



ORDINARY COUNCIL MEETING

AGENDA

2 FEBRUARY 2021

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, 2 February 2021** commencing at **7.00PM**.

David Waddell

CHIEF EXECUTIVE OFFICER

For apologies please contact Administration on 6393 8218.

AGENDA

EVACUATION PROCEDURE

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

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

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

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1 INTRODUCTION

1.1 APOLOGIES AND LEAVE OF ABSENCE

1.2 LIVESTREAMING AND RECORDING

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

1.3 ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Traditional Custodians of the land on which we meet today, the people of the Wiradjuri Nation. I pay my respects to Elders past and present, and extend those respects to Aboriginal Peoples of Orange and surrounds, and Aboriginal people here with us today.

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

2.1 CENTRAL NSW JO - BOARD REPORT 4 DECEMBER 2020

RECORD NUMBER: 2021/17

MAYORAL MINUTE

I attended the Central NSW Joint Organisation Board meeting on Friday 4 December 2020 in Bathurst. This Mayoral Minute provides a summary of that meeting and attaches minutes for your information.

RECOMMENDATION

That Council note the report from the recent CNSWJO Board meeting and provide feedback to the Central NSW Visitor Economy Strategy 2021-2026.

Cr Reg Kidd
MAYOR

SUPPORTING INFORMATION

The theme for the day was Transport, there were a number of presentations including The Hon Paul Toole, in his capacity as both the Local Member for Bathurst and Minister for Regional Transport and Roads. Please see more detail overleaf.

Please find the draft Minutes and the Central NSW Visitor Economy Strategy attached.



Presentations to the Board included:

- **The Hon Paul Toole**
Member for Bathurst and Minister for Regional Transport and Roads

The Minister gave an overview of his portfolio activity to date, a record amount of funding is coming to our region through this new portfolio. Members resolved to work with TfNSW to align messages on road safety.

- **TfNSW**
Mr Anthony Hayes, Executive Director Community and Place
Mr Alistair Lunn, Director West Region, Community and Place Transport for NSW
Mr Mark Hannan, A/Director Regional Strategy Customer Strategy & Technology and
Mr Lachlan Paull, A/Senior Transport Planner

Mr Alistair Lunn Director West and Mr Anthony Hayes the new Executive Director of Community and Place addressed the Board. The Board were pleased to hear that the Mr Lunn has been formally appointed in his role as part of the restructure of TfNSW to have a greater regional and customer focus.

Mr Mark Hannan and Mr Lachlan Paull of the Regional Strategy and Customer Strategy and Technology TfNSW Department updated the Board on the CWO Regional Transport Plan. Further inputs are being sought from members and a draft is expected to be published for public comment in the first quarter of 2021.

- **Orange Rail Action Group (ORAG)**
Peter Bilenkij, Shane Austin and Phil Stevenson.

The Orange Rail Action Group provided an update on potential changes to the rail network that would offer a better customer experience across Central NSW.

- **Evenergi**
Mr Daniel Hilson Founder and CEO

Mr Daniel Hilson provided an update on the work through the CNSWJO Energy Group with charging stations, new Heavy Vehicle EV and potential charging Infrastructure across the region.

- **Vital Intermodal Transport Links (VITL)**
Mr Stephen Stead and Mr Tony Shepherd and Mr Marcus Horsfall.

VITL are seeking support from the JO for progressing a swift link between the two wests. There is further discussion to be had about a potential PR campaign that includes Western Sydney Councils. For more information on this community advocacy group please go to <http://vitl.org.au/>

Priority One - Inter-council cooperation**Compliance and CNSWJO meeting dates for 2021**

The 2020 Annual Performance Statement including audited financial accounts was adopted. The Statement reports progress in implementing the Strategies Plans for delivering Strategic Regional Priorities. Please find a copy on the JO website at https://www.centraljo.nsw.gov.au/content/uploads/Annual-Performance-Statement-2020_FINAL.pdf Covid19

Presentations to Council on the progress of the CNSWJO are being organised subject to the Covid19 pandemic.

Annual update from the Portfolio Mayors was received. Please refer to the Board agenda or Annual Performance Statement for the full update. The updates are from:

- Cr John Medcalf, Portfolio Mayor for Inter-council Cooperation
- Cr Bill West, Portfolio Mayor for Regional Prosperity
- Cr Ken Keith, Portfolio Mayor for Transport and Infrastructure
- Cr David Somervaille, Portfolio Chair for Water

The meeting dates for 2021 as follows.

Board	11 March	27 May	26 August	25 November
Location	Blayney	CSU Orange	State	Federal
GMAC	4 February	29 April	29 July	28 October
Location	Orange	Bathurst	Orange	Cabonne

Following the successful Water and Transport focused meetings in 2020. The Board will meet in Blayney and the theme will be Telecommunications.

Policy and Procedure review

In November of every year the Joint Organisation reviews its policies. Material changes to this year's review relate to consultation, records management, procurement and delegations. The materiality of the procurements policy review changes is to enable local preference. The materiality of the delegations was provided and is based on a review of the Riverina Joint Organisation and Forbes Shire Council. Please request a copy of the full document from jenny.bennett@centraljo.nsw.gov.au

Best Practice in Aggregated Procurement (Best Practice in Aggregated Procurement)

This project is being funded by the Capacity Building funds from the Office of Local Government and is a collaboration of four Joint Organisations. \$1400 from reserves for progressing operational programs have been expended to fund a variation to the contract to deliver an in depth survey of members to better tailor the program to Council needs. A big thank you to member Council staff for their feedback into this process and General Managers will be reviewing the outputs in the first quarter of 2021.

DPIE Energy Project

A MoU has been signed between CNSWJO and DPIE to deliver the Clean Energy Central project. This commitment from councils to a clean energy future, and the potential projects identified to date directly link to the JO's Strategic Plan which aims to provide members with value for money from collaboration on energy- related projects, specifically regarding electric vehicles, solar and batteries, and innovation in the energy market emergent opportunities.

The Board will write to DPIE thanking them for the funding and support for the Clean Energy Central project, noting the value of the collaborative effort of the pilot which will not only provide value through to JO members, but also to the broader JO network through shared learnings.

Priority Two: Regional Prosperity**Regional Activators Alliance**

Advice was provided on the Regional Australia Institute (RAI) initiative progressed through the Portfolio Mayor and the Chair between Board meetings.

CNSWJO has made an investment of \$5000 in the Regional Activators' Alliance (RAA) along with 36 other investors across the country. This is being leveraged by successful Federal Government budget bid by the RAI for \$4.6m over two years (\$2.3mpa) to support relocation into regional NSW.

By buying into the program, working with Central West RDA this region seeks to influence outcomes in the interest of members. The first opportunity is to provide information to go into the national campaign.

A template seeking input to this campaign has been sent to members for return by 15 December 2020. Further advice on the progress of this initiative will be provided to the next Board meeting.

Building Better Region Fund Round 5 application for a CBD project

An opportunity for funding for a project on the changing role of CBDs and town centres focusing on their tourism potential is being progressed through an application to the Building Better Regions Fund. At the request of the Economic Development Officers and Managers of the region, the project has involved widespread collaboration with the Regional Leadership Executive, RDA Central West, Destination Network Country and Outback and Business NSW.

Ultimately, investments of \$2K per member Council, funding from the Central NSW JO and funding Capacity Building funds from the Office of Local Government will be leveraged into a Building Better Regions Grant Application that will provide advice for Councils and their communities on the changing role of CBDs, their potential in the visitor economy and associated forward planning for the next decades. The total project value is \$195K.

Visitor Economy Strategy

Members received a presentation from University of Newcastle and are asked to provide feedback on the Visitor Economy Strategy (the Strategy). The University of Newcastle were engaged to deliver a refresh to the tourism service delivered regionally.

Please find a copy of the Strategy attached. The Board resolved to seek feedback from members and receive a report on progressing the Strategy in line with this feedback.

Next steps for optimising telecommunications in Central NSW

A Telecommunications' forum will be held in Blayney 11 March as part of the next CNSWJO Board meeting – it will be for JO members, and then a break-out session/ workshop for local business and the community is being coordinated to take place in Blayney at the Community Centre on the same day. RDACW are being very supportive in the coordination of this event.

Ten4Ten Leadership Dialogue for 2021

Please refer to the report for full details but RDACW, updated the Board that this was a positive opportunity for ten specially chosen youth leaders with ten community leaders for a fantastic two-way conversation and mentoring experience. The report was very well received by the Board with a number of Councils seeking to work with RDACW in the coming financial year.

Priority Three: Regional Transport and Infrastructure

Western Link

Following their presentation, the Board agreed to in principle support for engaging in the actions of the Vital Infrastructure and Transport Link group which is progressing a safe and swift link between Sydney and Central NSW.

Further discussion around Western Sydney involvement and a PR campaign is to be undertaken in the New Year.

Priority Four: Regional Water Security

Water update

This quarter significant feedback from the CNSWJO and member Councils has been undertaken. It includes

2.1 Central NSW JO - Board Report 4 December 2020

- Feedback from the region on a Marsden Jacob report on Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies.
- Submission to the Productivity Commission's Review of the National Water Initiative;
- Submission to the NSW Productivity Commission Continuing the Productivity Conversation - GREEN PAPER -Water
- Joint Submission by CNSWJO and RDA Central West to the Portfolio Committee No. 7 Inquiry into the rationale for, and impacts of, new dams and other water infrastructure in NSW;
- Submission to the Draft Lachlan Regional Water Strategy;
- Submission to the Draft Macquarie – Castlereagh Regional Water Strategy; and
- Engagement with Infrastructure Australia to develop a Case Study for inclusion in the development of the Water Chapter for the Australian Infrastructure Plan, due to be published in April 2021

All submissions are be in accordance with CNSW JO policy and are available on the CNSWJO website or by request <https://www.centraljo.nsw.gov.au/submissions/> Please request the CNSWJO Advocacy Plan for Water for more detail or contact jenny.bennett@centraljo.nsw.gov.au

Value to members

A snapshot of the value to members of the various activities undertaken by the JO for their members in the context of the CNSWJO Strategic Plan follows where more detail can be provided on request.

VALUE FOR MEMBERS 2020/2021	PREVIOUS FY 2019/2020	ACTIVITY FYTD
SUBMISSIONS	20	14
PLANS, STRATEGIES AND COLLATERAL	26	9
GRANTS	3	3
COMPLIANCE	13	4
DATA	6	1
PR VALUE OF TOURISM COLLABORATION	\$1.5m	Data being collected
MEDIA INCLUDING SOCIAL MEDIA	13	8
COST SAVINGS	\$1.87m	\$429,219
REPRESENTATION	147	92
OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED	35	21

I commend this report to Council and thank you all for your support.

ATTACHMENTS

- 1 Minutes of the CNSWJO meeting held 4 December 2020, D21/630 [↓](#)
- 2 Central NSW JO - Visitor Economy Strategy - 2021-2026, D21/632 [↓](#)

Minutes of the CNSWJO meeting held 4 December 2020 in Bathurst

Cr B Bourke	Bathurst Regional Council	Cr J Medcalf	Lachlan Shire Council
Cr A Ewin	Blayney Shire Council	Cr K Sajowitz	Oberon Council
Cr K Beatty	Cabonne Council	Cr M Kellam	Oberon Council
Cr B West	Cowra Shire Council	Cr R Kidd	Orange City Council
Cr P Miller	Forbes Shire Council	Cr K Keith	Parkes Shire Council

Mr D Sherley	Bathurst Regional Council	Mr S Harma	RDACW
Mr G Baker	Blayney Shire Council	Mr A Albury	DPC
Mr M Christensen	Cabonne Council	Mr P Evans	OLG
Mr P Devery	Cowra Shire Council	Ms J Bennett	CNSWJO
Mr S Loane	Forbes Shire Council	Ms M Macpherson	CNSWJO
Mr G Tory	Lachlan Shire Council	Ms A Thomas	CNSWJO
Mr D Waddell	Orange City Council	Ms C Griffin	CNSWJO
Mr K Boyd	Parkes Shire Council	Ms V Page	CNSWJO

1. Welcome from the Chair, Cr John Medcalf OAM.
2. Acknowledgement to Country by Cr Bobby Bourke, Mayor of Bathurst Regional Council

3. Speakers

- The Hon Paul Toole

Member for Bathurst and Minister for Regional Transport and Roads

- TfNSW

Mr Anthony Hayes, Executive Director Community and Place

Mr Alistair Lunn, Director West Region, Community and Place Transport for NSW

Mr Mark Hannan, A/Director Regional Strategy Customer Strategy & Technology

and Mr Lachlan Paull, A/Senior Transport Planner,

- Orange Rail Action Group (ORAG)

Peter Bilenkij, Shane Austin and Phil Stevenson.

- Everengi

Mr Daniel Hilson Founder and CEO

- Vital Intermodal Transport Links (VITL)

Stephen Stead and Tony Shepherd and Marcus Horsfall.

4. Apologies applications for a leave of absence by Joint Voting representatives

Cr S Ferguson, Cr M Liebich, Ms R Ryan, Mr G Carroll, Mr B Byrnes, Mr G Wallace, Cr D Somerville, Mr G Rhodes and Ms C Weston.

Resolved	Cr P Miller/Cr R Kidd
That the apologies for the Central NSW Joint Organisation Board meeting 4 December 2020 listed above be accepted.	

5. Opening of meeting 12.40pm

Cr B Bourke left the meeting at 12.45pm

6. Minutes

6a. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 3 July 2020 held via zoom

Resolved	Cr P Miller/Cr R Kidd
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 3 July 2020 held via zoom.	

6b. Confirmation of the Minutes of the Central NSW Joint Organisation meeting 27 August 2020 held in Cowra

Resolved	Cr K Sajowitz/Cr K Beatty
That the Central NSW Joint Organisation Board confirm the Minutes of the meeting 27 August 2020 held in Cowra	

7. Business Arising from the Minutes – Matters in Progress

Resolved	Cr R Kidd/Cr B West
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

8. Disclosures of interests – Nil

9. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Adoption of Audited General-Purpose Financial Statements for 1 July 2019 to 30 June 2020

Resolved	Cr K Keith/Cr P Miller
That the Board adopt the CNSWJO Joint Organisation General Purpose Financial Statements for the period 1 July 2019 to 30 June 2020.	

b. Financial Report

Resolved	Cr P Miller/ Cr K Keith
That the Board note the Financial Report.	

c. Compliance and CNSWJO meeting dates for 2021

Resolved	Cr P Miller/Cr K
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Keith

That the Board note the Compliance report and;

1. Note the Calendar of Compliance and Reporting-Requirements due by 31 December;
2. Endorse the 2020 Annual Performance Statement and place it on the website;
3. Note the advice from the Portfolio Mayors and that this is summarised in the Annual Performance Statement;
4. Provide a one page summary advice on a per lga basis on the value proposition of the Joint Organisation;
5. Note the Pecuniary Interest Returns under s450a of the Local Government Act 1993;
6. Determine the dates for GMAC and Board meetings for 2021 be:

Board	11 March	27 May	26 August	25 November
Location	Blayney	CSU Orange	State	Federal
GMAC	4 February	29 April	29 July	28 October
Location	Orange	Bathurst	Orange	Cabonne

7. Advocate to the OLG to have GM's on the Board as part of the JO review.

d. Policy and Procedure review**Resolved****Cr R Kidd/K Keith**

That the Board note the Policy and Procedure report; and

1. note the significant changes to the Procurement Policy, in particular the inclusion of a regional preference policy;
2. adopt the 2020 Joint Organisation Policy and Procedure register; and
3. adopt the CNSWJO Delegations Register.

e. Best Practice in Aggregated Procurement**Resolved****Cr B West/Cr K Beatty**

That the Board note the report on Best Practice in Aggregated Procurement and note the use of the Inter-Council Cooperation Reserve to fund the additional \$1,400 for BPAP Stages 2 to 6.

1.00pm Meeting paused

Presentation from University of Newcastle on the Visitor Economy Strategy (the Strategy).

1.09pm Mr David Sherley, left the meeting

1.30pm Meeting resumed

f. Regional Procurement and Contract Management Report

Resolved	Cr P Miller/Cr R Kidd
That the Board note the Regional Procurement and Contract Management Report; and	
1. approve a procurement process for a new pre-employment screening contract to commence on 1 July 2021, including a management fee of 5% payable to CNSWJO;	
2. approve a procurement process for a new printing and mailing of rates notices contract to commence on 1 July 2021, including a management fee of 5% payable to CNSWJO;	
3. approve a procurement process for in-situ bridge testing for interested members, including a management fee of 2% payable to CNSWJO;	
4. approve a procurement process for the CBD Consultancy project, including a management fee of 5% payable to CNSWJO; and	
5. note the BPAP Project is reviewing the possible options for income streams into the JO for the procurement and contract management function; and	
6. continue to maintain the existing policy in relation to management fees as an income stream to the JO for procurement and contract management services until the BPAP Project is completed in 2021, where a report containing recommendations from the Project will be provided to GMAC and the Board.	

g. DPIE Energy Project

Resolved	Cr P Miller/Cr B West
That the Board note the DPIE Energy Project and write to DPIE thanking them for the funding and support for the Clean Energy Central project, noting the value of the collaborative effort of the pilot which will not only provide value through to JO members, but also to the broader JO network through shared learnings.	

Priority Two: Regional Prosperity**h. Regional Activators Alliance**

Resolved	Cr K Keith/ Cr B West
That the Board note the Report on the Regional Activators Alliance; and	
1. Endorse the actions of the Chair in engaging with this program including the \$5K expenditure;	
2. Thank Central West RDA for their support in engaging with this program; and	
3. Commend to members they provide feedback to the case study opportunity due 20 December.	

i. Building Better Region Fund application for the CBD project

Resolved	Cr B West/Cr P Miller
That the Board note the Report to the Building Better Region Fund application for the CBD project; and	
1. commend to members they invest \$2000 in the project;	
2. amend reserves from the tourism budget by \$25,000 to progress this project; and	
3. delegate to the Executive Officer the lodging of the application in line with advice in this report.	

j. Visitor Economy Strategy

Resolved	Cr B West/Cr R Kidd
That the Board note the Report on the Visitor Economy Strategy; and seek feedback from Members for a report to be provided to a report to the next meeting in March	

k. Next steps for optimising telecommunications in Central NSW

Resolved	Cr B West/Cr P Miller
That the Board note the Report on next steps for optimising telecommunications in Central NSW and at its next meeting in 2021 have a focus on opportunities in this regard.	

l. Ten4Ten Leadership Dialogue for 2021

Resolved	Cr R Kidd/Cr K Beatty
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That the Board note the Report on the TEN4TEN a leadership dialogue for 2021.

Priority Three: Regional Transport and Infrastructure

m. Western Link

Resolved	Cr K Keith/ Cr R Kidd
That the Board note the report on the Western Link; and	
1. Notes that the policy position of this initiative aligns with the CNSWJO policy position of a safe swift link between Sydney and Central NSW;	
2. That the CNSWJO is engaging with this initiative;	
3. Encourages members to engage and support this group;	
4. Central JO Board support in principle engaging an experienced and results driven PR firm to get a campaign underway;	
5. Through engagement with Western Sydney councils, form an 'alliance' to elevate the project as one for the two 'wests' and to co-fund the PR campaign;	
6. Seek feedback from members and Lithgow City Council on their interest in supporting this approach;	
7. Write to the Minister for Regional Transport and Roads, the Hon Paul Toole, thanking him for attending and giving an activity update; and	
8. Work with TfNSW on aligned messages on road safety.	

1.55pm Peter Evans, OLG and Forbes Shire Council, left the meeting

Priority Four: Regional Water Security

n. Water update

Resolved	Cr B West/Cr K Keith
That the Central NSW Joint Organisation Board note the Regional Water Update; and	
1. Adopt the second response to the Marsden Jacob report on Regional water value functions Valuing different hydrological outcomes under Regional Water Strategies developed with consulting support from WRI and Chris Devitt Consulting;	
2. Adopt the submission to the Productivity Commission's inquiry into National Water Policy developed through the Executive;	
3. Adopt the submission to the NSW Productivity Commission Continuing the Productivity Conversation - GREEN PAPER- Water;	
4. Adopt the submission to the Portfolio Committee No. 7 Inquiry into the rationale for, and impacts of, new dams and other water infrastructure in NSW;	
5. Adopt the submission to the Draft Lachlan Regional Water Strategy;	
6. Adopt the submission to the Draft Macquarie – Castlereagh Regional Water Strategy;	
7. Endorse the development of a Case Study with Infrastructure Australia; and	
8. Note the Confidential Briefing Note No. 7.	

10. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2020/2021

Resolved	Cr R Kidd/ Cr K Keith
That the Board note the Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority and endorse the joint application between Central West RDA and CNSWJO under the Inland Rail Productivity Enhancement Program for a fully funded business case to enable small to medium enterprise access opportunities afforded by this new infrastructure.	

11. Wastewater Training Contract – CONFIDENTIAL

Resolved	Cr K Sajowitz/Cr B West
That the Board:	
<ol style="list-style-type: none"> 1. move into closed session to consider business identified; 2. pursuant to section 10A(1)-(3) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above; and 3. correspondence and reports relevant to the subject business be withheld from access. 	

Resolved	Cr K Sajowitz/Cr B West
That the Board note the confidential report on the contract with TAFE for the delivery of wastewater training; and	
<ol style="list-style-type: none"> 1. seek to negotiate with TAFE on the proposed agreement; and 2. delegate the acceptance of the negotiated position to the Sponsoring General Managers for Training and the Inter-Council Cooperation Priority. 	

Resolved	Cr K Sajowitz/Cr B West
That the Board resumes open session.	

A conflict of Interest was declared by Cr K Keith in the Special Activation Precinct matter.

12. A report on the Parkes Special Activation Precinct

Resolved Kidd	Cr B West/ Cr R
That the Board note the update on the Regional Growth NSW Development Corporation (the RGDC) progress at the Parkes Special Activation Precinct (SAP)	

13. General Business**14. Late reports – Nil****15. Matters raised by Members – Nil****16. Speakers to the next meeting**

Telecommunications Presenters - presentations to be arranged with support of RDACW

17. Next meeting date for 2021

GMAC 4 February - Orange
Board 11 March - Blayney

Meeting close 2.15pm

Page 6 is the last page of the Central NSW Joint Organisation meeting 4 December 2020



2020 Refresh of Central NSW Tourism Strategy

CNSWJO Visitor Economy Strategy 2021-2026



Prepared for the Central NSW Joint Organisation

25 November 2020

NEWCASTLE | CENTRAL COAST | PORT MACQUARIE | SINGAPORE

The University of Newcastle
T +61 2 4921 5000

hrfc@newcastle.edu.au
www.newcastle.edu.au/hrfc

409 Hunter Street Newcastle NSW 2300 Australia
CRICOS Provider Number: 00109J

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Executive summary

OVERVIEW

The Central NSW region is unique in NSW. It is an area of high agricultural value and also has potential to develop its visitor economy by creating new opportunities and attractors for additional regional jobs outside the agricultural sector. This helps to diversify the industry base and create more sustainable communities. The region is to some extent divided between the growing, larger regional centres in the east of the region, closer to Western Sydney and other local government areas which are harder to reach and may experience lower rates of overall visitor economy growth in the future. However, careful regional planning can minimise regional disparities and achieve regional economic growth from the visitor economy.

The current federal and state government policy environments strongly support regional growth and funding for infrastructure and economic development. In this climate, short to medium term investment in the regions could be instrumental in meeting the clearly articulated needs of regional communities. In addition, the Covid-19 pandemic has severely restricted overseas travel for Australians and this creates opportunities if the Central NSW can quickly respond to demand for a quality product and deliver a strong, tactical visitor experience within the next 12-18 months. The Covid-19 pandemic has also increased interest for nature-based tourism in safe and open spaces and again, there is an opportunity for the region to take advantage of this change in visitor preferences.

Building a new market is a challenge but investing in product now will pay dividends in the future with repeat business from domestic and the visiting friends and relatives (VFR) market. Destination Country and Outback NSW (DNCO) lacks the funding to effectively support this vast region of NSW so the Central NSW Joint Organisation (CNSWJO), in conjunction with its ten member councils can provide a strong starting point for a CNSWJO visitor economy strategy. In addition, many of the towns have the opportunity to attract business investment and this should be encouraged, particularly investment in the visitor economy, whilst at the same time ensuring sufficient housing and other service provision as people re-locate to the region in response to lifestyle choices, work or business potential.

There are several key opportunities which are important considerations in the development of the strategy. Critically, they involve thinking regionally around communities of interest instead of locally and ensuring that there is alignment with federal, state, regional and local strategies. It is also important to recognise the relative local and regional strengths for the visitor economy and explore the potential for cross-council collaboration to develop linked experiences, itineraries and hold visitors in the region post a major anchor attraction or event. Finally, re-positioning 'tourism' as 'visitor economy' will bring different thinking into the strategy. It will create more nuanced understanding about the visitor economy as a viable regional value proposition and will hopefully sharpen the focus by all levels of government (and the community) on the key direct and indirect impact visitors have in both small and larger places within the region. Recognising the economic, social and environmental value of the visitor economy to the region is critical, especially at elected member and business levels. This consistent support about its value is a key enabler for intergovernmental collaboration for policy and funding and elevates 'tourism' to something of added value which is a broader driver of community sustainability.

Overall, there is a significant opportunity for the regional visitor economy to play a key role in delivering outcomes for communities in the region, in line with the CNSWJO Strategic Plan. The starting delivery point is to design a refreshed regional visitor economy strategy with agreement of the purpose, objective and priority actions. The strategy is dependent on key success factors, most notably funding, capacity and an enduring collaborative network model, not only between the members of the CNSWJO but also its key collaborators and stakeholders.

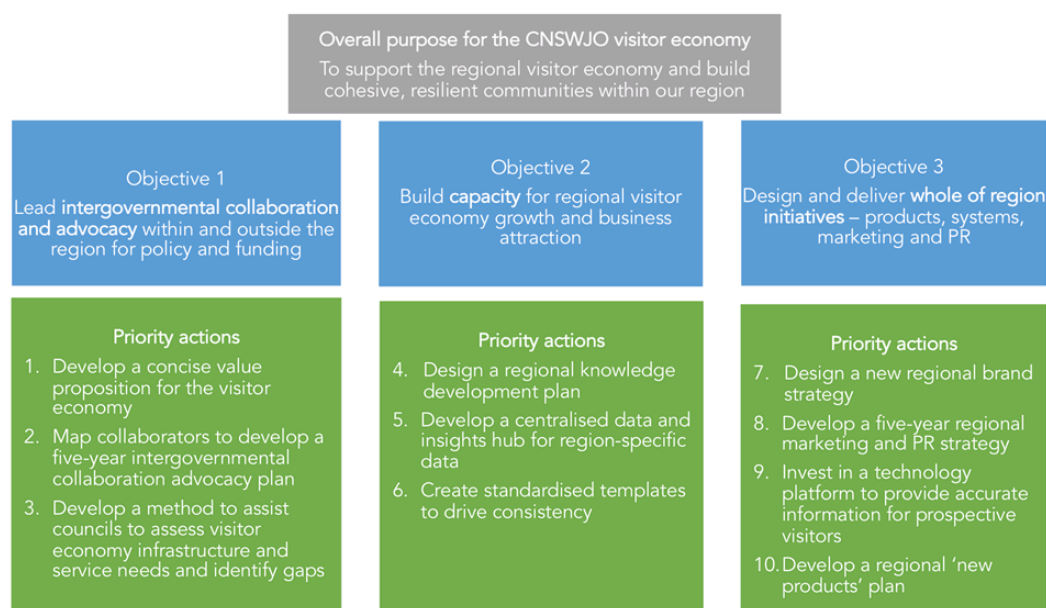
KEY MESSAGES

Key messages for CNSWJO advocacy should include the following:

Key messages	
1.	Central NSW has a proud history of Local Tourism Organisations working collaboratively to grow the visitor economy. This collaboration respects every destination is at a different place on the journey.
2.	People visit a region before they relocate so impressions they experience on a visit or receive by word of mouth or in online forums are important. Many people are looking for liveability and community first, work second.
3.	With international travel unlikely until the end of 2021, the short to medium term following the Covid-19 pandemic is a critical time to invest in tourism in Central NSW.
4.	It will be important to align with <i>Tourism 2030</i> once it is launched. With its expected focus on regions, the Australian Government may fund regional initiatives and promote the regions for liveability.
5.	Given the visitor demographic, the rapid growth in the visitor economy as a result of the Covid-19 pandemic and transport constraints between Sydney and Central NSW, an urgent investment is required to encourage weekend visitors to stay longer in region, especially past Sunday afternoon.
6.	This requires Australian and NSW governments funding to improve road connectivity including: <ol style="list-style-type: none"> Into Western Sydney where the journey east is subject significant delays on a regular basis Continued improvements to the Newell Highway Connections from Canberra and the South Coast.
7.	A growth in the visitor economy will be enabled by the Australian and NSW governments delivering reliable NBN and mobile phone coverage across the whole region.
8.	NSW Government departments responsible for Planning, Infrastructure, Heritage and Parks and Wildlife should collaborate with the key decision makers in Central NSW to enable product development to grow the visitor economy. This includes investment in static infrastructure such as heritage structures, silos and sculptures as well as dynamic infrastructure, for example, rail trails for walking/cycling and on- and off-road cycle tracks.
9.	Existing infrastructure important to the visitor economy, for example, Jenolan Caves House, Mount Panorama, the Dish at Parkes and Age of Fishes Museum should be recognised by all levels of government for their value to the visitor economy.
10.	The NSW Government, Destination NSW and the CNSWJO should collaborate for better funding and governance arrangements to support the visitor economy. This includes: <ol style="list-style-type: none"> Equity of service because DNCO services 61% of the State and is currently under resourced for its task Equity of funding across the state due to the sometimes limited budget for regional councils to allocate funding to new products and capacity building Leveraging the JO structure to maximise efficiencies and effectiveness Supporting all destinations to build the contribution of tourism to their local economy to at least the NSW State average by 2025.
11.	Support councils to implement infrastructure and planning initiatives to support the visitor economy. Examples include public amenities, unused buildings/rail tracks, CBD upgrades or infrastructure assets, as well as capacity building of existing operators and the development of quality accommodation, food and retail offerings.

STRATEGY ON A PAGE

The following graphic shows the high level strategy.



DETAILS OF THE PRIORITY ACTIONS

Additional information about the ten priority actions are in the following table.

Objective	Priority actions
Objective 1 Lead intergovernmental collaboration and advocacy within and outside the region – policy and funding	<ol style="list-style-type: none"> 1. Develop a concise value proposition for the visitor economy which includes targets for new jobs and economic growth. Use this for intergovernmental collaboration and advocacy within the region (councils, businesses and communities) as well as external to the region (Destination NSW and Australian and NSW governments). The value proposition should demonstrate the planned economic, social and environmental impacts of the visitor economy to the region and how investment can create additional, long term jobs and drive regional prosperity. 2. Map collaborators to develop a five-year intergovernmental collaboration and advocacy plan with levels of funding sought to: <ul style="list-style-type: none"> • Ensure the Australian and NSW governments deliver reliable NBN (broadband at a minimum) across the whole region • Ensure Australian and NSW governments improve road connectivity into Western Sydney to avoid the traffic issues which are an inhibitor to weekend/long weekend visits. Also drive continued improvements to the Newell Highway and connection from Canberra and the South Coast • Work with the Australian Government's <i>Tourism 2030</i> to gain from its expected focus on regions, funding regional initiatives and promoting the regions for liveability • Ensure the NSW Government improves funding levels for DNCO to support the delivery of the CNSWJO strategy and/or combine funding levels to provide more 'bang for buck' across the whole region. Aim to address the funding inequity for DNCO with the NSW Government using the value proposition • Collaborate across councils (and also mayors) to consider infrastructure and planning initiatives to support the visitor economy, for example, public amenities, unused building or infrastructure assets and trading hours

Objective	Priority actions
	<ul style="list-style-type: none"> • Collaborate with government departments such as Planning and Infrastructure or NSW Parks and Wildlife to support the visitor economy via product investment. This includes static infrastructure such as heritage structures, silos and sculptures as well as dynamic investment, for example, into the development of rail trails for walking/cycling and mountain biking/cycle track on- and off-road • Understand the pipeline of funding opportunities councils/the region a whole can access.
	3. Develop a method to assist councils to <u>assess visitor economy infrastructure and service needs</u> and identify gaps to be filled at a local level to achieve consistently high grade visitor experience across the region.
Objective 2 Build capacity for regional visitor economy growth and business attraction	<p>4. Design a <u>regional knowledge development plan</u> to:</p> <ul style="list-style-type: none"> • Provide mayors and councillors with the consistent tools and messaging to support them to advocate for local and regional tourism, as part of regional economic development, to support community building and resilience. Include quarterly dashboard measures on economic value creation and a small set of other measures for councils as well as the CNSWJO Board • Upskill staff involved in tourism/economic development, potentially including mentoring between councils, including business case development for new initiatives • Build the capability of tourism operators (food, accommodation and experiences) to understand the delivery standards needed to attract new and returning visitors and increase their business resilience. This is critical and could be undertaken in conjunction in partnership with chambers of commerce who could also promote liveability of the region and its towns • Understand how best to work with local chambers of commerce and other business groups to support product development. <p>5. Develop a <u>centralised data and insights hub</u> for region-specific data on trends, forecasts, using TRA data and spend/travel pattern data from third party sources. Focus on deriving predictive data. Use case studies/success stories from within and outside the region to build on the story-telling about the region which has shown to be effective in the <i>We want you back</i> campaign. Stories and learnings should be shared regularly across the region via a regional forum (in person or digital).</p> <p>6. Create <u>standardised templates</u> to drive consistency for:</p> <ul style="list-style-type: none"> • An annual calendar of events and festivals to avoid or reduce competition, build content and bundle other visitor experiences and accommodation • Evaluation frameworks for events, attractions and other tourism related initiatives • Council DMPs to allow for ease of completion and better view across all the DMPs to align shared priorities and support potential economies of scale. Develop an annual summary document to facilitate effective and efficient delivery of regional scale experiences and investment. Ensure a focus on increased visitation, longer trips and higher spend
Objective 3 Design and deliver whole of regional initiatives – products, systems, marketing and PR	<p>7. Design a <u>new regional brand strategy</u> which sits as an umbrella and ties existing individual council brands to the regional brand. Gradually retire the Unearth and Central NSW brands</p> <p>8. Develop a <u>five-year regional marketing and PR strategy</u> which:</p> <ul style="list-style-type: none"> • Identifies the region's comparative advantages and matches these to segmented markets underpinned by data on drivers of destination choice • Coordinates all council tourism offerings to ensure avoid duplication, identify gaps and leverage strengths • Drives consistent best practice approaches to marketing/using social media for all councils, for example, maintaining the connection with visitors who have previously travelled to the region and build on the successful <i>We want you back</i> campaign • Promotes 'anchor attractions' across the region and provides avenues for each council to leverage this effort by scaffolding with a broader list of things to see and do before or after the anchor attraction experience

Objective	Priority actions
	<ul style="list-style-type: none"> • Leverages the strong role of word of mouth and VFR in the decision journey i.e. where to go, what to do, what not to miss • Ensures sufficient resources are allocated from within and external to the CNSWJO to deliver it.
	<p>9. Invest in a <u>technology platform</u> or collaborate with existing providers to develop a new website and mobile interfaces and social media focused on experiences/itineraries rather than destinations and individual activities. This also requires maintaining to produce accurate information for prospective visitors to help them plan their trip before they travel and during their trip which:</p> <ul style="list-style-type: none"> • Packages multi-day itineraries by travel time but includes a breadth of experiences • Packages regional itineraries of interest to particular cohorts, for example, arts, heritage, indigenous experiences, nature-based, food, wine • Readily provides information about the distance from their home base to the region (this is to address the misconception that the region is too far away for most people to visit within a short time frame) • Ensures that tourism related and other businesses are readily discoverable online.
	<p>10. Develop a <u>regional 'new products' plan</u> for experiences such as biking, ecotourism, agritourism, indigenous tourism and CBD/main streets revitalisation.</p>

ROLE OF THE CNSWJO IN THE DELIVERY OF THE STRATEGY

The CNSWJO already plays a key role in driving intergovernmental collaboration across Central NSW and this is vital, given the variety of stakeholders who can influence the success of the visitor economy. The CNSWJO can support these stakeholders to prioritise, within their own strategic plans, activities which will support Central NSW regional outcomes. It is important for the CNSWJO to continue to provide leadership for this potential key industry sector and:

- Plan and implement intergovernmental collaboration and advocacy activities with Australian and state governments to source policy support and funding for the region
- Drive council and business collaboration for the regional visitor economy to increase the proportion of the visitor economy contribution for the economy in smaller towns and/or where the visitor economy is less mature and support shared learnings across councils
- Continue to deliver regional PR and marketing, especially for new products and experiences
- Capacity build tourism managers and support mayors to communicate the value proposition for the visitor economy within their own councils and to key stakeholders outside the region in the context of building a diverse economy and strong community outcomes.

NEXT STEPS FOR THE CNSWJO

The next steps are to:

- Review the strategy, in particular, the overall purpose and priority actions and develop an appropriately resourced action plan
- Consider and resolve the key success factors, especially timeline (tactical and more strategic actions) funding and resourcing for specific priority actions
- Prioritise the priority actions, especially an intergovernmental collaboration and advocacy plan, a 'new products' as part of the tactical response (in the short and medium term) and a regional knowledge development plan
- Establish the governance framework for the delivery of the strategy
- Plan to review the progress on the priority actions on an annual basis.

1. Introduction

1.1 OVERVIEW

Tourism has been an increasingly important part of the Central NSW Region's economy over the past decade. The regional strategy was initially delivered by Central NSW Tourism (CNSWT) which was merged into Central NSW Councils (Centroc). Since early 2018, regional tourism has been incorporated into the scope of the Central NSW Joint Organisation (CNSWJO). Although CNSWT and Centroc delivered good outcomes, there is an opportunity to better leverage the role of the CNSWJO to support its ten member councils to grow their visitor economies.

The ten member councils are: Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes and Weddin.

1.2 PURPOSE OF THE CNSWJO

Collaborations of Councils were formalised under the NSW Local Government Act as Joint Organisations (JOs). In accordance with the Act, the principal functions of a JO are:

1. To establish strategic regional priorities for the JO area and to establish strategies and plans for delivering those priorities
2. To provide regional leadership for the JO area and to be an advocate for strategic regional priorities
3. To identify and take up opportunities for intergovernmental cooperation on matters relating to the JO area.

In addition, the CNSWJO has a fourth function which is:

4. Inter-council cooperation, including on tourism.

1.3 BACKGROUND TO THIS REFRESH

The *CNSWJO Strategic Business Plan* included a review of the tourism service provided to members. Following the completion of the review by a subcommittee of the Central NSW Regional Tourism Managers Group, the CNSWJO Board requested a strategic refresh.

There are many existing documents which were developed and used over the years but the CNSWJO is not formally recognised in these documents for the role it plays in regional tourism. This project seeks to undertake a refresh of the already developed plans and strategies, including advice on the regional value JOs can bring to members and the NSW Government.

1.4 THE AIM OF THE REFRESH

The aim of the strategic refresh is review existing local and regional tourism plans and strategies, the opportunities for the region and develop a regional tourism strategy and shared tourism service which will aim to maximise the region's tourism assets and set agreed priorities. Specifically it aims to provide:

- Advice on the current framework for tourism in regional NSW, including funding, strategic and structural arrangements
- Advice on opportunities and challenges for tourism in Central NSW at a regional level
- Advice on the value of tourism to member Councils and their communities

- Advocacy advice including key messaging on policy relevant to current tourism issues
- Advice on key tourism infrastructure priorities across the region
- Advice on opportunities for intergovernmental collaboration including with other JOs
- Development of *CNSWJO Tourism Strategy 2021-2026* with a value proposition to both members and then to NSW
- Advice on structural options and resources to deliver the *CNSWJO Tourism Strategy 2021-2026*
- A summary of other key learnings for the CNSWJO Board.



Bathurst Rail Museum. Image credit: Image owned by Bathurst Regional Council. Photo taken by Trent Cash of GroCreative.

1.5 THE APPROACH

The approach is shown in Table 1.

Table 1: Approach to project

Element	Details	Output
Project Steering Group	Fortnightly meetings with the Project Steering Group to track progress, provide relevant input and discuss project findings. This group also reviewed the draft strategy	Input into project process and feedback on key deliverables
Background documentation review	Review of: <ul style="list-style-type: none"> Background documentation including council DMPs and a variety of regional and state plans Policy context review at federal, state and regional levels 	Document review summary report
Stakeholder interviews	23 Semi-structured interviews (see Appendix A) with: <ul style="list-style-type: none"> Staff at the ten councils in the CNSWJO who manage tourism/visitor experience and/or destination management and/or economic development Other CNSWJO stakeholders with an interest in regional tourism 	Thematic summary of stakeholder interviews
Workshops with Regional Tourism Group	Two workshops to: <ul style="list-style-type: none"> Introduce the project scope and purpose and obtain early feedback on contextual issues for the group Present findings and discuss and agree key objectives and action items to achieve the objectives over the next five years 	Input into project planning and draft strategy

1.6 THIS DOCUMENT

This document is divided into the following sections:

- Executive summary
- Introduction (Section 1)
- Situational analysis: Tourism profile (Section 2)
- Situation analysis: Policy context and priorities (Section 3)
- Key opportunities (Section 4)
- A five-year strategy (Section 5)
- Conclusion (Section 6)
- Appendices.

2. Situational analysis: Tourism profile

2.1 OVERVIEW

One of the key issues for the Central NSW region (and some other parts of regional Australia) is the access to reliable, up to date data and information about visitation, tourism spend and contribution to the regional economy. In addition, not all places in the Central NSW region are equal especially in terms of transport access, time to reach the location and the variety and breadth of tourism product. Product includes accommodation options and experiences including events, natural landscape features and manmade attractions.

In addition, the Covid-19 pandemic has influenced the reliability of data, although some sources, such as Tourism Research Australia (TRA), have averaged out tourism industry and visitation data over a four-year rolling period. However, with the international Australian borders closed (and unlikely to be opened until at least mid-2021), plus continued social distancing, there is the potential for a more immediate, tactical response for overnight, domestic travellers on multi-day trips to the region.

2.2 KEY STATISTICS FOR THE CENTRAL NSW REGION

Tourism continues to contribute to the regional economy and has grown over the past ten years. The region is in the top ten regional destinations nationally and fourth in NSW. In summary, the headline statistics for the region¹²³ show:

- Gross value add and gross regional product have doubled over the past ten years
- Tourism consumption has increased by 50% over the past ten years
- The domestic day and overnight visitor continue to be the biggest markets
- Average length of stay has been stable for domestic visitors (average of three days) but falling for international visitors (<20 days) over the past ten years (only some part of their stay would be in a region)
- The two top reasons to visit are holidaying and visiting friends and relatives (VFR)
- The majority of the domestic market is intra-state visitation
- A significant proportion of visitors are unaccompanied visitors, especially business travellers.

However, regional dispersal is a key issue for the region, with most tourism focused on two LGAs in the east – Bathurst and Orange. So whilst it is useful to consider the region as a whole, consideration needs to be given to regional differences and how to maximise different types of opportunities in different parts of the region.

¹ Destination Country and Outback NSW. *Destination Management Plan 2018-2020*. Available at: www.dnconsw.com.au/app/uploads/2018/05/dnco-dmp-v3.pdf

² Tourism Research Australia. National and International Visitor Surveys. Available at: www.tra.gov.au

³ Austrade 2019. *Understanding visitor regional dispersal in Australia*. Available at: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-regional-dispersal-october-2019-151119.pdf>

Key drivers of regional dispersal⁴ are shown in Table 2.

Table 2: Key drivers of regional dispersal

Driver	International	Domestic
Age	Older visitors have a higher propensity to travel to regional destinations and have a longer stay in regional Australia than younger visitors.	
Purpose of visit	<p>Visitors who travel for employment (3% international visitor share) have a higher propensity to travel to regional destinations and stay longer in regional Australia. This is linked to regional working requirements that are often part of visa conditions.</p> <p>However, holiday visitors (48% of international market) are more likely to travel to regional destinations than visitors who travel to visit friends and relatives (27% of international market) and business travellers (9% of international market).</p>	<p>Holiday visitors (33% of domestic market), business visitors (18% of domestic market) and visitors who travel to participate in a sporting event (2% of domestic market) are important drivers of regional dispersal.</p> <p>Holiday visitors are not only the largest group of visitors in the domestic market but are also more likely to travel to regional destinations and stay for a relatively longer period.</p>
Travel party	<p>Adult couples (21% of international market) and friends and relative groups (11% of international market) have the highest propensity to travel to regional destinations.</p> <p>However, unaccompanied visitors (52% of international market) are found to have the longest stay in regional Australia, over 30% longer than adult couples and friends and relatives groups.</p>	<p>Business groups (6% of domestic market) and family groups (20% of domestic market) have a relatively high propensity to travel to regional destinations and have a longer length of stay in regional Australia.</p>
Household income	-	<p>Regional Australia provides an affordable holiday option for people on a lower income.</p> <p>Visitors with a household income less than \$100,000 per year (31% of domestic market) are more likely to visit regional destinations and they tend to have a longer stay in regional Australia.</p>

People most likely to visit regional Australia include⁵:

- Family road trippers (20% of domestic) are the most likely to visit regional Australia – 62% of them did on their most recent trip. When making decisions about where to travel, family road trippers are repeat customers – 33% chose the destination based on where they have travelled previously. They also value the recommendations of others – 28% reported word of mouth as a key source of information in deciding on the destination
- Traditional market Gen Y and Z (4% of international) on their first trip to Australia, are the next most likely to visit regional Australia – 59% travelled to regional Australia on their most recent trip. These young travellers are more likely to use the internet to decide on where to travel to and what to do when they get there. Whilst regional Australia was part of their 'bucket list' itinerary and offered them a chance to learn something new, they are more price-sensitive than other travellers

⁴ Adapted from: Austrade 2019. *Understanding visitor regional dispersal in Australia*. Available at: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-regional-dispersal-october-2019-151119.pdf>

⁵ Ibid.

- Affluent 55+ Australians (10% of leisure visitors) are third most likely visit regional Australia (with 56% visiting a regional destination on their most recent trip). They enjoy eating out at restaurants and shopping when they travel and tend to stay longer when visiting regional destinations than when visiting capital cities. For this group, travel offers the chance to escape day-to-day life and gain knowledge. They are also repeat customers with 44% choosing the most recent destination because they had travelled there previously.

People least likely to visit regional Australia include⁶:

- Asian market visiting friends and relatives (VFR)
- Asian market Gen Y and Z.

Interestingly, the barriers for both those who are more and those who are less likely to visit are the same:

- Regional Australia is perceived as expensive
- The regions are seen as hard to get to
- Regional visits need more time to visit rather than a day trip, overnight or weekend option.



Millthorpe Night Market. Image credit: Blayney Shire Council.

⁶ Adapted from: Austrade 2019. *Understanding visitor regional dispersal in Australia*. Available at: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-regional-dispersal-october-2019-151119.pdf>

The value of the visitor economy to the region, as part of the broader economy

The visitor economy needs to be central to regional economic growth and should be valued not only for its current and potential contribution but also its impact on liveability both for locals and those considering relocation.

The visitor economy is recognised at local and regional levels as an integral part of the regional economy. It is a key element in all of the Regional Economic Development Strategies for Central NSW councils and the *Central West and Orana Regional Plan 2036*.

Maximising the potential of the region's natural, historical, cultural and lifestyle assets will grow the contribution of the visitor economy to the regional economy. This will be critical for next decade, with the expected decline in workforce required for traditional industries such as agriculture, processing and mining. An investment now in quality products and experiences can transform some of the smaller towns and locations into significant attractors for visitors.

Investment in the visitor economy also provides increased amenity and liveability for locals. Better food offerings, more retail options on the high street and better amenities such as walking tracks, cycleways and art trails helps locals to feel connected to their place and to each other and keeps people in the region.

Liveability provides important locational preference factors. It is also a powerful attractor for people to move to the region where they previously only came as visitors. First impressions, 'try before you move' and the existence of amenities are significant enablers to boost migration of individuals and families to the region and increase community sustainability.

2.3 KEY STATISTICS FOR THE INDIVIDUAL COUNCILS

Tourism businesses, jobs and economics

The number of tourism businesses in each council generally drives employment in tourism and whilst the average number of businesses, jobs and output from tourism is people is close to the NSW average, there is significant variation. There is a higher spend on accommodation and food for every dollar spent and perhaps is the reason for the perception that regions are more expensive. This is shown in Table 3:

Table 3: Summary of economic impact of tourism

Council	# of tourism businesses*	# and % of tourism jobs*	\$ output and % from tourism*	# cents spent on accommodation and food for every dollar spent*
Bathurst	419	1,242 (28.1%)	\$235m (27.7%)	41c
Blayney	74	95 (2.2%)	\$19M (2.3%)	50c
Cabonne	140	163 (3.7%)	\$37m (4.4%)	44c
Cowra	165	296 (6.7%)	\$58m (6.9%)	45c
Forbes	111	169 (3.8%)	\$33m (3.9%)	37c
Lachlan	84	112 (2.5%)	\$22m (2.6%)	43c
Oberon	49	162 (3.7%)	\$34m (4%)	57c
Orange	456	1,122 (25.4%)	\$209m (24.7%)	40c
Parke s	179	370 (8.4%)	\$70m (8.2%)	58c
Weddin	43	39 (0.9%)	\$7m (0.9%)	55c
Total/average for the region	-	3,770 (6%)	\$724m (3.2%)	46c
NSW average	-	6.1%	3.65%	33c

*Sourced from Remplan: ABS 2016 Census Place of Work Employment (Scaled), ABS 2016 / 2017 National Input Output Tables, ABS June 2019 Gross State Product, and ABS 2018 / 2019 Tourism Satellite Account. Available at: <https://app.remplan.com.au/rdacentralwest/economy/tourism/employment?state=DrwbF6lB5xBfAwpkF7GWaYl9BJaWteTWWhxnMHafOhZvh4SmjGl8Sm2P4FyN9>

Tourism numbers, spend and accommodation type

Tourist numbers are higher in Bathurst and Orange, reflecting their proximity to Sydney and the average spend for overnight and per night visitors is lower than the state average. The main reason for travel is holiday and VFR and this is also reflected in the accommodation type. This is shown in Table 4.

Table 4: Summary of tourism numbers, spend and reasons for visits

Council	# of visitors*	Average spend domestic overnight*	Average spend per night*	Accommodation type*	Reason
Bathurst	1,028,000	\$381	\$135	Hotel, VFR	Holiday, VFR, business
Blayney	109,000	\$413	\$157	np	Not publishable
Cabonne	176,000	\$413	\$57	np	Holiday
Cowra	313,000	\$296	\$118	np	Holiday, VFR
Forbes	152,000	\$413	\$157	np	Holiday, VFR
Lachlan	127,000	\$413	\$157	np	Not publishable
Oberon	209,000	\$380	\$159	np	Holiday
Orange	1,162,000	\$467	\$167	np	Holiday, VFR, business
Parke s	314,000	\$334	\$149	Hotel, VFR	Holiday, VFR
Weddin	np	\$413	\$157	np	Not publishable
Total/average for the region		\$403	\$158	VFR 36%, Hotel/motel 22%, Caravan/camping 11%	
NSW average	-	\$611	\$193	-	-

*Sourced from: TRA local government profiles 2019. Available at: www.tra.gov.au/Regional/local-government-area-profiles.

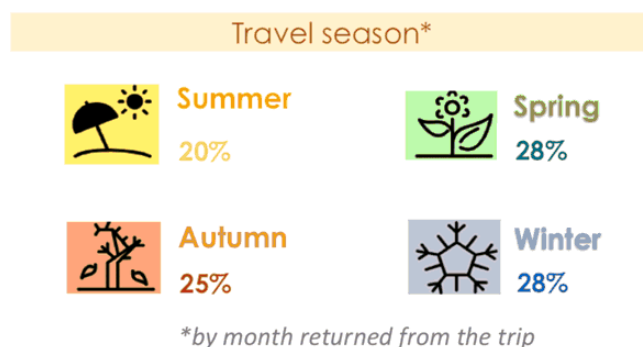
In addition, most visitors spent three nights on average in the region and most visit in private vehicles or company cars.

Before the Covid-19 pandemic, Sydney residents were taking few overnight stays in regional NSW. The main growth area for the region was intra-state regional visitors and the ACT. However, ACT visitors are comparatively low. The ACT is a potentially valuable market because residents here have a median weekly household income 25% higher than Sydney and 36% above the NSW state median⁷.

⁷ Central NSW Tourism. 2016-17 Destination Management Annual Update and Action Plan. Australian Bureau of Statistics data from 2011.

Travel to the region is more popular in the spring and winter but is generally well spread out across the year as shown below.

Figure 1: Visits by season⁸



Hot Air Balloons. Image credit: Cabonne Council.

2.4 WHAT THIS MEANS FOR THE CNSWJO STRATEGY

Implications of the current and predicted tourism profile include:

- Consider a more tactical response for the next 18-24 months to boost domestic tourism to the region as the restrictions linked to the Covid-19 pandemic continue. Disruption to the international market represents a significant opportunity for the region to expand and retain its share of the domestic market during this period
- Increase contribution of tourism in each LGA to at least the NSW average in jobs and output

⁸ Destination NSW 2020. Central NSW Visitor Profile. Available at: www.destinationnsw.com.au/wp-content/uploads/2020/08/central-nsw-fact-sheet-ye-mar-20.pdf

- Increase the amount and quality of the food and accommodation offer to increase the average spend to the NSW average
- Capitalise on the global trend for unique experience-led travel, for example, food and wine, nature and wildlife, culture and heritage
- Tailor thematic trips for day trippers, family road trippers and unaccompanied visitors as these are major segments of the market
- Ensure there is a balance of tourism jobs across all seasons
- With a high proportion of tourism as VFR and a key driver of visits to the region there is the opportunity to increase this share of the market with more tailored offerings
- Strengthen the appeal of the region to existing markets to:
 - Extend length of stay
 - Encourage repeat visitation
 - Increase participation in tours and activities
- Focus on those identified markets with greatest propensity to grow the visitor economy, for example, 55+ but also segments of VFR via:
 - Increased visitor numbers
 - Increased visitation during non-peak periods
 - Increase yield (through development of higher-yield experiences and accommodation offers).



Bathurst 12-hour race. Image credit: Bathurst Regional Council.

3. Situational analysis: Policy context and priorities

3.1 OVERVIEW

The federal government and all state governments recognise the potential value of tourism to Australia, especially from international visitors. There is strong alignment between federal and all state policies for tourism and increasingly alignment between state, regional and council policies.

In some states, tourism is seen as a strong driver for economic development, particularly where there are industries in decline or where there is less diversity of economic activity than there could be to maintain sustainable economies. There is also an increasingly strong link between arts and culture and tourism, particularly for festivals, arts and place-based events. Again, this is reflected in federal and state policies and, indeed, has been a strong driver in the past for the Central NSW region.

3.2 NATIONAL LEVEL

Tourism 2020 was a five year plan to respond to ongoing challenges and emerging opportunities for the Australian tourism industry and providing a framework for growth. The next strategy to 2030 is currently in development and has been through rounds of public comment and key stakeholder consultation. The key relevant themes for the region from *Tourism 2020* were:

- Develop a skilled tourism workforce to better service the visitor economy
- Integrate national and state tourism plans into regional development and local government planning to generate effective infrastructure to service regional communities, services to the visitors and encourage private investment in tourism infrastructure.

These objectives will most likely remain relevant for the next five years but specific themes emerging from the consultation for *Tourism 2030*⁹ specifically recommend:

- Changing the focus away from Sydney and Melbourne (recognising these as gateways) and focus on regions
- Establishing regional gateways
- Funding campaigns in regional areas.

Two of the top five 'Game Changers' voted on in the Industry Roundtable workshop were regionally focused:

1. Focus on the regions – Create regional gateways and encourage dispersal beyond cities (39% of the vote)
2. Change paradigm – Tourism is supported by government to create more liveable communities across Australia, so we need this outcome to be foremost – jobs is only one tool; economic/ social/ environmental; quality of life for the community is improved; not tourism growth at all costs and not volume everywhere (28% of the vote).

In addition, six pillars were identified by participants as drivers for success. These are shown in Table 5.

⁹ Adapted from: Austrade Beyond Tourism 2020 Workshop 2019. *Beyond Tourism 2020 Industry Roundtable workshop*. Available at: www.austrade.gov.au/ArticleDocuments/10371/2019%20March%20-%20Au%20strade%20Beyond%20Tourism%202020%20Workshop%20Report%20Updated%20PM%206.03.19.pdf.aspx

Table 5: Drivers of tourism success

Pillar		Pillar	
1. Capacity	Each destination needs to maintain its own personality so it is not a one solution for all. Refocus on not just Sydney and Melbourne but on regional disposal. Drive the demand for a quality unique product, producing higher yield, to drive volume.	2. Data	Need better quality data at regional/local level. Turn data into predictive tools v hindsight. Get more data from people who do not come. Develop more data platforms specific for collating industry product data to be unified across industry.
3. Drive demand	Sell the uniqueness of a product. Skills development in regional areas and reduction of red tape particularly for small businesses. Support from government i.e. funding, grants, programs. Community focused approach to generate good ideas. Use a coordinated events strategy to drive visitation for sport, business, festivals, cultural.	4. Sustainable Industry	Package products to reduce individual marketing costs. Regionally, in particular, find niches for many small businesses (local) to contribute. Cross agency collaboration – need to support national parks, transport, infrastructure, planning etc. as these are assets our tourism industry uses. Encourage sustainable practices within organisations for staff and visitors. Legislate and align tourism certification with environmental impact assessment/development.
5. Harness Technology	Develop centralised booking portals – one stop shop. Use technology to 'theme' and connect product. Use virtual tourism experiences as promotion and marketing. Use augmented reality in attractions. Reduce internet black spots – (Wi-Fi hotspots should be matched to tourist destinations). Enable storytelling – linked to phone.	6. Suitably Skilled And Available Work Force	Training access. Recognise volunteers to manage appropriately. Seasonality – keeping good staff, set up process to trade staff. Partnerships between different climatic areas i.e. Tasmania and NT to smooth the labour market in tourism. Year round employment allows career progression. Flexible work arrangement (support for senior staff balancing family life).

Whilst the *China 2020* and *India 2020 Strategic Plans* will be need be reviewed in the light of the Covid-19 pandemic, they are less likely to be relevant for regional tourism. Although there is significant potential in terms of high quality spend, the length of time spent in the regions is much less for these groups of higher end international travellers and the cost-benefit of marketing and targeting these groups (unless there is a VFR element which is also less likely in the region) may not yield the value anticipated.

Regional Development Australia – Central West is the arm of Regional Development Australia which supports the development of their regions. One of its strategic objectives is to support regional competitiveness by building on existing and emerging strengths and *industry development across diverse sectors and communities*.



Cowra Japanese Gardens. Image credit: Cowra Council.

3.3 STATE LEVEL

The NSW *Visitor Economy Industry Action Plan 2030* (VEIAP) committed \$43 billion to a new regional tourism framework and spend of \$17 billion to create regional jobs. The status of the actions was reviewed by an independent taskforce who made recommendations for six key focus areas to 2030. One of these is to *Support regional decisions. Back regional NSW*¹⁰.

The plan to deliver the VEIAP is the NSW *Statewide Destination Management Plan* developed by Destination NSW (DNSW) and each of six Destination Networks are tasked with developing a regional Destination Management Plan. Ideally, they facilitate visitor economy growth at the local level, through representing and coordinating the region's tourism industry. The plan highlights future trends and insights relevant for the region including¹¹:

- Experiential travel – more and more travellers will search for immersive, authentic, educational, local experiences
- Sustainable travel – sustainable and conscious travel will gain momentum, and the concept of excessive visitor arrivals known as 'over tourism' will be topical
- Caravanning and Camping – the desire for authentic experiences will drive demand for exploring destinations on caravanning and camping holidays

¹⁰ NSW Department of Industry. *NSW Visitor Economy Industry Action Plan 2030*. p. 10. Available at: www.business.nsw.gov.au/_data/assets/pdf_file/0008/261827/Visitor-Economy-Industry-Action-Plan-2030.pdf

¹¹ Destination NSW. *Statewide Destination Management Plan*. p. 16. Available at: www.destinationnsw.com.au/wp-content/uploads/2019/02/nsw-statewide-destination-management-plan.pdf

- Wellness travel – travel for the purpose of wellness, both spiritual and physical, will continue to gain momentum
- Food and drink – local produce and food and drink experiences will continue to play a role in destination choice, as a central part of the travel experience, and this space will become crowded
- Business events – conventions, corporate meetings, AGMs, corporate retreats, workshops, seminars and sales incentive rewards trips all hold promise for growth in regional NSW
- Personalisation – digital and mobile technology have empowered visitors to take more control of their travel experiences and increased their expectations. As a result, the expectation of personalised and tailor-made experiences is likely to grow
- Multigenerational travel – the trend in multigenerational travel will continue, as families use their holiday time to bond and create memories together and this will influence the type of customer experience they are looking for
- Sharing economy – the sharing economy, for example, Airbnb, will continue to transform travel experiences, giving the customer more choice and greater flexibility
- Digital – digital technology will continue to advance, facilitating all stages of the customer journey and experience, for example, search, booking, payments, augmented reality, real time translations etc.
- Mobile – mobile will be the preference of travellers throughout their customer journey, so mobile optimisation of the customer experience will be key
- Social Media – social media and user generated content will continue to be key and can present opportunities for destinations that optimise them well.

Destination Country and Outback NSW (DNCO) covers 61% of the state's area and is the Destination Network for the Central NSW region and aims to:

- Build industry capacity and capability through training, mentoring and supporting centres of excellence as well as through sharing of best practice and providing access to research and industry data
- Engage and advocate for industry through effective communication as well as representing the DNCO region to government, including on infrastructure and transport
- Facilitate relationships and partnerships for accessing funding, including the Regional Visitor Economy Fund and other grant programs as well as strengthening connectedness with DNSW on industry and marketing activities
- Drive more effective destination management and business planning, especially to support experience development and marketing.

The main target markets reflect the region's tourism profile from Section 2 are shown in Figure 2.

Figure 2: Target markets for Central NSW¹²

Other state based plans relevant for the region are:

- NSW South Wales Food & Wine Tourism Strategy & Action Plan 2018-2022
- NSW Regional Conference Strategy & Action Plan 2017-2021
- Destination NSW Aboriginal Tourism Action Plan 2017-2020
- NSW Aboriginal Tourism Toolkit
- NSW Tourism and Transport Plan: Future transport strategy 2056.



Grazing down the Lachlan. Image credit: Forbes Shire Council.

¹² Destination Country and Outback NSW. *Destination Management Plan 2018-2020*. Available at: www.dnconsw.com.au/app/uploads/2018/05/dnco-dmp-v3.pdf

3.4 REGIONAL LEVEL

The NSW Department of Planning's *Central West and Orana Regional Plan 2036* views tourism as an important part of a diversified economy for the region and a growth sector with both natural and manmade attractions. Four key areas of opportunity identified are:

- Develop the region's capacity to grow food and wine tourism
- Enable opportunities appropriate for tourism development and associated land uses in local environmental plans
- Target experiential tourism opportunities and develop tourism management frameworks to promote a variety of accommodation options
- Encourage tourism development in natural areas that support conservation outcomes.

In addition to aligning with the *Destination Management Plan* for Destination Country and Outback NSW, it identifies tourism as the one of the top three economic opportunities in seven of the ten CNSWJO councils as shown in Figure 3.

Figure 3: Tourism in the top three economic opportunities



Source: NSW Department of Planning *Central West and Orana Regional Plan 2036*. Available at: www.planning.nsw.gov.au/-/media/Files/DPE/Plans-and-policies/central-west-and-orana-regional-plan-2017-06.pdf?la=en

All four Regional Economic Development Strategies (REDS) which cover the ten councils in the CNSWJO also have tourism in their top five 'elements' which are derived from an analysis of the endowments which underpin the region's strengths, followed by an analysis of current industry specialisations and emerging specialisations, identified in consultation with the community and councils.

Table 6 shows the definition of the tourism/visitor economy elements and a high level analysis of the types of priorities proposed for the REDS which will be relevant for the CNSWJO tourism strategy.

Table 6: REDS and their tourism/visitor economy elements and priorities

REDS	Elements of the REDS	Summary of infrastructure priorities relevant to the CNSWJO	Summary of priority actions relevant to the CNSWJO
Bathurst Regional Council, Oberon Council (Abercrombie REDS) ¹³	Develop the Region's Brand and Diversify Local Tourism Offerings	Transport links in and out of the region Improved access to natural assets Tourism accommodation	Coordinated branding, including signage on highways Coordination of roster of events Involvement of locals in events Push visitors to offerings other than racing and caves
Blayney Shire Council, Cabonne Council, Orange City Council (Orange, Blayney and Cabonne REDS) ¹⁴	Drive tourism growth and enhance the liveability of the region	Transport links in and out of the region Local road network and rail services to Sydney Digital connectivity, NBN and mobile reception Bike trails, cycle pathways Water supply consistency	Long term vision and marketing strategy Regional cultural heritage offer Training and jobs in hospitality Cycle networks and centre
Cowra Council (Cowra Shire REDS) ¹⁵	Grow the visitor economy	Transport links in and out of the region	Link different attractions in the region Develop the Peace Precinct Refurbish the CBD Business cases for art gallery upgrade and civic square precinct development
Weddin Shire Council (South West Slopes) ¹⁶	Continue to develop and grow the Visitor Economy	Development of infrastructure to develop tourism products Improved access to natural assets Improved aviation facilities	Development of a NSW Silo Art Trail Development of Caravan and Camping Visitor Smart Tracker Eco-tourism accommodation and environmental education facility on Lake Cowal

Currently, the CNSWJO has identified four strategic regional priority areas and tourism is specifically addressed in Priority Two: Regional prosperity as shown in Table 7.

¹³ Abercrombie Regional Economic Development Strategy 2018-2022. Adapted from p.18. Available at:

¹⁴ Orange, Blayney and Cabonne Regional Economic Development Strategy 2018-2022. Adapted from p.13. Available at:

¹⁵ Cowra Shire Regional Economic Development Strategy 2018-2022. Adapted from p.11. Available at:

¹⁶ South West Slopes Regional Economic Development Strategy 2018-2022. Adapted from p.16. Available at:

Table 7: Current CNSWJO tourism priorities

Initiatives to grow population and increase the visitor economy	
No.	Activity
a)	Review CNSW Tourism service provided by JO with consideration of future services in light of the offerings from Destination NSW Country and Outback
b)	Visitor economy statistics at LGA level in place and longitudinal reporting provides key data for regional tourism development
c)	Outputs from the MoU with RDA Central West (RDACW) are delivered including policy development on NBN, business retention and new entrants monitoring and regional data collation

The links between state, regional and local priorities are best expressed in the Central NSW Tourism 2016-17 *Destination Management Annual Update and Action Plan*, as shown in Figure 4.

Figure 4: Links between state, regional and local priorities



Although a precursor to the refreshed CNSWJO strategy it includes a helpful hierarchy of connections (albeit with issues over the size of the DNCO) which could be used as a starting point for the future.

This existing strategy¹⁷ aims to double the visitor economy from 2011 to 2020 by focusing on incremental growth across domestic visitation by:

1. Providing a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources
2. Expanding our visitor economy
3. Facilitating LGAs to grow and evolve our product and experience offering
4. Building demand by developing the destination's brand and appeal.

These objectives are now under consideration during the development of the strategy refresh.

¹⁷ Central NSW Tourism. 2016-17 *Destination Management Annual Update and Action Plan*.

The value of the CNSWJO

The CNSWJO is a high functioning collaboration of councils with a unified voice and a clear vision.

The CNSWJO is recognised by the NSW Government and other JOs are 'working well' and is an exemplar to other council/s/regions in Australia as a model of effective and efficient regional strategic planning and collaboration.

Value to the state

The value of councils working collaboratively to meet the visitor economy needs of their local and regional communities is significant and cannot be understated. In a regional economic sense this is critical to distribute wealth evenly and balance out inequities.

A regional approach has inherent cost savings and other efficiencies for State investment. Collaboration with the NSW Government is also easier with central point of contact (rather than ten local governments) and presents efficiencies and cost savings for the state.

JOs coordinate local and regional voices to the table to develop more informed regional strategy and better tailored delivery.

Coordination between the CNSWJO and the NSW Government is then possible to drive devolution of decisions/funding/investment from the centre which is aligned to visitor economy priorities as part of state, regional and local economic development strategies.

Respecting and leveraging the deep and long knowledge and experience of elected member ensures the right focus is maintained at a strategic, governance and advocacy level for the regional visitor economy.

This model of regional visitor economy delivery could be used in other JOs in other areas of the state.

Value to members

Regional tourism services have been successfully delivered through collaboration administered centrally for over a decade. Building on the legacy of previous iterations of Regional Tourism Organisations, CNSWJO continues to deliver significant ROI on tourism in grant funding, social media reach and public relations per year.

The legislated roles of CNSWJO provide an addition to this ongoing value. They are:

1. Through advocacy and leadership, key messages, informed by the priorities of members, form the basis of briefings to Ministers, engagement with federal and state agencies, submissions and media
2. Through intergovernmental collaboration the CNSWJO engages with federal and state agencies in the interest of members. This includes strategy, prioritisation and program delivery. Examples relevant to the visitor economy include:
 - Enabling agritourism through better land use planning at the state level
 - Building industry capacity
 - Working with the state to enable the reuse of heritage buildings for visitor economy purposes
 - Sourcing up to date visitor economy data
 - Leveraging national parks for visitor economy purposes.
3. The CNSWJO also provides input in to NSW Government priorities and to strategies which is why it is important for CNSWJO to have a clear policy and agreed priority on the visitor economy as part of overall regional economic development.

3.5 CURRENT LOCAL AND REGIONAL TOURISM PRIORITIES

Regional tourism priorities identified in existing *2016-17 Destination Management Annual Update and Action Plan*¹⁸ are:

- Culinary and Agritourism – authentic farm to plate experiences
- Cultural and Heritage – ancient aboriginal cultures, gold miners and bush rangers, sporting events, pop culture, artists and architecture
- Natural Heritage – seasonal appeal of natural landscape, national parks and waterways, parks and gardens, sculptured agricultural landscapes.

¹⁸ Central NSW Tourism. *2016-17 Destination Management Annual Update and Action Plan*

These align with the Destination Country and Outback NSW *Destination Management Plan* tourism priorities of:

- Celebrating Culture on Country
- Wine Lovers & Foodie Finds
- Unlimited Horizons
- Exploring our Nature
- Revealing our Heritage
- Little Places, Big Stories
- Events and Conferences
- Signature Experiences
- Strengthening Demand & Visitor Services.

Both strategies are aligned around strategic development priorities:

- Increasing the number of visitors, length of stay and spend
- Expanding the visitor economy
- Developing the physical capacity of the region
- Improving the visitor experience.

The priorities outlined above also align with the *Central West and Orana Regional Plan 2036*:

- Develop the region's capacity to grow food and wine tourism
- Enable opportunities appropriate for tourism development and associated land uses in local environmental plans
- Target experiential tourism opportunities and develop tourism management frameworks to promote a variety of accommodation options
- Encourage tourism development in natural areas that support conservation outcomes
- Promoting eco-tourism, conference and sports tourism, agritourism, events and festivals, recreation (including recreational fishing) and Aboriginal cultural and historic heritage.

Although, to be updated during this project, the *Centroc Regional Tourism Group Management Plan 2017-20* is also strongly aligned to the state and regional plan objectives which:

- Provide a regional platform for collaboration, leadership and good governance in all aspects of destination management subject to available resources
- Expand our visitor economy through a targeted approach to
 - Boosting Visitor Nights
 - Increasing Visitor Expenditure
 - Increasing Length of Stay
 - Increase consumer insights of region through the development of original content, for example, agri-tourism
- Facilitate LGAs to grow and evolve the region's product and experience offering.

Finally, a review of the available current and draft council DMPs concludes they are generally aligned with state tourism and economic development priorities and council tourism priorities as defined in the relevant Community Strategic Plans.



Ute-opia. Image Credit: Stephen Coburn.

3.6 WHAT THIS MEANS FOR THE CNSWJO STRATEGY

Implications of the policy context and priorities include:

- Continued alignment to federal and state policies is important to support intergovernmental collaboration, advocacy and funding applications
- Consider potentially stronger alignment with economic development and regional planning policies which view tourism through an economic lens, especially with the expected focus of the new Australian Government *Tourism 2030* strategy
- Ditto but for environmental and conservation policies at state and federal government level
- Ensure the regional voice is engaged in state and regional policy making via the CNSWJO and that a network of advocates exist, including mayors, chambers of commerce and the community
- Identify specific support available from various funding sources within regional and state plans which align with whole of region opportunities
- Consider re-orientating 'tourism' to 'visitor economy' in the CNSWJO, in line with how this sector of industry is increasingly viewed by policy and decision makers and the recognised contribution it has on diversification of regional economies which builds community resilience in the regions.

4. Key opportunities

4.1 OVERVIEW

This section details the key opportunities for tourism in the Central NSW region and includes:

- Overview (Section 4.1)
- Opportunities for the region (Section 4.2)
- Opportunities for the CNSWJO (Section 4.3)
- Other learnings (Section 4.4).

4.2 OPPORTUNITIES FOR THE REGION

The key opportunities for the region can be divided into three themes as shown in Table 8.

Table 8: Opportunities for the region

Theme	Opportunity
Intergovernmental collaboration and advocacy	<ul style="list-style-type: none"> • Better articulate the value of regional tourism to drive a shared understanding and messaging (especially from mayors) within and outside the region • Increase the understanding the CNSWJO role in the visitor economy and how it adds value for councils and some communities • Make intergovernmental collaboration and advocacy effective and efficient by planning activities and measure outcomes achieved, again to demonstrate value i.e. collaboration/advocacy with whom, about what and when and what was achieved • Build on the existing strong relationships with DNCO, although it is recognised it has resource and funding challenges of its own • Work with state government to reduce the size of funding offered (sounds counterintuitive) so that councils can match the funding level often required by grants • Increase the economic contribution of tourism across councils as this is currently uneven and not at the NSW average in all councils due to the historical focus on certain industries and/or the maturity of the visitor economy offer at local level
Capacity and capability	<ul style="list-style-type: none"> • Improve the granularity and availability of visitor data to aid decisions • Increase the understanding and knowledge of all elected members to articulate the value of the visitor economy • Increase the capability of operators to create more consistent product and visitor experience • Identify what can be achieved with limited resources and deliver as efficiently as possible with economies of scale and shared learnings • Ensure councils also resource whole-of-region outcomes as part of local DMPs (especially where there are resource constraints) • Improve digital infrastructure (in particular, NBN and mobile phone coverage) as it can be uneven and goes not support visitors to the region in the way they are used to i.e. having immediate access to data and information
Projects and priorities	<ul style="list-style-type: none"> • Package multi day itineraries and experiences since the region is geographically large and extremely diverse to reduce the perception that distance is a barrier to visiting • Align all council DMPs to regional outcomes so there is a line of sight from the local to regional to state level • Continue to value regional collaborations which successfully deliver at the local level with other organisations, for example, Orange 360, local business chambers, partnerships with other councils such as Dubbo, Mudgee, Lithgow and Blue Mountains



Jenolan Caves. Image credit: Oberon Council.

4.3 OPPORTUNITIES FOR THE CNSWJO

As noted in the *Centroc Regional Tourism Group Management Plan 2017-20* there are resource constraints at the CNSWJO and local levels to support tourism. However, there are certain roles which the CNSWJO may be able to play relating to specific local and regional initiatives. It will be important to maximise resource efficiency and ensure the right actions are being undertaken by the right local, regional and state stakeholders (within and outside local government).

The following opportunities exist for the CNSWJO based on the desk top review, the interviews and input from the Steering Group. Not all of them will be progressed. They were workshopped with the Regional Tourism Group to develop a priority action list for the strategy (see Section 5.3).

Intergovernmental collaboration and advocacy

Develop a whole of region intergovernmental collaboration and advocacy plan, prioritised by member councils which:

- Maps out key relationships and engages potential collaborators, partners and funders in state and federal government, government agencies and the private sector
- Establishes forums for regular engagement with tourism service providers, in particular accommodation providers, to raise awareness about the importance and value of tourism and their role in the sector within the region
- Establishes systems to maintain a comprehensive understanding and schedule of funding opportunities which the CNSWJO and councils could tap into to support the development of the regional tourism sector and/or individual council tourism offerings
- Investigates and builds the case for new tourism initiatives such as biking tourism, ecotourism, wellness and nature based tourism and additional indigenous tourism

- Investigates and builds the case for enhancing existing natural, cultural, heritage and experiential tourism assets
- Actively promotes the benefits of collaboration to develop joint inter-regional marketing strategies to neighbouring regions.

The role of the CNSWJO in intergovernmental collaboration

Visitor economy supported through the CNSWJO achieves stronger results because of collaboration.

The CNSWJO is legislated to work in collaboration with other levels of government to achieve sustainable regional development which leads to jobs and population growth. With a well-deserved reputation as a highly collegiate region with decades of successful collaboration, regional collaboration continues to deliver on investment, capacity building and marketing.

The power of the CNSWJO is the ability to act singularly as a collective voice, to achieve effective results for the region with the Australian and NSW government. This cohesion is a core strength for intergovernmental collaboration and should be leveraged for the visitor economy, especially to drive devolution of decisions/investment from the centre to the region.

CNSWJO has delivered and continues to deliver value for members through collaborating with other peak regional organisations. These include:

- Regional Development Australia, Central West
- Arts Out West
- Business NSW and Western NSW Chamber of Commerce
- Biz HQ
- DNCO.

Content development, capacity building and marketing initiatives are optimised and enjoy co-investment through these collaborations. For example, see the Culture Maps project at centralnsw.com.

Intergovernmental collaboration is a key enabler for success for the region and is underpinned by aligned purpose, policy and practice across different levels of government.

The challenge is to have formal conversations with the right stakeholders and to ensure those people have the right delegations to make decisions to unlock investment and funding.

This *CNSWJO Visitor Economy Strategy 2021-2026* recognises the CNSWJO strength in intergovernmental collaboration and seeks to build on its success through further collaborative activity and enabling structures.

Coordination

Establish a systematic approach to coordination which harnesses the skills of the Tourism Managers and other staff in the councils and supports their work which:

- Agrees a program of actions and activities to support strategic development and knowledge sharing, for example, an annual planning and strategy meeting for tourism managers
- Establishes a mechanism (such as a working group or other) to develop and coordinate cross-region initiatives, for example, the currently on-hold Astro-tourism Trail or a Heritage Trail
- Maps tourism activities (annually and quarterly) across the region by council, for example, developing a regional calendar of events and a seasonal calendar of experiences
- Coordinates scheduling of signature experiences, annual events and festivals to avoid or reduce competition, build content and bundle other visitor experiences and accommodation
- Develops standardised evaluation frameworks for events, attractions and other tourism related initiatives to ensure continuous improvement and shared learnings.

Marketing and communications

Continue to implement a region-wide marketing strategy which plays to regional strengths and:

- Identifies the region's comparative advantages and matches these to segmented markets underpinned by data on drivers of destination choice
- Establishes a whole of region brand which sits as an umbrella and ties existing individual council brands to the regional brand
- Coordinates all council tourism offerings to ensure duplication is avoided, gaps are identified and strengths are leveraged
- Puts in place consistent best practice approaches to marketing/using social media for all council, for example, maintaining the connection with visitors who have previously travelled to the region and build on the successful *We want you back* campaign
- Promote anchor attractions across the region and provides avenues for each council to leverage this effort by scaffolding with a broader list of things to see and do before or after the anchor attraction experience
- Leverages the strong role of word of mouth and VFR in the decision journey i.e. where to go, what to do and what not to miss.

Capacity building

Continue to support the maintenance and development of the region's portfolio of tourism assets. Of equal importance is supporting the development of a pipeline of new offerings to ensure the sector remains vibrant and competitive. Within this context, the focus on capacity building could include:

- Providing mayors and councillors with the necessary tools to:
 - Leverage their understanding of the current and future potential for tourism in their LGA and the region
 - Support their key role in developing local and regional visitor economy strategies and promoting the region
- Ensuring access to an up to date evidence base to assist in planning and delivery of tourism offering through the creation of a region-specific data hub which provides data on trends, forecasts, TRA data and includes case studies and/or success stories with shared learnings
- Ensuring access to accurate information for prospective visitors to help them plan their trip by investing in technology platforms which:
 - Package multi-day itineraries according to time limitations
 - Package regional itineraries of interest to particular cohorts
 - Readily provide information about the distance from their home base to the region (this is to address the misconception that the region is too far away for most people to visit within a short time frame)
 - Ensure that tourism related and other businesses are discoverable online.



Phillip Shaw Winery. Image credit: Orange City Council.

4.4 OTHER LEARNINGS

This project provided a range of other learnings which are relevant for the strategy. They include:

- As noted in Section 3.6, the strategies, action plans and conversations about 'tourism' may be stronger if viewed from an economic development perspective with the focus on 'visitor economy' rather than just 'tourism'
- A strong, consistently articulated regional voice about the visitor economy is important for regional outcomes. This means that all individuals and organisations involved in intergovernmental collaboration and advocacy need to have a narrative which includes:
 - The recognition of the contribution of a diverse economy to strong regional and local community outcomes
 - The commitment of the region to diversification into the visitor economy
 - The visitor economy as an attractor, not only of visitor but also of businesses and people who want to relocate to the region
- Regional marketing and PR campaigns have contributed significantly to raising the profile of the region. They are viewed as considerable value for money when compared to market rates for advertising or PR and there is a need to ensure the CNSWJO Board understands this value
- The current NSW Government focus on the regions is a critical and valuable opportunity to raise the focus of the Central NSW region and to advocate for resource support for the visitor economy

- Regional collaboration, led by the CNSWJO, is highly valued and seen as an enabler for regional strategies. However, the outcomes the CNSWJO achieves are less understood and there is an opportunity to present this value to the ten councils in a more consolidated manner
- Commitment to expansion of the visitor economy for regional growth needs a long term vision and dedicated resources. Although capability is high at the CNSWJO, the capacity for the necessary time and effort may require a rethink of staffing, in particular, the consideration of a new role for a Regional Tourism Manager at the CNSWJO.



MTB Kanangra-Boyd National Park. Image credit: Oberon Business and Tourism Association.

5. A five-year strategy

5.1 OVERVIEW

It is important to consider the overall contribution of tourism as part of the regional economy. This will help to position the current, and potential future, impact of tourism as a key driver of growth and prosperity. Creating additional jobs outside the traditional sectors such as agriculture will bring attract more people into the region, into new jobs and create a more diverse economic base which can support community resilience, especially in times of drought. As such, the 'tourism' strategy might be more appropriately named a 'visitor economy' strategy to highlight that the strategy is not just about bringing tourists to the region but providing a range of quality experiences for tourists, the VFR market and also for the local community. Together these will create a valuable industry sector and sustainable, viable communities in the long term. This naming also complements the need to look beyond investment to drive the direct impact of visitors but understand the indirect effect of the region as an attractor for tourism operators, small businesses and entrepreneurs who want a great lifestyle but need a solid income level to relocate and/or to remain in the region.

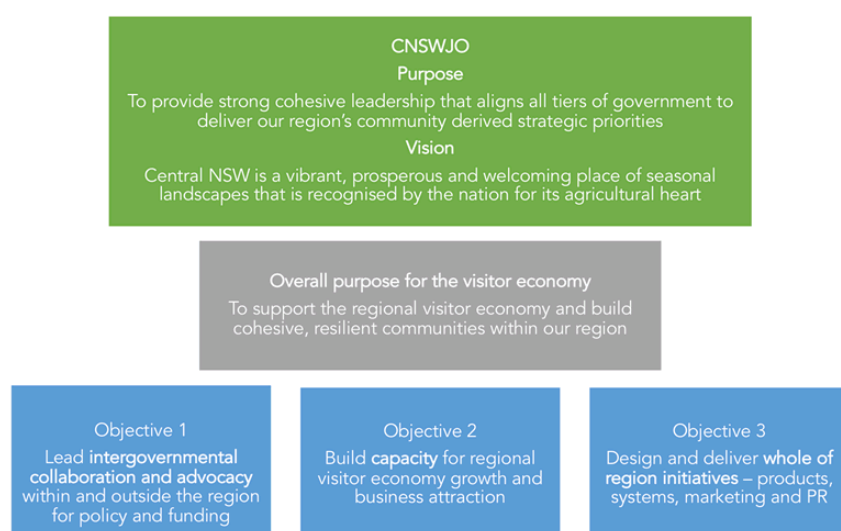
This section details the *CNSWJO Visitor Economy Strategy 2021-2026* and includes:

- Overview (Section 5.1)
- Overall purpose and objectives (Section 5.2)
- Priority actions (Section 5.3)
- Key stakeholders (Section 5.4)
- Governance and resourcing (Section 5.5).

5.2 OVERALL PURPOSE AND OBJECTIVES

The overall purpose and objectives need to align with the CNSWJO purpose and vision. This is shown in Figure 5.

Figure 5: Visitor economy strategy purpose and objectives



5.3 PRIORITY ACTIONS

The priority areas and actions for the CNSWJO defines 'the things we need to address in the next five years' to meet our purpose i.e. to support the regional visitor economy and build cohesive, resilient communities within the region. However, some of these are more tactical priorities (short-medium term) which could be implemented sooner to build capacity in the visitor economy (people and product) in order to take advantage of the impact of continuing restrictions on international travel well into 2021.

The proposed priority areas and actions are linked to each of the three objectives (see Figure 5) and were developed in consultation with the Regional Tourism Group. They aim to meet the needs of the regional community, rather than just local interests but due to the different context for each local government area, there may be uneven outcomes across the region. Over time the actions will hopefully enable successful visitor economy outcomes for the whole region.

The proposed priority areas and actions are detailed in Table 9 and, once agreed, can be further developed to confirm timings and responsibilities.

Table 9: Proposed priority actions for the region

Objective	Priority actions
Objective 1 Lead intergovernmental collaboration and advocacy within and outside the region – policy and funding	<ol style="list-style-type: none"> 1. Develop a <u>concise value proposition</u> for the visitor economy which includes targets for new jobs and economic growth. Use this for intergovernmental collaboration and advocacy within the region (councils, businesses and communities) as well as external to the region (Destination NSW and Australian and NSW governments). The value proposition should demonstrate the planned economic, social and environmental impacts of the visitor economy to the region and how investment can create additional, long term jobs and drive regional prosperity. 2. Map collaborators to develop a <u>five-year intergovernmental collaboration and advocacy plan</u> with levels of funding sought to: <ul style="list-style-type: none"> • Ensure the Australian and NSW governments deliver reliable NBN (broadband at a minimum) across the whole region • Ensure Australian and NSW governments improve road connectivity into Western Sydney to avoid the traffic issues which are an inhibitor to weekend/long weekend visits. Also drive continued improvements to the Newell Highway and connection from Canberra and the South Coast • Work with the Australian Government's <i>Tourism 2030</i> to gain from its expected focus on regions, funding regional initiatives and promoting the regions for liveability • Ensure the NSW Government improves funding levels for DNCO to support the delivery of the CNSWJO strategy and/or combine funding levels to provide more 'bang for buck' across the whole region. Aim to address the funding inequity for DNCO with the NSW Government using the value proposition • Collaborate across councils (and also mayors) to consider infrastructure and planning initiatives to support the visitor economy, for example, public amenities, unused building or infrastructure assets and trading hours • Collaborate with government departments such as Planning and Infrastructure or NSW Parks and Wildlife to support the visitor economy via product investment. This includes static infrastructure such as heritage structures, silos and sculptures as well as dynamic investment, for example, into the development of rail trails for walking/cycling and mountain biking/cycle track on- and off-road • Understand the pipeline of funding opportunities which councils and the region as a whole can access. 3. Develop a method to assist councils to <u>assess visitor economy infrastructure and service needs</u> and identify gaps to be filled at a local level to achieve consistently high grade visitor experience across the region.

Objective	Priority actions
Objective 2 Build capacity for regional visitor economy growth and business attraction	4. Design a <u>regional knowledge development plan</u> to: <ul style="list-style-type: none"> • Provide mayors and councillors with the consistent tools and messaging to support them to advocate for local and regional tourism, as part of regional economic development, to support community building and resilience. Include quarterly dashboard measures on economic value creation and a small set of other measures for councils as well as the CNSWJO Board • Upskill staff involved in tourism/economic development, potentially including mentoring between councils, including business case development for new initiatives • Build the capability of tourism operators (food, accommodation and experiences) to understand the delivery standards needed to attract new and returning visitors and increase their business resilience. This is critical and could be undertaken in conjunction in partnership with chambers of commerce who could also promote liveability of the region and its towns • Understand how best to work with local chambers of commerce and other business groups to support product development.
	5. Develop a <u>centralised data and insights hub</u> for region-specific data on trends, forecasts, using TRA data and spend/travel pattern data from third party sources. Focus on deriving predictive data. Use case studies/success stories from within and outside the region to build on the story-telling about the region which has shown to be effective in the <i>We want you back</i> campaign. Stories and learnings should be shared regularly across the region via a regional forum (in person or digital).
	6. Create <u>standardised templates</u> to drive consistency for: <ul style="list-style-type: none"> • An annual calendar of events and festivals to avoid or reduce competition, build content and bundle other visitor experiences and accommodation • Evaluation frameworks for events, attractions and other tourism related initiatives • Council DMPs to allow for ease of completion and better view across all the DMPs to align shared priorities and support potential economies of scale. Develop an annual summary document to facilitate effective and efficient delivery of regional scale experiences and investment. Ensure a focus on increased visitation, longer trips and higher spend
Objective 3 Design and deliver whole of regional initiatives – products, systems, marketing and PR	7. Design a <u>new regional brand strategy</u> which sits as an umbrella and ties existing individual council brands to the regional brand. Gradually retire the Unearth and Central NSW brands
	8. Develop a <u>five-year regional marketing and PR strategy</u> which: <ul style="list-style-type: none"> • Identifies the region's comparative advantages and matches these to segmented markets underpinned by data on drivers of destination choice • Coordinates all council tourism offerings to ensure avoid duplication, identify gaps and leverage strengths • Drives consistent best practice approaches to marketing/using social media for all councils, for example, maintaining the connection with visitors who have previously travelled to the region and build on the successful <i>We want you back</i> campaign • Promotes 'anchor attractions' across the region and provides avenues for each council to leverage this effort by scaffolding with a broader list of things to see and do before or after the anchor attraction experience • Leverages the strong role of word of mouth and VFR in the decision journey i.e. where to go, what to do, what not to miss • Ensures sufficient resources are allocated from within and external to the CNSWJO to deliver it.
	9. Invest in a <u>technology platform</u> or collaborate with existing providers to develop a new website and mobile interfaces and social media focused on experiences/itineraries rather than destinations and individual activities. This also requires maintaining to produce accurate information for prospective visitors to help them plan their trip before they travel and during their trip which: <ul style="list-style-type: none"> • Packages multi-day itineraries by travel time but includes a breadth of experiences

Objective	Priority actions
	<ul style="list-style-type: none">• Package regional itineraries of interest to particular cohorts, for example, arts, heritage, indigenous experiences, nature-based, food, wine• Readily provides information about the distance from their home base to the region (this is to address the misconception that the region is too far away for most people to visit within a short time frame)• Ensures that tourism related and other businesses are readily discoverable online.
	10. Develop a regional 'new products' plan for experiences such as biking, ecotourism, agritourism, indigenous tourism and CBD/main streets revitalisation.



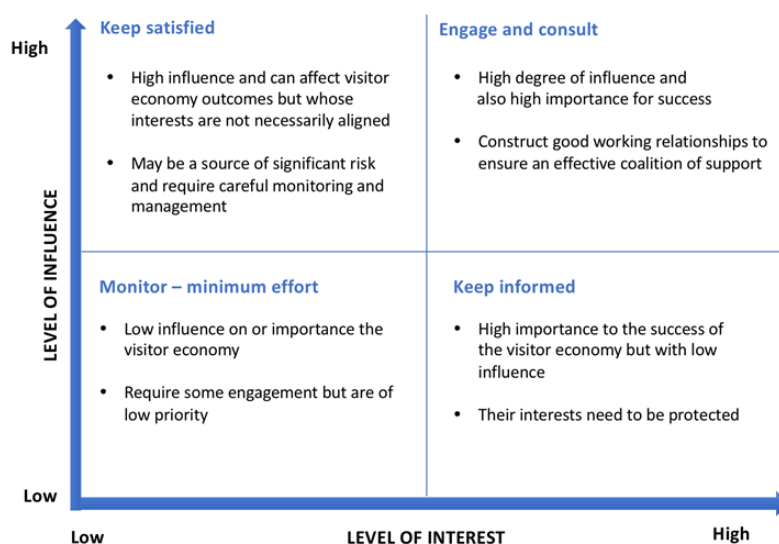
CSIRO Parkes Telescope. Image credit: Wayne England.

5.4 KEY STAKEHOLDERS

Government and non-government stakeholders will need to be engaged and activated to deliver the priority actions, especially for intergovernmental collaboration, advocacy, funding and regional initiatives. This will require the development of a stakeholder engagement plan which includes initial and ongoing engagement with a wide range of stakeholders from within and outside the region. Building on the CNSWJO's existing relationships, this plan will be vital to ensure the right outcomes are achieved in the agreed timeframes.

This plan should be drafted as an immediate priority to better understand existing relationships with and between stakeholders, their interest in regional issues and their ability to influence the outcomes the CNSWJO is seeking. The plan can be based on a matrix similar to that in Figure 6 which helps to identify the relative interest and influence of various stakeholders.

Figure 6: Stakeholder analysis matrix



This plan also needs to align to some extent with the proposed intergovernmental collaboration and advocacy plan as many of the stakeholders in the 'engage and consult' category are key influencers in the region. Engaging a wide range of stakeholders initially and then using them as regional supporters and advocates is another effective way of attraction investment and businesses. If new businesses into the region within the visitor economy are used to promote the region (either via formal marketing or word of mouth) then this can be a very powerful attractor to enable economic growth which creates community resilience.

Examples of potential stakeholders are detailed in Table 10.

Table 10: Potential stakeholders

Type of stakeholder	Potential stakeholder
Local government	CNSWJO member councils
	Other local governments in NSW for example, Dubbo, Mudgee, Lithgow and Blue Mountains
	Other local governments in other states
Elected members	CNSWJO Board (mayors)
	Elected federal and state government members
Local government staff	Directors at councils responsible for visitor economy and/or economic development
	Tourism managers/officers responsible for visitor economy and/or economic development
Regional organisations	Destination NSW and DNCO
	RDA and RDA Central West
	Arts out West
	Orange 360
	WRI
	Education and training providers
Australian and NSW government departments	For regions, transport, tourism, planning and infrastructure, aboriginal affairs, environment
NSW government agencies	NSW National Parks and Wildlife Services, Arts, water, power
Businesses	Food and accommodation providers
	Festivals and major events operators
	Experience providers
	Hotel/motel/camping chains
	Shop owners and retailers
	Real estate agents and landlords for tourism accommodation and retail/food outlets
	Chambers of commerce and other business groups, including Western NSW Chamber of Commerce
Media	Traditional print media
	Social media influencers
The community	Local residents/ratepayers/in towns and out of towns
	Interest groups (biking, bird watching, heritage, indigenous groups etc.)
	Volunteers
Visitors (new and existing markets)	VFR
	Domestic intra-state
	Domestic inter-state
	International



Grenfell Commodities Silo. Photo credit: Five Hours West.

5.5 GOVERNANCE AND RESOURCING

Currently, the Regional Tourism Group meets regularly to oversee the delivery of the tourism strategy and provide networking support for their own DMPs. It includes participants from the ten member councils and also DNCO and Orange 360. The Executive Officer provides progress reports from the group to the CNSWJO Board.

Many Regional Tourism Group participants have a wide range of abilities, some of which might be suited to a more operational rather than a governance committee.

Consideration should be given as to whether the delivery of the new strategy may be better achieved by:

1. The creation of a visitor economy sub-committee of the CNSWJO with a clear role to provide oversight of delivery of the strategy. Participants would include a selection of Director-level staff from councils (community development, planning, economic development), one or two mayors from the CNSWJO Board, RDA Central West, DNCO, Arts out West and the Executive Officer. This sub-committee would have eight to ten members. This group would meet two or three times per year. One of the key roles for the group would be to set the regional product focus for the year, for example, CBD upgrades, agritourism, indigenous tourism, which would then be passed to the operational group to activate

2. The creation of an operational group consisting of a mix of all member councils and other organisations involved in visitor economy delivery, such as Orange 360. This group would be a self-selected larger group than the CNSWJO Board sub-committee and its role would be to share operational information, knowledge about successes, scheduling, as well as develop whole of region product delivery. It could possibly be broadened with the addition, at times, of community members, businesses and other regional providers.
3. The appointment of a Regional Tourism Manager as a senior position within the CNSWJO, reporting to the Executive Officer. Dedicated executive level staff are required to operationalise and manage the priority actions and currently, this is achieved through the significant efforts of the CNSWJO Executive Officer. The strategy might have improved effectiveness and impact if a Regional Tourism Manager is recruited on a full or part time basis.



Weddin Mountains National Park. Photo credit: Geagle Productions.

6. Conclusion

6.1 OVERALL SUMMARY

There is a significant opportunity for the Central NSW region visitor economy to increase value to the region and to NSW. There is an immediate decision around tactical actions to take to maximise visitation and spend per visit whilst Australia's international borders are closed. These should focus on product development for new or existing accommodation, food and experiences. Such investment must be balanced with a longer term, more strategic view which builds longer term capacity and capability across the region, both in terms of intergovernmental collaboration and advocacy to gain a longer term funding commitment from governments at various levels and more knowledge and insight about visitors (spend, profile and need), especially those who are not currently visitors. This will provide a solid platform for the next iteration of the strategy for 2026-2031.

6.2 KEY SUCCESS FACTORS

The delivery of *CNSWJO Regional Visitor Economy Strategy 2021-2026* depends on various success factors which include:

Appropriate capacity:

- Elected members and general managers able to dedicate sufficient time to build ongoing relationships across the CNSWJO and with other stakeholders to drive regional collaboration
- Member councils and other stakeholders with the capacity (and capability) to deliver the priority actions

Sufficient funding:

- Many of the priority actions may require funding which cannot be provided by solely member councils (either in-kind or dollar value). It will be important to secure federal/state/other funding for these actions as early as possible
- If the CNSWJO is able to appoint a specialist Regional Tourism Manager (senior staff position) in addition to other staff (marketing, project manager, communications, administrative) these roles will need to be appropriately remunerated on a full-time, part-time or contract basis to attract and retain staff

Good collaboration:

- The CNSWJO operates in a highly collaborative network model. For many of the priority actions, the CNSWJO may be in the role of enabler or advocate and will need to work with a range of government and non-government organisations to deliver the outcome. This will require initial and ongoing communication between the CNSWJO mayors, the Executive Officer and staff at member councils in a structured and aligned manner
- The CNSWJO may have to form working groups to enable some of the priority actions. This requires collaboration between the working group members and also with the Executive Officer and the CNSWJO Board

Long term commitment:

- None of the priority actions will be easy to deliver and commitment over time is needed to ensure the CNSWJO continues to achieve its goals for the region
- All decision-making and priority setting needs to be non-political and endure even when there is change in political representation at local and/or state government levels

Evaluation and reporting:

- In addition to setting timeframes for actions and responsibilities, the outputs and outcomes need to be monitored on a regular basis to monitor progress and adjust the approach if necessary. This will require an initial evaluation framework to be drafted with key stakeholders to agree on how outputs and outcomes will be measured and how the data to assess success will be collected.

6.3 SUGGESTED NEXT STEPS FOR THE CNSWJO

The next steps are to:

- Review the strategy, in particular, the overall purpose and priority actions and develop an appropriately resourced action plan
- Consider and resolve the key success factors, especially timeline (tactical and more strategic actions) funding and resourcing for specific priority actions
- Prioritise the priority actions, especially an intergovernmental collaboration and advocacy plan, a 'new products' as part of the tactical response (in the short and medium term) and a regional knowledge development plan
- Establish the governance framework for the delivery of the strategy
- Plan to review the progress on the priority actions on an annual basis.



Orange night market for F.O.O.D. week. Photo credit: Orange 360.

Appendix A: Stakeholder interviews

1. Council interviews

Name	Position	Organisation
Auburn Carr	Economic Development Officer	Weddin Shire Council
Belinda Virgo	Tourism Manager	Cowra Tourism Corporation
Daniel Cove	Manager Tourism and Visitor Services	Bathurst Regional Council
Debbie Keane	Tourism and Economic Development Officer	Lachlan Shire Council
Glenn Mickle	Tourism Manager	Orange City Council
Kelly Hendry	Destination Development Manager	Parkes Shire Council
Katrina Dwyer	Brand and Marketing Manager	Parkes Shire Council
Laura Lewis-Minogue	Tourism Co-ordinator	Cabonne Council
Mathew Webb	Tourism Manager	Oberon Council
Megan Rodd	Manager Tourism and Communications	Blayney Shire Council
Nadia Parkinson	Tourism and Destination Officer	Forbes Shire Council

2. Other stakeholder interviews

Name	Position	Organisation
Amy van de Ven	Franchisee	Quest Orange City Council
Caddie Marshall	General Manager	Orange 360
Fee Jennings	Social Media	For CNSWJO
Gabrielle Brewer	PR and Marketing	For CNSWJO
Jenny Bennett	Executive Officer	CNSWJO
Jodie Anderson	Director	Jenolan Caves Reserve Trust
Jordan Core	President	Cowra Business Chamber
Kathy Woolley	CEO	Western Research Institute
Lexie Hopkins	Information Officer	Cowra Visitor Information Centre
Lucy White	General Manager	Destination Country and Outback NSW
Sam Harma	CEO, Director of Regional Development	RDA Central West
Tracey Callinan	Executive Director	Arts out west
Wendy Muffet	Chairperson	Grazing Down the Lachlan

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

That the Minutes of the Ordinary Meeting of Orange City Council held on 15 December 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 15 December 2020.

ATTACHMENTS

- 1 Minutes of the Ordinary Meeting of Orange City Council held on 15 December 2020

ORANGE CITY COUNCIL

MINUTES OF THE ORDINARY COUNCIL MEETING

HELD IN COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE WITH AN OPTION OF ONLINE
CONFERENCING PLATFORM ZOOM DUE TO COVID-19 REQUIREMENTS

ON 15 DECEMBER 2020

COMMENCING AT 7.00PM

1 INTRODUCTION

ATTENDANCE

Cr R Kidd (Mayor), Cr G Taylor (Deputy Mayor), Cr K Duffy, Cr J Hamling, Cr J McRae (Zoom),
Cr T Mileto, Cr S Munro (Zoom), Cr S Nugent, Cr S Romano (Zoom), 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), Manager
Financial Services (Zoom), Executive Support Officer, Financial Accountant (Zoom), Manager
Engineering Services.

Invited – Chris Harper, NSW Audit Office

1.1 APOLOGIES

Nil

1.2 LIVESTREAMING AND RECORDING

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

1.3 OPENING PRAYER

Beverley Rankin of the Orange Uniting Church led the Council in Prayer.

1.4 ACKNOWLEDGEMENT OF COUNTRY

The Mayor Conducted an Acknowledgement of Country.

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

Cr Munro declared a non-significant, non-pecuniary interest in items 6.3 and 6.4 as his
occupation as a real estate agent is a conflict regarding property reports.

Cr McRae declared a significant pecuniary interest in item 6.5 as she owns property
adjoining a subject property listed in the report.

The Mayor advised that item 5.6 – DA284/2020(1), 4 Kearneys Drive has been withdrawn.

2 MAYORAL MINUTES

Nil

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL ADJOURNED FOR THE CONDUCT OF THE OPEN FORUM AT 7.08PM

OPEN FORUM

Item 5.9 – Requests for Financial Assistance – Quarter 3 of 2020/2021 (Remaining Balance) – Small Donations Program

Beverley Rankin, Orange Uniting Church addressed Council on the need for funding for their Hot Meal Service.

Item 5.5 – Development Application DA59/2020(1) – 194A March Street

Mary Ann Sladek outlined her concerns for the development.

MATTER ARISING

Cr Taylor requested a report be provided back to Council with an update of the Wood Bank usage during 2020.

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL RESUMED AT 7.18PM.

RESOLVED - 20/451

Cr R Kidd/Cr J Hamling

That the following late item be dealt with at the meeting of Orange City Council held on 15 December 2020:

Closed Council – Item 6.7 – Girralang Biodiversity Credits – Delegated Authority

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RESOLVED - 20/452

Cr S Nugent/Cr S Munro

That the Minutes of the Ordinary Meeting of Orange City Council held on 1 December 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 1 December 2020.

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: Nil

Mr Chris Harper from the NSW Audit Officer addressed Council on the Audited Financial Statements for 2019/2020 and the Annual Report was provided to Councillors.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 AQUATIC CENTRE ADMISSION FEE - AUSTRALIA DAY 2021

TRIM REFERENCE: 2020/2549

RESOLVED - 20/453

Cr K Duffy/Cr J Hamling

That Council allow free admission to the Orange Aquatic Centre for Australia Day, Tuesday 26th January 2021.

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: Nil

4.2 BULKY WASTE DROP-OFF SERVICE

TRIM REFERENCE: 2020/2550

MOTION

Cr K Duffy/Cr S Romano

That Council resolves:

- 1 To allow residents and ratepayers to deliver bulk waste/goods to the Ophir Road Resource Recovery Centre free of charge.
- 2 That this service be limited to a Ute Load/Table Top or 6 x 4 Trailer load.

AMENDMENT

Cr G Taylor/Cr S Romano

That Council resolves:

- 1 To allow residents and ratepayers to deliver bulk household waste/goods to the Ophir Road Resource Recovery Centre free of charge over weekends to be determined.
- 2 That this service be limited to a Ute Load/Table Top or 6 x 4 Trailer load.

THE MOTION WAS WITHDRAWN. THE AMENDMENT ON BEING PUT TO THE MEETING WAS CARRIED AND BECAME THE MOTION.

THE MOTION ON BEING PUT TO THE MEETING WAS CARRIED

RESOLVED - 20/454

Cr G Taylor/Cr S Romano

That Council resolves:

- 1 To allow residents and ratepayers to deliver bulk household waste/goods to the Ophir Road Resource Recovery Centre free of charge over weekends to be determined.
- 2 That this service be limited to a Ute Load/Table Top or 6 x 4 Trailer load.

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

Against: Cr Nugent, Cr Mileto

Absent: Nil

Cr Hamling asked when the next bulky waste pick up was scheduled?

The Director Technical Services stated that the next bulky waste collection will be during February with staggered collection across the city.

5 GENERAL REPORTS

5.1 RECOMMENDATIONS AND RESOLUTIONS FROM POLICY COMMITTEES

TRIM REFERENCE: 2020/2570

RESOLVED - 20/455**Cr J Hamling/Cr R Turner**

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

Cr Duffy would like it noted that at the Council Meeting of 1 December 2020, there was a robust discussion regarding the retention of trees in the city in particular Anson Street and the comments from the CEO be included in the minutes.

The Chief Executive Officer stated that he attended the Tree Forum where there was a strong message from community members that they do not want to see those trees removed, and staff will look for solutions that involves not removing the trees and report back to Council in 2021.

Cr Taylor foreshadowed a motion that Council develop a very succinct procedural policy on the trees that are in the streets surrounding the CBD.

Cr Mileto asked if Council has or will approach its insurers regarding liability for trips and falls and indemnity to Council for retaining the trees where there are known issues?

The Mayor stated that this information will be provided to Council as part of the report.

5.2 STATEMENT OF INVESTMENTS - NOVEMBER 2020

TRIM REFERENCE: 2020/2319

RESOLVED - 20/456**Cr J Whitton/Cr S Munro**

That Council resolves:

- 1 To note the Statement of Investments as at 30 November 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: Nil

5.3 LOW INTEREST LOAN - ORANGE WARATAHS SPORTS CLUB LTD

TRIM REFERENCE: 2020/2490

RESOLVED - 20/457**Cr G Taylor/Cr S Nugent**

That Council resolves:

- 1 That Council notes this further information regarding the provision of a low interest loan to Orange Waratah Sports Club Ltd.
- 2 That the provision of a low interest loan is subject to the review of the Orange Waratah Sports Club Ltd published financial reports for the year ending 30 June 2020, if satisfactory.
- 3 That Council provides Orange Waratah Sports Club Ltd a loan of \$100,000.00 at an interest rate of 1.5% repayable over a five year term in quarterly instalments.
- 4 That the loan be funded from Councils unrestricted cash.
- 5 That the loan be secured over the property held by Orange Waratah Sports Club Ltd.
- 6 That the Chief Executive Officer be authorised to execute all relevant documents.
- 7 That approval be granted for use of the Council Seal on all relevant documents if required.

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

Against: Cr McRae

Absent: Nil

5.4 CITY PRESENTATION MANAGEMENT PRACTICES AND SERVICE AGREEMENT

TRIM REFERENCE: 2020/2498

RESOLVED - 20/458**Cr K Duffy/Cr J Hamling**

That Council acknowledge the report.

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: Nil

Cr Taylor noted there were Grants available to tidy up rubbish on road verges.

The Chief Executive Officer stated that Council had been awarded a grant from the EPA and will be working with Wangarang Industries to put a program in place.

5.5 DEVELOPMENT APPLICATION DA 59/2020(1) - 194A MARCH STREET

TRIM REFERENCE: 2020/2528

RESOLVED - 20/459**Cr R Turner/Cr T Mileto**

That Council consents to development application DA 59/2020(1) for Multi Dwelling Housing (five dwellings) and Subdivision (six lot Community title) at Lot 222 DP 1239110 - 194A March Street, Orange pursuant to the conditions of consent in the attached Notice of Approval.

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: Nil

5.6 DEVELOPMENT APPLICATION DA 284/2020(1) - 4 KEARNEYS DRIVE

TRIM REFERENCE: 2020/2508

RESOLVED - 20/460**Cr R Kidd/Cr J Hamling****THIS ITEM WAS WITHDRAWN**

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: Nil

5.7 STRATEGIC POLICY REVIEW - ST146 - CHILD SAFE - POST EXHIBITION

TRIM REFERENCE: 2020/2287

RESOLVED - 20/461**Cr S Nugent/Cr S Munro**

That Council adopts Strategic Policy – ST146 – Child Safe.

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: Nil

Cr McRae asked who are Mandatory Reporters for Council regarding Child Safe concerns?
The Director Community Recreation and Cultural Services stated that those with a Medical Qualification and there were a number of positions across Council including the CEO and himself and the child care provider in charge of the facilities.

5.8 STRATEGIC POLICY REVIEW

TRIM REFERENCE: 2020/2478

RESOLVED - 20/462**Cr J Hamling/Cr K Duffy**

That Council resolves to:

- 1 Place the following policies on public exhibition for a period of 28 days:
 - ST049 – Communications & Community Engagement
 - ST029 – Donations & Grants
 - ST032 – Gallery Collection
- 2 That the policies be referred to the Councillor Policy Review Committee for comment.

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: Nil

5.9 REQUESTS FOR FINANCIAL ASSISTANCE - QUARTER 3 OF 2020/2021 (REMAINING BALANCE) - SMALL DONATIONS PROGRAM

TRIM REFERENCE: 2020/2461

RESOLVED - 20/463**Cr S Munro/Cr S Nugent**

That Council resolves:

- 1 That a donation of \$1,000.00 be made from the Small Donations Program to Anglicare Orange (Foster Care Children's Christmas Party 2021).
- 2 That a donation of \$10,000.00 be made from the Small Donations Program to Orange Uniting Church - Hot Meals Outreach (Community Service and Equipment Purchase (provision of meals to the vulnerable)).
- 3 That a donation of \$300.00 be made from the Small Donations Program to Spring Hill Activities Group (Spring Hill Village Christmas Party).

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: Nil

Cr McRae asked why it was recommended to provide \$10,000 to the Uniting Church when they requested only \$2,000.

The Acting Director Corporate & Commercial Services stated that as part of the process it was identified there was a shortfall and need for increased funding and as provided by in the Donations and Grants Policy there is the option to increase funding where a service is supporting the vulnerable.

QUESTION TAKEN ON NOTICE

Cr Duffy requested information on whether and how Council contributed its unused Council Meeting Meal funds as was previously resolved.

5.10 REQUEST FOR SUPPORT FOR A JAZZ FESTIVAL

TRIM REFERENCE: 2020/2414

RESOLVED - 20/464**Cr S Nugent/Cr R Kidd**

That the Council underwrite the Jazz Festival to the value of \$50,000 from the 2020-21 Event Sponsorship fund and that the proponent supply quarterly reports for a period of three years.

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: Nil

QUESTION TAKEN ON NOTICE

Cr Hamling asked if the Jazz Festival could coincide with the Forbes Jazz Festival as part of a tourist trail.

5.11 EVENT APPLICATION - ACE ATTRACTIONS - ORANGE FUN FAIR

TRIM REFERENCE: 2020/2555

RESOLVED - 20/465**Cr J Hamling/Cr T Mileto**

That Council approve the application for Orange Fun fair hosted by Ace Attractions, at the Orange Showground on 6 & 7 and 13 & 14 February 2021 due to easing of COVID restrictions.

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: Nil

Cr Duffy asked if the Fun Fair provider was local?

The Acting Director Corporate & Commercial Services stated that the organisation was from outside the region.

5.12 JOB CREATION FUNDING FOR DAY CARE EDUCATORS

TRIM REFERENCE: 2020/2431

RESOLVED - 20/466**Cr S Nugent/Cr J Whitton**

That Council resolves to:

- 1 Approve the use of funds from the Job Creation budget for a loans program under the Day Care Educators concept.
- 2 Place the details on public exhibition for a period of 6 weeks.
- 3 Subject to a report of satisfactory outcomes by Manager Community Services, approve the program to continue to operate through the 2021/2022 financial year.

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: Nil

5.13 40 KM/H SPEED LIMIT WITHIN THE CBD

TRIM REFERENCE: 2020/2460

RESOLVED - 20/467**Cr S Nugent/Cr R Turner**

That Council ask TfNSW to consider lowering the speed limit within the CBD (Hill to Peisley Streets, Byng to Kite Streets (inclusive)).

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

Against: Cr Taylor, Cr Duffy, Cr Whitton

Absent: Nil

Cr Kidd asked if there was an option to have a variable speed limit.

The Director Technical Services stated that this is generally in school zones and vehicular hazard areas.

5.14 SINGLE USE PLASTICS

TRIM REFERENCE: 2020/2488

RESOLVED - 20/468**Cr S Nugent/Cr J Hamling**

That Council resolves:

- 1 To endorse the development of a Single-Use Plastics Policy that addresses the reduction of single-use plastics in Council operations and events, and supports the 2025 National Packaging targets;
- 2 That Council prepare an implementation plan which identifies actions, suitable alternatives and timeframes, to implement objectives of a Single-Use Plastics Policy.

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: Nil

Cr Taylor left the meeting with the time being 8.42pm

Cr Taylor returned to the meeting with the time being 8.43pm

5.15 SUSTAINABLE ENERGY AND ENERGY EFFICIENCY

TRIM REFERENCE: 2020/2499

RESOLVED - 20/469**Cr J Whitton/Cr S Munro**

That the report on Sustainable Energy and Energy Efficiency be acknowledged.

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: Nil

5.16 PROJECTS REPORT DECEMBER 2020

TRIM REFERENCE: 2020/2532

RESOLVED - 20/470**Cr J Hamling/Cr K Duffy**

That the information in the report on Capital Projects be acknowledged.

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: NIL

QUESTION TAKEN ON NOTICE

CR NUGENT REQUESTED THAT A COUNCILLOR BRIEFING BE ORGANISED TO UPDATE COUNCILLORS ON THE PROGRESS OF THE FUTURE CITY'S PROJECT AND GO THROUGH EACH OF THE PROJECTS AND THEIR STATUS'.

CR TAYLOR ASKED IF THERE WAS AN UPDATE ON THE SOUTHERN DISTRIBUTOR WORKS.
THE DIRECTOR TECHNICAL SERVICES STATED THAT THE CURRENT CLOSED SECTION ON DAIRY CREEK ROAD WILL BE OPEN IN FEBRUARY 2021 THEN WORKS WILL CONTINUE TO COMPLETE THE PROJECT BY JUNE 2021.

6 CLOSED MEETING

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

In response to a question from the Mayor, the Chief Executive Officer advised that he had been passed an email to some Councillors by a Mrs Anne Salter. The CEO stated he was satisfied that Items 6.3 and 6.5 were placed into the closed meeting.

The Mayor extended an invitation to any member of the public present at the meeting to make a presentation to the Council as to whether the meeting should be closed for a particular item.

RESOLVED - 20/471**Cr J Whitton/Cr R Turner**

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

6.1 Submission Redactions

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

6.2 Tender for Construction of Amenities and Canteen (Naylor Pavilion Expansion)

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.

6.3 Land Portfolio Review Update

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.

6.4 Sale of industrial land at 298 Clergate Road

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.

6.5 Crown Land Negotiation

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.

6.6 Acquisition of Property for Roundabout

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.

6.7 Girralang Biodiversity Credits - Delegated Authority

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.

The Mayor declared the Ordinary Meeting of Council adjourned for the conduct of the Closed Meeting at 8.56pm.

The Mayor declared the Ordinary Meeting of Council resumed at 9.29pm.

7 RESOLUTIONS FROM CLOSED MEETING

The Director Technical Services and Director Community Recreation and Cultural Services read out the following resolutions made in the Closed Meeting of Council.

6.1 SUBMISSION REDACTIONS

TRIM REFERENCE: 2020/2526

RESOLVED - 20/472**Cr J Hamling/Cr K Duffy**

That the information in this report be acknowledged.

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: Nil

QUESTION TAKEN ON NOTICE

Cr Whitton asked what the process for a submitter was to voluntarily have their name appear in the paper and not be redacted.

6.2 TENDER FOR CONSTRUCTION OF AMENITIES AND CANTEEN (NAYLOR PAVILION EXPANSION)

TRIM REFERENCE: 2020/2426

RESOLVED - 20/473**Cr R Kidd/Cr K Duffy**

That Council resolves:

- 1 That Tender F735-1 for the Construction of Amenities and Canteen (Naylor Pavilion Expansion), be awarded to Regional West Constructions Pty Ltd for their tendered price of \$596,857.20 (Ex GST)
- 2 That permission be granted for the use of the Council Seal on any relevant document if required.

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: Nil

6.3 LAND PORTFOLIO REVIEW UPDATE

TRIM REFERENCE: 2020/2455

*Cr Munro declared a non-significant, non-pecuniary interest in this item as a real estate agent, was placed in the online waiting room and did not participate in discussion or voting on this item.***RESOLVED - 20/474****Cr S Nugent/Cr J Whitton**

That Council acknowledge the update report on property sales.

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

Against: Nil

Absent: Cr Munro

6.4 SALE OF INDUSTRIAL LAND AT 298 CLERGATE ROAD

TRIM REFERENCE: 2020/2479

*Cr Munro declared a non-significant, non-pecuniary interest in this item as a real estate agent, was placed in the online waiting room and did not participate in discussion or voting on this item.***RESOLVED - 20/475****Cr K Duffy/Cr R Kidd**

That the CEO be delegated to enter options and finalise contracts for the sale of industrial land at 298 Clergate Road as per the detail in this report.

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 Munro

6.5 CROWN LAND NEGOTIATION

TRIM REFERENCE: 2019/2070

Cr McRae declared a significant, pecuniary interest in this item as an adjoining property owner, was placed in the online waiting room and did not participate in discussion or voting on this item.

RESOLVED - 20/476**Cr K Duffy/Cr J Whitton**

That Council resolves:

- 1 To acknowledge the report by CEO.
- 2 To delegate to the CEO such authority as may be necessary to finalise the terms of the agreement as set out in this report.
- 3 To give permission for the use of the Council seal on any document if required.

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

Against: Cr Turner

Absent: Cr McRae

6.6 ACQUISITION OF PROPERTY FOR ROUNDABOUT

TRIM REFERENCE: 2020/2551

THE MOTION ON BEING PUT TO THE MEETING WAS LOST**MOTION**

That Council enter negotiations for the purchase of the property as per the details in this report for the purpose of construction of a roundabout.

For: Cr Duffy,

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

Absent: Nil

6.7 GIRRALANG BIODIVERSITY CREDITS - DELEGATED AUTHORITY

TRIM REFERENCE: 2020/2594

RESOLVED - 20/477**Cr J Hamling/Cr R Kidd**

That Councils Bio Banking credits be held for 6 months while future projects are determined.

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: Nil

MATTER ARISING

Cr Munro requested that Orange's new citizens be invited to partake in Australia Day Celebrations and Ceremonies.

Cr Romano left the meeting with the time being 9.40pm

THE MEETING CLOSED AT 9.42PM.

This is Page Number 80 and the Final Page of the Minutes of the Ordinary Meeting of Orange City Council held on 15 December 2020.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 VALUING TREES

RECORD NUMBER: 2021/46

I, **CR STEPHEN NUGENT**, wish to move the following Notice of Motion at the Council Meeting of 2 February 2021:

MOTION

- 1 That Council investigate options for calculating and reporting on the dollar value of trees to be removed and/or retained in developments.**
- 2 That, subject to these investigations, Council assessments of future Development Applications include the assessed dollar value of trees as part of the information that Councillors consider when determining DAs.**

BACKGROUND

Trees and tree removal have featured in the media a lot over the past couple of months. In particular, the 11 Anson Street trees and the 513 Bloomfield trees have been robustly debated. Beyond those two examples, some degree of tree removal is an element of most developments that come before Council.

Councillors receive reports on the condition and significance of trees to be removed in developments, and those reports provide useful guidance. However, the assessed dollar value of trees to be removed and retained would value-add and provide additional information for Councillors when making their decisions. The assessed dollar value should take into account a tree's carbon absorption, visual amenity, contribution to urban heat reduction, contribution to lower energy costs, and the impact on water quality amongst other factors.

The i-Tree suite of tools is a well-known example, and one that Council staff are familiar with. The Arboriculture Australia website describes i-Tree as "a suite of tools developed by the US Forest Service to better utilise, understand and communicate the values provided by urban trees. The results from i-Tree are used to ... determine how trees affect the environment and consequently enhance human health and environmental quality in urban and rural areas."

Work is well underway to customise i-Tree Eco for use in Australia.

"The Melbourne Urban Forest Accord Group driven by Melbourne City Council and Arboriculture Australia™ commenced work on researching and changing the algorithms and pollution data for i-Tree ECO to make a total Victoria version which would then be expanded out to each state of Australia."

There may be other tools available that Council staff are familiar with and that could be included in the investigation of options.

Signed Cr Stephen Nugent

STAFF COMMENT

Nil

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

4.2 NDR REST STOP PROMOTION

RECORD NUMBER: 2021/47

I, **CR STEPHEN NUGENT**, wish to move the following Notice of Motion at the Council Meeting of 2 February 2021:

MOTION

- 1 That Council investigate options for additional promotion of the Botanic Gardens and Adventure Playground precinct as a premier rest stop for travellers on the Northern Distributor.**
- 2 That Council prepare a report on options for the triangular block of land to the west of the new Hill Street extension including the possibility of further tree plantings with the aim of enhancing and complementing the Botanic Gardens and Adventure Playground precinct.**

BACKGROUND

The NDR carries more than 8,000 vehicle movements a day, including many people travelling from and returning to western NSW or coastal NSW. A percentage of those travellers would make a rest stop as they pass through Orange.

The Botanic Gardens-Adventure Playground precinct offers excellent facilities for travellers including a choice of picnic areas, a playground for kids, toilets, the opportunity to wander through the gardens, Emmaville Cottage and a café.

With the completion of the new NDR-William Maker Drive roundabout, access to the Botanic Gardens precinct is now easier for traffic travelling both east and west on the NDR. However on the NDR approaches to the roundabout, there is limited signage about the precinct – the bottom and smallest of three signs mention the Botanic Gardens and Adventure Playground.

Options for additional promotion include stand-alone Rest Area signage, listing on the NSW Rest Areas page of the Transport for NSW website, and social media promotion.

The triangular block of land on the western side of the new Hill Street extension is a beautiful green space with some remnant vegetation. With modest development in the form of additional trees, pedestrian access, picnic tables and space for ball games, it could serve a dual purpose of another option for travellers and a park for residents in the housing estate to the south west.

The Botanic Gardens and Adventure Playground precinct offers fantastic facilities and is one of Orange's premier recreational locations. It would be great to share it with more travellers as an example of all that Orange has to offer.

Signed Cr Stephen Nugent

STAFF COMMENT

Nil

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

5 GENERAL REPORTS

5.1 CLIMATE CHANGE STRATEGIC POLICY

RECORD NUMBER: 2020/2592

AUTHOR: Lindsay Hall, Sustainability Officer

EXECUTIVE SUMMARY

On the 4th of February 2020 Council resolved that Council develop a strategic policy on Council's future response to climate change including mitigation, adaption, and risk management issues.

Council staff have developed a draft Climate Change Strategic Policy (The Policy). Council staff have also developed a draft Climate Change Management Plan (The Plan) which establishes the mechanisms to implement The Policy objectives. Both The Policy and The Plan have been developed in consultation with Councils Environmental Sustainability Community Committee (ESCC)

The Policy will aid Council to align its operations and strategic planning with the NSW State Climate Change Policy Framework and their commitments to reduce greenhouse gas emissions while also building Councils resilience to climate change.

Council already benefits from a number of key renewable and energy efficiency projects which provide annual savings in energy costs and a reduction of operational emissions.

The Policy sets the precedent for Council to further implement energy efficiency, renewable energy and emission reduction actions into the future. The Policy also provides Council the flexibility to adapt to a changing climate as changes in best practice occur.

The Plan addresses our current mitigation actions taken to date and details our current available baseline data in relation to energy use and greenhouse emissions from Council operations and, outlines future strategies in relation to greenhouse gas emission reduction priorities for Council operations. The implementation of The Plan is supported by Councils current strategic plans including the Community Strategic Plan and the Orange Local Strategic Planning Statement.

The Plan aims to set the foundations for Council to:

- Systematically and methodically understand and mitigate Councils operational impacts on the climate and,
- Identify and adapt to climate change associated risks and,
- Prioritise and take appropriate action to implement the policy objectives

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "8.2 Preserve - Develop and promote initiatives to reduce water, energy and waste in consultation with the community".

FINANCIAL IMPLICATIONS

There is no current estimated value. The Plan is designed to establish justifiable foundations for climate mitigations and adaptation actions to be implemented over time.

POLICY AND GOVERNANCE IMPLICATIONS

The Local Government Act 1993 requires the public exhibition of Policies (if new or include significant changes) and adoption by Council.

RECOMMENDATION

That Council resolves to:

- 1 Place the following strategic policy and associated plan on public exhibition for a period of 28 days:**
 - **ST148 – Climate Change**
 - **Draft Climate Change Management Plan**
- 2 That the policy ST148 – Climate Change be referred to the Councillor Policy Review Committee for comment**

FURTHER CONSIDERATIONS

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

SUPPORTING INFORMATION

The NSW Government has committed to a goal of achieving net zero emissions by 2050 and has implemented action on climate change through the following plan and strategies:

Net Zero Plan Stage 1: 2020-2030

The Net Zero Plan Stage 1: 2020-2030 outlines the NSW Government's plan to grow the economy, create jobs and reduce emissions over the next decade. The plan aims to enhance the prosperity and quality of life of the people of NSW, while helping the state to deliver a 35% cut in emissions by 2030 compared to 2005 levels. The plan will support a range of initiatives targeting electricity and energy efficiency, electric vehicles, hydrogen, primary industries, coal innovation, organic waste and carbon financing.

NSW Future Transport Strategy 2056

The NSW Future Transport Strategy 2056 promotes a cost-effective pathway to net-zero emissions, and involves:

- A shift over time from private car use to public transport.
- Promotion of low emission vehicles.
- Transition to cost effective, low emission energy supply.
- Collaboration with industry on new fuel-efficient vehicle technologies, including for a low emissions passenger vehicle fleet.

NSW Electricity Strategy

The NSW Electricity Strategy is the NSW Government's plan for a reliable, affordable, and sustainable electricity future that supports a growing economy.

5.1 Climate Change Strategic Policy

It will do this by:

- Delivering Australia's first coordinated Renewable Energy Zone
- Saving energy, especially at times of peak demand
- Supporting the development of new electricity generators
- Setting a target to bolster the state's energy resilience
- Making it easier to do energy business in NSW.

The strategy encourages an estimated \$8 billion of new private investment in NSW's electricity system over the next decade, including \$5.6 billion in regional NSW. It will also support an estimated 1,200 jobs, mostly in regional NSW. The strategy aligns closely with the NSW Government's Net Zero Plan Stage 1: 2020 – 2030.

Actions by Council to Date

Over the years, Council has implemented a myriad of measures focused on improving the economic and environmental sustainability of Council, particularly having regard to energy efficiency and water savings. These days, these such projects are referred to as 'adaptation to climate change'.

Some of the mitigation projects undertaken by Council to date include:

- Installation of PV (solar) panels on the rooves of the Aquatic Centre; Council Depot; a number of childcare centres;
- Installation of solar at airport recently commenced
- Variable speed drives in water and sewer pumps
- Purchase of green power
- Sustainability Officer
- Adapted operational procedures at Aquatic Centre to reduce energy consumption
- Regional energy procurement contracts
- Gas procurement contracts
- Installation of Building management system (BMS) in Civic Centre and Gallery/Library
- Replaced chiller at Civic Centre
- Installed Perspex double glazing on Civic Centre windows
- Various tree planting projects
- Ongoing replacement of lighting in Council buildings as technology improved (from bulbs, to fluorescent lighting/T3/T5 and now LED lighting
- Greenwaste recycling
- Electric bikes available to staff
- Purchase of an electric vehicle
- Stormwater harvesting
- Water Ranger
- Council's Biobanking Farm purchase and management

5.1 Climate Change Strategic Policy

Plans are also in place for additional solar systems on the Civic Centre, Aquatic Centre and the new pound solar systems. Council is also investigating a proposal for additional solar/battery at the Airport

The development of a Renewable Energy Action Plan will commence in February, with funding and assistance from the Department of Planning Industry and Environment (DPIE).

As mentioned, many of the Council initiatives result in significant economic savings to Council's operations whilst also providing significant environmental benefits that have been measured to date. Below are measured savings achieved in four recent projects.

Summary of Specific Council energy efficiency projects, savings and emissions reduced:

Project	Energy cost savings (\$)	Emissions Reduced (CO2)
Southern Lights Project (Street Lighting LED replacement)	\$465,500 over the first year. Project currently at 80% completion	542t C2-e
Chiller Replacement Project	\$64,675 since the installation and commissioning of the chillers	298t CO2-e
Solar PV installation at Aquatic Centre (99kWh system)	\$68,437 since commission	398t CO2-e
Solar PV installation at the Depot	\$116,370 since commission	632t CO2-e

ATTACHMENTS

- 1 DRAFT - Strategic Policy - ST148 - Climate Change, D20/61933 [↓](#)
- 2 DRAFT - Climate Change Management Plan, D21/3380 [↓](#)



All policies can be reviewed or revoked by a resolution of Council, at any time.

CLIMATE CHANGE

ST148

F22

OBJECTIVES

The Climate Change Policy will identify how Council will manage, mitigate and adapt to the impacts of Climate Change and:

1. To Lead, encourage and work with our community to reduce greenhouse gas emissions
2. To adapt our existing activities and practices to realise the economic opportunities and benefits that climate change action can provide
3. To consider the potential implications associated with climate change when making operational, strategic planning and management decisions
4. To reduce the risk from natural hazards, including the projected effects of climate change, by establishing adaptation strategies to minimise vulnerability to climate change
5. To comply with applicable legal requirements and implement any relevant State government policies, guidelines and/or directives
6. To develop and implement adaptation and mitigation actions as a response to climate change
7. To provide effective and strong leadership to the Orange community to respond to climate change and build sustainability by modelling and communicating Councils response to climate change
8. To provide commitment to be innovative, flexible and adaptive in our approach to climate change
9. To provide commitment to facilitate applicable programs, promote opportunities and assist the Orange community, to reduce greenhouse gas emissions

APPLICABILITY

All Council staff, Council insurers, community members

GENERAL

In meeting the challenges of climate change Council will:

Action plans

- Establish a Climate Change Operational Management Plan

Risk assessment

- Progressively undertake detailed risk assessments of climate change hazards consistent with Federal and State Government guidelines, such as increasing temperatures, flooding, bushfires, storms and drought.
- Embed climate change-related risks within Council's Integrated Planning and Reporting Framework.



All policies can be reviewed or revoked by a resolution of Council, at any time.

Review of current plans

- Regularly review its plans, strategies, policies and benchmarks, where their content may be affected by climate change, to ensure they remain current as the science of climate change develops.
- Ensure that Council's actions, decisions and policy response to climate change remains current and reflects Council's operational capacity, community expectations and changes in climate change scenarios.

Integrated and collaborative approach

- Complement, collaborate and establish strong partnerships with community, key stakeholders, other Local Councils and other tiers of government that strengthen Council's adaptive capacity in response to climate change.

Funding and Resources

- Pursue grant and other funding opportunities to further examine and respond to climate change issues as they affect council and the community
- Ensure availability of appropriate resources for climate change initiatives

Definitions

Climate Change	A change in the state of the climate that can be identified (e.g. using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer.
Mitigation	Actions that can be taken to reduce the degree of climate change that may occur.
Adaptation	Actions that can be taken to prepare for the impacts of climate change.
Greenhouse Gas emissions	Various gases such as carbon dioxide and methane which are emitted into the atmosphere and contribute to the greenhouse effect.

RELATED LEGISLATION/GUIDELINES

- Clean Energy Act 2011
- Environmental Protection and Biodiversity Conservation Act 1999
- National Greenhouse and Energy Reporting Act 2007
- Environmental Planning and Assessment Act 1979 and regulations
- Local Government Act 1993
- Protection of the Environment Operations Act 1997 and regulations
- Threatened Species Conservation Act 1995 and regulations
- Orange City Council Local Environmental Plan (2011)
- NSW Climate Change Policy Framework (2016)

RELATED POLICIES/DOCUMENTS

Community Strategic Plan – Activate Orange (2018)

Strategic Policy – ST056 - Enterprise Risk Management

Orange City Council Climate Change Management Plan



All policies can be reviewed or revoked by a resolution of Council, at any time.

Responsible Area – Development Services

REVISION					
	DATE	RESOLUTION		DATE	RESOLUTION
1			6		
2			7		
3			8		
4			9		
5					
All policies can be reviewed or revoked by resolution of Council, at any time.					

SUMMARY OF AMENDMENTS

Amendment Date	Section/Reference and Amendment
January 2021	New Policy

Climate Change Management Plan

A PLAN FOR COUNCIL'S OPERATIONAL
APPROACH TO CLIMATE CHANGE



ORANGE CITY COUNCIL
CLIMATE CHANGE MANAGEMENT PLAN

Updated January 21, 2021

Designed in-house by Orange City Council

Executive Summary

Orange City Council acknowledges and respects the customs, traditions and knowledge of Aboriginal people and their unique relationship with the land, waterways and sea. We recognise our shared responsibility to Care for Country by addressing the causes of climate change that will impact on present and future generations and our environment.

This Climate Change Management plan for Council's operations summarises the drivers and actions that Orange City Council will take to reduce emissions from our activities and address the expected effects of climate change on Council over the next 5 years.

Orange City Council has actively addressed and adapted to climate change and mitigated our impacts through efficiency and environmental projects over time. However, Council has not previously presented these projects as climate mitigation or adaptation actions. It will now be presenting all projects as a consolidated climate and adaptation management plan.

Council is committed to implementing this plan to meet the objectives of Council's Climate Change Strategic Policy and is committed to reporting annually to the community on our progress in delivering these actions. By sharing the approach, we are aiming to mitigate and adapt to climate change while also setting an example and demonstrating what is possible. Not only do we aim to encourage the broader community, but we also aim to encourage other cities and towns to also work towards adapting to a changing climate and mitigating their impacts.

Priorities for action:

This plan describes the actions we will take to understand our operational emissions, reduce emissions from our operations, understand climate change risks and adapt to climate change.

We will address these sectors through the following:

1. Understanding Council's operational emissions
2. Developing a low carbon culture
3. Working towards Council events without emissions
4. Reducing emissions from our buildings and facilities
5. Opting for carbon-neutral goods and services
6. Reducing emissions from waste
7. Reducing emissions from transport
8. Prioritising adaptation actions

4

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1. Introduction

1.1. Purpose

The purpose of this plan is to outline:

- The role of Council in adapting and mitigating impacts of climate change to Council.
- Council's approach to adapting to and mitigating the impacts of Climate Change.
- Sources of further information for Council employees and others and,
- To provide the mechanism to implement Council's Climate Change Strategic Policy.

1.2. Scope

- This Plan applies to Council activities throughout the Orange Local Government Area.
- This Plan outlines Council's commitment in relation to Climate Change Adaptation and Mitigation actions.

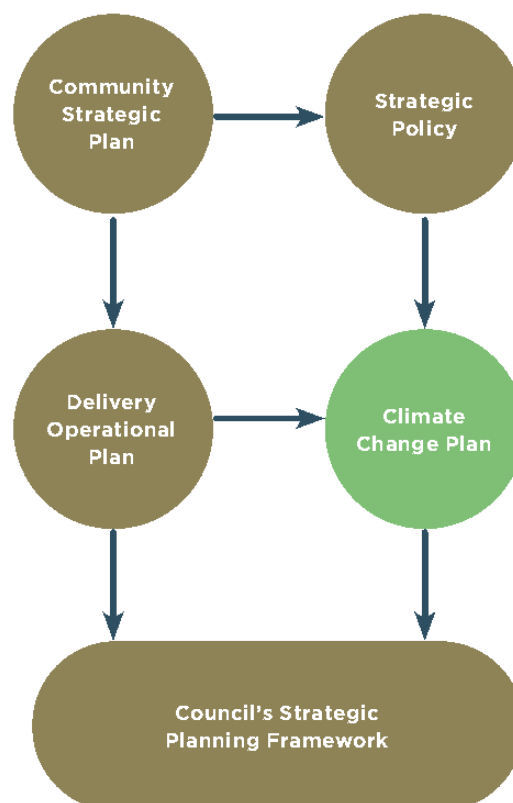
1.3. Definitions

- **Adaptation** - An action which addresses climate change impacts, aiming to reduce vulnerability to the effects of climate change.
- **Cadia Valley Operations**- One of the largest gold mines in the world, located 25 kilometres south-west of Orange.
- **Carbon Sink**- Anything that accumulates and absorbs more carbon than it releases as carbon dioxide, thereby lowering the concentration of carbon in the atmosphere. Examples include vegetation and the ocean.
- **CO₂-e**- Carbon dioxide equivalent, standard unit for measuring emissions.
- **Fugitive Emissions**- Emissions of gases or vapours from pressurised equipment due to leaks and other unintended or irregular releases of gases, mostly from industrial activities.
- **GHG (Greenhouse Gas Emissions)** - The emission into the earth's atmosphere of various gases, especially carbon dioxide, that contribute to the greenhouse effect.

- **Implementation**- The process of putting decisions regarding climate change into action and effect e.g. Climate change related policy.
- **Mitigation** - Actions which attempt to lessen the impact of climate change e.g. Reduce and curb greenhouse gas (GHG) emissions and negative contributions to climate change.
- **NARCIIM**- The NSW and ACT Regional Climate Modelling (NARCIIM) Project.

1.4 Relationship to Other Plans

Orange's Community Strategic Plan 2018-2028 (CSP) is the highest level of planning that our Council will undertake. This Climate Change Plan links to the CSP, the Delivery Operational Plan (DOP), the Local Strategic Planning Statement (LSPS) and the Development Control Plan (DCP). The CSP and DOP inform the implementation of this Plan, the LSPS and DCP provide mechanisms to implement elements of this plan.



2. Context



2.1. Global

KYOTO PROTOCOL

The Kyoto Protocol operationalises the United Nations Framework Convention on Climate Change by committing industrialised countries to limit and reduce greenhouse gases (GHG) emissions in accordance with agreed individual targets. The convention itself asks those countries to adopt policies and measures on mitigation and to report periodically. The Kyoto Protocol was adopted on 11 December 1997. Owing to a complex ratification process, it entered into force on 16 February 2005. Currently, there are 192 parties to the Kyoto Protocol including Australia.

THE COPENHAGEN CLIMATE CHANGE CONFERENCE (COPENHAGEN ACCORD)

The Copenhagen Climate Change Conference took place from the 7th of December until the 18th of December, raising climate change policy to the highest political level, taking place in Copenhagen and was hosted by the Government of Denmark. In attendance was 115 world leaders making it one of the largest gatherings of world leaders ever outside UN headquarters. The Copenhagen Climate Conference was the 15th session of the Conference of the Parties to the UNFCCC and the 5th session of the Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol. More than 40,000 people applied for accreditation, this included representation from governments, non-governmental organizations, intergovernmental organizations, faith-based organizations, and media and UN agencies.

The Copenhagen Climate Change Conference was crucial in the negotiating process for a variety of reasons. It significantly advanced negotiations on the infrastructure needed for effective climate change cooperation. Progress was also made in narrowing down options and clarifying choices needed to be made on key issues later on in negotiations. Also, the conference produced the Copenhagen Accord, which expressed clear political intent to constrain carbon and respond to climate change in both the short and long term (UNFCCC, 2009).

COPENHAGEN ACCORD

The Copenhagen Accord contained several key elements, helping converge governments' views that included:

- Long-term goal of limiting the maximum global average temperature increase to no more than two degrees Celsius above pre-industrial levels,
- Emission reduction targets by developed countries and 'Nationally Appropriate Mitigation Actions' from developing countries, all to be registered with the UNFCCC.
- Promotion of REDD (reduction of emissions from deforestation and degradation) and the enhancement of existing forests.
- Fast start-mitigation and adaptation finance of US\$30 billion for 2010-12 and longer term mitigation funding of US\$100 billion by 2020 (APH, 2009).

Within the Copenhagen Accord, Australia sought commitments of comparable effort with other developed countries, with its own targets aiming at:

- Reducing emissions by 25% on 2000 levels by 2020 if the world agrees to an ambitious global deal.
- An unconditional commitment to reduce emissions by 5% below 2000 levels by 2020.
- An emission reduction of 15% by 2020 if there is a less ambitious global agreement (APH, 2009).

PARIS AGREEMENT

At the 21st United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP21) held in December 2015, the international community unanimously adopted the 'Paris Agreement' to reduce carbon emissions and decarbonise the global economy. In addition to the mitigation of carbon emissions, the Paris Agreement also addresses adaptation issues such as enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, as well as loss and damage associated with the adverse effects of climate change and extreme weather events. The Australian Government ratified the Paris Agreement in November 2016. Under the Paris Agreement, Australia will implement an economy-wide target to reduce GHG emissions by 26 to 28 per cent below 2005 levels by 2030. Shifting global market drivers and preferences for low carbon products have the potential to influence Australia's economy, including changing demand and prices for resources, manufactured items and agricultural products (UNFCCC, 2015)

Country	Emission Reduction Targets	Renewable Energy Commitment
Australia	26-28% emissions reduction from 2005 levels by 2030	-20% from renewable energy sources by 2020 (33,000 GWh by 2020)



2.2. National

The Commonwealth Government has played an important role in climate change adaptation and mitigation of climate change. Primarily through the funding of the National Climate Change Adaptation Research Facility (NCCARF) and other research and development programs. These programs have delivered some of the science needed to understand climate change and implement adaptation across Australia (NCCARF, 2020). Other states and territories are active in developing assertive climate change policies and actions, with a number also having developed adaptation strategies. Each State and territory have adopted emission reduction targets and/or renewable energy targets. Australia's comparatively high emissions per capita are due to our relative abundance of cheap fossil fuels, high dependence on coal-fired power generation and the emissions intensity of our exports (such as aluminium, steel and coal) (Environment NSW, 2015).

State or Territory	Emission Reduction Targets	Renewable Energy Targets
New South Wales	35% reduction in greenhouse gas emissions on 2005 levels by 2030 Zero Net emissions by 2050	20% from renewable energy in line with the Renewable Energy Target.
Australian Capital Territory	40% reduction in GHG emissions from 1990 by 2020 50-60% reduction in GHG emissions from 1990 by 2025 65-75% reduction in GHG emissions from 1990 by 2030 90-95% reduction in GHG emissions from 1990 by 2040 Zero Net emissions by 2045	
Queensland	Zero net emissions by 2050	50% renewable energy by 2030
Victoria	Zero Net emissions by 2050	25% renewable energy by 2020 40% renewable energy by 2025 50% renewable energy by 2030
Western Australia	Zero net emissions by 2050	No target
South Australia	Zero net emissions by 2050	50% renewable energy production by 2025 (Target achieved in 2018)
Tasmania	Commitment to establish a zero net emissions target by 2050	100% renewable energy by 2022 200% renewable energy by 2040
Northern Territory	Zero net emissions by 2050	50% renewable energy by 2030

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ORANGE CITY COUNCIL CLIMATE CHANGE MANAGEMENT PLAN 2021
2. Context



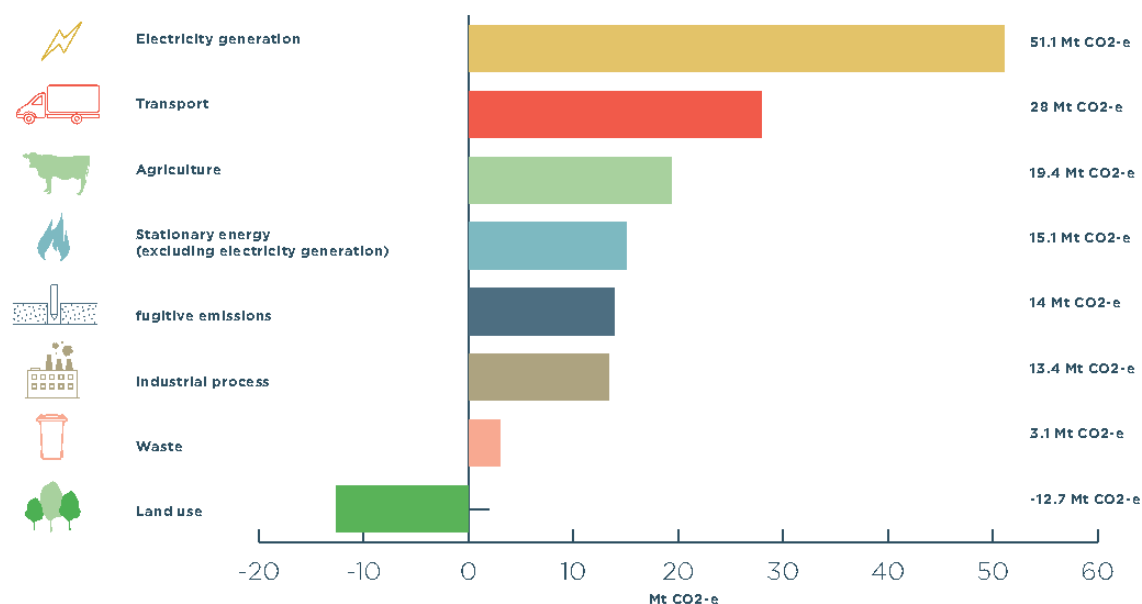


2.3. State

NSW already experiences climate extremes such as floods, droughts, heatwaves and bushfires. Climate change is likely to exacerbate the frequency and/or severity of these events and can be an amplifier of these and other hazards. In this context, it is important to plan and take appropriate action to better manage our climate risks. Well-considered and effective adaptation measures can help manage the adverse impacts of climate change on communities, the economy and natural systems. Many businesses, communities and local governments are already working to incorporate climate change into their planning and risk assessment processes and continue to seek increased action from the State Government. The NSW Government seeks to drive continuous resource efficiency from government operations and limit its impact on the environment. The NSW government adopted the targets of Net Zero emissions by 2050. 36 Councils in NSW have also adopted targets relating to renewable energy and/or emissions reductions.

NSW's annual emissions per capita reduced from 29.9 tonnes CO₂-e per capita in 1990 to 16.7 tonnes per capita in 2017. In comparison, annual emissions per capita in the UK, Germany and Japan are in the range of 7-11 tonnes CO₂-e per capita. The majority of emissions in New South Wales are derived from electricity generation (51 MtCO₂-e), followed by transport (28 MtCO₂-e). Land-use is a net sink of emissions, reducing the state's total emissions by 12.7 MtCO₂-e (Adapt NSW, 2020)

NSW EMISSIONS BY SOURCE 2017 (DPIE)



NSW Local Government Councils with emission reduction and/or renewable energy targets

Councils	Emission Reduction Targets	Renewable Energy Targets
Bathurst Regional Council		50% of council's electricity consumption to be from renewable sources by 2025
Dubbo Regional Council		50% renewable energy by 2025
Wollongong Council	Aspirational emissions reduction target of zero emissions by 2030.	
Broken Hill Council		100% renewable energy status by 2030
Uralla Council	Plan to be first net zero energy town.	
City of Newcastle	A 50% reduction in operational carbon emissions.	100% renewable electricity from 2020
Bega Valley Shire Council	Net zero emissions, with interim target of 100% renewable electricity by 2030	Net zero emissions by 2030
Byron-Bay Council	Net zero by 2025.	100% renewable energy by 2027
Blue Mountains Council	Carbon Neutral by 2025.	
Coffs Harbour City Council		100% renewable energy by 2030
Port Macquarie-Hastings Council		100% renewable energy by 2027
Kyogle Council	25% electricity from on-site solar by 2025 50% renewable electricity by 2025 100% renewable electricity by 2030	25% electricity from on-site solar by 2025 50% renewable electricity by 2025 100% renewable electricity by 2030
Shoal Haven City Council	Aim to Achieve net-zero Green House Gas emissions by 2050. Reduce emissions by 25% by 2025 and 50% by 2030, compared to 2015 levels.	25% renewables by 2023 and 50% by 2030
Eurobodalla Council	To reduce the total Council energy emissions by 80% from the 2005/06 baseline by 2030	100% renewable energy by 2030
Bellingen Shire Council	45% carbon reduction by 2030 (based on 2010 emissions levels) Zero net emissions by 2040	
Central Coast Council	60% emissions reduction of Council emissions (below 2017/18 levels) by 2022 and 85% by 2028	
City of Canada Bay	Net zero emissions by 2030	
Lismore City Council		Self-generate all electricity needs from renewable sources by 2023
Randwick Council	Zero emissions by 2030	100% renewable by 2030 for stationary and transport energy

Councils	Emission Reduction Targets	Renewable Energy Targets
Blacktown City Council	Net zero Green House Gas emissions from electricity, fuel and gas by 2030	
Parramatta Council	Carbon Neutral by 2022	
Blue Mountains City Council	Carbon Neutral by 2022	
Willoughby City Council	By 2028 emit 50% less GHG emissions from operations compared with 2008/09. Achieve net zero emissions by 2050	
Ku-Ring-Gai Council	Reduce GHG emissions to achieve net Zero emissions by 2040 or earlier. 50% reduction, by 2030. 100% reduction in fleet emissions by 2040	
Inner West Council	Carbon neutral by 2025	100% renewable electricity by 2025
Nambucca Council	Zero net carbon emissions within the 2030 to 2050 time frame	
Coffs Harbour Council	50% reduction in emissions (on 2010 levels) by 2025	
Kyogle Council	Reduce Councils operational emissions by 50% before 2030 and to be net zero by 2050	
Tweed Shire	Net zero emissions by 2030	50% renewable energy by 2025
Hornsby Shire Council	32% emissions reduction from 2018 by 2025 53% emissions reduction from 2018 by 2030	
City of Ryde		100% renewable energy by 2030
Federation Council		Electricity neutral (i.e. generating electricity equal to, or greater than its consumption) by June 2025
Georges River Council	Net zero carbon emissions by 2025 or as soon as practicable	100% renewable target by 2025
Northern Beaches Council	Net zero emissions by 2045 60% reduction in carbon emissions by 2040. Aspiration to achieve net zero emissions by 2030	All suitable sites being powered by renewable electricity by 2030
Sutherland Council	Carbon neutral by 2030	
Waverly Council	70% reduction of Council emissions 2003/04 levels) by 2030. Carbon neutral by 2050	



2.4. Local




Based on long-term (1910–2011) observations, temperatures have been increasing in the Central West and Orana since about 1970, with higher temperatures experienced in recent decades. The region is projected to continue to warm during the near future (2020–2039) and far future (2060–2079). The warming is projected to be on average about 0.7°C in the near future, increasing to about 2.1°C in the far future. The number of hot days is projected to increase and the number of cold nights is projected to decrease. The warming trend projected for the region is large compared to natural variability in temperature and is of a similar order to the rate of warming projected for other regions of NSW.

These climate change projections are from the NSW and ACT Regional Climate Modelling project

(NARCLIM) project. The NARCLIM project has produced a suite of twelve regional climate projections for south-east Australia spanning the range of likely future changes in climate. NARCLIM is explicitly designed to sample a large range of possible future climates. These projections can be found in Appendix 6 and Appendix 7: (Adapt NSW, 2014).

The climate projections for 2020–2039 are described in the snapshots as NEAR FUTURE, or as 2030, the latter representing the average for the 20- year period. The climate projections for 2060–2079 are described in the snapshots as FAR FUTURE, or as 2070, the latter representing the average of the 20-year period (Adapt NSW, 2014). The following projection maps can be found within Appendix 1Appendix 2Appendix 3Appendix 4 Appendix 5 (Adapt NSW, 2014)

Climate change projections for central west and orana region.






Projected Temperature Changes		
	↑ Maximum temperatures are projected to increase in the near future by 0.4 - 1.0 °C	↓ Maximum temperatures are projected to increase in the far future by 1.8-2.7 °C
	↑ Minimum temperatures are projected to increase in the near future by 0.5-0.9 °C	↓ Minimum temperatures are projected to increase in the far future by 1.5-2.6 °C
	↑ The number of hot days will increase	↓ The number of cold nights will decrease
Projected Rainfall changes		
	↑ Rainfall projected to decrease in spring	↓ Rainfall is projected to increase in autumn
Projected Forest Fire Danger Index (FFDI) changes		
	↑ Average fire weather is projected to increase in summer, spring and winter	↓ Severe fire weather is projected to increase in summer, spring and winter

Existing measures

CITIES POWER PARTNERSHIP ACTION PLEDGES

The Cities Power Partnership is Australia's largest local government climate network, made up of 123 Council's from across the Country, representing almost 11 million Australians. Local Councils who join the partnership make five action pledges in either renewable energy, efficiency, transport or working in partnership to tackle climate change. Orange City Council is a Power Partner and has pledged to take actions found in the table below (Cities Power Partnership, 2018).

Action Pledges

1.	Renewable Energy	Power council operations by renewable energy, and set targets to increase the level of renewable power for council operations over time.
		
2.	Energy Efficiency	Adopt best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures.
		
3.	Sustainable Transport	Ensure that new developments are designed to maximize public and active transport use, and support electric vehicle uptake.
		
4.	Energy Efficiency	Roll out energy efficient lighting across the municipality.
		
5.	Collaboration	Develop education and behaviour-change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport.
		

CITIES POWER PARTNERSHIP PLEDGE EVALUATION

Council progress on the above pledges are reported annually to Cities Power Partnership.

STATE OF ENVIRONMENT REPORTING

The NSW State of the Environment 2018 is released every three years by the NSW Environmental Protection Authority (NSWEPA). It describes the health of our environment – our land, water, air and ecosystems, and urban environment, at a state-wide level.

The NSW State of the Environment Report provides credible, robust, state-wide environmental information for the NSW Government, decision makers, business and the community, assesses the status and condition of major environmental resources in NSW and examines environmental trends, describes pressures that affect the environment and responses to those pressures.

Orange City Council has opted to report to the EPA annually along with a number of NSW Local Government Councils.

3. Mitigation

Climate Change mitigation includes actions we take globally, nationally and individually to limit the impact of changes caused in the global climate by human activities. Mitigation activities are designed to reduce Green House Gas (GHG) emissions and/or increase the amounts of GHGs removed from the atmosphere by greenhouse sinks (Adapt NSW, 2014).

3.1. Actions Taken to Date

The following are key examples of mitigation measures achieved by Orange City Council.

SOLAR ENERGY

Solar systems are currently installed on 7 sites, totalling approximately 210 kilowatts (kW). This includes a large 99kW system on the Orange Aquatic centre, which has produced 460 Megawatt hours of energy since installation, reducing Council's CO₂ emissions by 325 tonnes. Council have also agreed to a Power Purchase Agreement (PPA) and the installation of 140 panels of solar on its depot roof. Council's childcare centres have also installed solar panels on its roofs and recent site assessments have identified the potential for a number of locations for additional solar systems to be installed at Council facilities.



Approximately 80% of streetlights have been replaced with energy efficient LED lights as of June 2021

STREET LIGHTING PROJECT

Council is in the process of replacing 8500 streetlights, switching to energy efficient LEDs expecting to save up to \$500,000 annually on energy consumption. As of June 2020 a majority of the Council's streetlights have been replaced with energy efficient LEDs.

The lights began to be replaced at the end of December 2019, since that time Council has already seen significant savings. To compare, in May 2019 street lighting consumed up to 270,000 kWhs of electricity for the month, producing 241 tonnes of CO₂ (equivalent) emissions. In May 2020, street lighting consumed 180,000 kWhs of electricity, producing 165 tonnes of CO₂ (equivalent) emissions. Council is able to see a reduction of up to 90,000 kWhs of electricity, reducing up to 76 tonnes of CO₂ emissions for that month alone.

LIGHTING UPGRADES

Plans for the replacement of 2117 fluorescent lights to LEDs at 17 Council sites have been prepared, an assessment found lights in Council's buildings used almost \$170,000 of electricity a year, as well as about \$34,000 in maintenance costs. Under the NSW Government's Energy Savings Scheme, Council would be eligible for more than \$130,000 worth of Energy Saving Certificates in return for reducing its energy use. This project could potentially reduce equivalent CO₂ emissions by 740 tonnes annually. This project was approved in August 2020 and is currently in progress, the payback period from savings is expected to be 1.2 years.

CHILLER REPLACEMENT PROJECT

In 2018 it was identified that the Council's cooling system on the civic centre building needed to be replaced. In September 2019, 2 York 500kw chillers (heat pumps) were installed, which provide a highly efficient source of chilled water for cooling and humidity control for both the Civic Centre and the Gallery. Additionally, as they are heat pumps, the Civic Centre now has a source of hot water that can be used to support the building base heating load. The heat pumps produce the hot water very efficiently as they have a high coefficient of performance, this greatly reduces the energy consumption. The original heating in the Civic Centre was generated through electric resistive duct heaters that are highly inefficient and expensive to run. This project has provided savings of Approximately \$65000 in electricity costs since the installation and commissioning of the chillers.

INSPIRING AND INTEGRATING CHANGE PROJECT

The project entails the lessons learnt as three Central West Councils (Orange, Dubbo and Bathurst) tackled sustainability challenges. They have been condensed into a Toolkit Booklet. The booklet was published in November 2012 and is aimed at sharing knowledge and experience gained from the Bathurst, Orange, and Dubbo (BOD) alliances Inspiring and Integrating Change Project and to encourage fellow Councils to establish similar sustainability projects. The toolkit provides an overview of three specific sustainability projects.

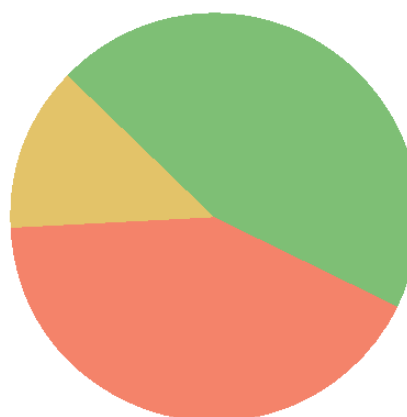
- Dubbo City Council's Victoria Park Precinct Renewable Energy Project,
- Orange City Council's urban constructed wetland for stormwater harvesting and
- Bathurst Regional Council's Biodiversity Management Plan & Urban Drainage Reserve Vegetation Link.

The toolkit provides useful tips on how to gain assistance to begin new projects. Inspiring and Integrating Change aims to motivate and inform other regional Councils, organisations and individuals to create projects and implement policies which support sustainable development into the future.

ORGANIC WASTE COMPOSTING FACILITY: EUCHAREENA ROAD RESOURCE RECOVERY CENTRE (ERRRC)

The ERRRC is the Euchareena Road Resource Recovery Centre, a state-of-the-art composting facility which uses modern technology and monitoring equipment to recycle organic waste into Australian standard for composts, soil conditioners and mulches (AS 4454). The ability to meet the AS 4454 standard means the product is in great demand, using compost on gardens improves soil quality and water retention, provides nutrients to plants and promotes strong and healthy growth. Its organic certification means organic wineries can use the compost as part of their certification requirements. In 2020 45% of Orange's waste was diverted to organics, to be composted.

This facility is able to provide the community nutrient rich compost and improve soils across Orange. It also reduces overall emissions through reuse, from waste that would have otherwise been placed into landfill. Over the life of the project (2014-2020) 9844.5 tonnes CO₂-E have been abated through composting eligible green waste for reuse.

**ORANGE CITY COUNCIL'S WASTE DIVERSION 2019-2020**

- Organics 45%
- General waste 42%
- Recycling 13%

3.2 Baseline Data

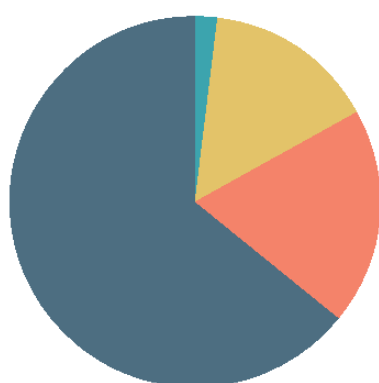
ENERGY USE - ELECTRICITY

In the 2019/2020 financial year (FY), OCC had a total of 134 sites that were connected to the public electricity grid. These sites were divided into four categories, below details the following categories and their site numbers.

- 'Buildings'- 64 sites
- 'Water & Sewer' -48 sites,
- 'Public Street Lighting'- 9 sites
- 'Other'-13 sites

Council's electricity use can be viewed at a sub-categorical level, as well as within each major category, this is shown in the following table. Water & Sewer' services are Council's highest electricity users however this is due to the nature of delivering those services to a majority of the community.

In addition, the Macquarie pipeline made up 27% of electricity consumed by water/sewer services in 2020. The Macquarie pipeline is used sporadically as required and under specific conditions. The nature of the Macquarie pipeline means usage is difficult to reduce as it relates to the provision of water to Orange in times of drought. As shown in part 4 of this plan, Orange City Council together with the Orange community work hard to achieve great reductions in water use, in turn reducing the electricity required to transport and treat water.



Electricity use for FY 2019/20

- Water and Sewer 64%
- Buildings 19%
- Street lighting 15%
- Other 2%

Electricity consumption at a Sub-category Level from July 2019 to June 2020.

Asset Categories	Annual Electricity kWh	Annual Usage
WATER & SEWERAGE	10,747,158.60	64%
Macquarie Pipeline	2,914,326.20	
Sewage Treatment works	1,657,167.30	
Filtration Plant	843,632.30	
Suma Park Pump	920,556.90	
Other	4,411,457.9	
STREET LIGHTING	2,555,594.70	15%
Public Lighting	2,555,594.70	
BUILDINGS	3,183,209	19%
Parks & Gardens	167,706.80	
Airport	253,580.80	
Civic Centre	798,986.30	
Community Centre	6,213.00	
Aquatic centre	403,838.20	
Art Gallery/ Library	208,527.00	
Function Centre	23,898.60	
Orange Regional Museum	76,001.90	
Other Buildings	1,244,456.40	
OTHER	363,619.80	2%
TOTAL	16,849,582.10	100%

ENERGY USE - NATURAL GAS

Orange City Council's natural gas use accounts for up to 22 sites. A majority of these sites are considered 'small sites' by usage.

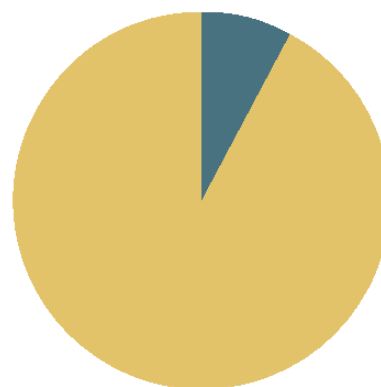
The gas used within the 'Water & Sewer' category came from sewer operations such as the sewer treatment plant.

The Aquatic Centre uses natural gas to provide heated water for the swimming pools for the Orange community.

ENERGY USE - TRANSPORT AND LIQUID FUEL USE

In FY 19/20, 'Diesel' accounted for the majority of Council's fuel consumption using a total of 421.7KL, while unleaded petrol accounted for 36.6KL. Fuel consumption data includes use from Council's vehicle fleet and plant/equipment use. Fuel use is not distinguished between use for transport and use for plant/equipment (e.g. generators, portable pumps, lawnmowers etc.)

Fuel Type	Kilolitres
● Unleaded petrol (excluding E10)	36.6
● Diesel	421.7



Orange City Council's fuel consumption for FY 2019/20

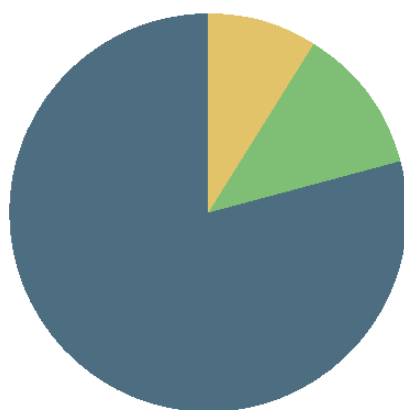
● Diesel 92%
● Unleaded Petrol 8%

Council's Green House Gas Emissions

COUNCIL'S EMISSIONS SNAPSHOT

Typically emissions are classified into three Scopes explained below.

	Description	Examples
SCOPE 1	Emissions released to the atmosphere as a direct result of an activity, or series of activities at a facility level.	Fuel combustion, manufacturing processes , fugitive emissions, production of electricity
SCOPE 2	Emissions released to the atmosphere from the indirect consumption of an energy commodity. Scope 2 emissions from one facility are part of the scope 1 emissions from another facility.	Electricity that is transmitted to a certain area examples include energy used to power buildings, lighting, and plant/equipment
SCOPE 3	Indirect GHG emissions other than scope 2 emissions that are generated in the wider economy. They occur as a consequence of the activities of a facility, but from sources not owned or controlled by that facility's business.	Air travel, car travel, shipping, waste, paper use.



Scope 2 was the largest contributor of emissions accounting for 79% of the total emissions in FY 2019/2020. Scope 1 was the second highest emission contributor accounting for 12%, while scope 3 was the lowest contributor of emissions accounting for only 9% of total emissions

Council's GHG Emissions by percentage for each scope, FY 2019/2020.

- Scope 1 - 12%
- Scope 2 - 79%
- Scope 3 - 9%

ORANGE CITY COUNCIL CLIMATE CHANGE MANAGEMENT PLAN 2021
3. Mitigation

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In FY 19/20, Council's total GHG emissions footprint was 17,201.69 tonnes, details of the emissions footprint are expressed in the table below. Within FY 19/20, scope 2 was the largest contributor of GHG emissions accounting for 13,595.86 t CO₂-e. GHG emissions from all waste activities (excluding electricity use from waste-related buildings) have been omitted. Emissions data from Council's waste services are not currently collected for both Council operations and the broader

community's waste services. Emissions from sewer treatment activities have also been omitted as this data is not currently quantified.

Bottled gas is mostly used by plant and equipment and, to provide cooking facilities in Orange's 'Parks and Gardens'

Emissions footprint for FY 19/20 in Tonnes of CO₂-E

Emission source	Activity Data	Units	Scope 1 t CO ₂ -E	Scope 2 t CO ₂ -E	Scope 3 t CO ₂ -E	Total t CO ₂ -E	%
Diesel for fleet	421.7	kL	1138.59			1138.59	6.62%
Petrol for fleet	36.6	kL	87.84			87.84	0.51%
Natural Gas	14,534	Gj	754.39			754.39	4.39%
Bottled Gas	3100	L	4.96			4.96	0.03%
Electricity use Street lighting	2,555,595	kWh		2,069.63	229.96	2,299.59	13.37%
Paper consumption	11.9	Tonnes			107.78	107.78	0.63%
Electricity use council assets	14,293,988	kWh	1.62	11526.23	1280.69	12808.54	74.46%
TOTAL			1,987.4	13,595.86	1,618.43	17,201.69	100.00%



3.3 Future Strategies

Emissions Reduction Approach

BACKGROUND

At the 2019 United Nations Climate Action Summit, experts warned that current global commitments to cut GHG emissions will likely lead to global temperature increases between 2.9°C and 3.4°C by 2100. The NSW Government has committed to reach net zero emissions by 2050 (Environment NSW, 2016). This requires action by governments, communities and businesses. Carbon emission reduction actions include carbon-positive energy efficient buildings, smarter infrastructure, renewable energy technologies, waste solutions, sustainable transport services and increasing canopy cover and green restoration projects (Net Zero Plan, 2020). The following are priority emissions sources based on NSW's emissions profile.

STATIONARY ENERGY

Stationary energy covers energy used to power buildings, factories and infrastructure. It is the largest sector contributing 60% of NSW's GHG emissions in 2017, primarily from public electricity production. For community inventories, it usually represents the largest source of emissions and includes things like electricity consumption and the combustion of natural gas in heaters and boilers (Environment NSW, 2016).

TRANSPORT

The transport sector contributes to 21% of NSW's GHG emissions, with road-based transport contributing almost 84% of this figure.

A sustainable transport future can provide many benefits within a community including:

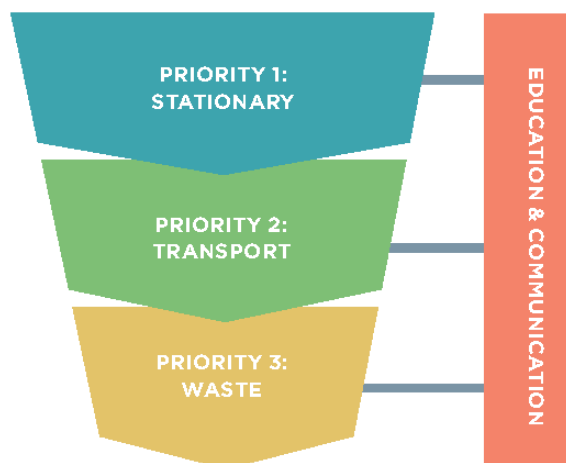
- Increased mobility for all members of the community
- Improved air quality through reduced emissions from cars and trucks
- More active communities
- Improved safety outcomes for pedestrians and cyclists
- Reduced isolation by improving access to facilities and connectedness

WASTE

Waste accounts for 2.2% of total emissions from NSW in 2017. These emissions are associated with breakdown of organic matter in landfills and waste water treatment facilities, emitting methane (CH₄), one tonne of food waste in landfill emits 1.9 tonnes of CO₂ – equivalent emissions, as it breaks down over 100 years (DPIE, 2018).

EMISSIONS REDUCTION PRIORITIES

Council's approach to operational emissions reduction actions will be prioritised according to their NSW emissions profile. 1- Stationary Energy. 2 -Transport. 3- Waste. Education and communication relate to all priority areas equally.



FUTURE TECHNOLOGIES

Digital advances have led to the popularity of the concept of smart cities, and is seen as a major driver for sustainable transformation. Digital solutions can improve efficiency in a city's service provision and deliver more effective energy use management. Orange is currently planning the future of our city which includes consideration of smart technology and an emphasis on energy efficiency and renewable energy use.

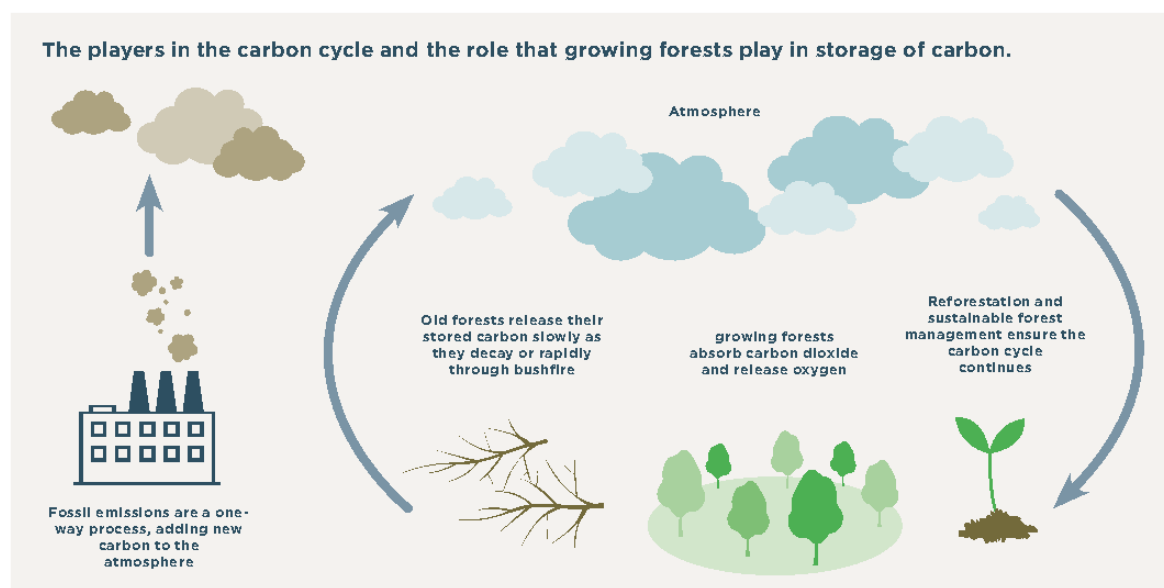
ELECTRIC VEHICLES & CHARGING STATIONS

With intervention by the NSW government, falling purchase prices, model availability and increase in the difference between petrol/diesel fuels and electricity as a fuel source; all new vehicle sales of electric and hybrid vehicles are expected to reach 49% by 2030 and 100% by 2040. There are two primary barriers to widespread electric vehicle adoption in New South Wales: the lack of convenient, fast charging infrastructure and the limited range of affordable electric vehicles. In 2019, the NSW Government released its Electric and Hybrid Vehicle Plan to help overcome these barriers in NSW (Electric Vehicle Council, 2019). With the expected increases in electric and hybrid vehicles, community members and tourists wanting to visit our region will require EV infrastructure to be made available. It is important that we use this opportunity, and have the potential, to ensure renewable energy sources are powering this electric vehicle network to gain the full benefits of lower emission transportation for our region (Energeia, 2018).

BIODIVERSITY

Planting and retaining urban and rural trees and forests is one mechanism to reduce carbon dioxide from the atmosphere. Trees are a carbon sink, storing carbon for as long as the tree has physical form, alleviating impacts from carbon emissions. All plants are known to store carbon as they undergo photosynthesis, however trees and shrubs live longer and therefore store the carbon longer (USEPA, 2015).

The role of trees and forests in combating climate change is recognised as one of the most practical and affordable methods to combat climate change. An important result of the 2015 Paris climate talks emphasised the importance of this preservation. The new climate agreement set goals on reducing emissions from deforestation and degradation of global forests. Planting trees and preserving existing forests can play a role in helping reduce GHG emissions and mitigate effects of climate change (UNCC, 2015). The significance of biodiversity to climate change can be considered in actions 1.1, 1.3, 1.5 & 1.8 of this plan. Orange City Council's Local Strategic Planning Statement also provides the mechanism, actions and additional plans which address the future of biodiversity in Orange.



CARBON SEQUESTRATION

Carbon sequestration is the process of capturing and storing carbon dioxide found within the atmosphere. It is used as a method of reducing the amount of carbon dioxide in the atmosphere with the goal of reducing climate change. Carbon is stored within sinks such as forests, woody plants, mangroves and soils.

Sustainable land and water management practices are key for carbon sequestration. Some key practices include:

- Revegetation of cleared land areas
- The use of woody crops in farming landscapes (e.g. farm forestry, renewable bioenergy crops, carbon crops and fodder shrubs)
- Managing annual cropping and grazing practices in ways which retain more carbon in soil
- Maintaining or increasing the health of natural vegetation systems and remnant vegetation on farms.

Local governments aiming to reduce their city's energy usage and reduce emissions might begin by implementing a strategic energy management plan for local government operations. Within this plan, an energy usage reduction goal could be established. Cities that practice energy efficiency and environmental stewardship do so across city operations and localise their best practices for certain buildings or building portfolios. Council would benefit by implementing an energy management strategy to reduce energy usage, costs and emissions (Ironbark Sustainability, 2019).

EVIDENCE-BASED CLIMATE ACTION PLANNING

It is important that the Council is able to fully understand its current impacts on climate change and its role in creating change in order to better plan effective mitigations actions. Developing and analysing Council's corporate emissions profile will provide the critical evidence for decision making and to take adequate actions,

ENERGY MANAGEMENT STRATEGIES

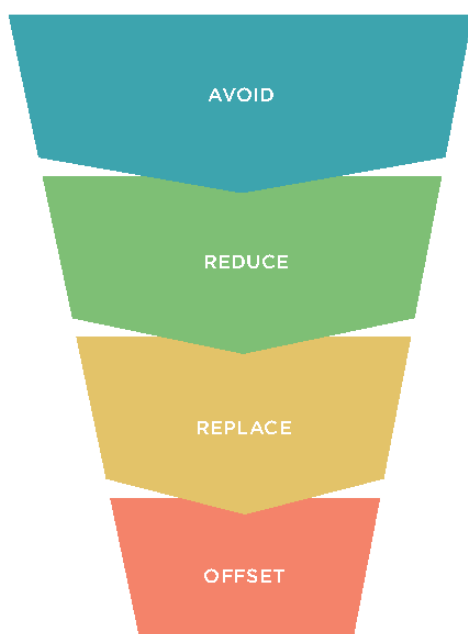
Energy management is one of the most demanding issues presented within cities, therefore significant attention and effort needs to be dedicated to developing strategies for the management of a city's electricity, gas, water and renewable energy infrastructure. Cities constantly aim to deal with or mitigate, through the highest efficiency and resource optimisation, the problems generated by rapid urbanisation and population growth. Due to this, many countries have an increasing tendency towards the smartening of their cities, and strive to achieve on-going improvement and innovation.

IDENTIFYING OPPORTUNITIES TO REDUCE EMISSIONS

Council can first investigate ways to reduce corporate emissions, starting with the sources of highest emissions identified in a corporate emissions profile. In this step, Council can identify as many options as possible and later refine through the emissions reduction pathway.

Emissions reduction actions can be considered according to the hierarchy outlined below

Ironbark Sustainability are Australian Local Government climate change experts. They are a consultancy that has worked with 260 councils and their communities across Australia since 2004 to reduce greenhouse emissions, tackle climate change and implement sustainability projects and programs. Iron Bark Sustainability were funded by NSW DPIE to provide the NSW local government area CO2 emissions snap shots. Ironbark Sustainability's research and suggested actions have been referenced throughout this plan.



(Ironbark Sustainability, 2019).

INTERVENTION PLANNING PROCESS OVERVIEW.

The following outlines the broader process which can be used to establish robust planning and action on climate change.



(Ironbark Sustainability, 2019).

IRON BARK SUSTAINABILITY'S INTERVENTION PLANNING DETAILED PROCESS.**1. Insight**Corporate emissions
Inventory

Almost 72% of Australian Councils have a corporate GHG inventory, either developed internally or with expert assistance. It is evident that Councils are now taking the extra step to get their inventory accredited as 'Climate Active' for carbon neutral status. It is important for local government to develop corporate emissions inventories to deliver emission reduction requirements best suited.

2. Target

Climate change targets establish leadership and demonstrate commitment to action.

Science Derived Targets

Science derived targets, are targets that aligns with the Paris Agreement. In the age of the climate emergency, working to a science derived target is the better way that a council can prove that they are taking the required action.

3. StrategyEvidence based Action
Planning

Climate action planning should always be based on data that demonstrates the available opportunity, future projections and the reductions possible; this is evidence-based action planning. Evidence-based action planning framework can provide a detailed understanding of the most relevant, and effective approaches available to our council, and the relative costs and carbon abatement potential of these interventions. This enables Councils to make informed decisions and drive significant and measurable carbon reductions within our community

4. Action

Collaborative planning

Collaborative planning processes across all council departments.

Project Management

Managed the delivery from feasibility studies, through procurement, and implementation of renewable energy, and energy efficiency projects

Policy and regulation
development

Support the development or adjustment of policies and regulations that result in emission reductions. This includes through road specifications, planning regulation, climate policies or others.

Advocacy coordination

Develop materials to ensure council is able to leverage our influence at the state and national level to achieve our targets.

5. Evaluate

It is essential council monitors results and share what we learn so that we can understand the effectiveness of interventions and so that the evidence base in this field can continue to grow

KPIs, Trigger Points and
Capacity Building

Key Performance Indicators (KPIs), suggested monitoring frequency, and Trigger Points help council evaluate if a project is going to plan.

Elements of your plan that express what you want to achieve by when. They are the quantifiable, outcome-based statements you'll use to measure if you're on track to meet your goals or objectives.

Trigger Points - a particular circumstance which causes an event.

4. Adaptation

Adaptation to climate change is defined as an adjustment in natural or human systems in response to actual or expected climatic change or its effects, which moderates harm or exploits beneficial opportunities. It may be risk treatments developed and implemented by an organisation in response to a climate change risk assessment, and can be regarded as a type of climate change adaptation.

4.1. Adaptation measures achieved

The rationale for all adaption measures is that a changing climate is more unpredictable and has many consequences, especially with unstructured and non-strategic growth and development. The following are key examples of adaptation measures achieved by Orange City Council.

CADIA RE-USE SCHEME

Approximately 65% of the final treated effluent from Orange's Waste Water Treatment Plant (WWTP) is exported to a gold/copper mining venture, Cadia Valley Operations, located approximately 25kms south of the city. This equates to an average of 9ML per day. The treated effluent is a prioritised water source for the mine and is used in the ore extraction process. The remaining 35% of treated effluent produced at the Orange WWTP is discharged to Blackmans Swamp Creek.

STORMWATER HARVESTING

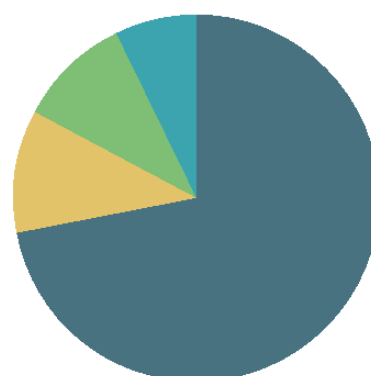
The Blackmans Swamp Creek stormwater harvesting scheme is the first large scale, indirect-to-potable stormwater harvesting project in NSW. Blackmans Swamp Creek and Ploughmans Creek stormwater harvesting scheme began in 2008. The scheme is ultimately capable of providing up to 2000 mega litres (ML) of additional water into Orange's water supply each year. This represents up to 35% of the cities normal annual water usage. The overall concept of the storm water harvesting scheme involves capturing the portion of high flows from Blackmans Swamp Creek and Ploughmans Creek during storm events and after treatment, transferring this water into the nearby Suma Park Dam.

- Combined average harvesting potential of these projects is 1,350ML/year
- Blackmans Swamp Creek = up to 850ML/year
- Ploughman's Creek= 500ML/year

During winter months, snow has also been known to deliver a boost to water catchment. E.g. 12th of August 2019 snow increased flows from 5.6 % to 28.3%, roughly 52ML.

DUAL WATER SUPPLY

Council has also been investigating the best use of its stormwater through implementing a dual pipe system. Recycled waste water was not an option for Orange City Council as 65% is allocated to Cadia Valley Operations, and a 35% is used as an environmental flow into Blackmans Swamp Creek. Dual pipe systems aim at reducing the consumption of drinking water and make the most of all water sources. A dual pipe system is supplied with non-potable (recycled wastewater) and potable water. Non-potable water is used to supply household uses which do not require drinking standard water e.g. (garden irrigation and toilet flushing). Dual pipe systems have been included in all houses built in the Ploughmans Valley and North Orange since 2005.



Orange water consumption second quarter 2020

- Residential 72%
- Non-residential remainder -10%
- Non-residential top 50 - 11%
- Non revenue 7%

The two different kinds of water and their uses used in the dual water supply system are explained below:



Potable Water:

The water which flows from your kitchen taps and your baths/showers is sourced from Suma Park dam. From the dam, it is then pumped to the Orange Water Treatment Plant, where it is highly-treated to Australian industry water standards to produce drinking-quality water. It is then pumped to reservoirs and households through pipelines.



Non-potable water:

The water which flows from your purple coloured outdoor taps and into your toilets is sourced from Orange's network of wetlands and the Ploughman's Creek & Blackmans Creek stormwater harvesting scheme. From the wetlands and stormwater harvesting schemes, it is pumped to the stormwater storage ponds near the Narrambla Industrial Estate where sediments can settle. It is then sent to nearby treatment facilities which includes ultra-violet (UV) light treatment delivering high-quality water that is fit for use on lawns and for flushing toilets. It is then pumped through a separate system of reservoirs and pipelines to residents in the Ploughmans Valley and North Orange areas.

This reduces potable water consumptions, reducing water in Ploughmans Valley and north Orange by 29%. Alongside additional household savings (e.g. use of water efficient fittings), homes will achieve minimum 40% water saving requirement by BASIX sustainable planning measure. The completed dual water scheme (4,500 households) is estimated to use 330ML of stormwater for non-potable household uses.

FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN

Orange City Council is responsible for local planning and land management in Blackmans Swamp Creek floodplain. Council is developing a floodplain risk management plan in accordance with the NSW Floodplain Development manual. The policy provides a floodplain risk management system comprising of stages, including:

- Flood Study- determines the nature and extend of the flood problem
- Floodplain risk management study- evaluates management options for the floodplain, existing and future.
- Floodplain risk management Plan- Involves adoption of the management of floodplain.
- Implementation of the plan- Involves construction of flood mitigation works, ensures control measure are compatible with flood hazards.
- Review of plan- Review is carried out after 10 years.

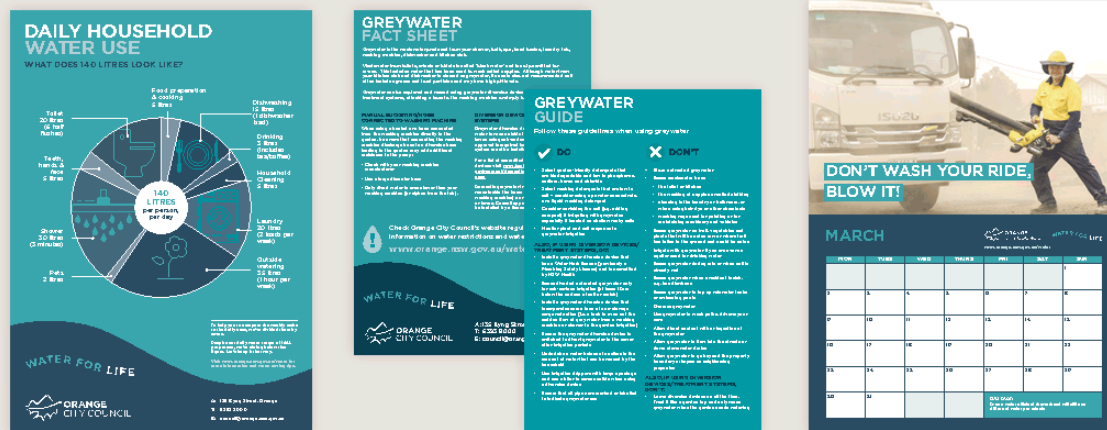
WATER AUDITS

Both residential and business building owners were subject to water audits, finding where there may be issues in their water use, for example leak detection. Recommendation letters were given priority to the top 50 largest water users, implementing water saving action plans that aimed at reducing potable water use, and identified alternate water sources. For example, the use of water tanks for large water users such as pubs, clubs and the golf course.

COMMUNITY ENGAGEMENT IN WATER CONSERVATION

Community engagement included a shower head exchange program, the promotion and incentives for dual flush toilets, aerators on taps and rainwater tank subsidies. All programs are aimed to facilitate water savings. It is clear that this requires greater input.

water for life campaign - community engagement examples



INTEGRATED WATER CYCLE MANAGEMENT EVALUATION STUDY

The Orange City Council Integrated Water Cycle Management (IWCM) Evaluation Study identifies catchment, water resource and urban water cycle management issues relevant to the management and operation of Council's urban water service business. Integrated Water Cycle Management is a planning process developed by the NSW Department of Water and Energy (DWE), with defined steps to effectively integrate water supply, sewerage and stormwater to achieve sustainable management of these services. IWCM is a way of managing water in which all components of the water system are integrated so that water is used optimally.

For a local water utility such as Orange City Council, this means that the three main urban water services – water supply, sewerage and stormwater – are planned and managed in an integrated way to ensure that the maximum value is obtained from the resources and that benefits to the environment and community are realised.

IWCM deals with the complex linkages between the different elements of the water cycle. It addresses issues facing local water utilities as well as the more general issues facing the environment.

IWCM considers issues such as:

- The future urban water service needs and customer expectations.
- The availability of water including water sources such as surface water, groundwater, rainwater, effluent and stormwater; and

- The impact of water, sewerage and stormwater on other water users including the environment and future generations.

The current OCC IWCM was implemented in 2013 but is now being revised. Clear input from WSC could be significantly beneficial, and ultimately provide further guidance on improving the natural and built environment of Orange.

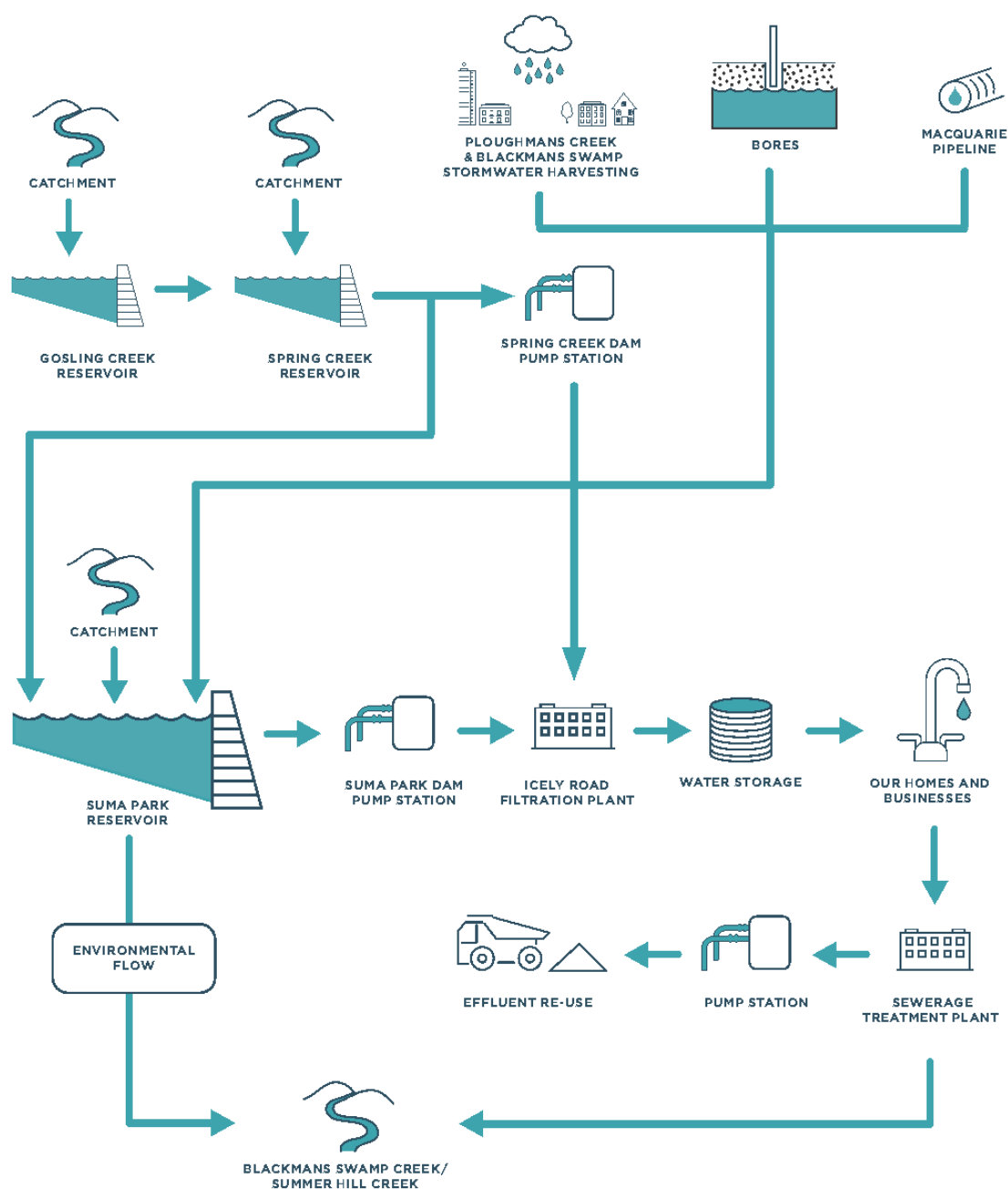
THE OPERATION ENVIRONMENTAL MANAGEMENT PLAN (OEMP) ORANGE RAW WATER SUPPLY SYSTEM

The OEMP includes:

- Spring Creek and Suma Park Dams;
- The Blackmans Swamp Creek stormwater harvesting scheme (BSCSHS);
- The Ploughman's Creek stormwater harvesting scheme (PCSHS);
- Water supply bores
- The Macquarie River to Orange pipeline (MOP)

The objective of this OEMP is to provide a documented system that will help ensure environmental requirements and commitments made during the approvals process and conditions in other relevant licences and approvals are being implemented, monitored and reviewed when operating the Orange raw water supply system.

Where does our water come from?



The Orange raw water supply system

COUNCIL'S USE OF WATER SENSITIVE URBAN DESIGN

The role of Water Sensitive Urban Design (WSUD) to minimise impacts of urban development on the water cycle, aims to maximise water reuse in the urban environment and to keep water that is captured by individual house blocks. Key uses of WSUD is to help mitigate impacts from urban development. There is clear evidence of Water Sensitive Urban design throughout Orange, for example:

- Stormwater runoff from the precinct is managed through appropriate detention basins to manage volumes, quality and runoff speeds to pre-development levels.
- Raingardens are incorporated into public open spaces to manage the runoff speeds and water quality.
- Development of individual lots minimises impermeable surfaces to reduce the extent of runoff.
- Development of individual lots includes raingardens to minimise discharge rates and improve water quality.

SUSTAINABILITY FEATURES AT ORANGES WASTE WATER TREATMENT PLANT (WWTP)**Biogas**

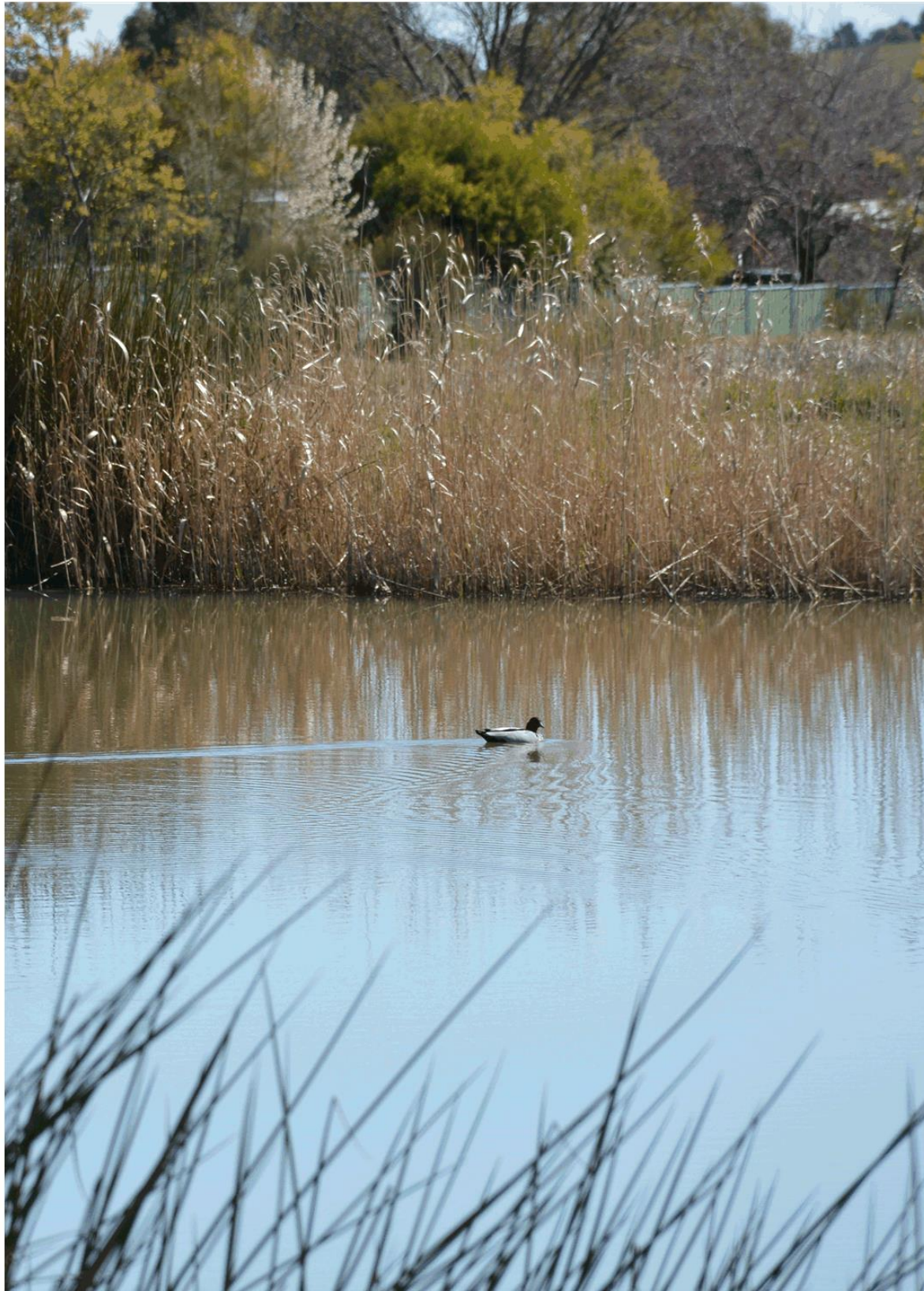
The Orange WWTP uses an anaerobic digester to break down and stabilise the faecal matter (sludge) removed from the wastewater stream. One of the by-products of this digestion process is methane, a gas that can be used as a fuel source. Council uses this methane to fuel boilers that keep the sludge in the digester at a constant temperature of 35 °C. Given the beneficial use of the methane, it is termed biogas

Bio-solids

Stabilised sludge is removed from the anaerobic digester after an average of 25 days. Excess water is removed via a centrifuge so it can be transported for beneficial re-use. Historically, Council has provided the nutrient rich bio solids to farmers for use as a fertiliser in broad-acre cropping. From 2007, Cadia Valley Operations has used the bio solids for rehabilitation purposes.

Biological Nitrogen Removal

This is an advanced form of secondary treatment that uses flocculated aerobic bacteria to markedly reduce nitrogen and carbon levels in the wastewater stream. As a result, the treated effluent discharged to Cadia Valley Operations and the Macquarie River catchment is of fit quality.



4.2. Adaptation approach

The Enabling Regional Adaptation (ERA) process has been designed to develop a shared understanding among stakeholders of the likely vulnerability to climate change and stimulate action to plan adaptation. The Western Enabling Regional Adaptation Report (which Orange is involved) has been published by the NSW Office of Environment and Heritage (2017). The ERA process provides a credible evidence base to inform government adaptation planning by developing regional understanding of the impacts of projected climate change and vulnerability for key systems. It also builds on the capacity of decision-makers to capture opportunities for regional climate change adaptation projects between sectors across local and state government. Through this process the ERA established several implications from the expected physical responses for the Central West Orana.

4.3. Climate Change Risk Assessment

Beyond the ERA and to align with Council's Climate Change Strategic Policy and as part of the recommended review cycle process, Council is conducting a review of its Climate Change Risk Assessment (CCRA). The aim of the CCRA is to:

- Identify potential risks to Council service areas as a result of climate change.
- Analyse risk statements to determine preliminary level of risk.
- Evaluate risks to develop a list of priority risk statements.
- Identify adaptation actions through literature review and brainstorming.
- Re-analysis of risk statements to determine effectiveness of adaptation actions.

Climate Change projections for the Orange region which have been used to determine risk can be found in Appendix 6.

CLIMATE CHANGE RISK ASSESSMENT METHODOLOGY STEPS

Identify the risks

The identification of risks will consist of developing several risk statements through a brainstorming session which investigates the effects of the climate change impacts. Each risk statement should be developed as a cause-effect statement which describes what may happen to specific services and assets as a result of climate change impacts.

Analyse and evaluate the risks

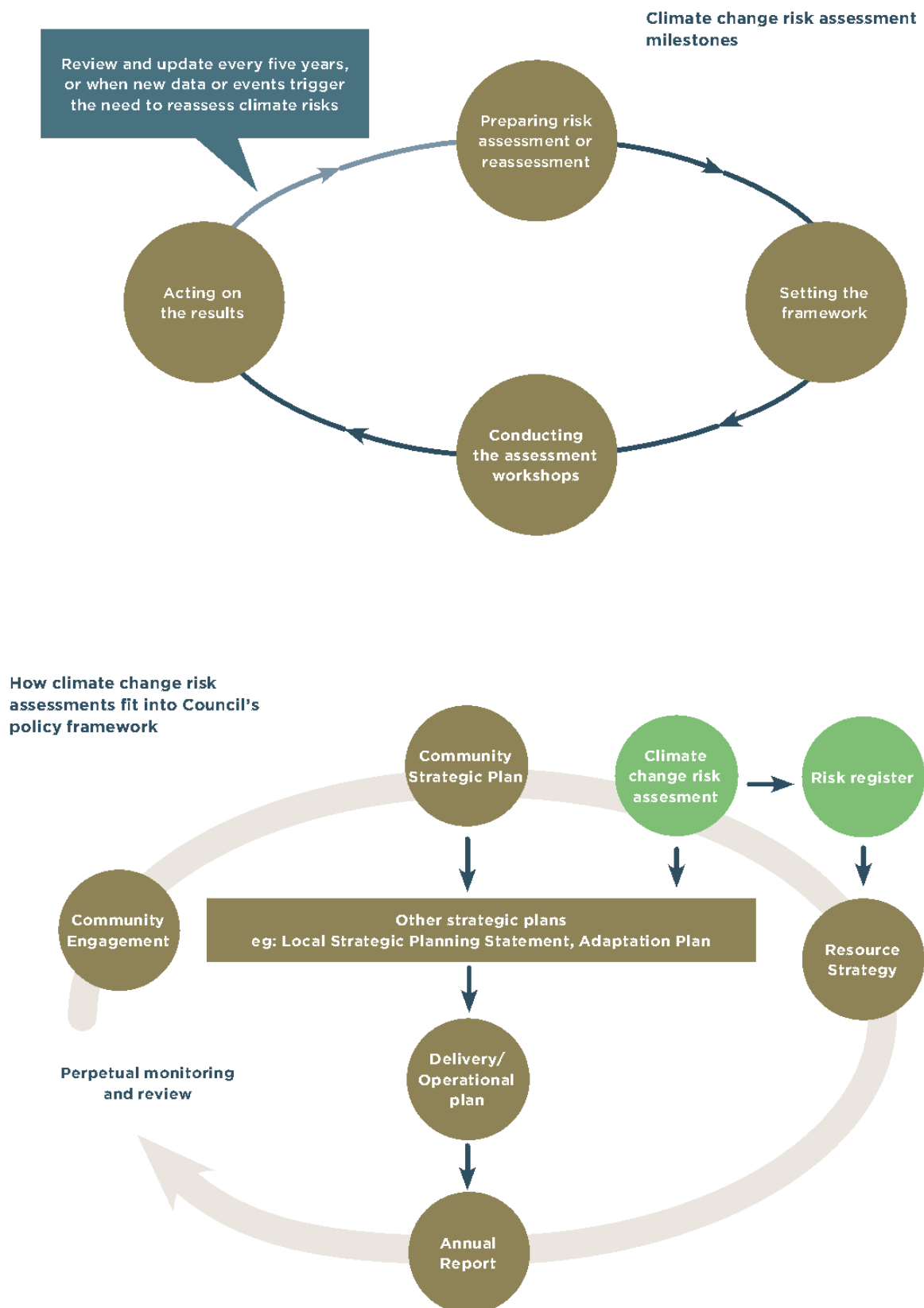
Each risk statement will be analysed by determining its likelihood and consequence. The methods used will be consistent with AS/NZS ISO 31000:2009 and are adapted from the Commonwealth Government's Climate Change Impacts and Risk Management – A Guide for Business and Government. Council will use the existing corporate risk management framework.

Establish appropriate adaptation options

Key risks which are identified will be grouped into similar themes. Adaptation options targeting each risk will be established through internal workshops with council staff. Some adaptation actions are able to be applied across multiple workshops.

Review implementation of adaptation options

Once appropriate adaptation actions are adopted, it is critical that the associated risks and adaptation actions are incorporated into 'Business as Usual' processes. For Council this could be through the existing Integrated Planning and Reporting framework

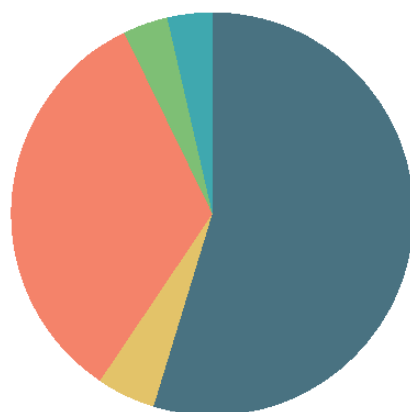


5. Community Emissions and Council's Role

5.1 Orange Community Emissions

The Orange Local Government Area (LGA) is smaller in area relative to the state average, however it does have a high urban density. The results found in the following pie chart represent the major sources of carbon emissions from the entire LGA. It was developed to be consistent with the Global Protocol of Carbon Emissions reporting (GPC Protocol), the core international standard for cities and local government areas. With input from Australia's leading experts and based on decades of experience working with hundreds of Councils and community groups throughout Australia, the snapshot data, methodology, and calculations have been independently verified and endorsed by the International Council for Local Environmental Initiatives (ICLEI) Oceania, Sustainability Victoria, the NSW Department of Planning, Industry and Environment (DPIE) and Renew (National Sustainability NGO) (Ironbark Sustainability, 2020).

Orange's major emission source is 'electricity consumption', representing 54.74% of total community emissions. This is due to the scale of population and commercial activity. The second largest source of emissions is 'on road transportation', representing 33.44% of total community emissions. Gas, waste and agriculture were the smallest sources of community emissions. 'Gas' emissions accounting for 4.83%, 'Waste' accounting for 3.58% and Agriculture representing only 3.43% of total community emissions. The 'industrial sector' is the largest source of emissions within both electricity and gas. 'Residential' is the second largest source and 'Commercial' being the smallest source of emissions. 'On-road travel' was the largest source of emissions for 'transport', while 'landfill' was the largest source of emissions for 'Waste' (Ironbark Sustainability, 2020).



Orange total municipal emissions

Electricity 54.74%

Transport 33.44%

Gas 4.83%

Waste 3.58%

Agriculture 3.43%

5.2. Orange City Council as a Leader for the Community

Although Orange City Council does not itself account for a large portion of Orange's emissions, it has an important role to play in demonstrating how to operate more sustainably, share knowledge, enable action and encourage innovation and new industries. Orange City Council can also work collaboratively with other levels of government, business, industry and advocacy groups to ensure that the Orange community is supported along the way to reduce our collective emissions and provide new and meaningful opportunities to achieve this.

5.3 Climate Change Communication

Effectively communicating about climate change is complex, confusing and at times overwhelming, while often being emotionally or politically loaded (Psychology.org.au, 2020). Over the last 10 years the climate change landscape has significantly changed. Observations seen across the world include the heating of oceans and air, changing rainfall patterns, an increase in bushfires and significant biodiversity loss and ecosystem destruction.

Correctly communicating climate change, the impacts and actions that can be taken to reduce both our risks and our impacts is imperative. This should be done in a manner which supports the Strategic Climate Change Policy, to lead and encourage our community to take action. Council's role is to communicate available future pathways and assist our community to realise opportunities which arise, to implement climate change action.

6. The Plan

6.1 Mitigation Actions

The following climate change action plan aims to reduce emissions from Council's operations, build community and Council's capacity to deliver key objectives of the climate change strategic policy over the next 5 financial years. Each action references Council's current Cities Power Partnership commitments where applicable.

DELIVERY MECHANISMS.

- Business as usual - influencing existing programs, projects and works to incorporate delivery
- Planning for the future - separate approval, determined through future annual planning



UNDERSTANDING COUNCIL'S OPERATIONAL EMISSIONS

This table describes actions that address the current issues in relation to understanding Council's emissions. Understanding our emissions can help us set a benchmark for reduction efforts. The deliverance of correct climate change mechanisms and timeframes are essential for mitigating climate change.

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
1.1	Develop and analyse Council's full operational emissions profile.	Development Services	Planning for the Future	2021-2022	1,2	1
1.2	Establish robust emissions data collection systems and methodology.	Development Services	Planning for the Future	2021-2022	1, 2	1
1.3	Identify emission reduction pathways.	Development Services	Planning for the Future	2021-2022	1, 2	1
1.4	Understand business as usual emission trajectory.	Development Services	Planning for the Future	2021 - 2022	1,2	1
1.5	Identify opportunities to reduce emissions.	Development Services	Planning for the Future	2021 - 2022	2	1
1.6	Establish emission reduction targets.	Development Services	Planning for the Future	2022-2026	2	1
1.7	Define commitments and publish emission reduction targets.	Development & Corporate Services	Planning for the Future	2022-2026	2	1
1.8	Monitor, evaluate and review actions.	Development Services	Planning for the Future	Annually	1,2	1
1.9	Develop a communication strategy for this plan.	Development & Corporate Services	Planning for the Future	2021-2022		1
1.10	Continually review Council's existing policies and recommend changes to ensure Council's climate change policy is adequately reflected.	Development Services	Planning for the Future	2021-2026		1

DEVELOP A LOW CARBON CULTURE

As caretakers of Orange's public assets, we need to consider the needs of present and future generations, and at the same time respect the diversity and cultural heritage of our community. It is important to ensure that we integrate reconciliation and social inclusion into our actions, as well as sensitivity to heritage and the needs of the community when approaching climate change action

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
2.1	Continue to engage with Orange's local Aboriginal community and provide opportunities to integrate Aboriginal knowledge, cultural diversity and social inclusion in Council's approach to climate change.	Development & Corporate Services	Business as Usual, Planning for the Future	2021 - 2026	5	1,6,7,9
2.2	Promote Council's emission reduction aims/achievements and options for patrons at our facilities to contribute to emissions reduction through sustainable choices of purchases and avoiding waste.	Development & Corporate Services	Planning for the Future	2022 - 2026	5	1, 7,8,9
2.3	Promote Council's emissions reduction aims/achievements to the broader community, modelling and encouraging emissions reduction actions by the community.	Development & Corporate Services	Planning for the Future	2023-2026	5	1, 7,8,9
2.4	Conduct Council staff training and behaviour change programs to ensure facilities and equipment are operated efficiently.	Development & Corporate Services	Planning for the Future	2021 - 2026	5	2,7
2.5	Establish an internal staff committee for the management and implementation of this climate change management plan.	Development Services	Future Planning	2021	5	2,7
2.6	Establish internal monitoring and reporting for the implementation of this climate change management plan.	Development Services	Planning for the future	2021 - 2022	2,5	2,3, 7
2.7	Report the progress on implementing the plan to the public and to Councillors annually.	Development Services	Planning for the future	Annually	2,5	2,3, 7
2.8	Engage with the community in making a low carbon culture a source of community pride.	Development & Corporate Services	Planning for the future	2021 - 2026	5	2, 3,7,9

COUNCIL EVENTS

Orange's liveability, thriving culture and environmental sustainability are a source of community pride. Working on reducing emissions from events and celebrations is important. Working with partners and suppliers calculating emissions is essential for the management of climate change.

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
3.1	Develop communication materials and online communication campaigns to promote climate mitigation actions of our organisation at community facilities, information centres and events.	Development & Corporate Services	Business as Usual	2021 - 2026	5	3,7,8,9
3.2	Promote walking, cycling and public transport to event patrons.	Development & Corporate Services	Business as Usual	2021 - 2026	3, 5	4,7
3.3	Work with suppliers and event partners to reduce packaging and food waste and increase the number of carbon neutral products and services.	Development Services	Business as Usual and Future Planning	2021 - 2026		3,3,5
3.4	Support events that promote climate change action through sponsorship, information stalls, expert speakers and communications material that promotes actions patrons can take to reduce their emissions.	Corporate Services	Business as Usual	2022 - 2026	3, 5	2,7,
3.5	When the events guide is next reviewed, include information on how venues and event planners can reduce or offset emissions.	Development & Corporate Services	Future planning	2021 - 2022	5	2,3,9
3.6	Develop website content and/or fact sheets tailored to small, medium and large events on how to reduce or offset emissions from venues, catering, transport and waste process and the process of carbon neutral certification (for large events).	Corporate Services	Future Planning	2021 - 2022	5	2,3,5

CARBON REDUCTION FOR COUNCIL BUILDINGS

Council's most recognised buildings are also some of the largest users of energy. The increased technology in relation to efficient buildings and renewable energy provide opportunities to reduce emissions and reduce ongoing costs. Orange City Council is committed to making the right decisions about community assets to monitor and eliminate GHG emissions.

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
4.1	Establish an energy management strategy. Deliver emissions reductions from Council buildings by making the right decisions, with the right information and the right data and processes related to their energy performance.	Development & Technical Services	Business as Usual and Future Planning	2021 -2022	1, 2	2,3,6
4.2	Incorporate appropriate technology into the energy management strategy to guide actions to reduce emissions through the optimisation of current technology, procurement of new technology and future planning for a data centre.	Development & Technical Services	Business as Usual and Future Planning	2021 -2022	1, 2	2,3,8
4.3	Introduce staff to the energy saving features of their work place at induction sessions for new staff, and promote actions to save energy through internal staff engagement.	Development & Corporate Services	Future planning	2023 -2026	1,2	2,4
4.4	Integrate energy efficiency objectives into the plans, design, specifications, and tender documents for new Council buildings and capital upgrades.	Development Services	Future planning	2021 -2026	1, 2	2
4.5	Establish an energy management case study of a Council building which demonstrates a transferrable template for energy management across Council's buildings.	Development & Technical Services	Future Planning	2021 -2026	1,2	2,4
4.6	Include renewable energy technology into the energy management strategy. Continually assess the need and practicalities of renewable energy technology and implement where practical to do so.	Development & Technical Services	Future Planning	2021 -2026	1,2	2,4
4.7	Install appropriate renewable energy technology on Council buildings to offset energy usage and cost and reduce operational emissions.	Development & Technical Services	Business as Usual and Future Planning	2021-2026	1	2,3,6

CARBON NEUTRAL GOODS AND SERVICES

To increase the number of major contracts with carbon neutral services, Orange needs to consider the impact of emissions across the decision-making life cycle of purchasing and procurement. This includes the development, category management plans, tender documentation, key performance indicators and contract management and reporting.

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
5.1	Measure and report emissions from major categories of supply and require contractors to report any large sources of emissions from sub-contractors.	Development Services	Future Planning	2021 - 2026	5	2,3
5.2	Train contract managers in key concepts relating to carbon neutrality to enable them to evaluate, negotiate and manage carbon neutral services.	Development & Corporate Services	Future Planning	2020 -2021	5	2,3
5.3	Work with Council's Joint Organisation (JO) and similar organisations to amplify market demand for carbon neutral goods and services.	Development Services	Business as Usual Future Planning	2021 - 2026	5	2,3,7
5.4	Communicate organisational expectations for carbon neutral goods and services in the procurement policy, tenders and related documents.	Development & Corporate Services	Business as Usual	2021 - 2026	2	3

REDUCE CARBON EMISSIONS FROM WASTE

The waste generated by Orange City Council's operations includes waste from our offices and public facilities including community buildings, parks and gardens

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
5.5	Promote operational waste avoidance, diversion from landfill and recycling through council staff engagement programs.	Development Services	Future planning	2022 - 2026	5	2,3
5.6	Ensure Council's waste collection, office cleaning and parks and gardens maintenance support emission reductions from waste.	Development and Technical Services	Future planning	2023 - 2026	5	2,3
5.7	Collect and report data on waste from Council operations and facilities.	Development and Technical Services	Future Planning	2022 - 2026		2,3
5.8	Promote waste avoidance and recycling to patrons at community facilities through clear signage, and investigate other options to improve waste avoidance and reduction.	Development Services	Business as usual	2022	5	2,7,9
5.9	Promote waste avoidance, diversion from landfill and recycling through community engagement programs.	Technical Services	Business as usual	2020 - 20205	5	2,3,7,9

REDUCED CARBON TRANSPORT

New vehicle technologies and alternatives transport that does not use fossil fuels can prevent emissions

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	CPP	Policy Objectives Reference
6.1	Promote walking, cycling and public transport options to Council staff for commuting and business travel.	Development & Corporate Services	Future Planning	2022 - 2026	5	3,6
6.2	Promote walking, cycling and public transport options to Orange's community for commuting and business travel.	Development & Corporate Services	Business as Usual and Future Planning	2023 - 2024	5	6,7,9
6.3	Investigate opportunities to increase the use of emission passive forms of transport and address existing barriers.	Development Services	Future Planning	2026	5	2,6
6.4	Ensure vehicle leasing and Council vehicles support efforts to increase vehicles that use zero carbon technology.	Technical Services	Future Planning	2022 - 2026		2,3
6.5	Design car park charging facilities for the projected increase in electric vehicles.	Development and Technical Services	Future Planning	2023 - 2026	3	2,8
6.6	Survey, monitor and report Council's use of transport fuel and associated emissions.	Development and Technical Services	Business as Usual	2021 - 2026		2,3
6.7	Apply fuel efficiency criteria to the purchase and lease of new vehicles.	Technical Services	Business as usual	2021 - 2026		2,3
6.8	Increase the number of vehicles with zero carbon technology such as electric and hydrogen powered vehicles.	Development and Technical Services	Future Planning	2021 - 2026		3,6



6.2. Adaptation Actions

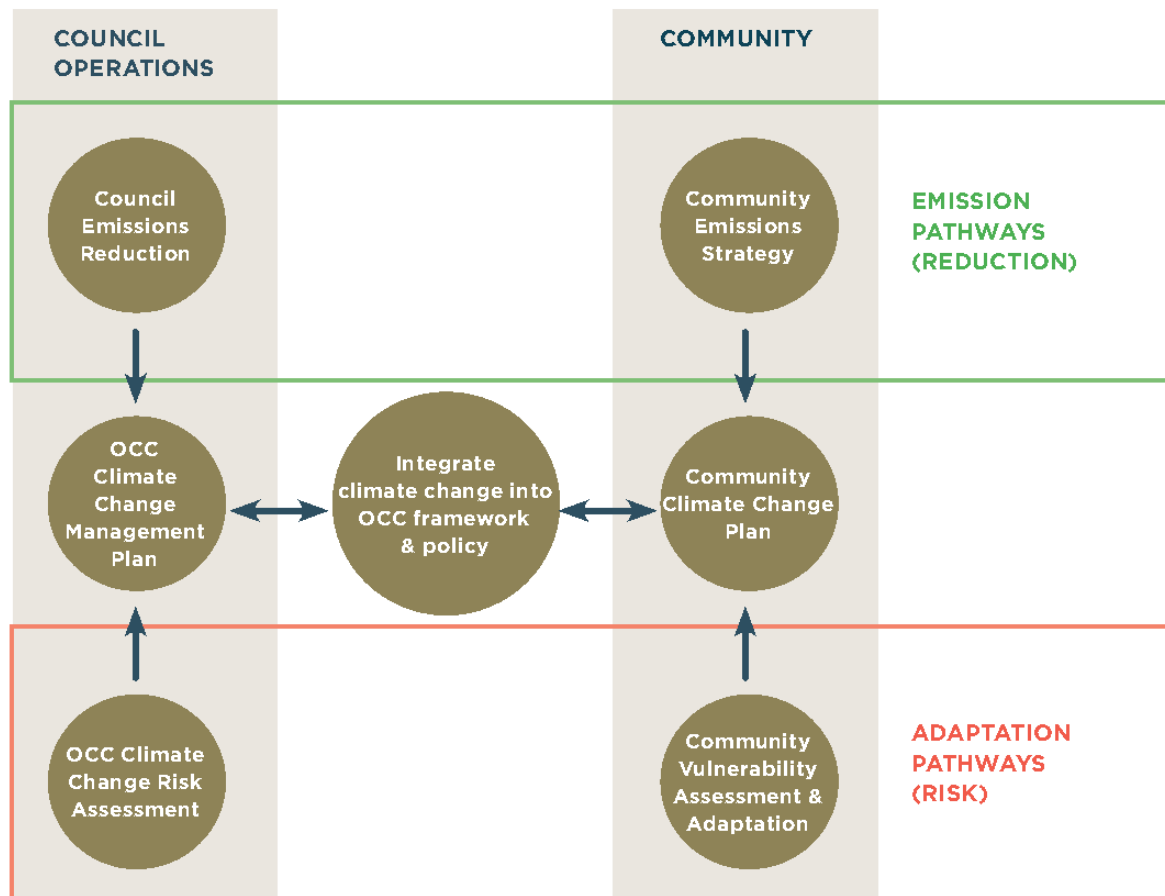
The actions found below were developed for Orange City Council to adapt to the current risks and issues that climate change is presenting and will present in the future.

Reference number	Action	Work Area	Delivery Mechanism	Timeframe for Delivery	Policy Objectives Reference
7.1	Conduct Council's Climate Change Risk Assessment in line with Council's existing Corporate Risk Management policy.	Development and Corporate Services	Business as usual	2021	2,3
7.2	Consider climate change mitigation action planning, climate risk assessment and adaptation planning in the next review of the community strategic plan.	Development and Corporate Services	Future Planning	2021-2026	2,3
7.3	Incorporate identified climate change risks and adaptation options into existing corporate risk IP&R framework and appropriate 'business as usual' operations.	Development and Corporate Services	Future Planning	2021-2026	2,3
7.4	Develop communication materials and online communication campaigns to promote climate adaptation actions of our organisation at community facilities, information centres and events.	Development and Corporate Services	Future Planning	2022 - 2026	2,3,7,9
7.5	Review Council's Climate Change Risk Assessment.	Development Services	Future Planning	2026	2

7. Implementation

7.1 Implementation Pathway

This pathway represents Council's proposed climate change action pathway. Initially, climate change risks and mitigation action planning will be considered and implemented operationally within Council to align with Council's Climate Change Policy and address Council's operational response to climate change. The emissions pathway refers to emissions mitigation actions (reducing the impact of climate change) and the adaptation pathway refers to taking action in relation to climate change risks (reducing the impact to council), this plan addresses both pathways. There is flexibility in our approach to climate change to assist the community further with climate change action planning and action implementation.



7.2 Implementation Mechanisms

The current mechanisms to support the implementation of this plan are as follows:

COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is Orange City Council's chief planning document and financial blueprint. It aims to outline the aspirations and needs of the Orange community together with expected levels of service alongside financial modelling, asset management strategies and projected resources.

The Community Strategic Plan is a 10-year plan to guide Council and community activity. It is a State legislative requirement to develop this plan which will provide the community with a blueprint for its long-term growth, community development and infrastructure renewal.

The community strategic plan is separated into themes, the following themes relate to the implementation of this plan.

Preserve - Balancing the natural and built environment.

This theme ensures that the unique natural, cultural, social and historical aspects of our community are preserved while recognising the need for growth and development. The community is strong in its desire to be more sustainable by promoting renewable energy, reducing waste and protecting our natural resources. There is also an expectation for infrastructure to support a growing city, with roads, footpaths, parking and a vibrant CBD seen as priorities.

Objectives

7.2. Ensure best practice use of renewable energy options for Council and community projects.

8.2. Develop and promote initiatives to reduce water, energy and waste in consultation with the community.

8.3. Promote the range of recycling services.

9.3. Ensure that an appropriate level of pedestrian amenity is provided throughout the community.

Council's role

- Initiate and implement environmental programs and projects.
- Encourage builders to offer energy efficient homes and renewable energy options in their designs.

Community Participation

- Reduce, reuse, and recycle.
- Compost kitchen and garden waste.
- Use the green bin.
- Use recyclable bags and say no to plastic.
- Install energy and water-saving options in your home.
- Retain and plant native vegetation and trees on your property.

Measuring Our Achievements

- An increase in the number of people participating in community engagement.
- Reduction in waste to landfill.
- Increase in the use of alternative energy sources.
- Increase in the number of residents caring for their natural environment.

DELIVERY/OPERATIONAL PLAN 2018/19 - 2021/2022

The four-year Delivery/Operational Plan details how the strategies outlined in the 10-year Orange Community Strategic Plan will be implemented generally over the next four years, and specifically identifies annual tasks to be undertaken. The following actions from the Delivery/Operational plan relate to this plan.

7.2.1 Increase solar power

- Seek funding opportunities for solar expansion of Council facilities.
- Roll out of solar panels on Council assets where funding permits.

7.2.2 Maintain Cities Power Partnership membership

- Use membership to investigate sustainability options

Budget

Renewable Projects – Works to be allocated, \$500,000 for the next 3 years. 2021-2024

ORANGE LOCAL STRATEGIC PLANNING STATEMENT (LSPS) 2020

In March 2018, amendments to the Environmental Planning and Assessment Act 1979 (EP&A Act) introduced new requirements for Council's to prepare and make local strategic planning statements (LSPS). The LSPS acts as a link between the strategic priorities identified at a regional or district level, and the finer-grained planning at a local level expressed in Council's Local Environmental Plan and development control plans, to ensure consistency in strategic planning approaches. While mainly related to land use planning from the State to the local level, the LSPS is also intended to connect and align with the Council's broader role via the Community Strategic Plan.

The legal framework for the LSPS requires that planning priorities are established, consistent with existing strategic plans (including the Community Strategic Plan). The following Planning Priorities which relate to the actions in this plan are:

Planning Priority 5

Ensure that building design and construction is of high quality, and maintain resident amenity.

Planning Priority 13

Protect, conserve and enhance Orange's urban tree canopy, landform, waterways and bushland.

Planning Priority 15

Manage energy, water and waste efficiently to ensure a sustainable urban environment.

Planning Priority 16

Adapt to the impacts of hazards and climate change.

These planning priorities are found in Appendix 8

7.3 Orange Active Travel Plan

Orange's Active Travel Plan was implemented in 2016 as an importance step in helping residents get active and reduce GHG emissions. The objectives of the plan is to increase the number of people walking and riding short distances for travel within Orange, by improving the safety and convenience of walking and riding systems in the Orange City Council area.

Aims of the plan include:

- Building appropriate infrastructure for walking and riding
- Encouraging and facilitating participation in walking or riding for short trips
- Partnering with agencies, communities and maintaining facilities

7.4 Climate Change Action Opportunities**NSW STATE POLICY**

The NSW Climate Change Policy Framework outlines the long-term objectives to achieve net-zero emissions by 2050 and to make New South Wales more resilient to a changing climate.

The policy framework builds on expanding clean energy, helping households and businesses reduce their bills by saving energy and preparing for the impacts of climate changes and guides the NSW Government's policy and programs. As a result of the state policy, Orange City Council has the potential to engage in this process and lobby to attract the state government assistance to our Council and community.

NSW ELECTRIC AND HYBRID VEHICLE PLAN

The NSW Government's Electric and Hybrid Vehicle (EV) Plan reflects a growing focus on future mobility and technology innovations which will modernise transport for the community and businesses across New South Wales. The EV plan will maximise the benefits of a transition to more electric and hybrid vehicles for NSW. NSW supports the transformation of transport through technology and recognises the need for a clear direction forward to guide government and industry actions on EVs. The EV Plan is intended to be a catalyst for positive change that will benefit communities and businesses. The actions in the EV Plan will help support the EV transition over the next five years, by moving ahead with partners in communities, Council, site owners, vehicle suppliers, charging providers, energy suppliers and others. The Government is ensuring that NSW is well placed and prepared for EVs and to capitalise on their many benefits. Orange City Council stands to engage in this process and to participate in opportunities which arise from the plan to support our climate change objectives.

CLIMATE SOLUTIONS FUND

The Emissions Intensity Reduction Program will be complemented by the Commonwealth's \$450 million commitment to New South Wales from the Climate Solutions Fund (CSF) in addition to the other commitments under the Bilateral. The Climate Solutions Fund supports Australian businesses, farms and land managers to take practical, low-cost actions to reduce emissions. This commitment from the Commonwealth will allow New South Wales to take full advantage of the CSF fund over the next decade and will provide important environmental, economic and social benefits to local businesses and communities.

In addition to the Emissions Intensity Reduction Program and the NSW allocation of the Climate Solutions Fund, the NSW and Commonwealth Governments will commit a further \$1.07 billion over 10 years under the Bilateral to the Energy Efficiency, Electric Vehicle Infrastructure and Model Availability, Primary Industries Productivity and Abatement, Coal Innovation, Clean Technology and Hydrogen programs (OEI, 2018).

In relation to Climate Change, there are potential opportunities for Council as a result of this plan, particularly in the procurement of cost efficient renewable 'clean' energy which can further reduce our emissions (Energy NSW, 2020).

NSW ELECTRICITY INFRASTRUCTURE ROADMAP

The NSW Electricity Infrastructure Roadmap is a plan to transition the electricity sector and deliver electricity infrastructure for the future including pumped hydro, Renewable Energy Zone (REZ) generation, firming and transmission.

The plan is built on 5 foundational pillars:

1. Driving investment in regional NSW: Supporting the regions as the State's economic and energy powerhouse.
2. Delivering energy storage infrastructure: Supporting stable, long-term energy storage in NSW.
3. Delivering Renewable Energy Zones: Coordinating regional transmission and renewable generation in the right places for local communities.
4. Keeping the grid secure and reliable: Backing the system with gas, batteries or other reliable sources as needed.
5. Harnessing opportunities for industry: Empowering new and revitalised industries with cheap, reliable and low emissions electricity.

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Appendix:

APPENDIX 1

Climate change projection maps for the Orana region- 1990-2009 to 2020-39. Changes in annual daily maximum temperature (°C). Source Central West and Orana Climate Change Snapshot Report.

APPENDIX 2

Climate change projection maps for the Orana region 1990-2009 to 2060-2079. Changes in annual daily maximum temperature (°C). Source Central West and Orana Climate Change Snapshot Report.

APPENDIX 3

Climate change projection maps for the Orana region- 1990-2009 to 2020-39. Change in annual mean number of days with temperatures less than 2 °C. Source Central West and Orana Climate Change Snapshot Report.

APPENDIX 4

Climate change projection maps for the Orana region- 1990-2009 to 2020-39. Change in the annual mean number of days with temperatures greater than 35°C. Source Central West and Orana Climate Change Snapshot Report.

APPENDIX 5

Climate change projection maps for the Orana region- 1990-2009 to 2060-2079. Change in the annual mean number of days with temperatures greater than 35°C. Source Central West and Orana Climate Change Snapshot Report.

Appendix items
1-5 are on the
following pages

APPENDIX 1

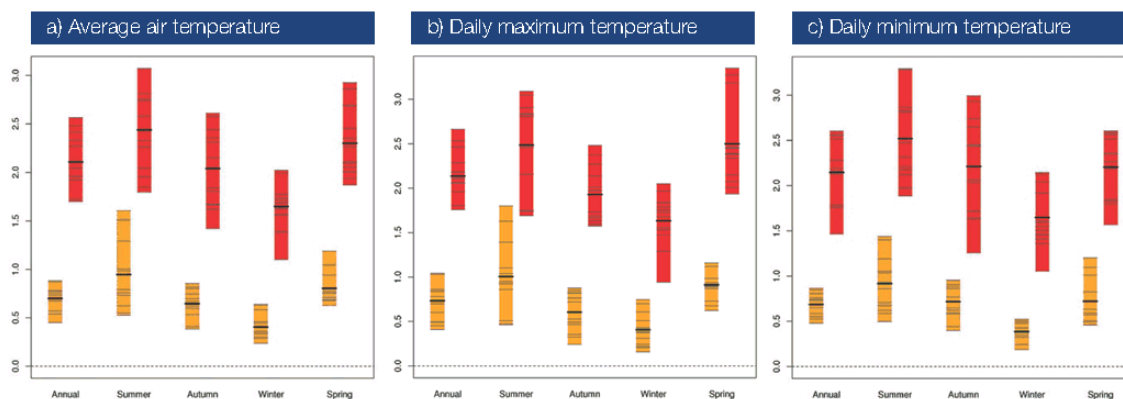


Figure 2: Projected air temperature changes for the Central West and Orana Region, annually and by season (2030 yellow; red): a) average, b) daily maximum, and c) daily minimum. (Appendix 1 provides help with how to read and interpret these graphs).

APPENDIX 2

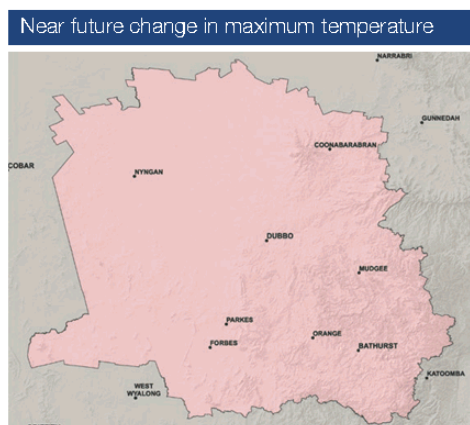


Figure 3: Near future (2020–2039) change in annual average maximum temperature, compared to the baseline period (1990–2009).

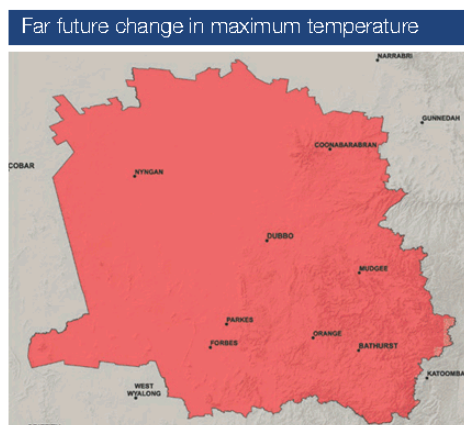


Figure 4: Far future (2060–2079) change in annual average maximum temperature, compared to the baseline period (1990–2009).

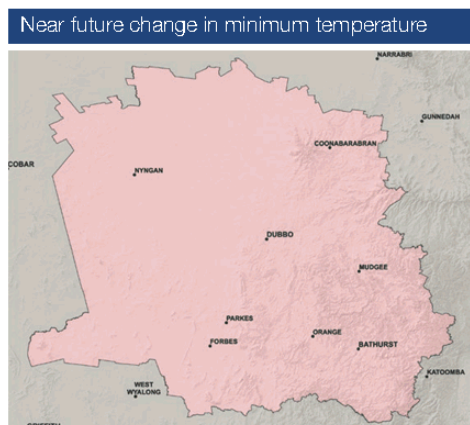


Figure 5: Near future (2020–2039) change in annual average minimum temperature, compared to the baseline period (1990–2009).

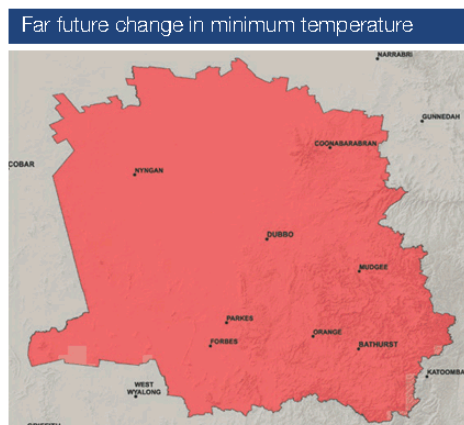
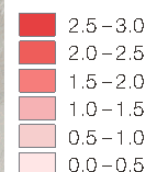


Figure 6: Far future (2060–2079) change in annual average minimum temperature, compared to the baseline period (1990–2009).

Central West and Orana

Change in annual average daily temperature (°C)



APPENDIX 3

Cold nights

DAYS PER YEAR BELOW 2°C

Most of the emphasis on changes in temperatures from climate change has been on hot days and maximum temperatures, but changes in cold nights are equally important in the maintenance of our natural ecosystems and agricultural/horticultural industries; for example, some common temperate fruit species require sufficiently cold winters to produce flower buds.

Projected regional climate changes

The Central West and Orana is expected to experience fewer cold nights in the near future and the far future (Figure 10).

The greatest decreases are projected to occur near the Blue Mountains and on the Central Tablelands. These areas are projected to experience a decrease of 10–20 fewer cold nights in the near future and 20–30 fewer cold nights by 2070 (Figures 11 and 12).

All models agree with a decrease in the number of cold nights in the near future by an average of approximately eight per year (ranging from 4–10 nights across the individual models). The decrease in the average number of cold nights is projected to be even greater in the far future, with an average decrease of 23 fewer cold nights per year, (ranging from 17–28 nights across the individual models) (Figures 11 and 12).

The largest decrease in cold nights is projected for winter, but fewer cold nights are also projected for autumn and spring (Figure 10).

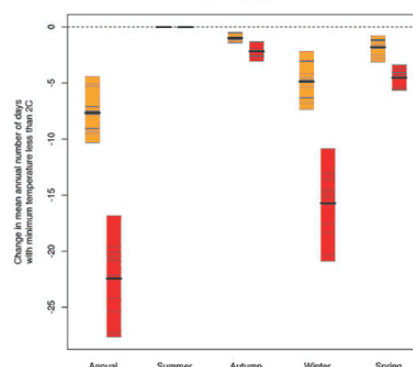


Figure 10: Projected changes in the number of low temperature nights for the Central West and Orana Region, annually and by season (2030 yellow; 2070 red). (Appendix 1 provides help with how to read and interpret these graphs).

Near future change in number of cold nights (below 2°C) per year

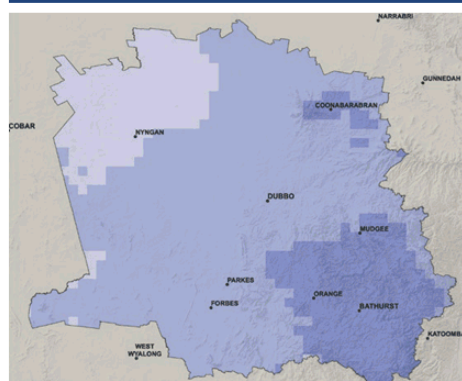
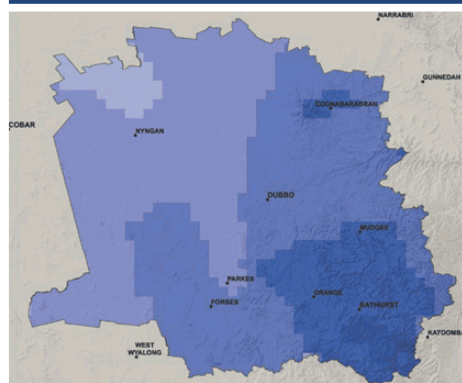


Figure 11: Near future (2020–2039) change in the number of days per year with minimum temperatures below 2°C, compared to the baseline period (1990–2009).

Far future change in number of cold nights (below 2°C) per year



Central West and Orana

Change in annual average number of days with temperatures less than 2°C

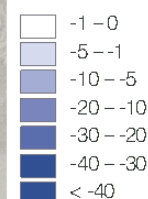


Figure 12: Far future (2060–2079) change in the number of days per year with minimum temperatures below 2°C, compared to the baseline period (1990–2009).

APPENDIX 4 & 5

Hot days

DAYS PER YEAR ABOVE 35°C

Currently the Central West and Orana Region experiences fewer than 10 hot days per year in the Central Tablelands. Parkes and Forbes experience an average of 20–30 hot days each year and the western plains have over 50 hot days each year. International and Australian experiences show that prolonged hot days increase the incidence of illness and death – particularly among vulnerable population groups such as people who are older, have a pre-existing medical condition or who have a disability. Seasonal changes are likely to have considerable impacts on bushfire danger, infrastructure development and native species diversity.

Projected regional climate changes

All models agree that the Central West and Orana are expected to experience more hot days in the near future and the far future (Figure 7).

The greatest increase is projected for the western plains with an additional 10–20 hot days in the near future (Figure 8), and 30–40 additional hot days by 2070 (Figure 9). Between 20 and 30 more days are also projected for much of the Central West including Parkes and Forbes.

The region, on average, is projected to experience an additional nine hot days in the near future (ranging from 4–15 days across the 12 models) and 27 more hot days by 2070 (17–34 days across the 12 models) (Figure 7).

These increases are projected mainly in spring and summer although in the far future hot days are also extending into autumn (Figure 7).

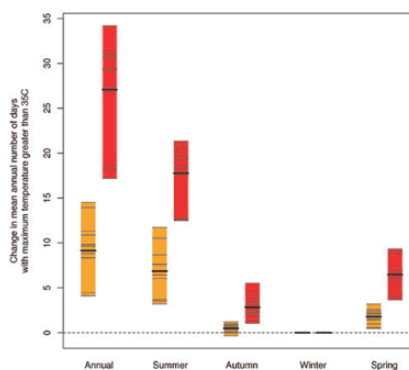


Figure 7: Projected changes in the number of hot days (with daily maximum temperature of above 35°C) for the Central West and Orana Region, annually and by season (2030 yellow; 2070 red). (Appendix 1 provides help with how to read these graphs).

Near future change in days per year above 35°C

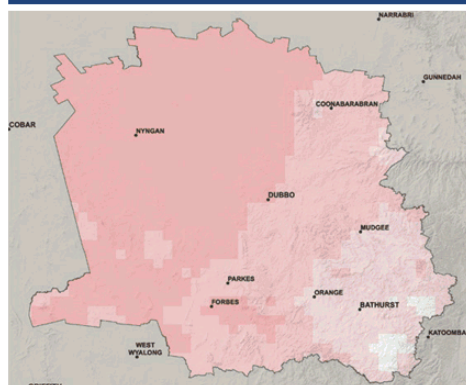
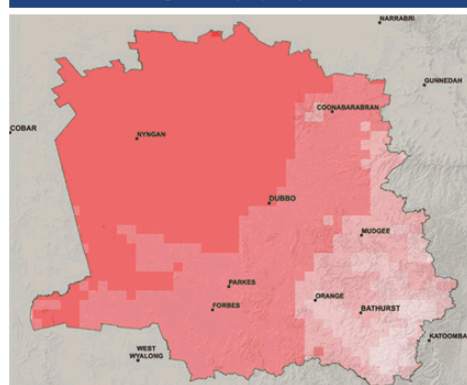


Figure 8: Near future (2020–2039) projected changes in the number of days per year with maximum temperatures above 35°C.

Far future change in days per year above 35°C



Central West and Orana

Change in annual average number of days with temperatures greater than 35°C

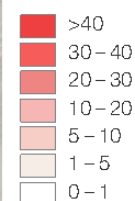


Figure 9: Far future (2060–2079) projected changes in the number of days per year with maximum temperatures above 35°C.

APPENDIX 6

Climate change projections for the Central West region. Source Western Enabling Regional Adaptation Central West and Orana Report.

Climate variable (average across the region)	Trend	Projections	
		Near future (2030)	Far future (2070)
Atmospheric CO ₂	Increase	A2 IPCC emissions scenario	
Max temperature	Increase	<0.5 – 1.5°C	1.5 – 3°C
Min temperature	Increase	<0.5 – 1.0°C	1.5 – 3°C
Hot days	Increase	1 – 20	1 – 30
Cold nights	Decrease	10 – 20	20 – 40
Heatwaves	Increase (frequency)	1 – 1.5 events	2.5 – 4.5 events
	Increase (intensity)	1.5 – 4.5°C	4.5°C
	Increase (duration)	1.4 – 3.5 days	7 – 9 days
Annual rainfall*	Drying & wetting	-12% to +11%	-10 to +22%
Changes in average rainfall by season*	Drying & wetting	Summer -10% to +10%	Summer -5% to +20%
		Autumn 0% to +20%	Autumn +10% to +20%
		Winter 0% to +10%	Winter -10% to +20%
		Spring 0% to +20%	Spring 0% to +20%
Sector	Direct climate impacts	Indirect climate impacts	Adaptive capacity
Economy and industry	Decreased agricultural productivity	Enhanced economic adjustment	Infrastructure design and integration
		Increased value of water	Regional knowledge base Resource availability and sharing
Human services	Increased hospital presentations	Declining health and wellbeing	Community health
		Increasing inequality and disadvantage	Social equity
Settlements and infrastructure	Decreased agricultural productivity	Declining community wealth	Resource availability and sharing

Natural resources and ecosystems	Damage to ecosystems	Loss of vulnerable ecosystems and services	Landscape resilience
	Changed surface water flows	Increased value of water	Resource availability and sharing
	Increased potable water usage		
	Increased energy demand		
Emergency management	Increased demand for emergency services	Declining health and wellbeing	Resource availability and sharing
		Increasing inequality/disadvantage	Community health

APPENDIX 7

Expected physical Responses for the Central West and Orana. Source: Western Enabling Regional Adaptation – Central West and Orana Report.

Physical response	Trend	Projection	Implications
Heat	Increase	Heatwaves are projected to occur more often, be more intense and last longer. Across most of NSW there will be more days over 40°C. For further information refer to <i>Minimising the impacts of extreme heat: A guide for local government</i> . climatechange.environment.nsw.gov.au/Adapting-to-climate-change/Local-government	<ul style="list-style-type: none"> Human health Urbanisation Biodiversity Fire weather Agricultural productivity
Hillslope erosion	Increase	Areas which already experience high erosion rates are projected to see increases in erosion. For this region, the erosivity is projected to increase by 4.6% in the near future and 20% in the far future. For further information refer to <i>Soil Erosion Climate Change Impact Snapshot</i> . climatechange.environment.nsw.gov.au/Impacts-of-climate-change/Soil/Soil-Erosion	<ul style="list-style-type: none"> Water quality Agricultural productivity Biodiversity
Soil properties (SOC, pH and sum of bases)	Increase – decrease	The projections of SOC across this region are complex, with both increases and decreases in different areas and depths. The greatest decrease in SOC is around Bathurst and Lithgow in the upper depths in the far future. In the region, pH is projected to experience only marginal change, but a moderate trend to acidification is projected for the lower depth in the far future. Sum of bases are projected to increase in both upper and lower soil depths for both the near and far futures. For further information refer to <i>Soil Properties Climate Change Impact Snapshot</i> . climatechange.environment.nsw.gov.au/Impacts-of-climate-change/Soil/Soil-Properties	<ul style="list-style-type: none"> Agricultural productivity (+ and –) Natural ecosystems
Rainfall erosivity	Increase	In the region rainfall erosivity will decrease in summer and winter in the near future; however increases are projected for all seasons by the far future. For further information refer to <i>Rainfall erosivity in the Soil Erosion Climate Change Impact Snapshot</i> . climatechange.environment.nsw.gov.au/Impacts-of-climate-change/Soil/Soil-Erosion	<ul style="list-style-type: none"> Water quality Agricultural productivity Biodiversity
Rainfall extremes	Increase	Rainfall extremes are projected to increase in the near future and far future. For further information visit the Adapt NSW website: climatechange.environment.nsw.gov.au/Impacts-of-climate-change/Floods-and-storms	<ul style="list-style-type: none"> Flooding Agricultural productivity Emergency services Local government
Flood	Not known	For further information visit the Adapt NSW website: climatechange.environment.nsw.gov.au/Impacts-of-climate-change/Floods-and-storms	<ul style="list-style-type: none"> Urban and rural properties Agricultural productivity Emergency services Local government

APPENDIX 8

OCC Planning Priority 5, 11, 13, 15, 16. Source: Orange Local Strategic Planning Statement (LSPS) 2020

Planning Priority 5

Live

Ensure that building design and construction is of high quality, and maintains resident amenity.

Rationale

The built form environment has a substantial influence over the day to day lives of residents. Issues around scale, density, access to sunlight, aesthetic presentation as well as acoustic and visual privacy all have an influence over the quality of life and psychological health of people.

Building construction quality or standards effect the durability, maintenance costs and energy efficiency of the structure and the safety, comfort and ease of access for occupants. Externally, construction standards may impact upon neighbours in terms of acoustic amenity, protection from stormwater runoff and potential for erosion or landslide.

Quality buildings are also more energy efficient, passive solar design reduces the need for artificial heating and cooling, resulting in smaller and potentially quieter air conditioning compressors.

Durable buildings require less maintenance and have longer structural lifetime and so consume fewer materials. Designs that are adaptable enable buildings to have multiple uses over their structural lifetime reducing the need for demolition and rebuilding, again saving materials and reducing waste being sent to landfill.

Therefore buildings need to be well designed and constructed:

- to provide safe, efficient and fit for purpose environments for occupants,
- to preserve amenity for neighbours,
- to reduce energy consumption and waste generation,
- to contribute to the broader community by enhancing the public realm.

Meeting such design standards can bring additional costs to construction projects and this could limit the provision of some housing forms that may in turn limit housing availability for some sectors. In response to this Council will seek to enable innovative forms that meet the above concerns while also catering for under served sectors of the community.

Through the land use planning system Council will ensure that new developments respond positively to resident, and neighbour, amenity. This will entail a review of planning controls and requiring all new greenfield rezonings and large subdivisions to be supported by a masterplan or dedicated DCP chapter that considers the needs of our diverse households.

Actions

1. Review and update the Orange Development Control Plan to deliver a well rounded synthesis of:
2. Enhancing residential amenity
3. Water Sensitive Urban Design principles
4. Ecologically Sustainable Development principles
5. Universal Design Principles
6. Crime Prevention Through Environmental Design principles
7. Planning for Bushfire Protection 2018 recommendations

Monitoring and Reporting

- Track and publish non-identifying statistics in relation to development objections
- Publish non-identifying numbers and types of amenity complaints and concerns - distinct from new development objections (eg. noise, privacy concerns, solar access, barking dogs and the like) to gain a better understanding of the matters affecting the community so that reviews of planning controls can proactively seek to prevent these matters in future.

Key Stakeholders

- Residents
- Architects and building designers
- Construction companies

Relationship to Other Plans

- Orange Development Control Plan
- Disability Inclusion Action Plan
- State Legislation, Programs and Policies
- State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004
- State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004
- State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

Planning Priority 11

Provide for opportunities for local employment.

Rationale

Employment opportunities provide multiple benefits to society and individuals. For the individual it provides an income source, a sense of purpose, an ability to contribute and a chance to connect and interact.

Income from employment reduces homelessness and housing stress. A gainfully employed community builds wealth and cohesion, while reducing incidents of crime.

A diversified economy provides a wider range of occupations, which in turn builds up the local skill base, and generates career pathways. More opportunities and diversification also increases the range of services and goods available locally. A stronger local skill base enables new businesses to start and expand.

Council has a significant role to play in helping to boost employment. From ensuring enough land is appropriately zoned for commercial, industrial and tourism purposes through to advocacy and tangible assistance where the return to the community is likely to be significant.

Council will review internal plans, policies and controls to assist the generation of local employment. This includes ensuring that land use regulation caters for future growth and expansion of industry, commerce, retail, tourism, health and education sectors.

This involves ensuring that relevant strategies are reviewed and updated on a timely basis and also ensuring Council maintains a flexible and responsive posture so that unforeseen opportunities can also be harnessed as they arise between strategy reviews.

Actions

1. Monitor the take up rate of industrial land and seek to maintain a 10 – 20 year supply.
2. Review and update the Blayney Cabonne Orange rural and industrial lands strategy in conjunction with partner councils.
3. Advocate for local employment opportunities with State and Federal government agencies.
4. Pursue grant funding opportunities to assist new and growing local businesses.

Monitoring and Reporting

- Track and publish statistics in relation to the take up rate of industrial and employment land.
- Track and publish non-identifying data on the number and type of economic enquiries received by Council.

Key Stakeholders

- Residents
- Employers
- Job Network operators
- Orange Chamber of Commerce

Relationship to Other Plans

- Regional Economic Development Strategy (REDS)
- Blayney Cabonne Orange Rural and Industrial Lands Strategy (BCO)
- Disability Inclusion Action Plan
- State Legislation, Programs and Policies

Planning Priority 13

Protect, conserve and enhance Orange's urban tree canopy, landform, waterways and bushland.

Rationale

Urban trees, bushland, waterways and land form combine to provide a variety of ecological services that are often underappreciated due to being "free" to those who benefit. These services include:

Reducing the urban heat island effect, in turn reducing energy demand for air conditioning.

Increased shade also reduces exposure to ultraviolet radiation and may contribute to reducing incidence of melanoma.

Vegetation of all forms also removes carbon from the atmosphere and may sequester carbon into the soil in the form of roots and organic matter.

Plants also assist in cleaning the air of particulate pollution that may otherwise impact on respiratory health.

Filtering stormwater runoff improving water quality creating a healthier environment and pre-treating a resource that can then be harvested to supplement the urban water supply.

Providing habitat to urban and urban-peripheral wildlife, including birds, lizards, insects and other biota. The foraging activities of such wildlife clean up or dispose of unpicked fruit and other organic matter. Processing the nutrients back into the environment before such build up could become problematic.

Council will seek to maximise the benefits of these services to our community through a combination of direct management of the public realm and appropriate planning requirements for new developments.

Relationship to Other Plans

- Biodiversity / Ecological Strategy
- Orange Street Tree Master Plan
- Botanic Gardens Master Plan
- Gosling Creek Reserve Plan of Management
- State Legislation, Programs and Policies
- State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

Actions

1. Review and update the Orange Street Tree Master Plan by 2023.
2. Review and update the Orange Development Control Plan to:
3. Require greenfield subdivisions to protect and enhance waterways and riparian corridors.
4. Require multi dwelling housing to include a minimum area of deep-root landscaping for trees, proportional to the scale of the development
5. Council seek to preserve and enhance the urban tree canopy throughout Orange and establish a target canopy coverage rate for the urban areas accompanied by a replacement planting ratio within the DCP
6. Council prepare a Strategic Urban Biodiversity Framework (SUBF) in line with Greener Places Design Framework provided by the Government Architect NSW

Monitoring and Reporting

- Track and publish statistics in relation to street tree planting and replacement.
- Publish statistics in relation to tree preservation orders.
- Publish statistics in relation to landscaping related conditions of consent on new developments.
- State of the environment reporting

Key Stakeholders

- Residents
- Tourists
- NSW Office of Water
- Local Land Services

Relationship to Other Plans

- Biodiversity / Ecological Strategy
- Orange Street Tree Master Plan
- Botanic Gardens Master Plan
- Gosling Creek Reserve Plan of Management
- State Legislation, Programs and Policies
- State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

Planning Priority 15

Manage energy, water and waste efficiently to ensure a sustainable urban environment.

Rationale

Orange is a large, growing inland regional city that uniquely is not located on a major river. Together with Australia's variable climate this means that water security is an important ongoing challenge. Council will continuously seek to enhance and improve water management for the benefit of our community.

Through our renowned storm water harvesting approach new development and greenfield release areas can be designed to be water neutral in normal weather conditions. Infill development can be encouraged to incorporate rainwater harvesting and grey water reuse. Water tank rebates are already in place for households and will be continued.

Landscaping of development and existing homes can be encouraged to adopt water efficient species to build drought resilience. Other water sensitive urban design principles can be incorporated into both the public and private realm.

Energy efficiency is important on both environmental and economic grounds. As a significant land and building owner Council needs to set an example and stretch ratepayers funds further. Street light upgrades to more energy efficient forms as well as targeted retrofits of buildings will reduce carbon emissions and Councils power bills.

Waste streams can be minimised through reduction, recycling and reuse efforts. Opportunities should always be sought to view the material as a potential resource. Green waste can be composted to provide nutrients to gardens.

All council assets will be managed consistent with this priority and Council will seek to assist residents and other groups within the community through a mix of direct assistance where appropriate and creation of informative and educational resources specific to Orange.

Actions

1. Provide assistance to households to improve water efficiency.
2. Produce and publish a list of water efficient plants suitable to the local climate.
3. Seek opportunities to install solar panels at all Council owned buildings.
4. Continue to upgrade streetlights to more energy efficient forms.

Monitoring and Reporting

- Track and publish statistics in relation to energy, water and waste.
- Report on energy consumption and generation as part of the annual budget process.

Key Stakeholders

- Residents
- Local businesses
- Farmers
- Relationship to Other Plans
- Urban Efficiency Strategy
- Asset Management Strategy
- State Legislation, Programs and Policies
- State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004

Planning priority 16

Adapt to the impacts of hazards and climate change.

Rationale

Orange's terrain, of rolling hills with farms and orchards interspersed with bushland provides a rural setting around the city.

Some areas of the municipality are more prone to natural hazards including bushfire and flooding. Land in the vicinity of Mount Canobolas, for example, is bushfire prone due to the presence of State Forests and other large bushland areas.

The diverse mix of farming enterprises from orchards and vineyards through to grazing and cropping have adapted to the variable climate of the central west. This adaptability is facing new challenges from climate change.

Climate change is resulting in increasing temperatures and dryer weather patterns, more extreme storms could also be anticipated which will exacerbate these natural hazards. This poses a challenge for Orange in meeting the needs of current and future population. Placing development in hazardous areas or increasing the density of development in areas already subject to hazardous conditions increases the risk to people and property.

However Orange, and the broader central west region, remain popular destinations for both visitors and tree-changers seeking to relocate from congested metropolitan areas. Our economy remains strong and robust further enhancing the attraction for new residents. Therefore as Orange continues to grow, incremental loss of vegetation and expansion of urban areas will alter continue.

At the micro-climate level New roads, driveways and buildings absorb, hold and re-radiate heat, raising the air temperature, adding to an urban heat island effect. Orange's location in the central west and elevation above sea level means that it does not experience extreme high temperatures to the same extent as other regions to our

west, however high temperatures can occur, adding to energy demand for cooling. Maintaining an urban tree canopy cover and ensuring good building design is thus important to help mitigate the heat island effect.

Additional population will also continue to add, incrementally, to the demand for water. Orange is not located directly on a major river and the water supply is principally derived from a modest catchment area feeding into Suma Park dam. This has been supplemented in recent years with various initiatives such as storm water harvesting, raised dam walls and pipeline connections to the Macquarie River and other regional storages. These measures have improved the supply of water by increasing and diversifying the effective catchment area, improving storage capacity and enabling the resource to be reused.

On the demand side of water there are more options to be explored. From encouraging water efficient appliances, rainwater tanks and grey water reuse through to including stormwater capture as a priority in subdivision design.

Actions

1. Consider initiatives that respond to the impacts of climate change, mitigate the urban heat island effect and reduce vulnerability to extreme heat.
2. Ensure development, including rezonings, is consistent with the Blackmans Swamp Creek and Ploughmans Creek Flood Study.
3. Maintain, and review as necessary, existing planning controls and objectives within Orange's Local Environmental Plan and Development Control Plans relating to natural hazards and climate change.
4. Prepare planning controls for the Orange LEP and DCP to require that new greenfield subdivisions are designed to facilitate stormwater harvesting on an estate wide basis.

5. Undertake an Urban Efficiency Strategy to enhance local resilience and to guide the security of water and energy supplies while minimising waste generation.
6. Council prepare planning controls for the LEP and DCP to address the hazard of Ultra-Violet (UV) radiation and the need for shade within the public and private realms.
7. Council work with the Rural Fire Service to review bushfire mapping and appropriate planning controls – note that RFS has oversight of bushfire mapping
8. A disaster recovery strategy be developed and maintained to address recovery after natural hazard events and ensure that local and regional hazard risk assessments inform land use planning decisions
9. Planning for population growth be located and designed to minimise exposure to natural and technological hazards
10. Hazard planning and disaster resilience principles be developed for inclusion in the Development Control Plan.
11. Development controls in the LEP and DCP be reviewed to encourage adaptable and resilient building designs.
12. Council support 'urban farming' particularly on flood prone or otherwise constrained land to showcase production systems to the visitor economy, mitigate the urban heat island effect and contribute local produce with reduced food miles.
13. Council allow for the planting of appropriate trees along roadsides and other public lands in rural areas, particularly in combination with farm windbreaks, to improve shelter from strong winds and storms while enhancing local ecological outcomes.
14. Council support initiatives that seek to improve access to renewable energy, telecommunications (including internet services) for remote and isolated properties.
15. Council develop and adopt planning controls within the LEP and DCP that enable innovative and/or unconventional forms of primary production where they can be shown to sustain or improve productive output

Monitoring and Reporting

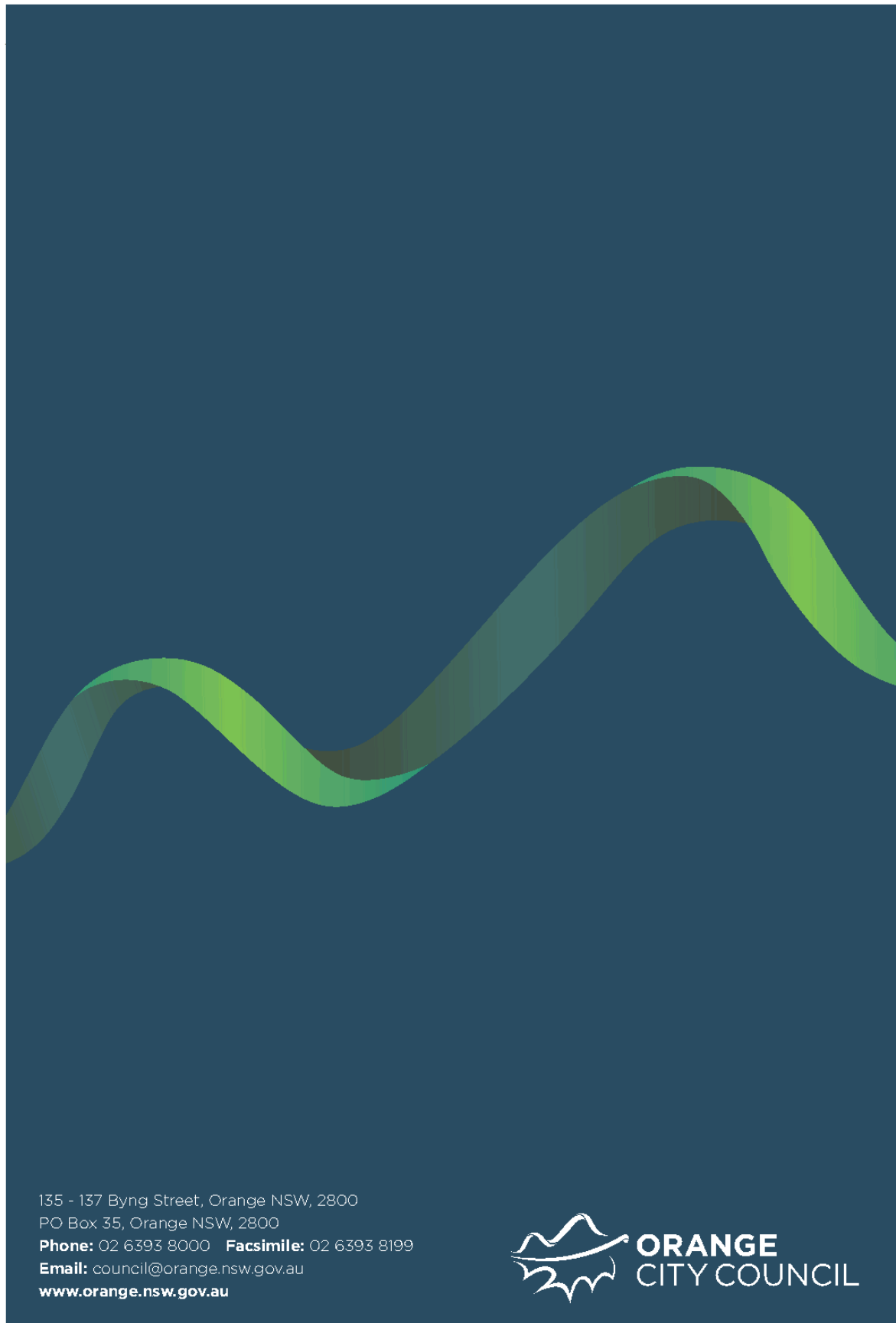
- Track and publish statistics in relation to water supply and consumption levels, including figures on stormwater harvesting and pipeline transfers between catchments.
- Publish statistics in relation to the urban tree canopy including number of street trees, numbers lost (to development or natural causes), replaced and added.
- Through aerial images map the canopy coverage across urban parts of Orange to identify which streets and neighbourhoods have opportunity to improve coverage.
- Annual State of the Environment Reporting
- Blackmans Swamp Creek and Ploughmans Creek Flood Study – April 2019, to be reviewed by 2030.

Key Stakeholders

- Residents
- Farmers

Relationship to Other Plans

- Urban Efficiency Strategy
- Orange Active Travel Plan
- Blackmans Swamp Creek and Ploughmans Creek Flood Study
- State Legislation, Programs and Policies
- State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004



135 - 137 Byng Street, Orange NSW, 2800
PO Box 35, Orange NSW, 2800
Phone: 02 6393 8000 **Facsimile:** 02 6393 8199
Email: council@orange.nsw.gov.au
www.orange.nsw.gov.au



5.2 BCO ALLIANCE AGREEMENT

RECORD NUMBER: 2020/2593

AUTHOR: David Waddell, Chief Executive Officer

EXECUTIVE SUMMARY

The purpose of this report is for Council to endorse the BCO Alliance Agreement and seek Ministerial consent under s358 of the Local Government Act (1993), to establish a company limited by Guarantee, BCO Alliance Limited.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “16.1 Collaborate - Work in partnership with other Councils, regional organisations and State and Federal Governments”.

FINANCIAL IMPLICATIONS

Company Name and Registration fees are estimated to be less than \$600. An allocation of same will be sought at the second quarter budget review process to provide an allocation to facilitate the establishment of the BCO Alliance.

POLICY AND GOVERNANCE IMPLICATIONS

There are several governance models Councils use to share services which include;

- An arrangement supported by a formal agreement or MOU,
- A committee of council under the Local Government Act (1993),
- A Joint Organisation (JO) as legislated by the Local Government Act (1993),
- An incorporated association under the Associations Incorporation Act (2009); or
- A Council owned company under the Corporations Act (2001)

The draft BCO Alliance Agreement provides the legal framework necessary for the BCO Alliance to function within the Local Government Act (1993). Only by resolution may Council delegate functions to another body; as per s377 of the LG Act. Clause 6.2 of the Agreement refers to the functions that the Alliance Agent may carry out to effectively share resources.

If an Alliance Agent as recommended is established, under s358 of the LG Act Council is required to seek Ministerial approval to form the corporation. An entity for the purposes of s358 of the Act means any partnership, trust, joint venture, syndicate or other body (whether or not incorporated) and Councils are able to be a member of a company limited by guarantee.

In applying for the Minister’s consent, Council must demonstrate that the formation of, or the acquisition of the controlling interest in, the corporation or entity is in the public interest.

Each Council must demonstrate:

1. Is the proposal consistent with the functions of the Council or an existing service that the Council provides?
2. Will the proposed entity be legally separated from the Council?

5.2 BCO Alliance Agreement

3. Is the Council currently financially viable?
4. What is the impact of the proposal on existing Council staff?

It is proposed that Blayney Shire Council undertake the lead in seeking the Minister's consent for the involvement of the 3 member Councils to establish the BCO Alliance Limited.

After assessing the application, the OLG will make a recommendation to the Minister on the Council's proposal.

The draft Agreement has taken into account the OLG Guidance Paper on Collaboration and Partnerships between Councils (2007) <https://www.olg.nsw.gov.au/wp-content/uploads/Collaboration-and-Partnerships-between-Councils-A-Guidance-Paper-2007.pdf> and the more recent NSW Audit Office Report on Shared Services in Local Government (2018) <https://www.audit.nsw.gov.au/our-work/reports/shared-services-in-local-government>

RECOMMENDATION

That Council resolves:

- 1 That Council approve the draft BCO Alliance Agreement between Blayney Shire, Cabonne and Orange City Councils; including delegations contained in the Agreement.
- 2 That Blayney Shire Council, on behalf of the BCO Alliance and with support from Cabonne and Orange City councils, seek Ministerial consent to establish a company limited by Guarantee called BCO Alliance Limited to act as agent for the Alliance.
- 3 That subject to Ministerial consent, Council authorise the Mayor and General Manager to execute the BCO Alliance Agreement, substantially in the form of the draft.

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

In accordance with the Memorandum of Understanding (MOU) signed by the BCO Alliance members on Wednesday 23 September 2020, the BCO Alliance was established as a formal voluntary strategic alliance between the member Councils; Blayney Shire, Cabonne and Orange City.

The MOU which outlined the objectives, Services, Principles and Governance of the Alliance will serve its purpose until a formal Agreement is executed. The inaugural meeting of the Alliance was held on 25 November 2020.

The draft BCO Alliance Agreement (attached and following this report) was prepared for Board consideration and feedback. This Agreement will provide the legal framework necessary for the BCO Alliance to function within the Local Government Act (1993).

5.2 BCO Alliance Agreement

The Board determined that each member Council be presented the Agreement for endorsement.

The main issue of principle is whether we have a separate legal entity to be available to act as agent for the Alliance. The draft Agreement provides for this (see recital (E) and clause 6) as a Council owned company limited by guarantee, registered under the Corporations Act (2001).

The relationship between the 3 Councils remains contractual, but the Alliance Agent is there to act as a nominee of the 3 Councils if ever a contract needs to be entered into for the purposes of the Alliance.

Such contracts down the track may be, for example, joint procurement, employment or consultancy contracts or grant funding agreements.

It avoids all 3 Councils having to jointly sign contracts or for one Council to act on behalf of or to auspice for all 3. It doesn't mean that the activities of the Alliance are conducted through the Agent - that remains all 3 Councils working together in their own right.

The Agreement clause requires unanimous decisions, which provides each Council with a protection mechanism.

The use of a company limited by guarantee (not shares) is how the 3 Councils established Orange TDO Limited to form Orange 360, although in that case the company is the actual trading entity, not merely a nominee or agent for the Councils.

The Alliance Agent as an entity provides the flexibility for the future if needed for the BCO to act independently, subject to the member Councils' agreement

ATTACHMENTS

- 1 BCO Draft Agreement - 03 December 2020, D20/76441 [↓](#)

Alliance Agreement

Blayney Shire Council

ABN 47 619 651 511

and

Cabonne Council

41 992 912 200

and

Orange City Council

ABN 85 985 402 386

and

[BCO Alliance Limited]

ABN []

constituting the BCO Alliance

2020

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THIS AGREEMENT is made on 2020

BETWEEN:

- (1) **Blayney Shire Council** ABN 47 619 651 511 of Council Chambers, 91 Adelaide Street, Blayney, New South Wales (**Blayney**)
- (2) **Cabonne Council** ABN 41 992 912 200 of 99-101 Bank Street, Molong, New South Wales (**Cabonne**)
- (3) **Orange City Council** ABN 85 985 402 386 of Civic Centre, 135 Byng Street, Orange, New South Wales (**Orange**)
- (4) **BCO Alliance Limited** ABN [] of Civic Centre, 135 Byng Street, Orange, New South Wales (the **Alliance Agent**).

RECITALS:

- (A) Blayney, Cabonne and Orange are councils constituted under the *Local Government Act 1993 (NSW)* in respect of adjoining local government areas.
- (B) At duly constituted meetings of their respective governing bodies held in July 2020, each of the Councils resolved to enter into a voluntary strategic alliance.
- (C) On 23 September 2020 the Councils signed a memorandum of understanding setting out the basis on which the Alliance was to be formed, operated and governed.
- (D) This agreement sets out the terms of the Alliance and the governance framework under which the Alliance Objects will be achieved.
- (E) The Councils have established the Alliance Agent for the purposes of acting solely as agent for and delegate of the Councils to facilitate where necessary or convenient the carrying out the Alliance Objects.

THE PARTIES AGREE AS FOLLOWS:

1. **INTERPRETATION**

1.1 **Definitions**

The following definitions apply in this agreement.

Act means the *Local Government Act 1993 (NSW)*.

Alliance means the unincorporated alliance between the Councils formed under this agreement for the purpose of carrying out the Alliance Objects.

Alliance Board means the governing board of the Alliance set up under clause 0.

Alliance Objects has the meaning given in clause 0.

Alternate means an alternate Representative appointed under clause 0.

Chairman means the chairman of the Alliance Board appointed under clause 0.

Commencement Date means [31 December 2020?].

Confidential Information means information that:

- (a) is made available by or on behalf of the disclosing party to the receiving party, or is otherwise obtained by or on behalf of the receiving party; and
- (b) is by its nature confidential or the receiving party knows, or ought to know, is confidential.

Confidential Information may be made available or obtained directly or indirectly and before, on or after the Commencement Date.

Representative in relation to a Council means the persons representing that Council on the Alliance Board and, where applicable, an Alternate.

1.2 **Rules for interpreting this agreement**

Headings are for convenience only, and do not affect interpretation. The following rules also apply in interpreting this agreement, except where the context makes it clear that a rule is not intended to apply.

- (a) A singular word includes the plural, and vice versa.
- (b) A word which suggests one gender includes the other genders.
- (c) If a word or phrase is defined, any other grammatical form of that word or phrase has a corresponding meaning.
- (d) If an example is given of anything (including a right, obligation or concept), such as by saying it includes something else, the example does not limit the scope of that thing.
- (e) A reference to **information** is to information of any kind in any form or medium, whether formal or informal, written or unwritten, for example, computer software or programs, concepts, data, drawings, ideas, knowledge, procedures, source codes or object codes, technology or trade secrets.

2. **FORMATION, OBJECTS AND SERVICES OF THE ALLIANCE**

2.1 **Formation**

- (a) The Councils form an alliance between themselves on the terms of this agreement with effect from the Commencement Date.
- (b) The Alliance shall be known as the BCO Alliance.
- (c) The Alliance is an unincorporated voluntary collaborative strategic alliance in the nature of a joint venture formed for the sole purpose of delivering the Alliance Objects.

2.2 **Objects**

The objects of the Councils in forming the Alliance are to deliver better value services to their respective communities in an open and transparent way by working collaboratively and sharing resources so as to:

- (a) achieve cost savings and operational efficiencies in service delivery;
- (b) progress strategic regional initiatives;

- (c) benchmark best practice; and
- (d) improve financial performance and long term financial sustainability, while retaining their own autonomy and independence.

2.3 **Services and functions**

- (a) At the date of this agreement, the intention of the Councils is that the Alliance will deliver services to and perform functions for the Councils in the following areas:
 - (i) joint tenders and purchasing arrangements;
 - (ii) open exchange and sharing of technical expertise and information;
 - (iii) workforce and staff secondment;
 - (iv) professional development opportunities;
 - (v) cross border works / roads construction and/or maintenance;
 - (vi) councillor and staff training and networking;
 - (vii) review and coordination of strategic documents and instruments;
 - (viii) sharing of services and plant and equipment;
 - (ix) strategies for regional economic development;
 - (x) regional tourism and destination marketing through TDO Limited trading as Orange360;
 - (xi) coordination of integrated planning and reporting documentation;
 - (xii) internal audit services;
 - (xiii) waste collection and disposal;
 - (xiv) natural resource management;
 - (xv) disability, cultural and social planning;
 - (xvi) crown lands and aboriginal heritage; and
 - (xvii) geographical information systems.
- (b) The Alliance may deliver other services and perform other functions to the Councils and others from time to time as decided by the Alliance Board.

2.4 **Council obligations in respect of Alliance**

Each Council must:

- (a) use its best efforts to carry out and achieve the Alliance Objects;
- (b) act in good faith in all its activities and dealings with the other Councils in relation to the Alliance;
- (c) co-operate with the other Councils in all matters relating to the Alliance; and

- (d) be prompt in taking any action, giving any approval or consent or making any decision under this agreement.

2.5 No other restrictions on Council conducting activities

Each Council may conduct any other business or activity unless it is specifically restricted or prohibited under this agreement.

2.6 No partnership, trust, agency etc

- (a) The relationship between the Councils under this agreement is one of unincorporated voluntary co-venturers and is limited to the Alliance Objects.
- (b) Nothing in this agreement creates a partnership relationship between the Councils and a Council must not hold itself out as being a partner of the other Councils.
- (c) Except as specifically provided in this agreement or by agreement in writing between the Councils, a Council is not, and must not hold itself out as being, a trustee, agent or representative of any other Council.
- (d) The liability of each Council in respect of the Alliance is several and not joint nor joint and several.

2.7 No authority to do anything

Except as specifically authorised by this agreement or by agreement in writing between the Councils, a Council has no authority to do anything on behalf of any other Council, including:

- (a) act for or represent any other Council;
- (b) assume any obligation or incur any liability on behalf of any other Council; or
- (c) in any way bind any other Council to anything.

2.8 Fiduciary duties

To the extent to which a Council owes a fiduciary duty to any other Council arising out of or in relation to this agreement, it may in the performance of that duty have primary regard to its own community and civic interests.

2.9 Separate accounting records

Each Council is separately responsible for its own accounting records required by law or for its own management purposes.

3. ALLIANCE DECISIONS

3.1 Decisions relating to the Alliance

The parties acknowledge and agree that any decisions which affect the Alliance are matters to be decided by the Alliance Board in accordance with clauses 0 and 0.

3.2 Engagement of employees and consultants

A Council must not, and must ensure that any person who has its written authority does no engage any employee, consultant, manager, adviser or other person in relation to or in connection with the Alliance unless that Council has obtained either the prior written approval of the Alliance Board or the prior written approval of the other Councils.

4. ALLIANCE BOARD**4.1 Membership and functions of Alliance Board**

- (a) The Councils must set up and maintain an Alliance Board consisting of:
 - (i) the mayor and the general manager of Blayney;
 - (ii) the mayor and the general manager of Cabonne; and
 - (iii) the mayor and the general manager of Orange.
- (b) Subject to clause 0, the Alliance Board has the overall management and control of, and decides on all policy matters for, the Alliance. The Alliance Board's functions include:
 - (i) establishing policies for the Alliance;
 - (ii) making key decisions in relation to the Alliance; and
 - (iii) overseeing the conduct of the Alliance and any agreement entered into by the Alliance Agent as agent for the Alliance.

4.2 Council's supervision through Alliance Board

Each Council must exercise overall supervision and control of all matters relating to the Alliance and, except as otherwise provided in this agreement:

- (a) that supervision and control must be exercised through its Representatives on the Alliance Board in accordance with this clause 0; and
- (b) a Council must not direct or instruct any person in relation to the Alliance activities, except through the Alliance Board or with the prior authority of the Alliance Board.

4.3 Powers of a Representative

Each Council delegates to its Representatives the power to represent and bind the Council in all matters decided by the Alliance Board within the scope of its functions.

4.4 How decisions of Alliance Board are made

A decision of the Alliance Board is made by passing:

- (a) a resolution at an Alliance Board meeting; or
- (b) a written resolution,

in accordance with clause 0. A valid decision of the Alliance Board within the scope of its functions is binding on the Councils as if it were a decision made by the Councils

4.5 Appointment of alternate Representatives

- (a) A Council may by notice to the other Councils:
 - (i) appoint a person to act as an alternate representative for a Representative appointed by it for a specified period or each time the Representative is unable to attend an Alliance Board meeting or act as a Representative; and
 - (ii) revoke the appointment of any Alternate whether or not the appointment is for a specified period.

- (b) An Alternate may:
 - (i) attend any Alliance Board meeting at which the Representative whose alternate they are is not present and vote in place of that Representative at the meeting; and
 - (ii) exercise all powers of that Representative to the extent that the Representative has not exercised them.

4.6 **Appointment of Chairman**

The chairman of the Alliance Board shall be the mayor of a Council and shall be appointed for a two year term. The first Chairman to take office on the Commencement Date shall be the mayor of Orange. Thereafter the position of Chairman shall be rotated every two years in alphabetical order of Councils. The chairman does not have an additional or casting vote.

4.7 **No fees**

The Representatives on the Alliance Board are not entitled to receive any fee for acting as such, but are entitled to have their expenses reimbursed by the Council for which they act as Representative.

5. **MEETINGS OF THE ALLIANCE BOARD**

5.1 **Convening of meetings**

- (a) A Council's Representative may convene a meeting of the Alliance Board at a reasonable time by giving reasonable notice to the other Representatives, which must be at least 5 Business Days prior written notice of such meeting unless otherwise agreed by the Alliance Board.
- (b) The Alliance Board:
 - (i) must meet at least twice in each financial year;
 - (ii) may adjourn or otherwise regulate its meetings and proceedings as it thinks fit, subject to compliance with this agreement; and
 - (iii) may conduct meetings by telephone without a Representative being in the physical presence of another Representative or other Representatives.

5.2 **Code of meeting practice**

The mandatory provisions of the model code of meeting practice made under section 360 of the Act and the regulations will apply to all meetings of the Alliance Board as if:

- (a) the meeting were a meeting of a committee of each Council, all the members of which are councillors; and
- (b) the Representatives were councillors of that council.

5.3 **Quorum and resolutions of Alliance Board**

- (a) A quorum for meetings of the Alliance Board is at least one Representative appointed by each Council.
- (b) No business is to be transacted at a meeting of the Alliance Board unless a quorum is present when the meeting commences.

- (c) If a quorum is not present within 30 minutes after the time appointed for the meeting of the Alliance Board, the meeting will stand adjourned to the same time and place five (5) Business Days after the meeting and notice of such adjourned meeting must be sent to the Councils. If a quorum is not present at the adjourned meeting and the same Council is unrepresented at both the initial and the adjourned meeting, then the quorum shall be at least one Representative of at least 2 Councils.

5.4 Voting rights

- (a) If:
 - (i) all of the Representatives (or Alternates, where applicable) are present at an Alliance Board meeting, then each Representative (or Alternate) is entitled to one vote; and
 - (ii) only one Representative or Alternate appointed by a Council is present, that Representative has 2 votes.

5.5 Decisions of Alliance Board

Decisions of the Alliance Board must be by the affirmative unanimous vote of the Representatives present and entitled to vote at a duly convened meeting of the Alliance Board at which a quorum is present.

5.6 Secretarial functions and minutes

- (a) The general manager of the Council whose mayor is acting as Chairman of the Alliance Board must:
 - (i) act as the Alliance Board's secretary;
 - (ii) cause copies of all material relating to matters to be dealt with at Alliance Board meetings to be circulated to the Councils and the Representatives at a reasonable time before any meeting;
 - (iii) cause minutes to be made of all decisions of and proceedings at meetings of the Alliance Board; and
 - (iv) provide copies of all minutes to each of the Councils and the Representatives within 7 days of any meeting or decision.
- (b) If, within 7 days of the date on which the minutes of a meeting are provided to the Councils and the Representatives, the secretary of the Alliance Board does not receive a written notice from a Council or a Representative objecting to the minutes or any part of the minutes together with grounds for the objection, the minutes are taken to have been approved by the Councils and the Representatives.
- (c) If a Council or Representative makes a material objection to the minutes in accordance with paragraph 0 the secretary must promptly convene a meeting of the Alliance Board to resolve the objection.
- (d) The Councils agree that copies of the approved minutes of meetings of the Alliance Board, with the exception of any part which is commercial in confidence, will be tabled for noting by their respective governing bodies and included in the business papers for the next ordinary meeting of the Council.

5.7 Delegation of powers by Alliance Board

- (a) The Alliance Board may delegate in writing any of its powers and authorities in relation to the day-to-day operations of the Alliance which it considers appropriate, on the following conditions:
 - (i) the delegation is to be on the terms specified in writing by the Alliance Board;
 - (ii) the Alliance Board must specify the delegated powers and authorities; and
 - (iii) the delegate must ensure that regular and accurate reports are provided to the Alliance Board concerning the functions carried out by the delegate.

6. THE ALLIANCE AGENT**6.1 Establishment and governance of the Alliance Agent**

- (a) The Alliance Agent has been established by the Councils as a company limited by guarantee for the purpose of acting solely as agent for and on behalf of the Councils for the purpose of the Alliance where it is necessary or convenient to do so.
- (b) The Alliance Agent may only deliver services or perform functions in its own right if:
 - (i) a business case for the delivery of those services or the performance of those functions has been approved by the Alliance Board; and
 - (ii) the decision is ratified by the governing body of each of the Councils.
- (c) The sole members of the Alliance Agent are the Councils.
- (d) Each of the Councils are entitled to appoint one director to the board of directors of the Alliance Agent.
- (e) Each Council may:
 - (i) remove or replace the director appointed by it;
 - (ii) appoint and maintain an alternate for any director appointed by it,by notice in writing to the other Councils, with such removal or appointment taking effect on the date on which the notice is received by the Councils or, if a later date is given in the notice, on that date. An alternate director may exercise all the powers of the director whose alternate he or she is to the extent that the director has not exercised them.
- (f) The directors of the Alliance Agent are not entitled to receive any fee for acting as such.
- (g) The Council removing a director shall indemnify and keep indemnified the Alliance Agent against any claim connected with the director's removal from office.
- (h) Each Council agrees to take any steps within its power which are necessary to procure that the board of directors of the Alliance Agent as soon as practicable after the date of this agreement adopts a constitution which is consistent with this agreement and regulates the rights, duties and obligations of the board of directors and members of the Alliance Agent and procedures and voting at directors'

meetings so as to in substance reflect the corresponding provisions relating to the Alliance Board.

6.2 **Delegation**

- (a) Each Council delegates to the Alliance Agent the performance of the functions of the Council in so far as they relate to carrying out the Alliance Objectives and in particular, without limitation, the functions of:
 - (i) calling for, assessing and accepting tenders for the procurement of goods and services and appointing suppliers and contractors;
 - (ii) applying for and receiving grants;
 - (iii) holding title to any property, plant and equipment or other assets;
 - (iv) lobbying State and Federal governments;
 - (v) entering into contracts with third parties including contracts of employment: and
 - (vi) any other function directed and authorised by the Alliance Board for the purpose of the Alliance.

in each case subject to any limitations imposed under the Act and regulations and the policies and procedures adopted from time to time by the Alliance Board.

- (b) This delegation operates concurrently with any delegation given by a Council in respect of the same subject matter and not to the exclusion of any such delegation.

6.3 **Alliance Agent to act as agent of the Councils**

Subject to clause 0, in exercising the functions delegated to it under this agreement, the Alliance Agent is acting as agent, nominee and delegate for and on behalf of the Councils and not acting in its own or any personal capacity.

6.4 **Reimbursement of the Alliance Agent by the Councils.**

Each Council must reimburse the Alliance Agent in equal shares to the extent that it incurs any costs in relation to the Alliance.

7. **WITHDRAWAL AND TERMINATION**

- (a) Any Council may withdraw from the Alliance on giving at least 6 months' notice in writing to the other Councils, expiring on 30 June in any financial year.
- (b) The Alliance (including the rights and obligations under this agreement) terminates on the earliest of:
 - (i) any date the Councils agree in writing; and
 - (ii) the first day on which there is only one Council in the Alliance.
- (c) On the date of termination, this agreement is at an end as to its future operation and no party is liable to any other party, except to the extent of any rights or obligations which arise on or have arisen before the termination.

8. CONFIDENTIALITY AND ANNOUNCEMENTS**8.1 Confidentiality**

Each Council agrees that it must not disclose any Confidential Information:

- (a) in relation to the Alliance; or
- (b) in relation to any other Council acquired for the purpose of the Alliance,
to any third party without the prior written consent of the other Councils except to the extent:
- (c) that the information needs to be disclosed by a party to a professional adviser under a duty of confidentiality;
- (d) that the information is required to be disclosed by law; or
- (e) that the information is disclosed in confidence by a Council to its councillors for the purpose of carrying out their civic duties and statutory responsibilities.

8.2 Access to information

All information held by the Alliance Agent:

- (a) is held as agent for, and accordingly taken to be held by, each of the Councils;
- (b) to the extent that it is government information within the meaning of the *Government Information (Public Access) Act 2009 (NSW)* is subject to disclosure to and access by the public in accordance with that Act.

8.3 Public announcements

All press releases and other public announcements relating to the Alliance and activities undertaken by the Alliance must be in terms agreed in writing by the Councils acting reasonably.

9. AMENDMENT AND ASSIGNMENT**9.1 Amendment to document**

This agreement can only be amended or replaced by another document executed by the Councils.

9.2 Assignment of rights under document

A Council may only assign, encumber, declare a trust over or otherwise deal with its rights under this agreement if:

- (a) it is permitted under another clause of this agreement; or
- (b) the other Councils consent to it in writing (in their absolute discretion).

10. GENERAL**10.1 Governing law**

- (a) This agreement and any dispute arising out of or in connection with this agreement is governed by the laws of the State of New South Wales.

- (b) Each party submits to the exclusive jurisdiction of the courts of the State of New South Wales and courts of appeal from them, in respect of any proceedings arising out of or in connection with this agreement.

10.2 Operation of this agreement

- (a) Subject to paragraph 0, this agreement contain the entire agreement between the Councils about its subject matter. Any previous understanding, agreement, representation or warranty relating to that subject matter is replaced by this agreement and has no further effect.
- (b) Any right that a person may have under this agreement is in addition to, and does not replace or limit, any other right that the person may have.
- (c) Any provision of this agreement which is unenforceable or partly unenforceable is, where possible, to be severed to the extent necessary to make this agreement enforceable, unless this would materially change the intended effect of this agreement.

EXECUTED as an agreement.

EXECUTED by BLAYNEY SHIRE COUNCIL:

Signature of Mayor

Signature of general manager

Name

Name

EXECUTED by CABONNE COUNCIL:

Signature of Mayor

Signature of general manager

Name

Name

EXECUTED by orange city council:

Signature of Mayor

Signature of general manager

Name

Name

EXECUTED by BCO ALLIANCE LTD:

Signature of director

Signature of director/secretary

Name

Name

5.3 EVENT APPLICATION - OUR FRIENDS ELECTRIC - SUPPORT SMALL BUSINESS WITH AFTERPAY ACTIVATION

RECORD NUMBER: 2021/36

AUTHOR: Sharon D'Elboux, Manager Business Development

EXECUTIVE SUMMARY

At its meeting of 1 September 2020, Council resolved (20/290) to temporarily modify Strategic Policy - ST142 - Events on Council Owned/Managed Land so that events hosted by external event organisers (i.e. from outside the Orange Region) or contentious local events to be determined by a report submitted to Council while current COVID-19 restrictions are in place.

Council has received an event application by Our Friends Electric to host an event in February 2021. This business is registered outside of the Orange Local Government Area. The proposed event is titled "Support Small Business with Afterpay" for the 13 -14 February 2021 at Robertson Park. This is a follow on event from Friday 12 February Afterpay Business Breakfast at the Orange Ex Services Club.

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

Council will not receive hire fees if the event does not go ahead. This will have negligible impact on the overall budget.

POLICY AND GOVERNANCE IMPLICATIONS

Council's Strategic Policy - ST142 - Events on Council Owned and/or Managed Land Policy and its related Event Application documents are used to assess applications for Event approval.

A temporary change to Council's Strategic Policy – ST142 was endorsed at Council's 1 September meeting. Council is now required to see external event applications to determine their approval. This modification is only expected to last while Public Health Orders for Covid19 remain in place regarding attendance at events.

RECOMMENDATION

That Council approve the application for Support Small Business with Afterpay hosted by Our Friends Electric, at Robertson Park on 13 & 14 February 2021 due to no active COVID cases in the Orange community.

5.3 Event Application - Our Friends Electric - Support Small Business With Afterpay Activation

FURTHER CONSIDERATIONS

Service Delivery	Temporary modification for Strategic Policy - ST142 - Events on Council Owned/Managed Land during the COVID-19 restrictions is now in place.	
Image and Reputation	There has been some pressure on Council from social media and other sources to not have events that allow people from other locations to attend.	
Political	As the Councillors are able to vary policy regarding events and staff are not, the temporary modification to the Strategic Policy - ST142 - Events on Council Owned/Managed Land will allow Councillors to make a decision based on the NSW Health Orders for COVID-19.	
Health and Safety	All events are analysed for risk measures and in particular a COVID Action Plan.	

SUPPORTING INFORMATION

In determining approval for an event during COVID restrictions, staff must first apply the NSW Public Health Order that exists at the time. This Health Order is applied to all events, whether held by local organisers or not.

Information regarding events under the NSW Public Health (COVID-19 Restrictions on Gathering and Movement) Order (No 7) 2020 is summarised below, including a definition of the permissible activities for Outdoor Public Gatherings:

29 (1) The Minister directs that a person must not participate in an outdoor public gathering of more than—

- (a) for a gathering in Greater Sydney—30 persons, or
- (b) for a gathering outside Greater Sydney 100 persons.

29 (4c) the person who is principally responsible for organising the gathering—

- (i) has and complies with a COVID-19 Safety Plan that addresses the matters required by the approved COVID-19 safety checklist set out opposite the type of event in column 3 of Schedule 1 as in force for the time being, and
- (ii) keeps a copy of the COVID-19 Safety Plan while the gathering occurs at the place the gathering is held or begins and makes it available

Support Small Business with Afterpay is a promotional event being held to raise awareness of Afterpay service in the Orange community. A three day events is planned, with a business breakfast organised for Friday 12 February. A 45 minute information session is being held at the Orange Ex Services Club for local business to learn more about this financial product and how it works for small business. This event is supported by the Orange Business Chamber and Central NSW Biz HQ. Both will be providing a short presentation at the event. Council is providing information on the latest Spendmapp data which the Orange Business Chamber will present. Case studies of existing Orange businesses who have Afterpay as a payment option already in place will also be present at the event. As local businesses adapt and pivot to the impact of COVID-19, businesses are considering the types of payment systems to have in place to meet the expectation of their customers.

5.3 Event Application - Our Friends Electric - Support Small Business With Afterpay Activation

Letters of support are attached to this report from the Orange Business Chamber and Central NSW Biz HQ.

On Saturday 12 and Sunday 13 February 2021 (please note the date listed in the redacted event application form attached is incorrect), a daily 2 to 5 hour consumer activation is proposed to be held outdoors at Robertson Park. This activation will include “special activation offers” to generate income and promotion of local businesses who are register with the Afterpay service. A free scoop of ice cream from Messina is also available. The Support Small Business with Afterpay event will include 6 staff members. Council has been informed all staff members are not residing in or visited a hotspot area in Sydney. The anticipated event size is small, with distancing markers being used, plus the implementation of their COVID-19 safe plan and NSW Government QR code. It is being held at a spacious outdoor venue with unlimited air circulation. In the event of bad weather, the event will be shut down and cancelled.

This event is identified under the Public Health (COVID-19 Restrictions on Gathering and Movement) Order (No 7) 2020 as a public outdoor gathering with up to 100 people permitted with social distancing and good hand hygiene. Those interested in attending the event will be community members of Orange and it is unlikely to attract people from outside the area.

As listed in Our Friends Electric COVID-19 Safety Plan, dated December 2020, “Entire event will be fenced with single entry and single exit point. These will be manned by staff. A COVID QR Code and record keeping system will also implemented at the entry point.”

Our Friends Electric have complied with the NSW Public Health (COVID-19 Restrictions on Gathering and Movement) Order (No 7) 2020.

At Councils 15 December meeting, a proposal from Ace Attractions Pty Ltd was approved. This event is being held at the Orange Showground on 6 & 7 and 13 & 14 February 2021.

ATTACHMENTS

- 1 Event Sponsorship Application Form - Our Friends Electric - Redacted, D21/2851[↓](#)
- 2 Mayoral Correspondence - Letter of Support - Afterpay in Orange Community - Orange Business Chamber - Redacted, D21/2878[↓](#)
- 3 Mayoral Correspondence - Letter of Support - Afterpay in Orange Community - Central NSW Business HQ - Redacted, D21/2881[↓](#)

EVENT

APPLICATION FORM



ORANGE
CITY COUNCIL

ORANGE CITY COUNCIL

135 - 137 Byng Street, Orange NSW, 2800

PO Box 35, Orange NSW, 2800

P: 02 6393 8000 **F:** 02 6393 8199

E: council@orange.nsw.gov.au

www.orange.nsw.gov.au

Orange City Council is committed to working with organisations and community groups to deliver safe and enjoyable events. Below is some information to assist in the application process.

EVENT APPLICATION TIMEFRAMES

Please submit this event application, along with all other required documentation to Orange City Council at least 21 days prior to your event.

If your event is to involve any of the following aspects, please adhere to the associated timeframes:

Application/approval type	Minimum timeframe before event
Approval to Install and Operate Amusement Device (ie: Section 68 approval)	5 working days
Temporary Food Permit	5 working days
Filming Proposal	5 working days
Donations and Grants Application	Quarterly throughout the year
Alcohol Licence	30 working days
Development Application	6 weeks
Temporary Suspension of an Existing Alcohol Free Zone	12 weeks
Road Closure/Traffic Management Plan	16 weeks

USEFUL CONTACTS

Organisation	Phone number
Orange City Council	(02) 6393 8000
Orange City Council - Development Services	(02) 6393 8530
Orange Police	(02) 6363 6399
NSW Ambulance	(02) 6841 2670
Roads and Maritime Services	132 213
NSW Food Authority	1300 552 406
Department of Justice - Liquor and Gaming NSW	(02) 9995 0300
Midwest Traffic Management	(02) 6362 8049
Dubbo Traffic Control	(02) 6882 5643

EVENT APPLICATION FORM

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APPLICANT DETAILS

Name: Emma King

Organisation: Our Friends Electric

Address:

Suburb:

Postcode:

Phone:

Mobile:

Email:

Website:

Facebook:

Instagram:

Twitter:

EVENT DETAILS

Event Name: Support Small with Afterpay - Afterpay x Messina

Location/Venue *subject to availability: Robertson Park

Please note that all venues are subject to usage fees as stated in Orange City Council's Fees and Charges.

Event Date/s: 6 - 7th Feb

Event Time/s: TBC 9-5pm (5hour serve time) ESt

Bump in date and time: 6/2/21 @ 8am

Bump out date and time: 7/2/21 @ 4pm

Describe the main purpose of your event:

To bring awareness to local SMB retailers within the area that use Afterpay and who are part of a special sale that weekend + offering free ice-creams as part of a colab with Afterpay & Messina

Is the event likely to be an ongoing event?

☐ YES ☐ NO

Will your event be open to the public?

☐ YES ☐ NO

Expected event attendance. Participants: N/A

Spectators:

Will your event be attended by children or young people under 18 years of age?

☐ YES ☐ NO

Will you charge an entry fee for this event?

☐ YES ☐ NO

Any event held on Council land or premises must be conducted in accordance with Section 68 of the Local Government Act 1993

PLEASE NOTE:



= Questions marked with this symbol may require additional Council permits under the Local Government Act or other relevant legislation

EVENT APPLICATION FORM

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EVENT SERVICES

 Will there be food and/or drinks sold or supplied at your event? ☐ YES ☐ NO

If yes, you must ensure all Food Vendors have approval from Orange City Council. All Food Vendors must be issued with a Temporary Food Permit and comply with all relevant food and health regulations.

 Will you be operating a BBQ/s at your event? ☐ YES ☐ NO

 Will alcohol be served and/or for sale? ☐ YES ☐ NO

Is your event to be held in a designated Alcohol Free Zone? ☐ YES ☐ NO

If yes, you are required to provide the appropriate Liquor Licence to Council and ensure those serving alcohol have current RSA accreditation. You must ensure there is free drinking water available. You must also make an application to Council at least 3 months prior to your event if your event is to be held within an existing Alcohol Free Zone. You will be required to pay the advertising fees associated with the publication of the suspension of the Alcohol Free Zone via the local newspaper.

Will your event require security personnel? ☐ YES ☐ NO

Will your event require waste management? ☐ YES ☐ NO

Council's existing public placed litter bins are not to be used for waste generated from the event without Council approval to do so.

Will you need to organise the use of the venue's public toilets at your event? ☐ YES ☐ NO

Will you require additional toilets and amenities, including accessible (disabled) facilities? ☐ YES ☐ NO

Guidelines for the number of toilets required are listed below:

People	No alcohol		Alcohol	
	Male	Female	Male	Female
<500	3	6	11	13
<1000	6	9	15	16


Will your event require access to a power supply? ☐ YES ☐ NO
(If yes, please provide requirements)

☐ 10 amp | Qty: ☐ 15 amp | Qty: 2 ☐ 20 amp | Qty: ☐ 32 amp | Qty:

Will you need to organise the collection of keys? ☐ YES ☐ NO

Will your event require the use of existing Council lighting? ☐ YES ☐ NO

Will you need to organise additional lighting? ☐ YES ☐ NO

 Will you be installing or erecting a structure? ☐ YES ☐ NO
(e.g. stage, marquee, tent, caravan etc.)

Type of structure, quantity and dimensions in m²:

Caravan 3x2m , bollards, umbrellas TBC

The use of any portable structure may require a Development Application if it does not constitute exempt development or have a previous approval. If approval is required, this may take approximately 28 days.

EVENT APPLICATION FORM

V5 | updated May 2019

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EVENT SERVICES - continued

Will you require the entry of vehicles on to Council property?

☐ YES ☐ NO

 Will your event impact vehicular/pedestrian traffic?

☐ YES ☐ NO

 Are you requesting any road/footpath closures or road/footpath occupation?

☐ YES ☐ NO

If yes, you will be required to obtain approval from Council, Police and in some cases the Roads and Maritime Services (RMS). An application should be submitted to the City of Orange Traffic Committee at least 16 weeks prior to your event which must include:

- **Traffic Management Plan (TMP) and Traffic Control Plan (TCP) compiled by an appropriately qualified person**
- **Proof of public liability insurance to the value of \$20 million with Orange City Council noted as an interested party**
- **Detailed risk assessment**

 Will your event involve large crowds, the use of PA system/s, or amplified music? ☐ YES ☐ NO

Noise levels must not exceed 5 decibels above background noise when measured at the nearest affected residence.

Will there be signage erected promoting your event at the venue?

☐ YES ☐ NO

 Will there be signage erected promoting your event at other locations in the Orange region?

☐ YES ☐ NO

Details: TBC

 Will your event involve the distribution of pamphlets and/or other marketing/promotional material?

☐ YES ☐ NO

Will your event require additional First Aid or Emergency personnel?

☐ YES ☐ NO

Guidelines for the number of First Aid personnel required is listed to the right. Each event must be attended by at least one suitably qualified First Aid Officer. The Ambulance Service of NSW should be advised of major events.

Patrons	First Aiders	First Aid Posts
500	2	1
1000	4	1
2000	6	1
5000	8	2
10000	12	2

Who is the person nominated to engage emergency services or authorise an evacuation?

Name: Emma King

Contact phone number: 0402 648 653

What is your Emergency Evacuation Plan?

Appointed OFE event manager will stop service and advise guests and staff to move to the nominated meeting point

For any event, your strategies for emergency/risk management must comply with Australian Standards AS/ NZS ISO 3100/2009. The location of the Emergency Muster Point and details of the nominated person who can authorise an evacuation must be communicated to all those involved with the event.

EVENT APPLICATION FORM

V5 | updated May 2019

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EVENT SERVICES - continued

What is your contingency plan for bad weather?

In the event of rain we will have large weighted umbrellas to use as shelter. If the weather takes a turn for the worst the activation will be packed down and inactive for the day.



Will amusement devices (e.g. jumping castle/s, mechanical ride/s) or other entertainment (performers or attractions) be in operation at your event?

☐ YES

☐ NO

Type and number of devices:

Apart from a 'small' jumping castle (i.e. highest platform is less than 9m high), all amusement device owners must hold a Section 68 Approval issued by Orange City Council. Applications must be received at least five working days before the event.

Will there be animal involvement at your event?

☐ YES

☐ NO

If yes, you must comply with all provisions of the Exhibited Animals Protection Act, 1986.

Will your event involve the movement of any aircraft?

☐ YES

☐ NO

Will there be goods (other than food) for sale at your event?

☐ YES

☐ NO


Will there be fireworks at your event?

☐ YES

☐ NO

Will you be fundraising as part of your event?

☐ YES

☐ NO

Will the event involve any professional filming, drone operation or photography?

☐ YES

☐ NO

Will the event involve any camping?

☐ YES

☐ NO

Will your organisation require information on Council's Donations, Grants and Sponsorship program?

☐ YES

☐ NO

Responsibility to Protect Crowded Places

You are required to address your responsibilities in relation to the protection of crowded places from a range of foreseeable threats, including terror attacks, and should consider anti-terror measures in planning your event. Under the Summary Offences Act 1988, you are required to complete a 'Notice of Intention to Hold a Public Assembly' (available via www.police.nsw.gov.au) and submit to the Police at least 90 days prior to your event.

NOTES

EVENT APPLICATION FORM

V5 | updated May 2019

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REQUIRED DOCUMENTATION

In order for your request to be processed, please ensure you also provide the following documentation:

- **Site Plan** depicting everything you plan to bring or utilise at the venue, such as: barricading/fencing, stalls and marquees, stages, toilets, rubbish/recycling bins, signs/banners, lights/lighting towers, PA/speakers, entry and exit points, parking, power, first aid and emergency muster points.
- **Certificate of Currency of Public Liability Insurance** to a minimum of \$10 million and noting Orange City Council as an interested party.
- **Risk Assessment** outlining all applicable risks and control measures.

INDEMNITY & DECLARATION

I, Emma King hold Orange City Council harmless and releases and indemnifies, and keeps released and indemnified, from and against all action, suits, claims, demands, costs, charges and expenses for which Council, its servants, agents or employees may be held liable in respect of any damage, accident or injury of whatsoever nature or kind and however sustained or occasioned and whether to property or persons in connection with the use of this public area and any work connected therewith pursuant to this permit but excluding such liability arising from any negligent act, default or omission, on the part of council, its servants, agents or employees either solely or in contribution thereto.

I am authorised by the nominated organisation/club/school/association to make this application. I understand that a safety inspection and audit of the Council property is required along with completing a risk assessment prior to each use. I understand that I must only use the Council property if it is safe to do so and must leave the council property in a clean and tidy condition, including all associated facilities. I understand that if Council is required to clean or conduct any repairs due to damage or neglect caused by the applicant, the applicant will be invoiced. I agree to ensure that if the Council property is used at night, the level of lighting is appropriate for the intended purpose and agree to turn off all lighting immediately after the event or use of Council property has ceased.

I understand that only approved line marking agents can be used on Council property and I must obtain Council approval for any signage erected. I agree not to sub-let any Council property or facility. I agree to ensure children using Council property are supervised by an adult and agree not to permit any animals (with the exception of guide/hearing dogs), glass and vehicles on Council property unless prior approval is obtained.

I agree to comply with any requirement set by Council as part of the Conditions of Approval for the event and will comply with any direction of Council in relation to the Council property (e.g. closures due to wet weather and maintenance).

I am authorised to provide this release to Council on behalf of the nominated organisation/club/school/association from all claims made against Council by any person resulting from activities held on Council property.

Signature

EMMA KING

Name (BLOCK LETTERS)

18/12/20

Date

COVID-19

**> BE COVID SAFE.
HELP NSW STAY IN BUSINESS.**

Your COVID-19 Safety Plan

Controlled outdoor events

Business details

Business name	Our Friends Electric
Business location (town, suburb or postcode)	
Completed by	Emma King
Email address	
Effective date	7 December 2020
Date completed	18 December 2020

Wellbeing of staff and customers

Review the 'COVID-19 safety guidance for large events' available on nsw.gov.au and consider which risks and mitigation measures are relevant to your event before completing this COVID-19 Safety Plan.

Implement a maximum capacity limit and strategies to enforce this limit.

Minimise mixing (e.g. by ticketing or zoning), to decrease the risks associated with large crowd numbers.

Promote physical distancing with signage or by asking people to stand on floor markers spaced 1.5 metres apart. Have separate entry and exit points wherever practical.

Density restrictions, such as one person per 2 square metres.

Ensure there are sufficient COVID-19 Safety Hygiene Marshals throughout the event who will frequently clean high frequency touch points with a detergent and disinfectant solution. Marshals should wash their hands with soap and water before and after cleaning.

Exclude staff, performers and attendees who are unwell.

All staff advised that they should get tested for COVID-19 if they experience any symptoms, have been in a declared hotspot within 14 days or have been in contact with a confirmed case of COVID-19. Staff reminded that they must isolate while they await the results.

Staff are reminded to practice physical distancing while onsite at the event/activation - no hugs, handshakes and staying 1.5m apart when possible.

Staff are reminded to ensure they wash their hands often, use hand sanitiser & cleaning wipes regularly throughout the event/activation

Staff recommended to wear masks where physical distancing is not possible.

Staff advised to regularly sanitise key surfaces of an event/activation between uses/visits

Provide staff with information and training on COVID-19, including on when to get tested, physical distancing, wearing masks, and cleaning.

Ensure records are kept of the name and contact number for all staff and attendees, that are digitised and provided to NSW Health immediately on request to support rapid contact tracing. QR Code or a similar contactless electronic method is preferred.

Ensure there are plenty of detergent and disinfectant stations available for all consumers & staff

Make staff aware of their leave entitlements if they are sick or required to self-isolate.

All staff will check in with production manager before activation date to ensure they are feeling healthy and are not sick.

Display conditions of entry (website, social media, venue entry).

Covid safe signage will be evident throughout the activation zone

Consider offering flexible cancellation or booking policies where attendees need to cancel due to COVID-19 factors (such as being unwell or awaiting test results).

not applicable to this activation - no booking required

Other types of venues or facilities within the premises must complete COVID-19 Safety Plans where applicable. If contact details are captured electronically upon entry to the main premises on the relevant day, additional collection of contact details via electronic methods may not be required if there is no other public access to the sub-premises. However, additional contact details and time of entry must be captured where these sub-premises are indoor gyms, nightclubs, dine-in hospitality venues, pubs and bars.

All attendees & entrants to the event/activation must be registered via the event site in advance, and check in via QR code/staff with at the entrance.

The duration of the controlled outdoor event should not be longer than 5 hours.

Noted

In indoor areas, alcohol can only be consumed by seated patrons.

Not applicable to this activation

Physical distancing

Capacity must not exceed one attendee per 2 square metres of publicly accessible space up to a maximum of 5000 people. The density limit does not apply if there are 25 attendees or less at the premises. Children count towards the capacity limit.

OFE to work with each venue within their maximum capacity based on local health advice.

Install around the space/activation to ensure patrons are complying with restrictions. Ensure adequate security/staffing is employed to ensure patrons are complying with restrictions at all times.

Staff to monitor numbers in activation spaces/queues and event spaces to ensure we are complying with restrictions.

Up to 50 performers can sing indoors with no cap on performers outdoors. All singers should face forwards and not towards each other, have physical distancing of 1.5 metres between each other and any other performers, and be 5 metres from all other people including the audience and conductor. It is recommended that audience members and congregants older than 12 wear masks if singing or chanting.

Not applicable to this activation

Support 1.5m physical distancing where possible, particularly at points of mixing or queuing such as food and drink stations, toilets and entrance and exit points.

OFE to work with venues & staff to ensure 1.5m distance is maintained, in line with local health advice. Social distant decals to be in place throughout cueing lines and managed by staff.

Reduce crowding wherever possible and promote physical distancing with markers where people are asked to queue or stand, such as for ticketing, bathroom facilities, or to order food or drinks. Promote online ticket purchasing and electronic ticket checking where this is available. Use separate doors or rope barriers to mark the entry and exit wherever practical.

Picket fencing and seperate entry & exit points to be in place to allow for streamline cueing.

Have strategies in place to avoid mingling and reduce the frequency and extent of contact between different groups of people. This could be facilitated by separating the audience into smaller allocated seating areas.

OFE staff to ensure mingling is kept to a minimum and guests area adhering to social distant restrictions.

Ensure audience members remain seated throughout the performance as much as

possible. Dancefloors are not permitted.

Not applicable to this activation

If there are security bag checking arrangements in place, have strategies to minimise crowding such as additional staffing and asking people to open their bags for quick visual inspection. If staff need to touch the bag or items within, have hand sanitiser available for them to use before and after.

not applicable to this activation

Where reasonably practical, ensure staff maintain 1.5 metres physical distancing at all times (including at meal breaks). Where reasonably practical, stagger start times and breaks for staff members to minimise the risk of close contact.

OFE to ensure staff maintain 1.5 metres physical distancing at all times (including at meal breaks). Where reasonably practical, stagger start times and breaks for staff members to minimise the risk of close contact.

Consider physical barriers such as plexiglass around counters with high volume interactions with customers. If staff are not able to physically distance, or work in a role with significant public interaction, strongly recommend they wear a face mask at all times if practical.

Picket fencing and separate entry & exit points to be in place to allow for streamline cueing.

OFE to listen to health authorities and follow recommendations as required.

Have strategies in place to manage gatherings that may occur immediately outside the premises, or in staff meeting or break rooms.

Staff to monitor any potential gatherings and ensure any groups are dispersed immediately.

Coordinate with public transport, where reasonably practical, around strategies to minimise COVID-19 risks associated with transportation to and from the venue if crowding may occur.

not applicable to this activation

Encourage private transport options to minimise crowding on public transport where practical. Consider whether parking options close to the venue could be discounted

or included in the ticket price to support this, and support rapid streamlined access to car parks.

not applicable to this activation

Use telephone or video for essential staff meetings where practical.

not applicable to this activation

Review regular deliveries and request contactless delivery and invoicing where practical.

not applicable to this activation

Hygiene and cleaning

Adopt and support good hand hygiene practices.

Staff, crew & attendees are reminded & encouraged to practice good hygiene at all times, especially during the event/activation. Signage displayed to encourage this.

Ensure bathrooms are well stocked with hand soap and paper towels or hand dryers.

not applicable to this activation

Have hand sanitiser at key points around the venue, such as entrances and exits, queueing points and waiting areas.

OFE to ensure hand sanitiser at key points around the venue, such as entrances and exits, queueing points and waiting areas.

Reduce sharing of equipment such as microphones and ensure these are cleaned with detergent and disinfectant between use where practical.

OFE to reduce sharing of equipment such as microphones and ensure these are cleaned with detergent and disinfectant between use where practical.

Ensure performers clean their instruments between each performance (as

appropriate to the instrument).

Not applicable to this activation

Clean frequently used indoor hard surface areas (e.g. in marquees with more than two sides closed to the weather) at least daily with detergent or disinfectant. Clean frequently touched areas and surfaces several times per day.

Staff to clean frequently touched areas & surfaces several times per day.

Maintain disinfectant solutions at an appropriate strength and use in accordance with the manufacturers' instructions.

OFE/cleaners to maintain disinfectant solutions at an appropriate strength and use in accordance with the manufacturers' instructions.

Staff and performers should wash hands thoroughly with soap and water before and after cleaning, including of instruments.

Staff are to wash hands thoroughly with soap and water before and after cleaning.

In indoor areas, increase natural ventilation by opening windows and doors where possible, and increase mechanical ventilation where possible by optimising air conditioning or other system settings (such as by maximising the intake of outside air and reducing or avoiding recirculation of air).

OFE to ensure adequate ventilation in all event spaces.

Encourage contactless payment options.

not applicable to this activation

Record keeping

Keep a record of the name, contact number and entry time for all staff, attendees and contractors for a period of at least 28 days. Contact details must be collected for each person using a contactless electronic method, such as a QR Code or similar. Processes

must be in place to ensure that customers provide the required contact information. Records must be provided as soon as possible, but within 4 hours, upon request from an authorised officer.

Note: If a person is unable to provide contact details, for example due to age or language barriers, another person may provide contact details on their behalf. If there are unexpected circumstances which prevent the use of electronic methods to collect contact details (such as an internet outage), any paper records must be entered into an electronic format such as a spreadsheet within 12 hours.

Keep a record of the name, contact number and entry time for all staff, dine-in customers and contractors for a period of at least 28 days.

Contact details must be collected for each person using a contactless electronic method, such as a QR Code or similar.

Processes must be in place to ensure that customers provide the required contact information.

Records must be provided as soon as possible, but within 4 hours, upon request from an authorised officer.

Ensure records are used only for the purposes of COVID-19 contact tracing and are collected and stored confidentially and securely. When selecting and using an electronic method of record collection, take reasonably practical steps to protect privacy and ensure the records are secure. Consider the 'Customer record keeping' page of nsw.gov.au

OFE to keep a record of name, contact number & entry time of all staff & attendees. Records to be kept for 28 days. Data to be collected digitally.

Make your staff and volunteers aware of the COVIDSafe app and its benefits to support contact tracing if required.

Employers should make staff aware of the COVIDSafe app and the benefits of the app to support contact tracing if required.

Organisations should consider registering their business through nsw.gov.au

OFE are registered as a COVID Safe business.

Cooperate with NSW Health if contacted in relation to a positive case of COVID-19 at your workplace, and notify SafeWork NSW on 13 10 50.

OFE will co-operate with NSW health if contacted.

I agree to keep a copy of this COVID-19 Safety Plan at the business premises

Yes



14 January 2021

Orange City Council
135 Byng Street
Orange NSW 2800

Dear Mayor Kidd,

Reference: Letter of Support

Orange Business Chamber supports the upcoming visit of Afterpay to the Orange community. The Chamber is hosting the event and now working in partnership with Afterpay representatives on its successful delivery. The Chamber will be presenting at the Friday Business Breakfast event.

The weekend consumer activation is an additional event to increase consumers awareness of the financial service and the marketing of existing local Orange small businesses registered for the service. This will be achieved through a "special offering".

Orange Business Chamber are excited to be bringing business events to Orange in 2021. This is the first of numerous workshops to be offered.

Should you require any further information, please contact me on [REDACTED]

Yours sincerely

Jack Evans

Orange Business Chamber President





14 January 2021

Orange City Council
135 Byng Street
Orange NSW 2800

Dear Mayor Kidd,

Reference: Letter of Support

Central NSW Business HQ is a professional business service based in Orange. Our vision is to maximize all clients potential to support profitable, healthy and sustainable business in central NSW. We listen, we support, we encourage and we guide out clients to ideas and actions that will accelerate their business.

The programs we offer across the Central West include Business Connect, New Enterprise Incentive Scheme (for the unemployed), the Australian Small Business Advisory Service - Digital Advise, training, mentoring, webinars, etc.

This letter is to confirm our support for the Afterpay activation event in Orange, 12 to 14 February. Central NSW Business HQ will be presenting at the business breakfast portion of this.

Covid19 has made all businesses examine the way they operation. We have found those who are adapting and pivot their services are more likely to succeed. This business development event is being provided to all local businesses to learn about and possibly consider suppling new financial services that consumers are now requesting. This will let the smaller businesses compete against the larger organisations. This may be an opportunity for businesses in a number of sectors to increase their sales and profitability.

Should you require any further information, please contact me o [REDACTED]

Yours sincerely

[REDACTED]

Wayne Sunderland
CEO



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 Submission Redactions

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 (e) information that would, if disclosed, prejudice the maintenance of law.

6.2 Minutes of the Audit Risk and Improvement Committee meetings of 23 October 2020 and 24 November 2020

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 (f) matters affecting the security of the Council, Councillors, Council staff or Council property.

6.3 Use of Lake Canobolas - Paddle Board Hire

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.

6.4 CBJ Drilling Services Pty Ltd - Debtors Account No 4998.66 - Write off bad debt >\$5,000.00

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.

6.5 A Murray & Sons - Debtors Account No 5743.52 - Disputed Invoice - Engineering Works for the Reinstatement of Council's Assets - Forest Road, 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.

6.6 Sale Industrial Land - Lot 802 DP 1240445

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.

6.7 Property update report

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 SUBMISSION REDACTIONS

RECORD NUMBER: 2021/55

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (e) information that would, if disclosed, prejudice the maintenance of law.

**6.2 MINUTES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE MEETINGS OF 23
OCTOBER 2020 AND 24 NOVEMBER 2020**

RECORD NUMBER: 2020/2437

AUTHOR: Shephard Shambira, Internal Auditor

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 (f) matters affecting the security of the Council, Councillors, Council staff or Council property.

6.3 USE OF LAKE CANOBOLAS - PADDLE BOARD HIRE

RECORD NUMBER: 2021/33

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.

6.4 CBJ DRILLING SERVICES PTY LTD - DEBTORS ACCOUNT NO 4998.66 - WRITE OFF BAD DEBT >\$5,000.00

RECORD NUMBER: 2020/2541

AUTHOR: Donna Newell, Revenue Officer - Debtors

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.

**6.5 A MURRAY & SONS - DEBTORS ACCOUNT NO 5743.52 - DISPUTED INVOICE -
ENGINEERING WORKS FOR THE REINSTATEMENT OF COUNCIL'S ASSETS - FOREST
ROAD, ORANGE**

RECORD NUMBER: 2020/2546

AUTHOR: Donna Newell, Revenue Officer - Debtors

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.

6.6 SALE INDUSTRIAL LAND - LOT 802 DP 1240445

RECORD NUMBER: 2021/31

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.

6.7 PROPERTY UPDATE REPORT

RECORD NUMBER: 2021/40

AUTHOR: Nick Redmond, Acting Director Corporate and Commercial Services

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

7 RESOLUTIONS FROM CLOSED MEETING