording of sites and oral accounts in the Bathurst–Orange area. Pearson's main conclusions were that open camp sites are most commonly located on well drained areas accessible to fresh water and adequate fuel. A sunny aspect, elevation above cold air drainage channels in winter and adequate breeze in summer also appeared to be important factors in site location. Gentle hillslopes, level areas on ridges, river flats and creek banks were the most common places in which open camp sites were located.

An assessment of the Suma Park and Spring Creek Reservoirs near Orange was undertaken by Oakley (2002). Seven sites were located on low gradient spurs, and many were either just visible above the water line of both reservoirs. The primary raw material was quartz with artefacts of basalt also recorded, and to a lesser degree, chert. Most artefacts were flakes and broken flakes, with several cores also recorded (bipolar and multi-platform), although one interesting find from site SPR-1 was labelled as a 'phallic rock' (also known as a cyclon) made from basalt. The final site was located on a naturally occurring quartz outcrop on a low gradient slope. Artefacts included flakes, broken flakes, possible bi-polar cores and flakes. All were quartz except for one basalt flake. This site was speculated to be a quartz procurement site as good quality stone was present.

In 2006 OzArk undertook survey of 212 ha between Leeds Parade and the Ophir Road Orange, NSW for the Orange City Council Local Environmental Study. The Aboriginal heritage assessment occurred on hilly country interspersed with ephemeral and permanent creeks

(Summer Hill Creek and a tributary of Blackmans Swamp Creek). The assessment recorded nine Aboriginal sites and one potential archaeological deposit (PAD). Recorded site types included isolated finds and scarred trees. Artefacts were manufactured from quartz sources with a volcanic scraper also recorded. All recorded scarred trees were yellow box trees and were identified in a cluster.

OzArk (2009) also conducted an archaeological assessment of an area referred to as 'Area 51 Recreation Park'. Seven Aboriginal sites were recorded, including five artefact scatters, one scarred tree, and one isolated find. Open artefact scatters were commonly located on valley floors, including creek banks and nearby terraces, and the gently sloping lower slopes of adjacent hills. Common stone artefact material types included: quartz, quartzite and fine-grained siliceous materials, with greywacke, hornfels and chert also present in low quantities.

In 2014, OzArk completed the salvage on SPR-5 (#44-2-0128) in accordance with AHIP C0000423. SPR-5 was one of eight sites recorded during part of a broader assessment area for a previous design for the project (Oakley 2002). A total of 298 artefacts were salvaged from SPR-5. All but two of these artefacts were retrieved from within 10 m of the waterline of the Suma Park Reservoir. Two main trends were identified from the salvaged artefacts: many artefacts are flakes and the vast majority are made from the same grey volcanic material. Among the artefact types there was also a significant amount of debitage and shatter. Five scrapers were recorded in the salvage and five other artefacts (blades and flakes) were also backed. Many more artefacts were salvaged from SPR-5 than was expected based on previous recordings of the site. Only three artefacts were recorded within SPR-5 during the 2013 inspection, although it is important to note that water levels were significantly higher than in 2002 and 2014.

In 2017, OzArk completed a Due Diligence Aboriginal archaeological assessment for the proposed subdivision of Lot 9 DP243046 on Lower Lewis Ponds Road, Clifton Grove, located 7 km southeast of the current study area. One Aboriginal site was recorded during the survey (White Hill Lane-IF1). White Hill Lane-IF1 was recorded as an isolated stone artefact: a complete mudstone end/side scraper at a tertiary stage of reduction exhibiting steep unifacial retouch and edge wear along the lateral and distal margins. It was concluded that the artefact may have washed downslope to its current position or may have been moved onto the road with fill sourced elsewhere for road maintenance. As such, no area of PAD was delineated at the site.

5.2 LOCAL ARCHAEOLOGICAL CONTEXT

5.2.1 Previous archaeological assessments within the study area

5.2.1.1 Aboriginal heritage assessments

Access Archaeology (2015) completed an Aboriginal Cultural Heritage Assessment Report (ACHAR), for a proposed pipeline installation intended to service the South Orange Urban

Release Area. Areas A and B of the assessment intersect parts of the current study area. Two Aboriginal sites, both artefact scatters, were identified within the corridor of the assessed area. Site 44-2-0125 was identified in Area A and consists of an artefact scatter consisting of three quartz flakes. During inspection of 44-2-0126, previously recorded in 2014, an additional 10 artefacts were identified on a graded track which crosses a spur within Area B. Access Archaeology concluded that the size and content of archaeological sites recorded are typical of the region.

In 2019, OzArk completed a due diligence assessment of the northern boundary of the current study area for the proposed works associated with Stage 4 at the Southern Feeder Road. The visual inspection of the study area was undertaken by OzArk Project Archaeologist, Stephanie Rusden, on Tuesday 19 February 2019 with the assistance of Ian Sutherland from the Orange Local Aboriginal Land Council (LALC). The visual inspection did not record any Aboriginal sites during the field inspection and all landforms were assessed as having low potential to contain Aboriginal objects in subsurface archaeological deposits.

5.2.1.2 Historic heritage assessments

In 2010, OzArk completed an archaeological assessment and Conservation Management Strategy (CMS) on behalf of the OCC on the Hawke Lane TSR portion of 'The Springs' along the western boundary of the study area. The aim was to identify any features associated with "The Springs" and to help guide appropriate future management and conserve / protect any extant remains.

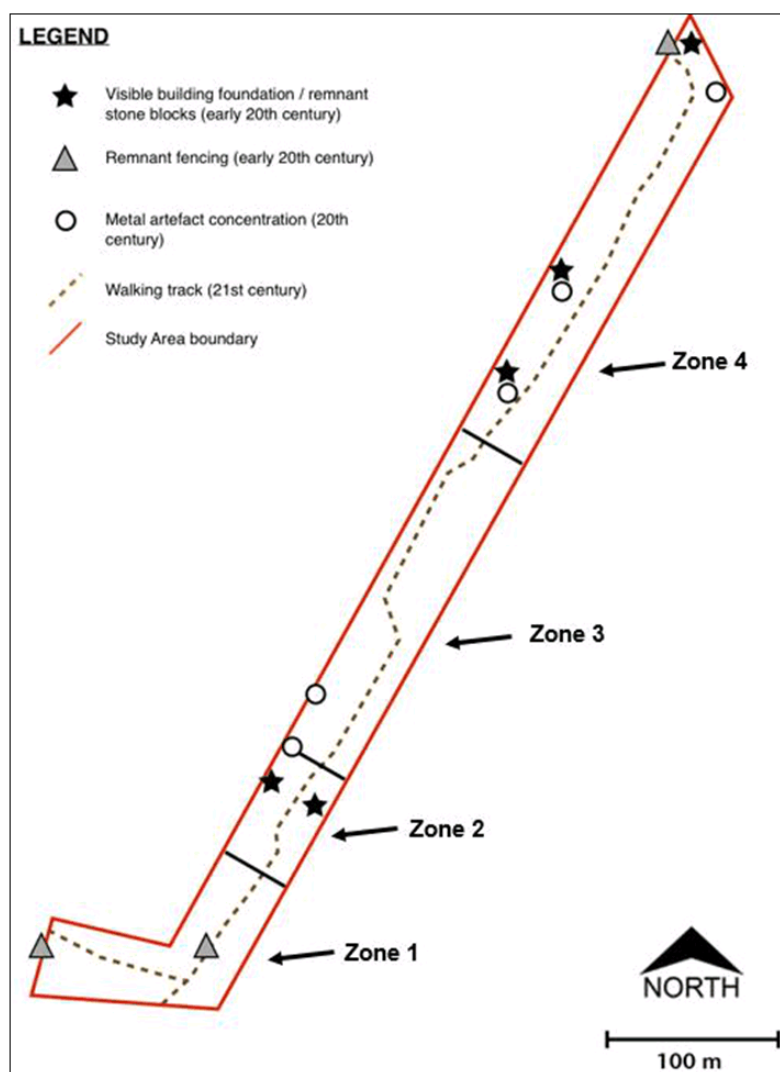
OzArk zoned the assessment area into four zones (zone 1 to 4) and recorded a summary of the material evidence that was visible on the ground surface during the field inspection (**Table 5-1**). **Figure 5-1** is a sketch map showing the locations of the most prominent archaeological features visible during the field assessments. The most common features identified included fences and stone features while artefacts identified were manufactured from metal, ceramics and glass. Three knapped stone artefacts were also recorded.

Table 5-1: 'The Springs' – extant material evidence and site features in 2010.

Zone	Item	Quantity	Condition
1	Stone blocks, isolated	4	Fair
	Timber fence posts	14	Fair
	Timber cap rails	4	Fair
	Fruit trees, not contemporaneous with 'The Springs'	8	7 Fair; 1 Dead
	Knapped stone artefacts	1 definite, 1 possible	Good
2	Stone blocks, dispersed, but located in two discrete locations.	70 +	Fair
	Metal artefacts	1	Poor – heavily corroded and damaged

Zone	Item	Quantity	Condition
3	Metal artefacts	6 +	Poor – heavily corroded and damaged
	Stone blocks, isolated	4 +	Fair
4	Metal artefacts	20 +	Poor – heavily corroded and damaged
	Trailer, not contemporaneous with 'The Springs'	1	Poor
	Stone blocks, three concentrations (one linear feature, one cairn and one area of larger dispersed boulders)	50+	Fair
On access track outside northern end of Study Area	Knapped stone artefact	1	Fair

Figure 5-1: Site sketch indicating locations of most prominent archaeological features (OzArk 2010: 21).



5.2.2 AHIMS search

A search of the Biodiversity and Conservation Division (BCD) administered Aboriginal Heritage Information Management System (AHIMS) database completed on 8 February 2019 returned eight records for Aboriginal heritage sites within a 4 km by 4 km search area that includes the study area (GDA Zone 55, Eastings: 692386–696386, Northings: 6310896–6314896 with no buffer) (**Appendix 2**). The site types of these records are summarised in **Table 5-2** and the site locations of those sites closest to the study area are plotted on **Figure 5-2**.

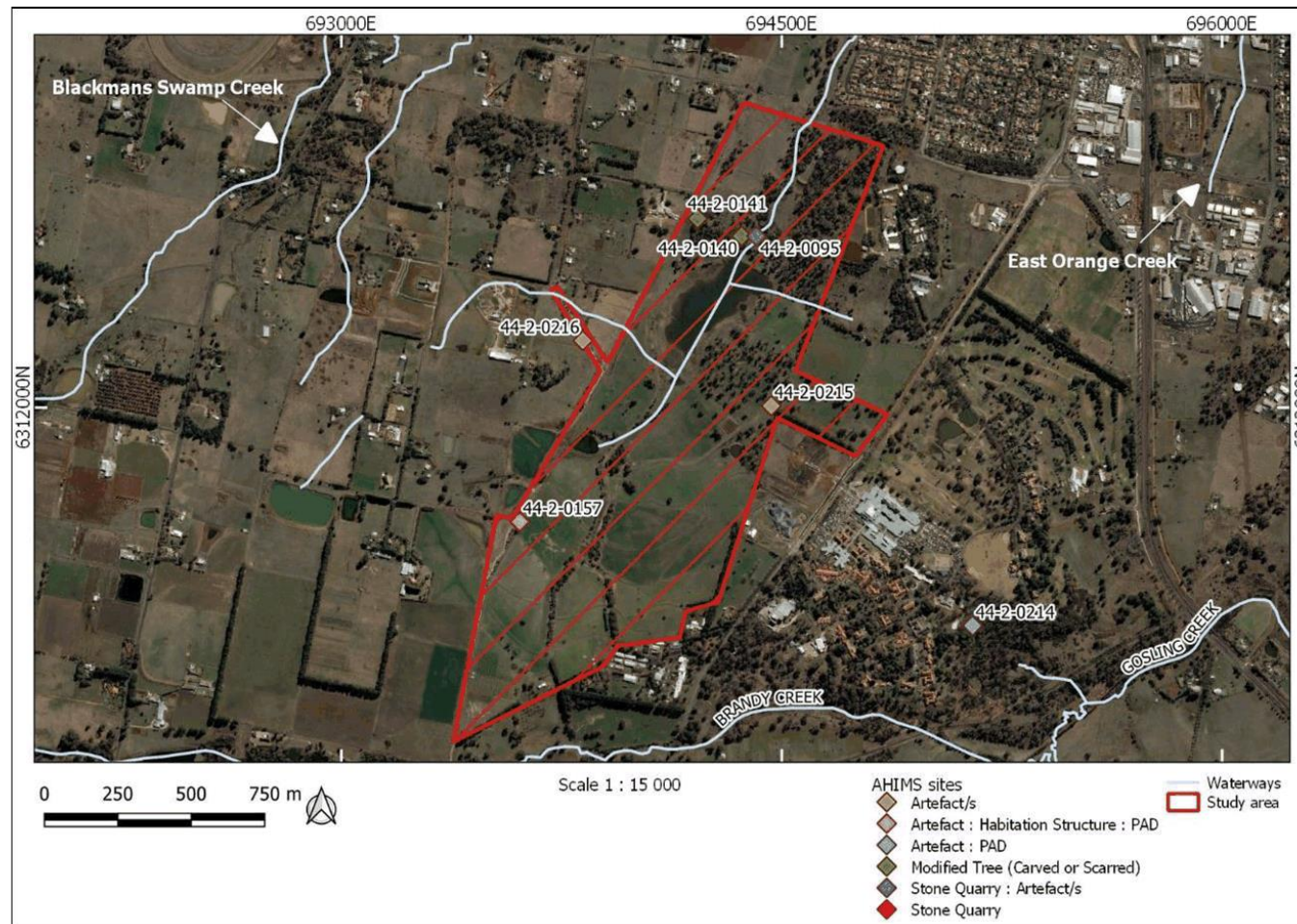
Of the eight sites returned, seven are located within the study area. Site types include scarred trees, stone quarries and artefact scatters. The two stone quarries are located within 55 m of each other. It is not known whether they are two discrete quarries or one large site across the same outcrop. Sites 44-2-0214 to 44-2-0216 are all artefact sites with only 44-2-0214 being recorded with a PAD. The remaining site, 44-2-0157 (The Springs Orange), is recorded as a habitation structure, artefact and PAD site. The 'habitation' aspect of the recording is related to building foundations identified as being made from stone blocks that are not considered to be pre-contact. The site extent includes the extent of Hawke Lane surveyed and therefore relates to all identified structure foundations. Three knapped stone artefacts were recorded at 44-2-0157 (OzArk 2010).

Site 44-2-0216 (South Orange 2) was recorded as a low-density artefact scatter consisting of ten stone artefacts. The site is listed as 'valid' on AHIMS, however an Aboriginal Heritage Impact Permit (AHIP) was approved by the Office of Environment and Heritage in 2015 to impact the whole site (AHIP number C0001229).

Table 5-2: AHIMS site types and frequencies.

Site type	Number
Artefact scatter	2
Modified tree (scarred)	2
Artefact with potential archaeological deposit (PAD)	1
Artefact; habitation structure; and PAD	1
Artefact; stone quarry	1
Stone quarry	1
Total	8

Figure 5-2: The study area in relation to AHIMS sites.



5.3 ABORIGINAL SITE TYPES TYPICALLY FOUND IN THE ORANGE AREA

Open artefact scatters are defined as two or more artefacts, not located within a rock shelter, and located no more than 50 m away from any other constituent artefact. This site type may occur almost anywhere that Aboriginal people have travelled and may be associated with hunting and gathering activities, short or long term camps, and the manufacture and maintenance of stone tools. Artefact scatters typically consist of surface scatters or sub-surface distributions of flaked stone discarded during the manufacture of tools, but may also include other artefactual rock types such as hearth and anvil stones. Less commonly, artefact scatters may include archaeological stratigraphic features such as hearths and artefact concentrations which relate to activity areas. Artefact density can vary considerably between and across individual sites. Small ground exposures revealing low density scatters may be indicative of a background scatter rather than a spatially or temporally distinct artefact assemblage. These sites are classed as 'open', that is, occurring on the land surface unprotected by rock overhangs, and are sometimes referred to as 'open camp sites'.

Artefact scatters are most likely to occur on level or low gradient contexts, along the crests of low ridgelines and spurs, or on elevated areas fringing watercourses or wetlands. Larger sites may be expected in association with permanent water sources.

Topographies which afford effective through-access across, and relative to, the surrounding landscape, such as the open basal valley slopes and the valleys of creeks, will tend to contain more and larger sites, mostly camp sites evidenced by open artefact scatters.

Isolated finds are single stone artefacts in the landscape that may be indicative of: random loss or deliberate discard of a single artefact; the remnant of a now dispersed and disturbed artefact scatter; or an otherwise obscured or sub-surface artefact scatter. They may occur anywhere within the landscape but are more likely to occur in topographies where open artefact scatters typically occur. Isolated finds may be more frequent in disturbed contexts, in areas that have been previously cleared, or areas subject to erosion.

Modified trees provide evidence of the removal of bark (and sometimes wood) in the past by Aboriginal people, in the form of a scar usually on the trunk. Bark was removed from trees for a wide range of reasons. It was a raw material used in the manufacture of various tools, vessels and commodities such as string, water containers, roofing for shelters, shields and canoes. Bark was also removed as a consequence of gathering food, such as collecting wood boring grubs or creating footholds to climb a tree for possum hunting. Due to the multiplicity of uses and the continuous process of occlusion (or healing) following removal, it is difficult to accurately determine the intended purpose for any particular example of bark removal. Scarred trees may occur anywhere old growth trees survive. The identification of scars as Aboriginal cultural heritage items can be problematic because some forms of natural trauma and European bark extraction

create similar scars. Many remaining scarred trees probably date to the historic period when bark was removed by Aboriginal people for both their own purposes and for roofing or cladding on early European houses. Consequently, the distinction between European and Aboriginal scarred trees may not always be clear.

Burials are generally found in soft sediments such as aeolian sand, alluvial silts and rock shelter deposits. In valley floor and plains contexts, burials may occur in locally elevated topographies rather than poorly drained sedimentary contexts. Burials are also known to have occurred on rocky hilltops in some limited areas. Burials are generally only visible where there has been some disturbance of sub-surface sediments or where some erosional process has exposed them.

Quarries are extraction areas for either stone, used for making stone tools or grinding stones; or ochre, used for creating colour palettes for rock art and ceremony.

Resource gathering sites are recorded in areas where specific resources can be anticipated to occur, such as swamps that may bear rich vegetation that attracts prey animals, or areas known for medicinal plants.

Ceremonial sites are locations where ceremonies were held and may also be locations for meetings between neighbouring groups. Evidence for such sites can be hard to see in the landscape and these sites may be intangible and known largely through oral history.

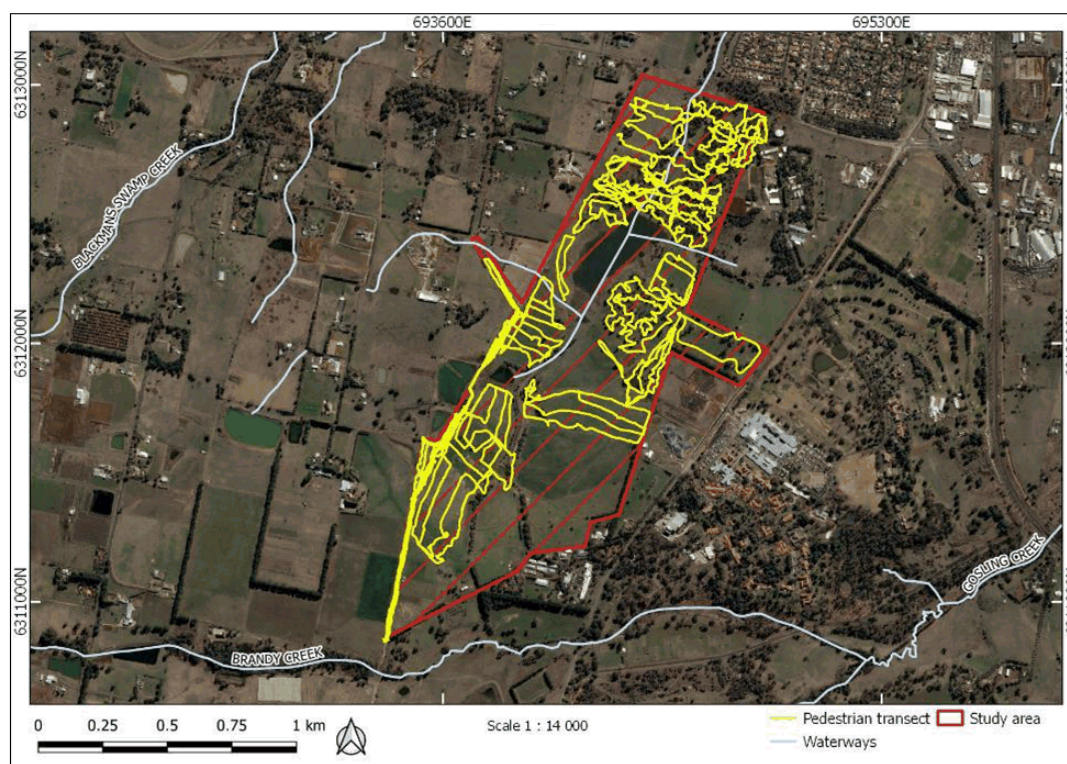
6 ARCHAEOLOGICAL SURVEY

6.1 SAMPLING STRATEGY AND FIELD METHODS

Standard archaeological field survey and recording methods were employed in this study (Burke & Smith 2004). The survey focused on areas which have been subject to lower levels of disturbance and therefore have potential for intact deposits to remain. The survey also included re-recording features identified by OzArk in 2010 along the Hawke Lane TSR to gain spatial data of the extents of the features.

The study area was surveyed by two OzArk archaeologists (Figure 6-1).

Figure 6-1: Pedestrian survey coverage within the study area.



6.2 SURVEY CONSTRAINTS

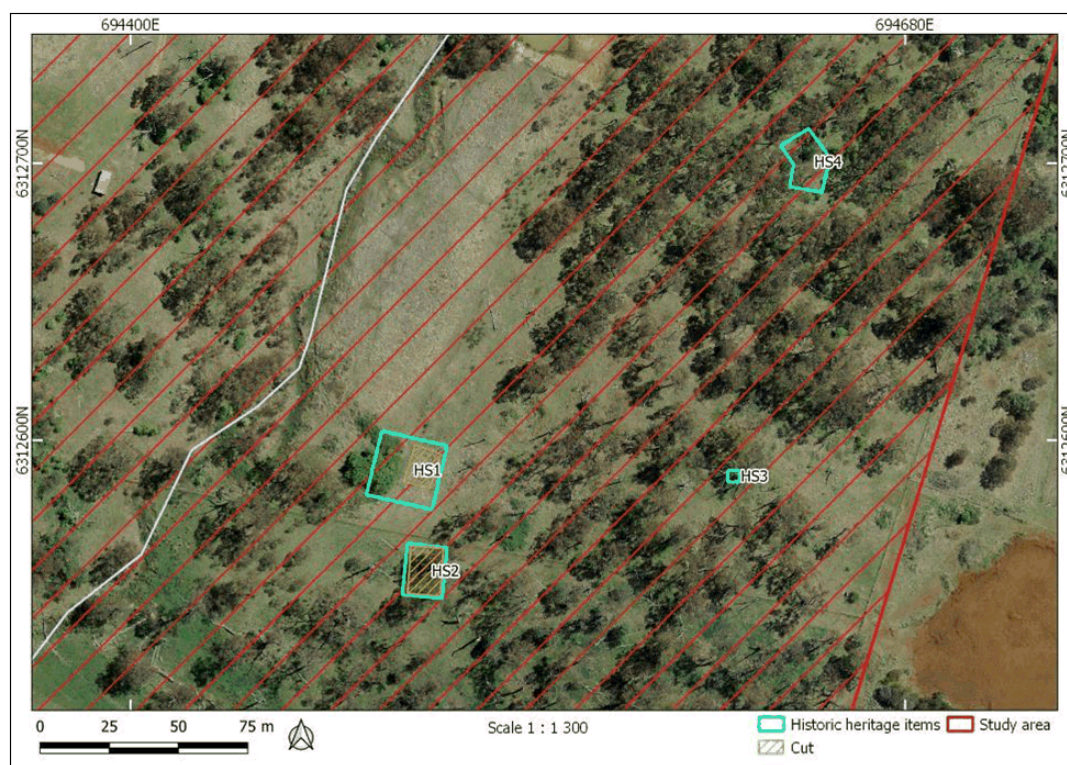
Ground surface visibility (GSV) was low along the Hawke Lane TSR portion of the study area with thick and high grass cover, while GSV across the remainder of the study area was moderate to high. The lack of GSV within the Hawke Lane TSR inhibited the ability to identify potential historic features and locate some of the features previously recorded by OzArk in 2010.

6.3 HISTORIC HERITAGE SITES

6.3.1 Newly recorded historic sites

Four previously unrecorded historic sites were identified during the survey with a possible relationship to 'The Springs' (Figure 6-2). Additional historic sites were identified surrounding the rifle range, however, where the association between sites and the rifle range were obvious or deemed to be too recent, these sites were not recorded. Details of the recorded sites follow.

Figure 6-2: Location of recorded historic heritage sites near the rifle range.



HS1

Site Type: Building cut and relics

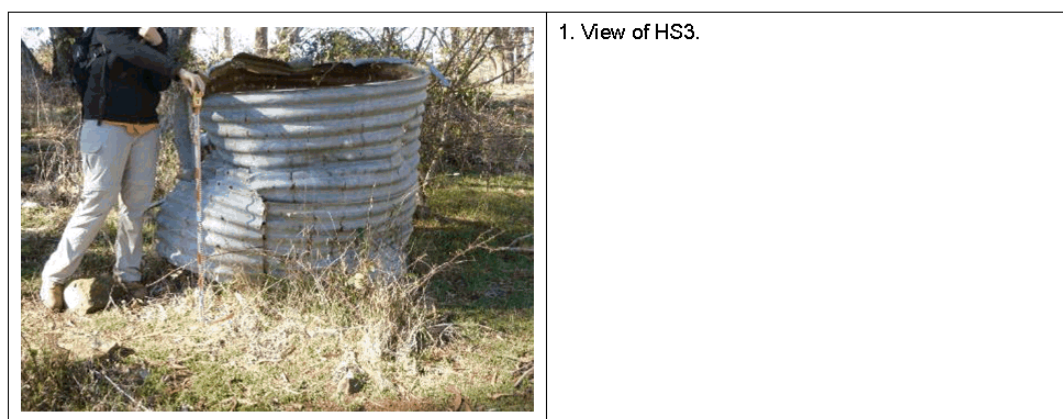
GPS Coordinates: GDA Zone 55 694505E 6312590N

Location of Site: HS1 is located within the southern extent of Lot 7009 DP1000831 to the east of Rifle Range Creek.

Description of Site: HS1 consists of a square cut into the edge of a gentle slope (Figure 6-3). The cut measures approximately 15 m x 9 m and is potentially the location of a former dwelling. The inside of the cut is filled with various metal relics and fragments of glass are present along the sides. To the southwest of the cut are further artefacts including a bedframe and sheets of corrugated iron.

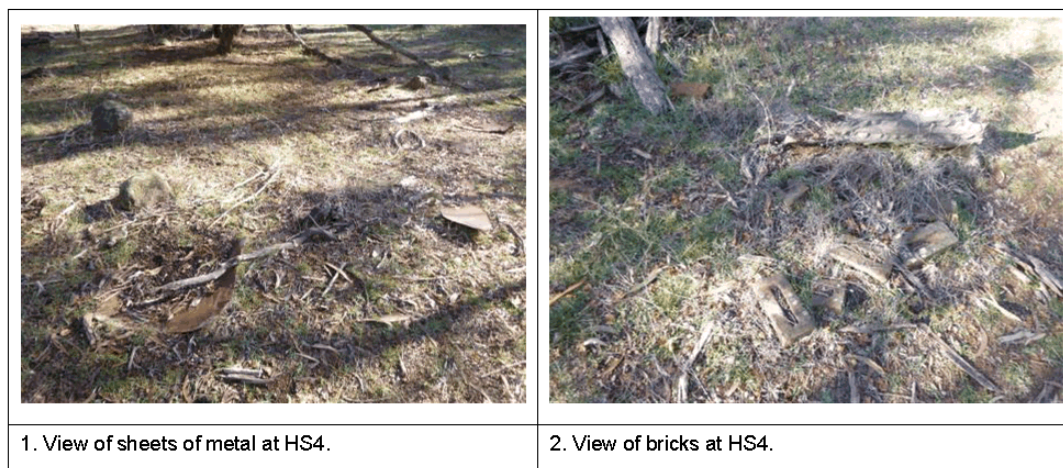
Figure 6-3: View of site HS1.

**HS2****Site Type:** Building cut**GPS Coordinates:** GDA Zone 55 694503E 6312553N**Location of Site:** HS2 is located within the northern extent of Lot 7011 DP1000831 to the east of Rifle Range Creek.**Description of Site:** HS2 consists of a square cut into the edge of a gentle slope, along one side is less obvious and the side at the back edge of the slope has eroded (**Figure 6-4**). The cut measures 17 m by 13 m and is potentially the location of a former dwelling. No artefacts are present surrounding the cut, although it is 22 m south of the HS1 cut.

Figure 6-4: View of site HS2.**HS3****Site Type:** Water tank**GPS Coordinates:** GDA Zone 55 694618E 6312587N**Location of Site:** HS3 is east of Rifle Range Creek within the southern extent of Lot 7009 DP1000831, 65 m west of the boundary of Lot 228 DP722284.**Description of Site:** HS3 is a small corrugated iron water tank (**Figure 6-5**).**Figure 6-5: View of site HS3.****HS4****Site Type:** Metal and bricks**GPS Coordinates:** GDA Zone 55 694646E 6312700N**Location of Site:** HS4 is east of Rifle Range Creek within the southern extent of Lot 7009 DP1000831, 65 m west of the boundary of Lot 228 DP722284.

Description of Site: HS4 consists of several corrugated iron and a clump of bricks (Figure 6-6). No discernible features are present at the site.

Figure 6-6: View of site HS4.



6.3.2 Previously recorded historic heritage sites

During a survey of the Hawke Lane TSR in 2010, OzArk recorded a number of historic sites associated with 'The Springs'. The most common features identified included fences and stone features while relics identified were manufactured from metal, ceramics and glass. The current survey aimed to locate the previously identified sites (Figure 6-7 to Figure 6-9). Details of the sites follow.

Additional features other than those listed below were previously recorded as sites during the 2010 survey, however, re-assessment of some of these has concluded that there is not enough evidence to indicate they are in fact artificial. This is particularly the case where stones have been recorded but where they do not form a discernible pattern; particularly given the natural outcropping of stone across the study area. Other sites not listed below, previously identified by OzArk in 2010, were unable to be located, mostly notably, the two stone lined holes to the south of the 'soak'.

Figure 6-7: Location of previously recorded historic heritage sites within the Hawke Lane TSR (north).



Figure 6-8: Location of previously recorded historic heritage sites within the Hawke Lane TSR (centre).



Figure 6-9: Location of previously recorded historic heritage sites within the Hawke Lane TSR (south).



HS5

Site Type: Discarded relics

GPS Coordinates: GDA Zone 55 693894E 6312131N

Location of Site: HS5 is located within the Hawke Lane TSR, to the east of the walking track and along the fence line bordering Lot 96 DP750401 and Lot 7011 DP1000831.

Description of Site: HS5 consists of discarded wiring, metal artefacts, kerosene cans, glass bottles and pieces of ceramic (**Figure 6-10**). The relics do not appear to be associated with a building feature.

Figure 6-10: View of site HS5.

**HS6****Site Type:** Stone feature**GPS Coordinates:** GDA Zone 55 693809E 6312016N**Location of Site:** HS6 is located within the Hawke Lane TSR, to the west of the walking track and along the fence line bordering Lot 195 DP750401.**Description of Site:** HS6 consists of several large stones in a roughly linear alignment (Figure 6-11). The full extent of the stones was unable to be determined due to low GSV, however, the extent is likely to be quite limited.

Figure 6-11: View of site HS6.**HS7**

Site Type: Discarded wiring and metal

GPS Coordinates: GDA Zone 55 693787E 6311948N

Location of Site: HS7 is located within the Hawke Lane TSR, to the west of the walking track near a signpost, between Lot 10 DP1025095 and Lot 7011 DP1000831.

Description of Site: HS7 consists of discarded wiring, largely chicken wire, small sheets of metal and tine cans (**Figure 6-12**). Two large stones are also at the base of the pile of discarded material.

Figure 6-12: View of site HS7.

HS8

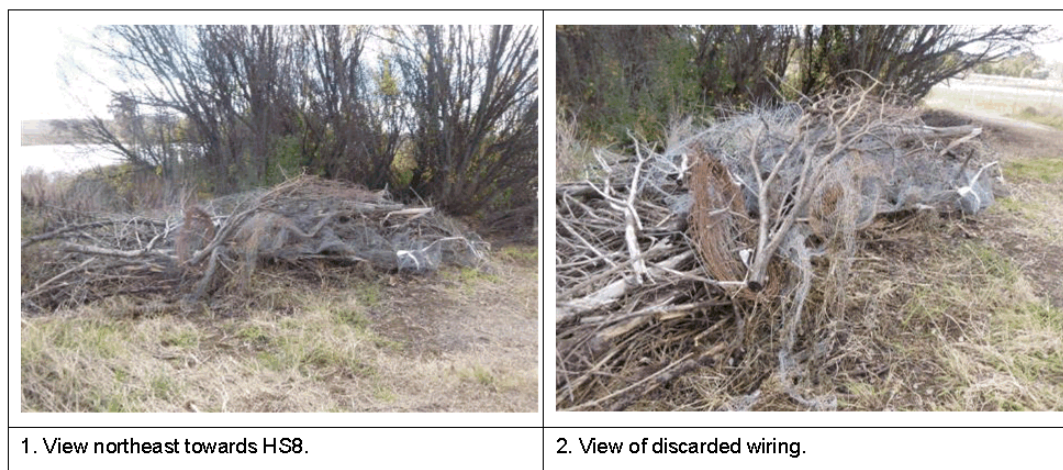
Site Type: Discarded wiring

GPS Coordinates: GDA Zone 55 693679E 6311744N

Location of Site: HS8 is located within the Hawke Lane TSR, to the west of the walking track and east of a large dam, between Lot 195 DP750401 and Lot 7011 DP1000831. The site is adjacent to a stand of willows surrounding the 'soak'.

Description of Site: HS8 consists of discarded wiring, largely chicken wire (**Figure 6-13**). The amount of wiring has increased since 2010, with more having been placed there following the installation of new power poles to the west.

Figure 6-13: View of site HS8.

**HS9**

Site Type: Stones

GPS Coordinates: GDA Zone 55 693644E 6311712N

Location of Site: HS9 is located within the Hawke Lane TSR, to the west of the walking track and east of a large dam, between Lot 195 DP750401 and Lot 7011 DP1000831.

Description of Site: HS9 consists of several stones varying in size in various concentrations (**Figure 6-14**). Most stones in the north of the site are sitting on top of the vegetation cover and therefore are likely in a secondary context. No discernible features or relics are present, although GSV was very low.

Figure 6-14: View of site HS9.

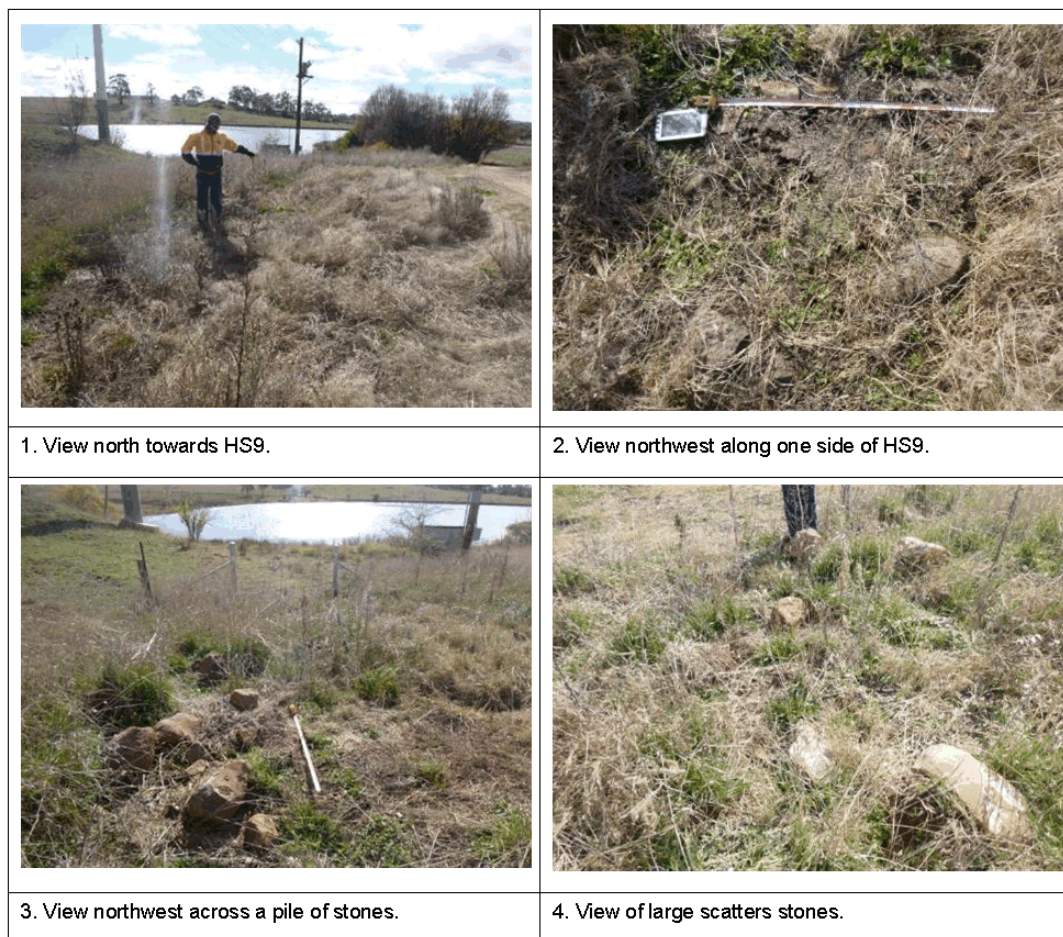
**HS10****Site Type:** Stone and brick mound**GPS Coordinates:** GDA Zone 55 693661E 6311701N**Location of Site:** HS10 is located within the Hawke Lane TSR, to the east of the walking track, between Lot 195 DP750401 and Lot 7011 DP1000831.**Description of Site:** HS10 is a low mound with visible concentrations of predominately stone rubble and some bricks (**Figure 6-15**). Artefacts are interspersed throughout the rubble, including glass, ceramic and various pieces of metal such as a spring and a decorative hook. No discernible features are present, however, parts of the site are covered by vegetation.

Figure 6-15: View of site HS10.



HS11

Site Type: Stone and metal rubble

GPS Coordinates: GDA Zone 55 693634E 6311688N

Location of Site: HS11 is located within the Hawke Lane TSR, to the west of the walking track, between Lot 195 DP750401 and Lot 7011 DP1000831.

Description of Site: HS11 is a small concentration of chicken wire and stones (**Figure 6-16**). GSV surrounding the site was very low making it difficult to determine whether a discernible feature is present.

Figure 6-16: View of site HS11.

**HS12**

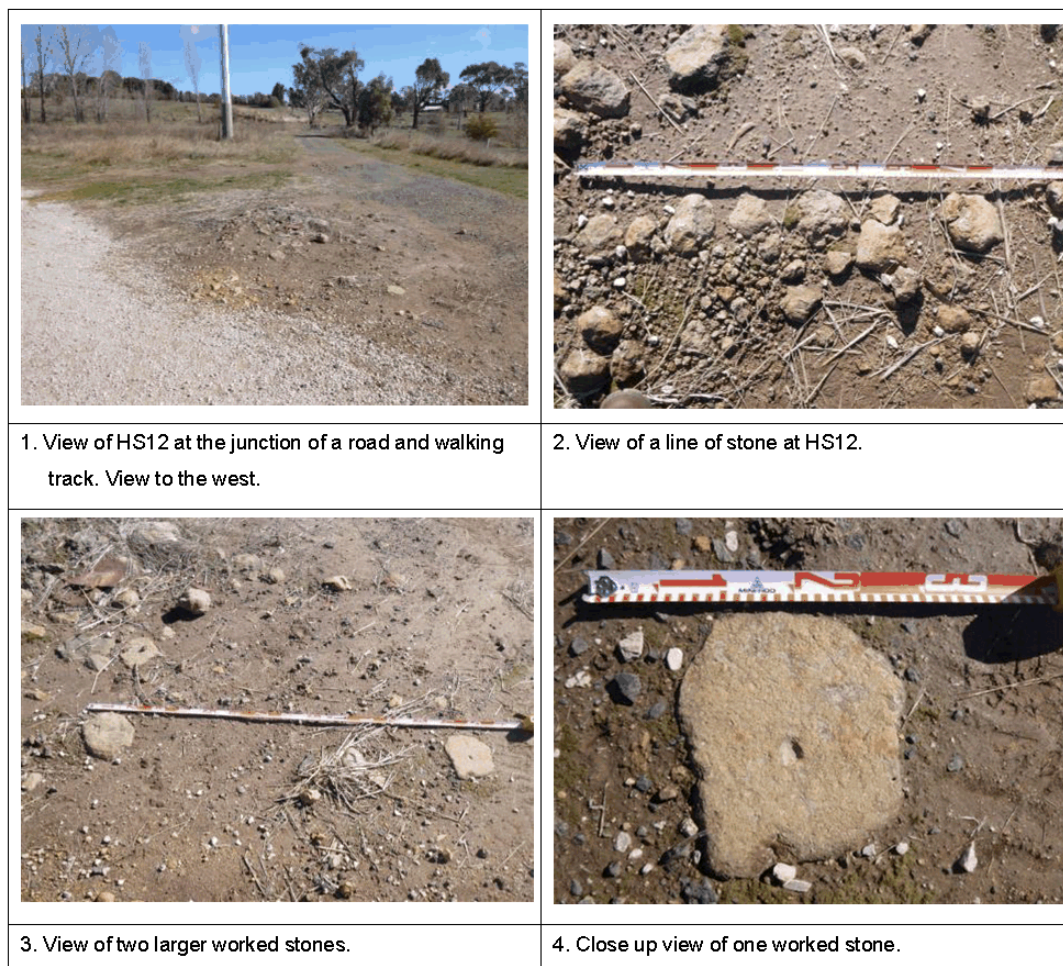
Site Type: Stone foundations

GPS Coordinates: GDA Zone 55 693588E 6311601N

Location of Site: HS12 is located within the Hawke Lane TSR along a formerly used graded road and adjacent to a walking track.

Description of Site: HS12 is a mound of stone rubble with one identifiable line of small stones (measuring 1.3 m in length) and two larger worked stones (spaced approximately 95 cm apart) (**Figure 6-17**). A rusted shovel blade is on top of the rubble mound, and glass fragments are scattered nearby.

Figure 6-17: View of site HS12.

**HS13**

Site Type: Fence

GPS Coordinates: GDA Zone 693564E 6311618N

Location of Site: HS13 is located within the Hawke Lane TSR, along the southern boundary of Lot 195 DP750401 and the eastern boundary of Lot 10 DP539725 and Lot 190 DP750401.

Description of Site: HS13 is a post-and-rail wire fence which runs east to west and then north to south, measuring approximately 115 m in length and 1.25 m high (**Figure 6-18**). HS13 consists of heavily weathered timber posts, suspended wire netting and some timber cap rails. Some posts have been replaced with metal stakes. A stone with likely historic modification is present at the base of one of the fence posts to the east of the walking track.

Figure 6-18: View of site HS13.

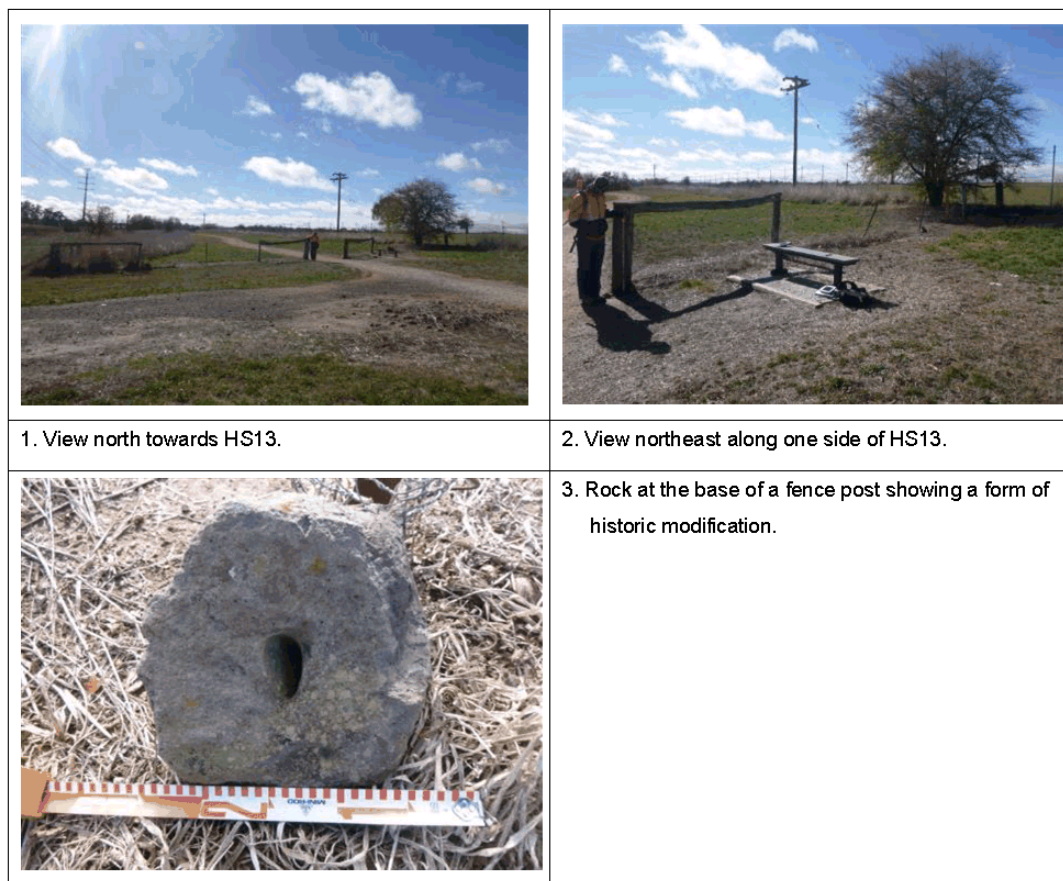
**HS14****Site Type:** Fence**GPS Coordinates:** GDA Zone 55 693486E 6311394N**Location of Site:** HS14 is located within the Hawke Lane TSR, between Lot 10 DP539725 and Lot 7011 DP1000831.**Description of Site:** HS14 is a post-and-rail wire fence, measuring approximately 19 m in length and 1.25 m high (Figure 6-19). HS14 consists of heavily weathered timber posts, suspended wire netting and some timber cap rails. Some posts have been replaced with metal stakes.

Figure 6-19: View of site HS14.**HS15****Site Type:** Fence**GPS Coordinates:** GDA Zone 55 693379E 6310853N**Location of Site:** HS15 is located within the Hawke Lane TSR, between Lot C DP106266 and Lot 7011 DP1000831.**Description of Site:** HS15 is a post-and-rail wire fence, measuring approximately 18 m in length and 1.25 m high (**Figure 6-20**). HS15 consists of heavily weathered timber posts, suspended wire netting and some timber cap rails. Some posts have been replaced with metal stakes.**Figure 6-20: View of site HS15.**

6.3.3 Historic archaeological potential

The study area incorporating the 'The Springs' is not regarded as an intact archaeological complex as it has been highly disturbed by walking track construction and agricultural practices. Whilst the settlement was home to a number of permanent residents, the current study area only demonstrates evidence of between one and five buildings. In addition, 'The Springs' likely had a high frequency of itinerant residents, i.e. tent dwellings, during the occupation period.

Archaeologically, the most noteworthy aspects of the study area's surface manifestation are:

- Two square cuts south of the rifle range (HS1 and HS2)
- A linear stone arrangement north of the footbridge in the Hawke Lane TSR (HS6)
- A mound of stone in the Hawke Lane TSR with two in situ worked stones (HS10)
- A mound of stone and brick within the Hawke Lane TSR with several relics (HS12).

As 'The Springs' was occupied for approximately twenty years, isolated sub-surface artefacts are considered feasible anywhere within the study area. However, the areas with the highest potential for intact sub-surface features are to the north and south of the 'soak' in the Hawke Lane TSR and in the immediate vicinity of the two cuts south of the rifle range (HS1 and HS2). **Figure 6-21** shows the areas assessed as having archaeological potential and their sensitivity (low to high). While excavation programs could be carried out at these locations with increased archaeological potential, 'The Springs' is expected to have left a single shallow layer of evidence on the surface rather than the deep stratigraphic deposits.

The remainder of the study area is not assessed as having archaeological potential based on the following factors:

- Distance to the 'soak' and Rifle Range Creek
- Lack of indicative surface features
- High levels of disturbance which will have removed any archaeological deposits.

Overall, preservation conditions of early to mid-20th century settlement is poor, and site disturbance has been high in comparison.

Figure 6-21: Areas with historic archaeological potential within the study area.



6.4 ABORIGINAL SITES

6.4.1 Recently recorded Aboriginal sites

No previously unrecorded Aboriginal (pre-contact) sites were identified during the survey.

6.4.2 Previously recorded Aboriginal sites located

Seven AHIMS sites are recorded within the study area (**Section 5.2.2**). The locations of all recorded sites were visited during the survey, however, none of the sites were able to be located.

AHIMS 44-2-0095

Other Names: Rifle range

Site Type: Stone quarry and artefact scatter

GPS Coordinates: GDA Zone 55 694413E 6312584N

Description of Site: 44-2-0095 was recorded by Runar Bjaaland in 1995 and was described as being located on the eastern side of a knoll to the east of Rifle Range Creek. The site includes a basalt quarry and artefact scatter within a 40 m x 40 m area.

2019 survey results: The quarry and artefact scatter were unable to be located during the survey. Attempts to ground truth the location of the site confirmed that the AHIMS coordinates do not match the description provided in the site card. More specifically, the site described as being on the side of a knoll, however, the AHIMS coordinates place the site on a low-lying, flat landform. A nearby knoll with outcropping basalt was inspected, however, no evidence of quarrying or manufactured flakes were able to be identified.

AHIMS 44-2-0140

Other Names: Rifle Range SQ

Site Type: Stone quarry

GPS Coordinates: GDA Zone 55 694362E 6312583N

Description of Site: 44-2-0140 was recorded by Bill Allen in 1995 and is a stone quarry. No additional site location or description details are presented in the site card. It is unknown whether this is the same quarry recorded as 44-2-0095.

2019 survey results: The quarry was unable to be located during the survey. Outcropping basalt at the recorded location was inspected, however, no evidence of quarrying could be identified.

AHIMS 44-2-0141

Other Names: Rifle Range ST2

Site Type: Scarred tree

GPS Coordinates: GDA Zone 55 694212E 6312643N

Description of Site: 44-2-0141 was recorded by Bill Allen in 1995 and is a scarred tree. A report attached to the site card for 44-2-0142 mentions two scarred trees (44-2-0141 and 44-2-0142) being located 70 m and 20 m respectively from the quarry. Tree 2 is described as being a stump measuring 1.1 m high with a scar 0.5 m high by 0.3 m wide.

2019 survey results: The scarred tree was unable to be located during the survey at the provided AHIMS coordinates. No trees identified during the survey matched the provided description.

AHIMS 44-2-0142

Other Names: Rifle Range ST1

Site Type: Scarred tree

GPS Coordinates: GDA Zone 55 694362E 6312583N

Description of Site: 44-2-0142 was recorded by Bill Allen in 1995 and is a scarred tree. The attached mentions two scarred trees (44-2-0141 and 44-2-0142) being located 70 m and 20 m respectively from the quarry. However, the coordinates provided for 44-2-0142 are the same for 44-2-0140 (the stone quarry). The scar is described as being 1.8 m high by 0.75 m wide. Steel axe marks are present at the proximal and distal ends of the scar.

2019 survey results: The scarred tree was unable to be located during the survey. No trees identified during the survey matched the provided description.

AHIMS 44-2-0157

Other Names: The Springs, Orange

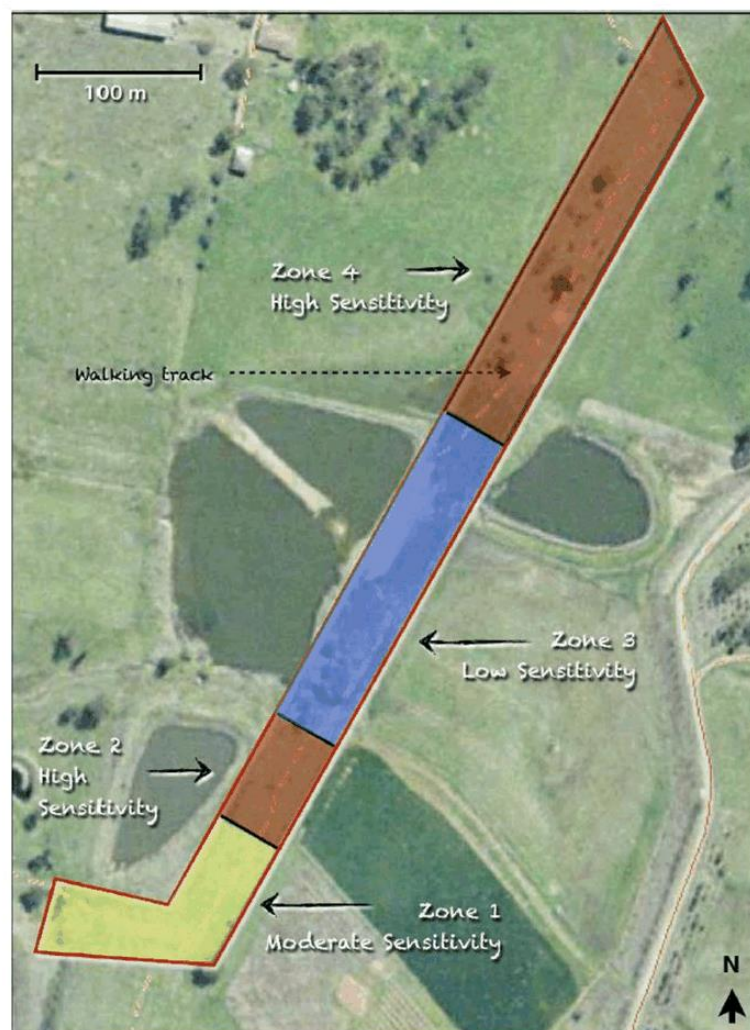
Site Type: Artefact scatter; habitation structure and PAD

GPS Coordinates: GDA Zone 55 693608E 6311610N

Description of Site: 44-2-0157 was recorded by Kim Tuovinen (OzArk) in 2010 and is an artefact scatter; habitation structure and PAD. The 'habitation' aspect of the recording is related to building foundations made from stone blocks and dating to the historic period. Three knapped stone artefacts were also identified at the site location. OzArk 2010 assessed the archaeological subsurface potential of the site by sensitivity (low to high) based on the results of the field assessment (**Figure 6-22**).

2019 survey results: None of the recorded stone artefacts were identified during the survey, although GSV was very low along the Hawke Lane TSR. Nor were any items relating to a 'habitation structure' visible at the AHIMS location.

Figure 6-22: Archaeological potential of the Hawke Lane TSR (source: OzArk 2010).



AHIMS 44-2-0215

Other Names: South Orange 1

Site Type: Artefact scatter

GPS Coordinates: GDA Zone 55 694464E 6312006N

Description of Site: 44-2-0215 was recorded by Access Archaeology in 2015 and is a low-density artefact scatter comprised of three quartz artefacts. The site is on a gentle slope surrounded by open woodland.

2019 survey results: None of the recorded stone artefacts were identified during the survey, however, the site location was been pegged and matches the provided coordinates.

7 DISCUSSION

7.1 DISCUSSION OF HISTORIC HERITAGE SURVEY RESULTS

While several historic heritage sites were recorded during the survey, very few of these are evidence of previous dwellings. The overall lack of features present within the study area is attributable to past levels of disturbance, the ephemeral nature of the settlement, and the reported clearing of the dwellings at 'The Springs' when residents were forced out in the early 1940s.

Remnant features and artefacts present within the study area include:

- Fences: predominately late nineteenth / early-mid twentieth century post-and-rail-and-wire fencing (HS13 to HS15). These fences demarcate part of the Hawke Lane TSR with post-and-rail-and-wire fencing, consisting of heavily weathered timber posts, suspended wire netting and some timber cap rails. Each pair of timber-capped panels is divided by a wire and dropper panel with no timber cap. While these fences were potentially present at the time of the occupation of 'The Springs' but they are a feature more likely associated with the Hawke Lane TSR itself than 'The Springs'
- Stone features: basalt stones are naturally occurring across the study area and are more abundant on upper slopes and crests than lower slopes adjacent to Rifle Range Creek. As they are naturally occurring, their assessment considered whether any discernible features are present, i.e. worked stones or linear features, and whether they are associated with building materials such as bricks or other materials. Based on this, only four stone features are present, all located within the Hawke Lane TSR
- Metal artefacts: metal artefacts are present throughout the Hawke Lane TSR and the rifle range. While those located within the Hawke Lane TSR are likely to be associated with occupation of 'The Springs', it cannot be conclusively said that those within the rifle range are associated with 'The Springs' rather than the use of the rifle range itself. Relics largely include wiring, cans and gallon drums, although a bed frame and metal box are associated with Site HS1. These artefacts are unlikely to be *in situ*
- Glass and ceramics: fragments of glass and ceramic were identified across the study area, particularly within the Hawke Lane TSR. They were often noted in association with mounds with stone and brick, or with accumulations of metal relics. However, the overall number of these artefacts is relatively low
- Ground cuttings: Two square cuts are present in the north of the study area near the rifle range (HS1 and HS2). The cuts likely indicate the location of two previous dwellings. Accounts by Aboriginal people in the past have noted that 'The Springs' occupied part of the rifle range, and therefore, these may have been previous dwelling locations.

As previously noted, GSV was a constraint in identifying features and artefacts across the survey area, particularly within the Hawke Lane TSR. The survey completed in 2010 by OzArk, when GSV was much higher, recorded several features not able to be identified in 2019 such as two stone-lined holes. In addition to this, several relics and a feature appear to have been removed, including a stone cairn and a few metal relics including buckets.

7.2 ARCHAEOLOGICAL RESEARCH POTENTIAL

The value of archaeologically investigating a site relates to the ability of the potential archaeological resources to contribute to substantive research questions. Archaeological investigations in this case would be most useful if they identified additional building foundations or confirmed whether the already identified potential features are locations of previous dwellings. This would assist in further determining the nature and extent of 'The Springs'. However, artefacts associated within any deposits are unlikely to substantially contribute to a better understanding of the day-to-day living conditions at the property or the socio-economic conditions of its early occupants as it is well-known that the economic status of Aboriginal settlements and depression era camps was low.

7.3 DISCUSSION OF ABORIGINAL SURVEY RESULTS

As highlighted in **Section 5.3**, archaeological sites typically found in the Orange area are stone artefact sites (isolated or scatters), culturally modified trees and stone quarries. Other site types associated with intangible heritage include ceremonial sites and resource gathering sites. While the original pre-dam creek line (Rifle Range Creek) would have likely constituted a useful watercourse for pre-contact occupation, no evidence of this was found as no previously unrecorded Aboriginal (pre-contact) sites were identified during the survey. Despite the abundance of basalt stones, no evidence of quarrying was identified and no trees able to satisfy the criteria of having a cultural origin were identified. Stones artefacts may be present across the study area and identification of these may have been hampered by low GSV, however, it is unlikely that large, complex sites are present due to past levels of disturbance and a lack of elevated landforms adjacent to the creek line.

7.4 EXTENT OF 'THE SPRINGS'

The results of the archaeological assessment, in conjunction with a review of parish maps, aerials and consultation with the Aboriginal community was completed in order to address one of the aims of the project: to define the extent of 'The Springs'.

Despite undertaking all of these investigations, the definitive extent of 'The Springs' has not been identified for the following reasons:

- The overall lack of archaeological features that remain *in situ*
- The high levels of disturbance over more than half of the study area
- The lack of government records noting the presence of 'The Springs' and details of a specific location being occupied
- The large area of Crown land to the south of Orange where the settlement was anecdotally said to exist (hence making it hard to narrow down a specific location)

- The ephemeral nature of the settlement
- Inability to access private property in the west where the spring is thought to originate from
- The clearance of the camp when residents were forcibly removed from the area.

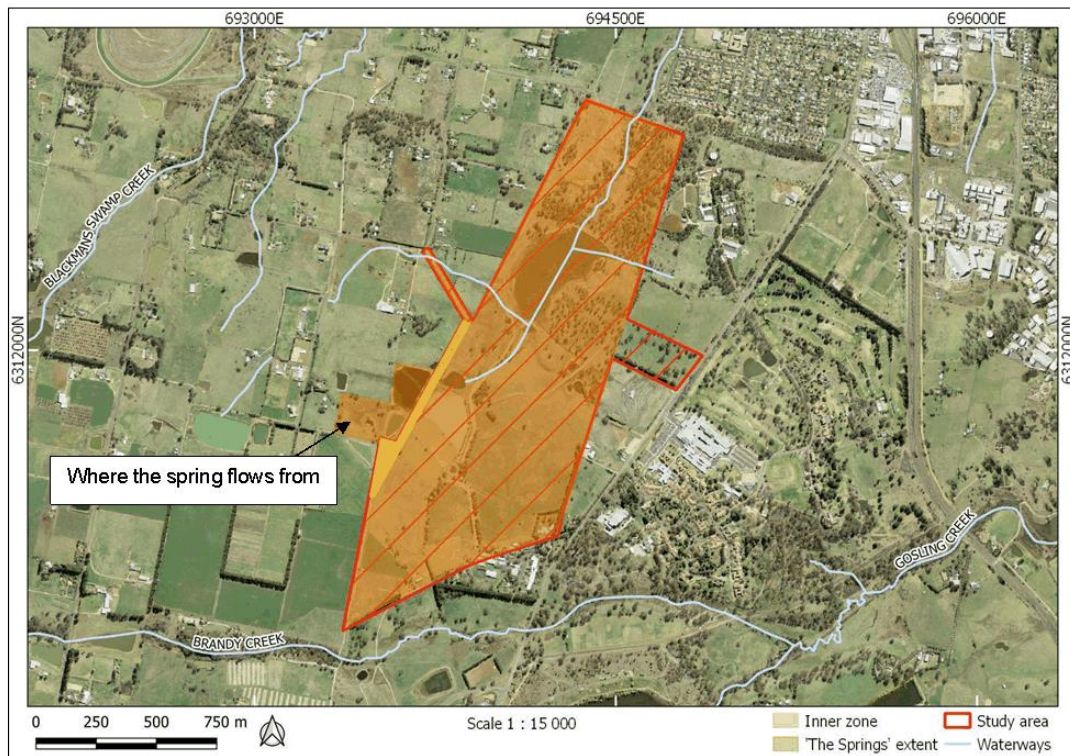
Accounts from local Aboriginal people have previously noted that 'The Springs' extended north into the rifle range, however, accounts of occupation of the rifle range have varied. Due to the type of use of land occupied by the rifle range, it is unlikely that 'The Springs' occupied much land surrounding the shooting ranges. However, the presence of two cuts at the very southern border of the rifle range indicates occupation in this area that may be related to 'The Springs'. There are also accounts that 'The Springs' occupied portions of adjacent private property where the spring itself is thought to have been located (**Figure 7-1**); potentially to the west of where two large dams have now been constructed. During a site visit held in June 2019 which attempted to identify areas of the camp with former resident Ms Williams was relatively unsuccessful due to the length of time that has passed (over 80 years) and changes to the landscape in the interim. This includes the excavation of the two large dams along the creek, potentially incorporating to the 'soak', which has altered the environment and made the area unrecognisable.

As the evidence for the extent of 'The Springs' is lacking, determining the curtilage of the place is problematic. Two zones have been devised to embody what is known about the possible extent of 'The Springs':

- Inner zone: This zone is limited to the Hawke Lane TSR where it is most-likely that the settlement comprising 'The Springs' was located. This determination is made due to:
 - The inner zone includes what little archaeological evidence there is for the existence of dwellings
 - The population at 'The Springs' was relatively low, with records of up to thirteen families at one point and therefore they are more likely to have lived in a confined area together, in close proximity to the creek line (Rifle Range Creek). In his study of camp settlements across NSW, Kabaila (1999) notes that households tended to form clusters where there was 'social harmony' and members from the same families were living. This would indicate that the settlement was not spread out
 - The inner zone is adjacent to the area where the soak and spring is assumed to have been located enabling water to be obtained. A good water supply was noted in the oral traditions of the settlement.
- Outer zone: This zone includes the area where oral tradition holds that 'The Springs' was located. This includes areas to the north where the rifle range is located and along Rifle Range Creek. However, as previously noted, it is unlikely that people lived on or close to an active rifle range and there is little evidence of archaeological remains outside of the inner zone.

It is most likely that 'The Springs' occupied land within the inner zone closely adjacent to the Hawke Lane TSR (Figure 7-1).

Figure 7-1: Area most likely to have been occupied at 'The Springs'.



8 SIGNIFICANCE ASSESSMENT

8.1 ASSESSMENT OF HISTORIC HERITAGE SIGNIFICANCE

8.1.1 Assessment of significance—general principles

The current assessment will evaluate the heritage significance of 'The Springs' in accordance with the NSW Heritage Office *Assessing Heritage Significance* (Heritage Office 2001). A historic heritage site must satisfy at minimum one of the following criteria to be assessed as having heritage significance:

Criterion (a): *An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (b): *An item has a strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (c): *An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area)*

Criterion (d): *An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons*

Criterion (e): *An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (f): *An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (g): *An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places; or cultural or natural environments (or a class of the local area's cultural or natural places; or cultural or natural environments).*

Significance assessments are carried out on the basis that decisions about the future of heritage items must be informed by an understanding of these items' heritage values. The *Australia ICOMOS Burra Charter* (Australia ICOMOS 2013) recognises four categories of heritage value: historic, aesthetic, scientific, and social significance

Items are categorised as having local or state level, or no significance. The level of significance is assessed in accordance with the geographical extent of the item's value. An item of state significance is one that is important to the people of NSW whilst an item of local significance is one that is principally important to the people of a specific LGA.

8.1.2 Assessment of significance of historic items

The following significance assessment will consider the remains of 'The Springs' as a whole, with the recorded elements, HS1 to HS15, being components. None of the components, by themselves, have heritage value and the heritage value of 'The Springs' is manifested primarily as a cultural landscape with few tangible elements.

Criterion (a): Historic significance – (evolution)

An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. As an exemplar of a fringe settlement, 'The Springs' is most notable as being representative of the living conditions of the poorer members of society in early twentieth century New South Wales. Although it is not important to the historical themes of the day, its existence, nevertheless, is a reflection that not all members of society benefited equally from the growing prosperity seen elsewhere in the state.

Criterion (b): Associative significance – (association)

An item has a strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' meets this assessment criteria. 'The Springs' is important to the local Wiradjuri community and Ngunnawal families as a place of settlement during the early decades of the twentieth century. The landscape also demonstrates use of the land pre-settlement through the presence of traditional Aboriginal sites.

Criterion (c): Aesthetic significance – (scenic qualities / creative accomplishments)

An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area).

'The Springs' does not meet this assessment criteria. The dwellings once located at 'The Springs' were utilitarian and without aesthetic qualities. No dwellings survive to the present day. While the broader landscape would have likely had aesthetic values in antiquity, present day disturbances have reduced these values.

Criterion (d): Social significance – (contemporary community esteem)

An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons.

'The Springs' meets this assessment criteria. 'The Springs' is important to the Aboriginal community for social, cultural and spiritual reasons. The Wiradjuri and Ngunnawal families of central and southern NSW, which includes descendants of people who were born or lived at 'The

Springs' for a period prior to leaving or being forcibly removed, have consistently asserted their cultural affiliation to the place.

Furthermore, 'The Springs' was home to both Aboriginal and non-Aboriginal families during the twentieth century who lived cooperatively.

Criterion (e): Technical/research significance – (archaeological, educational, research potential and scientific values)

An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. Archaeologically, 'The Springs' is a highly disturbed site with a fragmented surface expression. Sub-surface deposits would have a limited potential to illuminate the lives of the site's early twentieth century occupants.

Criterion (f): Rarity

An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. 'The Springs' is an example of a twentieth century Aboriginal and non-Aboriginal settlement in the Orange area. However, few tangible values remain, and the site derives its importance as a cultural landscape. The site's intangible values are related to it being an example of a cooperative relationship between the Aboriginal and non-Aboriginal communities during the early twentieth century. However, as a cultural landscape, it cannot be said to possess uncommon, rare or endangered aspects of NSW's cultural heritage.

Criterion (g): Representativeness

An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places; or cultural or natural environments (or a class of the local area's cultural or natural places; or cultural or natural environments).

'The Springs' cultural landscape is important in demonstrating the principal characteristics of fringe camps (unmanaged settlements) within NSW that were occupied by Aboriginal and also non-Aboriginal people. Such settlements are rare, and while it derives its value from the intangible aspects of the place, the landscape where the settlement was once located can be appreciated by the general public, particularly with the aid of interpretation.

Integrity/Intactness

'The Springs' has been impacted upon by agricultural activities, infrastructure and services and the construction of a walking track. As a result of this, the site displays significantly reduced integrity.

8.1.3 Statement of significance

The former fringe camp was home to Aboriginal and non-Aboriginal people over a relatively brief period of time but created a sense of community. The permanent and itinerant residents lived together cooperatively while facing the same struggles of the Great Depression.

'The Springs' has an important place in the history of the local Aboriginal community in particular, and the area allows the local Aboriginal community to connect with their history and culture, both pre- and post-contact.

For the broader community, the landscape of 'The Springs' illustrates the reality of the living conditions of the poorer members of the Orange community during a time of great financial stress.

'The Springs', as a cultural landscape, is illustrative of a chapter in the history of Orange and has local heritage values to both the Aboriginal and non-Aboriginal community.

8.1.4 Grading of significance

Different components of a place may make a different relative contribution to its heritage value. Loss of integrity or condition for example, may diminish significance. In order to aid future management of 'The Springs', this report includes an assessment of the relative contributions of individual features associated with 'The Springs' to its heritage significance.

This assessment was based on the standard grades of significance set out in the NSW Heritage Office publication 'Assessing Heritage Significance' (2001) (Table 8-1).

Table 8-1: Standard grades of significance.

Grade	Justification	Status
Exceptional	Rare or outstanding element directly contributing to an item's local and State significance.	Fulfils criteria for local or state listing
High	High degree of original fabric. Demonstrates a key element of the item's significance. Alterations do not detract from significance.	Fulfils criteria for local or state listing
Moderate	Altered or modified elements. Elements with little heritage value, but which contribute to the overall significance of the item.	Fulfils criteria for local or state listing
Little	Alterations detract from significance. Difficult to interpret.	Does not fulfil criteria for local or state listing.
Intrusive	Damaging to the item's heritage significance.	Does not fulfil criteria for local or state listing.

The following table (**Table 8-2**) lists the different sites identified at 'The Springs' and provides a significance grading for each.

Table 8-2: Grades of significance for features at 'The Springs'.

Site name	Site type	Grade of significance	Justification
HS1	Building cut and relics	Little to moderate	While the site indicates previous occupation potentially associated with 'The Springs', it has very little archaeological or research potential. Would not, in itself, fulfil criteria for local heritage listing.
HS2	Building cut	Little to moderate	While the site indicates previous occupation potentially associated with 'The Springs', it has very little archaeological or research potential. Would not, in itself, fulfil criteria for local heritage listing.
HS3	Water tank	Little	Item is unremarkable and common. Association with 'The Springs' cannot be confirmed.
HS4	Metal and bricks	Little	Site does not constitute a discernible feature or contain significant items and/or materials.
HS5	Discarded relics	Little	Site does not constitute a discernible feature or contain significant items and/or materials. Site is also in a secondary context.
HS6	Stone feature	Little	While the item has a roughly linear alignment, it has little to no archaeological or research potential.
HS7	Discarded wiring and metal	Little	Item is unremarkable and the materials present are common locally and state-wide. Site is also in a secondary context.
HS8	Discarded wiring	Little	Item is unremarkable and the materials present are common locally and state-wide. Site is also in a secondary context.
HS9	Stones	Little	Site does not constitute a discernible feature or contain significant items and/or materials.
HS10	Stone and brick mound	Little to moderate	While the site indicates occupation potentially associated with 'The Springs', it has very little archaeological or research potential. Would not, in itself, fulfil criteria for local heritage listing.
HS11	Stone and metal rubble	Little	Site does not constitute a discernible feature or contain significant items and/or materials. Site is also likely in a secondary context.
HS12	Stone foundations	Little to moderate	While the site indicates previous occupation associated with 'The Springs', it has very little archaeological or research potential. Would not, in itself, fulfil criteria for local heritage listing.
HS13	Fence	Little	While the fence potentially dates to occupation of 'the Springs', the site is more likely associated with the Hawke Lane TSR itself than 'The Springs'. New materials have also been introduced to maintain the fencing.
HS14	Fence	Little	While the fence potentially dates to occupation of 'the Springs', the site is more likely associated with the Hawke Lane TSR itself than 'The Springs'. New materials have also been introduced to maintain the fencing.
HS15	Fence	Little	While the fence potentially dates to occupation of 'the Springs', the site is more likely associated with the Hawke Lane TSR itself than 'The Springs'. New materials have also been introduced to maintain the fencing.

9 INTERPRETATION STRATEGY

The history of a site or place and its fabric provides an opportunity for on-site interpretation which can enhance visitor understanding and appreciation of the significance of a site. For many sites or places, significance is better understood through interpretation (Heritage Council 2005). Interpretation also has the ability to strengthen and maintain relationships and connections between the community and the heritage item.

9.1 ASSESSMENT OF INTERPRETATION POTENTIAL

In order to gain an understanding of the interpretation potential of 'The Springs', this report includes an assessment of the remnant features present.

Table 9-1 lists the different sites identified at 'The Springs' and rates their interpretation potential.

Table 9-1: Interpretation potential for sites identified at 'The Springs'.

Site name	Site type	Interpretation potential	Reasoning
HS1	Building cut and relics	Low to moderate	While the cut and associated relics are evidence of occupation, the remnant feature (the cut) is difficult to interpret as there are no remaining building foundations or materials present.
HS2	Building cut	Low to moderate	While the cut is evidence of occupation, the remnant feature (the cut) is difficult to interpret as there are no remaining building foundations or materials present.
HS3	Water tank	Low	Feature has low significance and therefore interpretation would not assist in conveying the significance of 'The Springs'.
HS4	Metal and bricks	Low	No discernible feature is present; therefore, it is unknown what these items were once associated with. It is also possible that they are discarded materials.
HS5	Discarded relics	Low	The feature consists only of discarded materials and has low significance. Interpretation would not assist in conveying the significance of 'The Springs'.
HS6	Stone feature	Low to moderate	Feature offers some potential for interpretation as it contains potential building materials (stones), however, interpretation opportunities are limited due to a lack of archaeological evidence.
HS7	Discarded wiring and metal	Low	The feature consists only of discarded materials and has low significance. Interpretation would not assist in conveying the significance of 'The Springs'.
HS8	Discarded wiring	Low	The feature consists only of discarded materials and has low significance. Interpretation would not assist in conveying the significance of 'The Springs'.
HS9	Stones	Low	The feature consists only of discarded materials and has low significance. Interpretation would not assist in conveying the significance of 'The Springs'.
HS10	Stone and brick mound	Low to moderate	Feature offers some potential for interpretation as it contains building materials and artefacts, however, interpretation is limited as no discernible features are present.

Site name	Site type	Interpretation potential	Reasoning
HS11	Stone and metal rubble	Low	The feature consists only of discarded materials and has low significance. Interpretation would not assist in conveying the significance of 'The Springs'.
HS12	Stone foundations	Moderate	Feature offers some potential for interpretation as it partly contains a discernible feature which indicates occupation.
HS13	Fence	Low	Feature is more closely associated with the Hawke Lane TSR and therefore interpretation would not assist in conveying the significance of 'The Springs'.
HS14	Fence	Low	Feature is more closely associated with the Hawke Lane TSR and therefore interpretation would not assist in conveying the significance of 'The Springs'.
HS15	Fence	Low	Feature is more closely associated with the Hawke Lane TSR and therefore interpretation would not assist in conveying the significance of 'The Springs'.

9.2 DISCUSSION OF INTERPRETATION POTENTIAL

The significance of the 'The Springs' is derived from its association, in particular, with the local Aboriginal community for social, cultural and spiritual reasons. As its value is largely derived from the intangible aspects of the place, the significance of the site is not obvious in the current landscape and therefore cannot currently be appreciated by the public. In addition, due to the ephemeral nature of 'The Springs' and the current condition of the remnant features present, there are few opportunities for interpretation with regard to the existing features (Table 9-1). Most features recorded either retain little integrity, do not constitute a discernible feature, and/or are in secondary contexts.

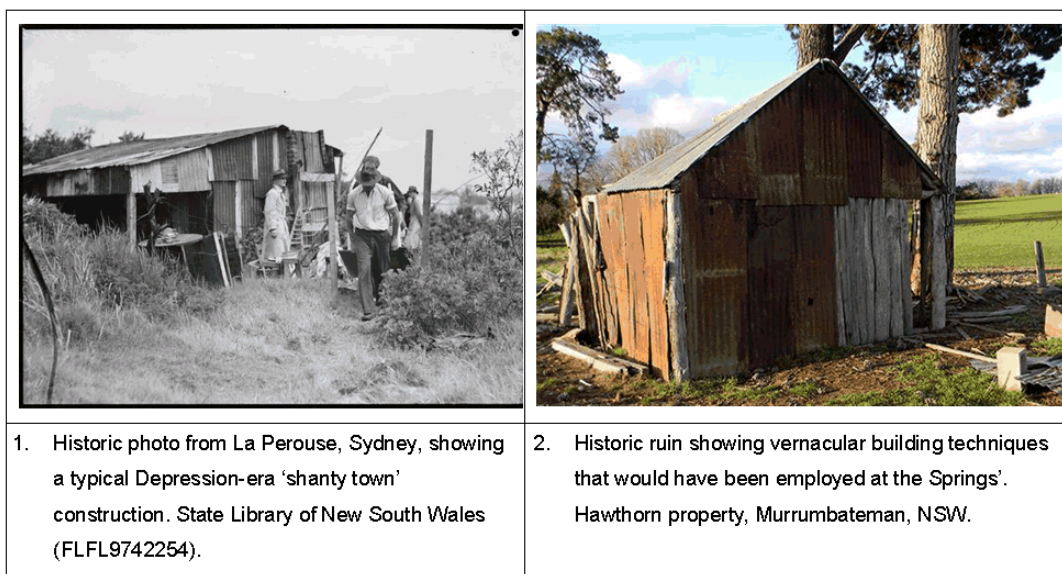
As opportunities for interpretation with the existing features at 'The Springs' are limited, interpretation could include, but not be limited to, signage and reconstructions.

Signage, in association with landscape maintenance and design, will allow the general public to appreciate what was once located at 'The Springs' focussing more on the general landscape, rather than individual items. Historic items such as HS12 could be highlighted but other information would need to be derived from oral histories and documentation.

As 'The Springs' will be an area that people move through, rather than being a static display, the interpretive signage could emulate a trail where different themes are picked up by each successive sign. For example, a sign at HS12 could explore why built remains are lacking at 'The Springs', while a sign at HS1 could try to help the general public to imagine what may have been built at this location. Other signs could be more general discussing the nature of the itinerant work in the orchards, the Aboriginal association with Orange, and the life and times of inhabitants at 'The Springs'. With the aid of the landscape design, this could allow an overall experience of the place to be gained by people recreationally using the area by presenting another layer of history to the landscape that may not be immediately obvious.

Through oral histories and documentation, the materials used for the construction of huts are well-known, and there are ample examples of the type of housing that would have been at 'The Springs' from other settlements in the state (**Figure 9-1**). This would allow a recreation of one structure to be installed at 'The Springs' to provide a visual interpretation allowing audiences of all ages to understand and appreciate the living conditions at 'The Springs'.

Figure 9-1: Examples of the types of constructions that would have once existed at 'The Springs'.



9.3 INTERPRETATION PRINCIPLES

When looking at interpretive strategies, it is also important to consider the proposed installations (i.e. signage or reconstructions) to ensure they will not negatively impact the significance of the site. For example, interpretive works or installations should be reversible and not clutter the landscape or unnecessarily impact on the landscape; they should be consistent with what was likely to have been present at the fringe camp based on people's accounts; and avoid ground disturbance where known archaeological sites are present.

A Heritage Landscape Plan is being prepared by sala4D which will bring an interpretative element to 'The Springs' and allow for an imaginative reconstruction of certain aspects of the camp.

To deliver the range of interpretation appropriate to 'The Springs' the following 'best practice' principles, derived from established by the *Heritage Interpretation Strategy* (Heritage Council 2006):

- People and culture: Interpretation development should engage and incorporate the local Aboriginal community to create a sense of community ownership
- Significance: ensure the significance of the site is communicated through interpretive elements i.e. why and for whom is this item important?

- Records and research: utilising available documentation and oral accounts
- Audience: identify expectations of the Aboriginal community and what they want to convey to the public; identify how to best communicate the significance of the site with the public and help visitors relate to the place
- Context: Recognise connections related to the site and activities which are related to the history of the site i.e. the relationship between residents of 'The Springs' and nearby orchards and the town of Orange.

10 CONCLUSION AND RECOMMENDATIONS

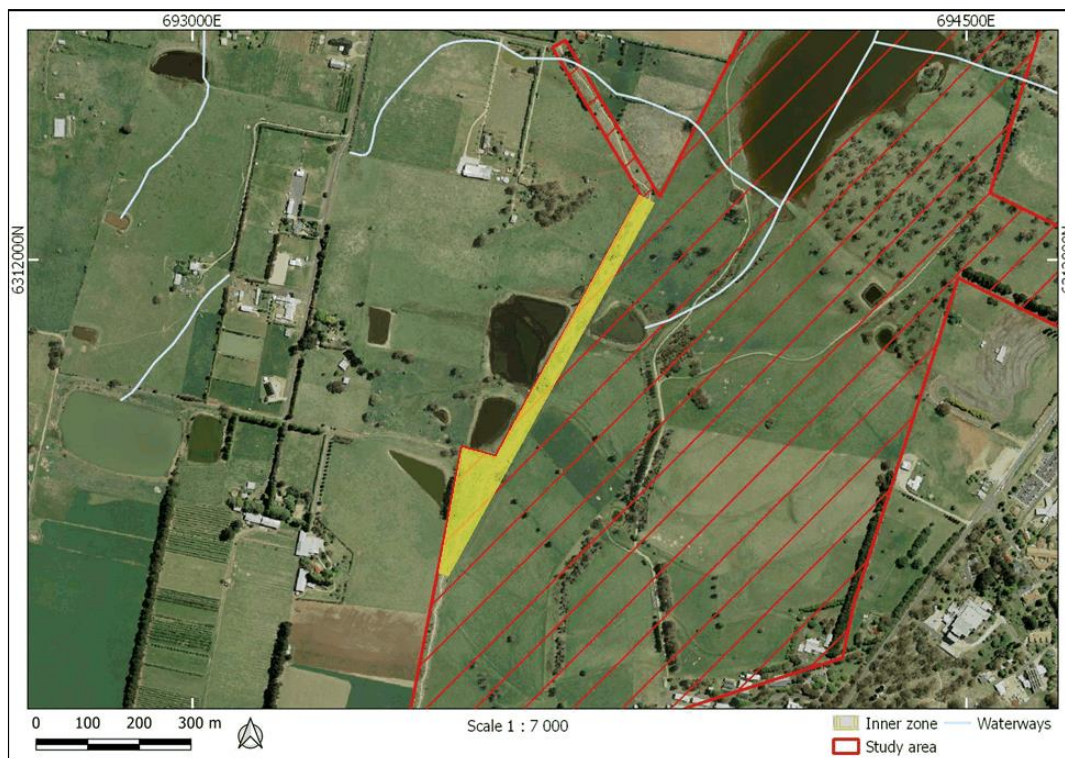
'The Springs' was a fringe camp occupied by Aboriginal and non-Aboriginal families during the early decades of the twentieth century located on crown reserve land south of Orange, NSW.

Very few physical remnants of the fringe camp remain extant in the landscape and it is not regarded as an intact archaeological complex. While there are few physical remnants left which indicate the presence of 'The Springs', the former fringe camp has local heritage values and is significant to the local Aboriginal community and to the history of Orange. The surviving cultural landscape primarily derives its value as an example of Aboriginal and non-Aboriginal people living together cooperatively while enduring the same social struggles during the Great Depression.

Based on the assessed local significance of 'The Springs' the site meets the criteria for registration on the Orange LEP which will ensure its protection. Nomination of 'The Springs' is challenging as the extent of the camp has not been able to be accurately identified during the current study. As a result of this, it is recommended that the nomination area include only the 'inner zone' within the Hawke Lane TSR (**Section 7.4**). This zone incorporates the area most likely to have been substantially occupied in comparison to the remainder of the study area and it retains the most archaeological evidence of occupation (**Figure 10-1**). The 'outer zone' may act as a buffer for the area where 'The Springs' was probably located but there is no tangible evidence of a cultural landscape in this area (with the exception of the few potential sites in the north). In order to preserve the intangible values of the cultural landscape, the northern portion of the 'outer zone' which has been subject lower levels of disturbance should be preserved in its current state.

Further survey could be completed in the west to investigate the area where the spring flows from and determine whether any archaeological evidence exists in this area that could be related to occupation of 'The Springs'.

Currently, there is no public information which acknowledges the existence of 'The Springs' and therefore, there is no interpretation into the history of 'The Springs' and its significance. Part of the project includes the preparation of a CMP, which will guide the management of 'The Springs' and a Heritage Landscape Plan which will bring an interpretative element and allow for an imaginative reconstruction of the camp. Together these components of the project will allow community appreciation of the site and acknowledge the struggles of its residents.

Figure 10-1: 'Inner zone' of 'The Springs' recommended for LEP listing.

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APPENDIX 1: CONSULTATION LOG

Date	Name	Contact details	Notes
31-May-19	Linton Howarth	wyalonglalc@gmail.com	Emailed Leeanne Hampton asking if Linton Howarth had any information on The Springs. Linton would be in contact.
7-Jun-19	Glen Reid	0429 620 192	Remembers visiting the Springs when he was around 5 or 6 (now 71, born in 1948). His mum knew an older lady that lived there (Dwyer?). They visited as it was across the road from Bloomfield where his father was in hospital. Remembers people living close together around the creek line mostly in humpies. Site was past the drive-in cinema, couldn't remember if it extended into the rifle range. Remembers lots of thorn bushes around. Glen is originally from Narromine, but also lived in Gilgandra, Condobolin, Nyngan. Also lived in Orange for around 40 years.
7-Jun-19	Rebecca Ingram	0457 188 436	Daughter of Josie Ingram (born 1938) at the Orange hospital who lived at the Springs until she was about two or three. Her sister Frances was also born there (1936). They lived in a humpy and her mother picked fruit until they moved to Cowra. They also had to camp at the Canowindra show ground. Rebecca noted that Josie's mother, Eva, was the first Aboriginal woman living at the Springs.
7-Jun-19	Joyce Williams	02 5833 4811	Remembers how fresh the water at the Springs was. The spring was on private property, but the land owner used to let them onto his property to get water (can't remember his name). The creek ran from the railway down to the rifle range and further south. There were about nine humpies when she first moved there. The camp was almost in the V shape. Lots of white people who lived there in the laneway who were pensioners (not fruit pickers) - all got along really well. Used to skate on the ice when the spring froze. Collected material for the humpies from the rubbish tip, i.e. fibro. Used to walk through the rifle range to get into town, people not camping in there? Rode bikes or caught the bus to school at Top Convent Catholic School then went to East Orange Convent with a relative. Brother went to the Brothers School on the main street. Used to walk to the shop at Bloomfield which was about 1 mile from the camp. Lived at the Springs until she was about 13 or 14 when started work at the hospital in town, lived there too. Remembers going to the movies every Friday night. Now 93 years old.
7-Jun-19	Rob Clegg (Wiradjuri Council of Elders)	0450 530 920	Does not know any information regarding the site.
7-June-19	Orange District Historical Society	orange.history@yahoo.com.au	Alick Solomon, labourer, was listed as living at The Springs, Pinnacle Road (1935-1937) [Ross Maroney's family database, ODHS]
14-Jun-19	Bradley Bliss	0427 321 016	Brad called with information regarding a previous archaeological assessment and AHIP application throughout The Springs completed by Access Archaeology
18-Jun-19	Linton Howarth	wyalonglalc@gmail.com 0455 310 643	Does not have any information on The Springs. Would ask his step sister and pass on information if she has any.
19-Jun-19	Neil Ingram	0476 170 802	Advised he is not well enough to be involved in the project.
19-Jun-19	James Williams	0434 637 361	Not sure if he is willing to share any information at the moment. He is trying to get the site listed as an Aboriginal Place himself. Sent text msg with contact details if he does want to discuss.
19-Jun-19	Neville Williams	0447 841 560	Left message
19-Jun-19	Bill Allen	0406 729 825	Left message
20-Jun-19	Alice Williams	0431 190 127	Would pass on contact details at the next Elders meeting and anyone who wants to discuss will call OzArk.
21-Jun-19	Joyce Williams	02 5833 4811	Site visit to 'The Springs'

APPENDIX 2: AHIMS EXTENSIVE SEARCH RESULT



Office of
Environment
& Heritage

AHIMS Web Services (AWS)

Extensive search - Site list report

Your Ref/PO Number : SFR Orange

Client Service ID : 397757

SiteID	SiteName	Datum	Zone	Easting	Northing	Context	Site Status	SiteFeatures	SiteTypes	Reports
44-2-0157	The Springs, Orange	GDA	55	693607	6311611	Open site	Valid	Artefact : - Habitation Structure : - Potential Archaeological Deposit (PAD) : -		
Contact Gallangabang Aboriginal Corp		Recorders Mr.Toiwo Kim Tuovinen								
44-2-0216	South Orange 2	GDA	55	693822	6312228	Open site	Valid	Artefact : -		
Contact		Recorders Mr.Doug Williams								
44-2-0215	South Orange 1	GDA	55	694464	6312006	Open site	Valid	Artefact : -	3851.3858	
Contact		Recorders Mr.Doug Williams								
44-2-0214	Bloomfield-1	GDA	55	695150	6311257	Open site	Valid	Artefact : - Potential Archaeological Deposit (PAD) : -		
Contact		Recorders Ms.Fenella Atkinson								
44-2-0141	Rifle Range ST2	AGD	55	694100	6312460	Open site	Valid	Modified Tree (Carved or Scarred) : 1		
Contact T Russell		Recorders Bill Allen								
44-2-0140	Rifle Range SQ	AGD	55	694250	6312400	Open site	Valid	Stone Quarry : 1		
Contact T Russell		Recorders Bill Allen								
44-2-0142	Rifle Range ST1	AGD	55	694250	6312400	Open site	Valid	Modified Tree (Carved or Scarred) : 1		
Contact T Russell		Recorders Bill Allen								
44-2-0095	Rifle Range	AGD	55	694300	6312400	Open site	Valid	Stone Quarry : - Artefact : -	Open Camp Site Quarry	
Contact		Recorders R.Bjaaland								

Report generated by AHIMS Web Service on 08/02/2019 for Stephanie Rusden for the following area at Datum :GDA, Zone : 55, Eastings : 692386 - 696386, Northings : 6310896 - 6314896 with a Buffer of 0 meters. Additional Info : DD, Number of Aboriginal sites and Aboriginal objects found is 8

This information is not guaranteed to be free from error omission. Office of Environment and Heritage (NSW) and its employees disclaim liability for any act done or omission made on the information and consequences of such acts or omission.

Page 1 of 1



View north across the travelling stock reserve.

CONSERVATION MANAGEMENT PLAN

'THE SPRINGS' FRINGE CAMP

ORANGE NSW

DECEMBER 2019

This project was assisted by the
NSW Government
through the Heritage Near Me program



Report prepared by
OzArk Environment & Heritage
for Orange City Council

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1 INTRODUCTION

1.1 PURPOSE

OzArk Environment & Heritage (OzArk) has been engaged by Orange City Council (OCC) to complete a Conservation Management Plan (CMP) for 'The Springs' fringe camp at Orange, NSW.

The purpose of this CMP is to identify the heritage values and significance of 'The Springs' and provide policies and strategies for the effective conservation and management of those values and associated significance.

1.2 BACKGROUND

OCC received heritage funding from the Office of Environment and Heritage (OEH¹) 'Heritage Near Me Strategic Project', to complete detailed investigations into 'The Springs'. Prior to the preparation of the CMP, OzArk completed an archaeological field assessment and heritage study with the assistance of the local Aboriginal community and past residents. A Heritage Landscape Plan is also being developed to assist in the interpretation of 'The Springs'.

1.3 HERITAGE LISTING

'The Springs' is listed on the Aboriginal Heritage Information Management System (AHIMS) database as site 44-2-0157 (The Springs, Orange), as a habitation structure, artefact and potential archaeological deposit (PAD) site (**Figure 4-2**).

'The Springs' is not listed on the Orange Local Environmental Plan (LEP); however, it has been assessed as having local heritage values (OzArk 2019).

1.4 METHODOLOGY

The methodology adopted for this CMP is in accordance with the values-based management approach outlined in the Australia ICOMOS Burra Charter (Burra Charter; Australia ICOMOS 2013). The Burra Charter involves the consideration of all the heritage values of a place, articulated in a statement of significance, and the identification of key issues affecting the place informing the development of management policies and strategies.

This CMP has been developed in accordance with the principles of the Burra Charter and comprises two sections:

- The historical and physical analysis of 'The Springs' and recognition of its cultural significance.

¹ As of 1 July 2019, OEH is now the Biodiversity and Conservation Division (BCD) of the Department of Planning, Industry and Environment (DPIE).

- The preparation of guiding conservation policies which form the basis for recommendations for any proposed physical works, ground disturbance and management of 'The Springs'.

1.5 REPORT AUTHOR

This CMP was completed by Stephanie Rusden (OzArk Archaeologist; BA (Archaeology) – University of New England; BSc Land and Heritage Management – University of Wollongong) and reviewed by Ben Churcher (OzArk Principal Archaeologist; BA Hons. Queensland University, Dip Ed. University of Sydney).

2 SITE DETAILS

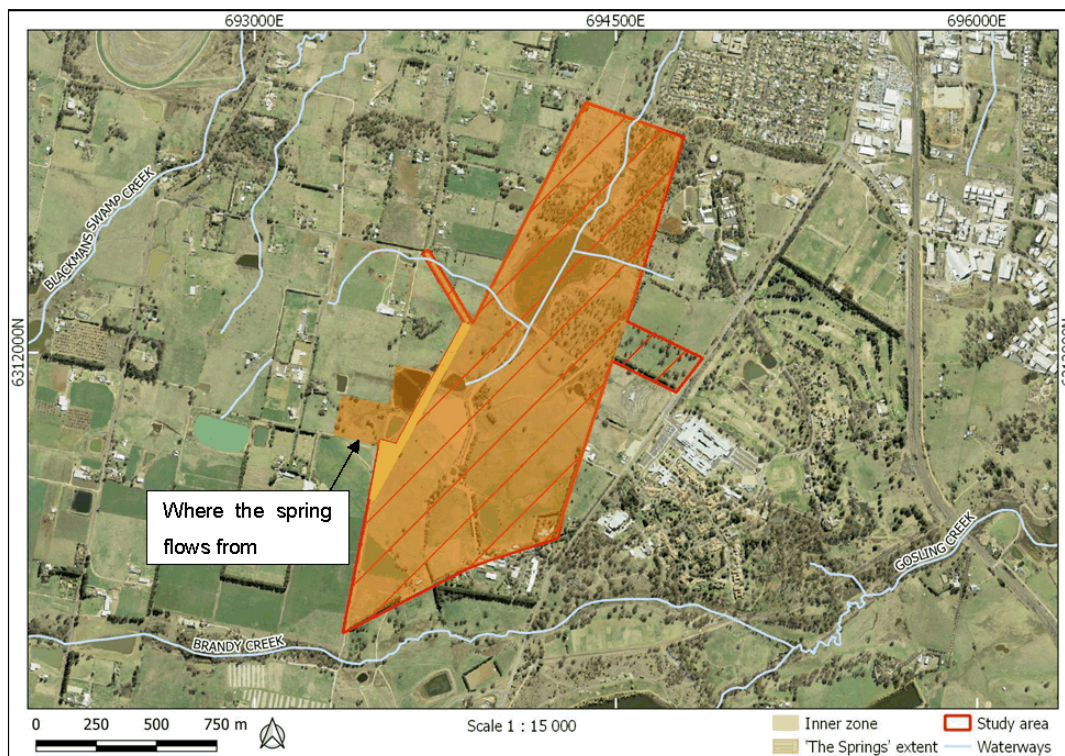
2.1 LOCATION AND CURTLAGE

As it was poorly documented, the exact extent of 'The Springs' is unknown; except that it occupied crown land to the south of Orange. OzArk (2019) attempted to define the extent of 'The Springs' by utilising the results of an archaeological assessment, in conjunction with a review of parish maps, aerials and consultation with the Aboriginal community. Despite undertaking all of these investigations, the definitive extent of 'The Springs' is still unable to be identified.

As the evidence for the extent of 'The Springs' is lacking, determining the curtilage of the place is problematic. Two zones have been devised to embody what is known about the possible extent of 'The Springs':

- **Inner zone:** This zone is limited to the parts of the Hawke Lane travelling stock reserve (TSR) where it is most-likely that the settlement comprising 'The Springs' was located. This determination has been made due to:
 - The inner zone includes what little archaeological evidence there is for the existence of dwellings
 - The population at 'The Springs' was relatively low, with records of up to thirteen families at one point. Therefore, they are likely to have lived in a confined area together, in close proximity to the creek line (Rifle Range Creek). In his study of camp settlements across NSW, Kabaila (1999) notes that households tended to form clusters where there was 'social harmony' and members from the same families were living. This would indicate that the settlement was not spread out
 - The inner zone is adjacent to the area where the soak and spring is assumed to have been located enabling water to be obtained. A good water supply was noted in the oral traditions of the settlement.
- **Outer zone:** This zone includes the area where oral tradition holds that 'The Springs' was located. This includes areas to the north where the rifle range is located and along Rifle Range Creek. However, as previously noted, it is unlikely that people lived on or close to an active rifle range and there is little evidence of archaeological remains outside of the inner zone.

It is most likely that 'The Springs' occupied land within the inner zone closely adjacent to the Hawke Lane TSR (**Figure 2-1**). As such, this is the area which has been recommended for nomination on the Orange LEP and to which the CMP applies.

Figure 2-1: Area most likely to have been occupied at 'The Springs'.

2.2 LANDSCAPE OF THE 'THE SPRINGS'

The landscape of the 'The Springs' inner zone exhibits an undulating plain with gentle to moderate slopes and low crests (Error! Not a valid bookmark self-reference.; images 1 and 2). The inner zone is traversed by a north–south flowing drainage line (often referred to as Rifle Range Creek). This drainage line is a tributary of Blackmans Swamp Creek which feeds a 'soak' that dominates the inner zone (Error! Not a valid bookmark self-reference.; image 3). Dispersed deciduous fruit trees and box trees are present throughout the inner zone and a thick stand of willows covers most of the soak (Error! Not a valid bookmark self-reference.; images 4 to 6). OzArk (2010) speculated that the fruit trees are likely descendants of original plantings associated with 'The Springs' camp.

Current disturbances within the inner zone of 'The Springs' include the construction of a walking track which extends along the entire extent of the Hawke Lane TSR and the installation of several park benches.

Figure 2-2: Landscape of 'The Springs'.

	
1. View north from the southern extent of the inner zone.	2. View across the southern extent of the inner zone.
	
3. View south across the 'soak'.	4. View of a fruit tree in the west of the study area within the inner zone.
	
5. View of willows within the 'soak' in the central portion of the inner zone.	6. View of remanent box trees within the inner zone.

2.3 OWNERSHIP DETAILS

The Hawke Lane TSR is crown land managed by the OCC.

2.4 LAND ZONING

'The Springs' is within the Orange Local Government Area (LGA) The Hawke Lane TSR encompasses Lot 114 to 119 and Lot 125 to 128 DP750401. This land is zoned RE1 'Public Recreation'; R2 'Low Density Residential' and RU1 'Primary Production' on the Orange LEP.

3 HISTORICAL OUTLINE

3.1 ABORIGINAL OCCUPATION

According to Tindale's (1974) and Horton's (1994) maps of tribal or ethno-linguistic boundaries, the Wiradjuri occupied the northern parts of the South Eastern Highlands bioregion in the vicinity of Orange and Bathurst. As such, 'The Springs' falls within the Wiradjuri ethno-linguistic group. The Wiradjuri are typically described as a large language group or tribal nation extended over a considerable area of New South Wales, comprising many individual groups.

The closest earliest reference to Aboriginal culture in the Orange area dates to 23 April 1817 when John Oxley passed by Limestone Creek, south of Mount Canobolas, describing the surroundings as '*a beautiful picturesque country of low hills and fine valleys well-watered*' (Whitehead 2003: 351). Further to the southwest, Oxley met with Aborigines at the Lachlan River carrying stone hatchets and possum skin cloaks; he then returned to Bathurst along the Bell and Macquarie rivers north of Orange in late August. He noted the abundant resources of the areas adjacent to the Macquarie River (which included emus, ducks, swans, fish, and freshwater muscles) and that the country has running waters everywhere and on every hill was a spring (Rawson 1997: 8).

Several firsthand accounts of contact with Aboriginal people still living a tribal life within the general region are available, providing insight into aspects of daily life. Miss Jane Piper, the daughter of Captain Piper and owner of "Alloway" and "Westbourne" at Bathurst, wrote in her diary:

In the 1830s, there was a large camp of Aborigines near "Westbourne". Their shelters were made of bark under which an Aboriginal man, his mate and their piccaninnies slept at night. If they owned any dogs these would sleep with them in their 'gunyah' to help keep them warm. The men provided food, consisting of kangaroo, opossums, lizards, snakes and other delicacies. The women cooked them by throwing them on to hot coals, skinned but not disembowelled. When they were cooked, they were laid on a piece of bark and the man sat down to eat, his woman seated at his back. He tore the food to pieces with his fingers and threw the bones over his shoulder to his lubra, who then gnawed them and passed them on to the dogs.

(McBurney 1995)

A fight between the local Aboriginal people and an outside tribe was also described by Miss Piper, who interpreted the fight as being over women, whereby the non-local tribe had come into the area to steal a woman:

They used spears, nulla nullas, boomerangs and womerahs. A European sympathiser persuaded one of the local tribes to allow him make the warrior of the

home (local?) tribe into a devil. This he did by fastening two bullocks' tails to a thick cord, made from grass, tying them around the man's waist. His hair was plastered down with pipeclay, and he had red circles around his eyes and red streaks around his body. The Bathurst Tribe won, but the victory cost six lives. It is not known what happened to the woman, perhaps she escaped!

The fallen heroes were buried with much ceremony, the bodies in a sitting position with their heads bowed on their knees. The war weapons of the dead were placed inside the opossum skin rug in which each body was buried. During the burial the women cried and wailed, the dead man's woman cut her head and body severely causing streams of blood to flow freely. The men and women joined in a sort of chant to tell of the deceased's virtues. When the women died they were buried anywhere.

(McBurney 1995)

On matters of ceremony she writes:

The mystic rites of the Aborigine were frequently carried out in secrecy, but when a young man was initiated he had his front tooth knocked out and was then considered to be eligible for matrimony.

(McBurney 1995)

The only reference found that relates more specifically to Orange, names Blackmans Swamp, whereby the early settlers note that the area was still home to hundreds of natives who roamed the district.

3.2 EARLY EXPLORATION AND SETTLEMENT

John Oxley, when returning from Wellington in August 1817, camped approximately 40 kilometres (km) north of Orange. He noted that the country was very rugged, and it was difficult to make his way through. In 1818 he returned to the general area, this time avoiding the rugged hills and passing through the area known today as Ophir. Two years later James Meehan, a surveyor, became temporarily lost in April 1820 on his way across country to Bathurst (it is unclear where originated from) and his party was believed to have been the first white men to camp in what is now Orange City.

In 1823 the Chief Constable at Bathurst was given the task of finding a route to Wellington from Bathurst so that a convict station could be established. The Chief Constable's name was John Blackman and 'Blackmans Swamp' is thought to have been named after him (McBurney 1995). Others note that there is no evidence that Blackman had a station at Orange as the only holdings he was granted were in Bathurst.

In the mid-1820s several squatters were using the general area and a government station was established on Fredrick's Valley Creek, now Dairy Creek, because of the distance between

Wellington from Bathurst. A slab and bark hut and stock yards were erected to provide accommodation for stockyard keepers and shepherds. This rapidly changed the character of the region as it was now opened up for private settlement once Governor Darling redefined the limits of location in 1826 (DUAP 1996).

The surveyor J.B. Richards was commissioned to undertake survey of the road to Wellington and in 1829 he sketched a reserve for a village on a Parish plan marked Orange. This is the first time this name was applied to the area. In 1837 Major Bowler, then stationed at Windsor, was redeployed with a detachment of the 80th Regiment to Bathurst where he was then appointed as the police magistrate at Carcoar.

Major Bowler later settled on a small property named "The Meadows" at Blackmans Swamp (McBurney 1995). Blackmans Swamp at this time was reported to have a one-roomed store, a post office and a lock up.

Major Thomas Mitchell during his exploration of the interior also uses the name 'Orange' to describe the area. 'Orange' is believed to have derived its name from a fellow British Officer (the Prince of Orange) and fellow aides-de camps to the Duke of Wellington whom they both served with during the Napoleonic wars. Mitchell's journal entry on 5 April 1838 first mentions Mt Canobolas and the following day he climbs the mountain. His subsequent report to the Governor was used to officially recognise the name of the place.

In 1846, a proclamation was issued from the NSW Government that defined the location of extent of the Village of Orange. When the Governor travelled to the district in December 1846, he noted in a speech that about 1,500 people resided in the district of Fredrick's Valley, Summer Hill, Blackmans Swamp and Byng (McBurney 1995).

Settlement in the area was low key until the 1850s when alluvial gold was discovered at Ophir in 1851. From this point on pastoral leases were more and more frequently bought and sold and the boom in mining and mineral exploration in the region lead to the continued expansion of the village to become Orange City.

3.3 ABORIGINAL POST CONTACT HISTORY

3.3.1 Board for the Protection of Aborigines (1883–1940)

The Board for the Protection of Aborigines (APB) was established by the Executive Council of the NSW Parliament on 2 June 1883. The APB consisted of six members appointed by the Governor with the Inspector General of Police as chairman. At weekly meetings the APB discussed and made 'recommendations concerning the general protection of the State's Aboriginal population' [State Records of NSW, Agency Detail] (OzArk 2018).

The APB drafted the regulations for the management of Aboriginal stations at Brewarrina, Cumeroogunga and Warangesda that were issued in February 1895. Regulations provided for the establishment of a local board with representatives elected by the APB and to include the local police superintendent. The local boards duties included:

- Inspecting the station at least monthly and report to the APB with recommendations
- Inquiring into complaints made about the station
- Advising the manager about discipline, work to be done and other matters related to management
- Countersigning requisitions for stores and expenditure.

The APB had no statutory power until the passage of the *Aborigines Protection Act 1909* (Act No.25) under which it was reconstituted. The purpose of the new Board was stated as '*to exercise a general supervision and care over all matters affecting the interest and welfare of Aborigines, and to protect them against injustice, imposition and fraud*' [State Records of NSW, Agency Detail]. Under the new Board local committees or guardians were appointed to stations and reserves and had similar responsibilities to the previous committees [State Records of NSW, Agency Detail].

The *Aborigines Protection Amending Act of 1915* extended the powers of the Board to '*assume control and custody of Aboriginal children...in the moral or physical interest of the child*'. Other changes to the Board included the appointment of Inspectors of Aboriginal people and the abolition of local committees and guardians. Amendments to the Act in 1918 and 1936 imposed further restrictions on Aboriginal people's movements and activities. A Parliamentary Select Committee established in 1937 was formed to investigate the administration of Aboriginal people, recommending that the Public Service Board investigate the work of the Board. Some of the recommendations included the assimilation of Aboriginal people into the community away from the reserves, stations and homes into which they had been forcibly removed from the late 19th century. Other changes proposed included the development of a housing program and education and training schemes. The reconstitution of the Board was also recommended, and the organisation was replaced by the Aborigines Welfare Board in 1940 [State Records of NSW, Agency Detail].

The APB was replaced by the Aborigines Welfare Board in 1940. By 1945 there had been a decrease of the number of people living on stations and an increase of those on reserves. Government assistance of £3,000 for the acquisition of homes had been approved but post-war restrictions on materials and the purchase of land created difficulties. The Board's powers had been expanded and they were now authorised to acquire land, build houses and sell or lease them with the eventual intention of Aboriginal families acquiring them [Annual Report Board for the Protection of Aborigines].

The Annual Report of the Board in June 1968 claimed that in the last decade many advances had been made in Aboriginal affairs and '*discriminatory legislation removed from the statutes*'. J. Morgan and L. Darcy were the aboriginal representatives on the Board in this year. In 1969 the Board was abolished to be replaced by the Aborigines Welfare Directorate, Department of Child Welfare and Social Welfare (later the Aboriginal Services Branch, Youth and Community Services) [State Records NSW, Concise Guide, Aborigines Welfare Board].

3.3.1.1 Relation to Orange

Annual reports from the APB provide brief details about the lives of Aboriginal people in Orange from 1882 onwards. The policy of the APB at this time was to create reserves "*to enable (Aboriginal people) to form homesteads, to cultivate grain, vegetables and fruit for their own support and comfort*" (NTSCorp 2012). Except for the old, the disabled and children, the APB encouraged Aboriginal people to be self-sufficient. An Aboriginal reserve was not established in the Orange district, although the APB provided rations and blankets to support the population (NTSCorp 2012). The nearest Aboriginal reserves were established at Cowra in 1890 called Erambie and Wellington in 1895 called Blacks Camp (Kabaila 1998).

The annual report for 1891 indicates that Aboriginal people in Orange and Molong (a combined population of 28) did not require rations. The Aborigines Protection Board (1891) noted that:

None are in need of aid from government; they are generally employed on stations and farms, a few also earn a living fencing. They are not addicted to habits of intemperance. One child attends the public school at Molong. Blankets are supplied annually. They are in no way misappropriated. When ill, they are either treated by the government medical officer or sent to the local hospital.

From this point onwards, working for Europeans became an important source of independence and status for Aboriginal people. Wiradjuri men mostly worked as labourers, but some gained higher-standing jobs such as shearers. Some women worked as domestic servants. Employment meant that some families, at least for part of the year, could live outside the restrictive reserves and stations. Most of the larger pastoral and agricultural stations had been broken up by this time, forcing the former Aboriginal residents either onto reserves and stations or into town fringes. Many found work on the smaller properties, but they could not live there.

3.3.2 'The Springs' fringe camp

The area known as 'The Springs' was used as a mixed Aboriginal and non-Aboriginal fringe camp located to the south of Orange and 800 m west of Bloomfield Hospital (Kabaila 1998). 'The Springs' is mainly known from the 1930s and 1940s, however, there is a record of an unnamed Aboriginal man living in an area to the south of Orange, suggesting a possible presence at 'The Springs' as early as the late 19th century (NTSCorp 2012).

As the name implies, 'The Springs' is in the vicinity of a freshwater spring and is likely to have also been occupied by Wiradjuri people prior to European settlement of the region. During the 1930s and 1940s, 'The Springs' was occupied by individuals and families unable to access government assistance while suffering the effects of the Great Depression and was a location where people subject to the *Aborigines Protection Act* 1909–1969 could congregate.

The state electoral roll for Orange shows Aboriginal families living at 'The Springs' in 1930 (NTSCorp 2012: 62–63):

Residents at that time included Alex Grace and his parents, Edward Grace and Eva Grace (nee Carroll). Two years previously, the Grace family had been living with Sidney Glass at 9 Kite Street in town, demonstrating that occupation of The Springs began between 1928 and 1930. Other Aboriginal families were still living in town in 1930, including Reginald and Amelia Glass on the town common (they were living at 5 Warrendine Street in 1928) and Robert Whitton in a residence on Woodward Street. Archie Murphy, tracker, was living at the police station in Anson Street. By 1936, at least two families were living on The Springs, namely Henry John Bell and Mary Selina Bell (nee Grace), and also Cecil Coe. Others, including members of the Alexander, Grace and Simpson families, were recorded as living on Woodward Road, which runs in close proximity to The Springs.

A similar situation is evident from 1937 electoral roll. Henry John Bell and family were living at The Springs with his brother Roy William Bell and his wife Gladys Bell (nee Towney). Henry and Roy's parents, Harry Roy Bell and Matilda Bell (nee Stanley) were also present.

Aboriginal families at 'The Springs' included members of the Monaghan, Carberry, Grace and Bell families. Ms Williams also remembers Burnes, Monaghan, Hart and Merritt families (Joyce Williams, pers. comm.). Many of the Aboriginal residents of 'The Springs' were from well-established Wiradjuri and Ngunnawal families (NTSCorp 2012 63–64):

Harry Roy Bell, for example, was born in Yass in the late 1880s. He had strong ties to the Ngunnawal country at Yass through his mother Lexter Lane and maternal grandmother Caroline Chisholm... It is possible that he may have travelled through Orange on his way to Wellington, working as a labourer or drover to support himself and stopping at The Springs to camp, rest and water a mob of cattle.

Harry Bell's wife (Matilda Stanley) was from an old Wellington Wiradjuri family. Born at Molong in the early 1890s, Matilda Stanley had spent most of her life in the Wellington district. After marriage, she and her husband divided their time between Wellington and Yass, and some of their children were born in each place. Henry John Bell, for example, was born at Wellington in about 1909. Ties between Wellington and

Yass were further cemented when he married Mary Selina Grace (who was born at Yass in about 1909) at Wellington in 1933. Henry and Mary's eldest child, John 'Ted' Bell was born at Wellington the following year before the family moved to Orange and set up at The Springs. John remembers that several of his siblings were born at The Springs and that his mother worked as a maid at the Duntryleague club. The family stayed at The Springs until John was approximately four years old before returning to Wellington.

A similar web of kinship, connection and movement is evident from the family history of Josephine Monaghan who was born at The Springs in May 1938. Josephine's mother, Eva Carberry, was born at Young in the mid-1890s. Eva's father, Frederick Carberry, was born at Gundagai in the early 1860s. He married Frances Lane (who is descended from Yass and Lachlan River families) at Yass in 1890. In adulthood, Eva travelled between Yass, Cowra and Wellington before moving to Orange, most probably in the mid-1930s. She was joined after that by her father who lived at The Springs before moving into a March Street residence in town. It was at this place that he passed away in May 1943. Josephine lived at The Springs until she was about five years old. She and her mother later moved to Erambie at Cowra.

Thurlow (2009: 1) regards 'The Springs', which was provided voluntarily by the non-Aboriginal community, as an example of cooperation between the Aboriginal and non-Aboriginal communities. Ms Williams remembers the community as consisting of Aboriginal families, white families and mixed families (Ms Williams, pers. comm.). Ms Williams said everyone who lived at 'The Springs' got along really well, whether they were white or an Aboriginal person. White people living at 'The Springs' included the Woods sisters, the Alexander brothers, Deafie (an elderly deaf man), and Mr O'Sullivan (Ms Williams, pers. comm.) (**Figure 3-1**). There are also records of Alick Solomon, a labourer, listed as living at 'The Springs' between 1935–1937 (Orange District Historical Society, pers. comm.)

Figure 3-1: Aboriginal and non-Aboriginal people living at 'The Springs' as remembered by Joyce Williams (Kabaila 1998: 49).

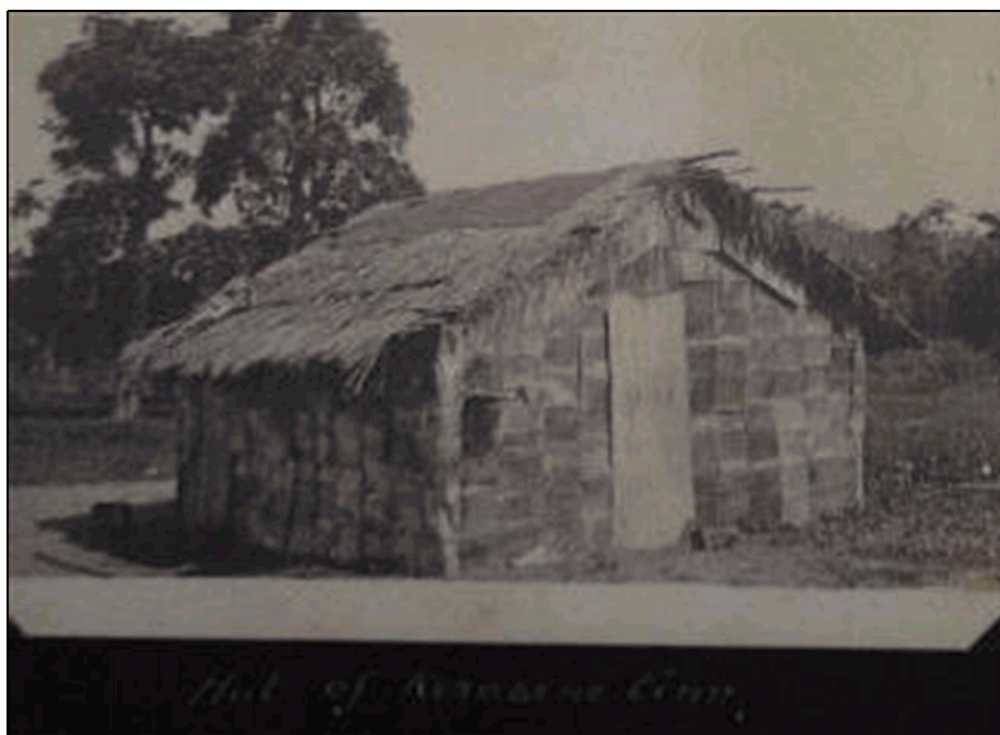
Loc	Art	Code	Age	Material	Description
AA				camp	Springs camp near Orange 1930s-1940s households with Joyce Williams
H01	1	A	M20	household	Roy Bell & Tilley Stanley, children Stan, Joan & others below
H02	2	A	M20	household	Teddy Burnes & Nooksey Bell (daughter from H01), children Terry, Albert
H03	3	A	M20	household	Jack Bell (son from H01) & Trixie Grace, 2 boys
H04	4	A	M20	household	Archie Merritt & Levenia Bell (daughter from H01)
H05	5	A	M20	household	Roy Staggs (W) & Caroline Bell (daughter from H01)
H06	6	A	M20	household	Ronny Bell (son from H01) & Gladys Towney
H07	7	A	M20	household	Jack Simpson & Louisa Wedge, 8 children, later married Harry Fitzgerald
H08	8	A	M20	household	Billy Hart & Mary Sloane, no children
H09	9	A	M20	household	? Monighan & Eva Monighan, 5 children, 2 to later husband Jim Moroney
H10	10	A	M20	household	Billy Stanley & Margaret Stewart, 4 boys
H11	11	A	M20	household	Rawdon Lane & Maggie May, children Joyce and Billy
H12	12	A	M20	household	Bob Wighton & Kate Sloane
H13	13	A	M20	household	Mary & Ollie Woods, elderly sisters (W)
H14	14	A	M20	household	"Deafie", elderly deaf man (W)
H15	15	A	M20	household	Pat & Mick Alexander, brothers (W)
H16	16	A	M20	household	Mr O'Sullivan (W)
H17	17	A	M20	household	Comers & goers, short term seasonal picking households

Whilst some of the households resided there relatively permanently, others were itinerant: *'they'd just blow in and blow out'* (Kabaila 1998: 48). Seasonal fruit picking for local farmers was the main occupation for both permanent and itinerant residents. The proximity and abundance of orchards in the south of Orange drew Aboriginal fruit pickers from nearby towns such as Cowra and Condobolin (Kabaila 1998: 48). Locally grown fruits consisted mainly of apples, blackberries, strawberries and cherries and also included tomatoes, mushrooms and beans (Ms Williams, pers. comm.). Blackberries were picked and boxed and taken into town to sell. Most people made jam from them (Ms Williams, pers. comm.). Other permanent residents were employed permanently in town, including Ms Williams who was employed at the Base hospital when she 13 years old. Other people reportedly received permanent employment at Duntry League and Email (Electrolux) and during the war, men used to do relief work for Canobolas Council (Ms Williams, pers. comm. cited by Kabaila 2011: 164).

Dwellings—and indeed items of furniture—at 'The Springs' were largely constructed from materials gathered from the rubbish tip located nearby to the east, such as flattened kerosene tins. Typical shacks, or humpies, were also made from scraps of corrugated iron, hessian, wood and cardboard (**Figure 3-2**). Roofs were typically made from sheets of corrugated iron, and earthen floors were smoothed over and covered with calico flourbags or hessian sugarbags. Permanent residents lived in tin shacks, while temporary accommodation for itinerant residents generally consisted of tents (Kabaila 1998: 48). Mr O'Sullivan's *'nice little hut with a tank'* was one of the few relatively permanent houses remembered by Ms Williams. The original structures at 'The Springs' are no longer standing, however, the extant foundations of a number of these buildings identified within the Hawke Lane TSR in the west have been previously identified (OzArk

2010). Itinerant residents who come mostly from Cowra and Condobolin for fruit picking stayed with relatives in their humpies or in tents (Ms Williams, pers. comm. cited by Kabaila 2011: 165).

Figure 3-2: Example of a kerosene tin hut (source: <https://www.historyofaboriginalsydney.edu.au/west/1920s>).



Several factors contributed to the movement of Aboriginal people to and from 'The Springs' other than looking for work. Such factors included maintaining kinship ties, marriage, and evading the Aborigines Welfare Board which was introduced in 1940 replacing the Board for the Protection of Aborigines. The process of removing Aboriginal families from 'The Springs' began in November 1941 when a nearby white couple complained to the police about the condition of the camp and the behaviour of some of the residents (NTSCorp 2012: 64–65):

After several police inspections and instructions to the residents to improve and expand their tin dwellings, the AWB were informed of the situation. They sent a delegation in August 1942, including Professor A.P. Elkin, anthropologist and Chairman of the AWB [Aborigine Welfare Board], to investigate and make recommendations. Elkin and the others found that five Aboriginal families (including members of the Monaghan, Ingram and Bamblett families) and one white family were living at The Springs. On the whole, the delegation considered that the living conditions of the Aboriginal families were "deplorable" and that action should be taken to move them into town or nearby Aboriginal reserves and stations. They met with an officer of Canobolas Shire Council (CSC) and recommended that a Health Officer

“inspect and condemn” one house in particular which was occupied by a mother and her children. The inspection was made and the order to demolish issued, but the family resisted, obtaining legal representation and writing to Mr J. Breen, Federal Member for Orange, protesting against the treatment of the CSC and AWB. The AWB made arrangements for the family to move to the Aboriginal reserve at Yass where they had relatives, but they refused to go. In the meantime, some of the other families began moving into Orange. By November 1943, only two Aboriginal families were still living at The Springs. One family was living in a tent and the father worked in the local munitions factory. The other was the family whose house had been condemned and they left for Cowra and “other places” soon after. By the time they returned to the Orange district in February 1944—they settled in either Spring Hill or Spring Terrace—their house at The Springs had been demolished.

A further removal at ‘The Springs’ is documented in The Leader in 1943 of Mrs Eva Moynihan by the AWB. The AWB sought an order of the court to have Mrs Moynihan removed from ‘The Springs’ following an inspection of her premises by the health inspector of Canobolas Shire. The premise was noted as:

Consisting of galvanised iron. It measured 18 by 10 feet and was divided into two rooms with bagging. The walls were partly lined with bagging and the roof was galvanised iron. The floor was the earth. Four children lived with this woman: two boys and two girls, there were two beds. He did not see Mrs. Moynihan at any of the inspections. He did not consider the building suitable for human habitation. The place was dirty and a dump.

Mrs Moynihan’s representative, Mr. Whiteley, submitted that no case had been made out which justified Mrs Moynihan’s removal and that the dwelling would be cleaned a well-maintained in the future. The contention was upheld, and the application dismissed. Additional dwellings were noted as being present at ‘The Springs’ at this time, but were considered to be in better maintained

Following the closure of ‘The Springs’, families dispersed throughout New South Wales. Records from the Erambie Reserve at Cowra into the origins of residents showed that 25 of the 33 families came from Cowra, Orange or Yass (Long 1991). Ms Williams recounts that people went ‘everywhere’ (Ms Williams, pers. comm. cited by Kabaila 2011: 165):

The Wedges went to Cowra. The Bells went to Sydney and it was years after that they left Sydney and went to the Common. I was the only person I remember coming from ‘The Springs’ to Wellington. And even I went to my grandmother at the Bell River Flats first.

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The descendants of many of these families have returned in more recent decades to the Central West (Ms Williams, pers. comm.). Other Aboriginal families came to Orange from other areas as a result of the Aboriginal Family Resettlement Scheme which was run by the NSW Government between 1972 and 1986.

4 ARCHAEOLOGICAL SITES AND POTENTIAL

4.1 INTRODUCTION

In 2010, OzArk completed an archaeological assessment of the Hawke Lane TSR. This survey recorded a number of historic sites associated with 'The Springs'. The most common features identified included fences and stone features while relics identified were manufactured from metal, ceramics and glass. The survey also identified three traditional stone artefacts.

In June 2019, OzArk completed an archaeological assessment across crown land to the south of Orange in an attempt to define the exact extent of 'The Springs'. The survey also aimed to locate the sites previously identified in 2010 and all sites registered on the AHIMS database.

4.2 HISTORIC HERITAGE SITES

Ten historic heritage sites are present within the inner zone of 'The Springs' (HS5 to HS14) as described in OzArk 2019 (**Figure 4-1**). While several historic heritage sites were recorded during the survey, very few of these are evidence of previous dwellings.

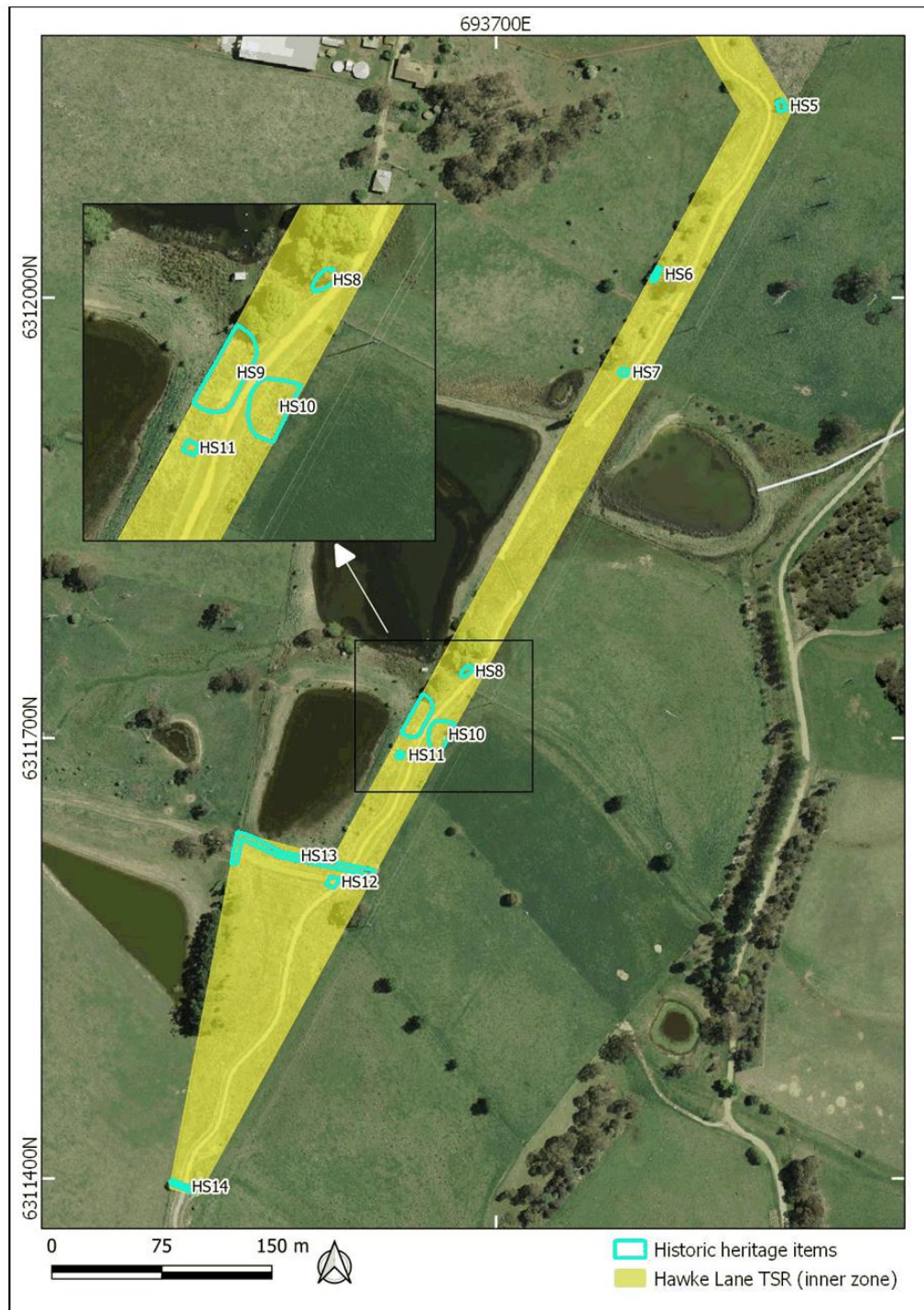
Remnant features and artefacts present within the inner zone include:

- Fences: predominately late nineteenth / early-mid twentieth century post-and-rail-and-wire fencing (HS13 to HS14). These fences demarcate part of the Hawke Lane TSR with post-and-rail-and-wire fencing, consisting of heavily weathered timber posts, suspended wire netting and some timber cap rails. Each pair of timber-capped panels is divided by a wire and dropper panel with no timber cap. While these fences were potentially present at the time of the occupation of 'The Springs' but they are a feature more likely associated with the Hawke Lane TSR itself than 'The Springs'
- Stone features: basalt stones are naturally occurring across the landscape and are more abundant on upper slopes and crests. As they are naturally occurring, their assessment considered whether any discernible features are present, i.e. worked stones or linear features, and whether they are associated with building materials such as bricks or other materials. Based on this, only four stone features are present, all located within the inner zone
- Metal artefacts: metal artefacts are present throughout the inner zone. Relics in this area largely include wiring, cans and gallon drums. These artefacts are unlikely to be *in situ*
- Glass and ceramics: fragments of glass and ceramic were identified across the inner zone. They were often noted in association with mounds with stone and brick, or with accumulations of metal relics. However, the overall occurrence of these artefacts is relatively low

Ground surface visibility (GSV) was noted as a constraint in identifying features and artefacts across the inner zone. The survey completed in 2010 by OzArk, when GSV was much higher, recorded several features not able to be identified in 2019 such as two stone-lined holes.

In addition to this, several relics and a feature appear to have been removed, including a stone cairn and a few metal relics including buckets.

Figure 4-1: Location of historic heritage sites within the inner zone of 'The Springs'.



4.3 ABORIGINAL HERITAGE SITES

Two registered AHIMS sites are located within the inner zone (Figure 4-2).

Site 44-2-0157 (The Springs Orange) is listed as a habitation structure, artefact and PAD. The 'habitation' aspect of the recording is related to the building foundations made from stone blocks and dating to the historic period (HS5 to HS14). Three knapped stone artefacts were also identified at the site location. The extent of the site measures 604 by 34 metres (m).

Figure 4-2: Location of AHIMS sites within the inner zone of 'The Springs'.



4.4 ARCHAEOLOGICAL POTENTIAL

'The Springs' is not regarded as an intact archaeological complex as it has been disturbed by walking track construction and agricultural practices. Whilst the settlement was home to several permanent residents, evidence of only three potential buildings were identified within the inner zone. In addition, 'The Springs' likely had a high frequency of itinerant residents, i.e. tent dwellings, during the occupation period.

Archaeologically, the most noteworthy aspects of the surface manifestation within the inner zone are:

- A linear stone arrangement north of the footbridge in the Hawke Lane TSR (HS6)
- A mound of stone in the Hawke Lane TSR with two in situ worked stones (HS10)
- A mound of stone and brick within the Hawke Lane TSR with several relics (HS12).

As 'The Springs' was occupied for approximately twenty years, isolated sub-surface artefacts are considered feasible anywhere within the study area. However, the areas with the highest potential for intact sub-surface features are to the north and south of the 'soak' in the Hawke Lane TSR.

Figure 4-3 shows the areas assessed as having archaeological potential and their sensitivity (low to high). These zones consider the sensitivity zones identified by OzArk (2010) relating to AHIMS site 44-2-0157. While excavation programs could be carried out at these locations with increased archaeological potential, 'The Springs' is expected to have left a single shallow layer of evidence on the surface rather than the deep stratigraphic deposits.

Overall, preservation conditions of early to mid-20th century settlement is poor, and site disturbance has been high in comparison.

Figure 4-3: Areas with historic archaeological potential within the inner zone.



4.5 ARCHAEOLOGICAL RESEARCH POTENTIAL

The value of archaeologically investigating a site relates to the ability of the potential archaeological resources to contribute to substantive research questions. Archaeological investigations in this case would be most useful if they identified additional building foundations or confirmed whether the already identified potential features are locations of previous dwellings. This would assist in further determining the nature and extent of 'The Springs'. However, artefacts associated within any deposits are unlikely to substantially contribute to a better understanding of the day-to-day living conditions at the property or the socio-economic conditions of its early occupants as it is well-known that the economic status of Aboriginal settlements and depression era camps was low.

5 HERITAGE SIGNIFICANCE

5.1 ASSESSMENT OF HISTORIC HERITAGE SIGNIFICANCE

Significance assessments are carried out on the basis that decisions about the future of heritage items must be informed by an understanding of these items' heritage values. The Burra Charter recognises four categories of heritage value: historic, aesthetic, scientific, and social significance.

Items are categorised as having local or state heritage significance, or no significance. The level of significance is assessed in accordance with the geographical extent of the item's value. An item of state significance is one that is important to the people of NSW whilst an item of local significance is one that is principally important to the people of a specific LGA.

5.1.1 Significance criteria

A historic heritage site must satisfy at minimum one of the following criteria to be assessed as having heritage significance:

Criterion (a): *An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (b): *An item has a strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (c): *An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area)*

Criterion (d): *An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons*

Criterion (e): *An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (f): *An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area)*

Criterion (g): *An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places; or cultural or natural environments (or a class of the local area's cultural or natural places; or cultural or natural environments).*

5.1.2 Assessment of significance of 'The Springs'

The following significance assessment completed by OzArk (2019) considered the remains of 'The Springs' as a whole, with the recorded elements, HS1 to HS15, being components. None of

the components, by themselves, have heritage value and the heritage value of 'The Springs' is manifested primarily as a cultural landscape with few tangible elements.

Criterion (a): Historic significance – (evolution)

An item is important in the course, or pattern, of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. As an exemplar of a fringe settlement, 'The Springs' is most notable as being representative of the living conditions of the poorer members of society in early twentieth century New South Wales. Although it is not important to the historical themes of the day, its existence, nevertheless, is a reflection that not all members of society benefited equally from the growing prosperity seen elsewhere in the state.

Criterion (b): Associative significance – (association)

An item has a strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' meets this assessment criteria. 'The Springs' is important to the local Wiradjuri community and Ngunnawal families as a place of settlement during the early decades of the twentieth century. The landscape also demonstrates use of the land pre-settlement through the presence of traditional Aboriginal sites.

Criterion (c): Aesthetic significance – (scenic qualities / creative accomplishments)

An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW (or the local area).

'The Springs' does not meet this assessment criteria. The dwellings once located at 'The Springs' were utilitarian and without aesthetic qualities. No dwellings survive to the present day. While the broader landscape would have likely had aesthetic values in antiquity, present day disturbances have reduced these values.

Criterion (d): Social significance – (contemporary community esteem)

An item has strong or special association with a particular community or cultural group in NSW (or the local area) for social, cultural or spiritual reasons.

'The Springs' meets this assessment criteria. 'The Springs' is important to the Aboriginal community for social, cultural and spiritual reasons. The Wiradjuri and Ngunnawal families of central and southern NSW, which includes descendants of people who were born or lived at 'The Springs' for a period prior to leaving or being forcibly removed, have consistently asserted their cultural affiliation to the place.

Furthermore, 'The Springs' was home to both Aboriginal and non-Aboriginal families during the twentieth century who lived cooperatively.

Criterion (e): Technical/research significance – (archaeological, educational, research potential and scientific values)

An item has potential to yield information that will contribute to an understanding of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. Archaeologically, 'The Springs' is a highly disturbed site with a fragmented surface expression. Sub-surface deposits would have a limited potential to illuminate the lives of the site's early twentieth century occupants.

Criterion (f): Rarity

An item possesses uncommon, rare or endangered aspects of NSW's cultural or natural history (or the cultural or natural history of the local area).

'The Springs' does not meet this assessment criteria. 'The Springs' is an example of a twentieth century Aboriginal and non-Aboriginal settlement in the Orange area. However, few tangible values remain, and the site derives its importance as a cultural landscape. The site's intangible values are related to it being an example of a cooperative relationship between the Aboriginal and non-Aboriginal communities during the early twentieth century. However, as a cultural landscape, it cannot be said to possess uncommon, rare or endangered aspects of NSW's cultural heritage.

Criterion (g): Representativeness

An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places; or cultural or natural environments (or a class of the local area's cultural or natural places; or cultural or natural environments).

'The Springs' cultural landscape is important in demonstrating the principal characteristics of fringe camps (unmanaged settlements) within NSW that were occupied by Aboriginal and also non-Aboriginal people. Such settlements are rare, and while it derives its value from the intangible aspects of the place, the landscape where the settlement was once located can be appreciated by the general public, particularly with the aid of interpretation.

Integrity/Intactness

'The Springs' has been impacted upon by agricultural activities, infrastructure and services and the construction of a walking track. As a result of this, the site displays significantly reduced integrity.

5.2 STATEMENT OF SIGNIFICANCE OF 'THE SPRINGS'

The former fringe camp was home to Aboriginal and non-Aboriginal people over a relatively brief period of time but created a sense of community. The permanent and itinerant residents lived together cooperatively while facing the same struggles of the Great Depression.

'The Springs' has an important place in the history of the local Aboriginal community in particular, and the area allows the local Aboriginal community to connect with their history and culture, both pre- and post-contact.

For the broader community, the landscape of 'The Springs' illustrates the reality of the living conditions of the poorer members of the Orange community during a time of great financial stress.

'The Springs', as a cultural landscape, is illustrative of a chapter in the history of Orange and has local heritage values to both the Aboriginal and non-Aboriginal community.

6 CONSERVATION AND MANAGEMENT POLICIES

6.1 INTRODUCTION

The underlying principal of conservation according to the Burra Charter is as follows:

The aim of conservation is to retain the cultural significance of a place and must include provision for its security, its maintenance, and its future.

The purpose of conservation management policies set out in this section is to provide a guide to actions to be followed in the development, protection, maintenance and use of 'The Springs' so that its heritage significance is retained and protected, as well as interpreted and presented to the public for educational purposes and acknowledgement.

6.2 STATUTORY CONTROLS

6.2.1 Environmental Planning and Assessment Act 1979

The Environmental Planning and Assessment Act 1979 (EP&A Act) establishes requirements relating to land use and planning. The EP&A Act also provides for sites to be in LEPs, as sites in development control plans (DCPs) or subject to development controls and/or as subject to planning controls or additional conservation provisions.

6.2.2 The Heritage Act 1977

The *Heritage Act 1977* (Heritage Act) established the Heritage Council of NSW. The Heritage Council's role is to advise the government on the protection of heritage assets, make listing recommendations to the Minister in relation to the State Heritage Register (SHR), and assess/approve/decline proposals involving modification to heritage items or places listed on the SHR. Most proposals involving modifications to SHR listed places, such as for the current project, are assessed under Section 60 of the Heritage Act.

Automatic protection is afforded to 'relics', defined as 'any deposit or material evidence relating to the settlement of the area that comprised New South Wales, not being Aboriginal settlement, and which holds state or local significance' (note: formerly the Act protected any 'relic' that was more than 50 years old. Now the age determination has been dropped from the Act and relics are protected according to their heritage significance assessment rather than purely on their age). Excavation of land on which it is known or where there is reasonable cause to suspect that 'relics' will be exposed, moved, destroyed, discovered or damaged is prohibited unless ordered under an excavation permit.

6.2.3 National Parks and Wildlife Act 1974

Amended during 2010, the *National Parks and Wildlife Act 1974* (NPW Act) provides for the protection of Aboriginal objects (sites, objects and cultural material) and Aboriginal places. Under

the Act (Part 6), an Aboriginal object is defined as: any deposit, object or material evidence (not being a handicraft for sale) relating to indigenous and non-European habitation of the area that comprises NSW, being habitation both prior to and concurrent with the occupation of that area by persons of European extraction and includes Aboriginal remains.

An Aboriginal place is defined under the NPW Act as an area which has been declared by the Minister administering the Act as a place of special significance for Aboriginal culture. It may or may not contain physical Aboriginal objects.

As of 1 October 2010, it is an offence under Section 86 of the NPW Act to 'harm or desecrate an object the person knows is an Aboriginal object'. It is also a strict liability offence to 'harm an Aboriginal object' or to 'harm or desecrate an Aboriginal place', whether knowingly or unknowingly. Section 87 of the Act provides a series of defences against the offences listed in Section 86, such as:

- The harm was authorised by and conducted in accordance with the requirements of an AHIP under Section 90 of the Act;
- The defendant exercised 'due diligence' to determine whether the action would harm an Aboriginal object; or
- The harm to the Aboriginal object occurred during the undertaking of a 'low impact activity' (as defined in the regulations).

Under Section 89A of the Act, it is a requirement to notify the Secretary of the Department of Planning, Industry and Environment (DPIE) of the location of an Aboriginal object. Identified Aboriginal items and sites are registered on AHIMS.

6.2.4 Orange Local Environmental Plan 2014

LEPs guide planning decisions for LGAs. They do this through zoning and development controls, which provide a framework for the way land can be used. LEPs are the main planning tool to shape the future of communities and ensure local development is done appropriately.

Section 5 Clause 10 Paragraph (1) of the Orange LEP sets out the objectives in relation to heritage conservation. In this section the stated objectives are as follows:

- (a) to conserve the environmental heritage of Orange LGA
- (b) to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views
- (c) to conserve archaeological sites
- (d) to conserve Aboriginal objects and Aboriginal places of heritage significance.

Clause 5.10 of the LEP provides the requirements for development consent for items listed in Schedule 5 of the LEP.

6.2.5 Orange Development Control Plan 2004

The Orange Development Control Plan (DCP) defers to Clause 5.10 of the LEP for overarching heritage management. However, Chapter 13 addresses development requirements for conservation of heritage items.

Section 13.1 of the DCP outlines the objectives for Orange as follows:

- heritage conservation
- public information and participation
- consideration of heritage character.

6.3 CONSERVATION PRINCIPLES

The policies presented, embrace the following principles:

- Conserve the significance of 'The Springs'
- Enhance appreciation of the history and significance of 'The Springs' through appropriate presentation, education and interpretation
- Allow ongoing use and maintenance of 'The Springs' for recreational purposes
- Comply with legislative requirements.

6.4 CONSERVATION POLICIES

The following specific conservation policies have been formulated to guide the management, use, interpretation and maintenance of 'The Springs'. In addition, the policies address management for potential archaeological resources.

6.4.1 Land use

The inner zone of 'The Springs' is currently used for recreation purposes with a walking/cycling track extending along the entire extent of the Hawke Lane TSR.

Policies:

- Current land use (recreation) of the area should continue. Particularly given the approval of the Shiralee housing estate which will surround the Hawke Lane TSR
- Upgrades to the walking track can take place but may only occur where there will be no detrimental impact on social or cultural heritage values or archaeological sites
- Additional resources to allow for the continued use of the area should be considered, such as a picnic table, water bubblers, waste management etc. However, they should be provided in limited numbers and to a careful design
- Restrictions should be put in place on vehicles accessing the area.

6.4.2 Landscape maintenance

'The Springs' contains a natural environment with native and introduced vegetation species and a 'soak' that dominates the central portion.

Policies:

- General maintenance such as lawn mowing should continue, however, efforts should be made to maintain lawn across the entire inner zone, not just the fringes of the walking track. Care needs to be taken around known archaeological sites, and where necessary, a whipper snipper should be used rather than a mower
- Efforts should be made to restore the natural environment with native vegetation. This should also include attempts to remove invasive vegetation species such as weeds, and the willows present within the 'soak'. Where invasive species are removed, this should be completed through spraying to reduce ground disturbance
- Fruit trees should be retained as they are speculated to be descendants of original plantings associated with 'The Springs' camp
- Trees should be managed through regular pruning

6.4.3 Interpretation

Interpretation is the method employed to communicate the significance and meanings of 'The Springs' and its history and assessed values. The significance of the site is derived from its association with the local Aboriginal community in particular, for social, cultural and spiritual reasons. As its value is largely derived from the intangible aspects of the place, the landscape where the settlement was once located can be appreciated by the public, however, interpretation is needed to facilitate this. Currently there is no interpretation along the Hawke Lane TSR.

Policies:

- Interpretative elements such as signage or reconstructions should be considered as this will allow community appreciation and education of 'The Springs' and acknowledge the struggles of its residents
- Interpretive works or installations should be reversible and not clutter the landscape or create unnecessarily impact on the landscape
- Interpretive reconstructions should be consistent with what was likely to have been present at the fringe camp
- Interpretation of Aboriginal history should be undertaken in consultation with, and where possible developed and delivered by Aboriginal people
- Any proposed interpretation should avoid ground disturbance where known archaeological sites are present

- Any interpretative elements should be assessed in a Statement of Heritage Impact (SOHI). SOHIs should be prepared in accordance with the NSW Heritage Manual regarding SOHIs (2002) and 'Assessing Heritage Significance' (2001) guidelines
- Any interpretation should follow the *Heritage Interpretation Policy and Guidelines* (Heritage Office 2005).

6.4.4 Archaeology

Very few physical remnants of the fringe camp remain extant in the landscape and it is not regarded as an intact archaeological complex. In addition, Sub-surface deposits would have a limited potential to illuminate the lives of the site's early twentieth century occupants. Despite this, archaeological deposits need to be considered in any future archaeological assessments.

Policies:

- Erosion and grass loss in areas of archaeological sensitivity will be controlled to maximise the protection of archaeological relics
- Planning for future works or interpretation should avoid ground disturbance where known archaeological sites are present. In the event of any future excavation, an archaeological assessment should be completed which assesses the potential or encountering significant features or deposits. The archaeology assessment should be completed in accordance with the *Historical Archaeology Code of Practice* (Heritage Office and DUAP 1996), the *Guide to investigating, assessing and reporting on Aboriginal cultural heritage in NSW* (OEH 2011) and the *Code of Practice for the Investigation of Aboriginal Objects in New South Wales* (Code of Practice; DECCW 2010)
- All necessary statutory approvals to carry out works, including the development applications must be approved prior to proceeding with any proposed work
 - Depending on the nature and extent of the proposed work and the results of the archaeological assessment, an excavation permit (Section 140) or exception (Section 139(4)) application may be required from the NSW Heritage Council
 - Where any ground surface disturbance work is proposed within the extent of AHIMS site 44-2-0157, clarification should be sought from BCD as to whether a test excavation program can be completed first, or if the application should progress straight to an AHIP.

6.4.5 Review of conservation policies

Implementation of this CMP is the responsibility of OCC. Priorities for the allocation of resources for aspects such as interpretation, will be subject to the availability of necessary funds.

Policies:

- The CMP should be considered a living document, amended as required, such as following and major alterations, and reviewed on a regular basis, not exceeding a ten-year period

OzArk Environment & Heritage

- The local Aboriginal community, including the Orange Local Aboriginal Land Council, should be consulted when updates are made to the CMP.

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- | | |
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The Springs Heritage Landscape Plan and Design Report

Orange City Council - sala4D

December 2019



SALA4D

This project was assisted by the
NSW Government
through the Heritage Near Me program



Thanks to all the following community members who
generously gave their time.

Gerald Powers

Bradley Bliss

Bill Allen

Joyce Williams

Michael Newman

Trevor Leaman

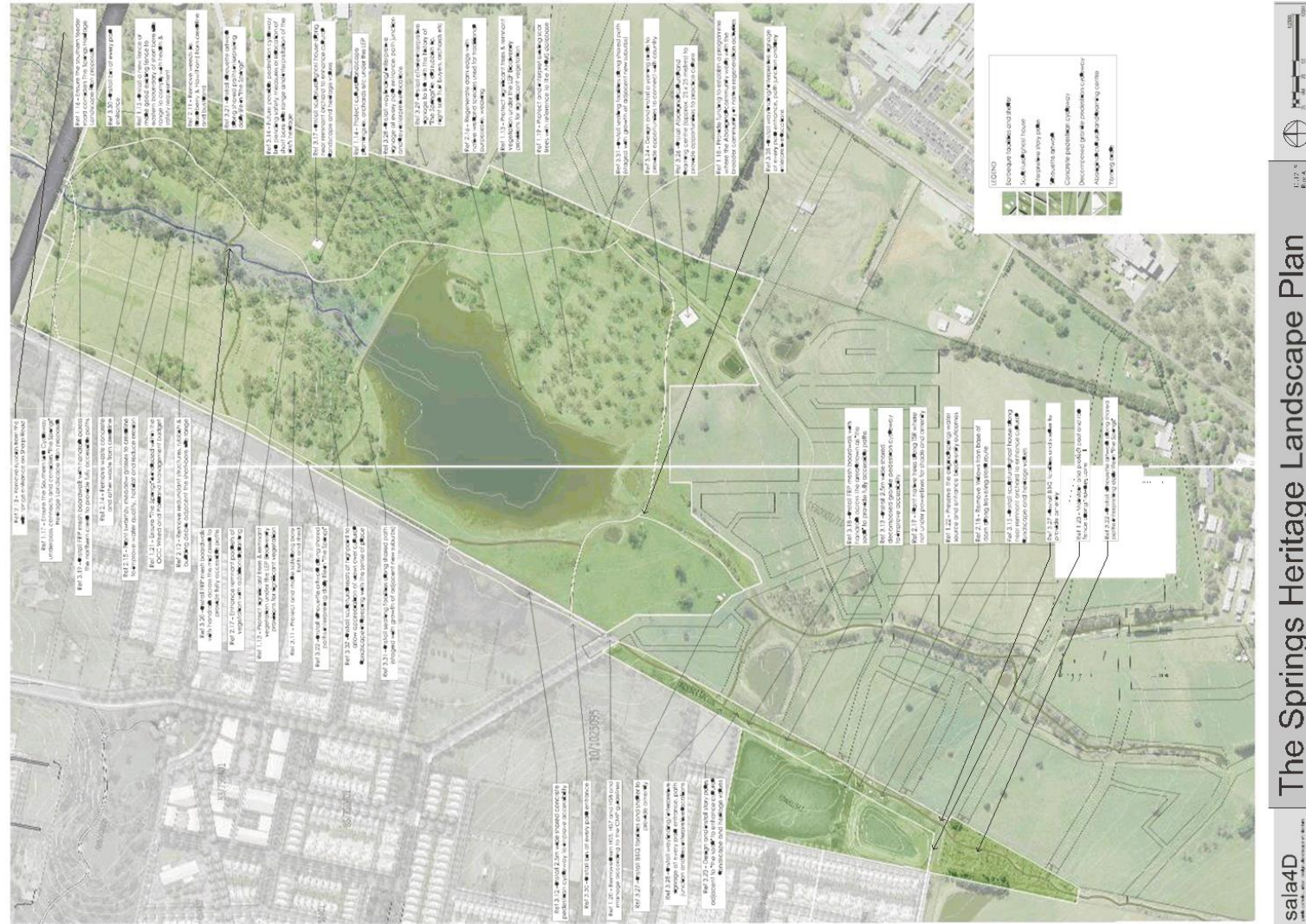
Tina Leaman

Canobolas Rural Technology High School students

Orange Aboriginal Elders Committee

...and many more who came to chat casually or
anonymously gave input.

Apologies in advance for missed attendees and
name spellings.



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Executive Summary

Orange City Council is pleased to present The Springs Heritage Landscape Plan. The plan pulls together recommendations from the Archeological Field Assessment Survey, the Heritage Study, the Conservation Management Plan and the results of community consultation into an easy to use guide for the use of funds in the protection, interpretation and enhancement of The Springs over the next 20 years.

In developing the plan, Landscape Architects, sala4D worked with the community of Orange, with specific focus on the Aboriginal community, through an in-depth masterplanning process, including a series of community conversations, site visits with Joyce William and Bradley Bliss, presentation of a draft landscape plan, cost estimates and staging and finally, this final heritage landscape plan and design report.

The consultation process showed that the community highly values The Springs in its entirety as a very special place which has significant remnant vegetation and cultural significance, but that is also quiet and calm in the midst of an growing city.

The community expressed a desire for The Springs to provide basic park amenity such as paths and seats but also interpretive information about the history of the site, its natural environment and its significance as Wirajuri country. Formalisation of access, through the provision of such paths will provide valuable linkages but will provide opportunities for sharing a greater cultural understanding throughout the community.

These values and desires led to a number of guiding

principles for the design of the landscape plan, they are:

- **Culture:** Provide opportunities to practice culture
- **Regenerate:** Regenerate the natural environment
- **Connect:** Provide an ability to connect with country
- **Amenity:** Provide basic park amenity
- **Place:** Maintain sense of place & let the land speak for itself
- **Interpret:** Provide interpretive information

The design of the landscape plan was developed with these principles in mind, as rules to ensure that needs and desires of the community are met.

This report documents the various elements of the landscape plan, illustrating outcomes that the community can expect over time. Many parts of the project are dependent upon sourcing funds, but with the help of the contents of this document, grant applications will be assisted through evidence of strong strategic planning.

The delivery of the landscape plan has been costed into: land management policy; creekline and bushland restoration; and The Springs (cultural and amenity provision), to assist Council in prioritising works and applying for State and Federal grant applications.

Progress against the program of projects should be reviewed every 5 years by Council, to reassess

priorities and evaluate use, to ensure the community needs are being met.

This report details the consultation and design process for the landscape plan, outlining the various proposed elements.

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0.0 Contents

- 1.0 Heritage Landscape Plan Purpose
- 2.0 Design Foundation
 - 2.1 Community Consultation
 - 2.2 Community Design Values
- 3.0 Guiding Principles for Design
- 4.0 The Heritage Landscape Plan
 - 4.1 Heritage Plan Artist Impressions
- 5.0 Interpretation Strategy
- 6.0 Cost Estimate and Staging
- 7.0 Appendix

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1.0 Heritage Landscape Plan Purpose

The Springs Heritage Landscape Plan will be the guiding plan for investment by Council in The Springs and its environs, to cater for the existing and future needs of the community, understanding the historical context of the site and the future development of Shiralee Village and the Health Precinct nearby. The Plan will be a synthesis of existing planning work and community consultation within a holistic design context.

The Heritage Landscape Plan development process will deliver a staged schedule of projects that Council will use for planning works. This document details the process undertaken in developing the schedule of projects, providing clarity to residents and Council in their joint participation in planning and delivery.

The first step is to identify the Values of the community and what their corresponding Guiding Principles for Design (unique to this community) will be. This allows future potential projects to be tested for appropriateness and potentially added to the schedule of projects at a later date.

2.0 Design Foundation**2.1 Community Consultation**

Community consultation is the first step in the planning process, used to elicit the needs and aspirations of the people that will use the place for years to come; the values described by the community become the guiding principles for the design.

Orange City Council is particularly aware of the importance of community consultation in ensuring a project responds to community needs

and will therefore have enduring acceptance and value for the Council.

The sala4D team carried out a series of community conversations in June 2019 including: attending the National Reconciliation Week morning tea on 3 June talking to locals and school students; a site visit with Joyce Williams on 21 June; attending the Orange Aboriginal Elder meeting on 27 June; a site visit with Bradley Bliss on 16 October; and telephone conversations with key stakeholders.

Notes from all elements of the consultation are detailed in the appendix at the end of this document and have also informed the guiding principles for design that will be used to inform the Heritage



Landscape Plan. The information gathered through this process is critical in the development of the design elements as it gives great insight into the people for whom they will have most impact.

2.2 Community Design Values

To start the community conversation and establish community values, sala4D used an image page exercise designed to uncover subconscious preferences, free from the burden of vocabulary. The image page exercise results are shown on the next few pages and revealed the following ideals from participants:

Activity (what you can do): a desire for

Opportunities to practice culture

A place to learn

Connect to country

Design and Aesthetic (what it looks like): a desire for

Contemporary, aboriginal elements

Well defined paths of travel

Use native vegetation

Amenity (what it provides): a desire for

A cultural centre

Interpretive information

Basic park amenity (paths, seats, bins, bbqs)

sala4D then went through a site values exercise

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with community participants. These comments, combined with memories discussed during Joyce site visit are summarised below:

The Springs was a quiet place to live, calm & peaceful

It was a safe place, out of the way

A gathering space for people (who felt) shunned by others

T
heart to listen to country ... the country will

Yindyamarra - we should respect all people and be gentle

The sound of the landscape

Provide basic park amenity

Provide opportunities to practice culture

Provide opportunities for quiet contemplation

Buildings and elements should blend with the environment

Highlight the links between the Springs and Bloomfield hospital, McNamara Lane (fresh produce market) and the old rubbish tip (now the TAFE site)

The Springs is a very sacred place for those who lived & died there

Provide interpretive information

Regenerate the natural environment with native plants used by the Wiradjuri

3.0 Guiding Principles for Design

Based on the findings from the community consultation, the following guiding principles were developed for use in the design of the Springs Heritage Landscape Plan. They form a useful rationale that grounds the project firmly in the desires of the community and provides a basis for future design should the project be added to.

Guiding principles:

- **CULTURE:** Provide opportunities to practice culture

REGENERATE: Regenerate the natural environment

- **CONNECT:** Provide an ability to connect with country

- **AMENITY:** Provide basic park amenity

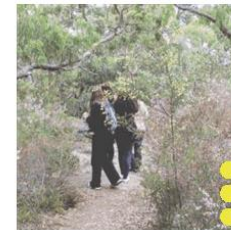
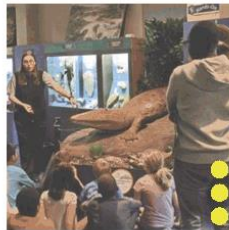
- **PLACE:** Maintain sense of place & let the land speak for itself

- **INTERPRET:** Provide interpretive information



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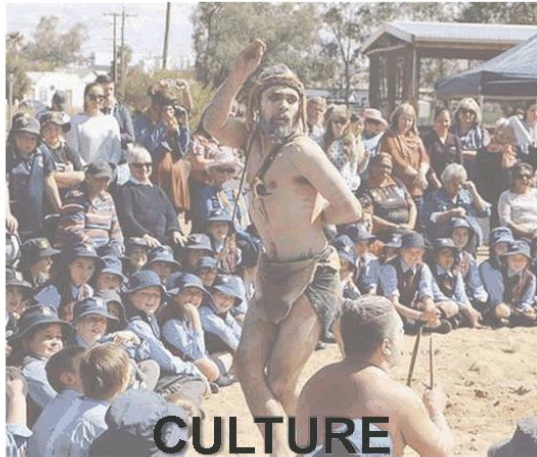
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DECEMBER 2019 CITY COUNCIL



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GUIDING PRINCIPLES FOR DESIGN SALA4D



CULTURE

Provide opportunities to practice culture



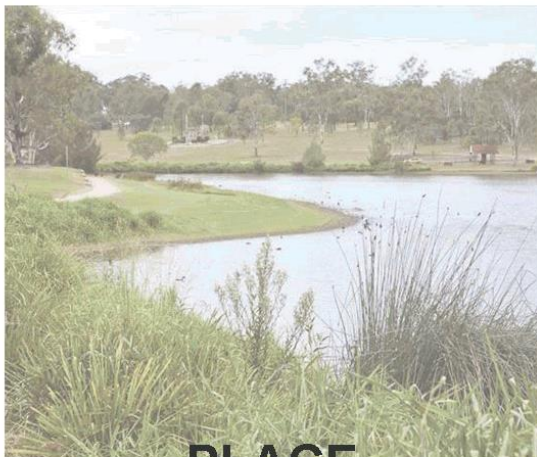
REGENERATE

Regenerate the natural environment



CONNECT

Provide an ability to connect with country



PLACE

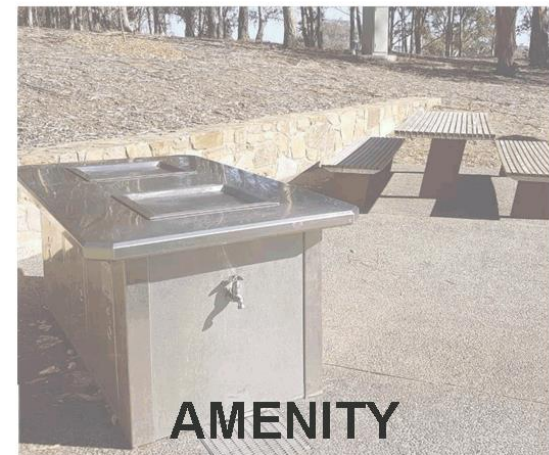
Maintain sense of place & let the land speak for itself

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INTERPRET

Provide interpretive information



AMENITY

Provide basic park amenity

DECEMBER 2019 CITY COUNCIL

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GUIDING PRINCIPLES FOR DESIGN SALA4D

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GUIDING PRINCIPLES FOR DESIGN SALA4D

4.0 The Heritage Landscape Plan

The Heritage Landscape Plan was developed by sala4D using the Guiding Principles for Design and the design requirements articulated throughout the consultation process.

The project deliverables and cost estimates are detailed in section 6.0 have been generated based on our consultation.

The final masterplan is shown on the following pages, with illustrative artist impressions helping visualise potential outcomes.

Key elements of the plan are:

- Interpretive sculptures providing understanding of The Springs as a settlement;

- Other interpretive elements such as silhouettes

- Totem Pole sculpture providing a strong visual link to Wiradjuri culture;

- Provision of a new boardwalk over the Soak to provide compliant access;

- A Keeping Place for Wiradjuri culture;

- Linking pathways to town and the health precinct, providing an opportunity for interpretation of the routes residents of The Springs used to take; and,

- Picnic areas and seats to provide basic park amenity.

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GUIDING PRINCIPLES FOR DESIGN SALA4D

5.0 Interpretation Strategy

All components of the Heritage Landscape Plan play an important role in the interpretation of The Springs, whether it be rehabilitating the natural environment, providing access to country or signage about historic events. However the interpretation strategy an opportunity to tell the story of previous residents of The Springs, so in developing the following suggestions further, it is key that the notes of onversations in the Appendix be reviewed.

Respect for all, to be gentle & polite, honour and do slowly (Yindymarra) is a key objective of the interpretation strategy and how each person can explore the richness of the site and have the opportunity to understand at a deeper level and take that understanding away with them.

The interpretation elements proposed within the Heritage Landscape Plan include: wayfinding and information signage; totem poles; thought-provoking phrases in the footpaths; and, interpretive silhouette artworks, placed appropriately in the landscape to allow people to appreciate how people lived at The Springs and their connection to the town centre.

Examples of text that is appropriate for use as inlays into concrete paths, includes:

Family names of residents of The Springs.

Take a walk there and see through the heart - Neil Ingram 2019

will reveal itself to you over - Neil
Ingram 2019

Springs was a fringe camp, away from the rest of society and away from Police; it was a place of safety, out of the - Neil Ingram
2019

Silhouette designs could include:

children stepping over the creek;

woman hanging laundry;

school child with a bicycle; and,

Wiradjuri man keeping lookout at the top of the hill near the dam.

-site locations for interpretation:

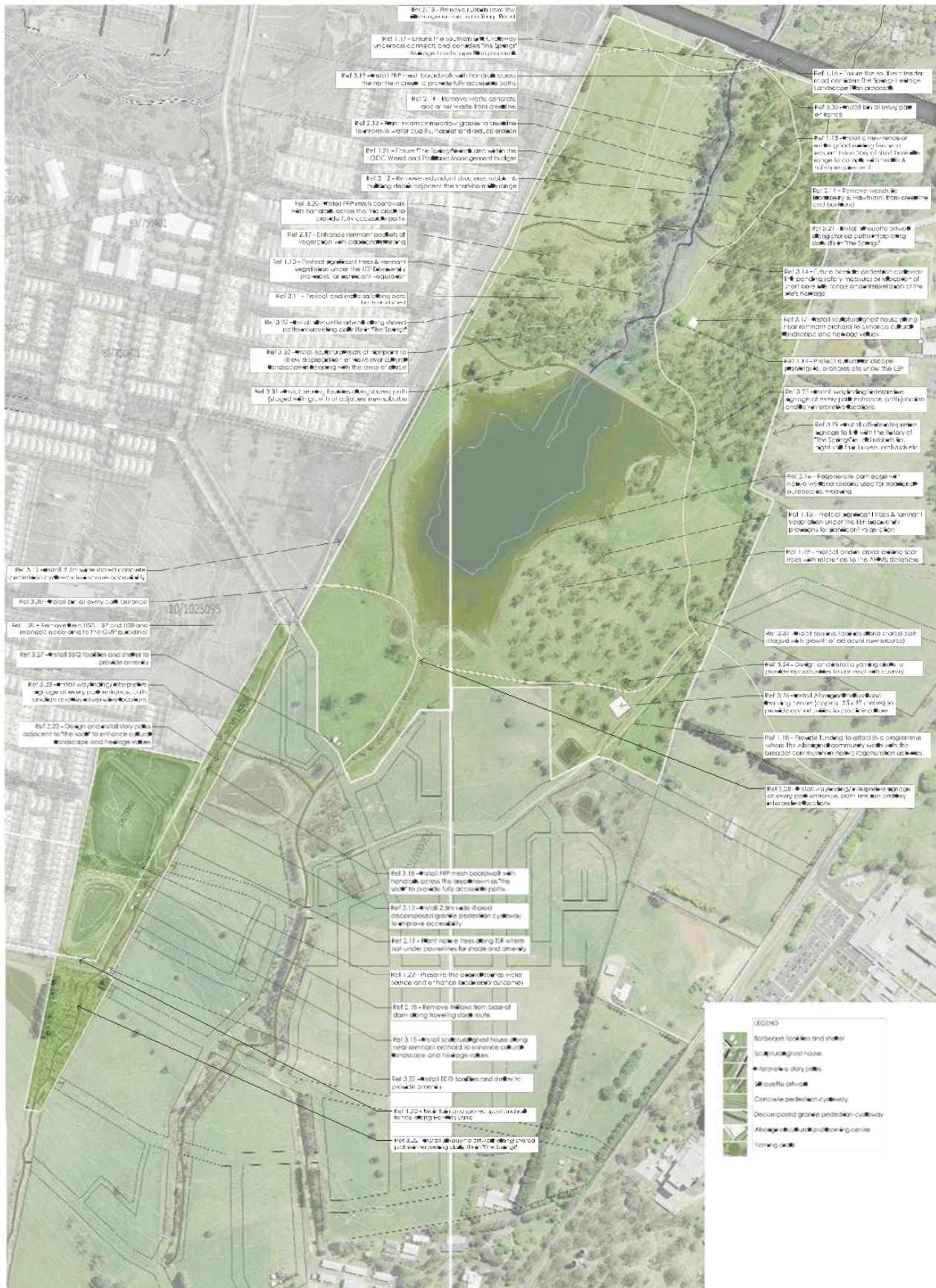
the fruit market in Macnamara Street;

the Australia Cinema;

original site of St Joseph s Convent; and,

the site of the old dump on Forest Road (TAFE) campus.

Attachment 3 The Springs - Sala4d - Heritage Landscape Plan





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The Springs Heritage Landscape Plan

0.1:10
400m



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6.0 Cost Estimate and Staging

A list of components of the project has been itemised with associated cost estimates. Some of the project components may be able to be delivered individually, whereas others will be dependent upon design, and other, associated components.

THE SPRINGS HERITAGE LANDSCAPE PLAN PRELIMINARY COST ESTIMATE

REF.	ITEM	UNIT	QTY	RATE	SUBTOTAL
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1.10 STAGE 1: Land Management Policy

1.11 Register 'The Springs' site on the Orange LEP to ensure its protection

1.12 Ensure proposals at the Springs protect the cultural landscape and heritage values of the Aboriginal and non-Aboriginal community

1.13 Protect significant trees & remnant vegetation under the LEP Biodiversity provisions for significant vegetation

1.14 Protect cultural landscape plantings ie. orchards etc under the LEP

1.15 Install a new fence or make good existing fence to eastern boundary of short bore rifle range to comply with health & safety requirements

1.16 Ensure the southern feeder road considers The Springs Heritage Landscape Plan proposals

1.17 Ensure the Southern Link Cycleway underpass connects and considers 'The Springs' Heritage Landscape Plan proposals

1.18 Provide funding to establish a programme where the Aboriginal community works with the broader community in native regeneration activities

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- 1.19 Protect and interpret existing scar trees with reference to the AHIMS database
- 1.20 Remove Item HS5, HS7 and HS8 and manage according to the CMP guidelines
- 1.21 Ensure 'The Springs' is included within the OCC Weed and Parkland Management budget
- 1.22 Preserve the original springs water source and enhance biodiversity outcomes
- 1.23 Maintain and protect post and rail fence along Hawkes Lane

SALA4D

THE SPRINGS HERITAGE LANDSCAPE PLAN

PRELIMINARY COST ESTIMATE

REF.	ITEM	UNIT	QTY	RATE	SUBTOTAL
2.10 STAGE 2: Creekline & Bushland Restoration					
2.11	Remove weeds (ie. Blackberry & Hawthorn) from creekline and bushland	Item	1	\$30,000	\$30,000
2.12	Remove redundant structures, rubbish & building debris adjacent the short-bore rifle range	Item	1	\$10,000	\$10,000
2.13	Remove rubbish from the rifle range entrance on Sharp Road	Item	1	\$5,000	\$5,000
2.14	Remove waste concrete and other waste from creekline	Item	1	\$10,000	\$10,000
2.15	Plant swampy meadow grasses to creekline to improve water quality, habitat and reduce erosion	Item	1	\$20,000	\$20,000
2.16	Regenerate dam edge with native wetland species used for traditional purposes ie. weaving	Item	1	\$20,000	\$20,000
3.10	STAGE 3: The Springs				
3.10.17	Remove the existing pockets of vegetation with additional planting	Item	1	\$20,000	\$20,000
3.2.18	Remove Willows from base of dam along travelling stock route	Item	1	\$5,000	\$5,000
3.12	Install 2.5m wide shared concrete pedestrian cycleway to improve accessibility	lm	2607	\$330	\$860,310

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2.19	Plant native trees along TSR where not under powerlines for shade and amenity	Item	1	\$10,000	\$10,000
2.20	TOTAL			Subtotal	\$130,000
				Contingency 30%	\$39,000
				Creekline & Bushland Estimate	\$169,000

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THE SPRINGS HERITAGE LANDSCAPE PLAN PRELIMINARY COST ESTIMATE					
REF.	ITEM				
		UNIT	QTY	RATE	SUBTOTAL
3.13	Install 2.5m wide shared decomposed granite pedestrian cycleway to improve accessibility	lm	2800	\$20	\$56,000
3.14	Future possible pedestrian cycleway link pending safety measures or relocation of short bore rifle range and interpretation of the site's heritage	lm	1248	\$330	\$411,840

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3.15	Commission Wayfinding and Interpretation Signage package	Item	1	\$20,000	\$20,000
3.16	Install sculptural ghost houses along travelling stock route to enhance cultural landscape and heritage values	ea	3	\$7,000	\$21,000
3.17	Install sculptural ghost house along near remnant orchard to enhance cultural landscape and heritage values	ea	1	\$7,000	\$7,000
3.18	Install FRP mesh boardwalk with handrails across the area known as 'the soak' to provide fully accessible paths	lm	100	\$1,000	\$100,000
3.19	Install FRP mesh boardwalk with handrails across the northern creek to provide fully accessible paths	lm	20	\$1,000	\$20,000
3.20	Install FRP mesh boardwalk with handrails across the mid creek to provide fully accessible paths	lm	25	\$1,000	\$25,000
3.21	Commission of design silhouette artwork along shared paths interpreting daily life in 'The Springs' eg. fruit picking, taking berries to McNamara Lane, water collection from the 'soak', bike riding to school, rabbit trapping, collecting building materials from old rubbish tip etc	Item	1	\$10,000	\$10,000
3.22	Install silhouette artwork along shared paths interpreting daily life in 'The Springs'	ea	6	\$5,000	\$30,000
3.23	Design and install story poles adjacent to 'the soak' to enhance cultural landscape and heritage values	Item	1	\$188,000	\$188,000
3.24	Design and install a yarnning circle to provide opportunities to connect with country	Item	1	\$20,000	\$20,000
3.25	Commission design of Aboriginal cultural and learning centre (approx. 25 x 25 metres) to provide opportunities to practice culture	Item	1	\$100,000	\$100,000
3.26	Install Aboriginal cultural and learning centre to provide opportunities to practice culture	Item	1	\$3,000,000	\$3,000,000
3.27	Install BBQ facilities and shelter to provide amenity	Item	2	\$120,000	\$240,000

THE SPRINGS HERITAGE LANDSCAPE PLAN

PRELIMINARY COST ESTIMATE

REF.	ITEM	UNIT	QTY	RATE	SUBTOTAL
3.28	Install wayfinding/ interpretive signage at every park entrance, path junction and key interpretive locations	ea	25	\$5,000	\$125,000

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3.29	Install off-site interpretive signage to link with the history of 'The Springs' ie. old rubbish tip, night soil, fruit buyers, orchards etc	ea	5	\$5,000	\$25,000
3.30	Install bin at every park entrance	ea	15	\$2,500	\$37,500
3.31	Install seating facilities along shared path (staged with growth of adjacent new suburbs)	ea	20	\$2,500	\$50,000
3.32	Commission bespoke design and install of sculptural seats at highpoint to allow appreciation of views over cultural landscape in keeping with the sense of place	ea	2	\$10,000	\$20,000
3.40	TOTAL			Subtotal	\$5,386,650
				Contingency 30%	\$1,615,995
				The Springs Area estimate	\$7,002,645
					MASTERPLAN TOTAL





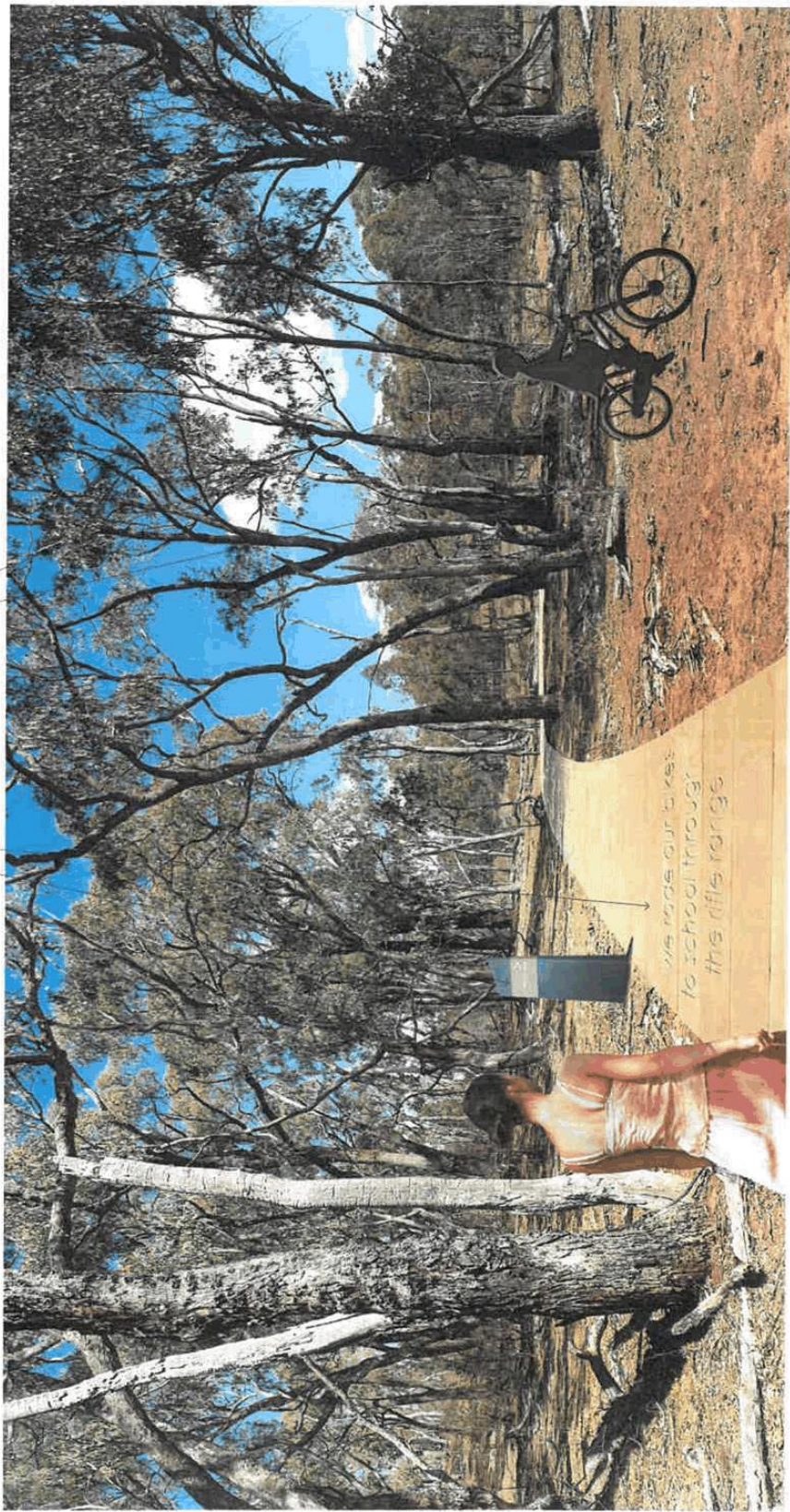


Ref 3.28 - Interd wayfinding/ Interpretive signage at every path entrance, path junction and key interpretive locations.

Ref 3.21 - Interd artworks along shared paths interpreting daily life in 'The Springs'

Ref 3.14 - Future possible recreation pathway (e.g. cycling) measures or relocation of short bore river range and interpretation of the 'Sala' landscape

Ref 3.21 - Future 'The Springs' included within the 'DCC' weed and habitat management budget



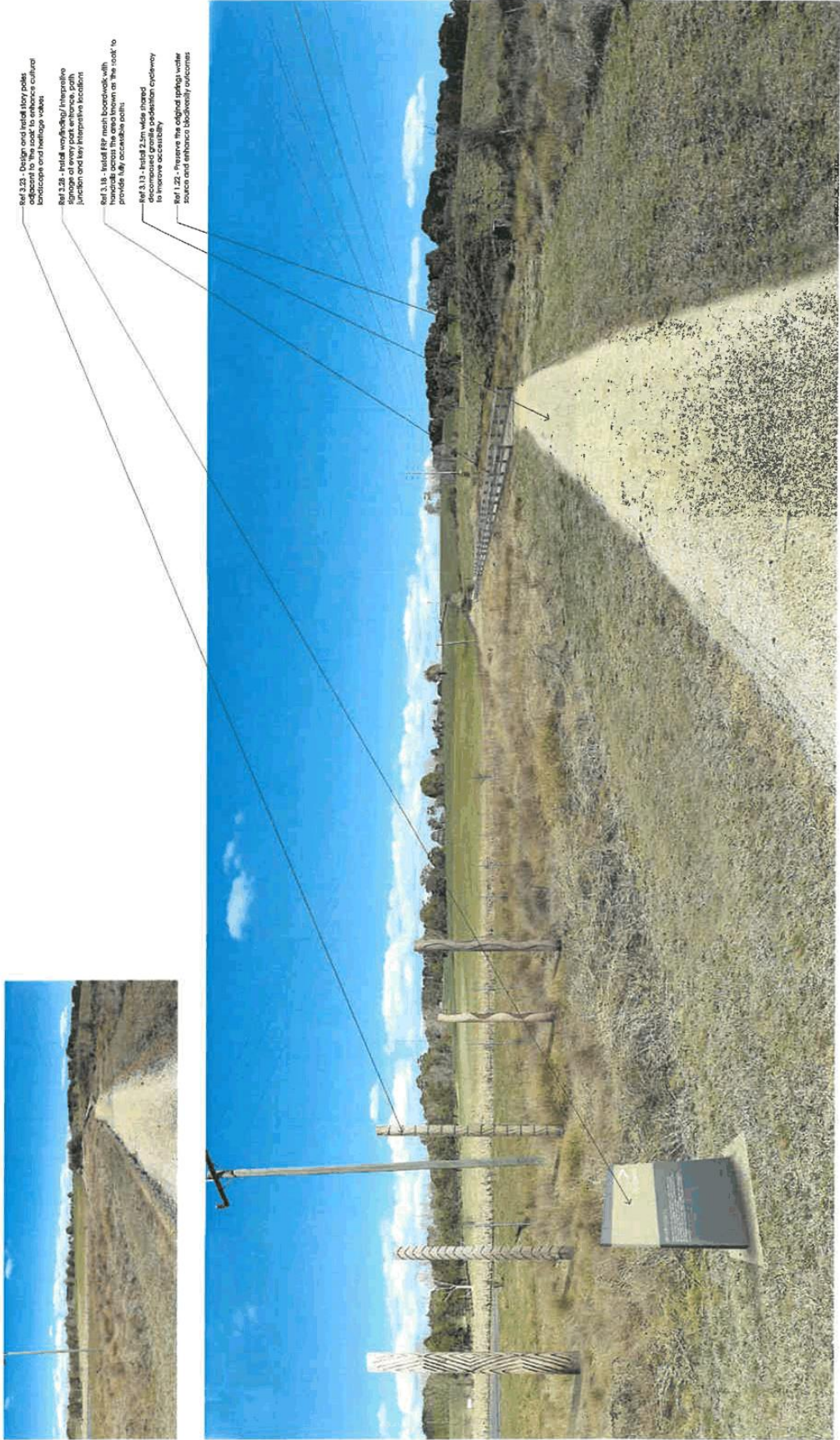
sala4d
Public Domain - Open Access - Heritage Infrastructure
www.sala4d.com

The Springs Heritage Landscape Plan

Woodland Path - Artist Impression

05.12.19
Rev A







5.6 CITY ENTRANCE SIGN CONCEPTUAL DESIGN

RECORD NUMBER: 2020/755

AUTHOR: Nigel Hobden, Manager City Presentation

EXECUTIVE SUMMARY

Council is working towards developing and constructing an engaging uniquely identifying entrance sign to the City for major roads leading to the City. The first sign is to be built at the intersection of the Northern Distributor Road and the Mitchell Highway on the eastern approach and within the triangle created by the intersection.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “5.1 Live - Engage with the community to ensure facilities and programs meet changing lifestyle and social needs”.

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the report by the Manager City Presentation on the City entrance signage be acknowledged.

FURTHER CONSIDERATIONS

Consideration has been given to the recommendation’s impact on Council’s service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

SUPPORTING INFORMATION

Council has engaged the services of Moir Landscape Architecture to develop and design a construction specification for a City Entrance sign that can be initially installed within the triangle created by the intersection of the Northern Distributor Road (NDR) and the Mitchell Highway on the eastern approach to the City. The design style can then be transitioned to meet requirements of scale and size to suit other major roads leading to the City with specific locations to be selected.

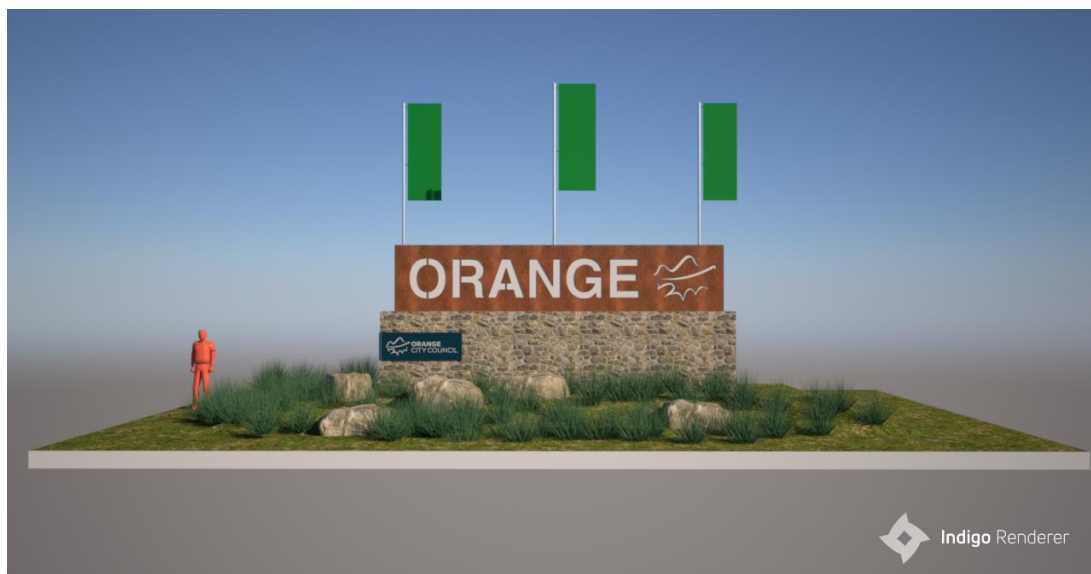
As Council would be aware, the triangle created by the intersection of the NDR and Mitchell Highway on the eastern approach to the City has naturally occurring asbestos and as such the sign will need to be constructed by importing and mounding earth to suit the proposed footing and landscaping treatment to complement and enhance the sign.

5.6 City Entrance Sign Conceptual Design

Looking to source and use natural materials for hard landscape works, the wall is proposed to be constructed from bluestone (sourced from Council stockpiles), landscape features such as the boulders will be sourced locally to reflect the volcanic origins of the landscape. The actual sign will use Council's corporate font laser cut into Corten steel sheeting. The Corten steel will be fabricated into a box and using LED lighting, the letters of the word ORANGE, will be illuminated from within the box. Using LED lighting Council will have the ability to change the lighting colour to mark special events for example; Daffodil Day – the letters of ORANGE could be illuminated in yellow, for Pink Ribbon Day – pink, at other times the letter could be lit in orange.

Behind the sign it is proposed to install flag (or banner) poles upon which flags of different designs throughout the year can be flown. For example in Autumn the flags could showcase the vibrant colours of autumn in leaf shapes, spring – colourful blossoms, FOOD week – food and culture, Wine week – grapes and wine. These designs are to be developed by Council's Graphic Design team with the banners able to be changed on a regular basis to reflect the many events and changing seasons of Orange.

Works on landscape treatment and infrastructure elements will commence in May 2020 with the sign to be installed in first quarter of 2020-2021 year.





Artist impressions of the proposed signage

5.7 WORKS/CONTRIBUTIONS IN KIND FOR DUNTRYLEAGUE GOLF COURSE

This item was withdrawn.

6 CLOSED MEETING - SEE CLOSED AGENDA

The Chief Executive Officer will advise the Council if any written submissions have been received relating to any item advertised for consideration by a closed meeting of Orange City Council.

The Mayor will extend an invitation to any member of the public present at the meeting to make a representation to Council as to whether the meeting should be closed for a particular item. In accordance with the Local Government Act 1993, and the Local Government (General) Regulation 2005, in the opinion of the General Manager, the following business is of a kind as referred to in Section 10A(2) of the Act, and should be dealt with in a Confidential Session of the Council meeting closed to the press and public.

RECOMMENDATION

That Council adjourn into a Closed Meeting and members of the press and public be excluded from the Closed Meeting, and access to the correspondence and reports relating to the items considered during the course of the Closed Meeting be withheld unless declassified by separate resolution. This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:

6.1 EOI - Loan Borrowings Confidential

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

6.2 Regional Express Request for Deferred Debtor

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

6.1 EOI - LOAN BORROWINGS CONFIDENTIAL

RECORD NUMBER: 2020/709

AUTHOR: Julie Murray, Financial Accountant

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

6.2 REGIONAL EXPRESS REQUEST FOR DEFERRED DEBTOR

RECORD NUMBER: 2020/751

AUTHOR: Ian Greenham, Director Technical Services

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

7 RESOLUTIONS FROM CLOSED MEETING