



ORDINARY COUNCIL MEETING

AGENDA

11 AUGUST 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 in the **COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE WITH AN OPTION OF ONLINE CONFERENCING PLATFORM ZOOM DUE TO COVID-19 REQUIREMENTS** on **Tuesday, 11 August 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 be 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 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.

1.4 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 21 July 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 21 July 2020.

ATTACHMENTS

- 1 Minutes of the Ordinary Meeting of Orange City Council held on 21 July 2020

ORANGE CITY COUNCIL

MINUTES OF THE ORDINARY COUNCIL MEETING

HELD IN VIA ONLINE CONFERENCING PLATFORM ZOOM

ON 21 JULY 2020

COMMENCING AT 7.00PM

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 G Taylor, Cr R Turner, Cr J Whitton

Chief Executive Officer, Acting Director Corporate and Commercial Services (Redmond), Director Development Services, Director Community, Recreation and Cultural Services, Director Technical Services, Acting Manager Corporate Governance (Constantine), Executive Support Manager.

1.1 APOLOGIES

RESOLVED - 20/212

Cr S Munro/Cr S Romano

That the apologies be accepted from Cr M Previtera for the Council Meeting of Orange City Council on 21 July 2020.

1.2 LIVESTREAMING AND RECORDING

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

1.3 OPENING PRAYER

Gavin Brett from the Christian Ministry Centre led the Council in Prayer.

1.4 ACKNOWLEDGEMENT OF COUNTRY

The Mayor conducted the Acknowledgement of Country.

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

Cr Reg Kidd declared a Significant Non-Pecuniary Interest in item 5.6 as he is on the Board of Directors of Orange 360.

Cr Joanne McRae declared a Significant Non-Pecuniary Interest in item 5.6 as she is on the Board of Directors of Orange 360.

The CEO, David Waddell declared a Significant Non-Pecuniary Interest in item 5.6 as he is on the Board of Directors of Orange 360.

2 MAYORAL MINUTES

Nil

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL ADJOURNED FOR THE CONDUCT OF THE OPEN FORUM AT 7.04PM**OPEN FORUM**

The Mayor read out the attendees present in the online meeting and re-stated that the meeting was being livestreamed and recorded.

Item 5.6 – COVID-19, Orange 360 Response

Mr Peter Robson addressed Council on Orange 360's positioning and the COVID-19 response.

Ms Caddie Marshall addressed Council on Orange 360's current and proposed programs.

Cr Turner asked what follow-up information is being received regarding visitor expectations or shortfalls of visitor's visions of Orange.

Mr Robson stated visitors are amazed with the city with positive feedback on the COVID-19 precautions taken by businesses in the city.

Ms Marshall stated there are a number avenues to assess visitor experience involving surveys to businesses, surveys of visitors through accommodation providers and social media sentiment algorithms.

Cr Duffy asked what contribution Blayney Shire Council and Cabonne Shire Council are making.

Ms Marshall stated each Council has contributed an additional \$50,000.

Cr Kidd stated that there is often an inability to visit restaurants/take away outlets on a Sunday evening especially during long weekends and asked if anything could be done.

Ms Marshall stated that in order to have a vibrant business economy investment in businesses is required, leading them to invest in their businesses and employees.

Cr Romano asked what precautions are being taken for COVID-19 to limit the spread at wineries.

Mr Robson stated there are a number of requirements, such as making bookings, complying with the 4sqm rule, maintaining a sign-in register, limiting bookings to 50 minutes, supplying of meals, washing and sanitising between bookings.

Cr Whitton asked what the capacity from a bed point of view is for visitors to the city.

Ms Marshall stated that an audit conducted in 2019 showed the capacity of 2500 rooms in the three Local Government areas.

Cr Nugent asked what does the \$200,000 campaign provide and what are the timeframes.

Ms Marshall stated that \$50,000 is provided for campaign development, \$15,000 in partnership with Destination NSW, digital marketing, social media targeting and paid media. The campaign is aimed at peak spending/visiting times with development occurring in mid spring to highlight Orange's natural beauty however it is a year-round investment.

Cr Hamling asked if local contractors would be used.

Ms Marshall advised the campaign would be tendered and local providers would be involved.

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL RESUMED AT 7.35PM.

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RESOLVED - 20/213**Cr S Munro/Cr S Nugent**

That the Minutes of the Ordinary Meeting of Orange City Council held on 7 July 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 7 July 2020.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 NOTICE OF MOTION - PLASTICS**TRIM REFERENCE: 2020/1130****RESOLVED - 20/214****Cr S Nugent/Cr R Kidd**

That Council prepare a report outlining:

- 1 Current use of single use plastic across all Council operations;
- 2 Available alternatives to single use plastic items currently in use in Council operations and Council run or sponsored events;
- 3 Achievable timeframes to phase out single use plastic in Council operations and Council run or sponsored events where alternatives are available; and
- 4 Achievable timeframes for developing a Single Use Plastics Policy that addresses the reduction of single use plastics in Council operations and events, supports the 2025 National Packaging targets, and identifies suitable alternatives, including timeframes for implementation.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent, Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

5 GENERAL REPORTS

5.1 RECOMMENDATIONS AND RESOLUTIONS FROM POLICY COMMITTEES

TRIM REFERENCE: 2020/1158

RESOLVED - 20/215**Cr J Hamling/Cr K Duffy**

- 1 That the resolutions made by the Planning and Development Committee at its meeting held on 7 July 2020 be noted.
- 2 That the resolutions made by the Employment and Economic Development Policy Committee at its meeting held on 7 July 2020 be noted.
- 3 That the resolutions made by the Infrastructure Policy Committee at its meeting held on 7 July 2020 be noted.
- 4 That the resolutions made by the Environmental Sustainability Policy Committee at its meeting held on 7 July 2020 be noted.
- 5 That the resolutions made by the Finance Policy Committee at its meeting held on 7 July 2020 be noted.
- 6 That the resolutions made by the Services Policy Committee at its meeting held on 7 July 2020 be noted.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent , Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

5.2 STATEMENT OF INVESTMENTS - JUNE 2020

TRIM REFERENCE: 2020/1127

RESOLVED - 20/216**Cr S Munro/Cr J Hamling**

That Council resolves:

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

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent , Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

5.3 GRANT FUNDING AND PROJECT PRIORITIES

TRIM REFERENCE: 2020/928

RESOLVED - 20/217**Cr K Duffy/Cr J Whitton**

That Council note this report and note the grant submissions recently put forward to the State and Federal Governments and endorse the suggested project priority list.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent , Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

QUESTION TAKEN ON NOTICE

Cr Nugent asked if Council made application in the Stronger Communities Fund.

The Director of Community, Recreation & Cultural Services advised that Council was not eligible however will provide further information to Councillors.

5.4 BLAYNEY CABONNE ORANGE (BCO) ALLIANCE

TRIM REFERENCE: 2020/1122

RESOLVED - 20/218**Cr R Turner/Cr S Nugent**

That Council approve the Mayor and Chief Executive Officer to sign the BCO Alliance Memorandum of Understanding at a formal event to be held in September 2020 at a date to be organised.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent , Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

Cr Duffy stated he hoped the alliance would not become bureaucratic and cost Council a large amount of money.

Cr Kidd stated there would be two meetings per year and particularly on the agenda would be Mount Canobolas, also that it would not involve spending money but more likely saving it.

5.5 LED LIGHTING IN COUNCIL BUILDINGS

TRIM REFERENCE: 2020/1132

RESOLVED - 20/219**Cr S Nugent/Cr S Munro**

That Council notes the report on LED Lighting in Council Buildings.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent , Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

Cr Duffy asked how often the lights are going to be checked.

The CEO stated the maintenance life is longer with potential savings on costs.

Cr Hamling asked what the lights on Summer Street stop at Lords Place and not continue to Sale Street.

The CEO stated that initially it was a budgetary consideration however the lights are part of the Future Cities project looking at funding, fairy lights and Whiteway lighting.

QUESTIONS TAKEN ON NOTICE

Cr Nugent advised it was a good initiative and asked if there was a possibility that the saved funds can be rolled back into the revolving energy fund to assist other projects.

The CEO stated it was not part of the revolving energy fund, and Councillors will be provided with further information.

Cr Mileto asked if a timeframe could be provided with regard to LED lights for Jack Brabham Park at Bernie Stedman Field.

The CEO stated the question would be taken on notice.

Cr Duffy asked if the lighting could be coloured in Summer Street.

The CEO stated this option will be provided for Councillors in the Future Cities project.

Cr Kidd and Cr McRae left the meeting with the time being 7.56PM and the Deputy Mayor, Cr Romano, assumed the chair.

5.6 COVID 19 ORANGE 360 RESPONSE

TRIM REFERENCE: 2020/1151

Cr Reg Kidd declared a Significant Non-Pecuniary Interest in this item as he is on the Board of Directors of Orange 360, was put into the online waiting room and did not participate in discussion of voting on this item.

Cr Joanne McRae declared a Significant Non-Pecuniary Interest in this item as she is on the Board of Directors of Orange 360, was put into the online waiting room and did not participate in discussion of voting on this item.

The CEO, David Waddell declared a Significant Non-Pecuniary Interest in this item as he is on the Board of Directors of Orange 360, removed himself from the meeting and did not participate in discussion on this item.

RESOLVED - 20/220

Cr S Munro/Cr R Turner

That council exhibit for 28 days the intention to increase funding by \$100,000 to TDO Ltd trading as Orange 360 for the purposes of COVID rebound initiatives and marketing.

For: Cr Duffy, Cr Hamling, Cr Mileto, Cr Munro, Cr Nugent, Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera, Cr Kidd, Cr McRae

Cr Kidd & Cr McRae returned to the meeting with the time being 7.57PM and Cr Kidd resumed the chair.

QUESTION TAKEN ON NOTICE

Cr Duffy stated an accommodation provider advised him the turnover from April 2020 was \$14,000 compared to \$190,000 in April 2019 and asked what other organisations does Council contribute towards tourism funding.

The CEO advised this question will be taken on notice.

Cr Mileto stated it was important to maximise opportunities and he is confident with Orange 360's strategic plan.

QUESTION TAKEN ON NOTICE

Cr Hamling stated Council needed to put up this money and local contractor could benefit from this work. He asked if the \$200,000 can be matched by another body such as Destination NSW.

The Acting Director Corporate & Commercial Services stated it is an option to be looked at and staff will be speaking with bodies such as Destination NSW.

MATTER ARISING

Cr Whitton asked that a news article on Orange being in the top 5% of First Home Buyers be provided to Councillors.

The Acting Director Corporate & Commercial Services stated he will arrange for this to be circulated to Councillors.

5.7 REQUEST FOR FINANCIAL ASSISTANCE - AUSTRALIAN NATIONAL FIELD DAYS 2020 - 22 TO 24 OCTOBER 2020

TRIM REFERENCE: 2020/1156

RESOLVED - 20/221

Cr J Whitton/Cr J McRae

That the item be deferred.

For: Cr Kidd, Cr Duffy, Cr Hamling, Cr McRae, Cr Mileto, Cr Munro, Cr Nugent, Cr Romano, Cr Taylor, Cr Turner, Cr Whitton

Against: Nil

Absent: Cr Previtera

MATTER ARISING

Cr Kidd advised a letter had been sent from the Federal Member to the Federal Minister for Agriculture asking for support for the Australian National Field Days and requested a copy of the letter be circulated to Councillors.

5.8 LOCAL STRATEGIC PLANNING STATEMENT 2020

TRIM REFERENCE: 2020/1200

RESOLVED - 20/222**Cr S Romano/Cr S Munro**

That Council acknowledge the attached draft Local Strategic Planning Statement (LSPS) and resolve to place the LSPS on public exhibition for a period of 28 days.

FOR: CR KIDD, CR DUFFY, CR HAMLING, CR MCRAE, CR MILETO, CR MUNRO, CR NUGENT , CR ROMANO, CR TAYLOR, CR TURNER, CR WHITTON

AGAINST: NIL

ABSENT: CR PREVITERA

6 CLOSED MEETING

Nil

The Mayor declared the meeting closed at 8.04PM and livestreaming was stopped, however Councillors continued to speak resuming the meeting.

MATTER ARISING

Cr Mileto commended Newcrest on providing sanitizing stations across the local sporting fields and requested Council write to Newcrest and commended the organisation on this great initiative.

Cr Munro commended Orange Ten Pin Bowling for their COVID safe practices.

Cr Duffy asked why Bathurst Regional Council was meeting in their Chamber however Orange City Council was not.

The CEO advised in order to ensure the safety of staff and Councillors the decision was made to continue with online meetings in addition to livestream, zoom and in person capabilities of our systems.

Cr Kidd asked if a Councillor or member of staff could not attend could they attend remotely.

The CEO advised he is obliged to offer that, however there is some limitations with current systems to allow for both in person and remote connectivity.

Cr Hamling expressed his disappointment that the 8-day games were cancelled and hoped it would return in 2021.

Cr Kidd asked if Council had been able to acquire temperature 'guns'.

The CEO stated Council currently has two temperature devices held in the Human Resources department.

THE MEETING CLOSED AT 8.10PM.

This is Page Number 8 and the Final Page of the Minutes of the Ordinary Meeting of Orange City Council held on 21 July 2020.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 NOTICE OF MOTION - 75TH ANNIVERSARIES OF THE ATOMIC BOMBINGS OF HIROSHIMA AND NAGASAKI

RECORD NUMBER: 2020/929

I, **CR STEPHEN NUGENT** wish to move the following Notice of Motion at the Council Meeting of 11 August 2020:

MOTION

That Council resolves to:

- 1 Acknowledge the upcoming 75th anniversaries on 6 and 9 August 2020 of the atomic bombings of Hiroshima and Nagasaki.**
- 2 Endorse the Cities Appeal of the International Campaign to Abolish Nuclear Weapons (ICAN) which aims to commemorate these anniversaries and acknowledge the victims and survivors of the attacks.**
- 3 Recognise that any use of nuclear weapons, whether deliberate or accidental, would have catastrophic, far-reaching and long-lasting consequences for people and the environment, and that many in our community remain concerned about this possibility.**
- 4 Warmly welcome the adoption of the Treaty on the Prohibition of Nuclear Weapons by the United Nations in 2017, and call on our national government to sign and ratify it without delay.**

BACKGROUND

Councillors recently received an email letter from Jemila Rushton, an Australian Campaigner with the International Campaign to Abolish Nuclear weapons (ICAN). Ms Rushton wrote seeking the support of Council for ICAN's Cities Appeal and for the Treaty on the Prohibition of Nuclear Weapons.

Council support for the appeal and treaty would be consistent with Council's previous declaration of Orange as a nuclear free zone and with our Sister City Program, especially our relationship with Ushiku in Japan. As Ms Rushton notes, "the COVID-19 pandemic demonstrates the urgent need for greater international cooperation to address all major threats to the health and welfare of humankind".

The following extract from Ms Rushton provides more detail.

"The upcoming 75th anniversaries of the bombings of Hiroshima and Nagasaki on 6th and 9th August, present an opportunity for reflection, remembrance and action. Unfortunately, the threat of nuclear weapons has not been relegated to that of a bygone era, but remains a present and real threat of our times.

In the 1980's, during the peak of the Cold War arms race, councils across Australia and many hundreds internationally, declared themselves nuclear-free zones. These declarations represented a grassroots participation in the humanitarian debate happening globally, at all levels of government, with real-life implications for the health and security of constituents.

4.1 Notice of Motion - 75th Anniversaries of the Atomic Bombings of Hiroshima and Nagasaki

Thirty years on, instead of dismantling bombs and investing in healthcare and other essential services; nuclear weapons states continue to bolster their weapons arsenals and dismantle longstanding disarmament agreements. A recent ICAN report reveals how the nine nuclear-armed nations spent \$72.9 billion dollars on nuclear weapons in 2019 alone.

In response to these renewed and persistent nuclear threats, the world's non-nuclear weapons states have negotiated the first international legal instrument to comprehensively outlaw nuclear weapons, setting out a pathway for their elimination. As other nuclear arms control agreements are undermined or collapsing, this new accord provides a much-needed pathway forward.

The United Nations Treaty on the Prohibition of Nuclear Weapons prohibits nations from developing, testing, producing, manufacturing, transferring, possessing, stockpiling, using or threatening to use nuclear weapons, or allowing nuclear weapons to be stationed on their territory. Adopted at the United Nations in 2017, it also prohibits them from assisting, encouraging or inducing anyone to engage in any of these activities.

Australia has not yet joined the Treaty. Now, just as in the 1980s, it is in the hands of everyday people to put the treaty in front of our decision-makers and office-holders, to indicate our support for Australia's ratification.

Australia has joined the treaties prohibiting other inhumane and indiscriminate weapons including biological weapons, chemical weapons, landmines and cluster munitions. It is inevitable that we also join the nuclear weapon ban treaty.

The International Campaign to Abolish Nuclear Weapons Cities Appeal is the mechanism by which councils can engage and participate in the nuclear weapons debate of our time. Nuclear disarmament is council business because civilians, cities and towns are the targets of these weapons of mass destruction.

27 Councils across Australia have already endorsed the Cities Appeal, calling on our federal government to sign and ratify this treaty without delay."

Signed Cr Stephen Nugent

FINANCIAL IMPLICATIONS

Nil. If the motion is carried it is proposed that the acknowledgement be carried out Council's social media platforms.

POLICY AND GOVERNANCE IMPLICATIONS

Australia is still a party to the ANZUS Treaty and one would assume this would be a consideration for Australia in not yet signing the United Nations Treaty on the Prohibition of Nuclear Weapons. While there are no Local Government policy and governance implications there are certainly international diplomacy and humanitarian issues that must be considered by our Federal Government.

5 GENERAL REPORTS

5.1 HEALTH AND INNOVATION PRECINCT MASTERPLAN ADOPTION

RECORD NUMBER: 2020/1064

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

EXECUTIVE SUMMARY

At the Council meeting on May 19 the following was resolved:

RESOLVED - 20/139

Cr S Munro/Cr S Nugent

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

The exhibition period closed on 26 June.

Council received 11 submissions, which are attached. The draft was also exhibited on the Orange Your Say site and an engagement report is attached. There were nine engaged participants, 224 informed and 466 aware. There was strong support for the 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 implemented and rolled out, costings, further studies and collaborations will be considered.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves:

- 1 That the Health and Innovation Precinct Masterplan be adopted.
- 2 That Orange City Council continue to work with the NSW Government, agencies and stakeholders to realise the goals of Health and Innovation Precinct Masterplan.

5.1 Health and Innovation Precinct Masterplan Adoption

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.
Environmental	Current zones and potential re-zonings will be an important consideration post adoption of the masterplan. Several stakeholders raised the protection of open space as an important issue. While the amenity the current layout and density are valued it does not follow that any level of development should be prohibited.
Stakeholders	Significant stakeholder engagement was undertaken for the development of the draft. Further stakeholder engagement will be required as further stages are contemplated and enacted. Some issues raised crossed into details beyond the scope of the masterplan. The masterplan provides a framework for what the site is capable of and will be further tested in later stages. The mapping of zones also may have created expectations or concerns around the scale of development. For example the zone that covers the southern nine holes of the golf course provides opportunities for research and development but that does not mean the entirety of the zone will be used for those purposes.

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:

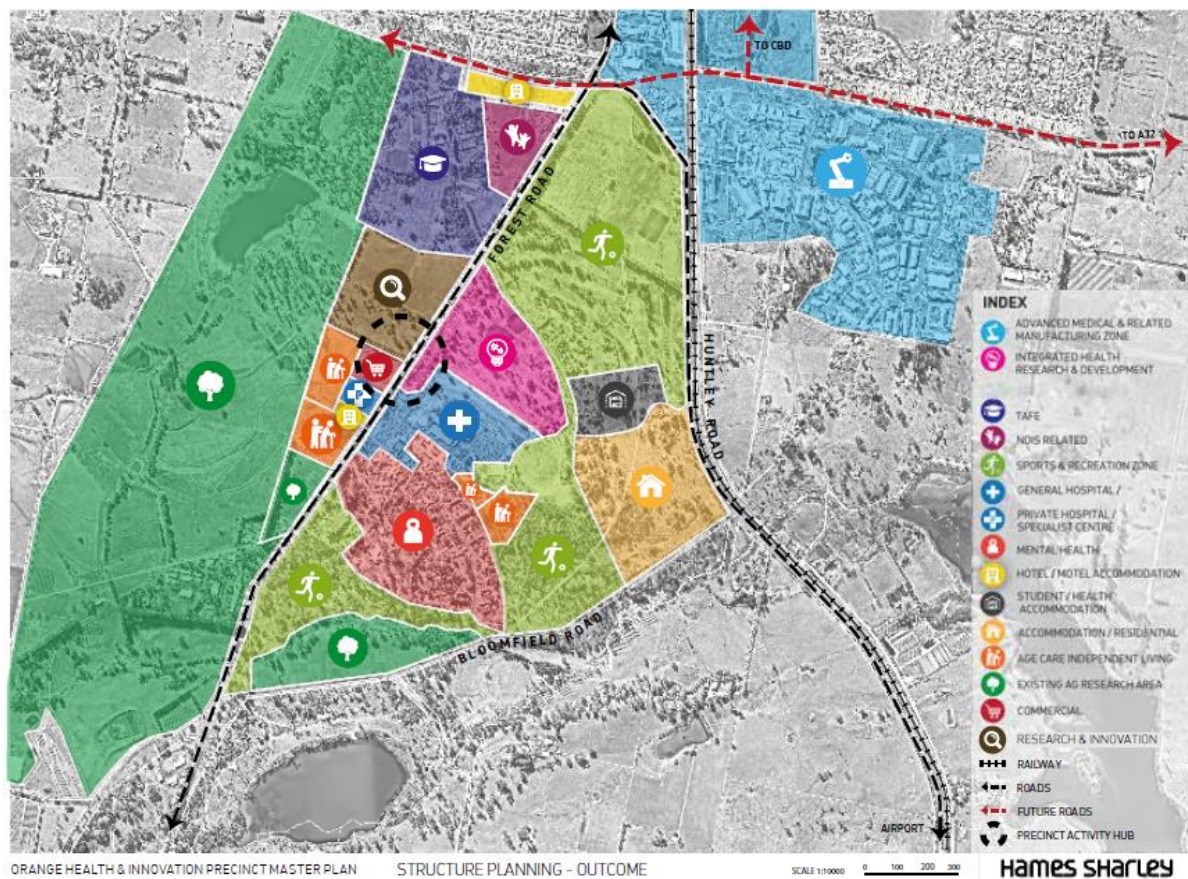
- Health Care - with a growing and ageing population, opportunities across all health care sectors inclusive of mental health services will continue to provide growth opportunities.
- Activate Forest Road and strengthen it as a main street destination connecting the internal road system within the Bloomfield 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.

5.1 Health and Innovation Precinct Masterplan Adoption

- 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 Health Service 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.



There are six key principles in the masterplan.

They are:

- **WELCOMING AND ATTRACTIVE**
Re-imagine the streets and public spaces to hero the rural landscape while providing improved integration and biophilic place-making
- **ACCESSIBLE AND SAFE**
Ensure convenient and safe accessibility across all travel modes
- **LOCAL ACTIVITY DESTINATION AND HUB**
Create an activity and commercial centre

5.1 Health and Innovation Precinct Masterplan Adoption

- **EXEMPLARY HEALTH AND KNOWLEDGE PRECINCT**
Grow Bloomfield as an exemplar regional health, research and education precinct
- **LIFESTYLE AND WELLBEING VILLAGE**
Create a village environment for affordable residential, independent living, wellbeing, accommodation and supported care
- **RURAL SKILLS AND INNOVATION PRECINCT**
Further develop and position Bloomfield as an Ag-Tech and rural skills innovation precinct.

DRAFT HEALTH AND INNOVATION PRECINCT - TABLE OF SUBMISSIONS

Submitter	Issues Raised	Staff comment
IC20/12014 John Da Rin	<ol style="list-style-type: none"> 1. Thoroughly researched; clear picture of opportunity that this plan provides to the community and to this district. 2. Disputes that rents are lower compared with greater NSW. 3. Agrees that this concept could retain youth in this district. 4. This concept would give STEM students a great hope of getting jobs. 5. The catchment area is conservative; people will be attracted further afield. 6. Disagrees that minority groups disrupt town progression; does not anticipate residences voicing concerns about this concept. 7. Current greenfield sites need to be managed and not destroyed. 8. CSU moving to this precinct is not necessary. 9. State Government decision to not sell off the GATE land was positive. 10. Believes more land would be used for research and development. 11. More medical facilities are an excellent addition. 12. Aging baby boomer population burden the younger generation. 13. This plan helps to build the expected increase in demand for medical and allied health services. 14. Agrees that this development would showcase Orange as a place to study and work in medical research. 	Noted.

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	15. Believes staffing level in manufacturing is lower than in retail.	
IC20/13264 Charles Sturt University	<ol style="list-style-type: none"> 1. Welcomes and supports the creation of the precinct; major regional health hub with strong links to education and research. 2. Health sciences, research and medicine remain the strategic focus of CSU in Orange. 3. Has a long-term vision to relocate its Orange Campus health facilities to the precinct 4. Would collaborate and advocate with Council for the precinct to be designated as an Activation Zone. 5. Suggests that there should be a stronger presence in the master plan for the Joint Program in Medicine and the Bloomfield Learning and Research Centre. 6. The master plan does not set out specific recommendations or actions or include an indication of time frames. 7. Some information in the master plan requires updating, since initial discussions with the consultants. 	<p>Noted.</p> <p>Updates made where applicable.</p> <p>Timeframes, and next steps will be better known once discussions with the NSW Government are finalised around an activation precinct.</p> <p>Discussions with tertiary stakeholders will be ongoing as per the recommendation of this report.</p>
IC20/13178 Central NSW Joint Organisation	<ol style="list-style-type: none"> 1. Supports the precinct and will seek for this precinct to have a Special Activation Precinct status. 2. Local Government is the front line of regional communities for health challenges; the applicant supports our region "growing our own" health workforce and looks forward to metro-comparable outcomes in connectivity, health and education. 3. Supports the vision to 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. 4. This type of collaboration - bringing State agencies, the private sector, research, health and education together 	<p>Noted.</p>

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	will not only benefit all of the Central NSW region but NSW more broadly in a global context.	
IC20/13185 Peter Bilenkij	1. Edits of the master plan to improve its accuracy and to enhance the stature of this great institution.	Updates made where applicable.
IC20/13226 Orange Rail Action Group	<ol style="list-style-type: none"> 1. Supports the plan. 2. Supports the proposals for frequent public transport services from the CBD and the Orange Railway Station. 3. Believes the Orange Railway Station will play an increasing role as a Hub and Transport Interchange. 4. There are 8 statements relating to transport issues that require editing or elaboration. 	<p>Noted.</p> <p>Updates made where applicable.</p>
IC20/13365 Malcolm Stacey	<ol style="list-style-type: none"> 1. Supports the general principles of the master plan. 2. It is important to recognise that the Bloomfield Hospital (buildings and landscape) is State heritage listed. 3. Encourages the retention of the parkland landscape, particularly in zones for Integrated Health and Research Development, Student/Health Accommodation and Accommodation/Residential. 4. Supports biophilic design. 5. Supports the retention of as much of the mature parkland landscape as possible to reduce the impact of urban health island effect. 6. Supports the retention of as much of the Bloomfield Hospital heritage parkland landscape as possible in line with Orange's well-deserved reputation as a "Colour City". 	<p>Noted.</p> <p>Consideration of open space will be a significant issue in future stages.</p>
IC20/13411 NSW Government Transport for NSW (TfNSW)	1. Forest Road already provides an important traffic movement function by providing access to Orange from the areas south of the City; the demand for the movement function of this road is projected to increase in the future due	Noted and will engage further with the TfNSW as per the recommendation of this report.

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	<p>to the expansion of the health precinct itself, growth of residential areas to the south of Orange and introduction of the Southern Feeder Road.</p> <p>2. Notes that Council is intending to establish an activity hub within the master plan area and plans to establish Forest Roads as a main street destination.</p> <p>3. Requests a meeting with Council to discuss the masterplan and, in particular, Council's vision for Forest Road - it is critical that public transport (including future planning) is catered for and that pedestrian and cyclist modes of transport are appropriately catered for.</p>	
<p>IC20/13448 ECCO - Environmentally Concerned Citizens of Orange Inc</p>	<p>1. Great potential for the development of a facility that can be a lighthouse example of urban planning, can expand on the impressive medical facilities and can allow for the preservation and improvement of the environmental features currently existing on the site.</p> <p>2. Disappointed that there is little mention of environmental implications except for the concept of biophilic design.</p> <p>3. Increased population will increase the demand for water consumption; the plan needs to specify how it will meet the extra demand on Orange's water supply.</p> <p>4. Benchmarking was compared with larger areas than Orange.</p> <p>5. Want assurance that rezoning will not impact on the environmental areas (fauna and flora).</p> <p>6. Applauds the master plan allows for generous land zoning for recreational use.</p> <p>7. Applauds the development of cycle and walking paths, within the precinct and with a connection to the Orange CBD.</p>	<p>Noted.</p> <p>Consideration of open space and environmental areas will be a significant issues in future stages.</p>

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	<ol style="list-style-type: none"> 8. Old growth native trees and heritage trees need to be regarded as an asset to be preserved. 9. The master plan should include a specific section which embraces the planning principle of environmental sustainability. 	
<p>IC20/13453</p> <p>Orange Field Naturalist & Conservation Society Inc</p>	<ol style="list-style-type: none"> 1. Concerned about water security, as the plan promotes a significant increase in Orange's population. 2. Concerns that there appears to be no mention of climate change. 3. Seeks assurance that any rezoning will not impact on the natural and environmental aspects of the site. 4. Old growth and heritage trees and vegetation are an asset that should be preserved. 5. Internal cycle and walking tracks should be developed and enhanced. 6. Adequate and appropriately designed and located parking should be provided. 7. The catchment projection should include communities that are significant distances away and the plan should include provision for low cost and appropriate accommodation for patient's families, including Aboriginal families. 8. Benchmarking should be against similar-sized communities. 	<p>Consideration of open space and environmental areas and matters will be a significant issues in future stages.</p>
<p>D</p> <p>Housing and Property Group (Department of Planning, Industry and Environment) and Western NSW Local Health District (LHD)</p>	<ol style="list-style-type: none"> 1. Supportive of the overall vision of the master plan and Council's intent to develop the study area for complementary health services subject to following recommendations. 2. Recommendations are to ensure that a pragmatic approach is used in realising the vision, development of the precinct will be facilitated in a sustainable and considered manner and realistic synergies with the Orange Hospital Service and support service can be 	<p>Noted.</p>

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	<p>achieved.</p> <p>3. Extension of accommodation/residential zone or student health accommodation zone <u>Recommendation 1</u> - Extend the residential accommodation land use allocation to capture existing heritage buildings to enable appropriate adaptive re-use opportunities, as is currently afforded by the current R1 Residential Zoning.</p> <p>4. Planned "Key Health Worker" accommodation in central southern Bloomfield Campus. <u>Recommendation 2</u> - The master plan to include the provision of key worker housing accommodation uses in the area currently zoned R1 (General Residential).</p> <p>5. Aged care independent living adjoining Bloomfield Hospital incompatible with adjoining and existing uses <u>Recommendation 3</u> - The aged care independent living zone (east adjoining to the mental health zone) should be relocated towards eastern periphery of the precinct as an addition to the accommodation/residential zone. The aged care independent living zone (east adjoining to the mental health zone) should be earmarked for "health service uses" to enable the continued use of this land for Cancer Care and Ronald McDonald House and be afforded the flexibility to expand and co-join with other health-related uses.</p> <p>6. Southern central "Sports and Recreation Zone" is ecologically and logistically problematic <u>Recommendation 4</u> - The southern central "sports and recreation" zone should be allocated an alternative zone that promotes greater health-focussed synergy between the adjoining "mental health" and accommodation zones.</p>	<p>Recommendation 1: Supported, adaptive re-use is regarded as promoting the ongoing maintenance and care of heritage assets.</p> <p>Recommendation 2: Supported in principle, the nature / type of occupants is an operational matter for the landowner but would clearly benefit the precinct's intended role.</p> <p>Recommendation 3: Noted.</p> <p>Recommendation 4: Noted.</p>

5.1 Health and Innovation Precinct Masterplan Adoption

Submitter	Issues Raised	Staff comment
	<p>Suggested zones for consideration:</p> <ul style="list-style-type: none"> • key health work accommodation • flexible health-related • research area • eco-tourist facilities information centre (heritage museum) <p>7. Land use flexibility in the Bloomfield Campus</p> <p><u>Recommendation 5</u></p> <ul style="list-style-type: none"> • Maintain land use flexibility afforded by R1 (General Residential) in the Bloomfield Campus to ensure future innovate and commercial viable uses are not restricted. • Provide greater incentives for the adaptive re-uses of the Bloomfield Heritage buildings in accordance with the masterplan objectives • Include Housing and Property and the Western NSW Local Health District in subsequent development of land use tables and Principal Development Standards for the Bloomfield Campus. <p>8. Operational considerations for Orange Hospital and associated related health services</p> <p><u>Recommendation 6</u> - We suggest that a workshop is organised between Council and the Western NSW Local Health District to confirm the operational sensitivities and how the masterplan can best address these considerations.</p>	<p>Recommendation 5: Supported in principle, it must be noted that tenure of residential development, if sold to owner-occupiers, may reduce the flexibility for redevelopment or adaptation suggested in the submission.</p> <p>Recommendation 6: Noted and will engage further with the Property Group and the LHD as per the recommendation of this report.</p>

5.1 Health and Innovation Precinct Masterplan Adoption

<p>IC20/14702</p> <p>The University of Sydney</p>	<ol style="list-style-type: none"> 1. The University fully supports the objectives and initiatives outlined. 2. Challenges: <ul style="list-style-type: none"> • The catchment of Orange has a shortage of medical / health related professionals relative to population need • Orange suffers from being below the “rest of NSW” in its’ provision of general practice medical services, pathology, dental and other allied health services. 3. Opportunities: <ul style="list-style-type: none"> • The University supports Council’s request (to NSW Government) of having the precinct designated as an Activation Zone. • The Health sector is one of the largest sources of employment in jurisdiction of Orange. • The draft Masterplan provides opportunities to develop complementary Health services and life sciences education and research around the existing Orange Health Service Public Hospital and Orange Agricultural Institute • The draft Masterplan will serve as a catalyst towards improved and expanded Health Care services • The principal Health precinct destination of Forest Road will be activated and supplemented by the creation of commercial and public accommodation linking the educational and health precincts through activity hub. • The draft Masterplan provides for improved public transport connections • The draft Masterplan encourages other mixed uses and contributing services including retail, commerce, residential, sports and culture. • The draft Masterplan recognises and provides for surrounding general 	<p>Noted.</p> <p>Discussions with tertiary stakeholders will be ongoing as per the recommendation of this report.</p>
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5.1 Health and Innovation Precinct Masterplan Adoption

	<p>residential growth areas and supporting recreation open space, which will assist in housing medical staff, students as well as the general public.</p> <ul style="list-style-type: none"> • The University supports the proposition of a bespoke planning instrument that will allow for simplified planning processes for development within the Precincts. 	
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Next Steps

While there is clear support for the precinct and the principles of the masterplan a number of stakeholders expressed a view of further involvement as the initiative progresses. This will be a critical element of the way forward. While Council will have a regulatory and supportive role in future developments others will drive and own infrastructure expansion.

This is recognised in part 2 of the recommendation.

One of the next steps will be to develop a joint stakeholder statement or communique to support future growth.

Council will also work with Department of Regional NSW and the NSW Department of Planning, Industry and Environment on the framework to create activation of the precinct.

A number of submitters supported giving the site an activation precinct status.

Legislation does exist under the State Environmental Planning Policy (Activation Precincts) 2020 (SEPP) but there may be other frameworks or other opportunities to support development.

The SEPP includes the following aims:

- (a) promote economic development, industry investment and innovation and to create employment in those Precincts, and
- (b) facilitate strategic and efficient development of land and infrastructure in those Precincts, and
- (c) protect and enhance land in those Precincts that has natural and cultural heritage value.

ATTACHMENTS

- 1 Health and Innovation Your Say Report, D20/40924 [↓](#)
- 2 ORAG Submission, D20/41304 [↓](#)
- 3 Malcolm Stacey Submission, D20/43812 [↓](#)
- 4 HAP and Western LHD Submission, D20/43815 [↓](#)
- 5 University of Sydney Submission, D20/43826 [↓](#)
- 6 Orange Field Naturalists Submission, D20/43829 [↓](#)
- 7 ECCO Submission, IC20/13448 [↓](#)
- 8 TfNSW Submission, D20/43835 [↓](#)
- 9 CSU Submission, D20/43837 [↓](#)

5.1 Health and Innovation Precinct Masterplan Adoption

- 10 Peter Bilenkij Submission, D20/43842 [↓](#)
- 11 Central NSW JO Submission, D20/43847 [↓](#)
- 12 John Da Rin Submission, D20/43850 [↓](#)
- 13 Orange Health and Innovation Masterplan, D20/43086 [↓](#)

Summary Report

11 May 2015 - 30 June 2020

Your Say Orange

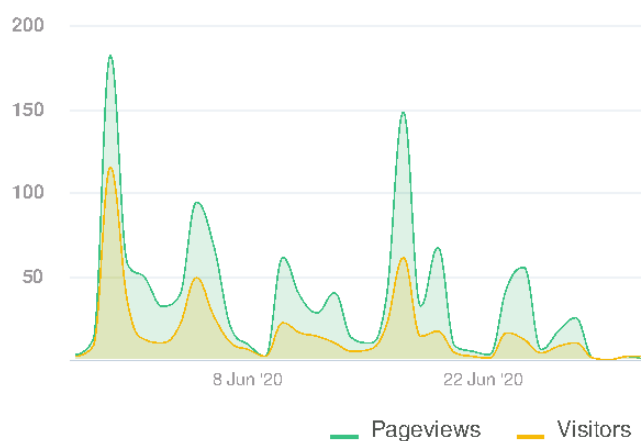
PROJECTS SELECTED: 1

Health & Innovation Precinct: What do you think?

FULL LIST AT THE END OF THE REPORT



Visitors Summary



Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
598	115	
NEW REGISTRATIONS		
9		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
9	224	466

Your Say Orange : Summary Report for 11 May 2015 to 30 June 2020

PARTICIPANT SUMMARY

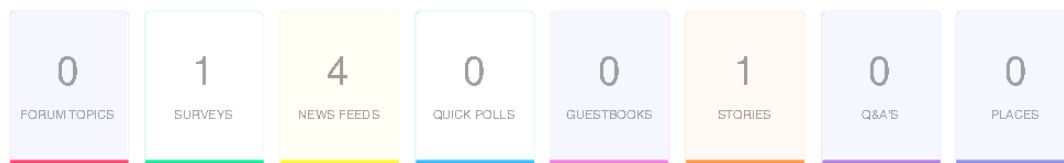
ENGAGED	9 ENGAGED PARTICIPANTS				(%)	
		Registered	Unverified	Anonymous		
INFORMED	Contributed on Forums	0	0	0		
	Participated in Surveys	9	0	0		
	Contributed to Newsfeeds	0	0	0		
	Participated in Quick Polls	0	0	0		
AWARE	Posted on Guestbooks	0	0	0		
	Contributed to Stories	0	0	0		
	Asked Questions	0	0	0		
	Placed Pins on Places	0	0	0		
	Contributed to Ideas	0	0	0		
* A single engaged participant can perform multiple actions					* Calculated as a percentage of total visits to the Project	
Health & Innovation Precinct:...						9 (1.9%)

ENGAGED	224 INFORMED PARTICIPANTS				(%)	
		Participants				
INFORMED	Viewed a video	0				
	Viewed a photo	0				
	Downloaded a document	65				
	Visited the Key Dates page	0				
AWARE	Visited an FAQ list Page	0				
	Visited Instagram Page	0				
	Visited Multiple Project Pages	208				
	Contributed to a tool (engaged)	9				
* A single informed participant can perform multiple actions					* Calculated as a percentage of total visits to the Project	
Health & Innovation Precinct:...						224 (48.1%)

ENGAGED	466 AWARE PARTICIPANTS					
		Participants				
INFORMED	Visited at least one Page	466				
AWARE						
* Aware user could have also performed an Informed or Engaged Action					* Total list of unique visitors to the project	
Health & Innovation Precinct:...						466

Your Say Orange : Summary Report for 11 May 2015 to 30 June 2020

ENGAGEMENT TOOLS SUMMARY



SURVEYS SUMMARY	
1	Surveys
9	Contributors
9	Submissions

TOP 3 SURVEYS BASED ON CONTRIBUTORS	
9	Contributors to
What do you think about the Health & Innovation Masterplan?	

NEWSFEEDS SUMMARY	
4	NewsFeed
171	Visits
151	Visitors

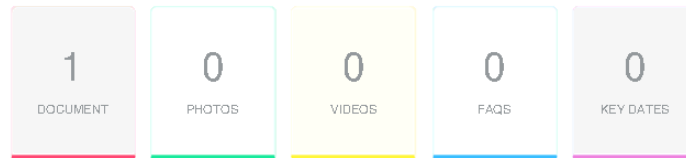
TOP 3 NEWSFEEDS BASED ON VISITORS		
132	17	11
Visitors to	Visitors to	Visitors to
What could go where in the precinct?	Why would a private sector health service provider find the Orange region attractive in the	Council's pitch for government to streamline planning approvals

STORIES SUMMARY	
1	Stories
0	Contributors
0	Submissions

TOP 3 STORIES BASED ON CONTRIBUTORS	
0	Authors to
Health & Innovation Precinct: What do you think?	

Your Say Orange : Summary Report for 11 May 2015 to 30 June 2020

INFORMATION WIDGET SUMMARY



DOCUMENTS	
1	Documents
65	Visitors
87	Downloads

TOP 3 DOCUMENTS BASED ON DOWNLOADS	
87	Downloads
Orange Health and Innovation Precinct Masterplan	

Your Say Orange : Summary Report for 11 May 2015 to 30 June 2020

TRAFFIC SOURCES OVERVIEW

REFERRER URL	Visits
m.facebook.com	148
webmail.health.nsw.gov.au	29
www.orange.nsw.gov.au	16
www.google.com	14
www.facebook.com	8
l.facebook.com	6
www.google.com.au	5
android-app	2
lm.facebook.com	2
www.bing.com	1
digital-print-edition.austcommunitymedia.com.au	1
email.telstra.com	1

Your Say Orange : Summary Report for 11 May 2015 to 30 June 2020

SELECTED PROJECTS - FULL LIST

PROJECT TITLE	AWARE	INFORMED	ENGAGED
Health & Innovation Precinct: What do you think?	466	224	8

Survey Responses

11 May 2015 - 30 June 2020

What do you think about the Health &
Innovation Masterplan?

Your Say Orange

Project: Health & Innovation Precinct: What do you think?



VISITORS					
47					
CONTRIBUTORS			RESPONSES		
9			9		
9	0	0	9	0	0
Registered	Unverified	Anonymous	Registered	Unverified	Anonymous



Respondent No: 1

Responded At: May 31, 2020 20:28:23 pm

Last Seen: May 31, 2020 10:25:04 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

not answered

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? Yes

Q6. Make an optional comment about this item here:

Isn't this where the new sporting fields were going

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Yes

Q8. Make an optional comment about this item here:

not answered

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

Orange will need an extra dam to increase our water supply to help with all of the extra people that will come to Orange because of this, otherwise don't go ahead with this

Q11. Do you work in the health sector in Orange?

No

Q12. How long have you worked in the health sector
in Orange?

not answered



Respondent No: 2

Responded At: Jun 04, 2020 15:41:44 pm

Last Seen: Jun 04, 2020 05:36:52 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

However, needs to be roots and branches increased investment - no point bringing more people to Orange, if insufficient GPs to see them or too few beds in ED or special care nursery

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? No

Q6. Make an optional comment about this item here:

Being in hospital is awful - a decent view from the window is up-lifting for patients, staff and visitors. Keep the green, open spaces, please

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Yes

Q8. Make an optional comment about this item here:

Although if budget limited, might be better spent on health infrastructure or staff

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

Again, providing we have the infrastructure to support more locals - we are already drowning in work and short of staff and beds

Q11. Do you work in the health sector in Orange?

Yes

Q12. How long have you worked in the health sector in Orange?

11 - 20 years



Respondent No: 3

Responded At: Jun 13, 2020 22:45:44 pm

Last Seen: Jun 13, 2020 12:37:32 pm

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?

Yes

Q2. Make an optional comment about this item here:

There needs to be consideration for software development and computer engineering (coding, cyber security, machine learning, Artificial intelligence, robotics and entrepreneurship)

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital?

Yes

Q4. Make an optional comment about this item here:

Please look to encourage innovation and software derived specialties as well as medico type businesses

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development?

No

Q6. Make an optional comment about this item here:

not answered

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone?

No

Q8. Make an optional comment about this item here:

not answered

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept?

Yes

Q10. **Make an optional comment about this item here:**

Orange can attract company executives to run large tech companies here, due to the social fabric and daily services to 3 capital cities and a short drive to Canberra. A key goal of the Masterplan should be to attract large and medium scale tech businesses to Orange which will then drive small and entrepreneurial jobs growth

Q11. **Do you work in the health sector in Orange?** No

Q12. **How long have you worked in the health sector in Orange?** not answered



Respondent No: 4

Responded At: Jun 16, 2020 11:36:08 am

Last Seen: Jun 16, 2020 01:32:56 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?

Yes

Q2. Make an optional comment about this item here:

not answered

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital?

Yes

Q4. Make an optional comment about this item here:

It would be great for some of the open spaces of the golf course, trees and other greenery to be regained in this process.

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development?

Yes

Q6. Make an optional comment about this item here:

not answered

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone?

Yes

Q8. Make an optional comment about this item here:

not answered

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept?

Yes

Q10. Make an optional comment about this item here:

It's critical that the masterplan has an open attitude to the organisations to be sorted. Too narrow a focus on solely health related businesses could constrain the value. Ensure that ancillary services - IT etc. have access to spaces and support.

Q11. Do you work in the health sector in Orange?

No

Q12. How long have you worked in the health sector
in Orange?

not answered



Respondent No: 5

Responded At: Jun 16, 2020 15:23:29 pm

Last Seen: Jun 16, 2020 05:18:15 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

not answered

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? No

Q6. Make an optional comment about this item here:

The inside of the Gnoo Blas Circuit should always be zoned Medical/Research/Recreational, if commercial interests like Residential Housing are allowed inside this area where does it end? The current uses have served the region well and we need to ensure this continues into the future.

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? No

Q8. Make an optional comment about this item here:

There is space to develop these facilities outside of the Gnoo Blas circuit.

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

not answered

Q11. Do you work in the health sector in Orange?

Yes

Q12. How long have you worked in the health sector
in Orange?

11 - 20 years



Respondent No: 6

Responded At: Jun 18, 2020 09:35:17 am

Last Seen: Jun 17, 2020 23:34:14 pm

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

not answered

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? Yes

Q6. Make an optional comment about this item here:

not answered

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Yes

Q8. Make an optional comment about this item here:

not answered

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

not answered

Q11. Do you work in the health sector in Orange?

No

Q12. How long have you worked in the health sector
in Orange?

not answered



Respondent No: 7

Responded At: Jun 18, 2020 17:37:15 pm

Last Seen: Jun 18, 2020 07:27:47 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Undecided

Q2. Make an optional comment about this item here:

There needs to be more information on this subject before I make a decision.

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Undecided

Q4. Make an optional comment about this item here:

I am also undecided because of the large amount of trees that are there, if the new development could be managed and the trees remained that would be a positive.

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? Undecided

Q6. Make an optional comment about this item here:

I am once again concerned about the native vegetation and the loss of it by building residential homes there, if they could be built and the trees remain then yes.

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Undecided

Q8. Make an optional comment about this item here:

once again , the trees would need to be managed and remain

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

not answered

Q11. Do you work in the health sector in Orange?

Yes

Q12. How long have you worked in the health sector
in Orange?

More than 20 years



Respondent No: 8

Responded At: Jun 23, 2020 10:55:17 am

Last Seen: Jun 23, 2020 00:20:02 am

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

not answered

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? Undecided

Q6. Make an optional comment about this item here:

not answered

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Yes

Q8. Make an optional comment about this item here:

not answered

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

not answered

Q11. Do you work in the health sector in Orange? No

Q12. How long have you worked in the health sector
in Orange? not answered



Respondent No: 9

Responded At: Jun 23, 2020 23:58:48 pm

Last Seen: Jun 23, 2020 13:43:32 pm

IP Address:

Q1. Do you support the concept of a proposed new advanced medical and related manufacturing zone in the Leewood industrial estate and the new industrial estate in the former saleyards site?' Yes

Q2. Make an optional comment about this item here:

This is an amazing opportunity for this area we have waited a long time and now here it is

Q3. Do you support the proposal for a new integrated health research development zone on the section of the former golf course, alongside the main hospital? Yes

Q4. Make an optional comment about this item here:

not answered

Q5. Do you support allocating land on a section of the former golf course alongside Huntley and Bloomfield roads for residential development? Undecided

Q6. Make an optional comment about this item here:

If the council were clever they would retain & incorporate a 9 hole golf course (which is already there) inside the proposed area as there would then be a green space for golfers walkers runners etc an area where dad's and sons mums and daughters people with disabilities etc can go as now there is no place for social golfers or gatherings in that area. Social golf in Orange no longer exists as it once did and it's a shame that social golfers have so much trouble getting a game of golf Council could easily maintain this and it would be a special part of Bloomfield and a part of history retained and it would be a magnificent part of the new sporting complex that Orange deserves

Q7. Do you support the proposal for providing student and health staff accommodation zone on the section of the golf course, north of the residential zone? Yes

Q8. Make an optional comment about this item here:

Anyone staying here would benefit from a 9 hole golf course or driving range due to the aesthetics a course provides

Q9. The Health & Innovation Masterplan aims to build on the current health-related strengths of the Bloomfield precinct to attract new private sector health services to Orange. Do you support this concept? Yes

Q10. Make an optional comment about this item here:

Yes as Orange can benefit greatly from the private sector in many areas

Q11. Do you work in the health sector in Orange?

No

Q12. How long have you worked in the health sector
in Orange?

not answered

ORAG Orange Rail Action Group

c/- PO Box 5198
ORANGE, NSW 2800
orangerailaction@gmail.com

Mr D. Waddell
Chief Executive Officer
Orange City Council
Byng St
ORANGE NSW 2800

23 JUNE 2020

ORANGE HEALTH AND INNOVATION PRECINCT MASTERPLAN

Comment by the
ORANGE RAIL ACTION GROUP

Dear Mr Waddell.

The Orange Rail Action Group (ORAG) welcomes the opportunity to comment on the Orange Health and Innovation Precinct Masterplan.

ORAG supports the plan. In particular, it supports the proposals for frequent public transport services from the CBD and the Orange Railway Station to the Health and Innovation Precinct. ORAG views that the Orange Railway Station will play an increasing role as a HUB and Transport Interchange for :

- increased passenger movements of the new Regional Train Fleet from 2024
- the current and future NSW TrainLink coaches to regional Central West cities
- the local and inter-town services by Orange BusLines.

ORAG wishes to bring to your attention some 8 statements relating to transport issues. within the Final Report, that require editing or elaboration. These are tabulated with page and section references, suggested edits and relevant comments.

Yours sincerely,

Neil Jones
Chairman 2020
Orange Rail Action Group.

Attachment: Health Precinct Masterplan Comments ORAG June 2020
Orange Buslines Service from Orange Station to the Hospital.

ORANGE NSW 2800

24 June 2020

Chief Executive Officer
Orange City Council
PO Box 35
ORANGE NSW 2800

Dear Sir,

Re: Health and Innovation Precinct Draft Masterplan D20/25430

I wish to support the general principles of the Orange Health and Innovation Precinct Draft Master Plan. I would like to make the following comments related to the NSW State Heritage listed Bloomfield Hospital site that relate to the Draft Masterplan.

The NSW State Heritage listed site

A large proportion of the planned Health and Innovation Precinct to the east of Forest Road is part of the State Heritage listed Bloomfield Hospital site, which extends north to Sir Jack Brabham Park and Huntley Road. The Heritage listing classifies the site as follows:

Type of item:	Landscape
Group/Collection:	Landscape – Cultural
Category:	Historic Landscape

In its **Assessment of significance** of the Bloomfield Hospital site, NSW Heritage states (my italics):

Historical significance

Bloomfield Hospital is of historic significance to the development of NSW as it was one of only three dedicated mental hospitals built in rural NSW. . . and its design demonstrates the evolution of mental health over time. Its design and setting clearly demonstrate the ‘enlightened’ Nineteenth and early Twentieth Century theories on the treatment of the mentally ill.

Aesthetic significance

Bloomfield Hospital in its landscape setting is of high aesthetic significance for its landmark qualities within the Orange area. These qualities derive from its distinctive tree cover, its ensemble of buildings, gardens and landscape features. The domestic scale of the buildings and their village like layout in the park like setting are an outstanding and intact example of a hospital specifically designed to promote recovery and rehabilitation of the mentally ill.

It is therefore important to recognise that the Bloomfield Hospital site is State Heritage listed as much for its landscape as for its buildings.

The development of the lightly treed parkland landscape was considered of utmost importance to the recovery and rehabilitation of the mentally ill. Its landscape was pivotal to the enlightened philosophy and humanised treatment regimes of the early twentieth century.

Bloomfield Hospital's landscape was developed as its hospital buildings were being built from 1923, and eventually included formal gardens, agricultural plots, sporting fields, and open parkland areas. As part of programs to integrate patients into the community a 9-hole golf course was developed in the parklands in the 1960s.

I have a personal interest in the Bloomfield Hospital site. My mother, nee Moad, was born in 1915 and lived around Spring Hill until her 20s. Her uncle was a gardener at Bloomfield Hospital, and various cousins worked as builders and gardeners. Her regular visits to the Central West in the 1990s and early 2000s always included a tour of Bloomfield and the sharing of her extensive memories of the entire site.

Retention of the parkland landscape in the Health and Innovation Precinct

I support the Activate Orange Strategy outcome:

Preserve the unique environment and heritage of the Bloomfield site.

In particular I encourage the retention and enhancement of:

- The avenue of mature deciduous trees along the drive from the golf course gates on Forest Road to Tallow Wood Hostel in the east
- The landscaped open spaces of the original golf course to the south of the drive, with its planting of mature introduced deciduous and evergreen trees and remnant eucalypts.

With due regard to the parkland landscape, it should be possible to design the location of streets, walkways, cycleways and building allotments to ensure the maximum retention of the existing heritage parkland landscape, particularly in areas zoned:

- Integrated Health and Research Development
- Student / Health Accommodation
- Accommodation / Residential

Important reasons for this approach

Biophilic Design

The Bloomfield Hospital site provides a unique opportunity to implement the principles of biophilic design, as outlined in 7.0 Master Planning Principles. The heritage parkland landscape already exists, and its major elements, ie. the avenue of trees and mature introduced species and remnant eucalypts, should be retained to achieve the principles of biophilic design.

The overall setting of nature and space developed since the 1920s creates the essential biophilic habitat for the fitness, health and productivity of those who will work, live, and walk, cycle and move about the Precinct.

The Urban Heat Island Effect

The addition of hard surfaces such as buildings, roads, parking areas, pavements, and synthetic turf sporting fields will substantially increase the thermal bulk of the Bloomfield area, and the Orange

urban heat island. There is considerable well recognised research on the urban heat island effect and its impact on local and regional climate, and on human health.

The retention of as much of the mature parkland landscape as possible will reduce the impact of the addition of built structures into the existing landscape. Considering the extent of hard surfaces to be introduced to the area zoned Sport and Recreation, it would be very wise to retain the maximum heritage parkland possible.

Orange as Colour City

Orange has a well deserved reputation as a 'Colour City', which results from the planting of now mature introduced deciduous and evergreen trees in its parks and gardens and along its streets. The Bloomfield Hospital site has contributed to and enhanced that reputation.

The local 'Colour City' landscape is known to encourage both tourists and new residents. It should be a priority, and an advantage to the local economy and future development, to retain as much of the Bloomfield Hospital heritage parkland landscape as possible.

I support the approach of the Health and Innovation Precinct Masterplan and request that as much as possible of the heritage listed Bloomfield Hospital parkland landscape be retained in the zoning, design and detailed planning of the Precinct.

Yours sincerely,

Malcolm Stacey



Planning,
Industry &
Environment

Development & Transactions
4 Parramatta Square, 12 Darcy Street,
Parramatta NSW 2150
Locked Bag 5022, Parramatta NSW 2124
Tel 1300 305 695 | www.dpie.nsw.gov.au

26 June 2020

Orange City Council
Civic Centre
135 Byng Street
Orange NSW 2800

Via Email: council@orange.nsw.gov.au

Dear Sir/Madam

Re: Draft Orange Health and Innovation Precinct Masterplan

Thank you for the opportunity to review and respond to the draft Orange Health and Innovation Precinct Masterplan (hereafter referred to as the Masterplan).

The Housing and Property Group (Department of Planning, Industry and Environment), and the Western NSW Local Health District (LHD) have collaborated and prepared this submission with particular consideration to the Bloomfield Campus (refer to Figure 1 below).



Figure 1 - Orange Health and Innovation Precinct Study Area

The Health Administration Corporation owns the land associated with the Bloomfield Campus, and currently oversees the maintenance and uses of the buildings and assets within the campus.

The area relating to the Bloomfield Campus is listed as an item of heritage significance in the NSW State Heritage Register and within the *Orange Local Environmental Plan 2011* (L21) and known as the Bloomfield Hospital and grounds.

Submission comments and recommendations

Housing and Property and the LHD are supportive of the Masterplan's overall vision and Council's intent to develop the study area for complementary health services, subject to the following recommendations being adopted.

This submission and the recommendations contained herein are made to ensure:

- a pragmatic approach is used in realising the Orange Health and Innovation Precinct vision,
- development of the precinct will be facilitated in a sustainable and considered manner, and
- realistic synergies with the existing Orange Hospital Services and support services can be achieved.

1. Extension of accommodation / residential zone or student health accommodation zone

The Design Outcome Discussion Sketch (illustrated by the Structure Plan) in the Masterplan, provides for a visual illustration of the master planning identification process. An extract of this illustration is provided in Figure 2 below.

The Structure Plan puts forward proposed land use zones and segregates them in accordance with the sub-precinct specialisation of the 'Research and Innovation area' located on the north-western side of Forest Rd, and the 'Integrated Health Research and Development Precinct' on the south-eastern side of Forest Rd. The placement of residential accommodation uses on the western periphery of the 'Integrated Health Research and Development Precinct' is considered to be sensible and is supported.

However, the northern extent of the proposed health / student accommodation zone is inadequate. These proposed accommodation zones do not extend far enough north to sufficiently capture the entire heritage Bloomfield Hospital grounds and its encompassing buildings. The existing buildings within the Bloomfield Hospital grounds extend a further 200m north beyond the proposed 'student / health accommodation' zone (refer to grey highlighted zone in Figure 2). The existing extent of the R1 (General Residential) zoning is an acknowledgment of these buildings and their ongoing residential use. See comparison of R1 zoning overlay between Figure 2 and Figure 3 on the next page.

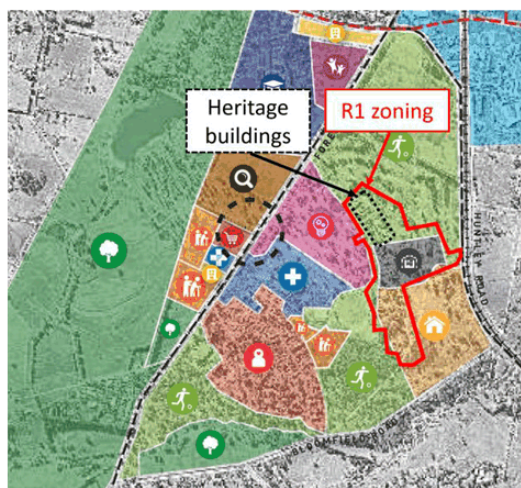


Figure 2 - Extract of Structure Plan

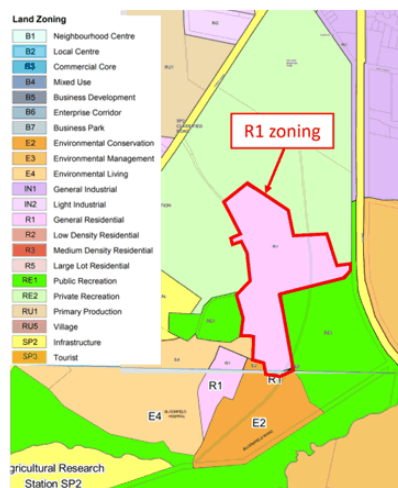


Figure 3 - Extract of current zoning (Orange LEP)

Recommendations:

- (a) Extend the residential accommodation land use allocation to capture existing heritage buildings to enable appropriate adaptive re-use opportunities, as is currently afforded by the current R1 Residential Zoning.

2. Planned 'Key Health Worker' accommodation in central southern Bloomfield Campus

The LHD already has designs for Key Health Worker Accommodation within the southern portion of the Bloomfield Campus currently zoned R1 (General Residential zoning). Refer to Figure 4 on the next page. This location is favourable for key health worker accommodation as it is located on Health Administration owned land adjoining the current land holdings (creating a campus style hub).

In addition, its close proximity to both the Orange and Bloomfield Hospitals helps to ensure safe (and timely) access between accommodation and the clinical care settings.

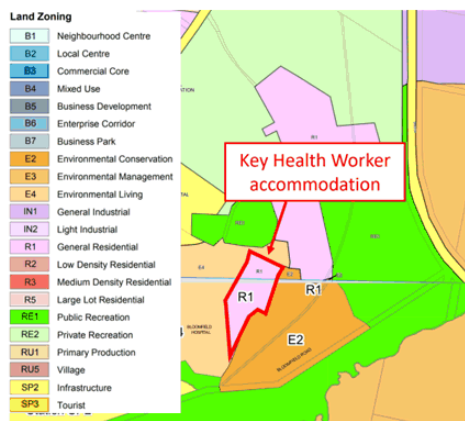


Figure 4 - Existing Southern R1 zoning (Orange LEP)



Figure 5 - Structure Plan with Southern R1 zoning overlayed

Recommendation:

- (b) The Health and Innovation Masterplan to include the provision of key worker housing accommodation uses in the area currently zoned R1 (General Residential).

3. Aged care independent living adjoining Bloomfield Hospital incompatible with adjoining and existing uses

The provision of aged care independent living directly adjoining the existing Bloomfield health lands (earmarked as 'mental health' zone) to the east is not considered to be compatible as it will negatively impact on the safe, and timely operations of the Hospital. It is suggested that independent aged care living be provided towards the eastern periphery of the precinct (i.e. expanding the eastern 'Accommodation / Residential' zone northwards to accommodate independent aged care living).

Furthermore, this land is currently occupied by Cancer Care Western NSW and Ronald McDonald House, both of which provide critical health care services. To continue their uses on this land it is suggested that this land be earmarked for health services uses.

Recommendation:

- (c) The aged care independent living zone (east adjoining to the mental health zone) should be relocated towards eastern periphery of the precinct as an addition to the accommodation / residential zone. The aged care independent living zone (east adjoining to the mental health zone) should be earmarked for 'health service uses' to enable the continued use of this land for Cancer Care and Ronald McDonald House and be afforded the flexibility to expand and co-join with other health related uses.

4. Southern central 'Sports and Recreation Zone' is ecologically and logistically problematic

The proposed 'sports & recreational zone' along Bloomfield Road incorporates the E2 (Environmental Conservation) land use (refer to Figure 6 and 7). Previously, this land has shown significant ecological and environmental values and warranted the application

of an Environmental Conservation zoning. In this regard, any future sports and recreational uses within this area will be limited to anything that will result in very minor environmental impacts. This essentially preclude any active recreation activities requiring sports fields, extensive tracks, or expansive open space.

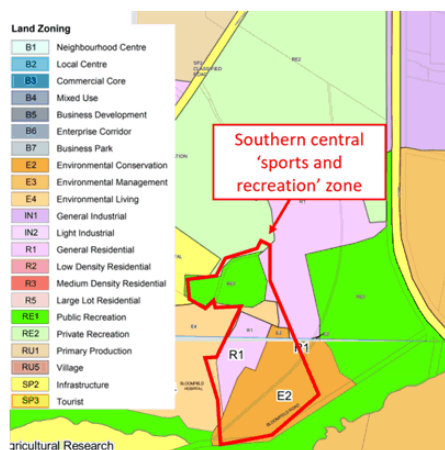


Figure 6 - Extract of zoning with Masterplan the southern central 'sports and recreation' zone overlaid

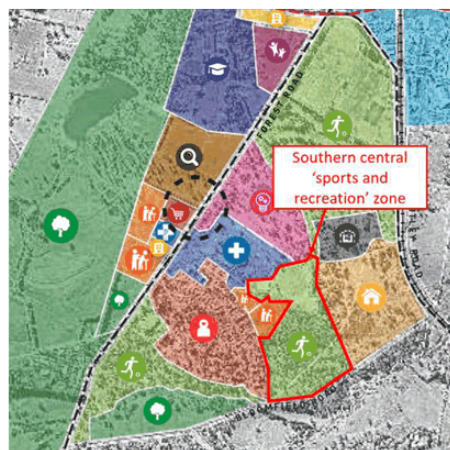


Figure 7 - Structure Plan with south central 'sports and recreation' zone outlined

Further, the use of this area as sports & recreational is likely to result in tangible logistical and land use conflict issues with the existing west adjoining Bloomfield health service uses (earmarked as 'Mental Health' in the Masterplan). The increased traffic movements to and from the proposed southern central 'sports and recreation' zone and the associated noise will have a negative impact on the Bloomfield health service uses. Health service areas operate best in a controlled, safe, quiet, and calm environment which will be difficult to facilitate with an adjoining zone that promotes active and frequent uses.

In acknowledgment of, and to support of the location of the LHD planned key health worker accommodation, and noting the risk for land use conflicts, the use of the southern central 'sports and recreation' zone, is not considered to be suitable.

A land use that promotes appropriate synergies between the 'mental health' zone, the proposed key health worker accommodation, and the Masterplan 'accommodation / residential' zone should be adopted. This approach also better addresses the Masterplan's objective to 'Maximise opportunities for complimentary activities across the city's health precincts'.

Recommendations:

- (d) The southern central 'sports and recreation' zone should be allocated an alternative zone that promotes greater health focussed synergy between the adjoining 'mental health' and accommodation zones.

Suggested zones for consideration:

- Key health worker accommodation
- Flexible health related uses
- Research area

- Eco-tourist facilities Information centre (heritage museum).

5. Land use flexibility in the Bloomfield Campus

Investigations undertaken by Housing and Property has identified that land use flexibility is integral for the development of the Bloomfield Campus and promote adaptive re-use opportunities of the heritage listed Bloomfield Hospital and grounds (refer to item I21 of the *Orange Local Environmental Plan 2011*).

Furthermore, the northern portion of the Bloomfield Campus has an inherent opportunity to accelerate the establishment of the 'Integrated Health Research and Development Precinct' by acting as an anchor for a range of accommodation uses that can underpin the development of a vibrant mixed use health and innovation precinct as is sought by the Masterplan.

The leveraging of the Bloomfield Campus and the adaptive re-use of the heritage assets can be facilitated in the short-term, through strategic super lot subdivisions and subsequent concept planning by the future user. Such super lot subdivision and concept planning will be heavily informed by market and community needs assessments. Accordingly, the Masterplan should provide for greater flexibility of land uses in the Bloomfield Campus and consider affording development incentives that promote proposals that respond to the applicable heritage values and simultaneously and supports the Masterplan objectives in creating a vibrant live, work, and play precinct.

The Masterplan is encouraged to consider residential zones that enable a mix of residential tenure types and styles to be provided in the short and medium terms, as required by the needs of the Health and Innovation precinct and the key demographic groups in Orange (i.e. accommodation that support retaining young families, and responding to an aging population).

Recommendations:

- (e) Maintain land use flexibility afforded by the R1 (General Residential) in the Bloomfield Campus to ensure future innovate and commercially viable uses are not restricted.
- (f) Provide greater incentives for the adaptive re-uses of the Bloomfield Heritage buildings in accordance with the Masterplan objectives.
- (g) Include Housing and Property and the Western NSW Local Health District in subsequent development of land use tables and Principal Development Standards for the Bloomfield Campus.

6. Operational considerations for Orange Hospital and associated related health services

The LHD advises that the continued safe and effective functioning of the health services provided by Orange Hospital and associated health facilities must be a key consideration in the development of the Masterplan. In this regard, the following general concerns should be given significant weight in the finalisation of the Masterplan:

5.1 Traffic Management – if not appropriately planned and managed the additional traffic that will be accommodated within the Health and Innovation Precinct will have a detrimental impact on operational effectiveness of the current health services, and the calming environmental currently enjoyed by the patients of these services. Additionally, the Masterplan should support the activation of Forest Road to improve pedestrian safety and encourage high rates of cycling/walking and a healthy lifestyle.

5.2 Expansion opportunities of the Hospital – there appears to be limited / contracted opportunities to expand the current Orange Public Hospital. The Masterplan should provide for greater considerations regarding how and where the exiting Orange Public Hospital as required by changing health services needs of the local community and regional area.

5.3 Hospital amenity – it is requested that the amenity enjoyed by the Orange Public Hospital patients, particularly the amenity on the northern side of the Hospital be maintained. The application of future development standards within the earmarked 'integrated health research & development' zone should have appropriate regard to safeguarding this amenity.

Recommendation:

- (h) We suggest that a workshop is organised between Council and the Western NSW Local Health District to confirm the operational sensitivities, and how the Masterplan can best address these considerations.

We look forward to the Orange Health and Innovation Masterplan progressing and welcome any future opportunities to meet with Council to discuss the planning for and development of the precinct.

Yours sincerely,

Director, Development & Transactions
Housing and Property Group

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Greg Robinson
Chief University Infrastructure Officer, University Infrastructure

9 July 2020

David Waddell
Chief Executive Officer
Orange City Council
PO Box 35
Orange NSW 2800

Attention: David Hodges, Director Development Services

Dear Mr Waddell

Orange draft Health & Innovation Masterplan

I refer to Council's recent exhibition of the draft Health & Innovation Masterplan and thank the Council for the opportunity for The University of Sydney (the "University") to comment on the draft.

The University fully supports the objectives and initiatives outlined by the draft Masterplan and seeks a continued role as stakeholder to the Health & Innovation Precinct in pursuing the implementation of this expanded precinct.

The University of Sydney's School of Rural Health: The University runs the School of Rural Health (the "SRH"), Bloomfield Hospital, 1502 Forest Road, Orange. Our site lies within the draft Masterplan's proposed "Health & Innovation Precinct" (illustrated below by the red star):



The SRH is a rural clinical school where Medical students in Years 3 and 4 of the Sydney medical program experience what it is like to live and work in rural NSW for at least one year.

The SRH provides a supportive and cooperative educational environment, exceptional teaching facilities and close affordable accommodation. A network of relationships, including State and private hospitals, GP practices and private specialist practices, combine to give our students excellent patient and doctor access, across a breadth of patient scenarios, all within an accessible team of medical professionals and administration staff.

University Infrastructure
Services Building G12
22 Codrington Street, Darlington
The University of Sydney
NSW 2006 Australia

T
E
sydney.edu.au

ABN 15 211 513 464
CRICOS 00026A

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The SRH also provides an academic focus for clinicians, teachers and researchers who wish to become part of the University presence in a rural environment. Our funding comes from the Rural Clinical Training and Support Program of the Commonwealth Department of Health and Ageing.

The draft Masterplan Objectives: The University understands that Orange Council has:

- targeted the Health sector as the key economic driver for the city and the region and a significant opportunity for further growth; and
- consequently, prepared this draft Masterplan in close consultation with the NSW Department of Planning and Environment (DPIE) to encourage further growth in the sector and to identify opportunities and constraints in the Bloomfield precinct.

These objectives have led to Council's preparation and exhibition of the draft Health, prepared by Hames Sharley, and to which the University responds.

The draft Masterplan Challenges: The University recognises that a number of key challenges face the Health industry as a consequence of the planned population increase of the City of Orange:

- The catchment of Orange 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').
- Orange suffers from being below the "rest of NSW" in its provision of general practice medical services, pathology, dental and other allied health services.
- A projected 12% increase in the demand for GPs and Allied Health services by 2036.

The draft Masterplan - Opportunities: The University notes and supports a number of key benefits and opportunities that are likely to emerge from the draft Masterplan:

- The University supports Council's request (to NSW Government) of having the precinct designated as an Activation Zone. This status will provide the precinct with a status of State or regional significance, will attract potential investors into the precinct, and will benefit from a coordinated approach to land use and infrastructure planning and have the best access to NSW Government incentives.
- The Health sector is one of the largest sources of employment in jurisdiction of Orange. The draft Masterplan will therefore heighten the level of interest in the Health sector including the university's SRH
- The draft Masterplan provides opportunities to develop complementary Health services and life sciences education and research around the existing Orange Health Service Public Hospital and Orange Agricultural Institute, by broadening the services available, enabling business synergies and improving community access to education and research services.



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- The draft Masterplan will serve as a catalyst towards improved and expanded Health Care services to cater to the growing and ageing population of Orange, including expansion of all health care sectors inclusive of mental health services
- The principal Health precinct destination of Forest Road will be activated and supplemented by the creation of commercial and public accommodation linking the educational and health precincts through activity hub.
- The draft Masterplan provides for improved public transport connections to rail and bus stations and interchanges, including provision of a more frequent free bus service for students, senior and access impaired users, as well as new footpath connections.
- The draft Masterplan encourages other mixed uses and contributing services including retail, commerce, residential, sports and culture, to support the Precinct's educational facilities and community infrastructure that extends Orange's City Centre.
- The draft Masterplan recognises and provides for surrounding general residential growth areas and supporting recreation open space, which will assist in housing medical staff, students as well as the general public.
- The University supports the proposition of a bespoke planning instrument that will allow for simplified planning processes for development within the Precincts.

The University welcomes the opportunity of continuing as a stakeholder in the evolution of this draft Masterplan and in further clarifying our contribution to the Health & Innovation Precinct. Our planning contact at the University is Juliette Churchill, Director Design Engineering Planning & Sustainability, who can be contacted or or mobile

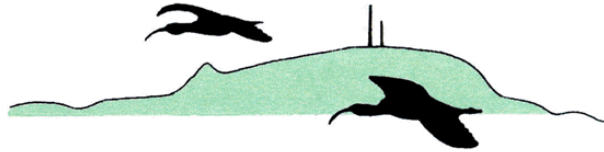
Sincerely,

Greg Robinson
Chief University Infrastructure Officer

**ORANGE FIELD NATURALIST
& CONSERVATION SOCIETY INC.**

PO Box 369

ORANGE NSW 2800



Mr. David Waddell

CEO, Orange City Council

June 25, 2020

Dear Mr. Waddell,

Re: Bloomfield Health and Innovation Precinct Masterplan

Thank you for inviting Orange Field Naturalist and Conservation Society to comment on this big picture masterplan. This development provides an opportunity to showcase how a site can be developed using environmentally sustainable principles and also preserve and build on the existing natural and environmental features of the site. These could be more clearly articulated in the plan.

While development of extra services is a positive thing for Orange, the Society has concerns regarding the impact of the projected population increase for Orange, rezoning issues and the possible destruction of the old growth eucalypt and heritage trees on the site.

Specific comments on the Masterplan relate to:

- **Water security.** The plan promotes a significant increase in Orange's population but does not consider how the water needs of the population or businesses will be met. The city has just struggled with Level 5 water restrictions and the statement on page 34 that there are Level 2 restrictions is out of date. The discussion on water also implies that stormwater harvesting will help provide for the increased demand however if it doesn't rain there won't be any water to harvest.
- **Climate Change.** There appears to be no mention of climate change or discussion of how climate friendly and water saving strategies could be incorporated into building design and the plan.
- **Possible change to zoning.** Early in the plan it states that 'current zones and potential re-zoning will be an important consideration post adoption of the Masterplan'. The Society seeks reassurance that if any rezoning occurs that it will not impact on the natural and environmental aspects of the site, especially those parts shown as recreation areas. These are important habitat and provide important connectivity to Hinton and Gosling Creek Reserves. Page 36/37 says expansion of the site to the south is preferred. It is a worry that the planned and existing recreational areas are to the south. There should be no change to the zoning for these areas.
- **Old growth and heritage trees and vegetation are an asset that should be preserved.** The hollow-bearing eucalypt trees are important as nesting sites for the threatened Superb Parrot and homes for threatened and other Glider species. These have been found in the bushland areas. The plan mentions protecting and repurposing the sites heritage buildings

and should also recognise that there are heritage trees that should be protected. The existing park-like environment forms an integral part of the pleasant work environment at Bloomfield and home environment for the residents of the facilities. There is increasing evidence that contact with the natural environment is good for our mental and physical health.

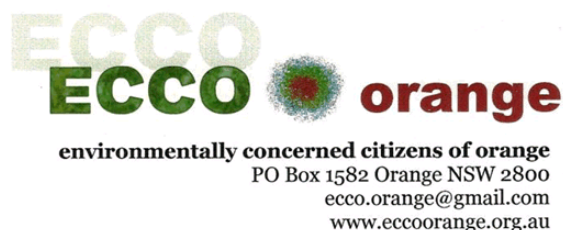
- **Internal cycle and walking tracks should be developed and enhanced.** The plan focuses on getting people and workers to the precinct via cycle paths, but no consideration is given to improving the walking and cycling infrastructure within the precinct. Residents of the facilities and workers need to be able to walk safely within the precinct, as do people staying at places like Western Care Lodge.
- **Adequate and appropriately designed and located parking should be provided.** The problems of parking that occurred with the current facility should not be replicated. Underground or multiple story parking should be considered as people will still drive to the precinct rather than cycle or take public transport. Large areas of bitumen car parking should be avoided due to their environmental impact.
- **Catchment projection considerations.** The catchment population of 368,800 and primary catchment of 150,000 must include communities that are significant distances away. If these projections are correct the plan should include provision for low cost and appropriate accommodation for patient's families, including Aboriginal families. Patients who need Accommodation, like Western Care Lodge, for patients who need to stay on site during treatment should also be included.
- **Benchmarking should be against similar sized communities.** The benchmarking examples used in the plan are inappropriate as they are all in metropolitan areas or cities with much larger population bases. Examples from similar-sized communities should have been used if they exist.

Consideration of these issues should make this precinct an example of environmentally sustainable development and make it an even better place to obtain health care and work.

Regards

Rosemary Stapleton

Secretary
Orange Field Naturalist & Conservation Society
26 June 2020



Mr. David Waddell
Chief Executive Officer
Orange City Council

June 25, 2020

Submission Re: Orange Health and Innovation Precinct Masterplan.

Dear Mr. Waddell,

Thank you for the opportunity to provide comment on the concept plan for the Health and Innovation Precinct Masterplan proposed for the Bloomfield Hospital site and surrounds. This is a site that has great potential for the development of a facility that can be a lighthouse example of urban planning, can expand on the already impressive medical facilities and can allow for the preservation and improvement of the environmental features currently existing on the site.

It is somewhat disappointing that there has been little mention of the environmental implications of the Masterplan, beyond that of the necessity to incorporate the concept of biophyllic design. Whereas the health and environmental benefits of such design are appreciated, we feel there are more environmental aspects of the Masterplan that need to be considered.

The Masterplan promotes a significant increase in Orange's population. Along with population increase will come an increased demand for water consumption. The level 2 water restrictions mentioned on page 34 are no longer current. We are now on level five. The project will need to be specific about how it will meet the extra demand it will place on Orange's water supply.

We have concerns about the issue of benchmarking. The project in question has been compared with similar enterprises in major metropolitan areas and the city of Bendigo which is much larger than Orange. It would be useful to compare the success of like with like, to give us some idea of how such a precinct could operate in our community.

ECCO would like assurance that if any rezoning, as suggested may happen, it should not impact on the environmental areas contained within the Bloomfield Bushland and the Hinton Reserve, both of which contain old growth eucalypts with nesting hollows that support populations of native birds and animals, such as sugar gliders and superb parrots. While we applaud that the master planning outcome allows for a generous land zoning for general recreational use, it is important that existing or subsequent zoning provides protection of the remnant bushlands from incompatible recreational development.

ECCO orange **

We applaud the development of cycle and walking paths which are envisaged to promote these activities both within the precinct and also to provide a connection to the Orange Central Business District. This is in keeping with Orange's existing Active Travel Plan. Car parking in the precinct is already problematic. There will obviously be a need for extra car parking, which is frequently at the expense of the local vegetation. We hope that the existence valuable trees existing on parts of the precinct will not be compromised.

Both old growth native trees and heritage trees need to be regarded as an asset to be preserved. The plan should recognise that the trees form an integral part of the pleasant surrounds of the work environment of the site and should be retained. In a recent site inspection by members of ECCO, of the designated location for an Integrated Health Research and Development Precinct, a number of significant old growth eucalypt species which have a major contribution to the ecology of the area were identified. Any built infrastructure should not compromise their existence. This site provides a unique opportunity to adopt the principles of Biophysical Design as mentioned in the draft Masterplan. Appropriate protection and enhancement of already existing environmental attributes could very effectively achieve such principles.

To further emphasise the necessity for environmental consideration it is recommended that the Masterplan should include a specific section which embraces the planning principle of environmental sustainability, which addresses the inherent principles of biophytic design.

Yours sincerely

Neil Jones

President,
Environmentally Concerned Citizens of Orange.

ECCO orange 



**Transport
for NSW**

25 June 2020

WST20/00183

General Manager
Orange City Council
PO Box 35
ORANGE NSW 2800

Attn: Nick Redmond

Dear Mr Redmond,

Orange Health and Innovation Masterplan

Thank you for your email on 3 June 2020 referring the draft *Orange Health and Innovation Masterplan* to Transport for NSW (TfNSW) for comment.

TfNSW understands the intent of the masterplan is to capitalise on significant opportunities to develop complementary health services and life sciences education and research around the existing 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.

TfNSW is responsible for leading the development of safe, integrated and efficient transport systems for the people of NSW. TfNSW is guided by the long-term transport strategy *Future Transport 2056*. *Future Transport 2056* acknowledges the significant role transport plays in movement and place outcomes that support the character of places and communities, and repositions the planning focus towards integrated, multi-modal solutions rather than considering different transport modes in isolation.

For Regional NSW, *Future Transport 2056* is supplemented by the *Regional NSW Services and Infrastructure Plan* which identifies initiatives for the short (0-10 years), medium (10-20 years) and long term (20+ years). These initiatives have been identified to meet customer needs now and into the future, and support delivery of responsive, innovative services and infrastructure. TfNSW is currently preparing the *Central West and Orana Regional Transport Plan*, a supporting plan as part of *Future Transport 2056*. This Plan will identify initiatives and investigations to support walking, cycling, public transport, road and freight connectivity. It is envisaged that the regional transport plan will complement the Department of Planning, Industry and Environment (DPIE)'s *Central West and Orana Regional Plan 2036*.

The Government Architect NSW and TfNSW have developed the *Movement and Place Framework* to provide a cohesive approach to balancing the movement of people and goods with the amenity and quality of places, contributing to the attractiveness, sustainability and success of our cities and towns. *Movement and Place* considers the whole street including footpaths and verges. It takes into account the needs of all users, including pedestrians, cyclists, freight, private vehicles and public transport, as well as people spending time in those places. We encourage Council to seek opportunities where the *Movement and Place Framework* can be implemented.

Transport for NSW

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Forest Road (MR245) forms an integral part of the Masterplan. It is a Classified Road under the care and control of Orange City Council and from an administrative perspective, is identified as a Regional Road. Regional Roads perform an intermediate function between the main arterial State Roads and Council controlled Local Roads.

In terms of functional road hierarchy, roads provide two functions:

- the **traffic movement**, or mobility, function – providing the means by which people and goods can move from one place to another; and
- the **access function** – providing access to properties and land uses adjacent to the road.

In the instance of Forest Road, it provides an important traffic movement function by providing access to Orange from the areas south of the city. The movement function of this road is already high given the employment and service offerings of the city as well as other employment generators both in the precinct itself and the surrounds, such as Cadia Mine, the South Orange Industrial and Freight Precinct, and the airport. This demand for the movement function is projected to increase in the future due the expansion of the health precinct itself, growth of residential areas to the south of Orange and the introduction of the Southern Feeder Road.

It is noted that Council is intending to establish an activity hub within the masterplan area and plans to establish Forest Road as a main street destination.

To ensure that the masterplan appropriately contemplates the road function requirements, TfNSW requests a meeting with Council to discuss the masterplan and in particular, Council's vision for Forest Road.

In addition to the road function matters, it is critical that:

- public transport (including future planning) is catered for:
 - within the precinct,
 - between Orange CBD and the Precinct, and
 - between the precinct and wider areas of the region.
- pedestrian and cyclist modes of transport are appropriately catered for:
 - within the precinct,
 - from the precinct to key attractors, such as the CBD, and other collector roads or foot/cycle path networks.

Again, TfNSW thanks you for the opportunity to provide comment into the draft masterplan. We look forward to meeting with Council to further progress the transport considerations for the precinct that are essential to ensure appropriate amenity for all users of the precinct.

If you wish to discuss this matter further, please contact Andrew McIntyre, Manager Land Use Assessment, on (02

Yours faithfully

Holly Davies
A/Senior Manager Regional Customer Services
Western Region

Transport for NSW

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Office of the Director, External Engagement

23 June 2020

Mr David Waddell
Chief Executive Officer
Orange City Council
135 Byng St, ORANGE NSW 2800

Dear Mr Waddell,

ORANGE HEALTH AND INNOVATION PRECINCT MASTER PLAN

Thank you for the opportunity to provide feedback to the Final Report of the Orange Health and Innovation Precinct Master Plan prepared for the NSW Department of Planning, Industry and Environment in partnership with Orange City Council by Hames Sharley dated September 2019.

Summary

- Charles Sturt University welcomes and supports the creation of a Health and Innovation Precinct in Orange and shares the vision of Orange as a major regional health hub with strong links to education and research.
- Health sciences, research and medicine remain the strategic focus for Charles Sturt University in Orange.
- The University has a presence in the Bloomfield Private Health Centre and retains a long term vision to be able to relocate its Orange Campus health facilities to the Precinct with support of Government Funding to facilitate the vision to create a significant regional health education and service delivery precinct.
- The University would collaborate and advocate with Council for the Precinct to be designated an Activation Zone.
- Given the scale and significance of the Joint Program in Medicine and the Bloomfield Clinical Learning and Research Centre, we suggest they should have a stronger presence in a Master Plan.
- The Master Plan does not set out specific recommendations or actions, or include an indication of time frames.
- Since initial discussions with the Consultants, some information in the Master Plan requires updating.

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| www.csu.edu.au

CRICOS Provider Number for Charles Sturt University is 00005F. ABN: 63 878 708 551



Office of Industry and Community Engagement

Charles Sturt welcomes the creation of a Health and Innovation Precinct that brings together leading education, health and research institutions. By building on the services currently provided and the attraction of new community providers, we believe the precinct will provide opportunities for advancement, engagement and improved health care outcomes to individuals and communities throughout regional NSW.

We welcome the opportunities a Health and Innovation Precinct will create for partnerships and collaborations with fellow universities and education providers, researchers, Western NSW Health and clinicians and look forward to exploring these opportunities further.

We note the Consultant's discussions with the University were held back in October 2018 and, as such, the information presented in the Master Plan would benefit from being updated. For example, Section 6.0 "Stakeholder Engagement" states Charles Sturt University is "considering setting up a School of Medicine in Orange" when in fact, infrastructure for the Joint Program in Medicine (JPM) is currently under construction and the first cohort of students starting in February 2021.

Given the scale and significance of the Orange-based Charles Sturt University/Western Sydney University Joint Program in Medicine and the Bloomfield Clinical Learning and Research Centre to health education and long term recruitment and retention of rural and regional health professionals, we suggest it should have a stronger presence in a Master Plan.

We also note the Master Plan does not set out specific recommendations or actions, or include an indication of time frames, and as such represents the starting point of a more detailed planning and visioning process.

A Shared Vision and Commitment to Rural Health in Orange

Charles Sturt University shares Orange City Council's vision of Orange as a major regional health hub with strong links to education and research.

It is our vision that by 2030, Charles Sturt and complementary institutions and businesses will offer a comprehensive range of medical and health education and research programs within the Orange Health and Innovation Precinct transforming the region's health and economy into the mid-21st Century.

As the largest regional university in Australia, Charles Sturt has a strong and proud history of establishing first class health programs in regional Australia. From our community health, nursing midwifery and indigenous health programs, to our exercise and biomedical science degrees, we have invested millions into world class facilities and the most modern equipment to provide the best training and advancement of knowledge for our students.

The Orange campus has experienced significant change since its early years as the Orange Agricultural College in 1973. It has now transitioned to a health focused campus, specialising in Dentistry, Pharmacy, Physiotherapy, Clinical Science and, commencing 2021, Medicine.

This focus on health sciences and medicine strongly aligns with State and Local Government planning for the Orange region and also aligns with University strategy to meet regional workforce needs and to create strategic specialisations around campuses and communities.

Next year, the Joint Program in Medicine (Doctor of Medicine) will commence at our Orange campus. Thirty-seven students are expected in the first year intake, 80% of those from regional backgrounds as part of our "grow your own" strategy to train and retain more health professionals in regional Australia.

The medical program joins our dentistry school in our commitment medical workforce in rural Australia.



Office of Industry and Community Engagement

Joint Program in Medicine (JPM) Academic Hub



The \$22 million **Academic and Research Hub** (pictured above) located at the Orange campus site will be home to the Joint Program in Medicine (JPM), run in partnership with Western Sydney University. The JPM will welcome its first cohort of 37 students at Charles Sturt in Orange in February 2021 – 80% of whom will be regional students.

The Academic and Research Hub will work synergistically with the Bloomfield Clinical Learning and Research Centre at the Orange Health and Innovation Precinct to support and train students and develop collaborative clinical research.

The Academic and Research Hub will house JPM learning spaces and staff offices, as well as an Indigenous student centre, a floor dedicated to health research, meeting rooms, and other shared spaces.

The Doctor of Medicine is a problem-based learning hybrid program with two years of initial campus-based learning in the basic sciences (pharmacology, physiology, anatomy, population health and biochemistry), clinical skills, and evidence based medicine. Most training from the third year of the course will be spent in clinical placements that cover the broad range of general, specialist and inter-professional training necessary to ensure our students are prepared for their medical internship.



Office of Industry and Community Engagement

The Doctor of Medicine at a Glance

- Five-year undergraduate entry degree.
- Study at Charles Sturt University's Orange campus with clinical learning integrated with local health services.
- Classes begin 2021.
- New modern teaching facilities.
- Small class sizes.
- Personalised teaching approach and supportive community environment.
- Strong commitment to enrolling students from rural and regional backgrounds.
- Experienced academic and clinical staff from other health professions to promote a team-based model of education and training in health care.
- Rural placements that immerse students into a wide variety of clinical and non-clinical experiences.
- A highly regarded curriculum that has been successful in preparing graduates for medical careers, including rural and regional medical careers, for more than 10 years.

Bloomfield Clinical Learning and Research Centre

In April 2019, Charles Sturt University and Western Sydney University received \$18M in funding from the Federal Government to establish a research and education centre that would be a crucial link between the Joint Program in Medicine and the delivery of health solutions for regional communities.

In Oct 2019, the University announced it would establish the centre on the first level of the Bloomfield Private Medical Centre, in the heart of the Health and Innovation Precinct.

The objective of the Bloomfield Clinical Learning and Research Centre is to establish an integrated, inter-professional clinical skills centre to support health services in regional New South Wales. The space is being developed for use by a range of health-related education and research programs, in close collaboration with stakeholders.

In the first stage the centre will support students of Charles Sturt's Doctor of Medicine program and other health-related programs. It will be operational from early 2021 in time for the first intake of Medicine students at Charles Sturt University.

Long term opportunities

The University can see the long term opportunities in being collocated as part of the health precinct for development of the workforce of the future (students) and the integration of teaching, workplace learning, and research with the health services. The University sees the opportunity for a comprehensive health and education centre, the regional version of what exists at areas such as Westmead in western Sydney to ensure a level of service and building workforce capacity for regional NSW.



Office of Industry and Community Engagement

Charles Sturt University welcomes and supports the creation of a Health and Innovation Precinct in Orange and shares the vision of Orange as a major regional health hub with strong links to education and research.

We understand the Master Plan is the first step towards the realisation of the Orange Health and Innovation Precinct, and we look forward to working with Council, the Department of Planning and Environment and other key stakeholders to further develop and realise opportunities for the Precinct.

We request that consultation continues and that the University be considered a key strategic partner to ensure we are able to best align our strategies to add value to the Orange Health and Innovation Precinct where possible.

Thank you again for the opportunity to provide feedback to the Masterplan. Please don't hesitate to contact me should you have any questions at all.

Yours sincerely

Ms Julia Andrews
Director, External Engagement (Orange & Bathurst)

Peter Bilenkij MB BS FRACS

Orange NSW 2800

23 June 2020

Mr Nick Redmond
Manager Corporate and Community Services
Orange City Council
135 Byng St
ORANGE NSW 2800

Dear Mr Redmond

I am grateful for the opportunity to comment on the Orange Health and Innovation Precinct MasterPlan final report. The plan outlines the future land use in this Bloomfield region of Orange and describes much of the present activity of the new hospital (ie Orange Health Service).

In my working life as an Urologist in Orange since 1981, I was involved in medical student teaching at the Orange Base Hospital and planning of the new hospital on the Bloomfield campus. On reading the report I notice several items of detail that could be edited to improve it's accuracy and enhance the stature if this great institution.

I present my comments in a table for easy reading with suggested edits to the current text. These are contained on the following page.

Sincerely yours,

Peter Bilenkij

ORANGE HEALTH AND INNOVATION PRECINCT MASTERPLAN COMMENTS DR PETER BILENKIJ FRACS JUNE 2020

Page no	Section	Suggested Text edit. additions etc	Comment
18	Bloomfield Medical Centre	EDIT NAME Orange Base Hospital to "Orange Health Service"	Base Hospital term no longer officially used for major hospitals
18	Bloomfield Medical Centre	ADD TO LIST CSU Medical School administration	
22	3.1 Context Analysis	EDIT para 3 .High level Medical and Surgical specialists have grown significantly since the 1980's	
22	3.1 Context Analysis	EDIT,,, improve the care of 368,800 people across the wider Central West and Orana regionsOrange Health Service provides "cross-regional" specialist Trauma, Radiotherapy, Interventional Cardiology and Acute and Forensic Mental Health services Match number in section 4.1
23	3.2 Historical Background	ADD... Specialists joined GPs in the 1970s & 80s at the Orange Base Hospital, to provide a regional referral service and in 2002, teach USyd Graduate Medical Program . The new Orange Health Service facility on the Bloomfield campus was opened in 2011	This important piece of HISTORY should be included- perhaps replacing a less relevant paragraph. There is no other reference to high-level medical service provision. It is a TEACHING HOSPITAL of the University of Sydney
23	3.3 Regional Context	EDIT para 2 should reflect that Orange acts as a Referral service and medical hub for Cowra, Forbes, Parkes LGAs in addition to Blayney and Cabonne. Specialist Services are provided to Bathurst and Dubbo Regions.	Thus the service population of 368,800, not just Orange City
25	Key findings	EDIT.... OHS is the largest regional hospital in NSW	
26	3.4 Population and Demographics	ADD.... the the Orange Health Service provides referral services to the Central West and Orana Regions see 3.1	Cross reference ...368,800 populatio
32	Opportunity	EDIT.... Place transport comment as 1st item in list	Transport is highlighted elsewhere in the report
40	4.1 Economic Demand	HIGHLIGHT.... Potential resident Catchment ..368,800 This figure should be highlighted earlier in the report, and in the demographics section	NB Medical Catchment is regarded as the Central West and Orana regions. There is a natural drift to Canberra and Sydney in the periphery of the regions.
40	Land use options item 13	NOTE this fact.... Medical staff accomodation - Except for on call staff, health professionals prefer to live own homes in established Orange suburbs or on rural properties.	In 2010 the USYd Medical Students requested accomodation construction to be close to CBD for social and cultural reasons. 1e in Dalton Street Orange.
46	Benchmarking	CHANGE ORDER comparative hospitals....Bendigo Hospital is the closest benchmark for Orange Health service	Suggest list BENDIGO first in the series of examples
55	One-on-one meeting	LIST 1ST.... , ahead of University of Newcastle.. USYD has been ON SITE at the Old hospital in Dalton St since 2002.	USYD teaches 32 students in years 3 and 4 of the graduate medical program. Students reside in Orange for the full academic year. Many graduates have returned to specialist practice in Orange, Newcastle Uni has a few students learning Mental Health only CSU Orange is yet to commence teaching medical students.

Orange Health and Innovation Precinct Master Plan

June 2020



**CENTRAL NSW
JOINT ORGANISATION**

Bathurst
Blayney
Cabonne
Cowra
Forbes
Lachlan
Oberon
Orange
Parkes
Weddin



Central NSW
Joint Organisation
PO Box 333
Forbes NSW 2871
Phone:

Email

Website: www.centraljo.nsw.gov.au

Chair Cr John Medcalf OAM, Mayor, Lachlan Shire Council

23 June 2020

Reference: jm/jb 200623
Enquiries: Ms J Bennett:

Orange City Council
PO Box 35
Orange NSW 2800

To whom it may concern,

Re: Orange Health and Innovation Precinct Master Plan

The Central NSW Joint Organisation Board thanks you for the opportunity to make comment on the Orange Health and Innovation Precinct Master Plan.

It is the policy position of the Joint Organisation (JO) Board to not only support Orange Health and Innovation Precinct Master planning but to seek for this precinct to have Special Activation Precinct (SAP) status.

Special Activation Precincts are dedicated areas in regional NSW that have been identified by the NSW Government as places where businesses in many sectors will thrive. These precincts will create jobs, attract businesses and investors, and fuel economic development in regional NSW to ensure regions are well placed to grow and meet future economic needs. All Special Activation Precincts will be delivered as part of the \$4.2 billion Snowy Hydro Legacy Fund.

Already identified in the region is the Parkes SAP Freight and Logistics and High-Value Agriculture as the principal region to locate the activities of the SAP. State support is well underway in Parkes.

Health is a particular challenge for the communities of Central NSW and their Councils. Local government is the front line of regional communities and a part of the solution for a sustainable regional health workforce. This region supports "growing our own" health workforce and looking for metro-comparable outcomes for Central NSW communities in connectivity, health and education.

The Central NSW Joint Organisation Board is very supportive of the Orange Health and Innovation Precinct where the vision is to 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.

The Central NSW JO speaks for over 157,000 people covering an area of more than 47,000sq kms comprising of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, and Weddin.

Orange City Council is one of 10 Member Councils of the Central NSW Joint Organisation and is located centrally within the region. Its neighbouring LGAs use Orange for employment and services centre, providing a wide range of amenities including health, jobs, services and infrastructure to the local Orange community and greater Central NSW region.

The generosity of the Orange Council and community has been exemplified by the significant work undertaken by Cancer Care West, also leveraging the region. This type of collaboration, bringing State agencies, the private sector, research, health and education together will not only benefit all of the Central NSW region but NSW more broadly in a global context. The Central NSW JO agrees that;

- Orange is an attractive location within region that would be ideal for a private sector health service provider.
- There are existing key elements already in place in the health precinct, and the possibility for new development in region.
- The Precinct will broaden the services available, enabling business synergies and improving community access to education and research services within region.
- Another Activation Zone within region would ensure that potential investors would benefit from a coordinated approach to land use and infrastructure planning and have the best access to NSW Government incentives.

Finally, the Central NSW JO appreciates the significant challenges ahead to optimise the outcomes for the Orange Health and Innovation Precinct. Given the importance of health to the region, Central NSW JO stands ready to provide what support it is able.

Please contact Ms Jenny Bennett, the Executive Office of the Central NSW JO on _____ should you wish to discuss further.

Yours sincerely,

Cr John Medcalf, OAM
Chair
Central NSW Joint Organisation (CNSWJO)

The Central NSW JO speaks for over 157,000 people covering an area of more than 47,000sq kms comprising of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes, and Weddin.

1

Mr. DAVID WADDELL
CHIEF EXECUTIVE OFFICER
ORANGE CITY COUNCIL
P.O. BOX 35
ORANGE NSW 2800

JOHN DA RIN
P.O. BOX 2080
ORANGE NSW 2800
Orange City Council
Scanned

- 9 JUN 2020

CONTAINER No.

F2971-1

4th JUNE, 2020

RE: Orange Health and Innovation Precinct Master Plan

Hello David Waddell,

This is a submission for the above public exhibited plan.

This Plan is probably the best consultants report presented to council since I began my interest in local government affairs. No doubt the majority of State money input helped choose the report's producer.

Health and education are big business that can provide a stable income even in difficult economic periods. I trust many in the local medical profession read this report as it highlights possible competition to their current situation, even though that may not occur for a number of years.

We have seen the influx of new people to the area due to the building of a new hospital and health facility. This concept plan, when completed, would add to that positive outcome.

1. I am enthused about the report as the organisers have executed thorough research. From one-on-one interviews, group stakeholder meetings, input from council, and the gathering of relevant statistics. The examples given of where health style precincts that have been developed, give a clear picture of the opportunity this plan provides the community, and this district
2. I dispute that this development will, " attract people to the area due to the lower rent compared to greater NSW ...", (p.165), as there is constant reporting that the rents here are too high. An example has been Cadia Valley

Submission to council re: Health Precinct Master Plan – John Da Rin

2

Operation putting the investigation of rental properties for their staff in the management of one organisation because miners, in the past, had being “ripped off”

3. I agree this concept, if fulfilled, would assist to retain the existing local young workers who desperately need to see a future in their district rather than having to emigrate to other parts of Australia. I am particularly talking about the highly educated youth who are well versed in the fields of technology and science
4. There has been, and is, a great deal of talk by Prime Ministers, State and Federal Ministers, business CEOs and schools about Science, Technology, Engineering and Maths, but investment for job creation in these areas have been lacking. We will soon have, what occurred in the U.K. in the 70's, bus drivers who have acquired a masters in one of these fields and not being able to find a job in the STEM environment. This concept plan would give students in these fields of study a great deal of hope
5. The catchment area of 368,800 people is conservative. While the figures are compiled from the ABS last two census', this Health Precinct would attract people from even further afield than has been mentioned. Though for the businesses to succeed, in the Precinct, the core catchment of 158,650 would be the figure potential investors would consider
6. I disagree that there are, “Minority groups too disruptive to town progression”. (p.191). Many of the groups that have voiced negative opinions on council approved DAs have done so due to inconsiderate developers and council pushing through what it wanted rather than proper forward planning, plus, changing the rules to fit council's agenda. I do not anticipate residents voicing concerns about this concept
7. However, current Greenfield sites will need to be managed so they are not destroyed but rather used to compliment development. The area in question has a large natural environment where numerous wildlife enjoys peaceful existence. If this concept plan should not maintain that, to a large degree, there will be public action against some areas of this proposal
8. The idea of CSU moving to this concept plan area, is obvious, though not necessary. Facilities should be built to suit the needs of students who would study in the Health Precinct domain
9. The state govt decision to not sell off the GATE land was a positive move and now suits this master plan

3

10. The figures given for the amount of land required, 13,700 metres square to 27,100 metres square seems to concentrate on aged care. I would anticipate that more land would be used for research and development
11. Though I agreed with the need for child care, more medical facilities including, as suggested, alternative health options, plus a small supermarket, healthy eating outlets, community facility and a small swimming pool, all are excellent additions
12. There is no doubt that baby boomers will soon hit the skids and require increase medical care. An aging population means the spending of superannuation funds on all manner of products and services and selling of houses for the move to aged care. The statistics provided, (p. 220), would scare the younger generation as they are currently being taxed to supply the health services aged people are utilising
13. The mention by this report that, "Overall demand, for medical and allied health services, is expected to increase by 12% in the primary catchment area by 2036", (p.223) is an indication of the conservative growth in health. This plan helps to build for that increase
14. I agree with the authors of this report where it is pointed out that this development would showcase Orange as a place to study and work in medical research, (p.235), production of medical equipment and surgical devices, health I.T. and possibly clinical trials (p.240)
15. I am not sure why manufacturing keeps getting mentioned as an attraction to Orange as its staffing level would be lower than local retail. We may have a number of small manufacturers in the catchment area defined by the report, but no where near the capacity of retail or the agricultural sectors.

I look forward to the first shovel being used make this master plan a reality.

Congratulations to Hames Sharley for an excellent concept.

Yours Fraternally,



John Da Rin

Submission to council re: Health Precinct Master Plan – John Da Rin



contact

HAMES SHARLEY

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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

1.0	INTRODUCTION	5
2.0	PLANNING CONTEXT	11
3.0	ANALYSIS	21
4.0	ECONOMIC DEMAND STUDY	39
5.0	BENCHMARKING	43
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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.

Orange Health and Innovation Precinct

The new Orange Health and Innovation 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

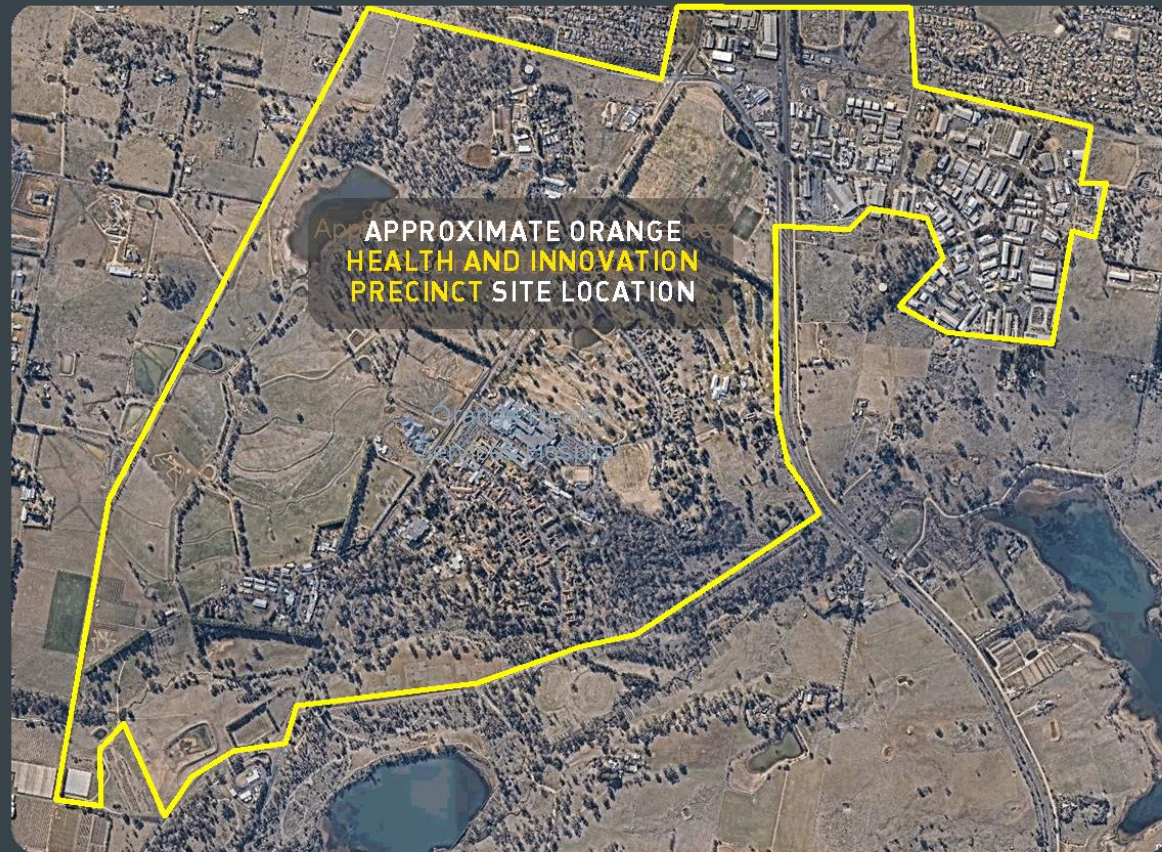
The 'Health and Innovation Precinct' as summarised on the previous page, is the subject of this master planning report. The brief establishes the following vision and seven (7) key objectives

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

Attachment 13 Orange Health and Innovation Masterplan



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 business linked to major freight and rail routes. Improve transport links to OPI's Orange Agricultural Institute including the GATE (agtech ecosystem). Improve transport links to activate Health & Innovation 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 liveability and attractiveness of City to attract and retain staff.	Enhance liveability 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 liveability and attractiveness of City to attract and retain staff.	Enhance liveability and attractiveness of City to attract and retain staff.
Build on the region's core specialisation in healthcare	Improve access to Health & Innovation 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 liveability and attractiveness of City to attract and retain staff.	Enhance liveability and attractiveness of City to attract and retain staff.
Realise economic opportunity in education and public administration	Improve access to Health & Innovation 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 liveability and attractiveness of City to attract and retain staff.	Enhance liveability and attractiveness of City to attract and retain staff.
Drive tourism (visitor) growth and enhance the liveability 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.

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

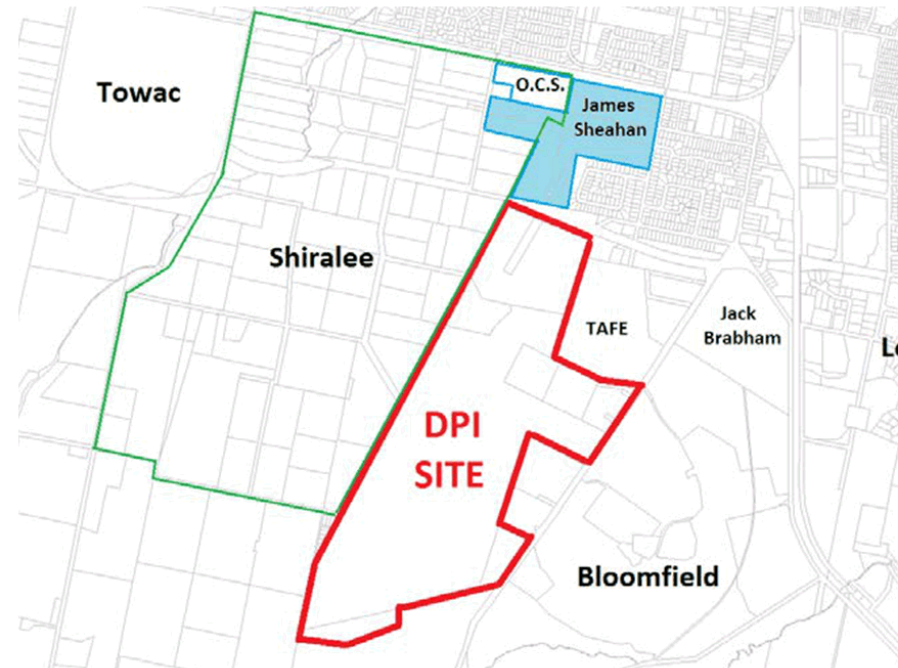
2.2 Planned and Current Development

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 Health Service 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
- + CSU Medical School administration



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 368,800 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.

Specialists joined GPs in the 1970s and 80s at the Orange Base Hospital, to provide a regional referral service and in 2002, teach USyd Graduate Medical Program. The new Orange Health Service facility on the Bloomfield campus was opened in 2011

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

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 Indian Pacific service to 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)

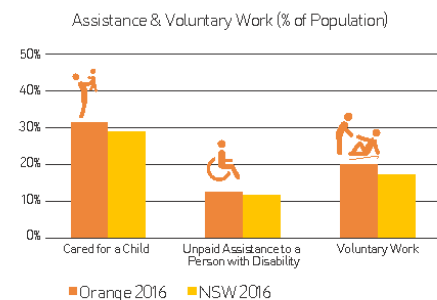
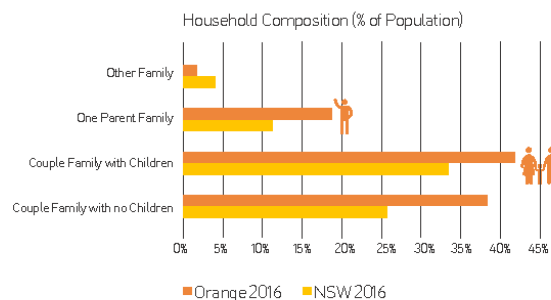
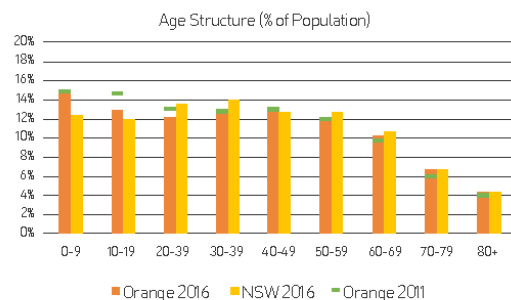
- The total population of Orange (LGA) is 40,344 people, and is dominated by Australian born people (83%).
- Orange is primarily populated by young families, with 0-9 year old children representing the highest proportion of people and young to middle aged adults, 25-34 years, representing the second 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.

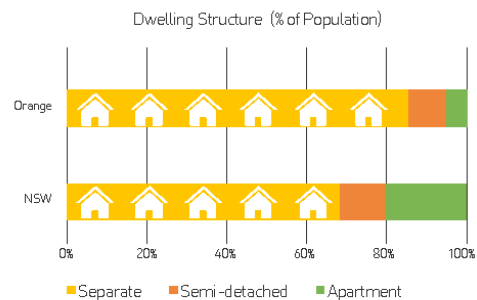
DEMOGRAPHIC SNAPSHOT

	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.
- + Transport for NSW plans for faster rail to the Central West of NSW to promote future decentralisation.



ORANGE HEALTH & INNOVATION PRECINCT MASTER PLAN



1. ORANGE LOCAL DERBY



2. ORANGE WINE WEEK

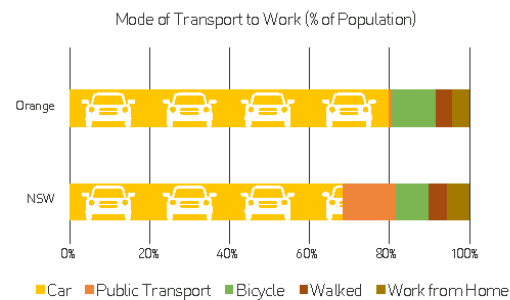


Table 1: Population Projections Adopted for this Plan, Orange LGA

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

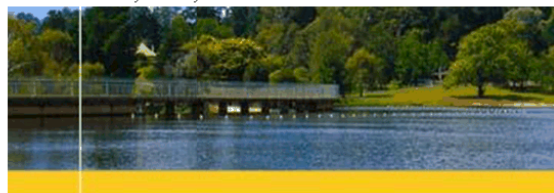
3.5 Economy

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:

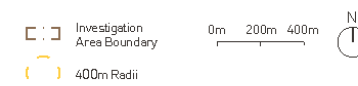
- + Build on the economy, lifestyle and character of Orange to position the City as a destination of choice.
- + Encourage a strong, multifaceted economy and stimulate interactions within the business community and between business and Council.

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.

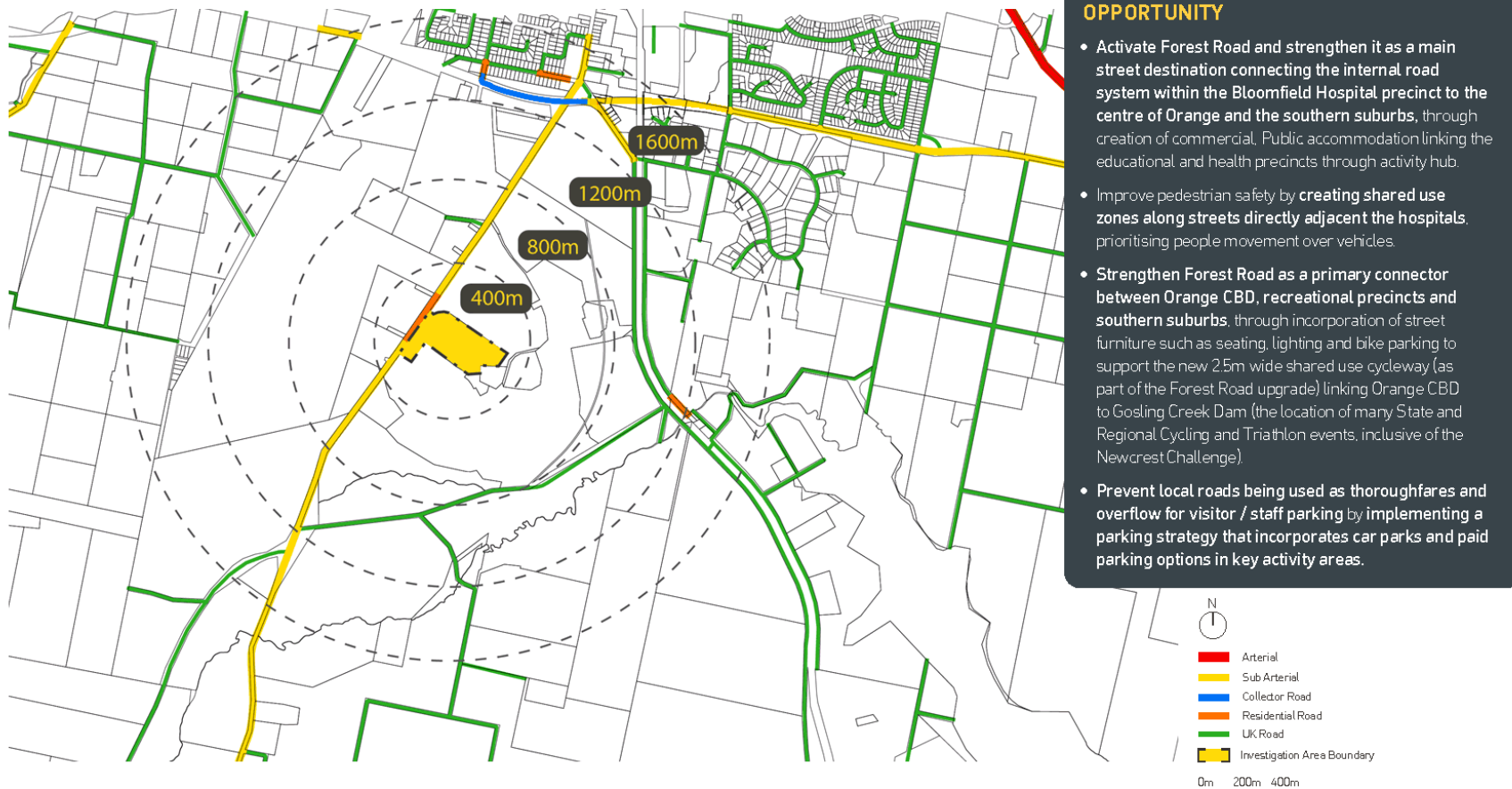


LOCAL ROAD HIERARCHY

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.

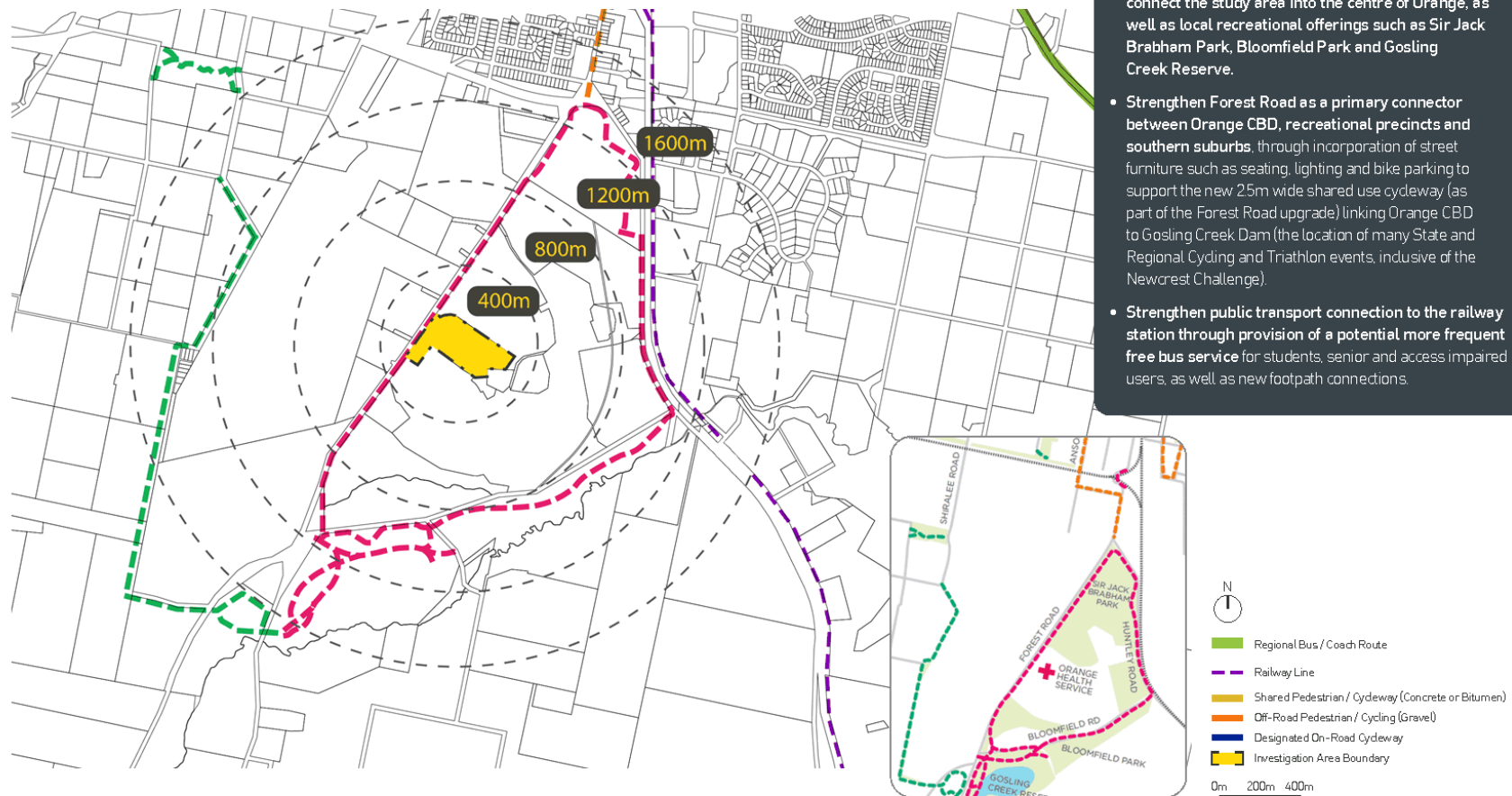


PUBLIC TRANSPORT AND ACTIVE TRAVEL NETWORKS

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. NSW TrainLink operates one daily XPT train to Dubbo and Sydney plus five coach services from Orange Station

to Bathurst, Lithgow and Sydney. Less frequent services link Parkes, Cootamundra and Melbourne. A weekly service to and from Broken Hill via Bathurst, Orange and Parkes is also provided. 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

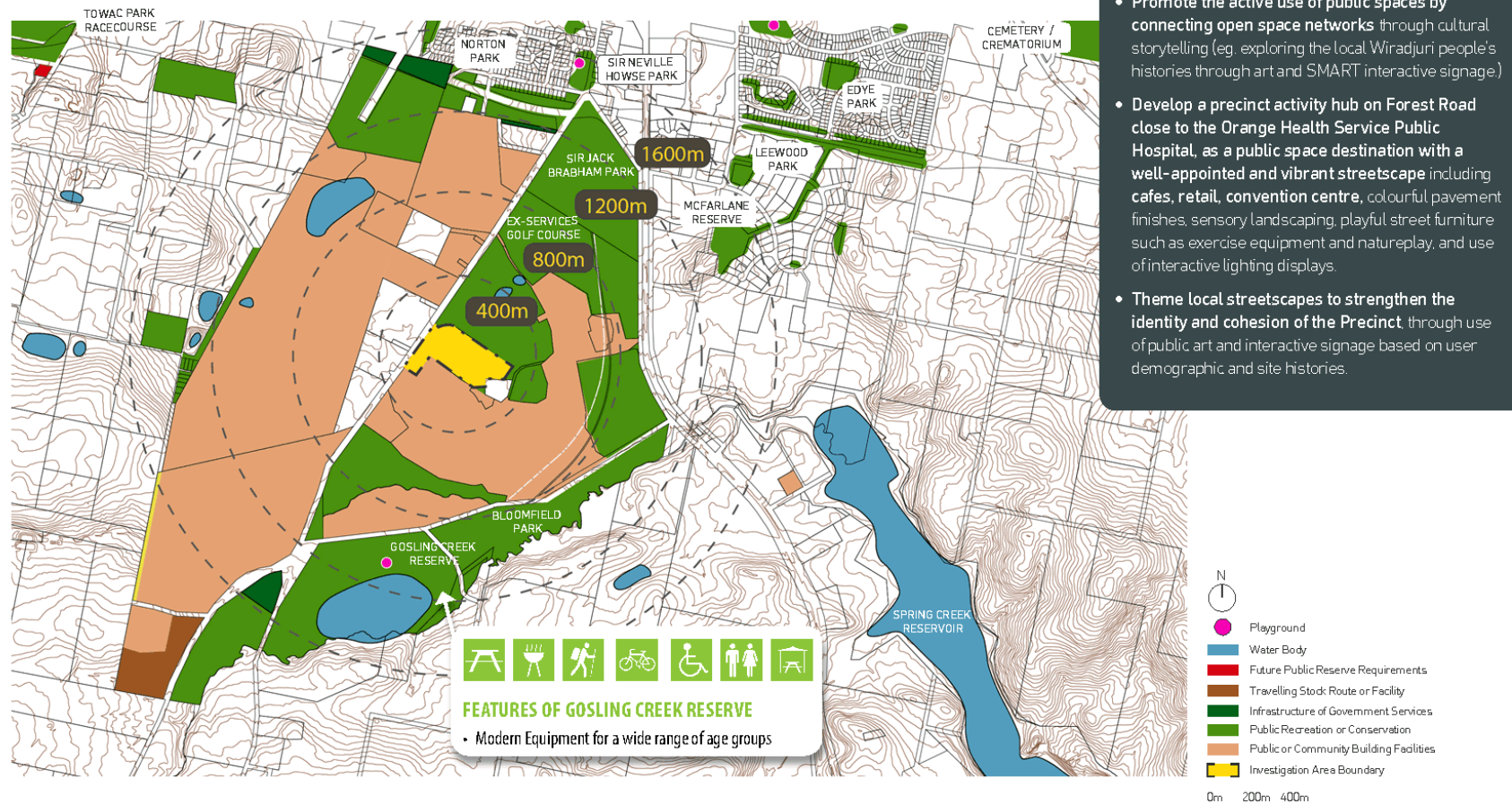
into the centre of Orange as well as local recreational offerings such as Sir Jack Brabham Park, Bloomfield Park and Gosling Creek Reserve. Orange Bus Lines provides 15 services daily from the CBD and Orange Railway Station to the Orange Health Service.



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

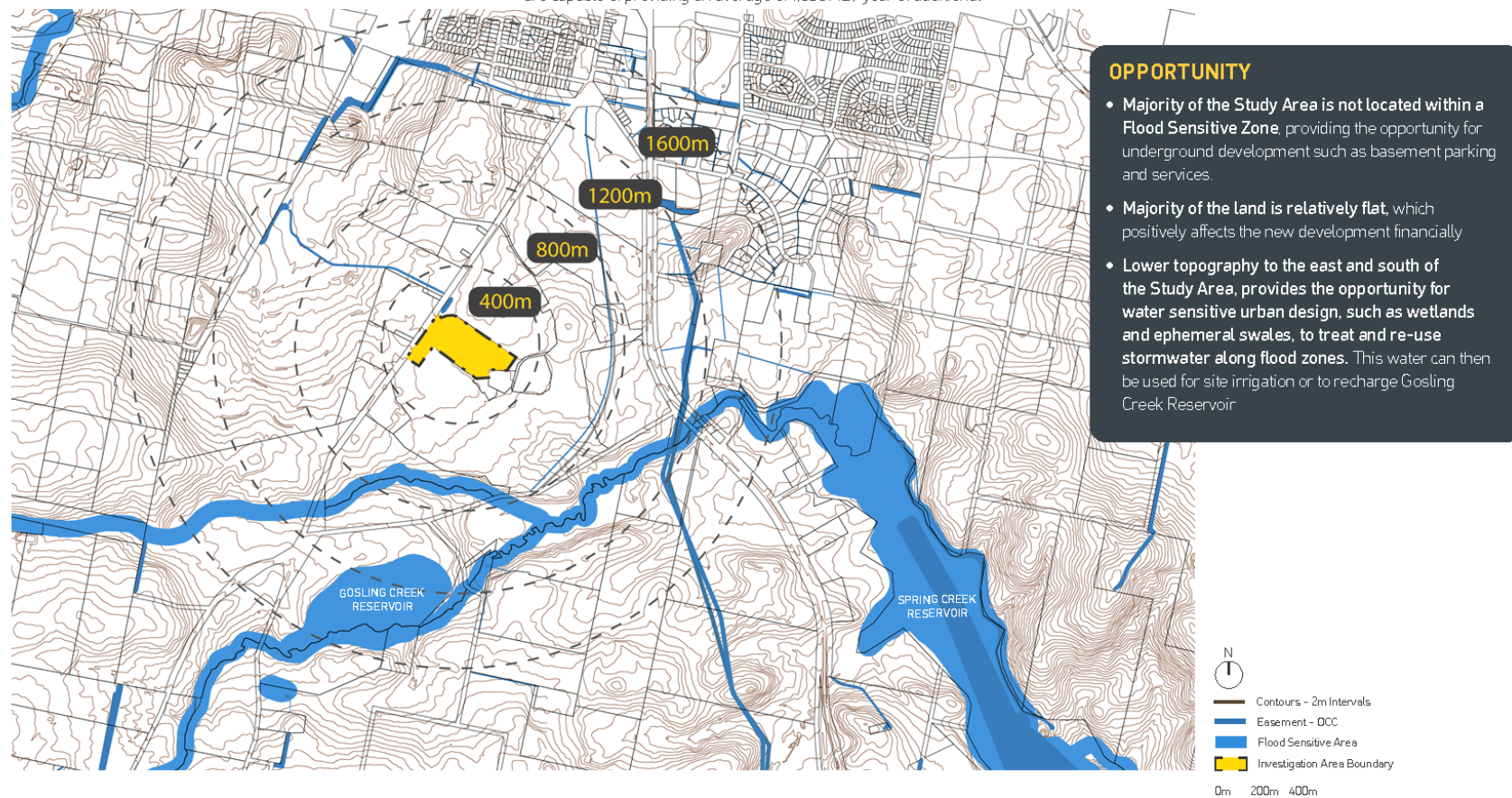
The Study Area is situated in the Central region of NSW in the Central Tablelands at an altitude of approximately 862 metres, at the top of the Macquarie River Catchment. The Study Area is considered not at risk of flooding as it rests approximately 800 metres north of Brandy Creek, which is a contributory 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.



OPPORTUNITY

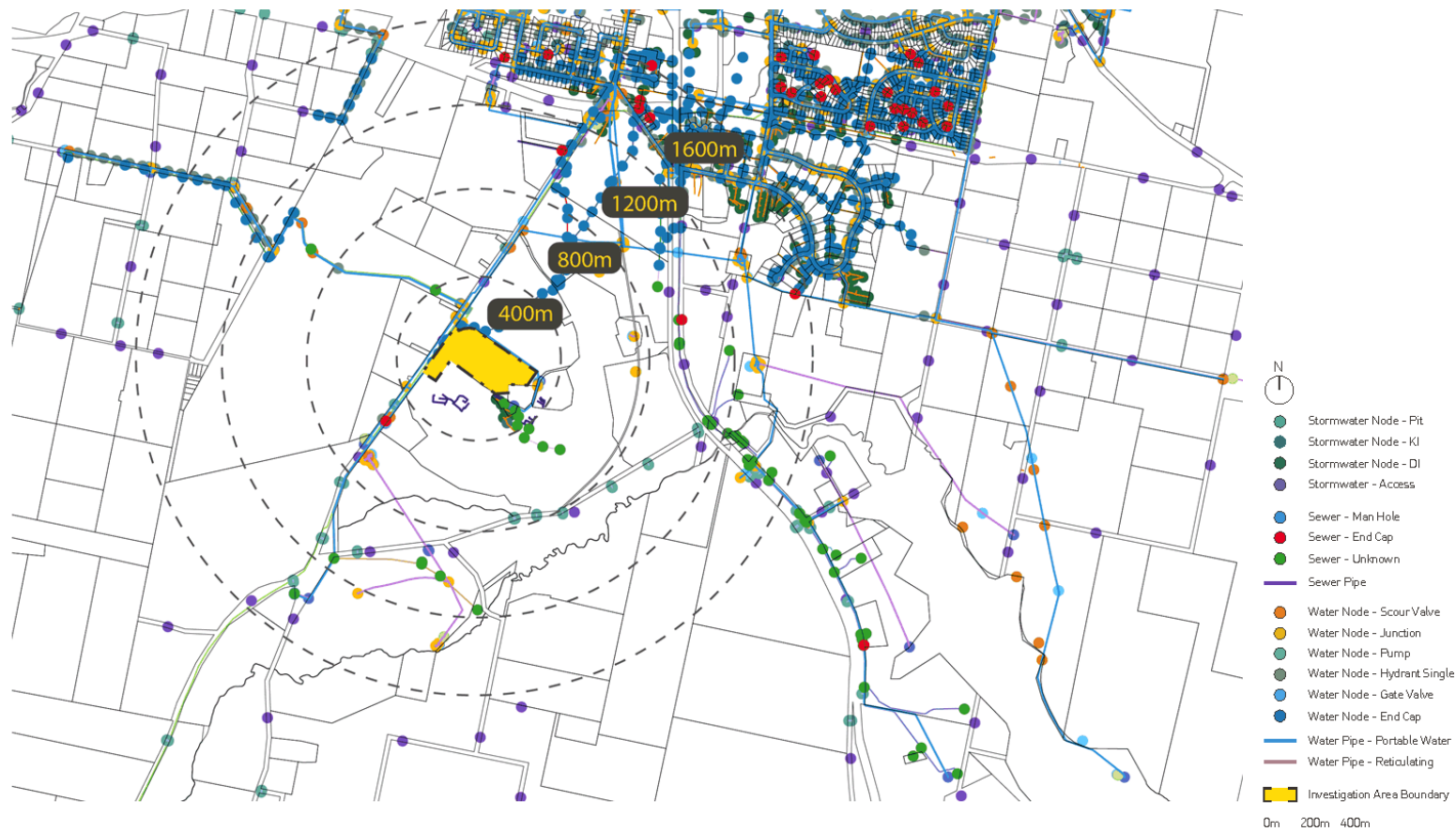
- Majority of the Study Area is not located within a Flood Sensitive Zone, providing the opportunity for underground development such as basement parking and services.
- Majority of the land is relatively flat, which positively affects the new development financially.
- Lower topography to the east and south of the Study Area, provides the opportunity for water sensitive urban design, such as wetlands and ephemeral swales, to treat and re-use stormwater along flood zones. This water can then be used for site irrigation or to recharge Gosling Creek Reservoir.

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.

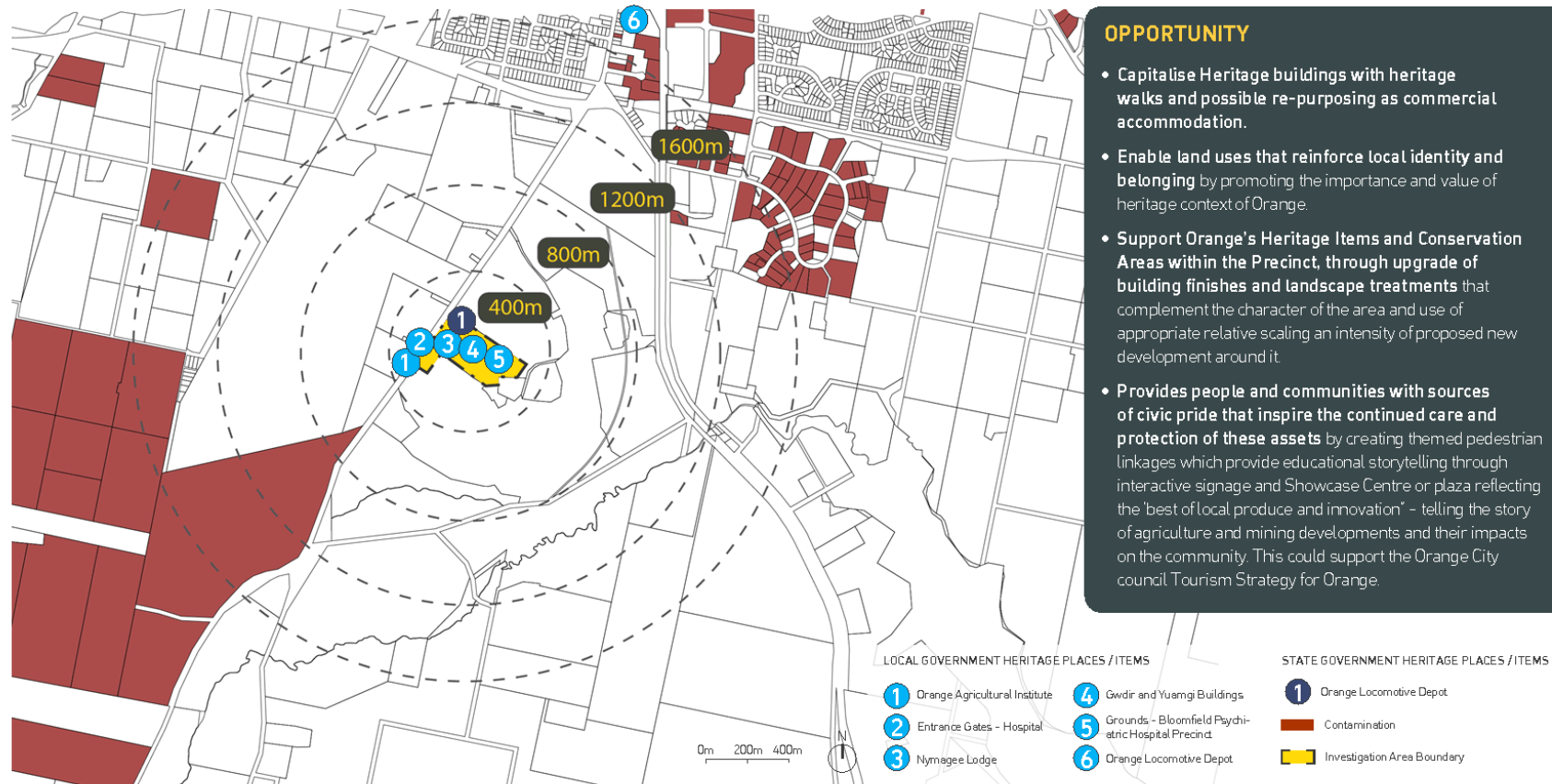


HERITAGE ITEMS + CONTAMINATION SITES

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.



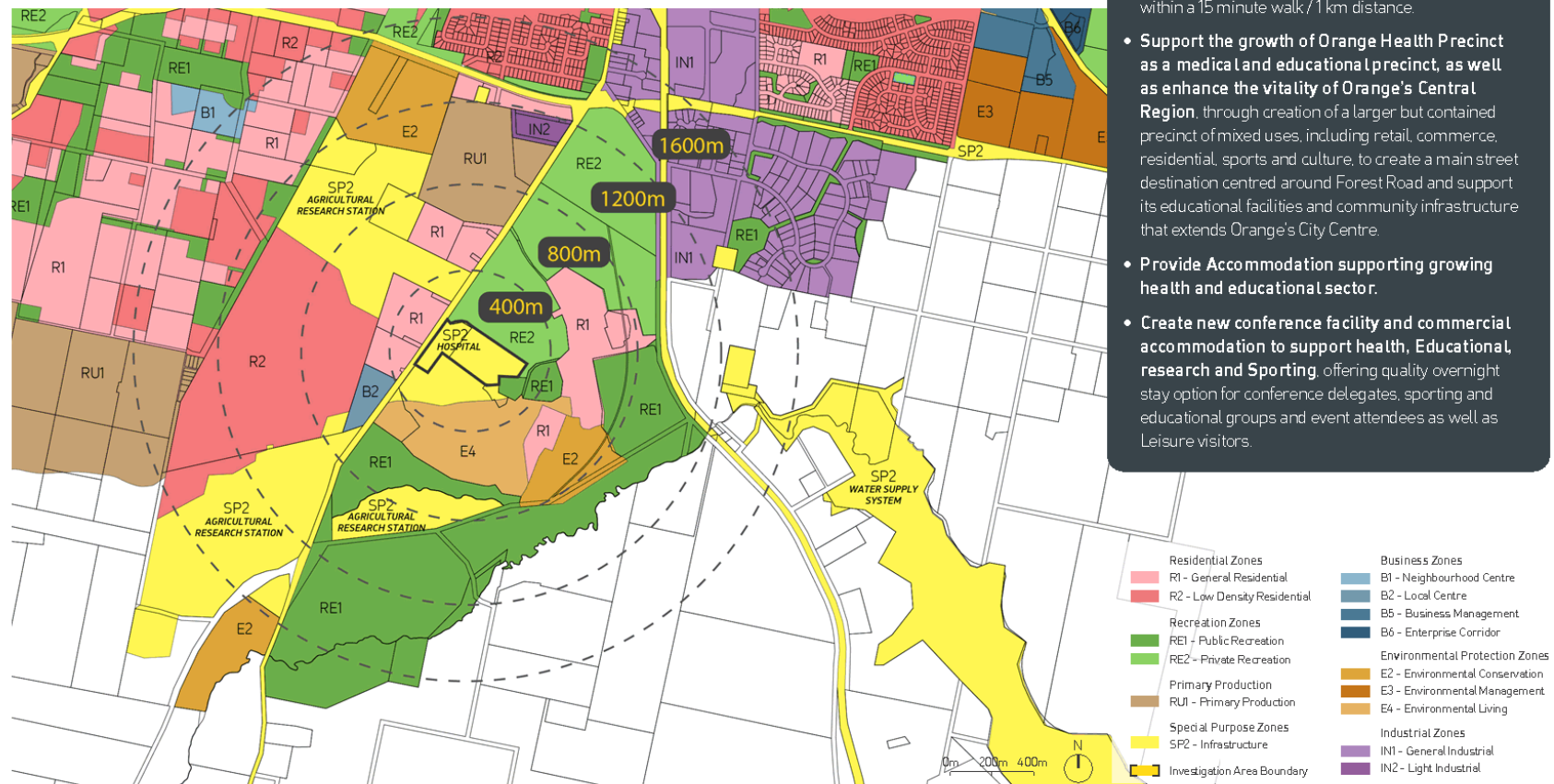
ORANGE LAND USE ZONING (LZN)

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

SEPTEMBER 2019







BENCHMARKING 5.0

5.1 Benchmarking

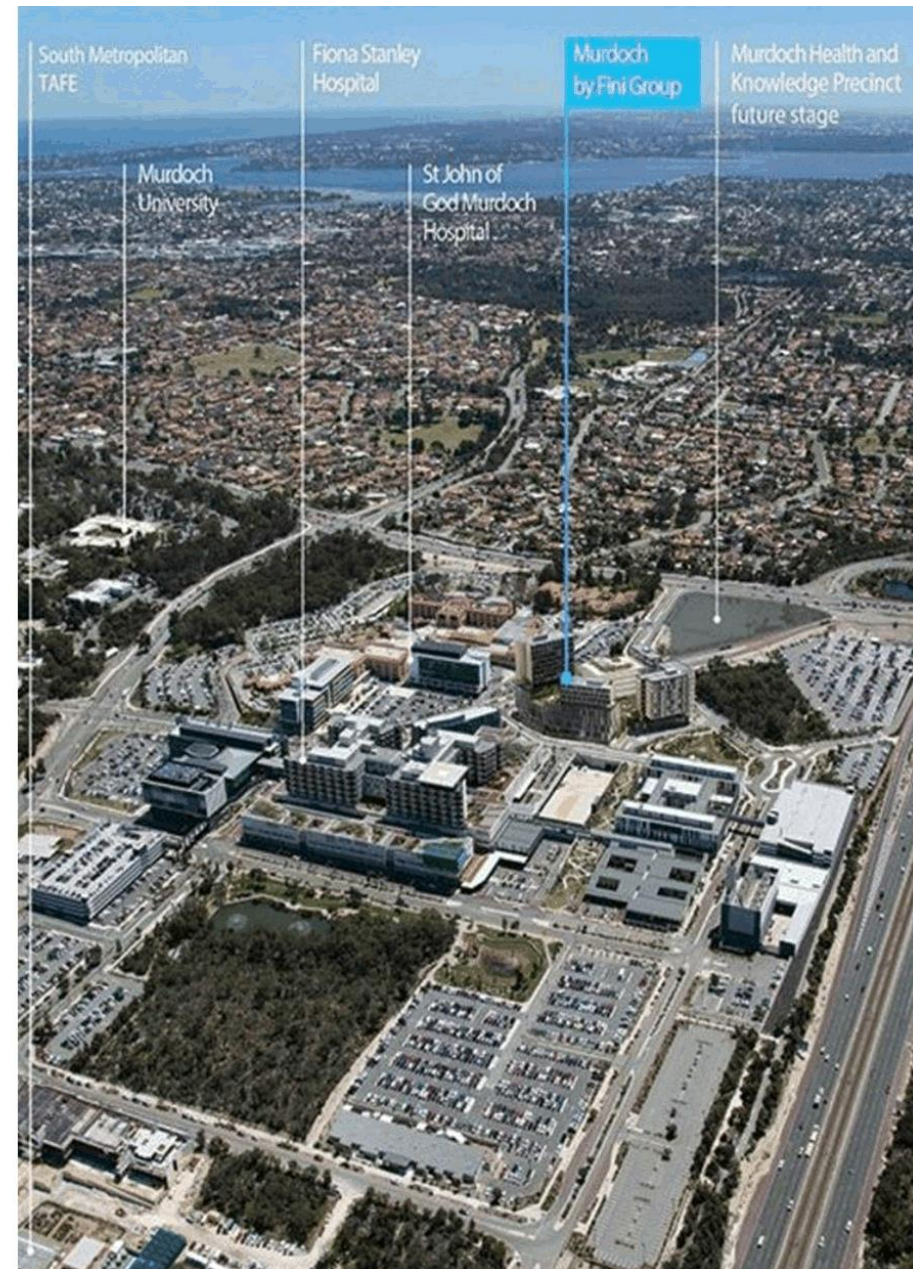
This section undertakes strategic research and analysis into existing and planned projects that can influence the outcome of this scope of work.

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.

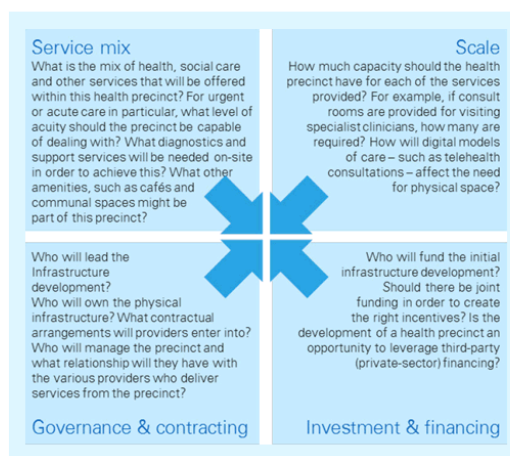
Hames Sharley led the workshop, which involved:

- + 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

SEPTEMBER 2019



- + 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.

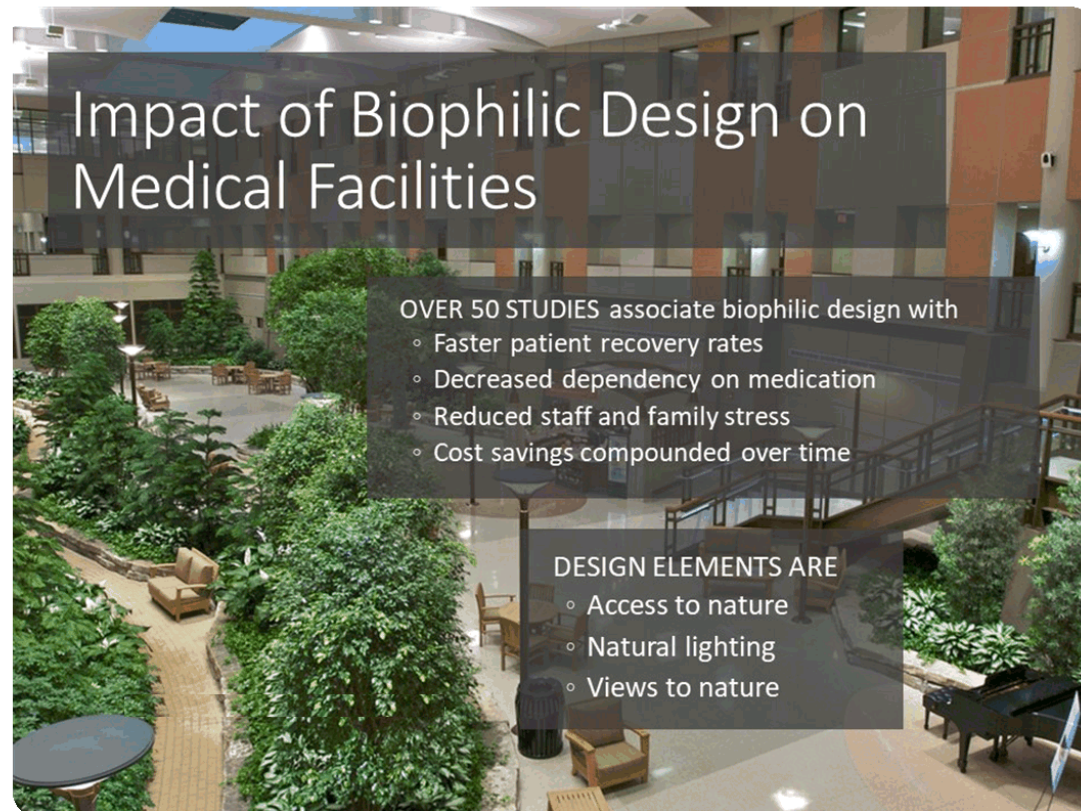
The principles provide a framework to guide the development of the Master Planning Outcome described in Section 8.0.

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:

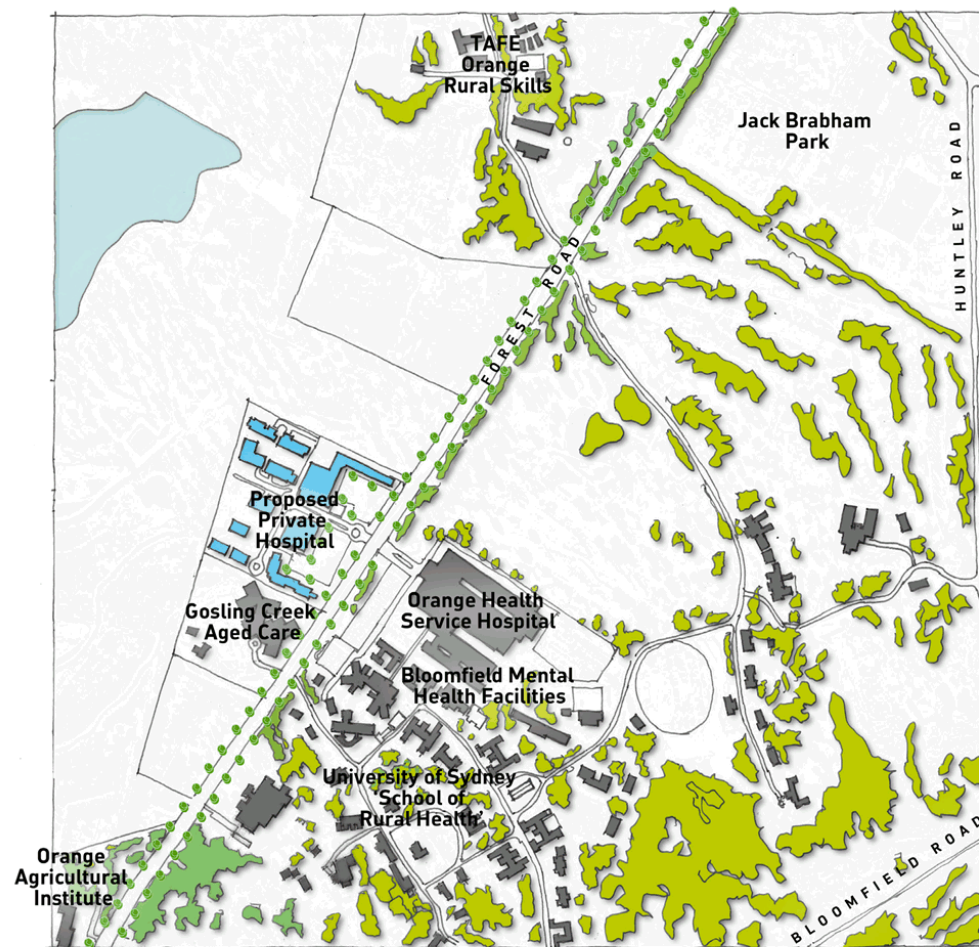
- + Faster patient recovery
- + Decreased dependency on medication
- + Reduced staff and family stress
- + Cost savings compounded over time



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.



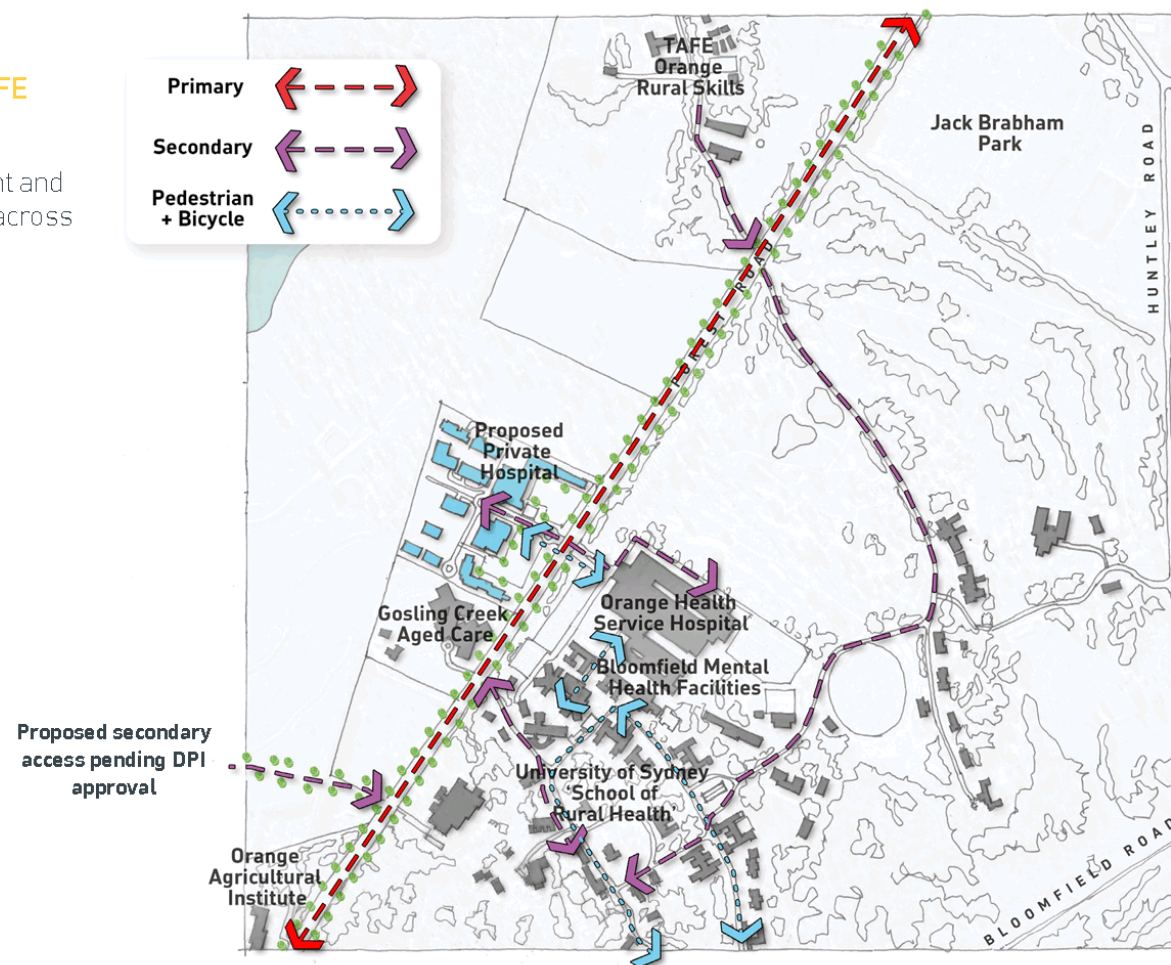
ORANGE HEALTH & INNOVATION PRECINCT MASTER PLAN

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MASTER PLANNING PRINCIPLE TWO

ACCESSIBLE AND SAFE

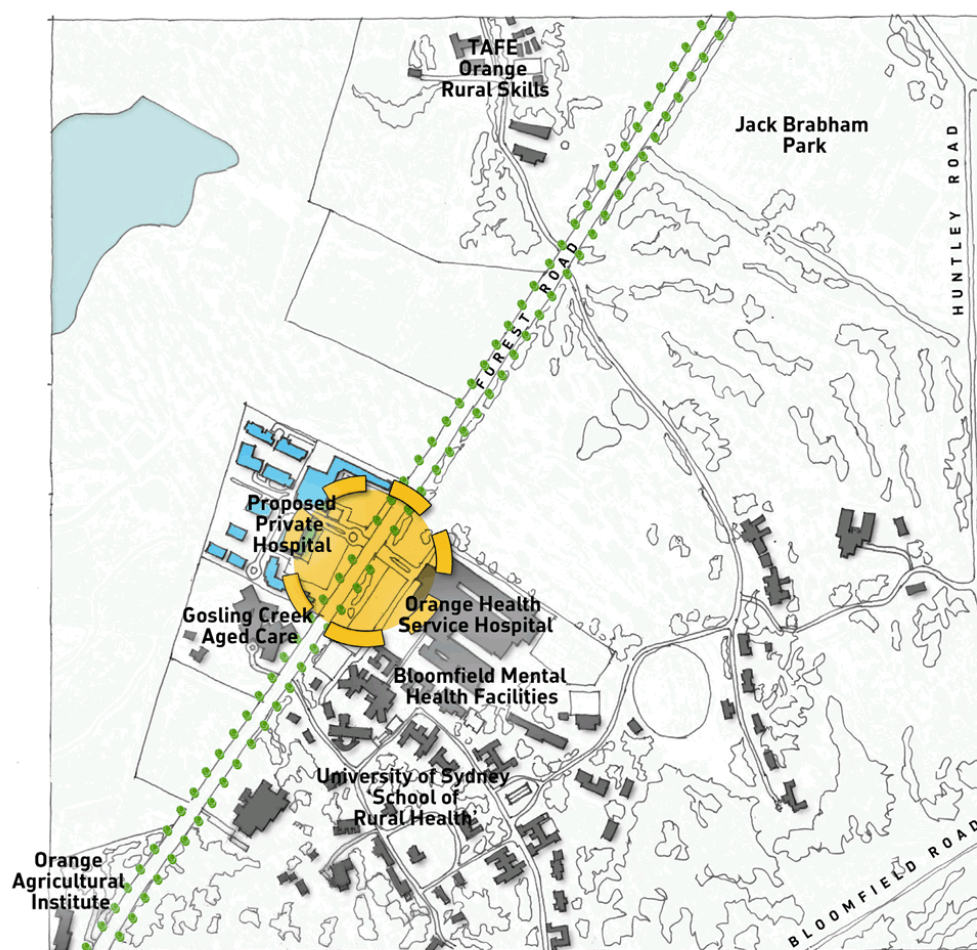
- a. Ensure convenient and safe accessibility across all travel modes.



MASTER PLANNING PRINCIPLE THREE

LOCAL ACTIVITY
DESTINATION AND HUB

- a. Create an activity and commercial centre



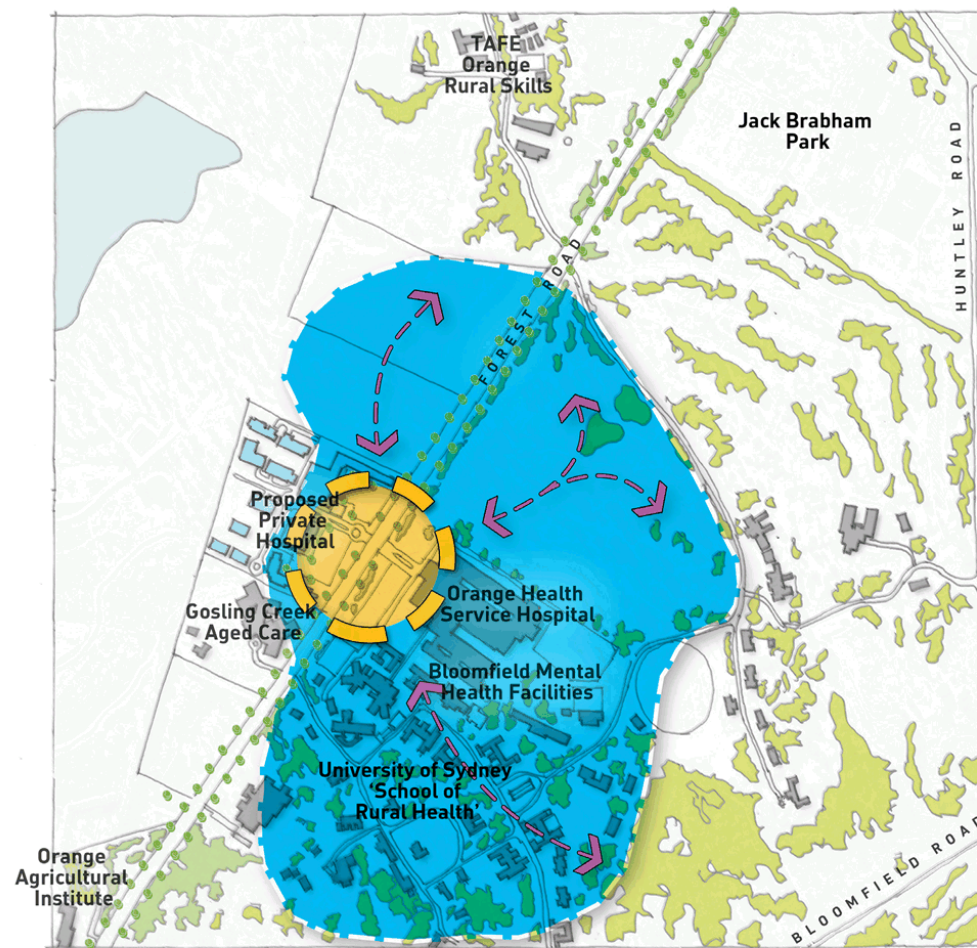
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MASTER PLANNING PRINCIPLE FOUR

EXEMPLARY HEALTH AND KNOWLEDGE PRECINCT

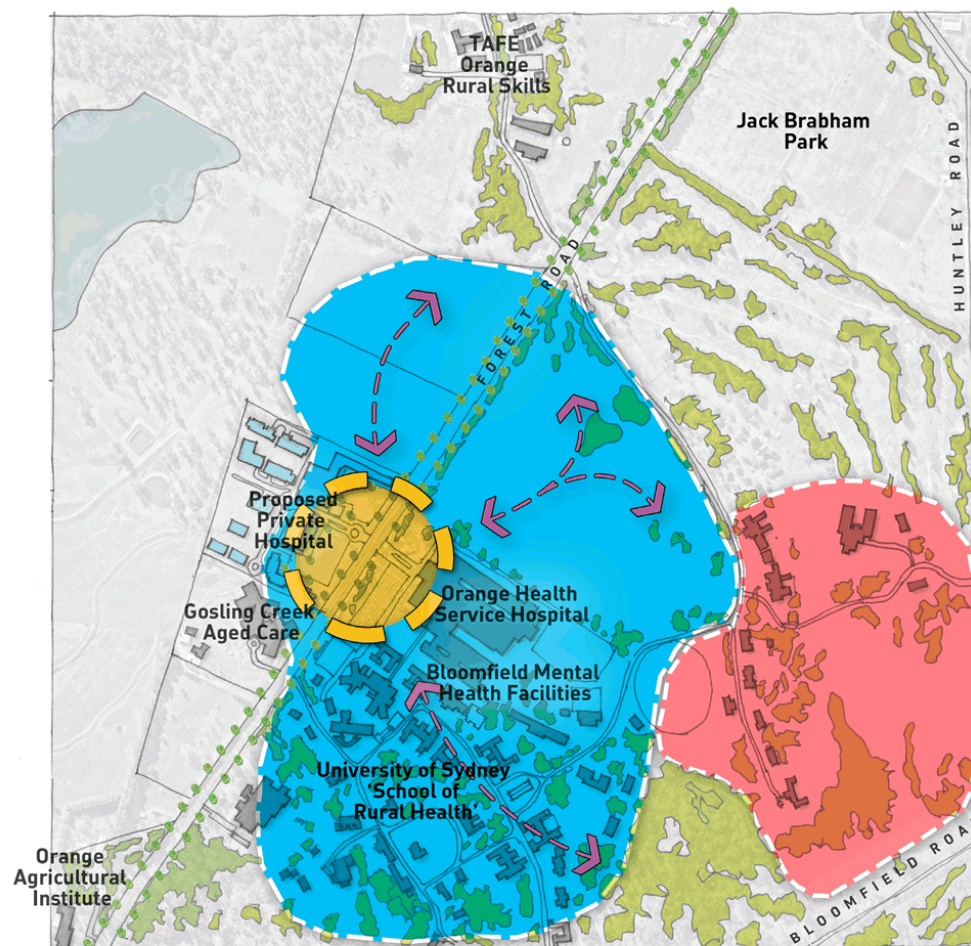
- a. Grow Bloomfield as an exemplar regional health, research, and education precinct



MASTER PLANNING PRINCIPLE FIVE

LIFESTYLE AND WELLBEING VILLAGE

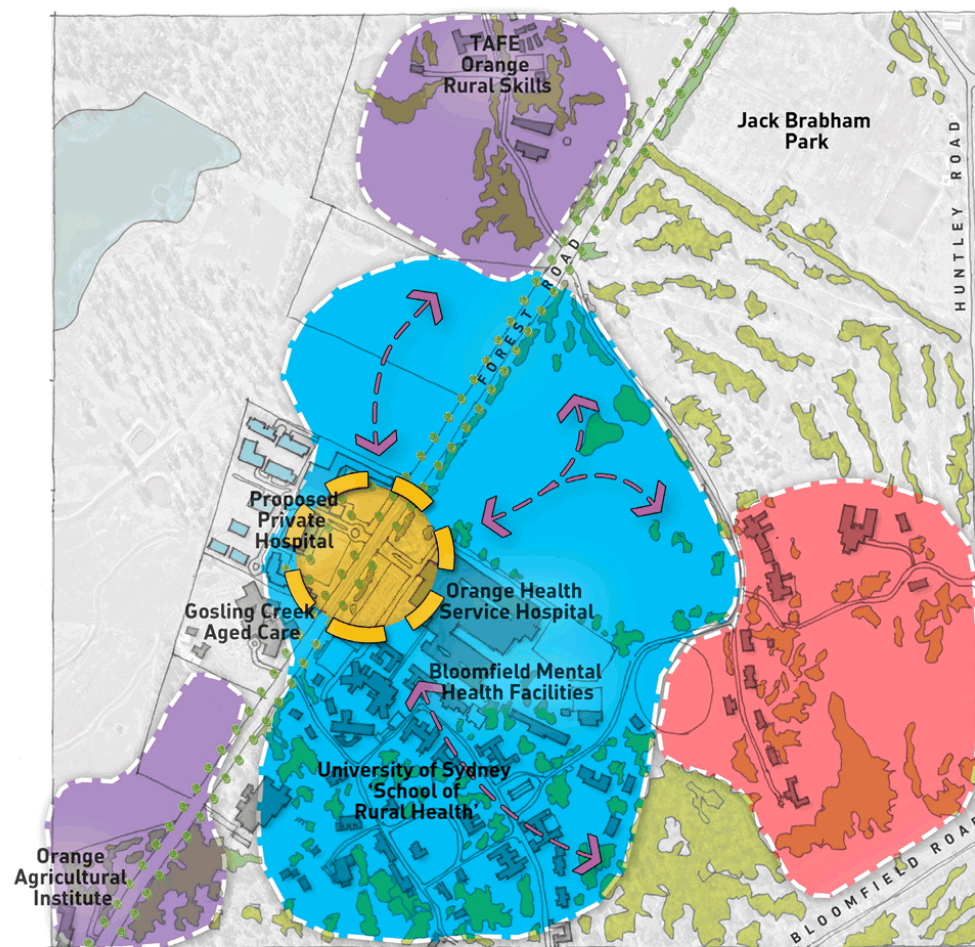
- a. Create a village environment for affordable residential, independent living, wellbeing, accommodation and supported care



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.

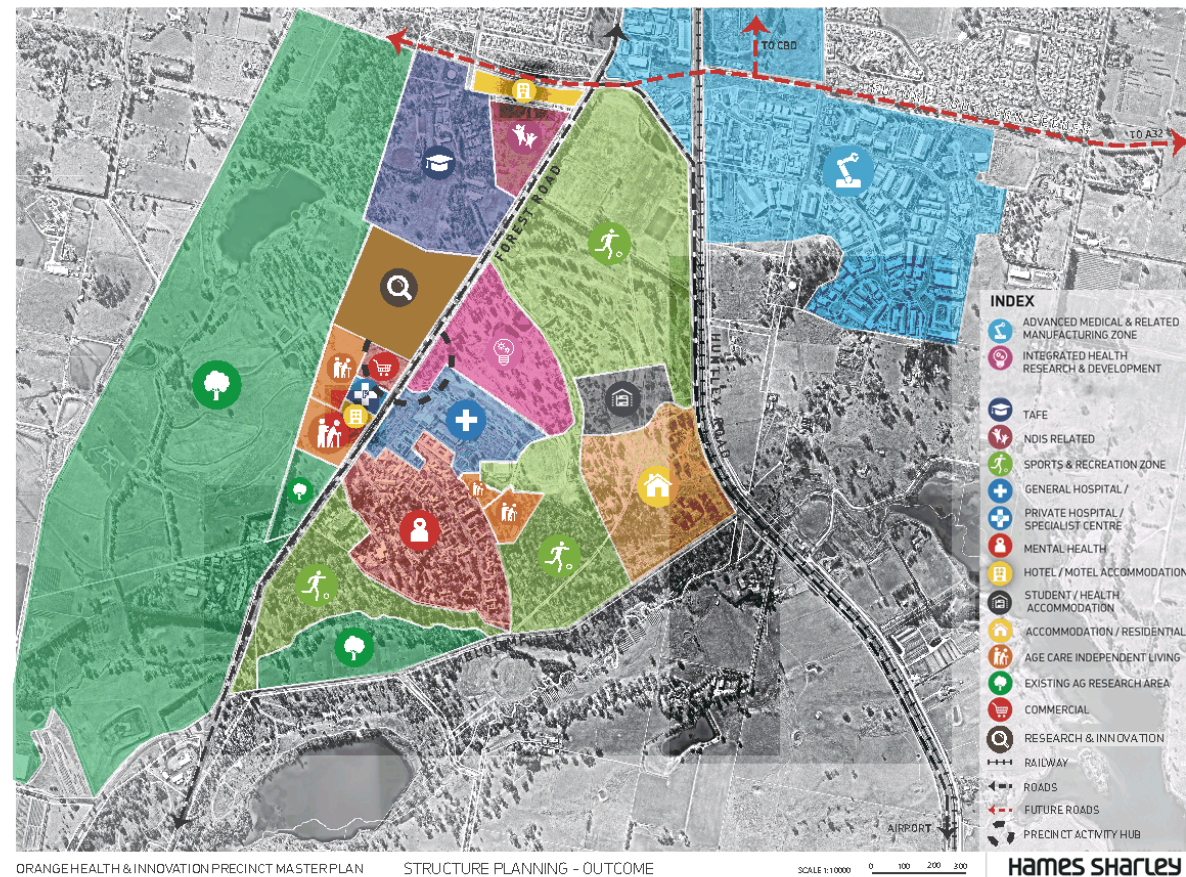


DESIGN OUTCOME DISCUSSION SKETCH

OUTCOME SUMMARY

The adjacent master planning outcome shows the location of the Research and Innovation area 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



Prepared for:

Hames Sharley

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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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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."

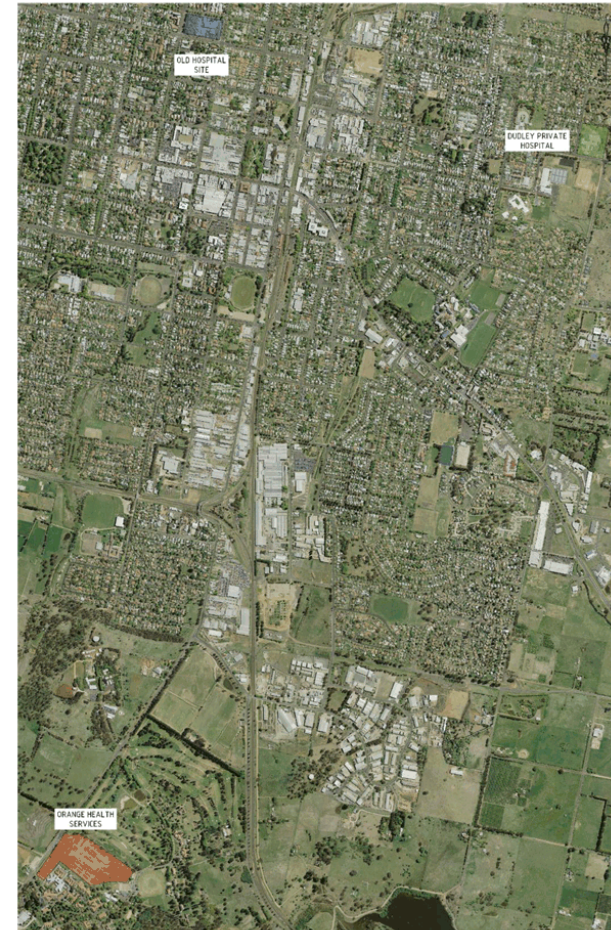
2.4 Orange Health and Innovation Precinct

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)

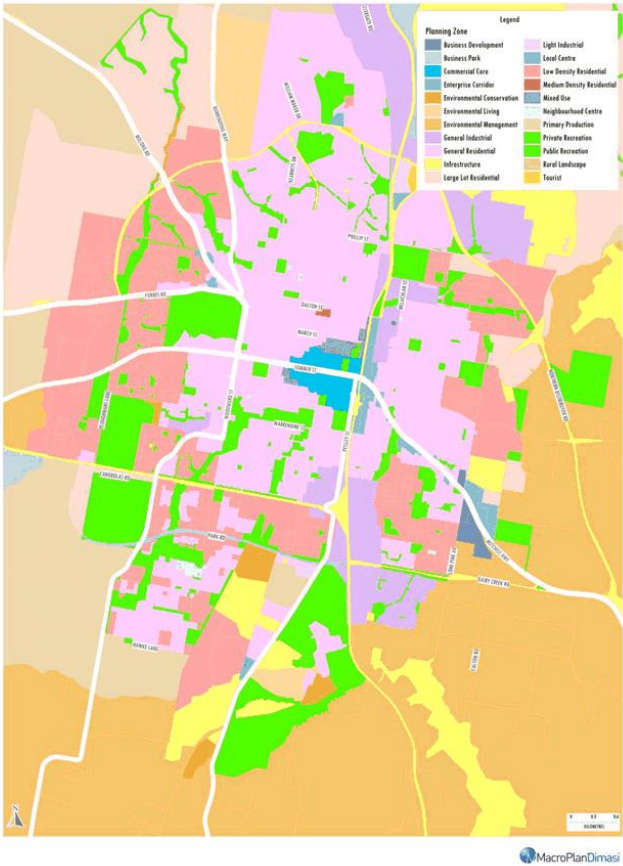
Figure 2: Immediate Locality – Bloomfield & Orange Health Services



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)

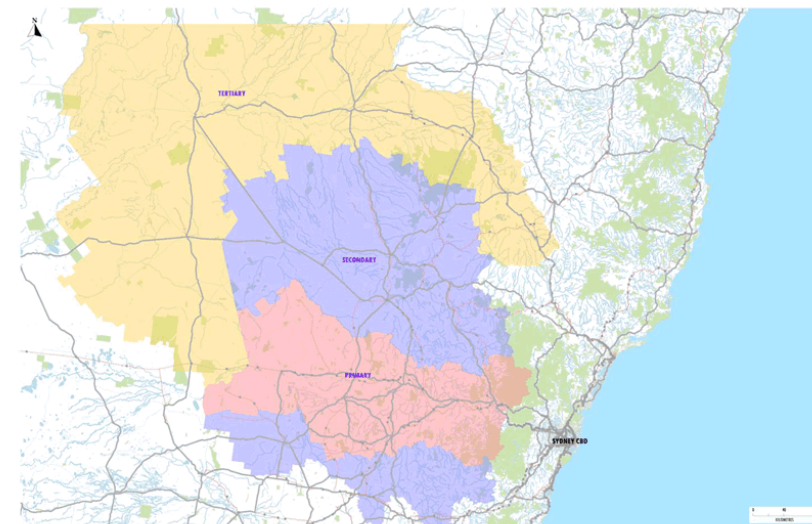
The map below presents the defined catchment areas that we consider to be relevant for assessing the potential private/non-for-profit medical and health opportunities associated with the proposed life sciences precinct establishment at Bloomfield. Most of the catchment falls within the Western NSW Local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

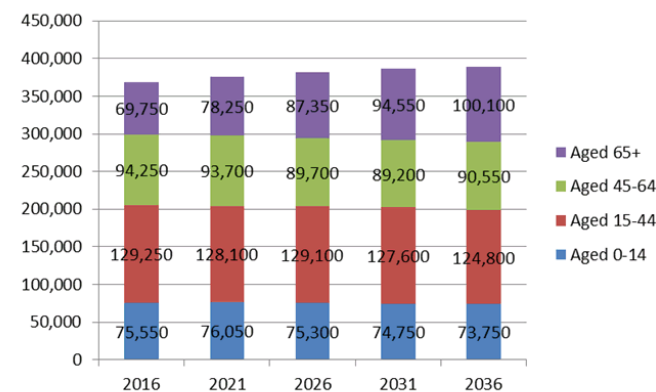
Source: DP&E Population Projections (2016), MacroPlan (2018)

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.

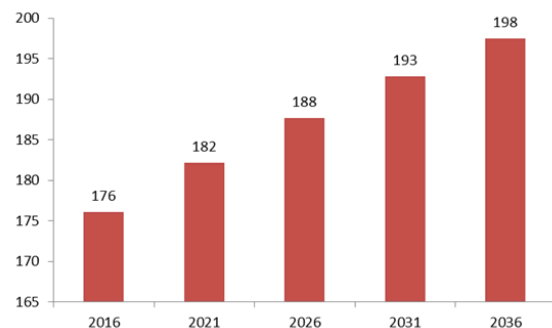
The following charts present general projections of the estimated demand for medical and allied health services across the catchment over the period 2016 to 2036. We note the following:

- 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.

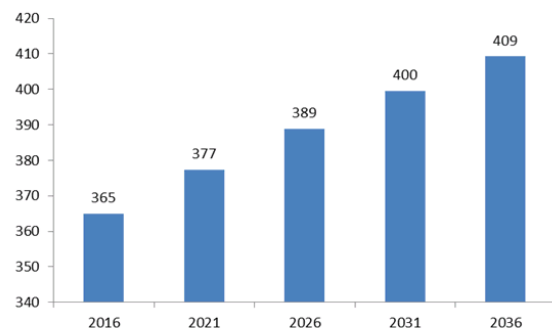
⁴ Tennant, M, Kruger E and Shih A.J. Dentist-to-population and practice-to-population ratios: in a shortage environment with gross maldistribution what should rural and remote communities focus their attention on? Rural and Remote Health. 2013; 13:2518, P2, 3

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		159,400		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	159,232	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 EN's (16%), 321,681 as RN's (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 EN's in Australia – 20,243 (32%) and 13,569 (22%), respectively. These two states also constitute the largest share of RN's in Australia. Victoria has 71,972 RN's (25%) and NSW has 83,112 (29%).

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

Table 23: Practising Nurses and Midwives - Australia

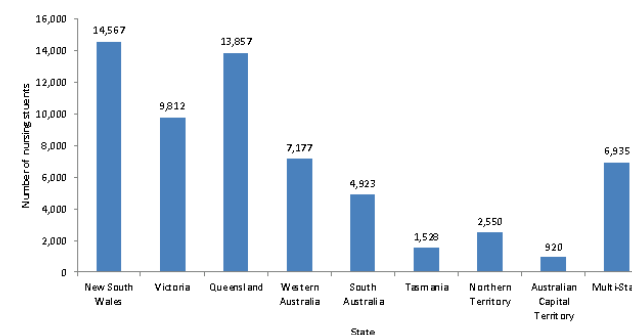
	ACT	NSW	NT	QLD	SA	TAS	VC	WA	No PPP	Total
Enrolled Nurse (EN)	698	13,569	401	13,064	7,690	1,543	20,243	5,408	111	62,727
Registered Nurse (RN)	4,925	83,112	3,407	57,375	22,345	6,835	71,972	29,562	10,083	289,616
EN & RN	81	1,429	66	1,624	829	78	2,974	712	28	7,821
Midwife	163	1,171	89	1,024	624	33	1,326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

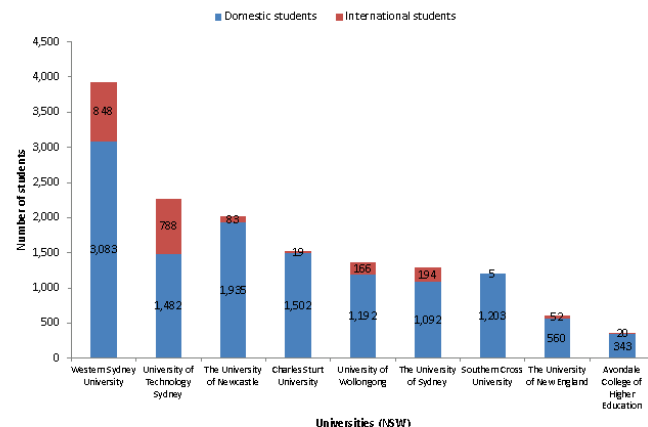


Higher Education Statistics - uCube (2018)

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)



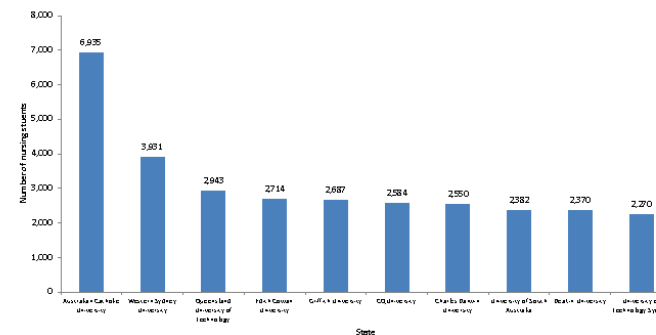
Higher Education Statistics - uCube (2018)

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).

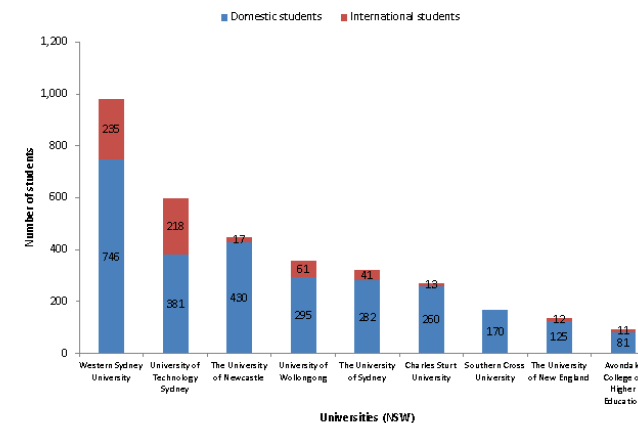
Comparing the number of university completions against enrolments suggests that there are a significant number of students who undertake their studies part-time. Post-graduate nursing qualifications are likely to be undertaken on this basis.

Figure 10: National Top 10 University Enrolments – Nursing Students only (2016)



Source: Higher Education Statistics - uCube (2018)

Figure 11: Nursing Completions – NSW Universities (2016)

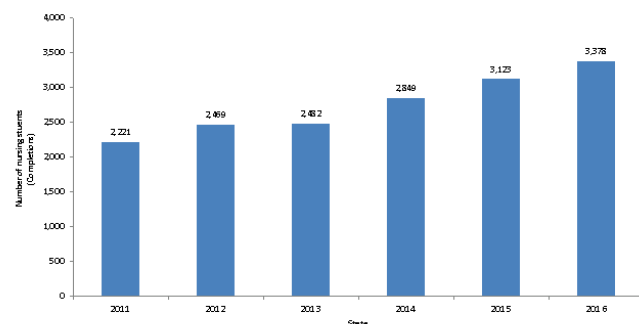


Source: Higher Education Statistics - uCube (2018)

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-Medica	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 IOT Australia Limited
Dyne	BT Australia	CPR Pharma Services
Nanosonics	Cara Data	Datapharm Australia
Qlicidna	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)	EFA Consulting (Australia) Pty Ltd
Voyager Imaging	Emerging Systems	George Clinical Pty Ltd
	Evado Pty Ltd (T/A Evado eClinical)	George Institute of Global Health
	Fingeres	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
 Sydney 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 sizable 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 'H' 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, sans-serif font, with the 'S' being particularly prominent.

5.2 DEMOLITION OF PERRY OVAL AMENITIES BUILDING

RECORD NUMBER: 2020/1233

AUTHOR: Lucy Gorton, Project Officer

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to demolish a Council-owned amenities building located at Perry Oval, being the land known as Lot 10 DP9575.

The building is located on the western side of the property and connects to Victoria Street.

The building has male and female toilets as well as a modest canteen and change room area.

The subject property is marked with a star below.



Figure 1: Location Map of Amenities Block

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "5.2 Live - Ensure the community services provided by Council are professionally managed, integrated and meet demonstrated needs".

FINANCIAL IMPLICATIONS

The demolition works has been provided for in the 2020/2021 budget. The anticipated cost for demolition works is \$20,000.00.

The resolution to adopt the 20/21 Delivery Operational Plan included the following:

That \$50,000 be allocated to the upgrade of Perry Oval.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

That Council approve the demolition of the Perry Oval Amenities building.

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

On 23 April 2013 a structural report on Perry Oval Amenities Building was undertaken by Lynar Consulting. They identified asbestos present on site in the ceiling, cracks in the concrete slab and brick walls and the roof sagging. The report provided a recommendation *"that the building remains locked until future demolition and removal."* After this report was received, Council locked the building and prevented use by the public and it was also removed from Council's asset register.

On 9 July 2020 a second structural inspection was undertaken by Cook and Roe to confirm the structural adequacy of the building and any significant changes since the previous report.

Their recommendation paralleled Lynar Consulting advising that *"Given the extensive rectification works and noting that a high level of ongoing maintenance will be required for the life of the structure, it is our opinion that Council complete demolition and replacement of the amenities block that is more appropriate for the site conditions is the most viable and efficient option."*

Both reports concluded that the main issue with the building is from a poor slab design and highly reactive clay soil. The large nearby gum trees are also pulling a large amount of water out of the ground which causes movement in the slab.

If Council were to undertake the repairs required to make the building structurally adequate and safe the following work would be required to be undertaken:

- Underpinning of concrete slab involving excavating sections under the existing slab and filling them with concrete to strengthen the existing slab
- Replacement of roofing system including timber structure
- New Gutters and downpipes to be installed as the building is not compliant

5.2 Demolition of Perry Oval Amenities Building

- Construction of new stormwater pits for water to drain from the building
- Re-grading of the surrounding area so water falls away from the building
- Repoint all cracks in the masonry walls involving removing mortar where cracked and replacing it with new mortar
- Removal of all asbestos contaminated building products and disposal
- Remove large gum tree that is in close proximity to building that is effecting water in highly reactive clay soil.

Council would also have to undertake the following work to make the building functional:

- Render repairs where cracked
- Replacement of asbestos linings with new sheeting
- Painting internally and externally
- Replacement of glass in windows broken by vandals
- Assessment of plumbing and electrical services, with intention of it requiring full replacement.

To undertake the repair works outlined above it would be in the vicinity of \$122,000.00. Undertaking these works does not guarantee that the issues would not occur again therefore requiring further maintenance and repair in the future. With the large amount of work required to make the amenities serviceable again, it is unfeasible to undertake these works and it is recommended to demolish the building.

The current usage of Perry Oval is training for local teams and has been this way for over a decade. A new irrigation system is to be installed in this financial year to improve the field, but there are no plans for it to be utilised further other than for training purposes. With this limited amount of usage on the oval and other better equipped ovals in the city, an amenities building with a canteen and change room is deemed unnecessary for the site.

Given the current usage of the site, it would be appropriate to install a modular unit or similar amenities.

This is recommended to be constructed on the Eastern Side of Perry Oval as illustrated below which is the main entry point for the oval and above existing water and sewer lines.

5.2 Demolition of Perry Oval Amenities Building



The proposed site for the site would only require three toilets inclusive of a disabled bathroom which the current amenities does not allow for. A modular unit has been costed at \$75,000.00 to construct and would allow for the slab to be designed correctly to allow for the ground conditions without the need to remove any nearby trees.

Currently there is no money allocated in the 2020/2021 budget to undertake either repairs to the existing amenities or for the construction of a new modular amenities.

However given the condition of the existing building it is recommended that it be removed and replaced when funding is available. The removal will not have a negative impact on the use of the site as the facility has effectively been decommissioned since 2013.

ATTACHMENTS

- 1 Perry Oval - Cook and Roe Structural Report, D20/43782 [↓](#)
- 2 Perry Oval - Lynar Consulting Structural Report, D20/43780 [↓](#)



STRUCTURAL INSPECTION



BUILDING MOVEMENT TO AMENITIES BLOCK Perry Oval, Orange

Our Ref: 37461-1

Date: 09 July 2020

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Appendices

Appendix A Site Photographs

Revision	Description	Prepared	Verified	Issue Date
A	Issued for Approval	MDE	WGR	09.07.2020



1. INTRODUCTION

As requested, Mr. Wayne Roe, Senior Structural Engineer and Mr. Matthew Elliott, Structural Engineer from Cook and Roe carried out an inspection of the amenities block at Perry oval, Orange, NSW. This inspection was undertaken on the 6th of July 2020. Present at the time of our inspection was Ms. Lucy Gordan, a representative of Orange City Council.

The purpose of our site inspection was to investigate the cracking walls and other damages to the building, advise what we believe these damages are attributable to, and propose remedial works where appropriate to minimise future damages. Figure 1 below is an aerial image of the site inspected.



Figure 1: Perry Oval, Orange.



2. SITE INSPECTION

A number of photos were taken at the time of the inspection, some of which are included in this report. Photos referenced herein can be found in Appendix A. We note that the inspection undertaken was visual only; no destructive or invasive investigation techniques were adopted. Whilst every effort was made to inspect all surfaces, the inspection was limited by the presence of furnishings, floor and wall coverings and other items that could not be reasonably moved during the time of the inspection.

2.1 Building Description

The amenities block is of single storey, single skin, full masonry construction, supporting a metal sheet roof on hand cut timber construction. The building is approximately 14m x 6.5m and contains four internal rooms that provide lateral support to the external walls. The largest uninterrupted external wall span is approximately 7m. We believe the floor consists of concrete strip footing and infill construction and anticipate that the building was constructed around the 1970s.

2.2 Site Observations

The following information was noted at the time of our inspection:

- Generally, building movement was evident throughout the structure.
- Vertical cracking and movement of the masonry was typical throughout the western wall of the building, specifically around openings such as windows and doors. Crack widths varied from 1.5mm-10mm and showed instances of complete separation of the single skin brickwork. Refer to photos 1-8.
- No major cracking or movement was evident in the brickwork along the southern side of the building as shown by photos 9-11.
- The southern end of the eastern wall was covered by an awning that formed part of the main roof. The ceiling of the awning appeared to be constructed with asbestos material which was observed to be damaged. Refer to photo 12.
- Cracking and rotation of the masonry to the eastern wall was evident adjacent to openings. Additionally, rotation was observed adjacent to the perpendicular end wall at the northern end of the awning. Refer to photos 13-15.
- General cracking and movement were evident along the northern section of the eastern brick wall. Furthermore, the north east corner of the building appears to have dropped with horizontal cracking of the masonry appearing to propagate across to the northern face of the building (photos 16-20).
- The northern wall appeared in good condition with the only significant movement evident by the horizontal cracking propagating from the drop in the north-east corner (photos 21-22)
- The internal wall of the men's bathroom had only minor cracking evident in the rendered coat (all internal walls were rendered).
- Cracking, mirroring the external wall, was observed in the woman's bathroom adjacent to the window openings. Additionally, a large vertical crack and separation between the brickwork and roof were evident along the bathroom's eastern and southern internal walls, respectively. Refer to photos 23-25.
- The masonry walls in the north-eastern room had horizontal cracking from subsidence of the north-eastern corner and the same vertical crack observed in the woman's bathroom. Furthermore, a large vertical crack (4-5mm in width) was evident adjacent to the doorway to the southern changing



room. The crack aligned with the rotation observed at the wall that abutted the northern end of the verandah. Refer to photos 26-29

- Extensive cracking and movement was evident throughout the changing room on the southern side of the building. This included: cracking on the eastern and western walls adjacent to the window and door openings, separation of the eastern wall and roof, consistent horizontal cracking along the whole height of the eastern wall, and large vertical cracks adjoining the entrance from the northern room. Refer to photos 30-37
- The concrete slab had a number of cracks observed throughout the floor areas (photos 38-39).
- An asphalt pavement surrounded the northern, eastern, and western perimeters of the building, of which undulation and/or cracking was evident throughout (photo 40). The site was observed to be flat with the adjoining oval having a slight fall towards the building.
- Two large gum trees approximately 12-14m in height were observed in close proximity of the building (4.5m on the northern side and 9m from the southern side approximately). Refer to photo 41.
- Sheeting to the roof is in poor condition and did not have a guttering system as shown by photo 42.
- The hand cut roof was observed to consist of: 70mm x 35mm battens at 1200 centres, 95mm x 45mm rafters at 600mm centres, ridge board 150mm x 25mm, hanging beam 170mm x 45mm, and ceiling joists 95mm x 45mm at 600mm centres. No sarking or insulation was evident in the roof space. Refer to photos 43-44.
- A brick fence adjacent to the neighbouring property was observed to have experienced significant movement and rotation, with past repairs evident (photo 45).
- Council stormwater/sewer services observed in close proximity to the building. Refer to photos 45-46.

3. ASSUMPTIONS / ADDITIONAL INFORMATION

In addition to the information obtained from our site inspection, we note the following when carrying out our review:

- A structural inspection report had been completed by Lynar consulting structural engineers in 2013. The report recommended complete demolition due to the substantial work required to bring the building to suitable operating conditions.

4. CONCLUSION

Based on the information collected from our inspection and assumptions/additional information noted in Section 3 of this report, it is our opinion that the damages identified to the building are due to a combination of seasonal ground moisture changes, poor moisture control measures, drainage issues, shallow foundations, and abnormal moisture conditions caused by the gum trees, leading to building movement to occur as a result of shrinking and swelling of the clay soils in which the building is founded on. We have drawn this conclusion based on the following evidence:

- Cracking of mortar, brickwork, and render was evident throughout the internal and external walls of the building. The severity and occurrence of cracking was observed to increase on the western and eastern sides of the building. Additionally, it appeared that the north-eastern corner had dropped, with horizontal cracking suggesting increased subsidence at this location.



- The flat nature of the site has meant there are drainage issues for storm water to flow away from the building resulting in ponding water around the building. Furthermore, the lack of any gutter system increased moisture variation in the clay soils.
- The two large gum trees in close proximity to the building (in particular the northern side) are likely contributing to the cracking and movement observed in the masonry. This is due to increased drying of the moisture from the demand by the tree roots removing support from the footings by inducing shrinkage. We believe that this has greatly contributed to the rotation seen in the north-east corner of the building. Further evidence of the trees effect is highlighted by the rotation and movement observed in the neighbouring brick fence.

It is important to note that this building would have been constructed prior to the existence of the Australian Standard AS2870 "Residential slabs and footings" which was first released in 1986. Based on our experience inspecting buildings in the central west, we have generally found that buildings constructed prior to this standard typically have a footing that is wider but shallower in depth compared to the requirements of the standard noted above. Whilst these footings give good bearing due to their width, the stiffness of these footings is far less than that required in the current standard due to their shallow depth. This reduced stiffness leads to footings that can flex more with ground movement, hence resulting in more cracking in walls than what would be expected in newer buildings constructed on foundations that have been designed in accordance with AS 2870.

5. RECOMMENDATIONS

Based on the conclusions noted in Section 4 of this report, we believe the following work would be required to bring the building into an operational standard:

1. Implementation of moisture control measures, including:
 - a) The sheeting roof be fixed with a guttering system installed in conjunction to ensure any future rainwater is correctly drained away from the site. Water should not be encouraged to discharge near the foundations;
 - b) Grading of the site to ensure water does not pond near the building. Stormwater pits may need to be introduced and connected to the stormwater system to get the site to drain. This will need to be determined by surveying the site and a competent person engaged to achieve the desired outcome;
 - c) Removal of the gum tree adjacent to the north east corner of the building, which we suspect is creating abnormal moisture conditions around the foundations for the building and neighbouring property.
2. Given the movement that has occurred, we believe inspection of the stormwater and sewer lines to the building should be completed via the aid of a pipe camera by a qualified plumber to rule out any damages to plumbing under or adjacent to the building. If damages are found, rectification should be carried out;
3. Consideration should be given to rectification of the asphalt path around the northern, eastern, and western perimeters of the building, and continuing it around the perimeter of the building. The path should fall away from the wall of the building, with nominally 50mm of fall over 1m in length. This path will help to stabilise moisture conditions around the foundations of the building;



4. Repoint all cracks in the masonry walls. A bricklayer with experience in this type of construction should be engaged to complete this work;
5. Removal and replacement of the asbestos line ceiling by a qualified and competent contractor;
6. We have structural concerns with the roof supporting the relevant design loads associated with this site and as such, recommend replacement of the entire roof structure. Sarking and insulation should be included in a rebuilt roof to help prevent condensation in the ceiling.

Given the extensive rectification works outlined above and noting that a high level of ongoing maintenance will be required for the life of the structure, it is our opinion that complete demolition and replacement of the amenities block that is more appropriate for the site conditions is the most viable and efficient option. It should be noted that the relevant approvals are to be sought for any demolition and construction of a new building.

We trust that this information meets your requirements. Please do not hesitate to contact the undersigned should you require any further information.

Yours faithfully
COOK AND ROE

Wayne Roe
Senior Structural Engineer
BE MIEAust CPEng NER



APPENDIX A

Site Photographs



Photo 1



Photo 2



Photo 3



Photo 4



Photo 5



Photo 6

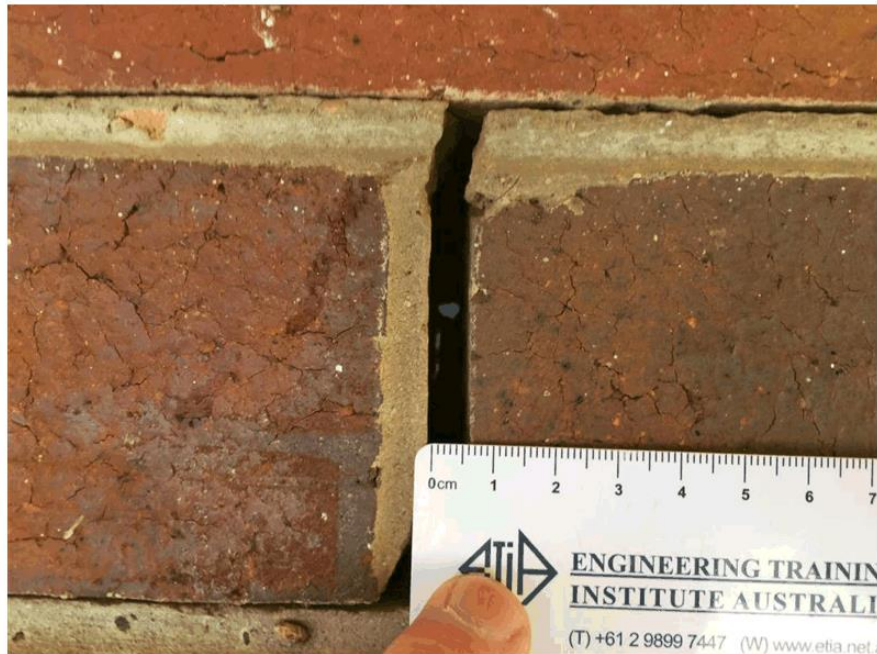


Photo 7

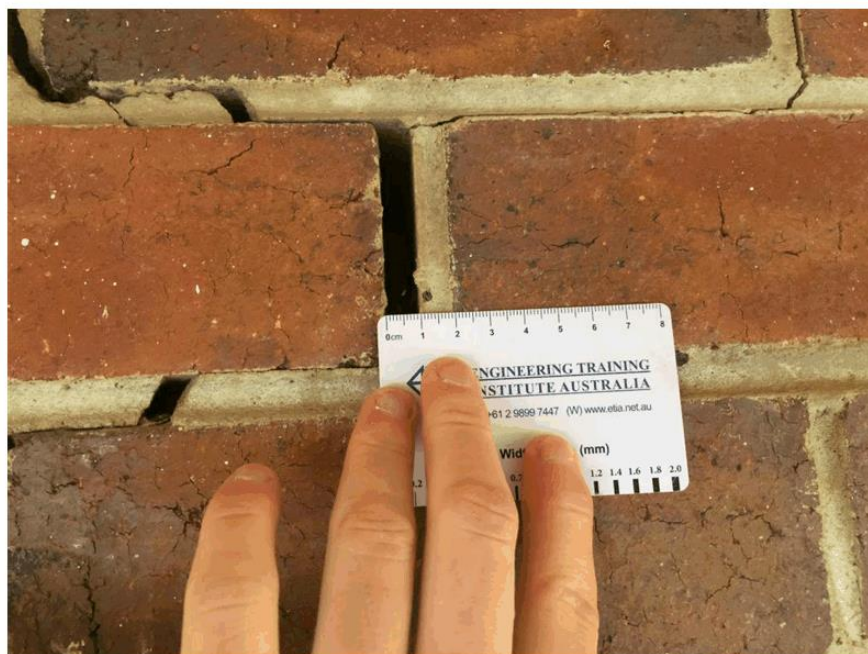


Photo 8



Photo 9

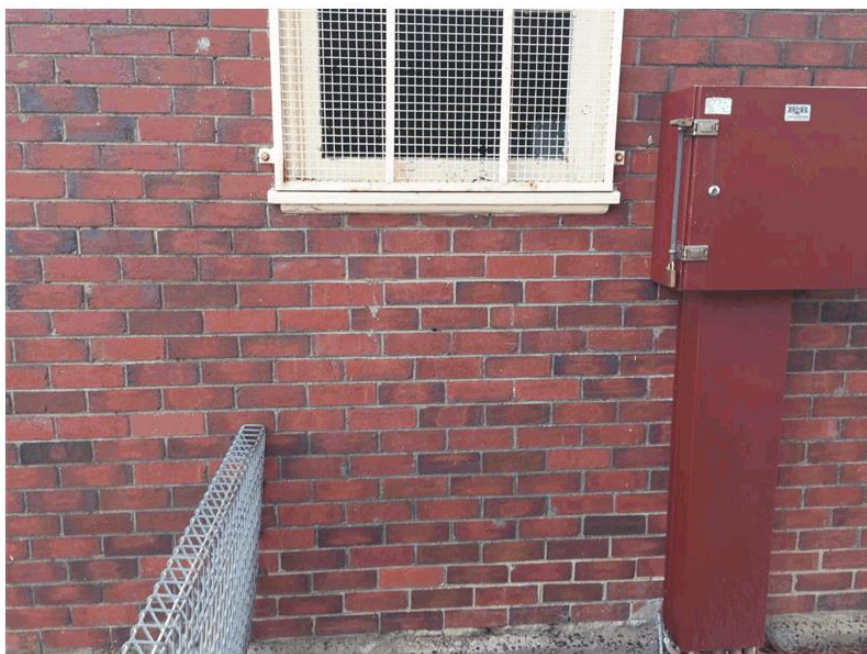


Photo 10



Photo 11



Photo 12



Photo 13

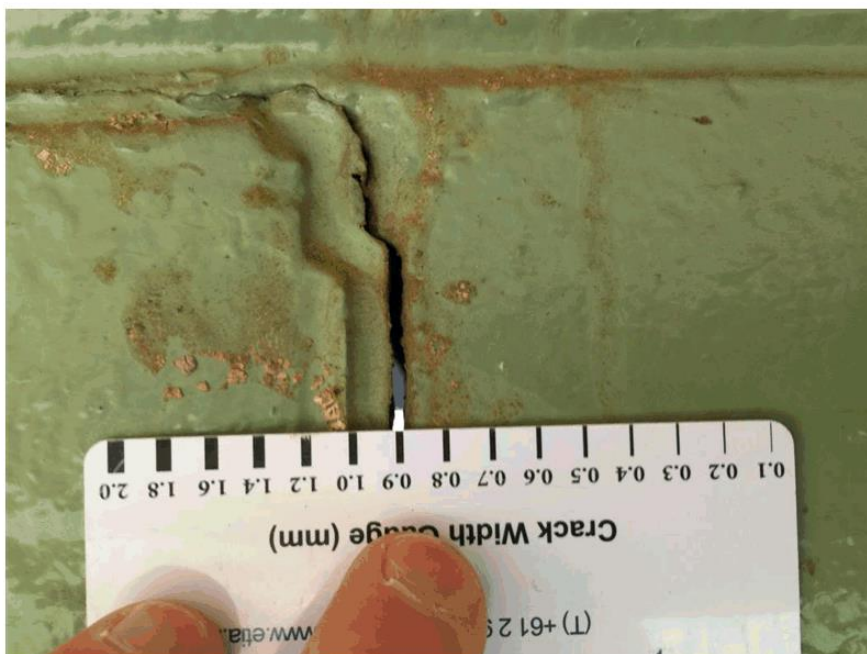


Photo 14



Photo 15



Photo 16

Structural Inspection – Building Movement

Perry Oval, Orange, NSW



Photo 17



Photo 18



Photo 19



Photo 20



Photo 21

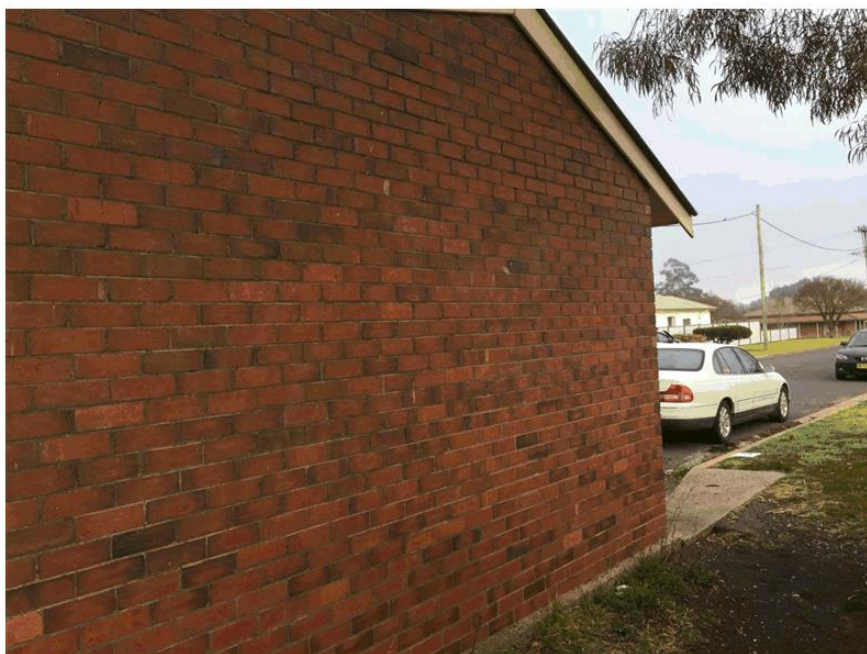


Photo 22



Photo 23



Photo 24



Photo 25



Photo 26



Photo 27



Photo 28



Photo 29



Photo 30



Photo 31



Photo 32



Photo 33



Photo 34



Photo 35



Photo 36



Photo 37



Photo 38

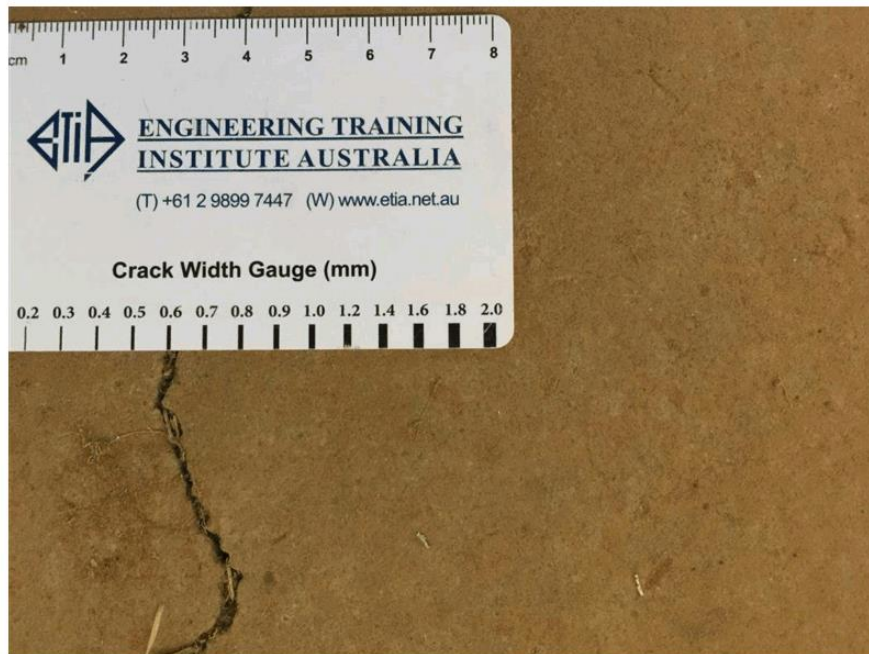


Photo 39



Photo 40



Photo 41



Photo 42



Photo 43



Photo 44



Photo 45



Photo 46



Lynar Consulting

Structural Engineers

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Ph 02 6362 5551 Fx 02 6361 4185
Mob 0418 650 378

www.lynarconsulting.com.au

Ref: B3187
23 April 2013

Orange City Council

Att: Mr Chris Wright

Dear Sir

REPORT ON AMENITIES BUILDING AT PERRY OVAL, ORANGE NSW

My inspection of the Perry Oval amenities building revealed the following:

1. The concrete slabs are cracking and may be under-reinforced or perhaps without reinforcement. In my opinion it is unlikely that the concrete slab is in accordance with the Australian Standard AS2870 and suitable repairs would be difficult or impossible.
2. The brick walls are badly cracking with some cracks in excess of 20mm wide. This has resulted from slab movement/settlement and the absence of any vertical wall joints. In my opinion suitable repairs would be difficult or impossible.
3. The roof is hand-cut timber construction with corrugated steel cladding. There is no sarking or insulation under the roof sheeting. Hence there is probably condensation dripping onto the ceiling. The roof cladding is not properly aligned at sheet joints, hence small birds and vermin could enter. In my opinion placement of sarking would be difficult and may require removal of roof sheeting.
4. The ceiling is damaged and appears to be asbestos. In my opinion suitable repairs would be difficult or impossible. Ceiling replacement would be hazardous and expensive.
5. The ridge line appears to sag for the southern half. I suspect that the ridge beam is under-sized. In my opinion suitable roof strengthening would be difficult and may not be able to remove the sagged profile easily.
6. The eastern roof on the north side is also sagging, probably also due to under-sized underpurlin members. In my opinion suitable roof strengthening would be difficult and may not be able to remove the sagged profile easily.



PRINCIPAL - ANTON MORGAN LYNAR BE MIEAust CPEng(Reg)
LYNSNUG PTY LIMITED TRADING AS LYNAR CONSULTING A C N 057 407 235 A B N 58 861 353 481

Page 2
23 April 2013
Perry Oval amenities building

7. Externally, there are no gutters and the asphalt paving is cracking. Surface drainage is not clearly taking surface water away from the building. Also, the oval generally falls towards the building. In my opinion ground levels need to be adjusted on the south, east and north sides, and the drainage system for the oval should be assessed for effectiveness and improved if possible to minimise ground moisture variation under the building.

8. There is evidence of vandalism especially to the glass windows.

In my opinion the building requires substantial work to bring it into a suitable operating condition. This includes reconstruction of the concrete slab, walls and roof and would mean complete demolition with virtually none of the existing materials being suitable for recycling.

I recommend that the building remains locked until future demolition and removal.

Yours faithfully,

Anton Lynar
BE MIEAust CPEng(Reg)



5.3 PROGRESS REPORT - OPERATIONAL PLAN 2019/2020 (DELIVERY PROGRAM YEAR 2) - QUARTER 4

TRIM REFERENCE: 2020/1263

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

EXECUTIVE Summary

This report provides the final quarter review of the 2019/2020 Operational Plan (Delivery Program Year 2). The report illustrates the progress Council has made on the strategies and tasks identified in its strategic planning documents.

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

This report provides the consolidated progress made in implementing Council's Delivery/Operational Plan 2019/2020, as required by the Integrated Planning and Reporting obligations.

RECOMMENDATION

That the Progress Report - Operational Plan 2019/2020 (Delivery Program Year 2) - Quarter 4 be acknowledged.

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 progress. Those actions with green lights are completed. Amber light indicate a measure of progress without the task being fully completed. Red lights indicate that progress has not been made, or is limited. Progress may be limited for a range of reasons, and comments are provided on each task. Despite some red lights, Council has continued to provide a very high level of service to the Orange Community.
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SUPPORTING INFORMATION

The performance indicators for the April 2020 to June 2020 quarter are attached.

The financial reports relating to Council's year-end budget performance will be the subject of a separate report to Council in September 2020.

As the last report for the 2019/2020 year, the following are some of the highlights and achievements in the quarter:

- Upgrades to the toilet facilities, Dalton Pavilion completed. Grant funding received to complete Area fencing and also boundary fencing to the Showground.
- The museum opened two temporary exhibition following easing of restrictions on 1 June, 2020. This included the exhibition component of the SPARK engagement project with 3000 students from 14 schools to learn about and create artwork related to the regeneration of the environment of Mt Canobolas following the 2018 fire.
- During lockdown the Museum developed several online learning and engagement offers which it pushed out through social media network and on the website.
- DA submitted for Planetarium and Conservatorium.
- The Museum successfully secured funding and completed the project to install a new moveable wall system, which was completed in March 2020. The new wall system enables the Museum to host two exhibitions concurrently in the main space.
- In development the following was achieved
 - 151 development applications were determined, comprising 133 x new DAs and 18 x modifications.
 - The new DAs were determined with a median processing time of 43 days.
 - The modifications were determined with a median processing time of 38 days.
 - 4 x complying development certificate applications were determined with a median processing time of 21 days.
 - 41 x construction certificate applications were determined with a median processing time of 43 days.
 - 311 planning certificates were issued, comprising 275 x 10.7(2)s and 36 x 10.7(5)s.
 - 283 of these were issued with a median processing time of 4 days.
 - Urgency fees were paid for the other 28 - these were issued with a median processing time of 1 day.
- On Facebook, there has been an average of 120,000 post engagements over the quarter and events listed reached over 26,700 people.
- Total number of calls answered by Customer Service in the fourth quarter (1/4/2020 - 30/6/2020) is 7574* with 2703 customer service requests entered into Authority.
- The Mayor, CEO and/or Council staff attended meetings during this quarter to advance regional priorities with the following:
 - Mining and Energy Related Councils 7 May 2020
 - Regional Development Australia Central West 14 May 2020
 - Regional Cities New South Wales 4 June 2020
 - Central NSW Joint Organisation 4 June 2020

- Minister Adam Marshall, Minister for Agriculture and Western NSW
- Minister Matt Kean, Minister for Energy and Environment
- Minister Stuart Ayers, Minister for Jobs, Investment and Tourism
- Operational Plan 2020/2021 and Annual Budget 2020/2021 were adopted by Council on 23 June 2020.

A significant highlight for the period was that productivity was maintained at high levels despite COVID19.

ATTACHMENTS

- 1 Progress Report - 2018/22 Delivery Program (Year 2) - Operational Plan 2019/2020 - Quarter 4 (1 April 2020 to 30 June 2020), D20/43181 [↓](#)



Progress Report
2018/2022 Delivery Program (Year 2)
2019/2020 Operational Plan Projects/Services
Quarter 4 - April 2020 to June 2020


D20/43181

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	Due to COVID19 during the reporting period engagement was undertaken via media platforms such as Microsoft Teams or Zoom with particular focus on the opportunity for recreational and environmental attributes associated with the proposed Blackmans Swamp Storm Water Harvesting Stage 2.	Through the Parks, Trees and Waterways Community Committee and other community workshops engage in the development of public open space	In this quarter, no Parks, Trees and Waterways Community Committee meetings were held due to COVID-19.	●
			Cook Park Master Plan reviewed biannually	Quotation awarded for work to commence in 2020/2021 Financial Year.	●
			Botanic Gardens Master Plan reviewed biannually	Planned for 2021.	●

1.1: Engage with the community to ensure recreation opportunities and facilities meet changing needs




Ref	Action	Action Comment	Project/Service	Comment	Status
1.1.2	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)	<p>Funding for Council's 2019/2020 Sports Facility Partnership Program has been allocated as follows:</p> <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 - 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	<p>During the reporting period fencing to restrict unauthorized and damaging vehicle access to Watt Reserve (Clifton Grove) was installed with support from the Clifton Grove community committee. Fencing has also been installed in new subdivision areas to protect ecologically significant box gum grassy woodlands and park infrastructure such as concrete footpaths from vehicle damage.</p> <p>The Cook park swing apparatus has been replaced with a range of user friendly and all ability swing seats, benefiting parents, cares and children of all abilities.</p> <p>Lake Canobolas Reserve playground was also enhanced with a new pivot birds nest type swing.</p> <p>Margaret Stevenson Park received a new playground with climbing pyramid.</p>	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	Programmed for 2021.	●
1.2.2	Implement the Open Space Strategy	The engagement of a suitably qualified consultant to develop Plans of Management for Crown Lands and Community Lands commenced with calling for quotations through Vendor Panel, the quotations have been assessed and engagement is pending the raising of a purchase order. Plans of Management are to be draft completed prior to the end of 2020 calendar year.	Finalise plans of management for community land	Request for quotations advertised, assessed and appointment due in July 2020.	●

1.2: Maintain and renew recreational spaces and infrastructure to encourage an active and healthy lifestyle					
Ref	Action	Action Comment	Project/Service	Comment	Status
1.2.3	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 programmes.	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	<p>During the reporting period work commenced on the provision of new amenities building at Sir Jack Brabham Park, new player shelter sheds have been installed to 4 soccer fields (8 shelters in total); work commenced on the Wade Park indoor cricket centre.</p> <p>Planning work commenced for an expansion of the ANZAC Park indoor sports facilities and outdoor netball courts and the Bloomfield Sporting Precinct.</p>	Wade Park - undertake subsoil drainage at western quarter of field	Not budgeted.	●
			Install hard surface in machinery area of greenkeeper's compound at Sir Jack Brabham Park	Completed.	●
			Upgrade play facilities	Cook Park and Lake Canobolas Reserve completed.	●
			Install playground at Sir Jack Brabham Park	Completed.	●
			Install training lights at Rosewood Oval	Completed.	●
			Construct projects in Moulder Park master plan	Completed.	●
			Replace timber bridges in Moulder Park	Completed.	●
			Install Koori Walk at Orange Botanic Gardens	Due in Year 3 (2020/2021).	●
			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; however, due to COVID-19 restrictions, the Orange Aquatic Centre was forced to close as part of the legislation.	
			Deliver the Orange Aquatic Centre capital works program	This program is due in Year 3 (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 to be reported on in Annual Report.	Maintain and implement the Disability Inclusion Plan	Deliverables met.	
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.	Sir Jack Brabham Park Sports Centre Stage 1 to begin	Stage 1 complete.	

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. Grant funding received to complete Area fencing and also boundary fencing to the Showground. 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	Wade Park project progressing as per schedule of works.	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 continues to liaise with NPWS to clarify steps required for project to progress. Council allocated funds 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 has allocated funds in the 2020/2021 budget to further progress with full environmental assessment and concept design.	●

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
2.3.6	Upgrade recreational and accommodation facilities at the Lake Canobolas Scout Camp	While COVID 19 has affected the accommodation bookings, it has freed the site to accelerate some demolition and construction work.	Upgrade facilities and report on progress for the Lake Canobolas Scout Camp	The project is well underway and on target to be completed by December 2021	●
2.3.7	Support and work with community organisations and agencies to develop and operate programs that have a positive impact on community health	Due to COVID-19 restrictions an event aimed at encouraging young females to participate in sport was cancelled.	Provide for three events annually	Due to COVID-19 restrictions the Sport NSW Girls Get Active Day planned for June was cancelled.	●

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	Operation Never Again campaign was promoted over the holiday period.	Participate in the Orange Liquor Accord	Reduced meetings over the year.	●
		Community Safety and Crime Prevention Committee meetings were suspended over the quarter due to COVID-19.	Promote the Operation Never Again program	Promotion through local media.	●
			Participate in the relevant crime-prevention networks	All networks attended.	●
3.1.2	Evaluate the implementation of the Children (Protection and Parental Responsibility) Act 1997 using collected data and community-perception surveys	Continued delay in extension from Attorney General's Office. Approval expected by 31 July 2020.	Compile and submit six-monthly reports to the Attorney General on the implementation of the Act	No requirement until approval achieved.	●
3.1.3	Conduct the Orange and Cabonne Road Safety Program	Free Cuppa for the Driver, Be Seen Be Safe and Driver Fatigue programs in progress this quarter. Funding received for VMS for Driver Reviver.	Deliver the Road Safety Officer action plan	All programs completed.	●

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	Work with stakeholders to identify opportunities to enhance safety.	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	The Gallery is working closely with artists, schools and the community in the development of exhibition ideas and corresponding programs.	Meet biannually with the advisory group to assess external exhibition proposals	This is on hold until we have a clear picture of the build timeframe for the extension and its impact on our current exhibition program.	●
			Seek input from teachers in the development of the education program on an ongoing basis	Discussions held with Kylie Toberty about establishing an annual SPARKE project with all the primary schools in the district following the success of the Regenerate partnership with the Museum and the local Primary Schools. .	●
			Provide opportunities for individuals and community groups to propose exhibitions and associated programs through application on the Gallery's website, with applications assessed biannually	Exhibition proposals received on an ongoing basis. Planning underway for the 2024-2026 exhibition cycle.	●
4.1.2	Profile the Gallery and engage the community in its programs through media coverage, advertising and promotional elements	Gallery regularly promoted in local and national press, advertising regularly in Art media such as Artist Profile Magazine and also extensively via digital platforms.	Ensure exhibition and programs and promoted through print and other media, advertising is placed and promotional elements such as brochures and signage are produced	Platforms included print, newspaper, website and social media.	●









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 Days Work" which was developed in partnership with ODHS. Development of the permanent exhibition 'Inherit' is being undertaken in close consultation with the community and local lenders.	Engage with the community to create opportunities to contribute to the content and programs of the Museum	Development of the long term exhibition inherit continues. Loans have been secured and prepared from several local volunteer collecting organisations and private lenders. The exhibition is in the final stages of productions and scheduled to open to the public on 5 September.	●
			Develop innovative learning and education resources to assist teachers and students to engage in the Museum's programs and activities	<p>Due to COVID Shutdown, engagement activities on site have been limited. the museum opened two temporary exhibition following easing of restrictions on 1 June, 2020. This included the exhibition component of the SPARK engagement project which 3000 students from 14 schools to learn about and create artwork related to the regeneration of the environment of Mt Canobolas following the 2018 fire.</p> <p>During lockdown the Museum developed several online learning and engagement offers which it pushed out through social media network and on the website.</p> <p>Following reopening we have not held any in person events or programs however we have continued to offer online engagement opportunities and have recently distributed activities packs to local parents and schools as a school holiday at home activity resource.</p>	●

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 now confirmed with National Art School, Corridor Project and the Museum of Contemporary Art. The Arts and Health Partnership with Orange Health Service Continues. Each of these will see additional funds or in-kind support for specific projects in the future	Identify and pursue additional funding for this purpose	Multiyear application for CreateNSW submitted.	●
			Collaborate with other organisations to produce two events each year	COVID-19 and refurbishments have reduced our capacity to deliver on this.	●
			Participate in regional festivals with a minimum of two each year	FOOD week was cancelled due to COVID.	●
4.2.2	Foster community participation in the Gallery through education and public engagement	A particular highlight has been the Regenerate project and how this has enabled the Gallery to connect with its audiences during the COVID-19 shutdowns. 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 remains strong despite closures.	Develop educational opportunities for children and adults at the Gallery throughout the year	A particular highlight has been the Regenerate project and how this has enabled the Gallery to connect with its audiences during the COVID-19 shutdowns.	●
			Produce at least one public program each year in partnership with the Friends of the Orange Regional Gallery	All opening events are a partnership with FORG. COVID shutdowns have prevented additional events.	●
			Identify and develop opportunities for creative expression and art-marking at the Gallery through art workshops and family activities	During COVID-19, the following opportunities were developed: <ul style="list-style-type: none"> - School Holidays at Home - Make Your Own Pick-up Sticks - Regenerate at Home Activity Packs - Plants - Animals 	●
4.2.3	Development of options for new Planetarium and Conservatorium	Architectural Plans finalised and Development Application submitted. Partial funding has secured for the commencement of the project.	Develop project plan for approved project implemented according to budget and timeframes	DA submitted for Planetarium and Conservatorium. Seeking additional funding to enable project to progress.	●

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
4.2.4	Develop a Regional Museum program for Orange	Funding has been received to continue the Sustainable Collections Program in 2020-2020, however the project was impeded by COVID-19 with museum volunteers closing the regional museums between April and June 2020.	Continue to implement the Sustainable Collections project in partnership with regional museums, cultural groups and participating councils	Physical access to the Museums has been hindered due to COVID-19. The Regional Museums had been closed between April and June 2020.	●
			Continue the documentation of digital engagement of Regional Museum collections as part of the Sustainable Collections program	Documentation of the regional museum collections has been undertaken with the contractor working from home to document collections.	●
4.2.5	Implement the Aboriginal Heritage Strategy	Council continues to work with the Orange Local Aboriginal Lands Council and elders group on implementation of the Aboriginal Heritage Strategy.	Continue to work with the Aboriginal community on the implementation of the Aboriginal heritage strategy	A request for quotation was developed to engage an Aboriginal artist to develop a suit of artwork for Council to use. A draft Aboriginal Heritage Trail is in the process of being developed in collaboration with the Orange Local Aboriginal Lands Council and the elders group.	●
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. CWL Councils were kept fully informed of developments during COVID-19.	●



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	All scheduled events and programming in the April/June quarter have been cancelled or rescheduled due to COVID-19.	Operate the Theatre and Function Centre in accordance with the strategic plan	Strategically focusing on professional touring excellence, product offer and cultural programming.	●
			Actions implemented in accordance with the programming plan	Continued program planning that maintains a wide and varied selection of activity that ensures audience development and diversity	●
			Actions implemented in accordance with the marketing plans	Marketing, networking and promotion in line with theatre availability and restrictions in place.	●
4.3.2	Ensure Orange Civic Theatre is a well-equipped and facilitated community resource able to accept and develop touring performing arts product	Maintenance projects completed in the April/June quarter has included the installation of new curtain tracking, an external audit on the existing fly system and the removal of expired conduit and wiring.	Ensure sound, lighting and staging maintenance is implemented in accord with asset management	Managed and maintained within budgets and meeting industry standards.	●
4.3.3	Deliver the Orange Library Service	Due to the COVID-19 shutdown and associated restrictions library service provision during this period was essentially on-line. The Library promoted its extensive on-line collections and supplemented these with additional resources. Library staff also created online content including Storytime sessions and these were made available via social media.	Develop a calendar of events and activities by January each year	Events and activities suspended due to COVID-19 shutdown social distancing requirements. Community engaged wherever possible via social media in discussing books, reading, etc.	●
			Provide early childhood literacy programs that meet guidelines, standards and outcome measures for Australian Public Libraries	Face-to-face early literacy programs suspended due to COVID-19 shutdown and restrictions. Online programs developed for this target group and disseminated via social media.	●
			Consolidate STEAM (Science, Technology, Engineering, Arts and	Face-to-face early literacy programs suspended due to COVID-19 shutdown and	●



4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Mathematics) programs in the library for children and for young people	restrictions.	
			Explore outreach options for the delivery of library services	Limited home library service offered during COVID-19 shutdown.	●
4.3.4	Make the Library's heritage collections available online	An audit of the Library's local studies collection continued and family history research files were entered onto the Spydus database.	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. Family history research files entered onto Spydus database.	●
4.3.5	Improve the visitor experience through increased functionality of galleries and associated public spaces	Gallery extension plans have been finalized and additional funding from Council and the community secured to add to the \$4 Million from the State Government. Construction to begin in Sept 2020.	Upgrade furniture in East and West Rooms and Gallery spaces	Completed.	●
			Make the Gallery's permanent collection available online	Progressing along with new website development.	
4.3.6	Reduce the carbon footprint of the Gallery	Gallery extension will be substantially lit using Solatube technology. This is included in the design updates.	Investigate energy-efficient divides for Gallery lighting	Gallery extension will be substantially lit using Solatube technology. This is included in the design updates.	●
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	All new acquisitions entered and valued.	●
			Photograph all collection items and seek copyright permissions	Ongoing.	●


4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Collection to be independently and professionally valued every five years	Delayed due to extension - probably in 2022.	
			Enhance and enrich the collection through purchases, donations and commissions	Numerous cultural gifts have been received. The Friends of Orange Regional Gallery have declined a request for purchase due to COVID uncertainty	
			Seek industry-standard storage solutions for all artworks regarding temperature, humidity and security requirements	This is a key feature of the Gallery extension designs.	
4.3.8	Deliver the Orange Regional Gallery Exhibition, Education and Public programs	All exhibitions pre-COVID were highly successful. The Gallery team also used this year to develop a detailed exhibition schedule for 2021 - 2023.	Plan and implement program of exhibitions in accord with the exhibition timetables and budgets	All exhibitions pre-COVID shutdown were highly successful.	
4.3.9	Deliver the Civic Theatre Annual Performing Arts Program	All events cancelled in the April/June quarter due to COVID-19.	Develop and implement an annual subscription season and performing arts program across a diverse range of genres	April to June subscription season consisted of eight productions which included local, national and international production from professional touring companies and local amateur theatre.	
			Present a dedicated annual children's program for primary and secondary students	April to June program included three productions which were specifically programmed with Primary and Secondary students in mind.	
			Provide support and assistance to schools and the Orange Eisteddfod Society to present well-managed programs	Ongoing.	
			Develop and facilitate a school	Shake and Stir Theatre Company engaged	

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			holiday acting/drama program	to deliver a 4 day program for 35 children in the school holidays.	
			Develop an annual satisfaction survey of patrons and hirers	Delivered.	●
4.3.10	Manage the Museum collection to museum industry standards	During the period April-June 2020, the Museum continued to manage its collection. Review of Vernon online access is underway and records for acquisitions, disposals and new information continue to be maintained. Longer-term planning for improved climate controls, additional storage and the development of the Museum's collections policy has not been possible due to ongoing operational and program delivery priorities.	Continue the migration of database records to new "Vernon" content management system and provide online access to collections	Migration of database records to Vernon was completed in 2016. New acquisitions are entered directly on to Vernon as they are processed. Online access to the collection database has been achieved and the initial phase completed. Secondary review and adjustment in conjunction with Orange Regional Gallery is underway prior to formal release of public interface.	●
			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 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	Collection records are created and maintained as required ongoing	●
			Identify and pursue funding opportunities for improvements to collection storage facilities	Temporary collection storage was sourced to house large, robust items. This storage has since reached capacity. Ongoing	●
			Seek funding to install humidity-climate system to ensure Museum	No development.	●

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			meets industry standards		
			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	The Museum successfully secured funding and completed the project to install a new moveable wall system, which was completed in March 2020. The new wall system enables the Museum to host two exhibitions concurrently in the main space. Work continues on the development of the long-term exhibition, now in the final production stage, which will open in one half of the space in September 2020. The first temporary exhibitions opened to the public following the easing of COVID-19 restrictions on 1 June 2020. These were Capturing Nature, a travelling exhibition of scientific photography from the Australian Museum, and Regenerate, the Museums collaborative community engagement project with the Orange Regional Gallery and Spark schools network.	●






4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
4.3.11	Develop a Regional Museum program for Orange	<p>During the final quarter of FY20 the Museum dealt with the ongoing challenge of COVID-19 restrictions, remaining closed to the public until the easing of restrictions for Museums, Galleries and Libraries became effective on 1 June 2020. The Museums COVID-safe plan was in place for that date, allowing us to open at the earliest opportunity. Two new temporary exhibitions were opened to the public, Capturing Nature from the Australian Museum and Regenerate, an internal project developed in collaboration with the Orange Regional Gallery and approximately 3,000 school children across the region via the Spark network. Despite not resuming in-person events and programs, the Museum has delivered online resources and physical activity packs associated with these exhibitions, receiving a particularly strong online response to the Regenerate project.</p> <p>Preparations continue for the long-term exhibition, Inherit: old and new histories, with object preparation, finalisation of 3D design, the construction of exhibition structures, preliminary graphic design, multimedia production and finalisation of curatorial content. The exhibition is now scheduled to open to the public on 5 September 2020, with an opening event pending COVID-19 restrictions.</p> <p>Preparation for changing temporary exhibitions and forward programming</p>	Plan and implement innovative and engaging program of exhibitions and educational activities	<p>Although the Museum was closed due to COVID-19 restrictions between 25 March 31 May 2020, preparations for the new long-term exhibition as well as forward programming for the temporary exhibitions continued.</p> <p>The temporary exhibition schedule for the remainder of 2020 kicked off with the re-opening of our spaces on June 1 2020 with Regenerate (internally produced in collaboration with the Orange Regional Gallery and Spark network) and Capturing Nature (Australian Museum). Planning for the ongoing temporary exhibition program includes the upcoming secured exhibitions Code Breakers (ACMI) from 8 August to 14 October 2020, Portrait of Australia (National Museum of Australia) from 21 October to 22 November, and Hearts and Minds (Australian War Memorial) from 25 November 2020 to 28 February 2021.</p> <p>The Museum also has tentative programming in place through to February 2022, including two external travelling exhibitions, the second iteration of the Spark collaborative project and an internally generated exhibition exploring local history in more detail.</p>	
			Ensure the Orange Regional Museum exhibitions interpret the stories, cultures and places of the region	The continuing development of the long-term exhibition Inherit: old and new histories has seen the preparation of loan items from local and regional volunteer-run museums and historical societies	

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
		continues, with a schedule of exhibitions locked in until 14 March 2021 and in planning through 27 February 2022.		<p>throughout the region as well as the Museums own collection. The exhibition is centred on the objects and stories from the region and will offer visitors and locals a chance to connect with the history of the Central West, its diverse cultures, experiences and voices. Longer-term planning in development will see an additional internally-generated temporary exhibition on a semi-annual basis to extend and enrich the stories on display in Inherit.</p> <p>In addition, the 2019 exhibition All in a Days Work, developed with the Orange & District Historical Society, is now on display at the Orange Hospital as part of the Arts and Health partnership, facilitated by Gallery staff.</p>	
			Plan and deliver innovative and engaging public and educational programs for a diverse community	Programming has not recommenced following the COVID-19 shutdown. The Museum has actively engaged with communities via its social media networks and has delivered programs associated with the two current temporary exhibitions including a Mondays at the Museum (at home!) initiative and school holiday activity packs.	
			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)	The Orange Regional Museums exhibitions, programs and services have been delivered within the budget provided and supplemented by grant funding from Create NSW.	

4.3: Maintain and renew cultural facilities and programs					
Ref	Action	Action Comment	Project/Service	Comment	Status
			Ensure Museum has adequate staffing to function as a public institution	<p>The Museum is currently functioning with two full-time staff, Museum Manager, (who commenced on 23 March 2020) and a Public Engagement and Education Officer. In addition, the Museum has a part time Administrative Assistant, and shares a Collection Manager with the Orange Regional Gallery. ORM supplements this staff with casuals during exhibition development and installation, for events and programmes, and, currently, to ensure compliance with our COVID-safe opening strategy. As the Museum continues to offer a more diverse and changing program, including internally-developed local content and a range of travelling exhibitions from across Australia, it will need to monitor staff levels to ensure a sustainable program and public engagement.</p> <p>The Museum has not re-commenced volunteers at this time as the majority of our volunteers are 70+ years of age and therefore considered vulnerable to COVID-19. We are currently recruiting a 12-month parental leave role for our Public Engagement and Education Officer to commence in August 2020.</p>	

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 work with the Aboriginal community on the preservation and documentation of Aboriginal artefacts and cultural heritage.	Develop process for the documentation and preservation of significant Aboriginal artefacts	Council continues to work with the Aboriginal Community on the documentation and preservation of significant Aboriginal artefacts.	
			Seek funding for the installation of Aboriginal-themed public art works	Council continues to seeking funding to develop Aboriginal themed public art works in the City.	
4.4.2	Support a range of community events	Staff have been forced to cancel events to remain compliant with Health Orders.	Count number of events held on Council land by external parties	COVID-19 forced the cancellation of most events. There was one Farmers Market held in the quarter.	
			Count number of Council-hosted events organised by Council	COVID-19 severely affected Council's capacity to host any.	
			Implement the disability inclusion action plan with regard to supported events	All events are reviewed in line with the disability action plan.	

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	This quarter saw a focus on responses to the COVID-19 restrictions for older people. Increases in meal and essential goods deliveries. Hot meals provided in partnership with Livebetter Cafe Connect. Phone calls to provide social support and emergency response systems provided through CHSP funding. Funding received to provide activity kits to seniors.	Annual planning session with age-related services community committee to create action plan; adoption of plan by Council	Action Plan developed and adopted.	
			Report on implementation of the approved ageing-related services action plan	Action Plan reported to Council after each Committee meeting.	
5.1.2	Engage with the local culturally and linguistically diverse community to identify needs and opportunities	Local support to individuals provided where possible this quarter. Events and group activities cancelled due to COVID-19.	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	All programs implemented until COVID-19 period. Funding bodies provide permission to roll grant funding over to allow for programs to be held when reasonable.	
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	Planning for NAIDOC week continuing with a wide range of events scheduled. Official NAIDOC Week changed to 8-15 November and therefore the NAIDOC Committee adjusted the Orange NAIDOC week to that period. Aboriginal Social Development Plan meetings postponed.	Support the implementation of the Orange Aboriginal social development plan in line with agreed timeframes	Social Development Plan on hold.	
			Liaise with the Community Working Party to determine culturally-appropriate responses to issues relating to the local Aboriginal community	Meetings held with community members and the Aboriginal Community Liaison Officer.	

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	Activities on hold this quarter due to COVID-19 restrictions. Support provided to community through a range of activities: food and meal deliveries, activity kits, social phone calls and linking people through technology.	Provide recreational activities including after-school and a school-holiday activities for identified young people	All after school and vacation care programs held.	●
			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	NDIS registration achieved.	●
			Provide a range of recreational activities as part of Seniors Week and International Day for People With a Disability annually	Seniors Week event provided	●
5.2.2	Implementation of wellness and reablement in the Commonwealth Home Support Program	CHSP programs increased over COVID-19 period. Increase older people requiring meals and essential living items. Hot meals provided in partnership with Livebetter. Catch up phone calls to socially isolated people and activity kits for connection provided.	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	Support for Central West services provided by phone or digital options through the COVID period. On-line training developed and provided with an emphasis on wellbeing and safety. Good feedback from attendees.	Implement transition to new funding arrangements through training and strategic planning	Training and round table session.	●
			Implementation of Commonwealth Home Support Program, Development Officer Plan, including promotion of	Regional directory developed, support across the region provided.	●

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
			Commonwealth Home Support Programs services and maintaining regional directory of services		
			Attend quarterly meetings of interagencies	All interagency meeting attended.	●
5.2.4	Deliver quality children's services	All Children's Services continued to operate across the COVID-19 period. Extra safety and hygiene processes developed. Reduction in attendances initially and when free child care provided attendances rose.	Ensure usage rates of Council's children's services are maintained at an average of 80% across all services	Actual attendances reduced due to COVID. Scheduled attendances 93.7%.	●
			Ensure services comply with National standards and achieve successful assessment in accordance with the National Quality Framework	All Centres and services comply with National Standards.	●
5.2.5	Use available government funding to support the delivery of accessible and affordable services for older people and people with a disability	Services adjusted to meet restriction requirements and to meet new community needs. A number of COVID grants received to alleviate extra costs incurred through this period.	Funding options identified and grant applications submitted	Youth, COVID, Continuity of Support and Seniors grants successful.	●
			Relevant grant and compliance reporting requirements met	Compliance achieve with all reporting requirements.	●
5.2.6	Provide supported accommodation services to adults with an intellectual disability	All residents supported through the COVID period with additional hygiene and safety processes in place. Staff supported with extra PPE and training.	Measure number of residents supported	Numbers stable.	●
			Measure number of residents supported	Numbers 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	Registration achieved.	●

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
			Services		
5.2.7	Operate the Orange Cemetery	All applications for burial were determined within 24 hours. Records have been maintained in accordance with legislative requirements. A new access road to a new area of the cemetery was completed during this quarter.	Allocation of allotments for burial within 24 hours of receipt of application for burial	Allocation of land provided.	●
			Keep records in accordance with Cemeteries and Crematoria Act 2013	Records have been maintained.	●
			Undertake landscaping and irrigation of new section	Deferred due to drought.	●
			Extend road network within non-denominational road	Completed.	●

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	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.	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	Handover of the pound shed was finally achieved during the last quarter. Delays in construction have been frustrating and have put this project behind schedule. Whilst cages have been installed inside the shed, the building requires other rooms to be constructed inside the building before the site is operational. Works are projected to be completed in November 2020.	Comply with Companion Animal Act in establishment of new pound	Construction of main shed completed.	●




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 Exercise Areas for dogs have been provided and maintained during the quarter.	Encourage stakeholder feedback on availability of leash-free areas	Engagement with neighbours carried out during construction of areas.	●



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	COVID restrictions limited meeting during the quarter, however a Community Committee was held in May 2020.	Support opportunities for collaboration on animal health and wellbeing	Completed - construction of new off leash areas and promotion undertaken.	●

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
6.3.2	Manage companion animals	Promotion material has been developed and maintained highlighting the benefits of owning pets. Materials are available on Council's website and also at the Civic Centre.	Deliver ranger services	Services delivered to a high standard.	●
			Review Companion Animals Management Plan annually	Community Committee manages its Priority Actions without the need of a 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	Local Strategic Planning Statement (LSPS) a draft LSPS has been prepared by Council staff and will be reported to the Council in August with exhibition to follow shortly thereafter. Council have been in discussion with the Department regarding the timeframe for the delivery of this document.	Develop, and have adopted, a new City-wide development control plan	Council is awaiting further direction from the Department regarding standardized State wide DCP provisions.	
		Local Housing strategy Council has engaged GHD to undertake Stages 3 and 4. Heritage Study Review has been placed on public exhibition - exhibition to close at the end of July. A final report will be prepared for Council's consideration following an evaluation of all submissions.	Update local environmental plan on a needs basis	Amendment 24 is currently with the Department and is awaiting final 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"> - 151 development applications were determined, comprising 133 x new DAs and 18 x modifications. - The new DAs were determined with a median processing time of 43 days. - The modifications were determined with a median processing time of 38 days. - 4 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
				- 41 x construction certificate applications were determined with a median processing time of 43 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	- 311 planning certificates were issued, comprising 275 x 10.7(2)s and 36 x 10.7(5)s. - 283 of these were issued with a median processing time of 4 days. - Urgency fees were paid for the other 28 - 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	- 4 building information certificates were determined with a median processing time of 17 days. - For some applications work is required to be completed before a Building Information Certificate can be issued, hence the measure of 4 days cannot always be achieved.	



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	Planning and design of significant solar installation on Council buildings undertaken, with grant applications made to the Government for this work.	Seek partnership and funding opportunities for solar expansion of Council facilities	Investigations commenced.	●
7.2.2	Maintain Cities Power Partnership membership	Membership has been maintained.	Use membership to investigate sustainability options	Significant planning of solar installation has been undertaken.	●

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	Completed.	●

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	<p>The implementation of Council's extensive annual water conservation strategy continued during this quarter. Level 5 water restrictions remained in place during the quarter and the residential target of 160 litres per person per day was achieved at all times during the period.</p> <p>Due to the increased activity in this program, expenditure has been high compared to previous years.</p>	Implement annual water conservation strategies (media, education, advertising, water audits)	<p>Level 5 water restrictions were introduced on Sunday 6 October 2019.</p> <p>A dedicated Demand Management Team was established with a prime purpose of developing and implementing water conservation strategies across the city.</p>	
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 were attended during this quarter with valued contributions on all regional water supply and sewerage issues by Council. Networking and collaboration across the sector on water supply and sewerage issues was invaluable to Council Water Management staff during this quarter. Due to the impact of COVID-19 pandemic, meetings in this quarter were held remotely via Zoom.	Attend meetings of the Centroc Water Utilities Alliance and the NSW Water Directorate	Due to the impact of COVID-19 pandemic, all meetings in this quarter were held remotely via Zoom.	

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
8.1.3	Mid-term review of water and sewer strategic business plan (including financial plan)	This long term project was deferred due to other short term operational water supply priorities requiring (drought, water shortage).	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	This long term project was deferred due to other short term operational water supply priorities requiring (drought, water shortage).	
8.1.4	Implement Council's drought management plan	Implementation of Council's Drought Management Plan has been ongoing throughout this quarter with Level 5 Water Restriction remaining in place. Lowering of the Macquarie River to Orange Pipeline Project pumping trigger (from 108 ML/day to 38 ML/day under the Water Supply (Critical Needs) Act 2019) has allowed the Pipeline to operate continuously throughout the 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 increased during this quarter pushing back the estimated implementation of Level 6 Water Restrictions in the medium term. Current combined storage levels are over 27% (a rise of approximately 6% since the beginning of the quarter).	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	Formal Drought Management Plan deferred until Integrated Water Cycle Management Plan is completed.	

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
8.1.5	Implement water mains extension/realignment program	The works in this quarter completed the program for the Implementation of water mains extension/realignment program.	Water mains extension/realignment program delivered by June annually	Works have been completed on the water main relocation around McLachlan Street and March Street, with works that involved the renewal of the 375 mm Water Trunk Main and relocation of 150 mm water mains.	●
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 Water supply and Sewerage 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	Water and Sewer Benchmarking Reports available via link on Council's website.	●
			Maintain water and sewerage infrastructure in accordance with statutory requirements and levels of service identified in water and sewer asset management plans	Completed.	●
8.1.7	Deliver sewer mains relining program	Works have been completed on the sewer relining program.	Sewer mains relining program delivered by June annually	The remaining 70% of sewer mains relined and all 167 sewer junctions resealed in the last quarter.	●
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	Project completed.	●

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
8.1.9	Deliver water services renewals program	Council's water services renewals program was delivered, with a focus on renewing based on poor condition or repeated failure.	Water services renewals program delivered by June annually	Council completed 8 water services renewals in this quarter. The services that are renewed are in a poor condition or that may have been repeatedly failing.	
8.1.10	Deliver water meter replacement program	Council's water meter replacement program was completed for this financial year during this quarter.	Water meter replacement program delivered by June annually	Council completed the replacement of 321 water meters in this quarter.	
8.1.11	Deliver water mains renewal program	The water mains renewal program progressed as far as it could but was affected by other emerging water projects and COVID-19.	Water mains renewal program delivery by June annually	Works have commenced on the renewal of the 150 mm water main on Icely Road with 460 m of the 830 m, with completion by the end of the next financial year (to the end of June 2020).	
8.1.12	Lake Canobolas sewer upgrade	Work progress on the Lake Canobolas sewer upgrade and this task is now 90% completed.	Design completed by June 2020	Council has undertaken minor design modifications to assist with alignment through critical areas. The Review of Environmental Factors is nearing completion on the revised alignment. Landholder discussions are currently in progress.	

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
8.1.13	Smart Water Metering	This quarter has seen the installation of the receiver network and setup of the customer and administrator online portals. These portals will provide Council with near real time water consumption information for high water users across Orange. The water use information will also assist customers with leak detection and understanding water usage. Council has received data transmitters, with installation and training planned for August 2020.	Pilot smart-metering project delivered by June 2020	This quarter has seen the installation of the Receiver Network and setup of the Customer and administrator online portals.	●
8.1.14	Telemetry and SCADA Upgrade	No work undertaken in this quarter.	Project delivered by June 2021	Project to be further researched and investigated in 2020/2021 (Year 2).	●
8.1.15	Lake Canobolas potable water upgrade	Work progressed on the Lake Canobolas potable water upgrade and this project is now 90% completed.	Design completed by June 2020	Council has undertaken minor design modifications to assist with alignment through critical areas. The Review of Environmental Factors is nearing completion on the revised alignment. Landholder discussions are currently in progress.	●
8.1.16	Install reservoir mixers	No work undertaken in this quarter.	Supply and install by June 2020	No work undertaken in this quarter.	●

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
8.1.17	North Orange water supply strategy	No work undertaken this quarter.	Delivery of strategy by June 2020	No work undertaken this quarter.	●
8.1.18	North Orange Sewer Strategy	Council Engineering staff have identified sewer catchments in the North Orange area. Sewer loading estimates are currently under review taking into consideration all constraints to development in the North Orange area. High level Infrastructure requirements and estimates are currently being undertaken.	Delivery of strategy by June 2020	These servicing strategies are to align with the Orange Local Housing Strategy and Water and Sewer Development Servicing Plans, currently under development.	●
8.1.19	Redmond Place Sewer Pump Station Design	No work undertaken this quarter.	Design completed by June 2021	The Redmond Place Sewer Pump Station design is not due to start until 2020/2021 (Year 2).	●
8.1.20	Spring Hill Lucknow Sewer Pump Station design and construction	No work undertaken during this quarter.	Construction completed by June 2021	Construction programmed for 2020/2021 subject to design completion.	●
8.1.21	Deliver manhole rehabilitation program	Council's manhole rehabilitation program could only progress to 10% completion as it was affected by drought programs and COVID-19.	Manhole rehabilitation program delivered by June annually	Works deferred to 2020/21 due to drought programs and COVID-19.	●



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
8.1.22	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 improvements made to the green waste and scrap steel processing sites.	Reporting to the Office of Environment and Heritage, Department of Planning and Environment Protection Authority undertaken annually as required	Annual Flora & Aboriginal Heritage Monitoring Report for the Euchareena Rd Resource Recovery Centre submitted to the Biodiversity Conservation Trust in June 2020.	●
			Undertake maintenance works at the Ophir Road Resource Recovery Centre including site rehabilitation	Surface water drainage upgrade to lower level carpark area of the Public Receiving Station at the Ophir Rd Resource Recovery Centre completed. Continued application of cover material to phytocap the eastern face of the Ophir Rd Landfill undertaken in June with surfaces to the green waste and scrap metal stockpile pads enhanced with gravel material at Ophir Rd RRC.	●
			Community Recycling Centre reporting wastes collected to the Environment Protection Authority on a monthly basis	Monthly stillage reports of Household Hazardous Wastes collected within the community recycling centre at Ophir Rd RRC submitted to the EPA monthly in order to arrange transfer of material off site for recycling/appropriate disposal.	●
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 2021/22 financial year	●

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
8.1.24	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	The treated effluent re-use system requires treatment upgrade as described in future Capital Works Program in form of new UV disinfection system.	●
8.1.25	Orange Sewage Treatment Plant works inlet upgrade	In working through hydraulic challenges the Concept Design progressed with the addition of a pump station and revised layout. The Concept Design Report and associated drawings were near completion at the end of the 4th quarter.	Design and construct new inlet works by June 2021	Progress was slowed with hydraulic challenges resulting in the addition of a pump station to the inlet works concept design. Estimated construct completion date requires adjustment to end June 2022.	●
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	The power investigation funding shall focus on; Suma back up pumps and power supply, plus Icely Road WTP back up generator and large-scale solar.	●

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 finalised.	Rehabilitation works completed by June 2020	The construct phase for the rehabilitation works shall require a budget bid if external funding is not secured.	●
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	The ongoing assessment of the condition of Council's stormwater network met its target.	Assessments undertaken on 2% of network per annum and updated in the asset management plan	Project 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.	●
8.2.2	Implement the landfill gas management plan for Euchareena Road Resource Recovery Centre	Ongoing gas monitoring continued through the quarter with installation of a staged landfill gas monitoring system to commence from 2020/2021 year.	Installation of the landfill gas-management system programmed for 2022/23 and beyond	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.	●
8.2.3	Engage the community in the Parks Alive program and environmental activities	COVID -19 had a profound affect on the Parks Alive Program for the final quarter with only 5 events being held. These events included 2 at Lake Canobolas under the LakeCare program, 2 at Black Sallee Reserve and another being held at Clifton Grove. A total of 27 people attended the community days with all targeting woody weed control in those particular areas.	Deliver four school programs, four educational programs and four community events per annum	The 5 events held targeted woody weed control	●
8.2.4	Participate in the NSW Tidy Towns sustainable program	<p>Four nominations were submitted for this year's Tidy Towns Awards. These were:</p> <ul style="list-style-type: none"> - Sustainable Projects Award Lighting Orange ie the installation of 4,900 LED street lights throughout Orange which will save Orange City <p>Council hundreds of thousands of dollars annually.</p> <ul style="list-style-type: none"> - Environmental Communication Award 	Participate in Clean Up Australia activities	Held in Quarter 3.	●
			Raise awareness of the NSW Tidy Towns Program through four local media events and engaging with local schools	Schools were invited to submit a submission.	●
			Compile annual NSW Tidy Towns Sustainable Community Award	4 submissions entered.	●

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
		<p>Orange Sustainable Living Expo run by the Rotary Club of Orange. This event gets larger each year and last year had some amazing guest speakers.</p> <ul style="list-style-type: none"> - Community Spirit & Inclusion Award FoodCare Orange. Providing low cost groceries to local people who are struggling - Schools Environment Achievement Award Oranges Nature Kids program run by Kate Willoughby 	submissions		
8.2.5	Monitor and implement awareness events and campaigns for priority weeds	During the 4th quarter 161 property inspections were undertaken with 53 being on private property, 82 on land managed by OCC, 13 State Government Land and 13 High Risk Pathways. COVID-19 did have an impact with Council staff concentrating on Council managed lands more so than private property. With the drought easing NSW DPI asked local councils to check high risk pathways for new weed incursions as a result of fodder movement across NSW with 13 of these being inspected. There were no face to face meetings or workshops during the fourth quarter.	Undertake 400 annual private property inspections to ensure noxious weeds are managed in accordance with legislative requirements	The number of inspections included 53 on private property, 82 on OCC managed lands, 13 State Government. Another 13 were undertaken on high risk pathways.	
8.2.6	Manage abandoned articles within the City	Impounding Services have been provided with items including abandoned vehicles; shopping trollies; and stock being impounded during the last quarter.	Report abandoned shopping trollies to stores	Completed. Regular service provided by Ranger Services.	

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
8.2.7	Enforce environmental legislation	Regulatory action and education services aimed at reducing water consumption provided to residents of both residential and commercial properties provided throughout the quarter.	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 pollution matters 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	Community Recycling Centre received Household Hazardous Wastes during the quarter and reported monthly to the EPA to arrange servicing of the stillages. The Annual Household Hazardous Waste Collection of chemicals etc. will be promoted in the lead up to the scheduled event in October 2020. Due to COVID-19 restrictions, outreach to Orange residents, businesses and schools to promote the range of waste services has been limited to electronic means. Work commenced in the quarter with building contractors and Councils consultant, Envirocom, to audit building site wastes and assist in the development of Waste Management Plan templates for issue by our Development Services staff with building contractors to assist in diverting valuable recyclable product from landfill.	Promote and offer a free annual household hazardous waste collection service at the Ophir Road Resource Recovery Centre	The Community Recycling Centre at ORRRC continued to receive Household Hazardous Wastes and were reported to the EPA on a monthly basis. The Annual Household Hazardous Waste Collection scheduled for October 2020 will be promoted in the lead up to this event.	●
			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 Councils education consultant Envirocom albeit limited by COVID-19 with outreach undertaken via electronic means.	●

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	Individual project stages are as follows: <ul style="list-style-type: none"> - Stage 2: Under construction - 95% complete. - Stage 3: Service relocation and land acquisitions underway. Tenders let for the civil construction component. - Stage 4: Design complete, undertaking Review of Environmental Factors and seeking additional grant funding from Heavy Vehicle Safety and Productivity Programme. Council was unsuccessful in gaining funding under the Building Better Regions Programme. 	Delivery of Stages 2, 3 and 4 of the Southern Feeder Road	Stage 2 underway. Stage 3 tender let. Stage 4 undergoing statutory environmental assessments and sourcing of funding.	●
9.1.2	Deliver works program for upgrades, road rehabilitation and re-seals as identified in the Transport Asset Management Plan	<ul style="list-style-type: none"> - Rehabilitation program completed - Ash Street and Gorman Road - Sprayed bitumen reseals completed. Asphalt overlays completed. - Works completed for Forest Road upgrade at Spring Terrace. - Works underway on the construction of the Roundabout at Hill, NDR and William Maker Drive 	Annual road rehabilitation program completed within allocated budget	Road rehabilitation programme 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	Works were completed from Orchard Road to Kelly Lane.	●


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
			Construct a new roundabout at the intersection of the NDR/Hill Street and William Maker Drive - subject to grant funding	Works proceeding.	●
			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 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.	Implement parking study deliverables	The renewal program for disabled parking spaces and other identified parking areas in the City has been carried out. Other works will be undertaken on an as needs basis.	●
		The patrol contract for the Orange City Centre has recommenced following a temporary suspension due to COVID-19. The parking patrols for the Orange Central car park have been suspended due to COVID-19.	Parking patrols carried out in accordance with patrol schedule and Council's adopted parking rules	Due to COVID-19, it was necessary to suspend patrols of several car parks and there was a significant change in focus in car parking enforcement across the board: the key focus was on safety, with more lenience being given to Level 1 parking offences. Additionally, the Ophir Car Park became a free parking area for approximately 4 months.	●


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 March Street, Autumn Street. New footpath construction was completed on Peisley Street, Forest Road, Hill Street and Frederica 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	Completed	●

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	After considerable consultation, the OC Future City Planning and Design Framework/Strategy and associated documents were exhibited for 40 days from 9 June 2020.	Finalise master plan and seek Council approval	Finalised to public-exhibition stage, which started on 9 June 2020.	●

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	<p>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.</p> <p>The draft Heritage Study Review compiled by Council's heritage consultants was completed and placed on public exhibition, which closes at the end of July.</p>	Heritage and urban design advisory services provided	35 lots of heritage advisory services were provided by Council's Heritage Advisor.	




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	The Local Heritage Assistance Fund is implemented on an annual basis. The aim of the program is to encourage best practice heritage conservation within the city of Orange. Nine applications were received for the current grant round.	Ensure the local community is engaged for heritage support funding	Council continues to implement the Local Heritage Assistance Fund on an annual basis.	
10.2.2	Develop heritage strategy	The Heritage Strategy is reviewed and implemented annually.	Implement and review heritage strategy annually	Heritage Strategy is reviewed annually as part of the Office of Environment and Heritage yearly 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, Lucknow and Clifton Grove 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	While the VIC was closed for an extended period under COVID-19 restrictions it suffered a drop in sales. However, the reduced hours from staff due to the closure kept the centre within budget.	Operate the Orange Visitor Centre within budget	The Centre is operating within budget.	
11.1.2	Monitor the implementation of the Orange Region Tourism Strategy by Orange360	While the organisation has been unable to deliver the on the actions included in the Agreement, they have proved to be adept at working with Council and Newcrest to cobble together a stimulation package for the visitor economy businesses.	Actions from the Orange tourism strategy, delivered in accordance with the strategy items adopted by Council	The organisation was unable to deliver all actions due to NSW Health restrictions due to COVID-19.	

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	During the period of restriction enforced by COVID-19 the staff undertook a review of procedures and facilities. This review has identified a range of issues and will form the basis of new plans and work schedules for the new year. The reduced number of occupants also allowed additional upgrades (such as new vanities) to be undertaken.	Maintain a three-star rating	The 3 star rating was maintained	
			Maintain occupancy rate at an annual average of at least 50%	The total occupancy was 24.2% for the quarter. The cabins were 47.5% for the quarter.	
			Undertake asset improvements in accordance with the buildings asset management plan	The bathrooms received an upgrade including new vanities during the quarter.	

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	Although 4 major sporting events were planned for the reporting period, each event was either cancelled or postponed due to COVID-19 restrictions.	Support at least five major events annually sourced by agency	<p>Although 4 events were planned for the reporting period, COVID-19 restrictions meant that these events had to be cancelled or postponed. These events included:</p> <ul style="list-style-type: none"> - Orienteering National 3 Day Event - NSW Men's & Women's Senior Amateur Golf Championships - Easts V West Harbour Shute Shield Game - 2020 NSW U/14 Rugby State Championships 	


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 thinkorangeregion.com.au website has been launched. Staff have been working with businesses for relocation to Orange which has included tailored information and data.	Orange Investment website launched	The website was launched (thinkorangeregion.com.au). Content is constantly being reviewed for currency.	●
12.1.2	Undertake refurbishment of the Central Business District	The consultants have finalised their Future City report and supporting documentation that is currently on exhibition. Future City has come up with a series of projects and CBD upgrade items that will initially exceed Councils 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	Complete for 2019/2020.	●
12.1.3	Upgrade under-awning lighting in the Central Business District	Works on Stage 1 underway. Still seeking funding for Stage 2.	Complete upgrades of under-awning lighting	Works on Stage 1 underway.	●
12.1.4	Develop and manage Council's residential relocation program	The COVID-19 restrictions have restricted the number of enquiries to Council however anecdotal evidence from real estate agents is that there is strong purchasing from Sydney based people looking to relocate.	Measure number of enquiries answered about relocating to Orange	Relocation enquiries were low due to COVID-19 restrictions reducing travel which is usually the catalyst for a relocation enquiry.	●
			Measure number of relocatees attending the annual functions of new residents	Unable to hold the event due to COVID-19.	●

12.1: Attract and grow strategic investment					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.1.5	Manage the issues arising from telecommunications opportunities	Council continues to support the role of RDA CW in lobbying for better telecommunications connections. The EDCC face to face meetings have had to be cancelled and therefore the attendance by an NBN representative will have to be rescheduled when the social distancing measures are lifted.	Support Regional Development Australia (RDA) Central West to advocate to address telecommunications issues and community information campaigns	Council continues to support the role of RDA CW in lobbying for better telecommunications connections.	●


12.2: Support innovative industry sectors					
Ref	Action	Action Comment	Project/Service	Comment	Status
12.2.1	Facilitate industry engagement	The industry meetings were cancelled due to COVID-19. The shop local campaign is titled the "Retail Recovery" project and is valued at \$50,000.	Measure number of meetings/events hosted and attended with members of the Orange business sector	COVID-19 restrictions have prevented any meetings.	●
			Work with the local retail sector on a shop local campaign each year	The Retail Recovery project was launched in late June.	●
12.2.2	Operate the Orange Airport	Survey 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 Completed due to COVID-19 will be completed in July 2020.	●
			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 sealed; waiting on line marking and lighting to be installed.	Car park extension	Work progressed on this project during the quarter.	

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 be involved in identifying and assisting with skills and labour shortages in various industries. Assistance offered to industry includes specialized recruitment information, connection to training providers and identifying/addressing pinch points in labour supply, such as accommodation.	Monitor and report project labour market demand	Contact and dialogue is maintained with the industry and issues surrounding labour or skills shortages followed up as required.	

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	Council continues to support business through other means.	Establish Economic Development Office	No further action this quarter.	

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 and liaised with the Orange Rail Action Group on the matter.	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	The start of a Qantas service from Orange service was delayed by COVID 19. However, during the quarter, discussions with Qantas continued and a new start date was set for July 2020.	Delivery of augmented services	Discussion continued with Qantas during this quarter.	

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 continues to maintain online presence continues to increase at a steady rate. During the last quarter approximately 52,125 users visited Orange City Councils website. The most popular pages included our water supply page, the Contact Council page and Employment page. Online visitors' numbers dropped during the quarter due to no activity on the Theatre and Events sections of the site, due to COVID-19 restrictions. Council issued 51 media releases, responded to an average of fifteen to twenty media requests per week and issued 3 e news letters to 1088 people. The active YourSay Orange projects during the reporting period included the Budget, Future City, Oranges Heritage Study Review and the new Retail Recovery campaign.	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	This project was completed in 2018.	●
			Issue bulletins through e-news monthly	The list of opt-in subscribers recently passed the 1,000 people mark.	●
14.1.2	Ensure Council maintains an internet and social media presence	Orange City Council maintains a strong presence across a range of different social media platforms that result in thousands of online engagements every week. On Facebook, there has been an average of 120,000 post engagements over the quarter between April and the end of June 2020. Over the past 90 days, events listed on Council's Facebook page have reached over 26,700 people, and the number of 'followers' of the main Council page has	Increase social media engagement and reach by 25% annually	Steady growth achieved during the period.	●
			Maintain the Council website with weekly updates	Website maintained with regularly updates, including new sections providing information on Council's response to the COVID-19 pandemic.	●


14.1: Deliver communication that is open, accessible, meaningful and regular across a range of media

Ref	Action	Action Comment	Project/Service	Comment	Status
		grown by 407 during the quarter, bringing the total number of followers to 9,757. Other social media platforms such as Instagram have increased, with profile visits increasing in the past month, bringing the total number of followers to 1,757. During the quarter, a Council podcast was launched and nine weekly episodes were produced, with more than 500 downloads.			



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 and will meet deliverables	Remind staff of their obligations under Council's customer service obligation policy by June annually	Policy under review and the creation of an e-learning module - Complaint Handling has been created to enhance customer service skills for frontline staff to be rolled out to relevant staff. An E-Learning Module OCC Customer Service has been created to distribute to all relevant staff by September	●
			All issues reported via Council's website or by phone/e-mail to Council allocated to relevant staff member within two business days	Issues reported via the website or by phone/email are allocated to relevant staff for attention within two business days	●
			Continue to provide after-hours, call-answering service	Council's after-hours phone service continues to be provided. Council's provider Alarm Australia has responded well to the after-hours calls. Feedback from Customer Service staff to Alarm Australia via Building Services has resulted in a better reporting system however the	●


14.2: Promote organisational culture that delivers excellent customer service and continuous improvement


Ref	Action	Action Comment	Project/Service	Comment	Status
				reports have been delayed in being sent to Customer Service	
			Undertake a review of the customer-service and on-line response loop to improve resident feedback and to implement improvements	<p>Ongoing review of Customer Service with manager and the Customer Service team on a monthly basis to improve procedures.</p> <p>Total number of calls answered by Customer Service in the fourth quarter (1/4/2020 - 30/6/2020) is 7574* with 2703 customer service requests entered into Authority. (*Incoming calls direct to staff internal phone lines that are not answered are automatically transferred to Customer Service. However these calls were not registering as being answered by Customer Service staff while working from home, due to COVID-19, yet these calls were in fact being answered and actioned by these staff members)</p>	

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. Council's Community Committees were not held during this quarter due to COVID-19. If meetings were held they were held via Zoom.	Prepare and distribute agendas and reports for ordinary Council and policy-committee meetings within three business days of the meetings	Agendas for Council and Policy Committee meetings distributed within three business days	
			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	Donations in Quarter 4 of 2019/2020, because of COVID-19, were for applications where the applicant was supporting the vulnerable in our LGA.	Report requests to Council quarterly (assessed in compliance with policy)	<p>General Donations (Round 4 of 4)</p> <ul style="list-style-type: none"> - \$100,000.00 budget - \$100,000.00 donated <p><u>Quarter 4 Review</u></p> <ul style="list-style-type: none"> - \$955.50 added (in-kind donations costed less in two donations) - \$27,709.89 donated - 3 applications approved <p>Major Event Sponsorship (Round 2 of 2)</p> <ul style="list-style-type: none"> - \$100,000.00 budget - \$98,148.95 donated - \$5,437.00 donated from Other Sources <p>Sports Facility Program (Round 1 of 1)</p> <ul style="list-style-type: none"> - \$50,000.00 budget - \$50,000 donated - 5 applications approved <p>Sport Participation Program (Year Round)</p> <ul style="list-style-type: none"> - \$13,900.00 budget - \$13,853.00 donated - 30 applications approved 	

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 Advisory Council continued to meet through digital options during the COVID-19 period. Additional health challenge activities were held to engage youth in connection and wellness throughout the period when restrictions were in place. Youth Hub closed during this period.	Increase engagement with the City's youth	Increased face to face and digital programs provided	●
15.3.2	Support work experience and community and school careers events	One student has been placed this period with a number of work experience placements being deferred due to COVID-19.	Report on number of work experience placements and attendance at school and community career events	One student has been placed this period with a number of work experience placements being 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	<p>Actions during the quarter included:</p> <ul style="list-style-type: none"> - Staff Survey Action Plan - updated actions included a calendar of section meetings across Council, template meeting agenda, new Supervisors Forum commenced and Learning and Development Plan developed for 2020/21. - The Staff Consultative Committee reviewed a proposed update to the Corporate Values and were provided an update on the workforce impacts of COVID-19. 			●
			Employee satisfaction survey	An update on actions from the Employee Survey was provided to staff through the Staff Consultative Committee. The updated actions included a calendar of section meetings across Council, template meeting agenda, new Supervisors Forum commenced and Learning and Development Plan developed for 2020/21. In addition, an update was provided to the Staff Consultative Committee on the workforce impacts of COVID-19.	●

15.4: Develop and encourage staff to pursue leadership within Council					
Ref	Action	Action Comment	Project/Service	Comment	Status
		- The Gender Equity Strategy was approved by the Executive Leadership Team.	Improvements in gender equality	The Gender Equity Strategy was approved by the Executive Leadership Team.	●
		- Maintain staff health and well-being - Nil safe work improvement notices in period. 11 health and safety inspections with 7 project audits undertaken. External AS4801 P1 audit undertaken with no non-conformances. Staff attended 49 WHS courses despite COVID-19 restrictions. 3 claims for lost time injury. The Critical Incident Policy was reviewed and the 2020/21 Wellness program was developed in consultation with the Safety Committee.	Review and update corporate values and organisational culture vision	The Corporate Values were reviewed and updated through the Staff Consultative Committee.	●
		- Staff Capability - LGNSW Capability Framework reviewed and customised for Council with draft reported to the Staff Consultative Committee.	Maintain staff health and well-being	There were nil safe work improvement notices in period, 11 health and safety inspections with 7 project audits undertaken with a score over 94% for each audit. External AS4801 P1 audit undertaken with no non-conformances. Staff attended 49 WHS courses despite COVID-19 restrictions. 3 claims for lost time injury. The Critical Incident Policy was reviewed.	●
		- Workforce Plan for 2020/21 developed.	Undertake staff capability review	Reviewed the LGNSW Capability Framework and customised for Council. The updated draft framework was reported to the Staff Consultative Committee. The Workforce Plan for 2020/21 was developed.	●

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	Progressing and will meet deliverables.	Support local emergency planning in conjunction with key agencies		●
16.1.2	Support the Rural Fire Service	Progressing and will meet deliverables.	Provide ongoing support and advice to quarterly Bush Fire Management Committee meetings and Bush Fire Liaison Committee meetings	Council continued to provide support as far as possible in this COVID-19 physical distancing period.	●
16.1.3	Engage with State and Federal Governments on funding and policy matters	Council continues to engage with State and Federal Governments on funding and policy matters.	Report activities of the Council showing advocacy on emerging strategic matters important to the City and region	The main focus of meeting with State Government representatives in this quarter was based on COVID19 restrictions, economic stimulus packages offered for recovery from COVID19 as well as funding opportunities for major upcoming projects.	●

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	Council continues to maintain its membership in key lobby groups to advance 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 - Regional Cities NSW - Orange360 - Evocities - NetWaste - Central West Libraries 	The Mayor, CEO and/or Council staff attended meetings during this quarter to advance regional priorities with the following: <ul style="list-style-type: none"> - Mining and Energy Related Councils 7 May 2020 - Regional Development Australia Central West 14 May 2020 - Regional Cities New South Wales 4 June 2020 - Central NSW Joint Organisation 4 June 	●

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"> - Bathurst Orange and Dubbo Alliance - Association of Mining-related Councils - Local Land Services - Government Ministers and department officers - LGNSW 	2020 - Minister Adam Marshall, Minister for Agriculture and Western NSW - Minister Matt Kean, Minister for Energy and Environment - Minister Stuart Ayers, Minister for Jobs, Investment and Tourism	
16.2.2	Maintain sister-cities relationships with: Timaru, New Zealand; Ushiku, Japan; Orange, California; and Mt Hagen, Papua New Guinea	While the Sister City Committee was unable to meet during the quarter during to COVID-19 restrictions, there was progress on a number of fronts. The Mayor of Ushiku has confirmed he plans to visit Orange during 2021. At the request of the committee. Gallery staff completed a preliminary inspection of a commemorative statue donated by the city of Ushiku, to suggest options for professional maintenance ahead of the mayoral visit.	Support opportunities for cultural exchange	The Sister City Committee was not able to meet in this quarter because of COVID-19.	

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	Information on training and development opportunities are provided to Councillors as they arise.	Coordinate with the Mayor and Councillors on the Councillors' training and development plans, as per requirements in the Local Government Act	Given the COVID-19 pandemic there were no training opportunities offered over this last quarter	●
			Report on complaints under Council's Code of Conduct to Council by December annually	Completed in Quarter 2.	●
17.1.2	Ensure Councillors are made aware of key policy requirements	Advice on key policy and legislative changes was provided where required.	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 Policy framework was reviewed during the period and updates applied to both policies and registers as required.	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 	Councillor/Council related policies will be reviewed in due course. With the postponement of the Local Government elections to 2021 a number of policies will be reviewed and put to Council for adoption before the new Council with the review months as a guide.	●
			Facilitate the review of operational policies annually	Operational Policies are now reviewed bi-annually with performance linked to positions through the Pulse Policies/Delegations register.	●

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	The Delegations to the CEO have been updated to reflect those adopted by Council. The Sub-Delegations to staff have been reviewed during the quarter however further discussions are to be held with relevant supervisors and managers to ensure accurate delegations are provided to staff before approval of the CEO.	Review delegations to the General Manager in November annually	The CEO's delegations were adopted by Council on 3 March 2020 and subsequently updated into the Pulse Delegations Register.	●
			Update and distribute sub-delegations to staff in December annually	A review of delegations was circulated to key staff during the period. A further review is required	●
17.1.5	Manage Council's records system	During the period 1 April 2020 - 30 June 2020, the records team allocated correspondence to responsible staff members. The total recorded incoming Correspondence for the period was 6,800. Staff created a total of 19,305 documents.	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 Delivery/Operational Plan 2020/2021 were adopted in June. The Resourcing Strategy and Workforce Management Plan were also adopted	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.	●
			Finalisation of the delivery/operational plan by June annually	Operational Plan 2020/2021 and Annual Budget 2020/2021 were adopted by Council on 23 June 2020.	●
			Review of the resourcing strategies by December annually - via the long-term financial plan, assets planning document and the workforce-management plan	The Long Term Financial Plan was adopted by Council on 23 June 2020. The Workforce Management Plan (which was changed because of COVID-19) was adopted by Council on 23 June 2020.	●
			Preparation of the annual report by November annually	Completed in Quarter 2 (based on financial year 2018/2019).	●
			Undertake quarterly reviews of the delivery/operational plan and report to Council	Quarterly reports were regularly provided to Council.	●

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 each month of the quarter. Returns above the set benchmark.	Monthly reports to Council on the performance of the investment portfolio	Reports are provided quarterly to Council.	●
17.2.2	Review and implement operational efficiency opportunities	Following a review of the NSW Auditor Generals yearly report on local government the Audit and Risk Management Committee action list has been updated.	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	Process improvements reports are provided to the Audit and Risk Management Committee quarterly. The process improvements are from the recommendations in the reports from the NSW Audit Office.	●
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.	Business continuity plan tested and reviewed in December annually	Completed in Quarter 2.	●
17.2.4	Maintain the enterprise risk management system	Maintenance of the enterprise risk management system progressed well during this period, with the handover the of the Risk Framework and Risk Register Review project. This project will be finalised early in the next financial year.	Annual review of the corporate risk register and report to Council via the Audit and Risk Management Committee	The Risk Framework and Risk Register Review project reached the handover stage. Last stage of this project is now with Council's Executive Leadership Team.	●
			Compliance reporting quarterly to Directors	Compliance reporting is sent to the Executive Leadership Team each month.	●
			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 quarterly via the 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	The Annual Report for the year ending 31 December 2019 was presented to the Audit and Risk Management Committee at its meeting held on 14 February 2020.	●
17.2.5	Provide financial reporting with reference to the long-term financial plan and the delivery and operational plan requirements	March quarterly review endorsed at Council meeting in May 2020.	Quarterly reports presented to Council within two months of the end of each quarter	The report for Quarter 3 when to Council in May 2020.	●
			Annual financial statements finalised by November	Completed in Quarter 2.	●
17.2.6	Implement information technology strategy initiatives	<p>There was a focus over this quarter's reporting period on navigating the challenges of the COVID 19 pandemic and its Work from Home requirements while finalising the core strategic components of the IT Roadmap. Primarily costing and locking in the project plans and order of commissioning for our O365 (Email, MS Team, Cyber security, mobile device management, multifactor authentication) and Authority refresh initiatives (CM9 integration, mobile apps, assets reinvigoration, customer portal, Procure to pay, cemeteries and an upgrade to the new platform version).</p> <p>From an operational point of view we:</p> <ul style="list-style-type: none"> - continued to work on cyber security and operational base-lines with upgrades to backend practices and systems - begun the work necessary to support the 	Records system integration with land and property system	This project was held pending the review of systems completed last quarter. It has now been prioritised as the first part of the roadmap for Authority with work schedule to commence third quarter 2020.	●
			Prepare cybersecurity plan and undertake annual assessment	Work has been ongoing bringing IT base-line systems up to scratch in regards to compliance with the Essential 8. Mobile device management and multifactor authentication core systems have been evolving over the last 5 months. Budgets and plans for a firewall refresh are included for 20/21.	●
			CCTV network review and systems-improvement plan	Key decision still needs to be made about where the central responsibility for CCTV sits.	●
			Develop updated digital services and smart city plans to align resident services to expectations and to ensure Council is prepared	It roadmap focusing on online and digital delivery drafted this period and approved. Final timelines to be completed 3rd qtr 2020 for work kickoff.	●

17.2: Ensure financial stability and support efficient ongoing operation					
Ref	Action	Action Comment	Project/Service	Comment	Status
		State Government's e-Planning portal	for the future		
		- began the implementation and rollout of the Vault suite supporting WHS	Investigate e-planning initiatives and impacts and potential solution design	Begun the work necessary to go live with the state governments ePlanning portal as per legislation.	●
		- supported/managed upgrades to Enlighten (ongoing), Public Weighbridge (ongoing), Gallery Donations and website (ongoing), Taggle Water Metering (ongoing), LGHub for Councillors (ongoing)	Customer-relationship management system review	The Authority portal that addresses some of the opportunities here is not available in our current version of Authority.	●
			Telemetry-network review and hardware-refreshment program	PC and server refresh ongoing. Focus in upcoming period is the network and firewalls.	●
			Develop MyCommunity app to provide 24/7 two-way communication between Council and residents	Sourcing of designers and coders has proved challenging as has completing the design and specification elements.	●

5.4 TOURISM AND EVENT MARKETING

RECORD NUMBER: 2020/1292

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

EXECUTIVE SUMMARY

At a recent Council meeting as a matter arising a request was made seeking advice as to what funding Council provided to tourism attracting and support initiatives. (See below)

QUESTION TAKEN ON NOTICE

Cr Duffy stated an accommodation provider advised him the turnover from April 2020 was \$14,000 compared to \$190,000 in April 2019 and asked what other organisations Council contributes to towards tourism funding.

The CEO advised this question will be taken on notice.

Council provides financial assistance for tourism and event marketing. This report provides an overview of those initiatives.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.2 Prosper - Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all”.

FINANCIAL IMPLICATIONS

Transparency of financial support to avoid possible duplication and to make sure financial assistance is targeted to the best areas.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the report by the Acting Director of Corporate and Commercial Services be acknowledged.

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	Transparency in financial assistance will improve Council's image and reputation.	
Stakeholders	Transparency in financial assistance improves trust for applicants seeking assistance and for external regional organisations seeking support.	

SUPPORTING INFORMATION**Central West Joint Organisation**

The Orange City Council cost of Central NSW Joint Organisation (JO) membership for 20/21 is \$141,650.30 of which \$29,642.80 is for tourism activities.

In relation to activity over the last 12 months the JO provided the following:

1. Administering the Orange 360 Bicycle Business Case to grant readiness
2. Full funding of the We Want You Back Tourism campaign
3. Delivery of the tourism data project through Western Research Institute
4. Over \$652,000 PR value for Orange only articles as part of our funded PR support. Value is also drawn from the articles talking more broadly about the region.
5. Building on the success of the CNSWJO Arts Trailing PR, development with Art Out West and RDA Central West of the arts and culture trail around the region
<https://centralnsw.com/>
6. Great reach through social media where the Central NSW Tourism site has 13,336 followers and for the month of June had the following stats:
 - o Engagement: 34,922 engaged users
 - o Reach: our posts reached 614,280 people
 - o Impressions: our posts were seen 808,956 times
7. A review of CNSWTourism. The region is now refreshing its 5 year plan with a view to better leveraging the role of the JO and further sharpening up our value proposition.

Orange 360

As part of the Delivery/Operational Plan (recent budget) an 18 month extension of the current contract to December 2021 was included under the existing terms and payments and \$400,000 was included in the 20/21 year.

Under the contract Orange 360 has supported in an out of region events. However the focus of the contract is destination marketing.

Blayney and Cabonne Councils provide \$60,000 and \$80,000 funding annually under the contract. Orange 360 also receives \$85,000 from its 260 members, and also runs a fee for service element of the business and pre-COVID19 that was generating approximately \$80,000 annually.

Orange 360 - \$100,000 (On Exhibition)

Under the proposal put forward by Orange 360, Orange City Council will contribute a 1-off contribution of \$100,000 to support the Destination Marketing: Road to Recovery Project as a direct COVID19 stimulus to drive visitation and jobs. In total is it a \$200,000 campaign.

Blayney and Cabonne Councils have resolved to each provide \$50,000 extra funding to the campaign.

5.4 Tourism and Event Marketing

Event Sponsorship

Orange hosts many events annually and appreciates the contributions events make to the community and to the visitor economy. This priority captured in the current Orange Community Strategic Plan Objective 11.2 “Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all”. The fund request in the 2020/21 budget was \$100,000 but Council resolved to increase that to \$200,000. In 2019/20 the expenditure was \$113,500, \$40,000 of which went to Roundhouse Entertainment (Day on the Green). 2018/19 was \$34,500 and 2017/18 was \$23,810.

Visitor information Centre

Delivery/Operational Plan strategy “11.1 Prosper - Capitalise on the character and lifestyle of Orange to remain a destination of choice”. The cost of operation for the VIC and services is budgeted at approximately \$585,000 with an expected income of around \$190,000, giving a net operating cost of approximately \$395,000, which includes staff costs as well as some promotional activities and funding for families.

DNSW/DNCO

Council has not received any direct funding from Destination NSW (DNSW) or Destination Country and Outback (DNCO) in the past 12 months. DNSW have matched Council funding in marketing campaigns but have not funded Council directly.

Organisation	Description	\$Amount (ex GST)
Central West Joint Organisation	Membership Fees 2020/2021	\$109,311.40

Organisation	Description	\$Amount (ex GST)
Central West Joint Organisation	Regional Tourism 2020/2021	\$29,642.80
	Western Region Academy of Sport (WRAS)	\$2,696.10
Orange 360	Annual Agreement 2020/2021	\$400,000.64
	Extra assistance - COVID-19 (on exhibition)	\$100,000.00
Orange Visitor Information Centre	2019/2020 Budget (costs less income)	\$379,896.00
Major Events	2020/2021 Budget	\$100,000.00
	2020/2021 Extra Assistance - COVID-19	\$100,000.00
Sponsored Sporting Events	2020/2021 Budget - Payment to Consultant	\$40,000.00
	2020/2021 Budget - Hosting Fees	\$60,000.00
Destination NSW See co-funding table below	2019/2020 - Extend Your Weekend - OCC match funding	\$130,000.00
	2020/2021 - Australian National Bridge Championship	\$5,000.00

Organisation	Description	\$Amount (ex GST)
Destination NSW - Support to OCC	2019/2020 - Extend Your Weekend	\$130,000.00
	2019/2020 - Media Famil - Fly In Buy In Conference Showcase	\$5,000.00
	2020/2021 - Australian National Bridge Championships	\$10,000.00

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 2019/2020 Water/Sewerage Charges - 9-17 Edward Street Orange

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 (b) the personal hardship of any resident or ratepayer.

6.2 Lease Hangar X Orange Airport

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 2019/2020 WATER/SEWERAGE CHARGES - 9-17 EDWARD STREET ORANGE

RECORD NUMBER: 2020/1199

AUTHOR: Matt Dean, Clerical Assistant - Water Billing

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 (b) the personal hardship of any resident or ratepayer.

6.2 LEASE HANGAR X ORANGE AIRPORT

RECORD NUMBER: 2020/1256

AUTHOR: Shirley Hyde, Legal and Property Officer

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