



ORDINARY COUNCIL MEETING

AGENDA

1 APRIL 2025

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** on **Tuesday, 1 April 2025** commencing at **6:30 PM**.

David Waddell

CHIEF EXECUTIVE OFFICER

For apologies please contact Executive Support on 6393 8391.

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.

1	INTRODUCTION.....	4
1.1	Apologies and Leave of Absence	4
1.2	Livestreaming and Recording	4
1.3	Acknowledgement of Country.....	4
1.4	Declaration of pecuniary interests, significant non-pecuniary interests and less than significant non-pecuniary interests	4
	COUNCIL MEETING ADJOURNS FOR THE CONDUCT OF THE OPEN FORUM	4
	COUNCIL MEETING RESUMES	4
2	MAYORAL MINUTES.....	5
2.1	Mayoral Minute - Regional Cities Board Meeting - 20 February 2025.....	5
3	CONFIRMATION OF MINUTES OF PREVIOUS MEETING.....	15
3.1	Minutes of the Ordinary Meeting of Orange City Council held on 18 March 2025	16
	COUNCIL MEETING ADJOURNS FOR THE CONDUCT OF THE POLICY COMMITTEES.....	29
	Planning & Development - Chaired by Melanie McDonell	29
	Environmental Sustainability - Chaired by Cr David Mallard (no items)	29
	Finance - Chaired by Cr Steven Peterson.....	29
	Infrastructure - Chaired by Cr Jeff Whitton	29
	Recreation & Culture - Chaired by Cr Tammy Greenhalgh (no items)	29
	Services - Chaired by Cr Marea Ruddy (no items).....	29
	Regional & Economic Development - Chaired By Cr Tony Mileto (Mayor) (no items).....	29
	COUNCIL MEETING RESUMES	29
4	NOTICES OF MOTION/NOTICES OF RESCISSION	30
4.1	Notice of Motion - Audit of shade availability at outdoor Council owned areas	30
4.2	Notice of Motion - Election Priorities	67

4.3	Notice of Motion - Winter Festival	69
4.4	Question with Notice - Small Donation Eligibility	71
4.5	Notice of Rescission - Small Donations - Fairbank & Royal Flying Doctor Service 18 March 2025	73
5	GENERAL REPORTS.....	75
5.1	Progress Report - Delivery Program/Operational Plan 2024/2025 (Delivery Program Year 3) - Six Months from 1 July 2024 to 31 December 2024	75
5.2	Council Grants Received Analysis	147
5.3	Classification of Council Land - Lots 300 DP 1193909, Lot 81 DP 1187448, Lot 127 DP 1190845 and Lot 95 DP 1200262	151
6	CLOSED MEETING - SEE CLOSED AGENDA.....	154
6.1	2023/2024 Water Consumption Charges - 2 Maronoa Drive Clifton Grove.....	157
6.2	2024/2025 First and Second Quarter Water Consumption Charges - 72 Wentworth Lane Orange.....	159
6.3	2024/2025 First Quarter Water/Sewerage Charges - 10 Astill Dive Orange.....	161
6.4	Waste Management Services - Joint Regional Procurement Project.....	163
6.5	Tender F4232-1 - Active Transport Strategy and Implementation Plan ...	165
6.6	Minutes of the Audit Risk & Improvement Committee - 12 March 2025 .	167
6.7	Submission Redaction Report 1 April 2025	169
7	RESOLUTIONS FROM CLOSED MEETING	170

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.

COUNCIL MEETING ADJOURNS FOR THE CONDUCT OF THE OPEN FORUM

COUNCIL MEETING RESUMES

2 MAYORAL MINUTES

2.1 MAYORAL MINUTE - REGIONAL CITIES BOARD MEETING - 20 FEBRUARY 2025

RECORD NUMBER: 2025/369

MAYORAL MINUTE

The Chief Executive Officer and I attended the Regional Cities Board Meeting in Sydney on 20 February 2025. Attached to this report are the draft minutes from this meeting.

RECOMMENDATION

That Council note the report from the Mayor on the Regional Cities Board meeting of 20 February 2025.

Tony Mileto

MAYOR

SUPPORTING INFORMATION

The Regional Cities Board Meeting on 20 February 2025 meeting was held at Local Government NSW, Sydney. The Draft Minutes of that meeting are attached for the information of Council.

ATTACHMENTS

- 1 Regional Cities Draft Minutes 20 February 2025, D25/28483 [↓](#)



Board Meeting Minutes

Date: Thursday 20 February 2025

Time: 11:00am - 3:00pm

Location: LGNSW Offices Level 8/28 Margaret St, Sydney NSW 2000, Australia

Attendees

- Cr Steve Krieg – Mayor, Lismore City Council (RCNSW Chair)
- Mr Jon Gibbons – General Manager, Lismore City Council
- Cr Russell Webb – Mayor, Tamworth Regional Council (RCNSW Deputy Chair)
- Mr Paul Bennett – General Manager, Tamworth Regional Council
- Cr Kevin Mack – Mayor, Albury City Council
- Mr Frank Zaknich – CEO, Albury City Council
- Cr Jim Hickey - Deputy Mayor, Broken Hill City Council
- Cr Robert Taylor – Mayor, Bathurst Regional Council
- Cr Nikki Williams – Mayor, Coffs Harbour City Council
- Mr Andrew Beswick – Acting General Manager, Coffs Harbour City Council
- Cr Joshua Black – Mayor, Dubbo Regional Council
- Mr Murray Wood – CEO, Dubbo Regional Council
- Cr Nina Dillon – Mayor, Goulburn Mulwaree Council
- Ms Marina Hollands – Acting CEO, Goulburn Mulwaree Council
- Cr Doug Curran – Mayor, Griffith City Council
- Mr Brett Stonestreet – General Manager, Griffith City Council
- Mr Jeff Smith, General Manager, Maitland City Council
- Cr Kenrick Winchester – Mayor, Queanbeyan-Palerang Regional Council
- Ms Rebecca Ryan – General Manager, Queanbeyan-Palerang Regional Council
- Cr Tony Mileto – Mayor, Orange City Council
- Mr David Waddell – CEO, Orange City Council
- Mr Troy Green – CEO, Tweed Shire Council
- Cr Dallas Tout – Mayor, Wagga Wagga City Council
- Ms Rachael Sweeney – Secretariat (Managing Director, Collective Position)
- Ms Edwina Blackburn – Secretariat (Manager Client Coordination, Collective Position)

Apologies

- Cr Tom Kennedy – Mayor, Broken Hill City Council
- Mr Jay Nankivell – General Manager, Broken Hill City Council
- Cr Sam Coupland – Mayor, Armidale Regional Council
- Mr James Roncon – General Manager, Armidale Regional Council
- Mr David Sherley – General Manager, Bathurst Regional Council
- Cr Philip Penfold – Mayor, Maitland City Council
- Mr Peter Thompson – General Manager, Wagga Wagga City Council
- Cr Chris Cherry – Mayor, Tweed Shire Council



The meeting was declared open at 11:01am.

1. WELCOME, APOLOGIES AND ACKNOWLEDGEMENT OF COUNTRY

RCNSW Chair, Cr Steve Krieg – Mayor, Lismore City Council performed the acknowledgement of country, welcomed members to the meeting and noted apologies.

2. NBN PRESENTATION

RCNSW Chair, Cr Steve Krieg – Mayor, Lismore City Council welcomed Mr Tom O'Dea - Head of nbn Local NSW, Regional Development & Engagement to the meeting and introduced all members.

Mr Tom O'Dea provided an overview of nbn activities to date including:

- Regional data usage and requirements;
- Emerging network traffic and trends;
- nbn network priorities for regional Australia;
- Fixed wireless and satellite regional upgrade program; and
- Overview of Sky Muster network and available plans.

Mr Tom O'Dea advised individual briefings on the nbn activities in each RCNSW member area were available upon request.

Members noted the presentation.

Post meeting note: the full nbn Presentation is available [here](#).

3. RCNSW MEETING MINUTES

Ms Rachael Sweeney – RCNSW Secretariat tabled the RCNSW November 2024 Meeting Minutes and provided an update on the actions for the information of members.

RCNSW Chair, Cr Steve Krieg – Mayor, Lismore City Council noted consensus from members to endorse the meeting minutes as a true and accurate record of the meeting.

4. SECRETARIAT UPDATE

Ms Rachael Sweeney – RCNSW Secretariat tabled the January 2025 reports for the information of members, including:

- Policy and Advocacy Register;
- Seat at the Table Register;
- Stakeholder Meeting Register; and
- Communications Report.



RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council noted consensus from members to endorse the January 2025 reports.

4. RCNSW STATE DELEGATION DISCUSSION

RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council tabled the February State Delegation Schedule and provided an overview of the meetings for the information of members.

Members discussed the meetings and agreed it was a valuable opportunity to brief Ministerial advisors prior to the release of the State Budget in June 2025.

Members however expressed concern regarding the low engagement from senior Ministers and agreed to write to the Premier with case studies from member areas on RCNSW policy areas in the Pre-Budget Submission and how the government should see these case studies as a basis for seeing the RCNSW as a partner to government objectives.

RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council noted consensus from members on the agreed actions.

ACTIONS

4.1 RCNSW Secretariat to write to the NSW Premier, including case studies against the pre-budget submission as a demonstration of the capacity of the alliance to partner with the NSW Government;

4.2 RCNSW Secretariat to collate case studies from RCNSW members on all RCNSW policy areas.

5. BROKEN HILL CITY COUNCIL PRESENTATION

Cr Jim Hickey - Deputy Mayor, Broken Hill City Council tabled the presentation on the power outages and disruptions experienced in Far West NSW for the information of members.

Cr Jim Hickey - Deputy Mayor, Broken Hill City Council provided an overview of the experiences in October 2024, including:

- Causes of the outage and infrastructure shortage;
- Impact on community, health and communication services and businesses;
- Identified gaps in electricity infrastructure and ways to mitigate risks; and
- Overview of Council recommendations to the Inquiry into the electricity outages affecting Far West NSW in October 2024.

Members noted the presentation and agreed to review the Inquiry into the electricity outages affecting Far West NSW in October 2024 final report for any advocacy opportunities once released.

ACTIONS

5.1 RCNSW Secretariat to table the final report from the NSW Inquiry into the electricity outages affecting Far West NSW in October 2024 at a future board meeting for review once released.



Post meeting note: the full Broken Hill City Council Presentation is available [here](#).

6. REGIONAL CAPITALS AUSTRALIA UPDATE

Regional Capitals Australia (RCA) Deputy Chair Cr Kevin Mack – Mayor, Albury City Council and RCA Secretary Cr Doug Curran – Mayor, Griffith City Council provided an update on recent RCA activities for the information of members.

RCA NSW Representative Cr Doug Curran – Mayor, Griffith City Council provided an overview of RCA activities to date including:

- RCA has recently gained three additional councils as members:
 - City of Palmerston;
 - Goulburn Mulwaree Council; and
 - City of Port Lincoln.
- RCA recently held a delegation to Canberra on 12 February to meet with key Ministers, stakeholders and Members of the Opposition ahead of the Federal Election.
- Overview of the RCA 2025-26 Pre Budget Submission and Election positions.

Members noted the update.

7. FEDERAL ELECTION PRIORITY DISCUSSION

Mr Jon Gibbons – General Manager, Lismore City Council opened discussion on Federal Election priorities.

Members discussed priorities for each member Council ahead of the Federal Election and agreed it was important to engage with candidates and provide information on priorities and projects in each electorate.

Members agreed to provide the Secretariat with each Council's top 3 priorities and projects for the Federal Election to be collated into an information packet. Members agreed to provide the information packet to all Federal candidates ahead of the Federal Election.

ACTIONS

- 7.1 RCNSW Members to provide each Council's top 3 priorities and projects for the Federal Election to be collated into an RCNSW information packet;
- 7.2 RCNSW Secretariat to write to all Federal candidates ahead of the Federal Election and provide the collated RCNSW information packet.

8. RCNSW POLICY

Armistead Regional Council Submission NSW Parliamentary Inquiry into Impact of Renewable Energy Zones (REZ) on rural and regional communities and industries in New South Wales



Ms Rachael Sweeney – RCNSW Secretariat tabled the Armidale Regional Council Submission NSW Parliamentary Inquiry into Impact of Renewable Energy Zones (REZ) on rural and regional communities and industries in New South Wales for discussion by members.

Members discussed the submission and agreed no further action was required by RCNSW at this time.

Final RCNSW 2025-26 Pre Budget Submission

Ms Rachael Sweeney – RCNSW Secretariat tabled the final RCNSW 2025-26 Pre Budget Submission for endorsement by members.

Cr Kevin Mack – Mayor, Albury City Council moved to endorse the RCNSW 2025-26 Pre Budget Submission as final. Cr Doug Curran – Mayor, Griffith City Council seconded the motion. RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council noted consensus from members to endorse the RCNSW Pre Budget Submission as final noting the agreed updates.

RCNSW Regional City Living and Working Campaign Grant Application

Ms Rachael Sweeney – Secretariat tabled the final draft RCNSW Regional City Living and Working Campaign Grant Application for discussion and endorsement by members.

Members discussed the Grant Application and agreed it provided a comprehensive approach to develop the Regional City Living and Working Campaign.

Cr Tony Mileto – Mayor, Orange City Council moved to endorse the RCNSW Regional City Living and Working Campaign Grant Application as final for submission. Cr Doug Curran – Mayor, Griffith City Council seconded the motion. RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council noted consensus from members to endorse the RCNSW Regional City Living and Working Campaign Grant Application for finalisation and submission.

ACTIONS

8.1 RCNSW Secretariat to update the Immigration and Skills sections of the Pre Budget Submissions.

8.2 RCNSW Secretariat to finalise and submit the RCNSW Regional City Living and Working Campaign Grant Application following the meeting.

9. GENERAL BUSINESS

Country Mayors Discussion

Cr Kevin Mack – Mayor, Albury City Council lead a discussion on Country Mayors with members.

Members discussed Country Mayors and agreed it was important for current members of Country Mayors to continue to engage in the forum and would advise RCNSW of any opportunities for collaboration.



RCNSW Meeting Dates

Mr Troy Green – CEO, Tweed Shire Council advised Tweed Shire Council was experiencing challenges with attending RCNSW meetings as scheduled due to clashes with Council Meetings. Members agreed to provide the Secretariat with all Council meeting dates to ensure a majority of members could participate in RCNSW meeting.

Next Meeting and RCNSW Site Visit

RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council noted the next RCNSW meeting would be held as part of the RCNSW Site Visit to Dubbo, Bathurst and Orange with further information to be provided once the site visit schedule has been finalised.

ACTIONS

- 9.1 RCNSW Secretariat to establish a watching brief on opportunities for collaboration with Country Mayors.**
- 9.2 RCNSW Members to provide all Council meeting dates to the Secretariat;**
- 9.3 RCNSW Secretariat to review all members' dates to ensure a majority of members could participate in RCNSW meeting;**
- 9.4 RCNSW Secretariat to circulate further information on the RCNSW Site Visit to Dubbo, Bathurst and Orange once the schedule has been finalised.**

10. RCNSW MEMBER BRIEFING

Ms Rachael Sweeney – RCNSW Secretariat tabled the RCNSW board talking points and provided an overview of priorities in preparation for the meeting with the Department of Planning, Housing and Infrastructure for the information of members.

The update included:

- Housing and infrastructure priorities;
- Regional road priorities;
- Port connectivity priorities;
- RCNSW Pinch Point Program Business Case;

Members noted the overview.

11. DEPARTMENT OF PLANNING, HOUSING AND INFRASTRUCTURE

RCNSW Chair Cr Steve Krieg – Mayor, Lismore City Council welcomed Ms Kiersten Fishburn - Secretary and Mr Brett Whitworth - Deputy Secretary Local Government from the Department of Planning, Housing and Infrastructure to the meeting and introduced all members.



Ms Kiersten Fishburn provided an overview of the Department priorities for regional NSW including:

- Overview of housing targets for the State;
- Discussion on regional housing targets and possibility for targeted area specific targets;
- Overview of the planning portal engagement; and
- Overview of RCNSW priorities for funding housing developments.

RCNSW members discussed the presentation and agreed to provide a submission to the NSW Department of Planning, Housing and Infrastructure on the Environment Act and potential improvements to facilitate housing developments across RCNSW member councils.

Members noted the presentation and agreed to extend an invitation to Ms Kiersten Fishburn - Secretary to present at the August Board Meeting following the State Budget release.

ACTIONS

- 11.1 RCNSW Secretariat to develop a submission to the NSW Department of Planning, Housing and Infrastructure on the Environment Act and potential improvements to facilitate Housing developments; and**
- 11.2 RCNSW Secretariat to invite Ms Kiersten Fishburn - Secretary, Department of Planning, Housing and Infrastructure to attend the August Board Meeting.**

The meeting was declared closed at 3:02pm.



SUMMARY OF ACTIONS

Item	Responsibility
RCNSW Secretariat to write to the NSW Premier, including case studies against the pre-budget submission as a demonstration of the capacity of the alliance to partner with the NSW Government.	RCNSW Secretariat
RCNSW Secretariat to collate case studies from RCNSW members on all RCNSW policy areas.	RCNSW Secretariat
RCNSW Secretariat to table the final report from the NSW Inquiry into the electricity outages affecting Far West NSW in October 2024 at a future board meeting for review once released.	RCNSW Secretariat
RCNSW Members to provide each Council's top 3 priorities and projects for the Federal Election to be collated into an RCNSW information packet.	RCNSW Members
RCNSW Secretariat to write to all Federal candidates ahead of the Federal Election and provide the collated RCNSW information packet.	RCNSW Secretariat
RCNSW Secretariat to update the Immigration and Skills sections of the Pre Budget Submission.	RCNSW Secretariat
RCNSW Secretariat to finalise and submit the RCNSW Regional City Living and Working Campaign Grant Application following the meeting.	RCNSW Secretariat
RCNSW Secretariat to establish a watching brief on opportunities for collaboration with Country Mayors.	RCNSW Secretariat
RCNSW Members to provide all Council meeting dates to the Secretariat.	RCNSW Members
RCNSW Secretariat to review all members' dates to ensure a majority of members could participate in RCNSW meetings.	RCNSW Secretariat
RCNSW Secretariat to circulate further information on the RCNSW Site Visit to Dubbo, Bathurst and Orange once the schedule has been finalised.	RCNSW Secretariat



Item	Responsibility
RCNSW Secretariat to develop a submission to the NSW Department of Planning, Housing and Infrastructure on the Environment Act and potential improvements to facilitate Housing developments.	RCNSW Secretariat
RCNSW Secretariat to invite Ms Kiersten Fishburn - Secretary, Department of Planning, Housing and Infrastructure to attend the August Board Meeting.	RCNSW Secretariat

DRAFT

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDATION

That the Minutes of the Ordinary Meeting of Orange City Council held on 18 March 2025 (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 18 March 2025.

ATTACHMENTS

- 1 Minutes of the Ordinary Meeting of Orange City Council held on 18 March 2025

ORANGE CITY COUNCIL

MINUTES OF THE ORDINARY COUNCIL MEETING

HELD IN COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE

ON 18 MARCH 2025

COMMENCING AT 6:30 PM

1 INTRODUCTION

ATTENDANCE

Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy (Audio Visual Link)(6.33pm), Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Acting Chief Executive Officer (Maunder), Director Corporate and Commercial Services, Director Technical Services, Acting Director Development Services (Johnston), Manager Corporate Governance, Governance Officer, Manager Engineering Services

1.1 APOLOGIES

Nil.

RESOLVED - 25/083	Cr T Greenhalgh/Cr F Kinghorne
That Cr K Duffy be permitted to attend the Council Meeting of Orange City Council on 18 March 2025 via Audio Visual Link.	
For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton	
Against: Nil	
Absent: Cr K Duffy	

1.2 LIVESTREAMING AND RECORDING

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

1.3 ACKNOWLEDGEMENT OF COUNTRY

Cr D Mallard conducted an Acknowledgement of Country.

Cr Duffy joined the meeting via Audio Visual Link with the time being 6.33pm

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

Cr Duffy declared a Significant Pecuniary interest in Item 5.6 - 2(2) - Small Donations - Requests for Donations - Fairbank Shearing Shed Charity Event as his event is being held at his property.

Cr Greenhalgh declared a Significant Pecuniary interest in Item 5.6 - 2(1) - Small Donations - Requests for Donations - The Blind Pig as the applicant is a customer of her business.

Cr Judge declared a Significant Non-pecuniary interest in Item 5.6 2(4) - Small Donations - Requests for Donations - Orange City Rugby Union Club as he is a past player and coach of Orange City Rugby Union Club and the president is known to him.

Cr Kinghorne declared a Significant Pecuniary interest in Item 5.2 - Development Application DA 629/2024(1) - 141-143 Matthews Avenue and in Item 5.3 - Development Application DA 551/2024(1) - 102-110 Bathurst Road as her husband's consultancy company has conducted work on these sites.

Cr Power declared a Significant Non-pecuniary interest in Item 5.6 - 2(1) - Small Donations - Requests for Donations - The Blind Pig as the Applicant and the artist are known to him.

Cr Ruddy declared a Significant Pecuniary interest in Item 5.6 - 2(3) - Small Donations - Requests for Donations as she owns the business.

Cr Whitton declared a Significant Pecuniary interest in Item 5.6 - 2(2) - Small Donations - Requests for Donations - Fairbank Shearing Shed Charity Event as he is on the Boards of Marathon Health and the Royal Flying Doctors Service.

1.5 OPENING PRAYER

Reverend Andrew Cunningham of the Uniting Church led the Council in Prayer.

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL ADJOURNED FOR THE CONDUCT OF THE OPEN FORUM AT 6.39PM**Item 5.2 - Development Application DA 629/2024(1) - 141-143 Matthews Avenue**

- Steffan D'Souza – Ration Consultants
- Jo Garretty – Salt3
- David Ward

Item 5.4 – Development Application DA 2/2025(1) - 96 Franklin Road

- Shara Cameron

THE MAYOR DECLARED THE ORDINARY MEETING OF COUNCIL RESUMED AT 6.58PM

2 MAYORAL MINUTES

2.1 MAYORAL MINUTE - REGIONAL AUSTRALIA LEVEL CROSSING SAFETY PROGRAM

TRIM REFERENCE: 2025/311

RESOLVED - 25/084**Cr J Whitton/Cr T Greenhalgh**

That Council formally ask the State and Federal Member, inclusive of the Hon. Catherine King MP & the Hon. Jenny Aitchison MP, that application be made to UGL and TfNSW to upgrade Woodward Street level crossing with boom gates and pedestrian facilities under the Regional Australia Level Crossing Safety Program or any other financial means as soon as possible.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

2.2 MAYORAL MINUTE - CNSWJO BOARD REPORT - FEBRUARY 2025

TRIM REFERENCE: 2025/338

RESOLVED - 25/085**Cr M McDonell/Cr G Power**

That the information contained in this Mayoral Minute be acknowledged.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RESOLVED - 25/086**Cr J Whitton/Cr F Kinghorne**

That the Minutes of the Ordinary Meeting of Orange City Council held on 4 March 2025 (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 4 March 2025.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

Cr Duffy asked after a recent incident at the ELF, if CCTV cameras are monitored and in operation and if a costing could be provided for a high quality and higher level of monitoring of all cameras at all times.

The Acting Chief Executive Officer advised that Council owns and operates CCTV cameras in two ways. The first are street security cameras which Police can access a live feed and a MoU is place regarding this. The second are facility based cameras which are maintained under agreement but do not have the same level of oversight. In regards to the incident mentioned, CCTV was operational however did not fully capture the incident. He advised to provide costing and operations in such a way would be extremely difficult and was confident with the quality of Council's CCTV noting there will always be maintenance issues.

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 NOTICE OF MOTION - REGULAR FINANCIAL COMMITMENTS

TRIM REFERENCE: 2025/295

RESOLVED - 25/087**Cr S Peterson/Cr J Whitton**

That as part of the upcoming budget process a list of regular financial external annual commitments of \$5000 or greater be provided for review by Councillors.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

5 GENERAL REPORTS

5.1 CONFIRMATION OF THE MINUTES FROM POLICY COMMITTEES 4 MARCH 2025

TRIM REFERENCE: 2025/101

RESOLVED - 25/088**Cr D Mallard/Cr S Peterson**

That Council resolves:

- 1 That the Minutes of the Recreation & Culture Policy Committee at its meeting held on 4 March 2025 be and are hereby confirmed as a true and accurate record of the proceedings.
- 2 That the Minutes of the Planning & Development Policy Committee at its meeting held on 4 March 2025 be and are hereby confirmed as a true and accurate record of the proceedings.
- 3 That the Minutes of the Finance Policy Committee at its meeting held on 4 March 2025 be and are hereby confirmed as a true and accurate record of the proceedings.
- 4 That the Minutes of the Infrastructure Policy Committee at its meeting held on 4 March 2025 be and are hereby confirmed as a true and accurate record of the proceedings.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

Cr Greenhalgh asked about the state of water security in the region, particularly Blackmans Swamp Stage 2.

The Director Technical Services advised that combined water storage is currently at 90% and that Blackmans Swamp stage 2 is currently undergoing an appeals process.

Cr Whitton asked if there were plans to install merging traffic signs on Brabham Way.

The Director Technical Services advised traffic signs are on order.

Cr Kinghorne asked for clarification regarding speed signage and limits on Brabham Way.

The Director Technical Services advised there are speed signs in place that indicate that the limit is 60km/hr on Brabham Way, and 50km/hr on Shiralee Road.

Cr Kinghorne left the meeting with the time being 7.20pm

5.2 DEVELOPMENT APPLICATION DA 629/2024(1) - 141-143 MATTHEWS AVENUE

TRIM REFERENCE: 2025/288

Cr Kinghorne declared a significant pecuniary interest in this item as her husband's consultancy company has conducted work on the site, left the meeting and did not participate in discussion or voting on this item.

MOTION

Cr J Whitton/Cr S Peterson

That Council consents to development application DA 629/2024(1) for Demolition (two x dwellings and ancillary structures), Centre-based Childcare Facility and Business Identification Signage at Lots 6 and 7 DP 219984 - 141-143 Matthews Avenue, Orange pursuant to the conditions of consent in the attached Notice of Approval.

AMENDMENT

Cr T Greenhalgh/Cr M McDonell

That Council consents to development application DA 629/2024(1) for Demolition (two x dwellings and ancillary structures), Centre-based Childcare Facility and Business Identification Signage at Lots 6 and 7 DP 219984 - 141-143 Matthews Avenue, Orange pursuant to the conditions of consent in the attached Notice of Approval, noting the change to Condition 63 with the maximum number of children to be 105.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr G Judge, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman

Against: Cr K Duffy, Cr J Whitton

Absent: Cr F Kinghorne

THE AMENDMENT ON BEING PUT WAS CARRIED AND BECAME THE MOTION

THE MOTION ON BEING PUT WAS CARRIED

RESOLVED - 25/089

Cr T Greenhalgh/Cr M McDonell

That Council consents to development application DA 629/2024(1) for Demolition (two x dwellings and ancillary structures), Centre-based Childcare Facility and Business Identification Signage at Lots 6 and 7 DP 219984 - 141-143 Matthews Avenue, Orange pursuant to the conditions of consent in the attached Notice of Approval, noting the change to Condition 63 with the maximum number of children to be 105.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr G Judge, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman

Against: Cr K Duffy, Cr J Whitton

Absent: Cr F Kinghorne

Cr Mileto asked what the implication would be if Council was to approve 105 children for the centre, given legal concerns raised for approving 110 places.

The Director Technical Services advised that the impact would be negligible from 104 to 105 places however there is a significant difference to 110.

5.3 DEVELOPMENT APPLICATION DA 551/2024(1) - 102-110 BATHURST ROAD

TRIM REFERENCE: 2025/296

Cr Kinghorne declared a significant pecuniary interest in this item as her husband's consultancy company has conducted work on the site, left the meeting and did not participate in discussion or voting on this item.

RESOLVED - 25/090**Cr T Greenhalgh/Cr G Judge**

That Council consents to development application DA 551/2024(1) for Hotel or Motel Accommodation (alterations and additions), Business Identification Signage and Demolition (tree removal) at Lot 5 DP 778409, 102-110 Bathurst Road Orange pursuant to the conditions of consent in the attached Notice of Determination.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Cr F Kinghorne

Cr Kinghorne returned to the meeting with the time being 7.39pm

5.4 DEVELOPMENT APPLICATION - DA 2/2025(1) - 96 FRANKLIN ROAD

TRIM REFERENCE: 2025/330

MOTION**Cr D Mallard/Cr G Power**

That Council refuses development application DA 2/2025(1) for Demolition (tree removal) at Lot 36 DP 219312 - 96 Franklin Road, Orange pursuant to the conditions of consent in the attached Notice of Refusal.

AMENDMENT**Cr J Whitton/Cr J Stedman**

That Council Approves development application DA 2/2025(1) for Demolition (tree removal) at Lot 36 DP 219312 - 96 Franklin Road, Orange.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr M McDonell, Cr S Peterson, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Cr D Mallard, Cr F Kinghorne, Cr G Power

Absent: Nil

THE AMENDMENT ON BEING PUT WAS CARRIED AND BECAME THE MOTION

THE MOTION ON BEING PUT WAS CARRIED

RESOLVED - 25/091**Cr J Whitton/Cr J Stedman**

That Council Approves development application DA 2/2025(1) for Demolition (tree removal) at Lot 36 DP 219312 - 96 Franklin Road, Orange.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr M McDonell, Cr S Peterson, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Cr F Kinghorne, Cr D Mallard, Cr G Power

Absent: Nil

Cr Mileto asked for clarification as to why a heritage report was not provided when this was a large basis for the decision.

The Acting Director Development Services advised that it was not provided as part of the application, staff had completed a sufficient internal assessment under the DCP and LEP requirements.

5.5 STATEMENT OF INVESTMENTS - FEBRUARY 2025

TRIM REFERENCE: 2025/340

RESOLVED - 25/092

Cr M McDonell/Cr G Power

That Council resolves to:

- 1 Note the Statement of Investments for the period February 2025.
- 2 Adopt the certification of the Responsible Accounting Officer.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

5.6 SMALL DONATIONS - REQUESTS FOR DONATIONS

TRIM REFERENCE: 2025/303

RESOLVED - 25/093

Cr D Mallard/Cr G Power

- 1 That Item 5.6 – Small Donations – Requests for Donations be heard and voted on in seriatim.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

Cr Power & Cr Greenhalgh declared interests in item 2(1), left the meeting with the time being 7.08pm and did not participate in discussion or voting on this item.

RESOLVED - 25/094

Cr J Whitton/Cr M McDonell

- 2 (1) To donate \$500 to The Blind Pig to contribute to the cost of framing a 10m long mural that is being worked on by local Wiradjuri man Trevor Peckham and the community.

For: Cr K Duffy, Cr G Judge, Cr D Mallard, Cr M McDonell, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Cr T Mileto (Mayor), Cr F Kinghorne, Cr S Peterson,

Absent: Cr T Greenhalgh (Deputy Mayor), Cr G Power

Cr Power & Cr Greenhalgh returned to the meeting with the time being 8.02pm.

Cr Duffy & Cr Whitton declared interests in item 2(2), left the meeting with the time being 8.02pm and did not participate in discussion or voting on this item.

MOTION

Cr M McDonell/Cr M Ruddy

- 2 (2) To decline the application for \$2,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.

AMENDMENT	Cr G Judge/Cr T Greenhalgh
<p>2 (2) That Council donate \$1,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.</p> <p>For: Cr T Greenhalgh (Deputy Mayor), Cr G Judge</p> <p>Against: Cr T Mileto (Mayor), Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman</p> <p>Absent: Cr K Duffy, Cr J Whitton</p>	
THE AMENDMENT ON BEING PUT WAS LOST	
THE MOTION ON BEING PUT WAS CARRIED	
RESOLVED - 25/095	Cr M McDonell/Cr M Ruddy
<p>2 (2) To decline the application for \$2,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.</p> <p>For: Cr T Mileto (Mayor), Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman</p> <p>Against: Cr T Greenhalgh (Deputy Mayor), Cr G Judge</p> <p>Absent: Cr K Duffy, Cr J Whitton</p>	
<i>Cr Duffy & Cr Whitton returned to the meeting with the time being 8.11pm</i>	
<i>Cr Ruddy declared an interest in item 2(3), left the meeting with the time being 8.11pm and did not participate in discussion or voting on this item.</i>	
RESOLVED - 25/096	Cr M McDonell/Cr J Stedman
<p>2 (3) To donate \$74.00 to Am I Next? to cover the cost of hiring Cook Park for the rally against domestic violence event.</p> <p>For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr J Stedman, Cr J Whitton</p> <p>Against: Nil</p> <p>Absent: Cr M Ruddy</p>	
<i>Cr Ruddy returned to the meeting with the time being 8.18pm.</i>	
<i>Cr Judge declared an interest in item 2(4), left the meeting with the time being 8.18pm and did not participate in discussion or voting on this item.</i>	
RESOLVED - 25/097	Cr M McDonell/Cr D Mallard
<p>2 (4) To donate \$1466 to Orange City Rugby Union Club to contribute to the cost of hiring the Civic Theatre for the event with guest speaker Dave Kramer to speak on the topic of Masculinity and Domestic Violence.</p> <p>For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton</p> <p>Against: Nil</p> <p>Absent: Cr G Judge</p>	

Cr Judge returned to the meeting with the time being 8.23pm

Cr Peterson enquired about the \$0 proposed venue hire in one of the policies at the last meeting.

The Director Corporate & Commercial Services advised that the initiative was proposed for the Event Sponsorship policy, and this was a small donation application. It was noted that under the current small donations policy there is no delegated approval. Both policies are on Exhibition and if Councillors would like to suggest amendments to the policy, they can make a submission during the exhibition period.

5.7 RESPONSES TO QUESTIONS TAKEN ON NOTICE

TRIM REFERENCE: 2024/1929

RESOLVED - 25/098

Cr J Whitton/Cr D Mallard

That the information contained in the report on responses to Questions Taken on Notice be acknowledged.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

QUESTION TAKEN ON NOTICE

Cr J Whitton

Cr Whitton requested confirmation on the number of disabled car parking spaces in Lords Place between Summer Street and Kite Street.

6 CLOSED MEETING

In accordance with the Local Government Act 1993, and the Local Government (General) Regulation 2021, in the opinion of the Chief Executive Officer, 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 Acting Chief Executive Officer advised that no written submissions had been received relating to any item listed for consideration by the Closed Meeting of Council.

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 - 25/099**Cr M McDonell/Cr G Judge**

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 Tender F4178-3 - Open Space and Recreation Strategy and Implementation Plan

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

6.2 Quotations F4287 - NetWaste Selective Request for Quotation for "Collection and Recycling of Used Motor Oil"

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 2025 National General Assembly - Nominations for Councillor Attendance

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.

6.4 LGNSW Rural & Regional Summit 2025 / Floodplain Management National Conference 2025 / LGNSW Destination and Visitor Economy Conference 2025 - Nominations for Councillor Attendance

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.

6.5 Council Land Audit on Suitability for Social or Affordable Housing

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 Submission Redaction Report 18 March 2025

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.

For: Cr T Mileto (Mayor), Cr K Duffy, Cr T Greenhalgh, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

The Mayor declared the Ordinary Meeting of Council adjourned for the conduct of the Closed Meeting at 8.30pm.

The Mayor declared the Ordinary Meeting of Council resumed at 9.02pm.

7 RESOLUTIONS FROM CLOSED MEETING

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

6.1 TENDER F4178-3 - OPEN SPACE AND RECREATION STRATEGY AND IMPLEMENTATION PLAN

TRIM REFERENCE: 2025/156

RESOLVED - 25/100

Cr S Peterson/Cr G Power

That Council resolves to:

- 1 Accept the tender from Cred Community Pty Ltd (trading as Cred Consulting) to the value of \$123,540;
- 2 Accept Separable Portion 1. Review and update of Orange Play Strategy 2024-2040 to the value of \$21,560;
- 3 Accept Separable Portion 2. Waterbodies as Recreational Facilities Feasibility Study to the value of \$30,000; and
- 4 Affix the Common Seal to any contractual documents for this tender.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

6.2 QUOTATIONS F4287 - NETWASTE SELECTIVE REQUEST FOR QUOTATION FOR "COLLECTION AND RECYCLING OF USED MOTOR OIL"

TRIM REFERENCE: 2025/305

RESOLVED - 25/101

Cr G Power/Cr D Mallard

That Council resolves to:

- 1 Accept Quotation F4287 for the Collection and Recycling of Used Motor Oil and award the contract to Sam's Waste Management for their submission price as set out in this report for the initial two (2) year term with the option of two (2) x 12-month available extensions.
- 2 Delegate the authority to execute the contracts for the Collection and Recycling of Used Motor Oil to the Chief Executive Officer with the respective participating Councils.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

6.3 2025 NATIONAL GENERAL ASSEMBLY - NOMINATIONS FOR COUNCILLOR ATTENDANCE

TRIM REFERENCE: 2025/26

RESOLVED - 25/102**Cr J Whitton/Cr M McDonell**

That Council resolves seven Councillors will attend the National General Assembly 24 to 27 June 2025 at the National Convention Centre, Canberra.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

6.4 LGNSW RURAL & REGIONAL SUMMIT 2025 / FLOODPLAIN MANAGEMENT NATIONAL CONFERENCE 2025 / LGNSW DESTINATION AND VISITOR ECONOMY CONFERENCE 2025 - NOMINATIONS FOR COUNCILLOR ATTENDANCE

TRIM REFERENCE: 2025/273

RESOLVED - 25/103**Cr M McDonell/Cr D Mallard**

That Council resolve Councillor attend as below to the following conferences:

- One Councillor to attend the 2025 LGNSW Rural & Regional Summit - Sydney
- One Councillor to attend the 2025 Floodplain Management National Conference - Melbourne
- Two Councillors to attend the 2025 Destination & Visitor Economy Conference - Kingscliff

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

6.5 COUNCIL LAND AUDIT ON SUITABILITY FOR SOCIAL OR AFFORDABLE HOUSING

TRIM REFERENCE: 2025/310

RESOLVED - 25/104**Cr D Mallard/Cr M McDonell**

That the report on the Council Audit on Suitable Land for Social or Affordable Housing be noted.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Nil

Cr Duffy left the meeting with the time being 8.57pm

MATTER ARISING**Cr D Mallard**

Cr Mallard requested a report on all elements from the 2022 Local Housing Strategy resolution be provided as requested and include how funds are allocated to carry out the work.

6.6 SUBMISSION REDACTION REPORT 18 MARCH 2025

TRIM REFERENCE: 2025/297

RESOLVED - 25/105**Cr M McDonell/Cr M Ruddy**

That the information contained in the Submission Redaction report be acknowledged.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

Against: Nil

Absent: Cr K Duffy

THE MEETING CLOSED AT 9.05PM.

This is Page Number 13 and the Final Page of the Minutes of the Ordinary Meeting of Orange City Council held on 18 March 2025.

COUNCIL MEETING ADJOURNS FOR THE CONDUCT OF THE POLICY COMMITTEES

Planning & Development - Chaired by Melanie McDonell

Environmental Sustainability - Chaired by Cr David Mallard (no items)

Finance - Chaired by Cr Steven Peterson

Infrastructure - Chaired by Cr Jeff Whitton

Recreation & Culture - Chaired by Cr Tammy Greenhalgh (no items)

Services - Chaired by Cr Marea Ruddy (no items)

Regional & Economic Development - Chaired By Cr Tony Mileto (Mayor) (no items)

COUNCIL MEETING RESUMES

4 NOTICES OF MOTION/NOTICES OF RESCISSION

4.1 NOTICE OF MOTION - AUDIT OF SHADE AVAILABILITY AT OUTDOOR COUNCIL OWNED AREAS

RECORD NUMBER: 2025/312

I, **CR TONY MILETO** and **CR STEVEN PETERSON** wish to move the following Notice of Motion at the Council Meeting of 1 April 2025:

MOTION

- 1 That Council conduct an audit of shade availability at outdoor Council owned areas where people are encouraged to congregate be conducted
- 2 That a list of places requiring such infrastructure be constructed and reviewed every budget cycle to allow for work to be conducted each year
- 3 That Council seek the support of the NSW Shade Working Group (under the auspices of the NSW Skin Cancer Prevention Strategy) in the planning, design and installation of shade infrastructure and partner with the School of Rural Health to conduct a research project as outlined in the report
- 4 That Council explore financial/sponsorship/Grant Funding opportunities to fund the installation of shade shelters at playgrounds.

BACKGROUND

On 5 March 2025, Cr Petersen and I attended a fundraising movie screening of "Conquering skin cancer" raising money for Cancer Care Western NSW. This was organized by local dermatologists Dr. Michelle McRae and Dr. Rochelle Hicks (Nee Oei) and well supported by local businesses and attendees.

Following the presentation, I met with Liz King, Manager, Skin Cancer Prevention Unit, Cancer Council NSW to discuss supporting Orange Council to improve shade access across your play spaces.

This included a discussion on the ShadeSmart program, which is being developed by the Australian Institute of Landscape Architects (AILA), Cancer Council NSW and the Cancer Institute NSW aims to develop a robust education program to support landscape architects and improve their awareness and understanding of quality shade for UV and heat protection.

Liz also provided the Cancer Council's Guidelines to Shade - A practical guide for shade development in New South Wales. A copy of which is attached to this motion.

The Cancer Council NSW does not currently have shade grants available. However, they are happy to contribute to fundraising within your local community.

Information provided by Cancer Council NSW

Information on [shade](#) on the Cancer Council NSW website, has lots of information and links, including:

- A [shade design planning and audit tool](#) guide to be used when planning shade in public spaces
- A [guide for Local Councils to plan and implement shade](#), covering the rationale for shade, wording for councils, and supportive tools and websites

4.1 Notice of Motion - Audit of shade availability at outdoor Council owned areas

The Cancer Institute NSW also has a variety of resources on [shade](#), including a section dedicated to the needs of Local Government, and a [report](#) on increasing shade planning for Local Government. The Cancer Council's general advice is to aim for 70% shade in priority public spaces such as playgrounds, 70% of shade coverage achieved at midday over play equipment at high use, destination-playgrounds, with an addition of more mature stock tree planted at all other playgrounds to the north/west of the play equipment.

Cancer Council NSW would be delighted to support Orange Council in the implementation of all four motions:

- We have the expertise to offer advice and support, and can connect you with relevant resources and information.*
- We are also keen to get more local councils in NSW to be as proactive as Orange Council and would be very supportive of working alongside your team to showcase the work that results from these motions. I recall you mentioned the upcoming LGNSW Annual Conference in Penrith in November, and that is something we would be very happy to be involved in - so please let me know if you would like to progress this Tony.*
- We also support the advocacy needs of local councils, and we would be keen to understand the types of barriers you may experience in setting up shade projects such as these, so that we can help to advocate for any state policy levers that might assist you in achieving your shade goals.*

Cancer Care Western have also expressed a commitment to assisting with fundraising to support Council's efforts.

Cr Petersen's comments follow:

I remember the first melanoma I saw as a GP trainee. The patient was there for something else, but I saw it anyway and felt this scary cold chill. I knew what it was straight away and the danger of it.

Skin cancer kills more people in Australia each year than the road toll. Australia is by far the world leader in skin cancer incidents and mortality. They are very common with up to 50% of some of the Orange demographic expected to develop skin cancer in their lifetime. They are preventable, mostly curable if identified early, but can be a particularly lethal cancer in the late stages.

Much prevention activity relies on the individual, but the availability of shade depends on us.

In my medical work we encourage 'cognitive forcing strategies', basically having structured thinking patterns to make it natural to think of say a dangerous differential diagnosis etc.

I am hoping this list of places requiring shade infrastructure and others like them will enable council every year to consider if we have resources for a few of the necessary upgrades.

Consistent annual review should allow for regular work and more construction than sporadic individual projects.

Through my medical school teaching role, I am aware of the need for research project topics for University of Sydney medical students at the Bloomfield School of Rural health campus. Preliminary discussions with University staff are positive in that MD students and public health students may be appropriate to assist with this research as part of their educational requirements.

If the opportunity arises, I would like to see Orange City Council partner with students at the School of Rural Health to conduct a research project encompassing:

1. Audit of playgrounds in Orange and number with shade
2. Adequacy, improvements and additions required of that shade provision to meet NHMRC guidelines
3. Impact of shade on frequency of use and length of stay at Playgrounds

4.1 Notice of Motion - Audit of shade availability at outdoor Council owned areas

4. Open space areas in Orange that may benefit from shade
5. Skin Cancer messaging that can be adopted by Council

Signed Cr Tony Mileto

Signed Cr Steve Petersen

STAFF COMMENT

Council have 39 playgrounds of which 20 have shade cover of greater than 70% over the play equipment

These are:

Formal Shade Cloth / Cover

- Adventure Playground
- Anzac Park
- Aquatic Centre
- Clifton Grove
- Cook Park
- Lady Cutler Park – West Orange
- Lake Canobolas
- Matthews Avenue
- Newman Park
- Newport Street – North Orange
- Spring Hill
- Webb St Playground
- William Maker Drive – North Orange

Natural Shade – Trees

- Alua Playground
- Jaeger Reserve
- Kerr Place
- Kieth Thomas Park
- Moulder Park - giant swing and climbing blocks
- Ratcliffe Park
- Riawena Oval

Partial Shade – Trees (less than 70%)

- Elephant Park
- Sir Neville Howse Park
- Wiare Reserve

The research project is supported and would serve as a useful addition to grant funding applications.

Shade shelter cost ranges from approximately \$30,000 for smaller playgrounds like Nelson Park to \$60,000 for larger sites like Gosling Creek.

FINANCIAL/RESOURCING IMPLICATIONS

Some staff time to support the research project.

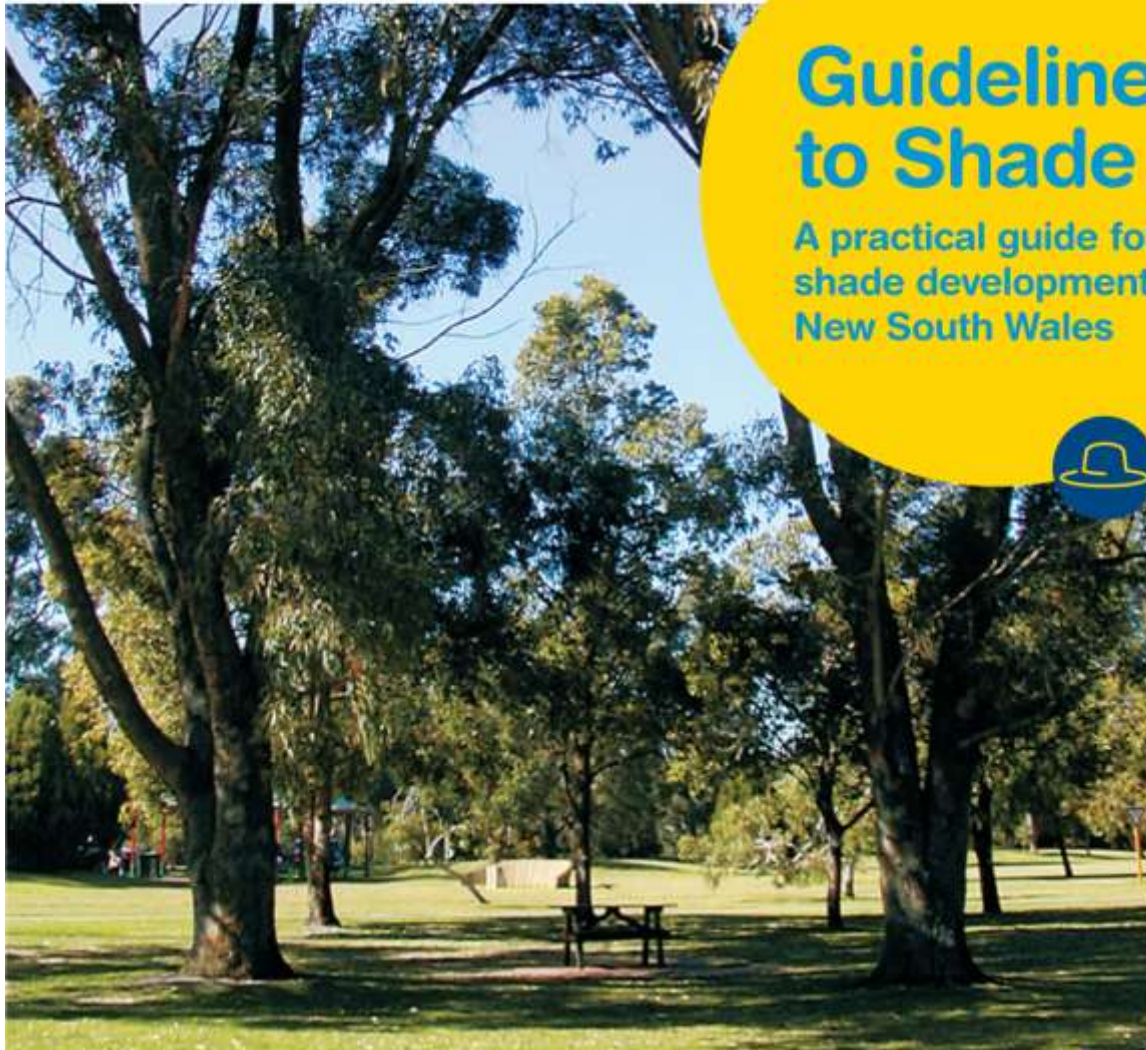
Possible future budget allocations.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

ATTACHMENTS

- 1 Guidelines to shade - Cancer Council NSW, D25/26401 [↓](#)
- 2 Playground register 2024, D25/26469 [↓](#)



Guidelines to Shade

A practical guide for shade development in New South Wales



cancercouncil.com.au/sunsmart



Acknowledgements

These guidelines including illustrations and photographs not otherwise acknowledged have been adapted from:

- Cancer Council Western Australia. 2012, *The Shade Handbook: A practical guide for shade development in Western Australia*.
- *Shade for Everyone: A practical guide for shade development*. Carlton: Cancer Council Victoria; 2004.
- Greenwood JS, Soulos GP, Thomas ND. *Under Cover: Guidelines for shade planning and design*. Sydney: Cancer Council NSW and NSW Health Department; 1998.

Illustrations (designed by Ography) on the following pages are featured courtesy of Cancer Council Victoria: 5, 9, 10

Photographs on the following pages are featured courtesy of Queensland Health: 13, 16

The photograph on page 17 is featured courtesy of Blue Gum Montessori School

Guidelines to Shade Cancer Council NSW 2013

**153 Dowling Street
Woolloomooloo NSW 2011**

Phone: (02) 9334 1900

Fax: (02) 8302 3530

Website: cancercouncil.com.au/sunsmart

Cancer Council Helpline 13 11 20

Suggested citation: Cancer Council NSW. 2013, *Guidelines to Shade*, Cancer Council NSW, Sydney.

Contents

About these guidelines	4
Why is shade important?	4
How to use these guidelines	4
Part 1: Understanding sun and shade	5
The sun's ultraviolet (UV) radiation and path	5
What is UV radiation?	5
What affects UV radiation levels?	6
What is the UV Index?	8
The path of the sun and its effect on shade	8
Understanding your shade options	9
What is quality shade?	9
Climate and comfort	9
Reducing direct and indirect UV radiation	10
Built shade	11
An overview of built shade	11
Different types of built shade	11
The Ultraviolet Protection Factor (UPF)	14
Natural shade	16
An overview of natural shade	16
Some issues to consider when providing natural shade	16
Selecting shade trees	17
Purchasing plants	17
Combining natural and built shade	17
Part 2: Designing and implementing your shade project	18
Identifying your shade needs	18
Where should shade be?	18
Conducting a shade inventory	18
Prioritising shade sites	18
Selecting the site	20
Conducting a shade audit	20
Planning, implementing, managing and evaluating your shade project	23
Planning your shade project	23
Implementing your shade project	24
Managing your shade project	24
Evaluating your shade project	24
For more information	26

About these guidelines

These guidelines can be used by individuals, organisations and local governments wanting to increase availability of quality shade in a range of settings, such as playgrounds, pools, sporting venues, beaches, parks, schools, childcare centres and backyards.

These guidelines will help you to:

- Understand the issues associated with the sun's ultraviolet (UV) radiation
- Understand the issues associated with shade
- Identify your shade needs
- Understand how to conduct a shade audit
- Plan, implement and evaluate a shade project.

Why is shade important?

Australia has the highest rate of skin cancer in the world. At least 2 in 3 people who have grown up in Australia will be diagnosed with skin cancer (Staples et al 2006). Each year more than 2000 Australians die from skin cancer (ABS 2013). In NSW, almost 3,600 people are diagnosed with melanoma the most dangerous form of skin cancer and more than 480 people die from the disease every year (Tracey et al 2010). The Australian health system spends more money on the diagnosis and treatment of skin cancer than on any other cancer, estimated at over \$500 million each year on non-melanoma skin cancer alone. (Fransen et al 2012)

The major cause of skin cancer is exposure to UV radiation from the sun. With good protection against UV radiation, most cases of skin cancer can be prevented.

Shade is one of the best and easiest ways to protect against UV radiation. Good-quality shade can reduce UV exposure by up to 75% (Parsons et al 1998). When used in conjunction with other protective measures, such as sun-protective clothing, hats, sunglasses and sunscreen, shade is the best way to provide maximum protection against UV radiation.

The provision of shade is also an important component in the design and creation of safe and healthy communities (National Heart Foundation of Australia).

How to use these guidelines

The guidelines provide general information to help you undertake a shade project. There are two parts to the guidelines. Part 1 contains background information about a range of issues relating to UV radiation and the principles of effective shade. Part 2 provides more detailed information to help you plan, implement and evaluate a specific shade project. Contact details for where to find more information and resources are provided at the end of these guidelines.

Part 1: Understanding sun and shade

The sun's ultraviolet (UV) radiation and path

What is UV radiation?

The sun emits many different types of radiation. As well as visible light (sunlight) and infrared radiation, which we feel as heat, the sun gives out ultraviolet (UV) radiation. Unlike sunlight and infrared radiation, UV radiation can't be seen or felt.

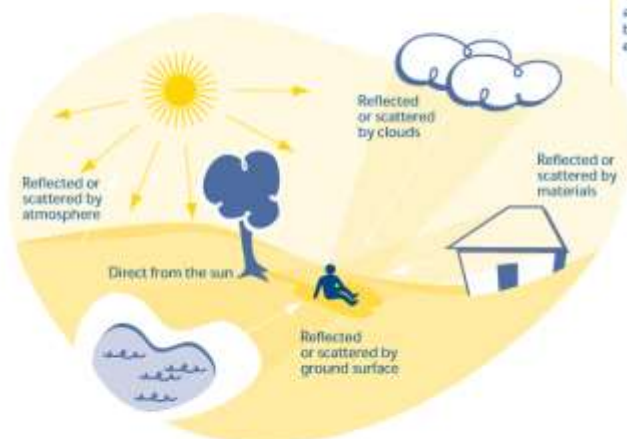
The outdoor temperature does not affect UV radiation levels, which can be high enough to cause damage to skin even on cool or cloudy days.

There are three types of UV radiation:

- UVA: transmits freely through the earth's atmosphere.
- UVB: about 15% of UVB transmits through to the earth's atmosphere. The rest is absorbed by ozone.
- UVC: is absorbed by ozone and does not reach the earth's surface.

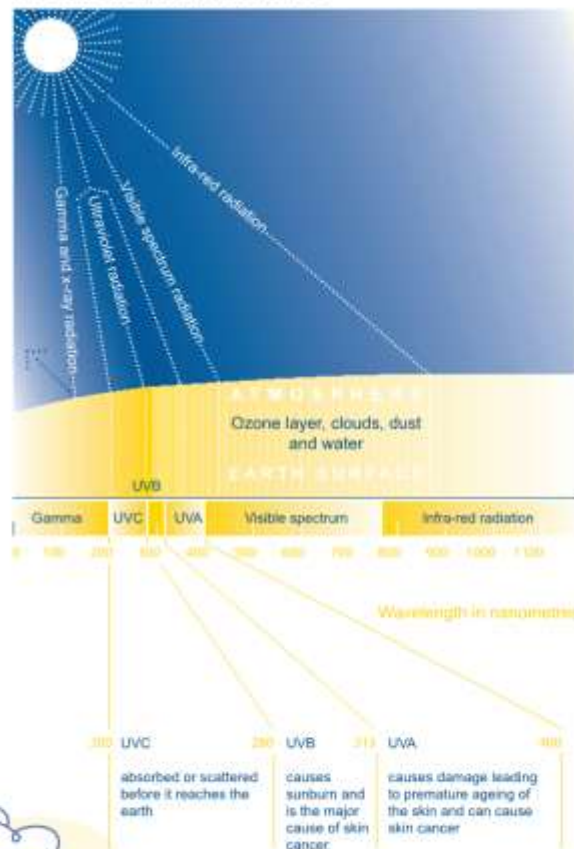
UVA and UVB both contribute to sunburn, skin ageing, eye damage and skin cancer.

Direct and indirect sources of UV radiation



Source: Cancer Council Victoria. Shade for everyone: A practical guide for shade development, 2004.

The sun and ultraviolet radiation



Direct and indirect UV radiation

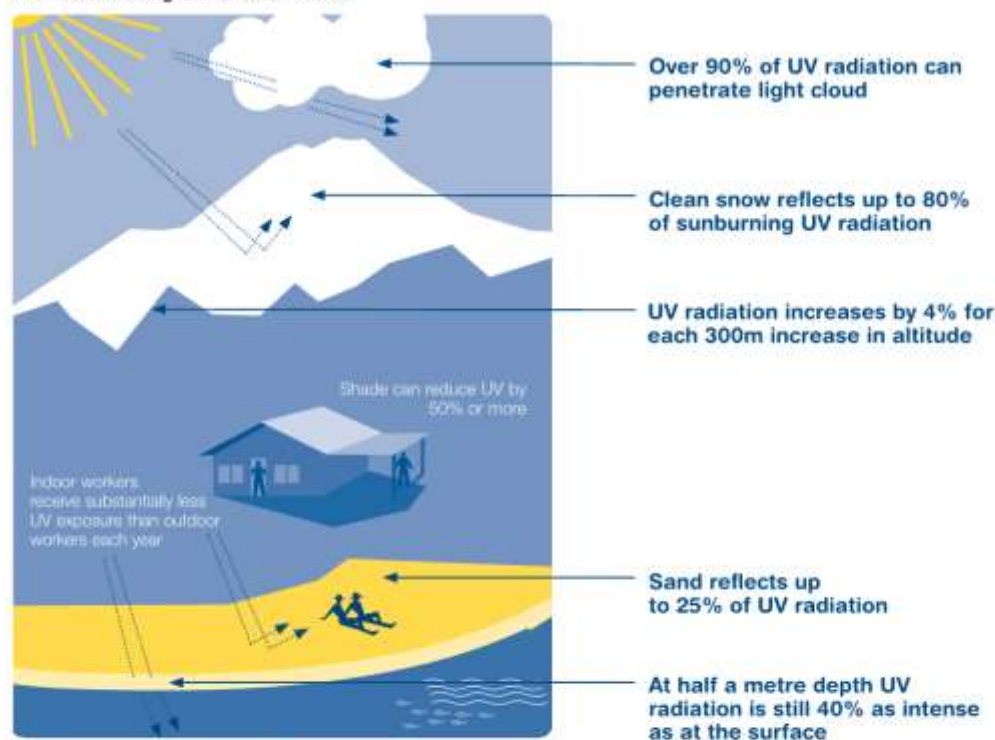
UV radiation can reach you directly, from the sun, or indirectly: scattered by clouds or particles in the atmosphere, or reflected from surfaces such as water.

Although indirect UV radiation is generally weaker than direct UV radiation, it can still damage skin and eyes. A mixture of direct and indirect UV radiation will generally result in a higher level of exposure than direct UV radiation alone.

What affects UV radiation levels?

A number of factors affect UV radiation levels during the day and throughout the year. It is important to understand and consider these when planning a shade project.

Factors affecting UV radiation levels



(Source: World Health Organization 2002)

Height of the sun above the earth

The main factor that affects UV radiation levels is the position of the sun in the sky. UV radiation is most intense when the sun is directly overhead and UV radiation has the shortest pathway through the atmosphere to earth. When the sun is lower in the sky, the radiation pathway through the atmosphere is much longer, so more UV radiation is absorbed.

Time of day

The amount of UV radiation varies throughout the day. On a cloud-free day, the maximum UV radiation level occurs at solar noon, between 12 noon and 1pm, when the sun is directly overhead.

Time of year

Generally, UV radiation levels are higher during summer, when the sun is higher in the sky, than in the winter, when the sun is lower.

The ratio of direct and indirect UV radiation varies throughout the day and through the year. There is more direct UV radiation when the sun is high in the sky, such as at noon. There is more indirect UV radiation when the sun is low in the sky, such as during the morning and evening; or during winter months, compared with summer.

Scattered UV radiation

When UV radiation passes through the earth's atmosphere, some of it will collide with molecules and particles in the air, and UV radiation is bounced around and scattered. This means that even if you are in the shade, you may still be exposed to scattered (indirect) UV radiation.

Reflected UV radiation

Some surfaces, such as water, concrete, snow and sand, reflect large amounts of UV radiation. This means that indirect UV radiation may still reach you even if you are in the shade or wearing a hat.

The following table shows the estimated level of reflected UV radiation from a range of common materials.

Table 1: Estimated reflected UV radiation from different surfaces

Material	Percentage of reflected UV radiation
Lawn, grass	2-5%
Grasslands	1-2%
Soil, clay	4-6%
Asphalt road	4-9%
House paint, white	22%
Boat deck (wood or fibreglass)	7-9%
Open water	3%
Open ocean	8%
Sea surf, white foam	25-30%
Beach sand, wet	7%
Beach sand, dry	15-18%
Snow	50-88%
Concrete	8-12%

Source: Adapted from Slaney, 1986

Geographical location

There is more UV radiation in sunlight in the north than in the south of NSW. In regions close to the equator, the sun is higher in the sky and the sun's rays have a more direct pathway to earth (straight down, not angled and pass through less of the atmosphere that acts to absorb UV radiation).

Cloud cover

Cloud cover can affect UV levels, depending on the density and type of cloud pattern present. On lightly overcast days, UV radiation levels can be similar to that of a cloud-free day – and high enough to cause sunburn. Thick cloud can reduce UV radiation; however, when cloud is scattered, UV levels rise and fall as clouds pass in front of the sun.

Ozone layer

Ozone is a gas that occurs naturally in the earth's upper atmosphere and absorbs some UV radiation. Ozone levels vary over the year and even across the day. While ozone depletion and related increases in levels of UV radiation are a major environmental issue, other factors, such as sun height and changes in cloud cover, may have more influence locally on the levels of UV radiation reaching the ground.

Altitude

UV increases by 4% for each 300 metre increase in altitude. UV radiation is stronger at higher altitudes because there is less atmosphere for the UV radiation to pass through before it reaches the ground, so less UV radiation is absorbed or scattered.

There is no such thing as 'windburn'. It is actually sunburn. The wind may dry the skin but does not burn it.

Temperature is not an indicator of UV radiation levels. The temperature does not affect the amount of UV radiation reaching the ground. Therefore it is possible to get burnt on a cool and cloudy day.

What is the UV Index?

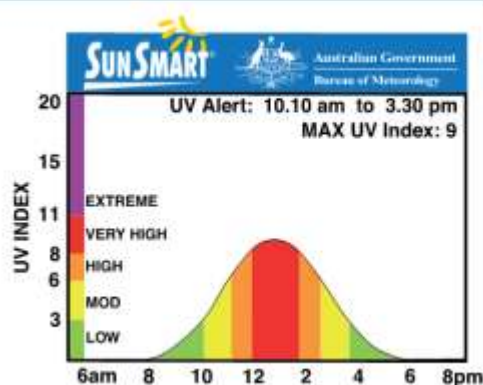
The UV Index indicates the level of UV radiation that reaches the earth's surface on any given day. The UV index divides UV radiation levels into: low (1-2), moderate (3-5), high (6-7), very high (8-10) and extreme (11 and above).

The **SunSmart UV Alert** is a useful tool that identifies:

- The hours of each day when the UV Index will be 3 or above - that is high enough to cause permanent damage to most skin types.
- The maximum UV forecast for the day.

How to read the SunSmart UV Alert

In the example below the SunSmart UV Alert sun protection times are from 10:10am to 3:30pm. This means that between these times UV levels will be 3 and above - strong enough to cause permanent damage to most skin types - and sun protection should be used.



You can check UV levels in your local area with the **SunSmart UV Alert**. Look in the weather section of the newspaper or online at www.cancercouncil.com.au

The path of the sun and its effect on shade

It is important to understand the sun's path in order to predict where a tree or shade structure will cast its shadow. The sun moves continuously across the sky during the day, from rising in the east to setting in the west. There are three basic shade patterns every day:

- **Morning** – the shadow falls in a westerly direction away from the object casting the shadow.
- **Midday** – the shadow will be under the object casting the shadow.
- **Afternoon** – the shadow falls in an easterly direction away from the object casting the shadow.

Three daily shade patterns



The height of the sun relative to the horizon also alters with the seasons; thus in summer in the Southern Hemisphere, the sun is more directly overhead, and in winter the sun is lower in the sky.

This constant movement of the sun makes it difficult to predict where the shade cast by a shade structure, tree or other object, such as a wall, will fall. For this reason, a lot of shade is incorrectly located and poorly designed, resulting in built or natural shade that does not shade an area where it is needed most.

To ensure that your shade falls in the right place at the right time, you may decide to:

- Seek professional advice
- Use specialised software
- Conduct a shade audit.

If using a shade designer or supplier, check that they are aware of the time of day you need the shade and where you need the shade to fall.

Understanding your shade options

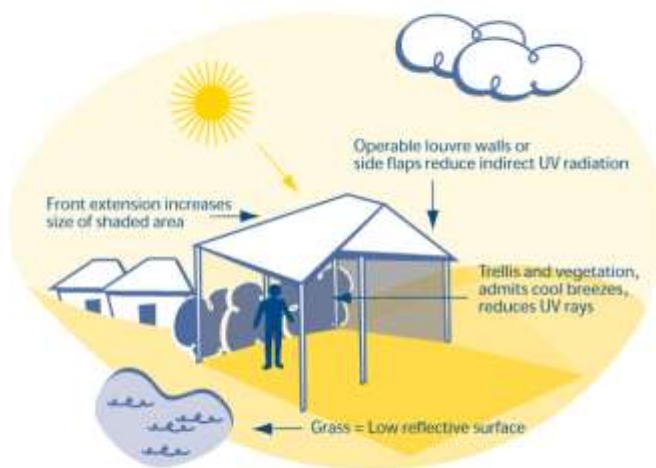
What is quality shade?

Well-designed and correctly positioned shade provides protection from UV radiation where it is needed, at the right time of day and at the right time of year.

Well-designed shade ensures that:

- The outdoor space is comfortable to use in all seasons
- A barrier protects users from direct and indirect sources of UV radiation
- The shade is attractive, practical and environmentally friendly.

Well-designed shade



Climate and comfort

It is important to consider the climate of a location in order to design effective shade.

Shade structures need to be comfortable and attractive in all seasons, so that people will want to use them all year round.

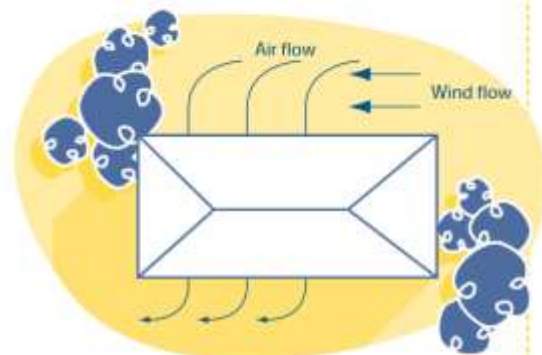
You need to consider four key elements when ensuring a shade structure is comfortable:

- Air temperature
- Humidity
- Air movement
- Heat radiated from the sun and surroundings.

You can then design the shade structure to best suit your climate. For example, if it is hot and sticky, provide shade to block out the sun and allow cross-ventilation to capture the breeze for cooling. If it is cold and windy, provide windbreaks to keep out the breeze and use north-facing openings to collect the warmth and light from the sun.

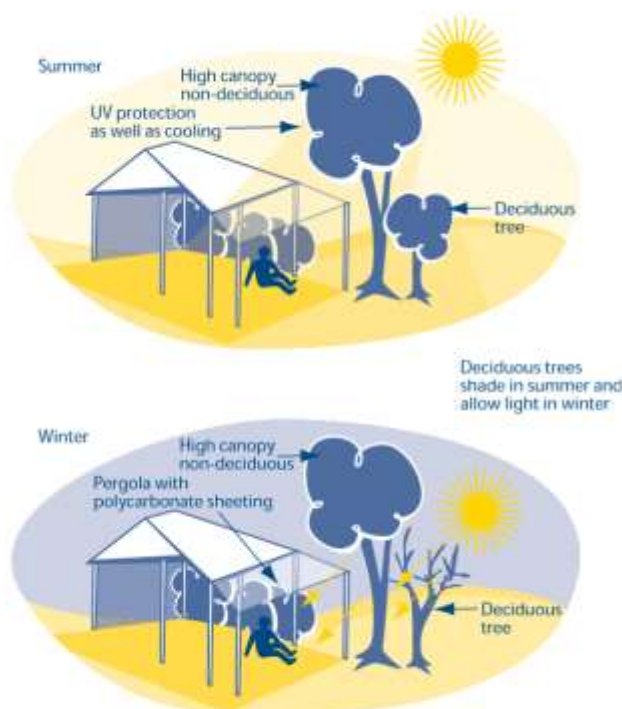
The following methods can be used to provide a cool place when it is hot:

- Design the shaded space to capture and channel breezes. For example, orientate openings towards incoming breezes.
- Provide shade to the openings of shade structures. For example, when putting up a marquee, place it so a nearby tree will shade the entrance.
- Add eaves to the design of built shade. This will cool the space immediately outside the shade structure, which will help the shaded area to be cooler.
- Prevent certain surfaces (such as sand or concrete) from heating up, as this can cause the air surrounding these surfaces to become hotter, which may make a nearby shade structure hotter too. Shade the surface, change it or select a surface that does not get too hot.



The following methods can be used to provide warmth and light when it is cooler:

- Plant deciduous trees and shrubs that lose their leaves in winter to let in the sun's warmth and light in cooler months but provide shade during warmer months.
- Plant windbreaks to stop cold winds.
- Provide shade that blocks out UV radiation but lets in warmth and light from the sun. For example, use see-through shade material.



- **Consider using barriers for side as well as overhead protection**

Vertical screening with plants and trellises or opaque louvres can help to block indirect UV radiation, while still allowing breezes to flow through.

- **Extend overhead barriers past use areas**

A simple rule of thumb is to make sure there is at least one metre of overhang past the actual area of use.

- **Avoid highly reflective surfaces**

Where possible, choose surfaces that reflect minimal UV radiation. Generally, soft or rough surfaces such as brick pavers and grass reflect less UV radiation than hard or smooth surfaces such as concrete. Depending on the site, it may be possible to change an existing surface that reflects high levels of UV radiation. For example, in a playground, replace asphalt or concrete with rubber matting, which reflects less UV radiation and is also a soft-fall material. If the property next door has a large reflective wall facing your site, you will need to design a shade system that blocks the reflected UV radiation.

- **Consider the arrangement of existing structures**

For example, if there are a large number of small umbrellas, group them together to form a single larger canopy for greater protection.

Reducing direct and indirect UV radiation

The most common method of controlling direct UV radiation is to create a barrier (built or natural) that intercepts the sun's rays, creating shade. Extending overhead barriers past use areas reduces an area's exposure to both direct and indirect UV radiation. Important aspects to consider for such a barrier are as follows:

- **Ensure the shade structure is an adequate size**
Larger shade structures have more area that is not affected by indirect UV radiation reflecting in from the sides.

Built Shade

An overview of built shade

Built shade can be stand-alone, or it can be built onto existing buildings or structures. All built shade consists of two parts: the supporting structure that keeps the shade structure in place and holds it up, and the primary shading element – which is the material that makes up the canopy or roof of the shade device.

Built shade structures have the following advantages over natural shade:

- The shade they cast is more predictable,
- They can provide protection from the rain,
- Some types can be erected quickly,
- They have a range of alternative uses – for example, to collect rainwater for irrigation or to support a solar power device.

Some issues to consider in relation to supporting structures and primary shading elements include:

- The supporting structure required will depend on the mass and size of the shading element,
- Solid shade fabrics, which do not allow wind to pass through, require stronger supporting structures that can withstand a higher level of wind,
- The supporting structure needs to suit the site. For example, in a playground, minimising the number of support structures is important. A primary shading element will therefore need to be chosen to achieve this,
- Your budget must allow for the support structure and shading element. It is not cost effective to select a cheap shading element if it requires a costly supporting structure,
- The life expectancy of the shade structure should be determined,
- Where a site is open to the public at all times, the risk of vandalism may need to be assessed in relation to the design and location of the built shade.

For all built structures, no matter what the size, it is vital to seek professional advice. Certification from a qualified structural engineer may be required to ensure structural integrity and safety. Additionally, to build any permanent shade structure, you will need approval from your local council.

Different types of built shade

Permanent systems

Permanent shade systems are designed to last at least 10 years. Examples include pergolas, verandahs and covered decks. It is important that permanent systems are durable, as they need to withstand all weather conditions. Regular maintenance is essential to ensure their long lifespan. The components of a permanent shade system should be easy to replace.



Demountable systems

A demountable shade structure can be easily put up and pulled down. Examples include tents, marquees and lightweight shade sails.

A demountable shade system is ideal when:

- A site only needs shade occasionally
- Temporary shade is required at different places at the same time
- A permanent structure is not suitable because of the type of activities that take place at the site.

Demountable systems need to be strong enough to withstand frequent transportation, assembly and dismantling. Advantages of demountable systems are:

- Some demountable systems can be used on a variety of ground surfaces, such as grass, sand or concrete.
- Some can be adapted for use in a variety of situations, such as above-tiered seating, as well as over large surface areas.
- Some are designed in modular form that can be extended or contracted depending on the number of people who will need to use it or the space available.
- Walls can be removed depending on the setting and desired airflow.



- Most systems are easy to put up, take down and/or move around and store.
- The temporary nature of demountable systems means that they are less likely to be vandalised.

Adjustable systems

These systems can be modified to provide effective shade as the sun moves during the day and at different times of the year. Adjustable systems are often attached to buildings, and include retractable devices, such as canvas awnings or louvres. Care needs to be taken to ensure structures are correctly and safely installed and that the integrity of the building wall is not compromised.

Adjustable systems should be easy and convenient to operate. In the event of a storm or in windy weather, they need to be able to be taken down or closed quickly. When buying or making an adjustable system, ensure that parts such as pulleys and cables will not rust or wear out quickly. Stainless steel parts are best for such a system.

Tension membrane structures (TMS) or shade sails

Tension membrane structures (TMS) or shade sails are increasingly used in shade projects and can be permanent or demountable.

TMS have several advantages: they look good, usually require minimal support structures, and can be cost effective where shade is required for large areas that need to be column-free, such as playgrounds and swimming pools.

For small areas, pre-made, off-the-shelf TMSs may produce good results, provided that the item is of good quality and that care is taken with orientation.

Some important points to consider include:

- The quality of the tension membrane structure, in terms of how protective and durable it is, relates directly to the cost.
- The curve of the fabric affects how strong the structure will be.
- The curve of the fabric affects where the shade will fall. If more than one curved structure or sail is used in combination, they need to be carefully orientated to ensure protection from UV radiation.
- Care needs to be taken to ensure that the curvature of the TMS is suitable for minimising indirect UV radiation.
- Different types of fabrics are available so ensure the weight of the fabric is appropriate for the support structure while still providing protection from UV radiation. Table 4, 'Selecting the right shade material', provides more information on choosing the right fabric.
- Fabric structures may not necessarily be a cheaper solution. Lightweight steel roofing or other shade choices, such as a pergola framework supporting climbing plants, may be cheaper.

Off-the-shelf structures

Off-the-shelf structures are built shading systems that are pre-made and ready for installation on any site. Depending on the shade needs of your site, an off-the-shelf structure can offer a cost-effective, readily available shade solution. Before purchasing an off-the-shelf structure, check if the cost includes installation and compare what is on offer from various suppliers. Ensure a qualified engineer certifies the structure.



The design and construction of shade sails is a specialised field. Consult a professional if you are considering this type of shade structure.

If using existing structures, such as an outside wall or verandah, to support the shade, it is essential that you seek professional advice and certification from a qualified structural engineer, to ensure safety and structural integrity.

- Inspect previous work done by the supplier, and talk to previous clients about how the product has performed over time.
- Is the contract for supply only, or supply and installation? If the contract is for supply and installation, ensure the price includes engineering certification of the installed structure. If the contract is for supply only, who will install the shade and are they qualified to do so? Remember, certification will still need to be obtained from a qualified structural engineer.

Portable shade

Portable shade is ideal for places where other shade options are not available, such as on the beach. Portable structures provide a quick and often cheap solution to a shade problem. There is a wide range of portable shade structures available in different sizes, shapes and designs, such as small tents, beach shelters and umbrellas. Keep in mind that umbrellas provide limited protection from indirect UV radiation.

Consider the following issues:

- Determine your shade needs before contacting suppliers. Shade suppliers may not necessarily offer independent or objective advice. Therefore, their advice about the best type of shade, location and placement may be influenced by a desire to sell you their product.
- Will the off-the-shelf structure provide shade at the right time of day and at the right time of year? How will you ensure it is orientated correctly?
- What is included with the off-the-shelf product? Is it the shading element only or does it include supporting structures?
- If purchasing the shading element only, how will the shade be supported at the site?

The Ultraviolet Protection Factor (UPF)

The Ultraviolet Protection Factor (UPF) is a scale that rates the protection provided by clothing materials. A material's UPF rating is based on the percentage of UV radiation transmitted through the material.

A standard for sun-protective clothing (AS/NZS 4399:1996) was published in 1996. This standard describes testing methods and labelling requirements for UPF-rated clothing. Although the standard applies only to clothing, the Australian Radiation Protection and Nuclear Safety Authority (ARPANSA) has stated that for non-clothing items such as tents and umbrellas, it is reasonable to attach a label stating the UPF rating of the fabric, as long as it is clear that the rating applies to the fabric only. **The UPF rating does not apply to the shade structure.** The following table shows the rating system, as it is presented in the standard AS/NZS 4399:1996.

Table 2: The Ultraviolet Protection Factor (UPF) rating for personal clothing

UPF rating	Percentage of UV radiation blocked
15–24	93.3–95.9%
25–39	96.0–97.4%
40 and over	96.0–97.4% 97.5% or more

Source: Standards Australia 1996

What affects the UPF of a fabric?

Different fabrics have different UV radiation absorbing properties:

- Less UV radiation passes through tightly woven fabrics.
- Darker colours usually block more UV radiation than light colours.
- Heavier-weight fabrics usually block more UV radiation than lightweight fabrics of the same type.
- Fabrics that are overstretched, wet or worn out may have reduced UV radiation protection.

UPF and shade materials

As mentioned above, the UPF rating system from AS/NZS 4399:1996 does not in theory apply to non-clothing items such as shade materials. Many manufacturers choose to use a percentage figure to describe the amount of protection the material provides against UV radiation. For example:

- If the shade cloth is rated at 50%, it absorbs 50% of UV radiation (and transmits 50% and has a UPF of 2).
- If the shade cloth is rated at 95%, it absorbs 95% of UV radiation (and transmits 5% and has a UPF of 20).

The following table relates percentage of UV radiation absorbed and transmitted to the UPF rating system and may be more useful when selecting shade cloth.

Table 3: Grades and classification of UPF

Percentage UV Radiation Transmitted	Percentage UV Radiation Absorbed	Ultraviolet Protection Factor (UPF)	Protection Category
10%	90%	10	Moderate
5%	95%	20	High
3.3%	96.7%	30	Very high
2.5%	97.5%	40	Excellent
2%	98%	50+	Excellent

Source: Australian Radiation Protection and Nuclear Safety Agency 1997

Good-quality shade cloth is an important part of your shade structure. However, effective shade depends on more than the shade cloth you use. The location of the structure in relation to the area you want shaded, its size and height, and any surrounding reflective surfaces, will all contribute to the quality of shade provided.

Selecting Shade Material

Table 4: Selecting the right shade material

	Glass	Poly-carbonate/ fibreglass sheeting	Canvas or other tightly woven cloths	Knitted polyethylene or woven PVC shadedcloth	Timber	Steel roof sheeting
Suitability	Good windbreak where visibility and light are required	Roofing, walling, louvers, awnings, skylights, canopies	Good for small, low-budget jobs	Canopies	Pergolas, trellis, screens	Roofing, walling; steep or low pitches
Waterproof	Yes	Yes	Yes, watertight up to saturation point	Porous, lacks rain protection	Depends on detailing and use	Yes
Light transmission	High, depending on tint	High, but varies according to thickness, profile and colour	Light colours allow more light	Light colours allow more light, but reflect and scatter more UV radiation	Depends on detailing	No light transmission
Solar heat gain*	Less heat gain if tinted	High	Dark colours are hotter	Darker colours are hotter, but reflect less UV radiation	Does conduct heat	High if not insulated
Approximate Ultraviolet Protection Factor (UPF)	Depending on thickness, house window glass can absorb 90% of UV radiation	Very high	Very high when new, lower if material deteriorates over time	Moderate UV radiation protection. Double knits or double layers may give higher protection	Very high. Direct barrier to UV radiation	Very high. Direct barrier to UV radiation
Structural implications	Need to select glass appropriate to the site	Need to incorporate wind uplift considerations into design	Guy ropes (if present) can cause obstruction	Wind drags through porous material	Need to incorporate wind uplift considerations into design	Need to incorporate wind uplift considerations into design
Life span	Long life, if does not sustain impact	About 10 years. Discolouration may occur sooner	Limited. Susceptible to breakdown due to UV radiation exposure	5–10 years	Long life if well maintained	Long life if well maintained
Maintenance requirements	Needs regular cleaning	Low maintenance. Impact resistant	Without specific treatment is not mould resistant	Susceptible to mould growth and dirt accumulation	Need to guard against termites	Subject to moisture and condensation conditions

Source: Cancer Council Victoria 2004

* Solar heat gain is an important consideration when selecting shade materials, but it must be remembered that neither heat nor temperature is related to UV radiation levels.

Natural shade

An overview of natural shade

Vegetation is an essential part of shade planning, as it is one of the most effective and attractive ways of providing shade. Where possible, include vegetation in all shade projects. The effectiveness of natural shade depends on the density of the foliage and the size of the canopy. As a general rule, trees with a canopy that is dense and close to the ground provide the best protection from direct UV radiation. The larger the canopy, the greater protection from both direct and indirect UV radiation.

Natural shade has many advantages:

- Vegetation makes an area pleasant for users – plants provide seasonal variation in perfume and colour, as well as attractive flowers, bark and foliage.
- Using vegetation for shade has environmental benefits, such as providing habitat for local wildlife, enriching the soil, and absorbing carbon dioxide in the atmosphere.
- Vegetation can be used to screen unwanted views and provide privacy.



- Vegetation can provide protection from the wind.
- Carefully chosen trees can cool an area by reducing the air temperature in summer by up to 30%.

Some issues to consider when providing natural shade

- Ensure that planting will be consistent with the character of the surrounding environment, both natural and built.
- Find out about your local conditions, such as soil type, climate and salinity, before choosing plants.
- Check that the size and shape of a plant when it is fully grown, as well as its lifespan, are appropriate for the space available.
- Avoid plants that are toxic, attract bees, drop limbs, have thorns or spikes, or cause adverse health effects such as asthma and skin irritation. Examples include: angel's trumpet (*Brugmansia* and *Datura* species), *Rhododendron* species, black locust (*Robinia pseudoacacia*), *Cotoneaster* species, *Duranta erecta*, oleander (*Nerium oleander*, *Thevetia peruviana*), rhus (*Toxicodendron succedaneum*) and white cedar (*Melia azedarach*).
- Contact the RSPCA for advice on plants that may be harmful to pets.
- Avoid trees with roots that may invade nearby buildings, paths and drains.
- Consider whether deciduous or evergreen plants are more suitable. Deciduous plants allow winter sun, while evergreen plants are best when permanent screening is needed.
- Your council website should provide information about plants that are classified as environmental weeds or have the potential to spread rapidly and become a weed problem in your local area.
- Take care not to use trees or plants that will obstruct thoroughfares or create tripping or slipping hazards, such as when berries or seeds fall on the ground.
- Keep large trees away from powerlines and underground services, such as water and gas.
- Consider the costs associated with maintaining natural shade, such as watering, fertilising and pruning.
- Plan natural shade requirements long before starting any construction work.

Selecting shade trees

It is important to consider trees that will suit your area. If you are considering an Australian native (indigenous) tree or an exotic (introduced) species, keep these points in mind:

- How much shade they will create
- Whether they are suited to your climate
- Whether they are suited to the physical conditions of the site, such as soil type and aspect
- How they fit into the landscape character of the setting.

You can ask for advice from local professionals, such as qualified horticulturists, landscape architects or staff in a nursery. Locally produced references or species lists are also an excellent source of information and can often be obtained from your local council.

Purchasing plants

When purchasing your plants, there are some important guidelines to follow:

- Read the plant labels. They should provide information about the plant's final size and soil, site and ongoing care requirements, as well as characteristics such as foliage, flowers and seasonal variations. This information should help you to check that it is an appropriate plant for shade and is suitable for your site conditions.
- Purchase shorter, fuller plants rather than tall flowering ones. Fuller plants become established more quickly than spindly ones.
- Choose younger plants: in general, they adapt more readily to new conditions than mature plants. Younger plants are also cheaper.
- Be aware that young seedlings that have been kept in the greenhouse or in a well-protected environment, such as under shade cloth, may need to be introduced to natural weather conditions before being planted out in their final site.
- Select plants that appear to be healthy and free of disease, pests or signs of stress. Before purchasing, gently tap the plant out of the pot and check the roots. Plants that are pot bound (causing their roots to become a twisted mass circling the pot) will have difficulty becoming established.

Talk to nursery staff, who will have extensive knowledge about the plants you are planning to buy, the best time to plant, soil preparation required, optimal planting position, and ongoing care and maintenance of plants.

Combining natural and built shade

Combining natural and built shade, such as growing plants onto a pergola or lattice, has many benefits and is often the best solution for a site:

- Built shade structures protect people from direct UV radiation while the vegetation reduces exposure to indirect UV radiation and helps cool the space by letting in breezes.
- Temporary built structures can be used to provide shade until shade trees mature.



Part 2: Designing and implementing your shade project

Identifying your shade needs

Where should shade be?

Shade is needed in all outdoor areas where people gather and spend time during the day. Some areas have a greater need for shade than others, whether they are in a private backyard or a public park. This first section will help you identify and prioritise sites for shade development. The next section outlines how to plan, implement and evaluate your shade project.

The overall process is outlined in this flow chart:



Conducting a shade inventory

The first step in developing a shade strategy is to do an inventory of sites where shade is important. This will include all sites where any outdoor activity takes place. This list should be comprehensive and include such sites as swimming pools, parks, reserves, bicycle and pedestrian paths, public mall areas, early childhood centres, playgrounds, beaches, ovals, school grounds and tennis courts.

If you are building or adding shade to your backyard, list the areas where children play and people regularly congregate. Take into account features that may be fixed permanently in place such as an in-ground swimming pool, and those that may be moved such as play equipment, tables and chairs and BBQ equipment.

Prioritising shade sites

After you've identified all potential sites, assess each site individually using these four criteria:

1. Time of use

UV radiation levels are highest between 10am and 2pm (11am and 3pm during daylight saving). Sites most used between these times have a greater need for shade. UV radiation is generally highest in summer. Therefore, sites used extensively in summer have greater priority for shade than those used mainly in winter, although in northern and far western parts of NSW, UV levels remain high all year round.

2. Duration of use

The length of time that an outdoor activity requires is an important factor when determining priority. Damage from UV radiation is cumulative, which means the longer the exposure to UV radiation, the greater the risk of harm.

3. Level of use

Sites that have a high level of use should take priority over sites that are used less often.

4. Nature of the site and the activity

Sites such as swimming pools, lakes, rivers and beaches are a high priority, because they generally involve considerable risk of sun damage due to high levels of reflected UV radiation from water and sand.

Shade Priority Checklist

Use the shade priority checklist below to prioritise each site. Score each site against the four factors mentioned above, then add up the total for each site and compare the final scores.

Table 5: Shade priority checklist

Key factor relating to shade priority	No/never	Some-times	Yes/always	Overall score
1. Time of use:				
Activity at the site is likely to occur between 10am and 3pm	1	2	3	
The site is used over summer	1	2	3	
The site is used over spring and autumn	1	2	3	
2. Duration of use:				
Activity at the site occurs for 15 minutes or more at a time	1	2	3	
3. Level of use:				
The site is well used on weekends	1	2	3	
The site is well used on weekdays	1	2	3	
4. Nature of the site and the activity:				
Users of the site are exposed to high levels of indirect radiation	1	2	3	
Activity at the site is likely to occur in minimal clothing (i.e. beaches/swimming pools)	1	2	3	
Grand total				

Selecting the site

Sites with the highest scores have a high priority for shade. Shade is still an important issue at sites with a lower score, but they can wait until you deal with the high-priority sites. This prioritising system can be useful when deciding on the budget and timetable.

Conducting a shade audit

Once you have decided that a site is a high priority for shade development, it is important to study the site in detail to ensure shade is placed where it will have the most benefit. A shade audit will help you to identify the shade needs of a site and will provide you with the basis of a detailed project brief, which may be used to apply for funds, to gain organisational endorsement, or to engage a contractor.

A shade audit has five steps:

Step 1: Determine the usage patterns of the site.

Step 2: Determine the amount and useability of existing shade at the site.

Step 3: Consider the effects of reflected UV radiation.

Step 4: Assess the need for improved or increased shade at the site.

Step 5: Identify possible options to improve shade at the site.

You will need a copy of a site plan to do a shade audit. The site plan should include the perimeter of the site, an outline of any buildings, and the location of any features that will affect the shade and useability of the site, such as garden beds, trees, fences and car parks.

Remember to include any underground services, as well as emergency or access routes that must be maintained. As you progress through the five stages of the audit, remember to plot any new information onto the site plan.

Critical Protection Time

The Critical Protection Time is the time of day and year when sun protection is most important at the site. UV radiation levels are highest between 10am and 2pm (between 11am and 3pm during daylight saving) each day when the sun is closest to being directly overhead.

It is important to assess shade at a site during the Critical Protection Time. It is also advisable to assess the shade at the same time of day on a 'typical' winter day so that summer shade initiatives do not negatively affect winter conditions at the site.

Step 1: Determine the usage patterns of the site

Usage patterns can be obtained by observing users during the Critical Protection Time and also by interviews with users, managers and staff.

Examples of questions you might like to ask are summarised below.

Users of the site:

- What time do you usually arrive to use the site?
- How long do you usually stay?
- How often do you visit the site?
- What areas do you mostly use?
- Do you avoid any shaded areas? If yes, why?
- Is there enough shade?
- How could the shade be increased or improved?

Managers and staff of the site:

- Is the existing shade adequate? If not, how can available shade be increased?
- Is there a need to move activities to make better use of existing shade?
- Is there a need to reschedule activities to avoid peak UV radiation times of the day between 10am and 2pm (11am–3pm during daylight saving)?
- Do you know of any future plans for the site or the general area?

Some points to consider at this stage:

- Identify the main outdoor activities at the site, as well as when and where they occur.
- Identify the time of year the site is most in use.
- Identify the time of day the site is most in use.
- Identify where people tend to gather. Consider if people gather in a location because it is the only place where they can do a particular activity, or if the activity could be moved to a shaded area.
- Note whether people are using the shade already available.
- Consider if people are wearing sun-protective clothing or using portable shade.

Step 2: Determine the amount and useability of existing shade at the site

This step involves determining the extent of existing shade structures and how often they are used.

Observe, measure and record the way existing shade changes during the day and the seasons. It may be necessary to engage a professional or use a specialised computer program to project shade patterns throughout the year.

Ensure the site plan records the existing natural shade, such as the location of trees or groups of plants. Note details of each tree or planted area, such as maturity and the density of canopy, and whether the plant material is deciduous or evergreen.

Some points to consider at this stage:

- Where is shade available at the site – for example, from buildings, verandahs, shade structures, fences, adjoining walls or neighbouring properties?
- Can people easily access the existing shade? A garden bed or car park may occupy the best-shaded position.
- Ask users, managers and staff about the adequacy of shade at the site and the need for more shade.

Step 3: Consider the effects of reflected UV radiation

When identifying existing shade, you will also need to consider the potential for adjacent surfaces (walls, roofs or flooring) to reflect UV radiation into a shaded area.

Some points to consider at this stage:

- Note the ground surface of each outdoor zone – for example, concrete or grass.
- Note the surfaces of adjacent buildings and the direction they face.
- Consider if any of these surfaces can be modified to reduce reflection.

Step 4: Assess the need for improved or increased shade at the site

The next stage of the shade audit involves comparing the amount and useability of existing shade (Step 2) to the usage patterns (Step 1), while considering reflected UV radiation (Step 3). This will indicate if there is a need for additional shade.

Some points to consider at this stage:

- Consider the amount of existing shade at the Critical Protection Time and compare this with the need for shade.
- Consider whether the location of existing shade is appropriate, given the usage patterns at the site.
- Consider the likely impact of future tree growth on the amount of shade at the site. You may need to provide interim shade until trees have matured.
- Examine opportunities to better use or access existing shade.
- If additional shade is required, consider where it should be located, keeping in mind the site usage patterns and winter shade patterns.
- Consider reflected UV radiation at the site and ways to reduce its impact.

Step 5: Identify possible options to improve shade at the site

An increase in protective shade at sites can be achieved in several ways, including:

- Building permanent shade
- Using temporary shade
- Planting trees (natural shade)
- Increasing access to shade
- Moving or rescheduling activities.

Different settings will have different issues that need to be considered when making decisions about shade design.

Information sheets can be downloaded from cancercouncil.com.au/sunsmart

that cover three specific settings where shade is a priority:

- Early childhood centres
- Schools
- Homes

Some points to consider at this stage:

- If you've decided to create new shaded areas, you need to consider the amount of additional shade needed, where it is needed and when it is needed (the times of day and year that the shade is required). Think also about the range of shade options (both natural and built) that may be appropriate, and their likely costs.
- Make the most of existing shade. For example, move activities or outdoor equipment to shaded areas, move seating to shaded areas, prune low branches on trees to allow access to the shade beneath them, or move garden beds that take up shaded areas.
- Investigate ways to improve access to shade. For example, open up shaded areas that are out of bounds, or reschedule outdoor activities to avoid peak UV times.
- Minimise the effects of reflected UV radiation by modifying surfaces or designing shade structures that protect from indirect UV radiation.
- Ensure that shade structures do not create safety hazards. For example, support systems such as upright posts should be clearly visible and ideally have rounded edges or padding. Shade structures should not obstruct views where adults are supervising children, particularly around playgrounds, childcare centres and swimming pools.



Planning, implementing and evaluating your shade project

Planning your shade project

Once you have completed the shade audit, you will have a comprehensive picture of the needs of the site. The next step is to plan, implement and evaluate your shade project.

Effective planning is essential to the success of any shade project. While the degree of planning depends on the size and setting of your shade project, the following points outline general issues you should consider including some of the steps outlined in preceding sections:

- Form a project team to develop the project. If possible, include people with skills in areas such as architecture, engineering, horticulture and landscape architecture, and people interested in the project or affected by it.
- Read and work through preceding sections of this resource to increase your understanding of sun and shade issues as well as the characteristics of your site. Prioritise your sites needing shade and consider the specific needs of each of the selected sites.
- Draw up a detailed site plan to identify features of the site. Identify the location of the shade project and of any underground services in the vicinity, the emergency or access routes that must be maintained and any constraints on site use such as ground conditions or future plans for the site.
- Decide on the shade options for your selected site or sites.
- Estimate the costs of design and implementation. If applicable, explore sources of funding.
- Identify what permits, approvals and documentation will be required. It is important to consult the building and planning departments of your local council to ensure you comply with regulations and requirements. The regulations may vary depending on the council, the setting and type of construction. You may also need a permit to prune trees and other vegetation.
- Determine any external constraints such as heritage issues, environmental impact considerations and local community reaction.
- Develop a timetable for the shade project. Identify any time constraints, such as difficulty accessing a school site during a school term.

Preparing a design brief

You will need to draw up a detailed design brief to assist in applying for funding, tendering or constructing your shade project. The design brief should include:

- The overall site plan.
- Shade needs:
 - The Critical Protection Time
 - Where and when you would like the shade to fall
 - Preferred type of shade – for example, built or natural, permanent or demountable
 - The need for shelter from the wind or rain
 - The nature of activities – for example, children at play or vehicle movements
 - Climate of the area
 - Likely security or vandalism issues
 - Maintenance needs
 - Anticipated shade lifespan.
- Money and labour requirements:
 - Project budget
 - How the project will be overseen and monitored
 - Additional costs, such as insurance, liability and approval permits.
- Timeframe for completing the project.

Implementing your shade project

Selecting a company to implement a shade project

If you decide to engage a company to do all or part of your shade project, it is important to communicate your shade needs, project goals and budget, so that the company can deliver shade that is appropriate for your setting and requirements. The cost of engaging experts such as landscape architects and shade manufacturers needs to be included within your project budget.

When choosing the company to implement your project, consider the following questions:

- Does the company specialise in shade structures?
- In the case of built shade, is the company qualified to undertake shade structure construction work, such as building a sail-type structure? Check that the prospective contractors are Registered Building Practitioners in the field of tensioned structures. A 'Commercial – Unlimited' registration would also be acceptable.
- Can the company provide a list of previous projects and clients who can act as referees?
- Does the company's submission include certification by a structural engineer, the acquisition of permits and approvals, and outline relevant standards?
- What insurance (for example, public liability) is provided?
- Do you receive product warranties upon completion?
- What ongoing services (for example, safety checks, maintenance and cleaning) are offered, and what fees are involved?

Managing your shade project

Where more than one company or supplier has been contracted to provide services for a project, careful coordination and management are needed to ensure your project goals are met. When shade is one part of an overall venue construction or upgrade, budgets can be spent before the cost of shade construction or landscaping is included.

Keep a written record of the progress of the project. This will help if the management of the project needs to be handed over to someone else, and is also useful for evaluating the project.

Evaluating your shade project

After your shade project is completed, it is a good idea to evaluate how well it meets the shade requirements of the site and its users. Evaluation will help in planning future shade projects, and can be done using the same approach used when you identified your shade needs. Useful questions to consider include:

- Was the shade installed according to the plan?
- Does the shade meet the design requirements?
- Do people use the shade?
- Were there any unexpected costs?

References

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Cancer Council Victoria. 2004, *Shade for everyone: A practical guide for shade development*, Cancer Council Victoria, Melbourne.

Standards Australia. 1996; *Sun protective clothing - Evaluation and classification*, AS/NZS 4399:1996.

For more information

Cancer Council New South Wales

153 Dowling Street
Woolloomooloo NSW 2011

Phone: (02) 9334 1900
www.cancercouncil.com.au

Cancer Council Helpline 13 11 20

Contact details for local government

Local Government NSW

Level 8, 28 Margaret Street
Sydney NSW 2000
GPO Box 7003
Sydney NSW 2001

Phone: (02) 9242 4000
Fax: (02) 9242 4111
Email: lgnsw@www.lgnsw.org.au
www.lgnsw.org.au

Department of Local Government Head Office

5 O'Keefe Avenue
Locked Bag 3015
Nowra NSW 2541

Phone (02) 4428 4100
Fax: (02) 4428 4199
Email: dlg@dlg.nsw.gov.au
www.dlg.nsw.gov.au

UTS Centre for Local Government

University of Technology, Sydney
Level 8 Building 10
235 Jones Street
Ultimo NSW 2007
PO Box 123
Broadway NSW 2007

Phone: (02) 9514 1659
Fax: (02) 9514 2274
Email: www.clg@uts.edu.au
www.clg.uts.edu.au

Advice on planning, designing and implementing your shade project

Australian Institute of Landscape Architects (NSW Group)

PO Box 655
Lane Cove NSW 2066

Phone: (02) 9427 4669
Fax: (02) 9427 7419
Email: nsw@aiaa.org.au
www.aiaa.org.au/nsw

Planning Institute Australia (NSW Division)

Suite 3, Level 11
221 Miller Street
PO Box 484
North Sydney NSW 2060

Phone: (02) 8904 1011
Fax: (02) 8904 1133
Email: nswmanager@planning.org.au
www.planning.org.au/nsw

The Royal Australian Institute of Architects (NSW Chapter)

'Tusculum'
3 Manning Street
Potts Point NSW 2011

Phone: (02) 9246 4055
Fax: (02) 9246 4030
Email: nsw@architecture.com.au
www.architecture.com.au/nsw

WebShade (shade audit software company)

Suite 1, 340 Darling St
Balmain NSW 2041

Phone: (02) 9818 2177
Fax: (02) 9818 3461
Email: j.greenwood@webshade.com.au
www.webshade.com.au

Your local council may also be able to help you develop your shade project.

Natural shade issues and horticultural/vegetation advice

Greening Australia (NSW)

142 Addison Road
Marrickville NSW 2204

Phone: (02) 9560 9144
Fax: (02) 9550 0576

100 Melbourne Street
Oxley Park NSW

Phone: (02) 9673 5220
Fax: (02) 9833 2550

Email: nswreception@greeningaustralia.org.au
www.greeningaustralia.org.au

Your local council parks department or a nursery may also be able to help with vegetation issues and plant selection.

Grant directories and assistance

GrantsLINK – Australian Government

PO Box 803
Canberra ACT 2601

Phone: Free call 1800 026 222
www.grants.myregion.gov.au

Your local council community services section may also be able to advise about potential sources of funding.

Australian standards relating to UV protection and play equipment

Standards Australia

Level 10, The Exchange Centre
20 Bridge Street, Sydney

Phone: Free call 1800 035 822
www.standards.com.au

Relevant standards include:

- AS/NZS 4399:1996 Sun-protective clothing – evaluation and classification
- AS 4174-1994 Synthetic shade cloth
- AS/NZS 2604:2012 Sunscreen products – evaluation and classification
- AS/NZS 1067:2003 Sunglasses and fashion spectacles
- AS/NZS 1337:1992 Eye protectors for industrial applications
- AS/NZS 4422:1996 Playground surfacing – specifications, requirements and test method
- AS/NZS 4486.1:1997 Playgrounds and playground equipment – development, installation, inspection, maintenance and operation.





PLAYGROUND REGISTER - ORANGE CITY COUNCIL

No.	Name	Address	Hierarchy	Equipment description
1	Alf Reed Park	Cnr Baker and Grove St, Spring Hill	Local	Ausplay Swings, scale, single rocker, track ride & free standing slide
2	Alua Playground	11 Binnari Ave, Orange	Local	Kompan swing
3	Anzac Park	Cnr Seymour St & March St, Orange	District	Creative Recreation Solutions multi play unit, double swing,
4	Lake Canobolas Reserve	145 Lake Canobolas Road, Nashdale	Regional	Playspace Swing, Jnr Unit & Boat, Megatoy Snr Unit, Playspace Swings & Forpark Double Flying Fox and Creative Recreation Solutions Giant Birds Nest Swing on Western side
5	Beech Crescent Park	Beech Cres, Orange	Local	Kompan unit & train activity
6	Brooklands Playground	2 Botanic Way, Orange	Local	Muduplay unit, bird nest swing, curvus spinner
7	Clifton Grove Mud Hut	Homestead Close, Clifton Grove	Local	Moduplay unit, swings & Proludic see saw spinner
8	Cook Park	46 Summer St, Orange	Regional	Creative Recreation Solutions swings x 6
9	Elonera Playground	Elonera Place, Orange	Local	Forpark swings



10	Elephant Park	96 Woodward St, Orange	District	Playspace unit, bridge, snr & jnr swings, Proludic see saw & spin activity & Playquip rocker
11	Esso Park	166 Woodward St, Orange	Local	Megatoy swings
12	Glenroi Oval	18 Maxwell Ave, Orange	District	Proludic - Biibox multiplay unit with climbing net, triple swing (2 swings & 1 basket seat), rodeoboard, hip hop spinners, spoky junior unit, balancing tight rope.
13	Gosling Creek Reserve	Bloomfield Road, Orange	Regional	Megatoy spida unit, comet, spin pole, bridge and net, Moduplay swings, see saw & climber
14	Jaeger Reserve	149 Hill Street, Orange	Local	Creative Recreation Solutions play unit, rocker, birds nest swing and see saw
15	John Lomas Skate Park	Cnr Warrendine & Anson St, Orange	Regional	Kompan climbing blocks & giant bird nest swing
16	Keith Thomas Park	30 Matthews Ave, Orange	Local	Megatoy unit & swings
17	Kerr Place	Kerr Place, Orange	Local	Pal unit & swings
18	Lady Cutler Playground	Cnr Jonathon Rd & Braeburn Cres, Orange	Local	Forpark bird nest swing, custom pipes, net and climbing
19	Larance Park	49 Sunny South Crescent, Orange	Local	Moduplay activity unit, double swing, single rocker



20	Leonie Healy Park	Cnr Adina Cres & Betula St, Orange	Local	Gametime unit & swings
21	Nelson Park	Namatjira Crescent, Orange	Local	Creative Recreation Solutions play unit, spinner and swing unit
22	Margaret Stevenson Park	150 Spring St, Orange	Local	Austek Play activity net and double swing
23	Matthews Park	Cnr Anson Str & Moulder St	Local	Proludic - train theme play unit with birds nest swing
24	Memory Park	Cnr Bathurst & Allenby Rd, Orange	Local	Gametime swings
25	Mulga Bills Playground	1 Ella Pl, Orange	Local	Willplay multi play unit, rotata spinner, rocker, double swing, two game panels
26	Newman Park	197 March St, Orange	Local	Playquip unit
27	Orange Adventure Playground	1 Yellow Box Way, Orange	Regional	
28	Ratcliffe Park	5 Ophir St, Orange	Local	Megatoy unit, swings & ball toss tower
29	Riawena Oval	Kooronga Ave, Orange	Local	Playspace Unit



30	Sir Neville Howse Park	Grevillea St, Orange	Local	Moduplay activity unit, track ride, birds nest swing
31	Somerset Park	Barcelona Way, Orange	District	Playspace unit, miracle swings, Megatoy teen unit, spin seat & surfboard, Kompan wobble bridge & bird nest swing
32	Stirling Park	Cnr Stirling Ave & Isaac Dr, Orange	Local	Austek Play unit, see saw and spring rocker
33	Sullivan Reserve	Sullivan Circuit, Orange	Local	Willplay - Castle theme multi activity unit, spinner, music elements (drum and pipes) and double swings.
34	Webb St Park (Unnamed Park)	Webb Street, Orange	Local	Creative Recreation Solutions play unit, giant birds nest swing, trampoline
35	Wentworth Mine	Emu Swamp Rd, Lucknow	Local	Playspace unit, swings & see saw
36	Wiare Reserve	23 Wiare Circuit, Orange	Local	Megatoy spider, Kompan swings & rockers & Forpark track ride
37	William Maker Playground	Cnr William Maker & Glasson Drive, Orange	Local	Imagination Play unit, see saw, carousel, swing
38	Sir Jack Brabham Park	Huntley Rd, Orange	District	Creative Recreation Solutions unit, birds nest swing and mini carousel

4.2 NOTICE OF MOTION - ELECTION PRIORITIES

RECORD NUMBER: 2025/384

We, **CR STEVEN PETERSON** and **CR FRANCES KINGHORNE** wish to move the following Notice of Motion at the Council Meeting of 1 April 2025:

MOTION

- 1 That a shortlist of Federal election priorities for Orange City Council be agreed upon by Councillors.**
- 2 That this list be presented to the media and all candidates for the seat of Calare in the upcoming federal election.**
- 3 That responses be sought from the candidates and distributed to Orange City Councillors and the public via Council communications.**

BACKGROUND

A federal election will need to be held by the end of May this year. Council already has advocated for many issues relevant to our city.

The independent members of the Audit Risk & Improvement Committee noted at the recent meeting that we both attended that a resolution of Council with federal election priorities would carry extra gravitas for future advocacy efforts.

This also would be likely to be reported in the media and discussed by Orange residents improving transparency and amplifying our advocacy.

The project list will be built on work already undertaken to date by staff and Council.

Signed Cr Steven Peterson

Signed Cr Frances Kinghorne

STAFF COMMENT

Staff will circulate a list of current priority projects prior to the meeting.

FINANCIAL/RESOURCING IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

4.3 NOTICE OF MOTION - WINTER FESTIVAL

RECORD NUMBER: 2025/456

We, **CR STEVEN PETERSON & CR JAMIE STEDMAN** wish to move the following Notice of Motion at the Council Meeting of 1 April 2025:

MOTION

That the Council events team report on the appropriateness and options for a winter festival in Orange.

BACKGROUND

The Bathurst Winter festival has been part of their event calendar for many years. 70% of attendees come from outside their postcode with an 80% increase in hotel accommodation occupancy over that weekend.

Media reports an \$18 million injection into the economy over their festival but that it also comes at a six-figure cost to Bathurst Council. Because of this, recent media suggest that the festival will not occur in Bathurst in 2025.

I would like the events team to consider if this presents an opportunity for Orange to fill a potential tourism gap.

Winter tourism is an important event market to grow for our city, but we would need to look at it carefully to check that it is the right event to support economically.

Signed Cr Steven Peterson

Signed Cr Jamie Stedman

STAFF COMMENT

The Bathurst Winter Festival was planned for 5 July 2025 to 20 July 2025.

Orange has the Fire Festival set for 2 August to 11 August 2025, planning has commenced for this event.

We are conscious that the Bathurst local business community could potentially run the Bathurst Winter Festival without their Council's contribution as they did following the Bathurst Regional Council's cancellation of their Christmas Festival in 2024 and would take that into consideration when preparing a full response to this motion.

FINANCIAL/RESOURCING IMPLICATIONS

Preparing a report has limited financial or resourcing implications.

POLICY AND GOVERNANCE IMPLICATIONS

Preparing a report has no identified policy or governance implications.

4.4 QUESTION WITH NOTICE - SMALL DONATION ELIGIBILITY

RECORD NUMBER: 2025/518

I, **CR FRANCES KINGHORNE** wish to ask the following Question with Notice at the Council Meeting of 1 April 2025:

QUESTION WITH NOTICE

What data was used in determining the ineligibility of the small donations application for the Royal Flying Doctor Service (RFDS) fundraising event to be held in Cabonne LGA on 5 April 2025? Specifically, the assertion that a limited number of people in Orange LGA benefit from the RFD services. Did we obtain patient residency data, or estimates thereof, from the RFDS?

BACKGROUND

Like most of my fellow Councillors, I voted not to donate money to this fundraiser, because it did not comply with the requirements to receive a small donations grant. At this meeting, and in the meeting agenda papers, it was claimed that only a small number of people in our LGA benefit from the services provided by the RFDS, presumably because of our utilisation of the Careflight service.

It has subsequently been suggested to me that this is not the case. Therefore, I would like to know if we have been accurate in our consideration of this factor in determining eligibility, or lack thereof, for the potential small donations grant.

I refer to a CWD article from 17 November 2016 which states ‘ The RFDS will house an ambulance at Orange Airport after entering into a lease with Orange City Council to transport patients to and from the Orange Health Service’.

If this is still a current arrangement, this suggests that the RFDS does visit Orange reasonably regularly.

I understand that there is to be a rescission motion put to this meeting in relation to this item, and I would be grateful for the provision of current and accurate information to facilitate my ability to make an appropriate decision.

Signed Cr Frances Kinghorne

STAFF COMMENT

In accordance with s3.16 of Council’s Code of Meeting Practice, a response will be provided orally at the meeting.

FINANCIAL/RESOURCING IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Council’s Strategic Policy ST02 – Code of Meeting Practice provides the following:

3.14 A Councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the Chief Executive Officer about the performance or operations of the Council.

4.4 Question with Notice - Small Donation Eligibility

- 3.15 A Councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the Chief Executive Officer or a member of staff of the Council, or a question that implies wrongdoing by the Chief Executive Officer or a member of staff of the Council.*
- 3.16 The Chief Executive Officer or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the Council or orally at the meeting.*

4.5 NOTICE OF RESCISSION - SMALL DONATIONS - FAIRBANK & ROYAL FLYING DOCTOR SERVICE 18 MARCH 2025

RECORD NUMBER: 2025/457

We, **CR TAMMY GREENHALGH, CR GRAEME JUDGE and CR STEVEN PETERSON** wish to move the following Notice of Rescission at the Council Meeting of 1 April 2025:

MOTION

- 1 That this item be heard and voted on *in seriatim*.
- 2 That Council firstly determines whether to consider the Notice of Rescission.
- 3 That, if Council determines to consider the Notice of Rescission, the Strategic Policy – ST02 Code of Meeting Practice be amended to include the provision that a Notice of Rescission must be conveyed by 4.00pm the day proceeding the Council Meeting not the current 12.00pm.
- 4 That, if Council determines to consider the Notice of Rescission, Council rescind the following resolution of Council from its meeting on 18 March 2025.

5.6 – SMALL DONATIONS – REQUEST FOR DONATIONS	
<i>Cr Duffy & Cr Whitton declared interests in item 2(2), left the meeting with the time being 8.02pm and did not participate in discussion or voting on this item.</i>	
MOTION	Cr M McDonell/Cr M Ruddy
2 (2) To decline the application for \$2,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.	
AMENDMENT	Cr G Judge/Cr T Greenhalgh
2 (2) That Council donate \$1,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.	
For: Cr T Greenhalgh (Deputy Mayor), Cr G Judge	
Against: Cr T Mileto (Mayor), Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman	
Absent: Cr K Duffy, Cr J Whitton	
THE AMENDMENT ON BEING PUT WAS LOST	
THE MOTION ON BEING PUT WAS CARRIED	
RESOLVED - 25/095	Cr M McDonell/Cr M Ruddy
2 (2) To decline the application for \$2,500 to Fairbank Shearing Shed Charity Event to contribute to the expenses of running the fundraising event for The Royal Flying Doctor Service.	
For: Cr T Mileto (Mayor), Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman	
Against: Cr T Greenhalgh (Deputy Mayor), Cr G Judge	
Absent: Cr K Duffy, Cr J Whitton	
<i>Cr Duffy & Cr Whitton returned to the meeting with the time being 8.11pm</i>	

Signed Cr Tammy Greenhalgh Cr Graeme Judge Cr Steven Peterson

POLICY AND GOVERNANCE IMPLICATIONS

The Local Government Act outlines the requirements at section 360 for Council to adopt a Code of Meeting Practice, consistent with the requirements of the Local Government (General) Regulation 2021 relating to a Model Code of Meeting Practice.

Council has in place, adopted Strategic Policy – ST02 Code of Meeting Practice. In accordance with the Code, a Notice of Rescission must be conveyed by 12.00pm the day proceeding the Council Meeting.

s17.10 - A Notice of Motion to Alter or Rescind a resolution must be submitted to the Chief Executive Officer no later than 12pm on the proceeding day after the meeting at which the resolution was adopted.

With the Council Meeting held on Tuesday 18 March 2025, written Notice of the Rescission Motion was provided by Cr Greenhalgh on Wednesday 19 March 2025 at 12.23pm following a missed telephone call to the Acting Chief Executive Officer at 12.16pm.

Council should determine if it wishes to accept the Notice of Rescission considering these circumstances.

5 GENERAL REPORTS

5.1 PROGRESS REPORT - DELIVERY PROGRAM/OPERATIONAL PLAN 2024/2025 (DELIVERY PROGRAM YEAR 3) - SIX MONTHS FROM 1 JULY 2024 TO 31 DECEMBER 2024

RECORD NUMBER: 2025/229

AUTHOR: Jen Sharp, Director Corporate & Commercial Services

EXECUTIVE SUMMARY

This report provides the half-yearly progress report review of the 2024/2025 Operational Plan (Delivery Program Year 3). The report illustrates the progress Council has made on the Community Strategic Plan Strategies and Annual Operational Plan actions identified in its Integrated Planning and Reporting documents.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “18.1. Provide representative, responsible and accountable community governance”.

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

This report provides the consolidated progress made in delivering Council’s Delivery Program and Operational Plan 2024/2025, as required by the Integrated Planning and Reporting obligations.

RECOMMENDATION

That the Progress Report – Delivery Program/Operational Plan 2024/2025 (Delivery Program Year 3) – Six Months from 1 July 2024 to 31 December 2024 be noted.

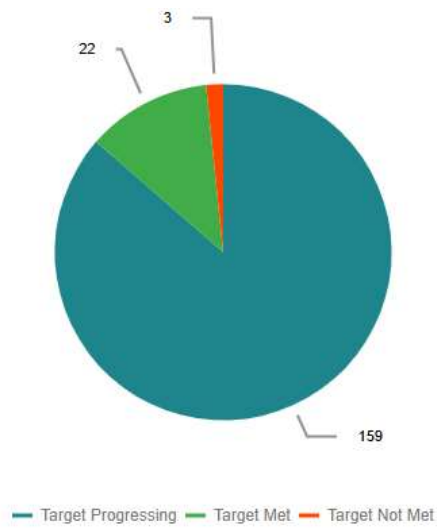
SUPPORTING INFORMATION

The progress report for 1 July 2024 to 31 December 2024 is attached.

The graph below shows the status break down of the 184 Operational Plan Actions on the Principal Activity (DP) delivered over the 6-month reporting period:

- 22 Actions have met their target.
- 159 Actions are progressing.
- 3 Actions have not met their target for the reporting period.

5.1 Progress Report - Delivery Program/Operational Plan 2024/2025 (Delivery Program Year 3) - Six Months from 1 July 2024 to 31 December 2024

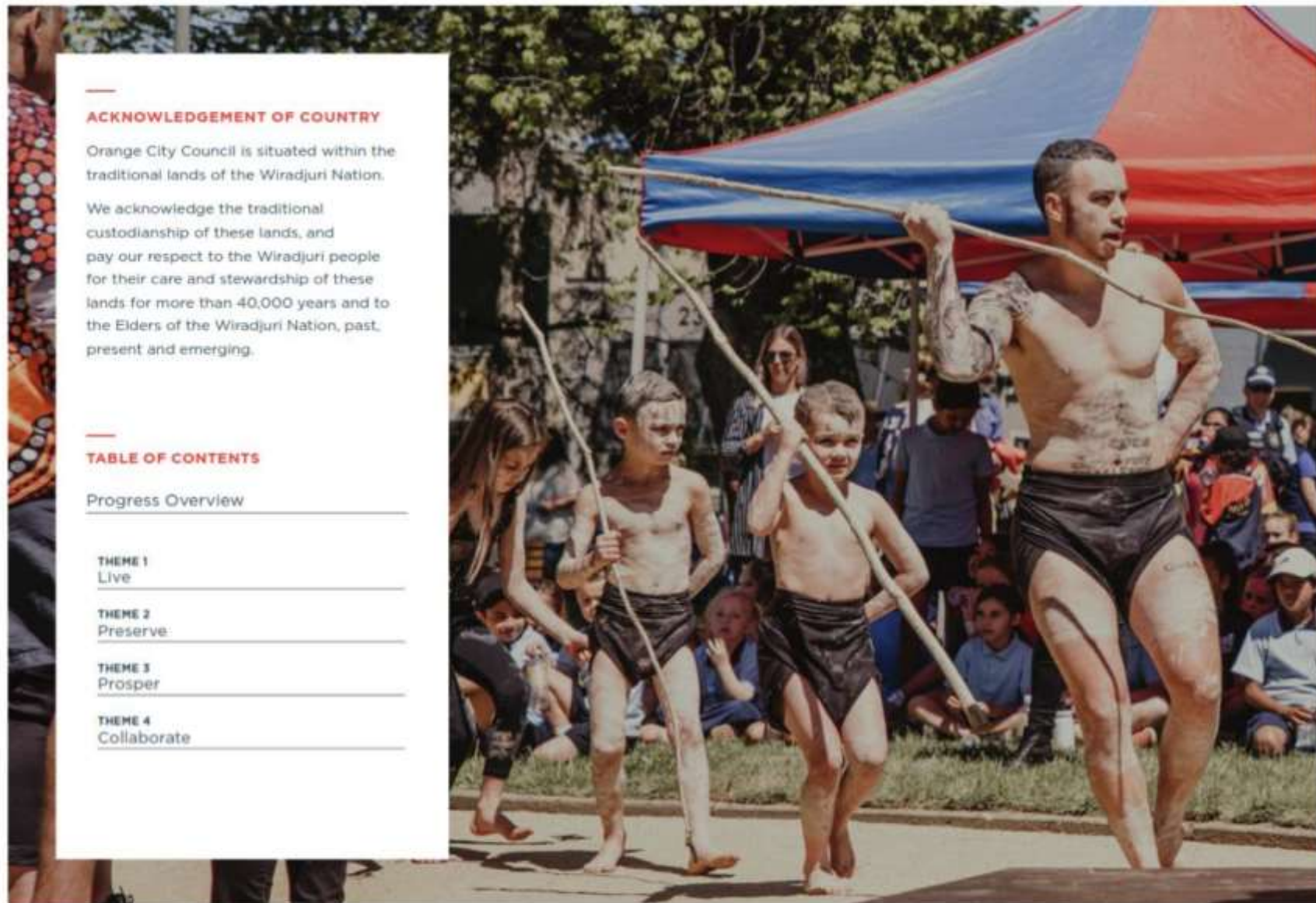


Attached is Council's IP&R half yearly report.

ATTACHMENTS

- 1 Integrated Planning and Reporting (IPR) Half Yearly H1 Progress Report, D25/31988 [↓](#)







Progress Overview - Operational Action on Principal Activity - All Actions



The following is the Integrated Planning and Reporting (IP&R) half yearly Progress Report on the Delivery Program and Operational Plan for the 2025 financial year. As occurs every four years, this half yearly report has been impacted by the Council Elections held in September 2024. The election places Council in caretaker mode which limits the ability for some activities, such as community committees to progress.

The shift in availability of grant funding has been felt at Orange City Council, as it has by many Local Government Areas. Lack of funding has impacted at least three projects which will not progress this financial year unless alternative funds can be sourced.

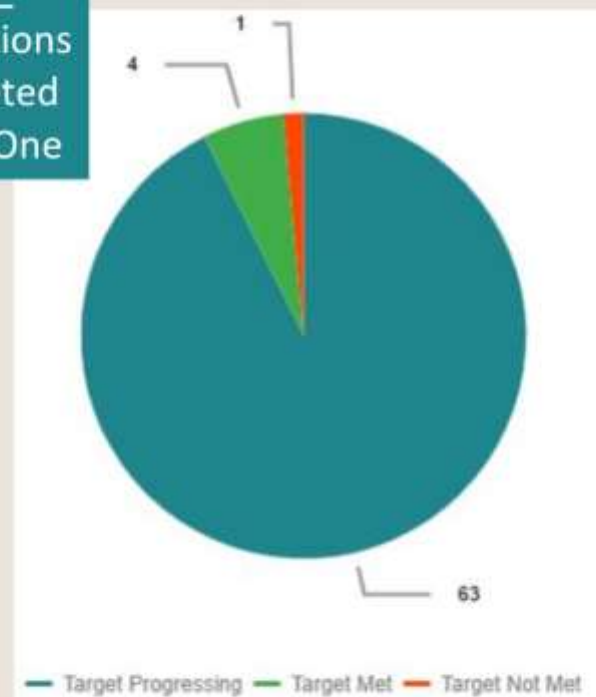
In spite of that, there has been excellent progress in all areas of Council over the past six months and the caretaker period was effectively used to progress other important actions with 22 of this year’s actions already completed.

We will continue to progress on the remaining activities in the second half of financial year 2025, before commencing financial year 2026 with programs and projects designed to the recent community strategic plan feedback received in the survey finalised in February 2025. It was pleasing to note that this feedback aligned well to the existing activities, meaning that completion of this Delivery Program and Operational Plan will set Orange City Council well for the future.

LIVE**2024 -
2025**

A healthy, safe, inclusive and vibrant community.

6%
LIVE Actions
completed
in Half One





THEME 1:: LIVE

CSP Objective 1: A liveable city that is connected through open space.

CSP Strategy 1.1: Develop and maintain parks and open spaces within the city, that meet the needs of the community.

Principal Activity 1.1.1: Seek to ensure that residences in the urban area of Orange and villages are within 750m radius of a children's play facility.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
1.1.1.1	Action on Principal Activity Implement strategic placement of new play facilities within available budget constraints.	Annual reporting of spatial analysis and play facility implementation.	Increase the percentage of the Orange urban population with access to a play facility within a 750m radius, to 90%.	New play facility provided at ANZAC Park.		Community, Recreation & Cultural Services

CSP Strategy 1.2: Improve access to shade throughout parks and open spaces.

Principal Activity 1.2.1: Engage with the community in the planning and development of public open space.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
1.2.1.1	Action on Principal Activity Provide engagement opportunities for the development of public open space through the Parks, Trees and Waterways Community Committee and other community workshops.	Annual reporting of engagement activities.	Hold a minimum of four community meetings and/or workshops per year.	Greening Orange - Our Urban Forest Strategy adopted by Council following broad community consultation and strategic input from the Parks, Trees and Waterways Community Committee.		Community, Recreation & Cultural Services

Principal Activity 1.2.2: Plant or replace trees in the urban area outside each residential property.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
1.2.2.1	Action on Principal Activity Inspect the streetscape to identify residential properties that require a tree to be planted or replaced; identify opportunities for tree planting in public open space.	Annual reporting of new trees planted.	Plant 300 new trees per year within the urban area.	One hundred and eighty-five new street trees were planted during the reporting period.		Community, Recreation & Cultural Services



Principal Activity 1.2.3: Engage the local community to plant native trees, shrubs and grasses to improve biodiversity and connectivity throughout the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 1.2.3.1	Engage the local community to plant native trees, shrubs and grasses to improve biodiversity and connectivity throughout the city; Promote the Parks Alive Program and its environmental benefits through social media platforms and events such as Bill's Bush Tours.	Annual reporting of event participant numbers, the success of social media programs in mobilizing the community, and the quantity of native flora planted at each event to gauge the effectiveness of community engagement efforts.	Host 20 events with a minimum of three social media plugs per event; Engage at least 500 community members in planting activities through the Parks Alive Program annually.	Council has held 21 Community Day's to date engaging with 274 Community Members.		Development Services

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

CSP Strategy 2.1: Deliver sport and recreational facilities to service the community into the future.

Principal Activity 2.1.1: Work and consult with existing and emerging groups to enhance and develop sporting and recreational infrastructure and activities.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 2.1.1.1	Implement Council's sports facility program (minor grants).	Annual reporting of sports facilities program (minor grants).	Conduct of annual program.	Council's sports facility program was advertised for community projects and the closing date of the program occurred in the reporting period. Applications are currently being assessed for reporting to Council in the 3rd quarter.		Community, Recreation & Cultural Services
Action on Principal Activity 2.1.1.2	Develop plans and cost estimates for enhancement of existing facilities.	Annual reporting of progress for existing facilities.	Two facilities per annum.	Liaising with the Orange Runners Club to enhance the surface of paths ways in Moulder Park (Elephant Park) - draft design completed in reporting period.		Community, Recreation & Cultural Services
Action on Principal Activity 2.1.1.3	Mount Canobolas Mountain Bike Trail.	Report to Council.	Determine costs of redesign and construction.	No budget allocation for project to redesign network and seek cost estimates.		Community, Recreation & Cultural Services



CSP Strategy 2.2: Provide recreational activities and programs that are inclusive and meet the needs of the community.

Principal Activity 2.2.1: Develop and finalise the Orange City Council Disability Inclusion Action Plan.

DP Principal Activity Completed - Year 1

CSP Strategy 2.3: Ensure the sporting and recreational facilities, programs and activities are accessible and affordable to support healthy life choices.

Principal Activity 2.3.1: Deliver Orange's Conservatorium and Planetarium.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 2.3.1.1	Construction of Orange Conservatorium and Planetarium.	Quarterly reporting of the percentage of overall construction completed, aiming to reach at least 75% completion by 30 June 2025.	75% completion by 30 June 2025.	Construction Project progressing as planned and due for completion January 2026.		Community, Recreation & Cultural Services.

Principal Activity 2.3.2: Deliver Orange's Sports Stadium.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 2.3.2.1	Construction of Orange Sports Precinct.	Annual Reporting on delivery that is consistent with funding deeds and available funding.	Completion of Stage One and Stage Two works.	Stage 1 works (civil works) completed. Stage 2 works (establishment of multipurpose fields) due for completion end March 2025.		Community, Recreation & Cultural Services

CSP Strategy 2.4: Develop an extensive network of shared use paths connecting the city to allow for active travel.

Principal Activity 2.4.1: Improve the existing path network.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 2.4.1.1	Complete footpath rehabilitation, repair and maintenance in accordance with the Transport Asset Management Plan.	Bi-annual reporting of number of projects delivered.	Four-year program of works delivered.	Works are ongoing.		Technical Services

**Principal Activity 2.4.2: Construct footpaths to enhance existing path network.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 2.4.2.1	Apply for capital works grants to support construction and maintenance of pedestrian and cycle path networks.	Number of eligible grants applied for and percentage of successful applications.	Apply for all suitable grants.	State and Federal Active Transport grants applied for.		Technical Services
Action on Principal Activity 2.4.2.2	Complete construction of new footpaths in accordance with the Transport Asset Management Plan.	Bi-annual reporting of number of projects completed.	Four-year program of works delivered.	Footpath construction ongoing.		Technical Services

CSP Objective 3: A friendly environment where people feel safe and included.

CSP Strategy 3.1: Support projects and programs that address crime and safety and contribute to an increased sense of safety in our homes and the wider community.

Principal Activity 3.1.1: Retain the Operational area under the Children (Protection and Parental Responsibility) Act 1997 in the Orange region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.1.1.1	Report to the Attorney General on the use of the Children (Protection and Responsibility) Act 1997.	Bi-annual Reporting of progress.	Ensure the Children (Protection and Responsibility) Act 1997 remains in place.	Reports to be provided to the Attorney General as required for the July to December period based on data to be provided by the Police.		Community, Recreation & Cultural Services

Principal Activity 3.1.2: Increase perceptions of safety in 2030 Community Safety Evaluation and reduce crime as measured through BOSCAR improved road safety statistics



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.1.2.1	Collaborate with local Police to actively reduce crime rates, as reflected in BOSCAR statistics, contributing to improved community safety perceptions.	Bi-annual Reporting with statistics and analysis on progress towards enhancing road safety and community perceptions of safety in Orange.	Assist Police to achieve a reduction in BOSCAR crime statistics, reflecting improved road safety and community safety perceptions.	Social media has been utilised to promote pedestrian safety, driver fatigue and drink driving. The Road Safety Officer collaborated with local Police to deliver road safety presentations in the community including Seniors Hub, local businesses and transport companies.		Community, Recreation & Cultural Services
Action on Principal Activity 3.1.2.2	Support law enforcement initiatives and community awareness programs to reduce road incidents and increase community safety.	Annual Reporting of traffic incidents in the Orange Region and road safety activities delivered.	Assist Police to achieve a 20% reduction in major road incidents.	The Be Seen Be Safe Digital campaign to reduce fatal and injury crashes by increasing visual awareness on the road network. Leave the car at home, make a taxi your plan B targeted workplace Christmas parties to encourage businesses to keep employees return home safely and not drink and drive. The campaign partners with NSW Police. Win a Swag campaign partners with local hotels and bottle shops to develop a plan B to stay somewhere safe if a driver has consumed alcohol.		Community, Recreation & Cultural Services

CSP Strategy 3.2: Deliver infrastructure and activities that improve the safety and security of the community.

Principal Activity 3.2.1: Continue CCTV Cameras Program.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.2.1.1	Operation of Public CCTV Program.	Bi-annual reporting of program.	Maintain existing CCTV System, Provision of security footage to Police, Enhancement of Public CCTV Program.	CCTV program operational.		Community, Recreation & Cultural Services



Principal Activity 3.2.2: Engage with the community to address crime and safety and contribute to an increased sense of safety in our homes and the wider community.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.2.2.1	Deliver the Community Safety and Crime Prevention Committee action plan in collaboration with the Crime Prevention Committee.	Bi-annual Reporting on progress.	Hold at least two Crime Prevention Committee meetings per year.	Local Government Elections were held on 14 September 2024. Meetings will commence in February/March 2025. Two meetings will be held before 30 June 2025.		Community, Recreation & Cultural Services

Principal Activity 3.2.3: Deliver Orange and Cabonne Road Safety Program to conduct programs such as Free Cuppa, Driver Fatigue and Learner Driving.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.2.3.1	Deliver Orange and Cabonne Road Safety Program to conduct programs such as Free Cuppa, Driver Fatigue and Learner Driving.	Annual reporting on progress.	Annual action plan implemented.	The Road Safety Officer delivered Drink Driving and Driver Fatigue programs and campaigns. Also provided the community with access to online Learner Driver workshops.		Community, Recreation & Cultural Services

CSP Strategy 3.3: Partner to support victims of family violence.

Principal Activity 3.3.1: Support local service providers.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.3.1.1	Support local agencies to deliver education for victims and perpetrators of family violence.	Bi-annual Reporting on progress.	Participate in Agency conducted forums and 16 days of activism against gender-based violence program.	A new Family and Domestic Abuse Community Committee was established which was adopted by the new Council. Meetings will commence in 2025. Children's Services participated in the "All In" program with Women's and Girls' Emergency Centre (WAGEC) - how play, language, resources and storytelling promote positive messages about gender equality and inclusion in children aged under five. Council sponsored, supported and participated in 16 Days of Activism on 25 November to 10 December 2024.		Community, Recreation & Cultural Services



CSP Strategy 3.4: Recognise and celebrate our Aboriginal culture.

Principal Activity 3.4.1: Assist in the achievement of the outcomes of the Orange Aboriginal Social Plan.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.4.1.1	Improve communication with the Orange Local Aboriginal Lands Council.	Bi-annual reporting of meetings held.	Council conducts at least four meetings per year, increase engagement with OLALC.	Council consults the OLALC when designing projects that will work with Aboriginal People/Youth. Council hosts an extra meeting day for the OLALC Elders group once a fortnight providing consultative opportunities. Council has completed their contribution to the Aboriginal Community Placed Based Plan in October 2024. Council hosts the NAIDOC committee of which Land Council is a member.		Community, Recreation & Cultural Services
Action on Principal Activity 3.4.1.2	Support NAIDOC week and other important indigenous recognition days.	Bi-annual reporting of events held and outcomes achieved.	Partner in provision of five or more events per annum.	Council hosts the NAIDOC week committee that delivers a full week of activities during NAIDOC Week in October. Specifically, Council organised the NAIDOC March and Community gathering in Robertson Park to open the week of celebrations and events.		Community, Recreation & Cultural Services
Action on Principal Activity 3.4.1.3	Provide support through youth services for indigenous youth to continue positive life outcomes.	Bi-annual reporting of events held and outcomes achieved.	Partner in provision of three or more events per annum to increase communication and support to Elders.	Programs include AXCL8, Pathfinders, Orange United Sports Club, Orange Youth Hub, and the Duke of Edinburgh. Each program provides opportunities for Indigenous young people to build social capital skills, improve mental health, and connect with the broader community by providing mentors, sporting and volunteering opportunities and learning new transferable skills.		Community, Recreation & Cultural Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.4.1.4	Foster good communication and relationships with Elders.	Bi-annual reporting of events held and outcomes achieved.	Quarterly meetings with the Elders group.	Council hosts an Aboriginal Elders Group fortnightly and provides hampers to Elders at Christmas time. Elders are a part of the United Sports Club. The club supports the Elders to attend games and events to watch their family members and interact with council staff and the broader community.		Community, Recreation & Cultural Services

CSP Strategy 3.5: Address the growing social and class divide within the city.

Principal Activity 3.5.1: Continue to provide traineeships and education support for young people.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.5.1.1	Increase outreach efforts to underrepresented communities to identify and recruit potential trainees.	Bi-annual reporting.	Two trainees engaged per annum.	Attended a VERTO Employee Information Session, Career Information Night and the D & I Committee held a meeting at the Youth Hub to promote education and support. Trainees commenced in January 2025.		Corporate & Commercial Services

CSP Strategy 3.6: Improve access, inclusion, equity and diversity in our community.

Principal Activity 3.6.1: Maintain an Ageing and Access Committee and Disability Inclusion Plan.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.6.1.1	Maintain an Ageing and Access Committee and Disability Inclusion Plan.	Bi-annual reporting.	Hold four Ageing & Access Community Committee meetings per year.	Annual progress report for the DIAP was submitted to the Disability Council of NSW in December 2024 as required, with contributions from the responsible staff. AACC Meetings will commence in February/March 2025. Two meetings will be held before 30 June 2025.		Community, Recreation & Cultural Services

**Principal Activity 3.6.2: Maintain a Diversity and Inclusion Committee.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 3.6.2.1	Support actions of the Diversity and Inclusion Committee.	Bi-annual reporting.	Hold four Diversity and Inclusion Committee meetings per year.	2024 meetings had a different focus at each meeting such as Disability, Aboriginal, Migrants and Youth. All D&I Strategy Actions are also on track.		Corporate & Commercial Services

CSP Objective 4: A creative community participating in arts and cultural services.**CSP Strategy 4.1: A broad range of creative and cultural facilities, services and programs that meet community needs.****Principal Activity 4.1.1: Facilitate the exchange and production of ideas between artists and audiences.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.1.1	Develop a rich range of education and engagement programs enhancing the audiences understanding and experience of art.	Bi-annual reporting on progress.	Collaborate with teachers, artist educators and youth in the development of program content. Delivery of educational program.	School Tours - Orange Regional Gallery has developed strong connections with our school community with over 1000 primary, secondary and early learning students and their teachers participating in facilitated programs at the Gallery. School Holiday Programs - Sessions for all school Holidays have been fully subscribed and have consisted of exhibition-related making workshops delivered by artist-educators and members of our team.		Community, Recreation & Cultural Services

Principal Activity 4.1.2: Encourage and include the broader community in the Orange Regional Gallery while being extended and exposed to new ideas and art forms.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.2.1	Provide ongoing opportunities via the Orange Regional Gallery's website for artists and curators to propose exhibitions.	Bi-annual reporting on progress.	Artists and curators to exhibitions included in exhibition program.	The Gallery received a range of exhibition proposals via its online portal, which have been assessed this reporting period and being programmed for the next four years. The call out for the 2024 Here/Now exhibition received 180 submissions which were exhibited from Dec 2024 to Feb 2025.		Community, Recreation & Cultural Services



Principal Activity 4.1.3: Maintain and promote Orange Regional Gallery as a space for learning and of community pride.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.3.1	Provide staff to operate the Orange Regional Gallery on the weekend.	Bi-annual reporting on Gallery operating days.	Orange Regional Gallery open to public Seven days a week.	The Gallery is open every weekend throughout the year from 10am to 4pm on Saturdays and Sundays. A team of 4 permanent part time staff alternate, and casual staff are engaged where necessary.		Community, Recreation & Cultural Services
Action on Principal Activity 4.1.3.2	Provide Orange Regional Gallery staff with ongoing customer service training and implement procedures to enhance the visitor experience.	Bi-annual Reporting of training programs and conference attendance, including implementation measures to enhance the visitor experience.	All staff attendance to training programs and identified conferences.	Our front of house team took part in visitor experience training: 'Enhancing the Visitor Experience' - presented by consultant Gill Nicol. Gill's training provided new perspectives and approaches for our team and empowered them to connect with our visitors through conversation and reflective body language.		Community, Recreation & Cultural Services

Principal Activity 4.1.4: Develop and deliver dynamic and accessible exhibition program at the Orange Regional Museum that are valued by our local community and visitors.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.4.1	Develop and deliver a diverse exhibition program in collaboration with community groups, organisations, and stakeholders to provide high-quality experiences for the local and regional audience at the Orange Regional Museum.	Bi-annual reporting on the identification, development, delivery, and refreshment of exhibitions, including both locally curated and secured exhibitions.	Annually identify, secure, and deliver a diverse exhibition program in collaboration with stakeholders, ensuring at least one high-quality exhibition is secured, and one locally curated exhibition is maintained and refreshed to engage the local and regional audience effectively.	During the period, ORM concluded the successful internally produced local history exhibition, 'Orange 412: A history of our local Fire Brigade', which it then toured to the Museum of Fire in Penrith. This was followed by 'Animal Kin', the fifth of the collaborative SPARKE Learning Network exhibitions, produced with Orange Regional Gallery, and 'Reception this Way', a touring exhibition from the National Archives of Australia. Work continues on future program development and exhibition planning.		Community, Recreation & Cultural Services



Principal Activity 4.1.5: Develop and deliver cultural and educational programs at the Orange Regional Museum that are valued by our local community and visitors.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.5.1	Develop and deliver education and public programs to engage our communities and visitors with the Orange Regional Museum's exhibition program and collections.	Bi-annual reporting on annual program delivery.	Delivery of annual program.	ORM delivered comprehensive education and public engagement activities including exhibition openings, Mondays at the Museum, School holiday activities, Science at the Museum, First Nations Engagement Days and facilitated school group visits. In 2024, ORM held 72 public programs, with just over 1500 people attending. Education activities included 58 individual school visits, with a total of 2,825 students and teachers attending as part of an education program.		Community, Recreation & Cultural Services

Principal Activity 4.1.6: Manage the Orange Regional Museum's Collection to preserve our cultural heritage.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.6.1	Encourage community donations of cultural material to the Orange Regional Museum through community engagement activities.	Bi-annual reporting on engagement activities.	Conduct two community engagement activities per year.	ORM encourages community donations through direct engagement with community members and organisations through the development of its local and regional history exhibitions and displays. ORM continued its 'Object in Focus' monthly newsletter segment during the period and launched a campaign for objects and stories related to Bloomfield Hospital history. The latter has resulted in community donations, including objects and digital copies of historical and family photographs.		Community, Recreation & Cultural Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.6.2	Undertake proactive collecting, including contemporary and born-digital collecting, to better reflect our local history and experiences at the Orange Regional Museum.	Bi-annual reporting on contemporary collecting activities.	One targeted collecting campaign per year.	In November 2024, ORM launched 'Creative Collections', commencing with 'meet the objects' sessions during the Regional Arts NSW Work of Art program. This initiative called for artists responses to selected ORM objects, with the aim of providing new perspectives and creative responses to the objects and their histories through a wide range of media. This program will result in both programming and collecting opportunities, with three works to be chosen for commissioning and collection.		Community, Recreation & Cultural Services
Action on Principal Activity 4.1.6.3	Create and Maintain database records for all objects in the Orange Regional Museum Collection.	Bi-annual reporting.	Maintain acquisition records created and all loans documented.	ORM creates and maintains database records for all objects through a formal acquisition process. During the period, ORM commenced a major volunteer project to document the 'Summer Hill' collection. This collection was sorted and re-housed in 2021-22. The next stages involve detailed documentation, data entry to the Vernon database, and digitisation of the material. Volunteer training has taken place and dedicated sessions are held once weekly.		Community, Recreation & Cultural Services
Principal Activity 4.1.7: Provide the community with a venue (Orange Function Centre) to host a range of events.						
OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.1.7.1	Delivery of functions or events.	Bi-annual reporting of type and number of events held.	Ten events held per year.	There has been broad selection of events held at the Orange Function Centre in the first half of this financial year. Events have included Orange Eisteddfod group events, a cultural festival, local election, wine judging, NAIDOC celebrations, Career and Trade Expo and multiple graduation dinners and presentations.		Community, Recreation & Cultural Services



Principal Activity 4.1.8: Increase the use of library services and its collections in five Council areas.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
4.1.8.1	Action on Principal Activity: Enhance library services and engagement by implementing targeted strategies to increase library use and access across physical and digital platforms.	Bi-annual Reporting on visitor numbers, circulation, program attendance, digital resource usage, social media engagement metrics, and outcomes of community consultations.	Achieve 40% of the collection purchased in the past five years.	Blayney and Orange libraries are on track for increases in loans and visitors. Molong and Cowra Libraries have had increase in visitor numbers. Canowindra Library numbers have dropped due to its temporary relocation away from the main street.		Community, Recreation & Cultural Services

Principal Activity 4.1.9: Increase the number of paid theatre members.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
4.1.9.1	Action on Principal Activity: Market the benefits of the Membership Program to the community.	Bi-annual Reporting of the number of paid members with data demonstrating the percentage increase or decrease in membership numbers.	Increase number of paid members by 20%.	While ticket sales are a record high for this season, memberships only increased marginally. Single ticket sales rather than packages are a reflection of audiences purchasing in the short term rather than long term commitment.		Community, Recreation & Cultural Services

CSP Strategy 4.2: Deliver cultural facilities and programs that reflect the interests of a culturally diverse community.

Principal Activity 4.2.1: Partner with key stakeholders in the development and delivery of exhibitions or events.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
4.2.1.1	Action on Principal Activity: Delivery partnership exhibitions or events.	Bi-annual reporting.	Three partnership exhibitions or events delivered per year.	Our annual SPARKE project extended our schools program by inviting 2000+ local public primary school students (K-6) to participate in the cultural life of their city through the creation of a large-scale art installation and associated learning programs. The Gallery partnered with the Art Gallery of NSW to present the 2024 Archibald Prize, the most popular exhibition in the Gallery's 40 year history.		Community, Recreation & Cultural Services



Principal Activity 4.2.2: Engage with community members and organisations to contribute to the content of exhibitions and programs at the Orange Regional Museum.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.2.2.1	Identify opportunities for collaboration with community, member groups and associations in the development of temporary exhibitions.	Bi-annual reporting on development and delivery of community focused exhibitions.	At least one focused collaborative exhibition.	ORM collaborated with community members, groups and organisations through the development of its local history exhibitions. Groups include Fire & Rescue NSW, the Orange NAIDOC Week Committee, the Orange & District Historical Society, Western NSW LHD, and the Central West Museum Network. The Bloomfield community call-out has also resulted in opportunities for participation and collaboration with several community members.		Community, Recreation & Cultural Services

Principal Activity 4.2.3: Develop a well-balanced theatre program that entertains, informs and challenges audiences.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 4.2.3.1	Develop annual program that entertains, informs and challenges audiences in partnership with other cultural partners and key stakeholders.	Bi-annual reporting of audience engagement and participation.	To offer a well-balanced program.	The theatre has provided a broad selection of professional, community and amateur theatre to the Orange community during this reporting period. including the Orange Eisteddfod, local Theatre Company, high school and primary school productions and presentations, multiple professional children's productions and touring shows.		Community, Recreation & Cultural Services



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

CSP Strategy 5.1: Provide services to people at all stages of life.

Principal Activity 5.1.1: Regular planning to assess the needs of the ageing population in line with the principles of an aged-friendly community.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.1.1	Schedule planning meetings, surveys and focus groups/drop ins to Seniors Hub (subject to funding).	Bi-annual reporting of usage and participation.	Increase in usage of Seniors Hub.	The Seniors Village Hub funding ceased on 30 June 2024, so statistical information and reporting is no longer required. Council hosts the Steering Committee which includes representatives from hiring groups and holds bi-monthly meetings during the reporting period. The Community Services Admin also maintains all contracts with hirers and consults with them regularly or as needed. Council staff delivering projects at the Hub also regularly communicate with hirers and users.		Community, Recreation & Cultural Services
Action on Principal Activity 5.1.1.2	Support a diverse range of activities from Seniors Hub (subject to funding).	Bi-annual reporting on decreased social isolation and increase in older people experiencing healthy lifestyle.	Increase in activities available from the Hub.	The Seniors Village Hub funding ended 30 June 2024 however Council continues to maintain and provide the building for community groups including Senior Citizens Association, U3A, Combined Pensioners, other community groups and Council run projects. Council hosts the steering committee which includes representatives from the primary hirers, ensuring effective communication with hirers and building maintenance.		Community, Recreation & Cultural Services

Principal Activity 5.1.2: Engage with the local culturally and linguistically diverse community to identify needs and opportunities.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.2.1	Provide support to new migrants through the Settlement Services Program.	Bi-annual reporting of new migrants supported to settle in Orange.	Over 10 migrants supported per year.	Council has a dedicated Migrant Support Working who engaged with and supported 35 new migrants during the reporting period. The new migrants came from Columbia, Fiji, Ghana, Jordan, Indonesia, India, Korea, Mongolia, Nepal, Philippines, Thailand, Turkey, Ukraine and Sri Lanka.		Community, Recreation & Cultural Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.2.2	Celebrate diverse cultural events such as Harmony Day, Harmony Cup etc.	Bi-annual reporting of events held and outcomes achieved.	Four events held per year.	Planning for 2025 annual Harmony Cup Soccer Gala Day, Multicultural Garden Party, and Harmony Day occurred through the Multicultural Network meetings. Circle of Understanding events occurred through July to December 2024 with the multicultural community and the Aboriginal Community helping to bridge the cultural gap.		Community, Recreation & Cultural Services
Action on Principal Activity 5.1.2.3	Provide education regarding inclusions and diversity.	Bi-annual reporting on the delivery of education and information programs.	Deliver three education events per year.	Sector Support & Development - hosted face-to-face Enabling EDIE (Virtual Reality Dementia Experience) workshop (12/11/2024) through Dementia Australia. Embedding Diversity and Inclusion - Creating a workplace culture (29/10/2024) through Lorraine Poulos Consulting. Migrant Support conducts Cultural Awareness Training.		Community, Recreation & Cultural Services

Principal Activity 5.1.3: Provide recreational activities for older people, people with disabilities and younger people to support healthy, active living and improved life outcomes.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.3.1	Develop and deliver a wide range of healthy lifestyle, wellbeing and socialisation programs for older people across the region.	Bi-annual reporting on programs developed for health life outcomes.	A minimum of five programs delivered per year.	LiveUp Project encompassing healthy ageing maps, workshops, digital literacy and assistive technology discovery sessions. Council Disability Services promote and provide healthy lifestyle and socialisation programs for all ages including older people. Council delivers a weekly Seniors program with activities to combat social isolation and increase wellbeing. The Aged Care Volunteer Visitors Scheme reduces social isolation through a regular visiting scheme.		Community, Recreation & Cultural Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.3.2	Investigate additional funding and grants to provide activities and programs at a subsidised level to ensure lower income earners can participate.	Bi-annual reporting of grants submitted and percentage of successful grants.	A minimum of two grant applications submitted.	All clients that use Council's Disability Services are funded through the NDIS and charged at the rates as per the NDIS price guide.		Community, Recreation & Cultural Services
Action on Principal Activity 5.1.3.3	Collaborate with local agencies and NGOs to increase capacity.	Bi-annual reporting of collaborate activities through interagencies and partnerships.	A minimum of four collaboration projects engaged.	Council represented at 2024 Invox National Aged Care Conference advocating for the sustainability of small providers amidst ongoing aged care reforms. Council chairs the Central West Region Collaborative for the Prevention of Abuse of Older People, and Orange Dementia Friendly Community Alliance. Disability Services liaise with Disability stakeholders to support clients. Council hosts the Community Services Interagency and Child, Youth and Family Interagency.		Community, Recreation & Cultural Services

Principal Activity 5.1.4: Provide support to the Support at Home Program in the Central West.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.4.1	Meet service level expectations for the Support at Home Program, as set by the Department of Health.	Bi-annual reporting of Activity Work Plans.	Retain all programs.	Council's Choices at Home service supported seniors to age well at home by delivering Transport (1,927 trips), Meals (9991 meals), Home Maintenance (160 hours), Social Support (5735 hours). The service currently provides support to 305 active clients in the Orange area, assisted by a dedicated team of 82 volunteers.		Community, Recreation & Cultural Services

**Principal Activity 5.1.5: Deliver quality children's services to before school and school aged children.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.5.1	Maintain and upgrade childcare facilities to meet industry standards.	Bi-Annual Reporting of service quality improvements and compliance with industry standards.	Retain over 80% utilisation rates in childcare facilities.	All Council Education and Care services continue to meet and maintain the National Quality Framework Standards and Regulatory requirements. The average utilisation across Council's Education and Care services from July to December 2024 is 85%.		Community, Recreation & Cultural Services

Principal Activity 5.1.6: Provide supported accommodation services to adults with an intellectual disability in the Orange region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.6.1	Implement and monitor a quality enhancement program for supported accommodation services, focusing on continuous improvement in service delivery and housing conditions.	Bi-annual reporting on service improvements implemented based on annual quality assessments and stakeholder feedback.	Achieve a minimum of 90% implementation rate of identified service and housing quality improvements by 30 June 2025.	NDIS provisions require OCC Disability Services to comply with standards for housing and the support of residents in supported accommodation. During the reporting period, Disability Services have addressed all WHS risks, and resident support needs have been assessed and addressed with appropriate therapy teams. As per schedule, routine Specialist Disability Accommodation inspections have been completed (eg fire safety, TMV - Thermostatic Mixing Valves, RCD - Residual Current Device).		Community, Recreation & Cultural Services

Principal Activity 5.1.7: Operate Orange Cemetery for the community.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.7.1	Maintain records in accordance with the Cemeteries and Crematoria Act 2013 by regularly updating records with new internments.	Bi-annual reporting on progress.	Update the existing record system.	All records are being maintained and updated.		Development Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.1.7.2	Investigate internment options and provide planning for new areas.	Bi-annual reporting on progress.	Commence work on two identified areas.	An additional internment area known as the Garden of Memories has been constructed on the western side of the non-denomination area of the Cemetery. Planting of the internment gardens will commence in February to complete this project. This new area will provide 198 new spaces for the internment of ashes.		Development Services
Action on Principal Activity 5.1.7.3	Investigate and prioritise repairs for damaged heritage headstones.	Reporting of six monthly inspection of site.	Repair minimum of 10 (minor repairs) heritage gravesites on an annual basis.	No vandalism was reported at the Cemetery in the second half of 2024. Contractors have been engaged to repair two heritage graves.		Development Services

CSP Strategy 5.2: Support our homeless population and stop homelessness.

Principal Activity 5.2.1: Support local service providers to increase subsidised housing options and grant opportunities.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.2.1.1	Prepare a Homelessness Policy that identifies principles and actions, including partnerships and advocacy roles, for Council to contribute to efforts to end homelessness in Orange.	Bi-annual reporting on progress.	Policy developed by 30 June 2025.	The Communities and Justice consultation on the draft NSW Homelessness Strategy 2025-2035 will end by 14 February 2025. The Strategy's vision is to make NSW a place where homelessness is rare, brief and not repeated because people have a safe home and the support to keep it. After all feedback is considered the final Strategy and Action Plans will be released in 2025. Once released, Council will utilise the Strategy's principles and outcomes to consult with community and draft a policy.		Community, Recreation & Cultural Services



CSP Strategy 5.3: Improve housing supply, diversity and affordability.

Principal Activity 5.3.1: Support the provision of Social and Affordable Housing through the adoption of the Local Housing Strategy.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 5.3.1.1	Landcom Affordable Housing.	Bi-annual reporting.	Lodge planning proposal and obtain rezoning approval.	Planning Proposal (rezoning) has been prepared and lodged through the Department of Planning Housing & Infrastructure's Fast Track rezoning pathway. Rezoning is on track to be finalised from the Department of Planning in April.		Development Services

CSP Strategy 5.4: Improve access to mental health services.

Principal Activity 5.4.1: Support the development of the Community Services Directory to include Mental Health listings.

DP Principal Activity Completed - Year 2

CSP Objective 6: A community that values and protects domestic animals and the role they play in residents' wellbeing both physical, social and psychological.

CSP Strategy 6.1: Ensure that infrastructure exists for the safe exercising of domestic dogs.

Principal Activity 6.1.1: Provide off leash fenced and unfenced facilities for people to exercise their dogs safely in the city.

DP Principal Activity Completed - Year 1

CSP Strategy 6.2: Deliver education and services relating to animal health and wellbeing.

Principal Activity 6.2.1: Support the Companion Animal Community Committee.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 6.2.1.1	Deliver the Companion Animal Community Committee (CACC) Action Plan.	Bi-annual reporting of actions implemented.	Hold four meetings by June 2025.	The September and December meetings were not held this half due to Council elections. With new Council and committee, meetings will resume in February 2025.		Development Services

Principal Activity 6.2.2: To engage the community in the strategic management of companion animals within the city.

DP Principal Activity Completed - Year 2


Principal Activity 6.2.3: Provide opportunity for the adoption of companion animals from the Orange Pound.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 6.2.3.1	Return companion animals to owners in preference to impounding.	Bi-annual reporting on the number animals impounded.	A reduction in the number of impounded animals to the previous year.	Rangers are scanning microchips and checking registration details in order to return animal's home prior to taking them the Pound.		Development Services
Action on Principal Activity 6.2.3.2	Deliver registration and desexing programs to the community.	Bi-annual reporting on the number of desexing and registration programs offered to the community.	Minimum of two desexing programs per year.	Organisation has commenced regarding subsidising a desexing program within in the community. In addition, financial support for RSPCA with regard to their microchipping and registration day has been committed.		Development Services
Action on Principal Activity 6.2.3.3	Actively engage the community in rehoming suitable companion animals.	Bi-annual reporting on the number of companion animals rehomed.	Daily updates on the Reuniting Pets social media page of impounded animals suitable for rehoming.	The Facebook page - Reuniting Orange Pets is actively used for adoption and return home purpose. In addition, animals considered suitable for rehoming are transported to other animal rescue organisations.		Development Services

Principal Activity 6.2.4: Manage Ranger Services for companion animals and stray stock to ensure a safe city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 6.2.4.1	Deliver Ranger Services to assist with lost, stray, noisy or nuisance animals.	Bi-annual reporting on response times.	First response letters are sent out within four working days.	Rangers continue to be on call for out of hours services and are picking up stray animals. The Orange Reuniting Pets page assists with the return of lost animals.		Development Services



Principal Activity 6.2.5: Provide and operate the Orange City Council Pound for impounded animals as required under the Act.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 6.2.5.1	Conduct an annual audit of the facilities and operations at the Orange City Council Pound to assess compliance with the Act and identify areas for improvement.	Bi-annual reporting on the results of the facility audit, including compliance status, improvements made, and plans for future enhancements to animal welfare practices.	Achieve 100% compliance against the Companion Animals Act and animal welfare standards.	Monthly audits have been taking place by Pound Supervisor with the Manager. A full report to be done at the end of the period. Compliance with the Companion Animal Act is being achieved.		Development Services

CSP Objective 7: More for young people to do.

CSP Strategy 7.1: Provide play parks and spaces that meet the needs of a broad range of ages.

Principal Activity 7.1.1: Expand the range of play experiences, accessibility to park facilities and sporting fields and venues across the region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 7.1.1.1	Develop, construct and install facilities to meet the accessibility demands to enable access to a range of facilities.	Bi-annual reporting on progress.	Two playgrounds upgraded/new per year and complies with NSW Everyone Can Play guidelines. Construct 400 lineal meters of linked shared pathways through parks and reserves.	Anzac Park (new) and Mulga Bills Playground (refurbishment) have been completed with improved accessibility included in the design.		Community, Recreation & Cultural Services
Action on Principal Activity 7.1.1.2	Adventure Playground upgrade.	Bi-annual reporting on progress and alignment with allocated funding.	Construction completion.	Adventure Playground upgrade is underway and due for completion in the 3rd quarter.		Community, Recreation & Cultural Services



CSP Strategy 7.2: Provide activities and program for young people.

Principal Activity 7.2.1: Develop programs and activities for young people across the region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 7.2.1.1	Develop and present a diverse range of programs and activities targeted for young people across the region.	Bi-annual reporting of Youth Hub activities and programs to increase positive physical and mental health.	Youth Hub open five days a week and delivers three programs during vacation periods.	Community Services provides a range of free youth targeted programs. These include Orange Youth Hub, Duke of Edinburgh Award, School Holiday programs, Nations of Origin, School Basketball challenge, Orange United Sports Club, AXLR8 mentoring program, Pathfinders, Sincerely Queer Youth Group, Youth Action Committee, Youth of the Month Awards, Elf on the Shelf, Bowen Kids Club, and Glenrol Christmas Festival.		Community, Recreation & Cultural Services

CSP Strategy 7.3: Establish indoor attractions and venues that allow year-round, all-weather places for young people and their families to enjoy.

Principal Activity 7.3.1: Provide the Orange community with a year-round swim, play and fitness facility.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 7.3.1.1	Aquatic Centre Expansion.	Bi-annual reporting on design progress and grants identified / applied for.	Completion of design. Seek grant funding.	Designs in progress. Estimated cost for construction 12-15m. Suitable grant programs not currently available.		Community, Recreation & Cultural Services

Principal Activity 7.3.2: Work with the community and industry to deliver an indoor play facility for Orange families and visitors.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 7.3.2.1	Facilitate the establishment and operation of the indoor play facility through partnership with a selected business provider.	Bi-annual reporting on progress.	Conduct expression of interest process, identify needs of business to provide facility, support business to implement and operate an indoor play centre.	2 x EOIs conducted. No operators expressing a desire to progress.		Community, Recreation & Cultural Services

PRESERVE

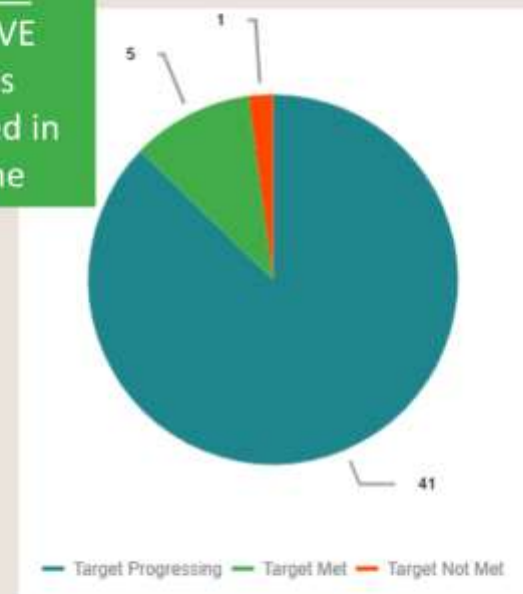


2024 -
2025



Balancing the natural and built environment.

10%
PRESERVE
Actions
completed in
Half One





THEME 2:: PRESERVE

CSP Objective 8: Sustainable growth and respectful planning that values the natural environment.

CSP Strategy 8.1: Plan for growth and development that balances liveability with valuing the local environment.

Principal Activity 8.1.1: Provide a framework for development in the city through the Orange Local Environmental Plan 2011, Plans of Management and Development Control Plans for sustained growth.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.1.1	Review and update Local Environmental Plan, Plans of Management and Development Control Plans in response to evolving needs of the community.	Formal gazettal of an LEP amendment as required, Formal adoption of new DCP, Adoption of Plans of management as required and Completion of new strategic studies.	Prepare and implement a housekeeping LEP amendment as required by updated policies and local development priorities as they emerge. Update land use zoning in accordance with Council Policy (Housing Strategy /employment strategy). Update priority strategic policies (Heritage guidelines and heritage infill policy, Recreational needs strategy. Prepare new comprehensive DCP in line with LSPS Planning priorities. Plans of management subject to ongoing review and updating as required.	Various amendments to the Orange LEP were gazette in the second half of 2024. LEP Amendments for Crago Road, 26 Lysterfield Road and Shiralee Road are progressing. Work continues of several key strategic planning documents for the City.		Development Services

Principal Activity 8.1.2: Provide efficient and effective development and certification service in a timely manner.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.2.1	Provide certification service for the purpose of issuing Construction Certificates and Complying Development Certificates.	Bi-annual reporting of turnaround time of Construction Certificates and Complying Development Certificates.	Construction Certificates issued within 28 days. Complying Development Certificates issued within 20 days. Plumbing and drainage applications determined within 14 days.	Construction Certificates and Complying development Certificate's that are lodged with all information required for assessment are meeting the required turnover times.		Development Services

Principal Activity 8.1.3: Provide property information to vendors for conveyancing, financing, and sales.



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.3.1	Provide Property Information Certificates upon request.	Bi-annual reporting of processing time.	90% of applications for Building Information Certificates and Outstanding Notices are provided in 7 days; 90% of Planning Certificates issued within a median processing time of four days; 95% of planning certificates are issued within a median processing time of 1.5 days where an urgency fee has been paid.	Property information certificates are being provided promptly upon request.		Development Services

Principal Activity 8.1.4: Develop and implement an education program to educate landowners about the negative impact weeds have on the environment, agriculture and human health.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.4.1	Promote events through social media and the Central Tablelands Local Lands Services (CTLTS) and host a minimum of four field days.	Bi-annual reporting of number of landholders attending events and number of enquiries made.	All events being successfully promoted through CT LLS and OCC media platforms and four events held.	Overachieved on this with the number of events, 12 Weed Awareness Days in conjunction with the CTLTS and 14 Field Days in conjunction with other organisations and LGA's.		Development Services

Principal Activity 8.1.5: Send out information packs to all new landowners of land greater than two hectares.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.5.1	Send out information packs to all new landowners of land greater than two hectares.	Bi-annual reporting of the number of information packs distributed and feedback from recipients.	Information packs provided to 95% of new property owners.	Bi-Monthly action. 28 Property Information packs have been sent out to date for parcels sold, 2Ha and greater in size for the LGA.		Development Services



Principal Activity 8.1.6: Undertake property inspections in accordance with the Weeds Action Program.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.1.6.1	Undertake property inspections in accordance with the Weeds Action Program.	Bi-annual reporting of property inspections including findings and mitigation actions.	Complete the remaining number of inspections to ensure compliance with the Weeds Action Program guidelines and promptly identify areas requiring weed management interventions.	WAP Funding for 24/25 has only just opened. We have still maintained our BIS reporting as required and focused on community requested and the CTRIP program.		Development Services

CSP Strategy 8.2: Ensure best practice use of renewable energy options for Council and community projects.

Principal Activity 8.2.1: Implement and deliver the Climate Action Plan for Orange City Council to increase sustainability of Council's buildings and assets to reduce to emissions and implement new technologies that provide cost savings to Council.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.2.1.1	Monitor the Climate Action Plan.	Bi-annual reporting on progress.	Review Plan and make informed changes to achieve Plan's objectives.	Council is on track to deliver the actions of the Climate Change Management Plan, including developing the internal and external communications plan and the Emission Reduction Plan.		Development Services
Action on Principal Activity 8.2.1.2	Identify emission reduction pathways and understand business as usual emissions trajectory.	Bi-annual reporting on progress, projects, comparisons to no action and implementation measures.	Produce a report to suggest available projects and projected emissions.	Council's operational emissions were 23% less in 2024 than in 2020. This is mostly due to the Renewable Power Purchase Agreement which ensures net zero emissions from electricity used at Council assets. Action is currently underway regarding Fleet and natural gas usage to reduce our emission profile.		Development Services

Principal Activity 8.2.2: Implementation of the Renewable Action Plan.

DP Principal Activity completed - Year 1

Principal Activity 8.2.3: Engage the community in the strategy and implementation of Council's Climate Action Plan.

Delivery Program/Operational Plan Progress Report – H1 – 2024/2025



31



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.2.3.1	Deliver the Environmental Sustainability Community Committee Action Plan.	Bi-Annual Reporting on Action Plan Implementation.	Implement 100% of the ESCC Action Plan.	ESCC was part of the Sustainable living festival, Supporting local community groups and providing information on EV vehicles and other relevant information for emission reduction and sustainable living.		Development Services

CSP Strategy 8.3: Enact policies and practices to protect the sustainability and security of water destined for potable supply from the water catchment area.

Principal Activity 8.3.1: Drinking water that meets health guidelines is provided through ongoing implementation and review of the Drinking Water Management System (DWMS).

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.3.1.1	Continue implementation and review of DWMS including participation in NSW Health Monitoring Program.	Compliance results from NSW Health Monitoring Program reported monthly in Current Works Report	100% compliance with the Australian Drinking Water Guideline health targets	Monitoring results have met Drinking Water Guideline health targets with updates reported through the Infrastructure Policy Committee. Annual report provided to NSW Health.		Technical Services

Principal Activity 8.3.2: Deliver the Water and Sewer Capital Infrastructure Program in accordance with budgeted capital upgrades.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.3.2.1	Deliver the annual water main renewal.	Capital update Report to Council.	Commissioned by 30 June 2025.	Anson Street completed, March Street (McLachlan to Autumn) and National Avenue (Sampson to Sale) are proposed for the remainder of this financial year.		Technical Services
Action on Principal Activity 8.3.2.2	Deliver the annual Sewer Main Relining Program and Annual Manhole Rehabilitation Program.	Capital update report to Council.	Commissioned by 30 June 2025.	Contract through Central NSW Joint Organisation awaiting signing. Works proposed to begin in March 2025.		Technical Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.3.2.3	Deliver new Inlet Works at Orange Sewerage Treatment Plant.	Upgrade delivered.	Commissioned by 30 June 2025.	Pre-commissioning of new equipment successful with further progress delayed due to need to re-paint concrete.		Technical Services

CSP Strategy 8.4: Take action to ensure greater stewardship and enjoyment of Mount Canobolas (Gaahna Bulla) and Lake Canobolas.

Principal Activity 8.4.1: Implement the Lake Canobolas Precinct masterplan for the Scout Camp to attract additional groups and visitors to the Orange Region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 8.4.1.1	Deliver the BBRF-funded upgrade program for the Canobolas Scout Camp.	Bi-annual progress reports.	Complete funded upgrade project in 2024/25	Design completed and DA submitted to Cabonne. Awaiting decision.		Corporate & Commercial Services

CSP Objective 9: Managing our resources wisely.

CSP Strategy 9.1: Identify and deliver essential water, waste and sewer infrastructure to service the community into the future.

Principal Activity 9.1.1: Reduce pollutant concentrations in Orange Sewerage Treatment Plant final effluent, through ongoing monitoring and the implementation of requisite capital upgrades.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.1.1	Refine and re-schedule the re-use Capital Infrastructure Program in consultation with stakeholders.	Capital update Report to Council.	Capital updated.	Sewage Treatment Plant effluent quality monitoring program validated adequacy of re-use treatment system.		Technical Services

Principal Activity 9.1.2: Operations, maintenance and capital upgrades for all Council owned dams comply with Dam Safety Act 2015, Dam Regulations 2019 and associated guidelines.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.2.1	Ongoing implementation and review of the Dams Safety Management System (DSMS).	Annual Dams Safety Report submitted to Dams Safety NSW by 31 March 2025.	100% compliance with Dams Safety Management System (DSMS).	Dams Safety Management System (DSMS) was reviewed in December 2024. DSMS and associated documents and reports are ongoing.		Technical Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.2.2	Commence concept and detailed design of the Gosling Creek Dam Safety Upgrade Project following options report.	Update report to Council.	Completion by 30 June 2025.	Council resolution to accept tender from GHD subject to negotiating and agreeing upon contract departures.		Technical Services
Principal Activity 9.1.3: Improve Water Supply Security for Orange to cater for potential increased population growth rates.						
OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.3.1	Complete preliminary business case for purified recycled water, subject to funding.	Update Report to Council.	Complete Regional Town Water Strategy and Recycled Water Detailed Business Case.	National Water Grid Funding Deed yet to be finalised with the NSW Government. NSW Government Funding Deed with Orange City Council will then follow.		Technical Services
Action on Principal Activity 9.1.3.2	Deliver the East Orange Harvesting Wetland (Blackmans Swamp Creek Stormwater Harvesting Stage 2) project.	Delivered by 30 June 2025.	Project delivered in accordance with Project Management Plan and pending approval conditions.	Water Supply Works Approval granted by Department of Climate Change, Environment, Energy and Water in October 2024. Appeal lodged to Land and Environment Court in November 2024.		Technical Services
Action on Principal Activity 9.1.3.3	Drought Resilience Project.	Bi-annual reporting.	Implementation of recommendations.	Ministerial sign off received 24/02/2024. Implementation stage to be completed 30/11/2025.		Corporate & Commercial Services
Principal Activity 9.1.4: Effectively plan and implement the Water Conservation Strategies.						
OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.4.1	Monitor water usage, water restriction levels and dam levels to ensure continued compliance with Council's Water Restriction Policy.	Update report to Council.	Community compliance with water restrictions and water use targets.	Water usage and dam storage levels continuously being monitored and reported on Council's website. Currently on Permanent Water Saving Measures (equivalent to Level 2 Water Restrictions).		Technical Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.4.2	Design and implement Water Conservation Strategies.	Annual water conservation program delivered.	Program delivered by 30 June 2025.	Water conservation strategies continually being implemented through media articles, rainwater tank rebates, water audits.		Technical Services

Principal Activity 9.1.5: Service areas identified in the Orange Local Housing Strategy with water and sewer infrastructure.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.1.5.1	Plan, design and deliver Shiralee Water Supply Augmentation.	Project delivered in accordance with Project Management Plan.	Delivered by 30 June 2025.	Shiralee Water Supply Augmentation Strategy is currently under review with alternate options being considered.		Technical Services
Action on Principal Activity 9.1.5.2	Plan, design and deliver March Road Sewer Pump Station Storage.	Project delivered in accordance with Project Management Plan.	Delivered by 30 June 2024.	New shed has been installed with generator inside and switchboard delivered to the Sewerage Treatment Plant. Next steps are the internal walls, switchboard and generator installation and finally, transferring/commissioning operations to new shed and civil works.		Technical Services

CSP Strategy 9.2: Develop and promote initiatives to reduce water, energy and water waste in consultation with the community.

Principal Activity 9.2.1: Organise and host environmental community engagement events in collaboration with the local community and schools.

DP Principal Activity Completed - Year 2.



Principal Activity 9.2.2: To encourage the community to participate in the Tidy Towns Sustainability Program to promote the Environmental and Cultural Programs being undertaken into the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.2.1	Actively utilise social media and publish monthly stories to promote Tidy Towns the general community and schools to raise awareness of the program and awards.	Number of articles published and enquiries received. Number of Schools accepting offer of visit from Tidy Towns Committee members. Number of annual award submissions.	Effective promotion of the Tidy Towns program; All schools accepting offers of visit from Tidy Towns Committee Members; Submissions received from community members and Schools.	Tidy Towns 2024/25 was a successful campaign. Engagement was down due Council Election impact.		Development Services

Principal Activity 9.2.3: Prepare and host clean up events to reduce litter in the region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.3.1	Host Clean Up Australia Day and Clean Up Orange event with active community participation.	Number of local residents attending and amount of rubbish collected.	Host the annual Clean Up Australia Day event at one council site.	Event and sites registered with Keep Australia Beautiful Event held in March annually.		Development Services

Principal Activity 9.2.4: Plan infrastructure development based on wastes required to be managed that cannot be diverted from landfill.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.4.1	Model waste generation and diversion rates through ongoing survey, auditing, and community collaboration	Monthly and quarterly reports are monitored and reviewed for performance in accordance with contracts.	Quarterly meetings to review contractor performance KPI's.	Monthly and quarterly waste contractor reports are monitored and reviewed for performance in accordance with contracts. Bin audits are undertaken and community outreach is performed to gauge community uptake and understanding of correct waste minimisation strategies.		Technical Services

Principal Activity 9.2.5: Plan development of new landfill cell in alignment with Waste Model Financial Plan and in accordance with annual waste generation rates.



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.5.1	Regularly review waste data generation reports to ensure infrastructure and financial model is fit for purpose.	Monthly reports are considered in consultation with contractors to review performance against contract KPI's.	Monthly reports demonstrate waste and recycling performance is aligned with contract terms and objectives.	Waste data reports and the waste financial model are regularly reviewed and align to ensure coordinated development of appropriate infrastructure and resource allocation.		Technical Services
Action on Principal Activity 9.2.5.2	Monitor scheduled works against allocated budget and engage contractors to complete works.	Monthly review and quarterly reporting against KPI's.	Works are identified within the Waste Services financial model and budget.	Cell 4 constructed at ERRRC in 2024 calendar year and finalising remaining scope of works of installing phytocapping and gas biofilters to cells 1 & 2 which is planned for completion in March 2025.		Technical Services
Action on Principal Activity 9.2.5.3	Completion of a new landfill cell at the Euchareena Road Resource Recovery Centre (ERRRC).	Bi-annual progress reporting.	Completion by 31 December 2024 in alignment with Waste Model Financial Plan and in accordance with annual waste generation rates.	Cell 4 constructed in 2024 calendar year and opened to waste receipt on 18 November 2024.		Technical Services

Principal Activity 9.2.6: Manage abandoned articles within the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.6.1	Investigate complaints and regularly inspect known dumping areas, impounding trolleys and contacting owners.	Bi-annual reporting of the number of abandoned trolleys and use of trolley tracker to encourage regular pickups.	Report complaints from the public to trolley owners within 24 hours.	During daily rounds the Rangers are identifying abandoned trolleys and reporting them on the trolley tracker App. If they are located in an area considered dangerous the trolleys are relocated for pick up.		Development Services



Principal Activity 9.2.7: Enforce environmental pollution breaches.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.2.7.1	Promptly investigate complaints regarding environmental issues.	Time to investigate complaints, spills and dangerous situations.	Investigate pollution complaints within four days. Investigate urgent spills and dangerous situations within four hours.	Investigations are commenced promptly following complaints or notifications of pollution breaches.		Development Services

CSP Strategy 9.3: Invest in a broader range of local reuse and recycling services.

Principal Activity 9.3.1: Become regional leader in waste management.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.3.1.1	Maintain current levels of service with existing contracts and demonstrate leadership with NetWaste by working closely with the Environmental Protection Agency on new project initiatives that deliver on enhanced resource management.	Bi-annual reporting of waste contract performance and statistics.	Implement Annual Plan initiatives and current contracts.	All projects and service contracts are pre-planned and reported to the EPA annually and quarterly reviewed by NetWaste Steering and Forum members and monitored in accordance with contract KPI's in consultation with the contractor.		Technical Services

Principal Activity 9.3.2: Complete local and regional contract initiatives and projects as per annual NetWaste Contract Plans.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.3.2.1	Council and NetWaste staff to undertake project initiatives in accordance with endorsed contracts and educational plans.	Bi-annual reporting of waste contract performance and statistics.	Implement Annual Plan initiatives and current contracts.	Project initiatives and ongoing education strategies are reviewed monthly and implemented and reported upon at least quarterly to the NetWaste Council Steering and Forum members.		Technical Services



Principal Activity 9.3.3: Promote the enhancement of waste collection performance within the community.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.3.3.1	Provide educational resources and information sources to the community to assist with appropriate utilisation of waste collection services.	Annual Plan reported with project outcomes.	Annual Plan adopted within respective contracts.	Ongoing educational strategies and resources provided to the community through Councils contracted service provider, Envirocom under the relevant waste service contracts and also assisted with Councils communications team as required.		Technical Services
Action on Principal Activity 9.3.3.2	Offer free annual Household Hazardous Waste Collection service with licenced service provider.	Service rendered annually with waste volumes collected and recycled reported to Council and EPA.	Service contracted annually through NetWaste contract.	Service provided to the community in November 2024.		Technical Services

Principal Activity 9.3.4: Manage Ophir Road and Euchareena Road Resource Recovery Centers in full compliance with management plans and licences.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 9.3.4.1	Monitor scheduled works against allocated budgets and engage contractors to complete works.	Quarterly KPI's reported to Council.	Budget reviewed quarterly.	Waste Services budget and financial model aligns and is monitored regularly to ensure all scheduled works and capital infrastructure project work is coordinated with appropriate contractors.		Technical Services
Action on Principal Activity 9.3.4.2	Monitor collected inventory of household hazardous wastes and record volumes on a weekly basis.	Weekly monitoring and recording of HHW volumes and servicing of CRC by contractor performed as storage stillages are filled.	Community Recycling Centre operating in accordance with EPA guidelines.	Councils Community Recycling Centre (CRC) is managed by Council staff and monitored daily with inventory reported to the EPA contractor on a weekly basis for coordinated removal of household hazardous waste.		Technical Services



CSP Objective 10: Infrastructure for our growing communities.

CSP Strategy 10.1: Construct and maintain a road network that meets the community's transport and infrastructure needs.

Principal Activity 10.1.1: Avoid further projected escalation in the net present value of the infrastructure backlog.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.1.1.1	Maintain and update the Transport Asset Management Plan with associated programmes of work.	Adopted plan exists.	Plan reviewed annually.	Road condition assessment for road revaluation currently being undertaken.		Technical Services

Principal Activity 10.1.2: Road Reseal and Rehabilitation Programs to be undertaken in accordance with the Transport Asset Management Plan.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.1.2.1	Deliver all projects outlined in the Road Rehabilitation and Reseal Program within allocated budget.	Variance from approved budgets.	Program budget cost variance +/- 10%.	Works progressing. The bulk of program is to be delivered in January to March Quarter 2025		Technical Services

Principal Activity 10.1.3: Deliver Stage 4 of the Southern Feeder Road from Anson Street to Pinnacle Road.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.1.3.1	Completion and opening of Southern Feeder Road Stage 4.	Monitor and report on the percentage of project milestones achieved on schedule, culminating in the project's completion by 31 December 2024.	Completion by 31 December 2024.	While the Target completion date of 31 December 2024 was not met, works continue with project finalisation planned for early 2025.		Technical Services

Principal Activity 10.1.4: Confirm alignment for Southern Feeder Road at Cargo Road.

DP Principal Activity complete - Year 2

**Principal Activity 10.1.5: Accelerate the construction of flood mitigation projects.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.1.5.1	Upgrade the East Orange Drainage Channel from McLachlan Street to March Street, subject to funding.	Tenders advertised.	Go to public tender for works.	Principal activity was subject to funding. Funding submissions for this Financial year were unsuccessful.		Technical Services

Principal Activity 10.1.6: Increase understanding of the infrastructure network conditions.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.1.6.1	Update Asset Management Plan with condition data.	Continued review of asset conditions with regular reporting	Undertake inspections of at least 5% of the network	Asset inspections ongoing.		Technical Services
		Length of network inspected. Continued review of asset conditions with regular reporting.	Undertake inspections of at least 3% of the urban piped network and 50% of rural piped culverts. Undertake inspections of at least 5% of the network.			

CSP Strategy 10.2: Ensure that sufficient car parking spaces are available to support growth.**Principal Activity 10.2.1: Review parking restrictions within the City to accommodate the evolving dynamics of the City.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 10.2.1.1	Carry out parking patrols in accordance with patrol schedule and Council's adopted parking rules.	Bi-annual reporting on the number of parking warnings and infringement notices to measure community compliance with parking regulations.	Provide efficient and effective compliance service in a timely manner and meet all service obligations with all privately contracted car parks.	Car parking Patrols are carried out in accordance with scheduled parking patrols throughout the City. Obligations under contracted car parks are being met. Education of the public of the parking rules via social media remains a key focus for 2025.		Development Services

Principal Activity 10.2.2: Review and implement Council Enforcement Policy to ensure consistent decision making.

DP Principal Activity Completed - Year 2



CSP Strategy 10.3: Develop a vibrant, comfortable and clean civic and commercial precinct as a centre for the community.

Principal Activity 10.3.1: Deliver the Future City tranches.

DP Principal Activity Completed - Year 2

CSP Objective 11: Celebrate our cultural, social, natural and built heritage assets.

CSP Strategy 11.1: Ensure plans for growth and development are respectful of our heritage.

Principal Activity 11.1.1: Increase the knowledge of building owners about the value of protecting and enhancing the heritage of the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 11.1.1.1	Engage with the community to ensure plans for growth and development are respectful of our heritage.	Fund and provide Heritage and Design advice service by a qualified Heritage Architect.	A minimum of 12 Heritage visits provided per year.	Council is currently meeting its obligations to provide a monthly Heritage and design advice service by a qualified heritage adviser.		Development Services

CSP Strategy 11.2: Preserve our diverse social and cultural heritage.

Principal Activity 11.2.1: Preserve the tangible and intangible cultural heritage of the region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 11.2.1.1	Expand Outreach and Education on Cultural Heritage.	Conduct of local heritage assistance fund; Annual review of the heritage strategy; Bi-annual reporting on outreach and education program effectiveness.	Develop and implement outreach and education program on cultural heritage.	Local Heritage Assistance Fund 2025 in progress. It is anticipated this round of funding will be completed by 28 February 2025 and the new round for 2026 advertised.		Community, Recreation & Cultural Services

CSP Strategy 11.3: Celebrate and conserve the diverse cultural heritage of the urban, village and rural communities.

Principal Activity 11.3.1: Support the Spring Hill, Clifton Grove and Lucknow Community Committees.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 11.3.1.1	Deliver the Spring Hill, Clifton Grove and Lucknow Community Committee Action Plans.	Action Plan Implementation.	100% of each Action Plan Implemented.	Progress in the period included: Clifton Grove: -Pull-in area works under way - Ongoing maintenance of bridal tracks as per committee's request Spring Hill: - Cemetery repairs - Pull-in area across from the Railway Hotel Lucknow: - 50km speed limit (reduced from 60km) - New footpaths on each side of the highway		Corporate & Commercial Services

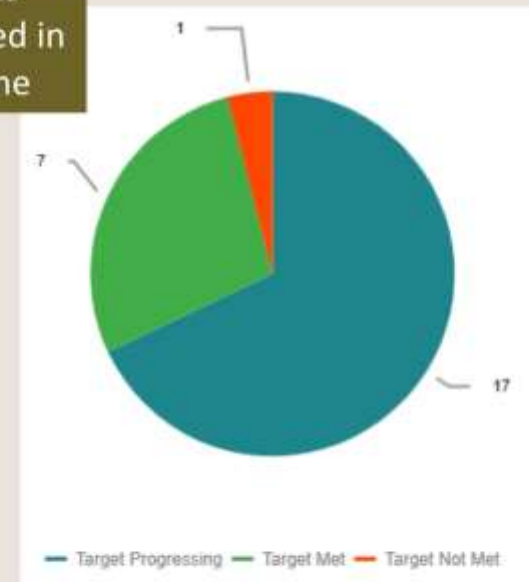
PROSPER



2024 -
2025

A smart, innovative and resilient economy.

28%
PROSPER
Actions
completed in
Half One





THEME 3:: PROSPER

CSP Objective 12: Sustainable tourism, events and visitor experiences.

CSP Strategy 12.1: Capitalise on the character and lifestyle of Orange to remain a destination of choice.

Principal Activity 12.1.1: Implement the Orange Region Tourism Strategy to continue to support and maintain Orange's visitor economy.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.1.1.1	Delivery of the Orange Region's Destination Management Plan and associated actions.	Bi-annual reporting of the implementation of actions from the Orange Regions DMP and relevant tourism metrics.	Achieve an increase in visitor numbers in line with Orange360 metrics.	DMP action plan developed with O360, Blayney and Cabonne. Activity underway to support objectives.		Corporate & Commercial Services

Principal Activity 12.1.2: Manage Orange Visitor Information Centre and online channels to encourage visitors to stay longer and engage with more experience across the Orange region.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.1.2.1	Effective management of Council's contract with Orange360. Effectively Manage and Operate the Orange Visitor Information Centre.	Bi-annual reporting of updates from Orange360; The implementation of actions from the Orange Regions DMP; Length of stay statistics released by the National Visitor Survey; and footfall visitation to the Orange Visitor Information Centre.	Increase the average length of visitor stays as measured by National Visitor Survey data; Increase footfall to Orange Visitor Information Centre.	Realigned O360 contract to synchronize with Blayney and Cabonne contracts. Visitor Information Centre visitor numbers consistent. Redeveloping roster to provide more financial sustainability to the centre.		Corporate & Commercial Services

CSP Strategy 12.2: Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all.

Principal Activity 12.2.1: Deliver an annual program of Council-run events to create vibrancy and liveability for residents and visitors to the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.2.1.1	Deliver a program of Council run civic events including 'Welcome to Orange', 'Citizenship Ceremonies', 'Carols by Candlelight' & a 'New Year's Eve' event.	Bi-annual reporting of Council run civic events and outcomes achieved.	Deliver six civic events each year.	All planned events delivered (Zest Fest, Carols, NYE, 2 x Citizenship Ceremonies, Welcome lunch for new residents, Japanese Speaking Cup), with strong attendee numbers and positive feedback.		Corporate & Commercial Services



Principal Activity 12.2.2: Support community organizations to stage community-run events through the administration of Council's Event Sponsorship Programs.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.2.2.1	Administer Council's Event Sponsorship Program.	Bi-annual reporting of administration of Council's Events Sponsorship Program.	Deliver four rounds of funding through the Events Sponsorship Program totalling an annual investment of \$100k.	Continued support to the community was provided under the Event Sponsorship Program during this period.		Corporate & Commercial Services

Principal Activity 12.2.3: Support and encourage major events to be held in Orange for locals to enjoy and to attract visitors to the city.

DP Principal Activity Completed - Year 1

Principal Activity 12.2.4: Manage Council's event applications to assist groups deliver safe and well managed events on Council property.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.2.4.1	Assess applications and provide advice for events held on Council property.	Bi-annual reporting of number of applications assessed within agreed timeframes.	80% of Applications approved within agreed timeframes.	Introduced NPS for council bookings, which is currently at 100 (an excellent result). 2024 highest year for event bookings.		Corporate & Commercial Services

Principal Activity 12.2.5: Maintain and improve the Colour City Caravan Park (CCCCP) to provide a variety of accommodation and outdoor activities.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.2.5.1	Maintain a three-star rating.	Bi-annual reporting of occupancy rates.	Maintain 50% occupancy rate across the year.	The occupancy for the period was 59.31%. The standard cabins were best performing at 66% and similarly the budget cabins at 60%. Powered sites were 56% while the cottage slightly underperformed at 38% occupancy for the period.		Corporate & Commercial Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.2.5.2	Deliver the BBRF-funded capital improvement program.	On-time on budget delivery.	Funded upgrade program to be completed by 30 June 2025.	Funding was withdrawn by NSW Government due to delay in implementation of project. Some minor items will be delivered within Council funding (new storage shed, removal of old caravans).		Corporate & Commercial Services

CSP Strategy 12.3: Strengthen the food culture and night-time economy within Orange.

Principal Activity 12.3.1: Implement the Live Music Action Plan.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 12.3.1.1	Deliver Live Music Action Plan activity.	Bi-annual reporting.	Delivery of Live Music Action Plan.	Delivery of Zest Fest a major step in live music delivery in Orange. Support for other music events ongoing (e.g Night in Nashville). Meetings held with 24-hour economy commissioner. Action Plan requires review alongside new Economic Development Strategy.		Corporate & Commercial Services

CSP Objective 13: A smart, innovative and resilient industry sector.

CSP Strategy 13.1: Attract and grow strategic investment.

Principal Activity 13.1.1: Encourage and facilitate inward investment to grow the number of new inbound businesses to the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.1.1.1	Implement a targeted Business Incentive Program that offers financial and logistical incentives specifically designed to attract one new business to Orange each year and to support the expansion of an existing local business.	Bi-annual reporting of enquiries and progress of business and industry attraction.	Attract one new business to orange per year and support one existing business to grow and expand.	Requirement to finalise Economic Development Strategy first to ensure any incentive program aligns to long term objective. Now that this is endorsed by Council, work will commence on scoping an appropriate incentive program.		Corporate & Commercial Services



Principal Activity 13.1.2: Deliver Business Development Initiatives as part of Future Cities Program.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.1.2.1	Support startups to operate their new businesses by providing McNamara Lane Pop-up Pods for lease.	Bi-annual reporting of lease agreements, rent received and business activation.	Four start-ups supported through the rental of McNamara Lane Pop-up Pods.	Three businesses supported to date this year.		Corporate & Commercial Services

Principal Activity 13.1.3: Support the development of key industry sectors and/or precincts to support long-term growth.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.1.3.1	Unlocking the Bloomfield Health Precinct Business Case.	Bi-annual reporting.	Secure funding to enable Masterplan Development.	Business Case completed 28/06/2024.		Corporate & Commercial Services
Action on Principal Activity 13.1.3.2	Finalise Subdivision design and staged development following commercial advice.	Sales Results. Bi-annual reporting on design.	Sale Yards to market. Clergate Road subdivision design.	Decision that Council should develop the Saleyards site infrastructure to prepare it for market to generate a great return. This will push likely sale into FY26/27.		Corporate & Commercial Services
Action on Principal Activity 13.1.3.3	Finalise sale of the old Conservatorium Site.	Bi-annual reporting on sales results.	Old Conservatorium site to market.	Property to market and call option issued with a finalisation date of 30 June 2026.		Corporate & Commercial Services

CSP Strategy 13.2: Support innovative industry sectors.

Principal Activity 13.2.1: Explore avenues to assist business development in the City in conjunction with the Orange Business Chamber and other peak industry and Government bodies.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.2.1.1	Deliver Economic Development Community Committee Action Plan.	Bi-annual reporting.	Action plan delivered.	EDCC action plan largely delivered by end of last term of Council. New ED Strategy will inform formulation of new action plan by new EDCC.		Corporate & Commercial Services



CSP Strategy 13.3: Support educational and training opportunities that retain young people, attract new workers and provide local employment.

Principal Activity 13.3.1: Establish a Recruitment Engagement Program focused on younger members of the local community.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.3.1.1	Continue a Recruitment Engagement Program focused on younger members of the local community.	Bi-annual reporting of increase engagement with schools and community events focused on recruitment.	Three events per calendar year.	We have held a 2025 Apprentices and Trainee Career Information Night, Career Information Sessions for all local schools and attend the 2024 Jobs Expo.		Corporate & Commercial Services

CSP Strategy 13.4: Enhance opportunities for local business to grow and prosper.

Principal Activity 13.4.1: Provide relevant and up to date information to local businesses about grants, relevant programs and policy changes.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 13.4.1.1	Develop and distribute electronically distributed mail newsletter to local businesses.	Bi-annual reporting to Economic Development Community Committee.	Four electronically distributed mail newsletters per year.	Economic Development required a Customer Relationships Management System (CRM) to appropriately manage the database of local businesses and develop valuable communications. This project is underway, with regular content being provided to Business Orange in the meantime as part of their newsletter.		Corporate & Commercial Services

CSP Objective 14: Transport services, connectivity and infrastructure that support community, tourism, business and industry.

CSP Strategy 14.1: Access to connected and affordable public transport within the city.

Principal Activity 14.1.1: Maintain existing public bus stops within the Council road reserves.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.1.1.1	Install new, and upgrade existing, bus stops at the request and funding of Transport for NSW.	Number of bus stops maintained.	20% of all bus stops maintained/updated per year.	With the completion of the Wentworth Lane bus stop, all available Department of Transport grant funding has been utilised.		Technical Services



Principal Activity 14.1.2: Approve through recommendations of the Traffic Committee the extension and enhancement of the public bus routes proposed by Transport for NSW.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.1.2.1	Provision of recommendations to the City of Orange Traffic Committee for extension or enhancement requests to existing public bus routes from Transport for NSW.	Number of requests reviewed.	100% of requests from Transport for NSW provided to the City of Orange Traffic Committee for determination.	Completed as requested.		Technical Services

Principal Activity 14.1.3: Support the maintenance of the existing bus services operating throughout Orange, Mt Canobolas, Spring Hill, Millthorpe, Lucknow and Molong.

DP Principal Activity Completed - Year 2

CSP Strategy 14.2: Strengthen public and private rail, coach and air services.

Principal Activity 14.2.1: Operate the Orange Airport.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.2.1.1	Ensure the airport meets requirements of the Civil Aviation Safety Authority and the Office of Transport Security.	All annual safety surveys are completed and Airport Security is upheld.	100% compliance.	Continuing to ensure Council meets CASA & Office of Transport Security Requirements.		Technical Services
Action on Principal Activity 14.2.1.2	Annual technical inspection.	Survey has been undertaken and copy sent to CASA.	One Annual Survey to be completed.	Annual Technical Inspection is partial completed.		Technical Services
Action on Principal Activity 14.2.1.3	Obstacle-limitation survey.	Survey has been undertaken and copy sent to CASA.	One annual survey to be completed.	Completed and submitted to CASA.		Technical Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.2.1.4	Annual emergency-training exercise.	Design and conduct annual emergency exercise.	One annual exercise to be under taken.	Exercise planned this period was postponed due to weather conditions.		Technical Services

Principal Activity 14.2.2: Undertake upgrades of Airport precinct.

DP Principal Activity Completed - Year 2

CSP Strategy 14.3: Support initiatives for improved connectivity between Orange and capital cities and regional towns.

Principal Activity 14.3.1: Lobby relevant Government authorities for improved private sector and public transport linkages.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.3.1.1	Report on meetings and interactions for improved transport linkages with ORAG.	Bi-annual reporting of meetings held and recommendations implemented.	At least four ORAG meetings per year.	Orange Rail Action Group met the target of four meetings. They also met with the minister in Orange, so meetings have slowed down as progress has been made on the underlying policy objective.		Corporate & Commercial Services

Principal Activity 14.3.2: Support the Orange Rail Action Group.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.3.2.1	Council provision of a delegate and venue for each ORAG Meeting.	Bi-annual reporting of meeting discussions, action items, and progress on implemented recommendations.	Participation in a minimum of four meetings per year.	Strong continued support of ORAG. Ministerial meeting in H1 indicates good progress on delivering new rail service to Orange.		Corporate & Commercial Services



Principal Activity 14.3.3: Advocate for connected and affordable public transport within the city directly with Transport for NSW in Strategic and Operational Regional Transport Forums in partnership with the Central Joint Organisation (JO).

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 14.3.3.1	Advocate for connected and affordable public transport within the city directly with Transport for NSW in Strategic and Operational Regional Transport Forums in partnership with the Central Joint Organisation (JO).	Number of Regional Transport attended.	Council representation at all Regional Transport Forums.	Mayor, CEO and Director met with Regional Transport Minister, Local Member and senior TFNSW staff at both the Integrated Transport Session and Orange Passenger Rail Forum, noting the improvements to bus services within the city and advocating for improved rail links and services to Sydney.		Technical Services

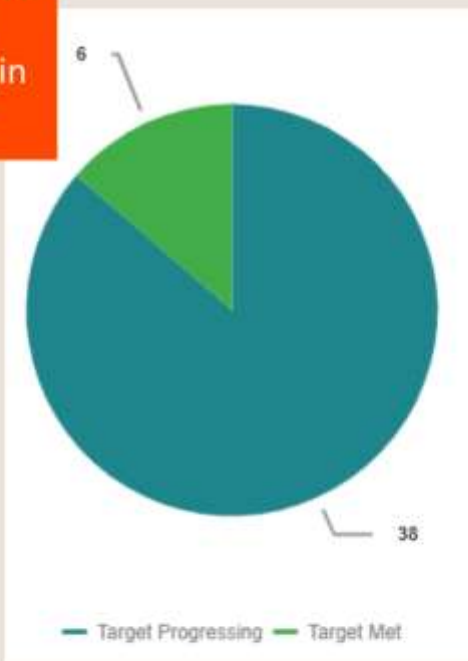
COLLABORATE



2024 -
2025

Leading and partnering to support
the community.

13%
COLLABORATE
Actions
completed in
Half One





THEME 4:: COLLABORATE

CSP Objective 15: An informed community.

CSP Strategy 15.1: Deliver communication that is open, accessible, meaningful and regular across a range of media.

Principal Activity 15.1.1: Increase community engagement across communication channels by delivering rich content that encourages audiences to follow and share information and positively positions Orange City Council work to its communities and visitors.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
15.1.1.1	Action on Principal Activity: Inform the Community about Council's activities through advertising in the local media, boosting social posts on Council's social media channels and updating information on Council's website.	Frequency and audience reach of advertising and engagement with boosted social media posts. Monthly reporting of activity (frequency and reach) of communication activity and channel engagement.	The Community is informed of Council activities; Achieve an annual percentage increase in engagement across all social media channels.	At December 31 2024, Council had 16,276 Facebook followers and 3473 Instagram followers. In the six months from July to December 2024, Council's Facebook had a reach of 877,552 on Facebook and 85,016 on Instagram. Across the platforms there were 995 posts. During the period Council published 94 news articles. The Council website attracted a total of 206,053 sessions, as recorded by Google Analytics, demonstrating a high level of user engagement and interaction over the given period.		Corporate & Commercial Services

CSP Strategy 15.2: Promote organisational culture that delivers excellent customer service and continuous improvement.

Principal Activity 15.2.1: Develop Customer Service Charter and Service Delivery Key Performance Indicators (KPIs).

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
15.2.1.1	Action on Principal Activity: Finalise and implement the Customer Service Charter across all departments. Investigate an integrated system for real-time tracking of service delivery KPIs, including customer satisfaction, call and email response times, and after-hours calls.	Bi-annual reporting of customer satisfaction and call response efficiency.	Meet or exceed all established service delivery KPIs by 30 June 2025.	Principles and standards in the Customer Service Obligation Policy were met over the period. Totals for the reporting period: Total number of CRMs entered was 5963, The total number of calls answered by Customer Service - 14241, Grade of Service (answered within 30 seconds) - 76%, Average talk time - 1:25 minutes, The customer service charter across all departments de-prioritised following a change of director.		Corporate & Commercial Services

Principal Activity 15.2.2: Implement consistent customer centric language across all Council's correspondence and touch points.



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 15.2.2.1	Monitor implementation of the Style Guide to ensure consistent use of customer-centric language in all Council communications and interactions.	Bi-annual reporting of staff performance in utilising customer-centric language.	Achieve an increase in staff compliance with using customer-centric language in Council communications within the first year of implementation.	Style Guide is in continual use to drive consistency across Council publications. A highlight of the period was the development of a new branding suite for Zest Fest.		Corporate & Commercial Services

Principal Activity 15.2.3: Refurbish Civic Centre foyer to be more accessible and welcoming to customers and support positive and proactive interactions.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 15.2.3.1	Secure funding for concept design.	Bi-annual reporting on refurbishment progress.	Concept Design for Civic Centre foyer and business case for funding.	Design phase completed and provided to Executive Leadership Team.		Corporate & Commercial Services

Principal Activity 15.2.4: Improve Development Application Process to businesses and the Orange community to facilitate sustainable growth of the city.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 15.2.4.1	Improve assessment turnaround for Development Application by reviewing procedures for Council's pre-lodgement advisory service.	Bi-annual reporting of percentage of DA's determined within statutory timeframe.	Development applications determined within a median time of 35 days.	Council is currently meeting its DA assessment targets under the State Government led League table. Recent changes to the management of incoming applications on the NSW Planning Portal has improved the level of information submitted with an application.		Development Services

Principal Activity 15.2.5: Provide improved internal property information systems.

DP Principal Activity Completed - Year 2

CSP Strategy 15.3: Provide opportunities for widespread and quality engagement and, where appropriate, shared decision making.

Delivery Program/Operational Plan Progress Report – H1 – 2024/2025



54



Principal Activity 15.3.1: Engage with the community to facilitate shared decision making on the services and works delivered by the Orange City Council.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 15.3.1.1	Continue public exhibition of matters put to Council.	Bi-annual reporting of community engagement activities conducted.	Exhibit issues to meet legislative requirements as well as high public interest or impact matters.	Council exhibited 11 matters during the period including strategic policy reviews, planning matters, electronic vehicle charging fees and the urban forest strategy.		Corporate & Commercial Services
Action on Principal Activity 15.3.1.2	Undertake engagement activities to involve the community in Council decision making process.	Bi-annual reporting of community engagement activities conducted.	Community views are provided to council as part of the decision making process following Councils Engagement Policy.	Engagement for the period included: Zest Fest - Woodward Street resident engagement relating to knock on effects of increased traffic from Brabham Way - NYE and Carols engagement with residents near event location - CSP - feedback from more than 1200 residents - Redmond Place regarding progress of suburb - Newcastle flight route - Pinnacle Road a speed reduction - Surveys to parents at Courallie Park Preschool.		Corporate & Commercial Services

Principal Activity 15.3.2: Develop a stakeholder engagement approach to build relationships and ensure key stakeholders are informed of Orange City Council activities.

DP Principal Activity Completed - Year 2



CSP Objective 16: Leaders in our community.

CSP Strategy 16.1: Encourage and support residents to pursue leadership roles at Council.

Principal Activity 16.1.1: Implement Leadership Upskill and Employee Speak Up Programs.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 16.1.1.1	Continuous improvement in leader lead conversations on career.	Bi-annual reporting of career conversation documents and action plans developed.	10% increase in career advancing learning and development.	All employees were given the opportunity for 1:1 career conversation as part of their performance review. 95% performance reviews were completed. Succession planning, training and career conversations check ins are held in January each year to confirm plans are in place.		Corporate & Commercial Services
Action on Principal Activity 16.1.1.2	Develop and implement leadership and employee training based on the needs analysis and outcomes from the Employee Engagement Survey conducted by 30 June 2025.	Bi-annual reporting of training completed.	25 leaders (managers and directors) complete training.	All managers and directors completed Leaders Guide to Managing Performance.		Corporate & Commercial Services

CSP Strategy 16.2: Support community organisations and groups to deliver services and programs.

Principal Activity 16.2.1: Deliver Council's Small Donations Fund to support the community to deliver services and programs.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 16.2.1.1	Administer Council's Small Grants Program.	Bi-annual reporting of administration of Council's Small Grants Program.	Deliver the remaining rounds of funding through the small grants program.	Council's Small Donations Fund has been effectively delivered this period.		Corporate & Commercial Services


CSP Strategy 16.3: Engage and train young people to develop our future leaders.

Principal Activity 16.3.1: Apprenticeship, Traineeship, Cadetships and Sponsorship Programs for local young employees to have a continuous pipeline of development within Council.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 16.3.1.1	Apprenticeship, Traineeship, Cadetships and Sponsorship Programs for local young employees to have a continuous pipeline of development within Council.	Bi-annual reporting; Bi-annual comparison of employee participation to local employee population in younger age groups.	Two Trainees engaged per annum; To have an employment % of council employees which is at least 0.5% higher than the comparative percentage of the average Orange population. Target for employment % is therefore currently 12.5% (15-25 year olds) and 14.5% (26-35 year olds).	We have successful obtained funding for additional traineeships and apprentices commencing Jan 2025. This will result in 100% completion of this objective once they commence in their roles.		Corporate & Commercial Services

CSP Strategy 16.4: Develop and encourage staff to pursue leadership within Council.

Principal Activity 16.4.1: Implement Leadership Upskill program as part of the Council Culture Program.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 16.4.1.1	Continue Leadership Upskill Program as part of the Council Culture Program.	Bi-annual reporting of Leadership Programs and activities.	70% of leadership (Managers and Supervisors) involved in at least one element of Leadership Development.	Succession Planning, Performance Management and Performance Review Training were all held in 2024. Over 70% of leadership attended these courses.		Corporate & Commercial Services

CSP Objective 17: Strong relationships.

CSP Strategy 17.1: Work in partnership with other councils, regional organisations and State and Federal Governments.

Principal Activity 17.1.1: Support the Local Emergency Management Committee.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 17.1.1.1	Support local emergency planning in conjunction with key agencies.	Chair quarterly meetings and record meeting minutes and distribute.	Attend four meeting per year.	Continuing to support local emergency planning.		Technical Services

**Principal Activity 17.1.2: Support the Rural Fire Service.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 17.1.2.1	Provide ongoing support and advice to quarterly Bush Fire Management Committee meetings and Bush Fire Liaison Committee meetings.	Bi-annual reporting on meetings.	Attend four meetings per year.	Continuing support.		Technical Services
Action on Principal Activity 17.1.2.2	Attend Rural Fire Service Management Committee and Bush Fire Liaison Committee quarterly meetings.	Bi-annual reporting on meetings.	Attend four meetings per year.	Continuing to support Rural Fire Service.		Technical Services
Action on Principal Activity 17.1.2.3	Provide financial management assistance to Rural Fire Service.	Bi-annual reporting. Council to provide assistance through their Financial Department Debtors/Creditors.	Service Provided.	Council's Finance Team continued to provided support to the RFS during this period.		Financial Services

Principal Activity 17.1.3: Engage with State and Federal Governments on funding and policy matters.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 17.1.3.2	Report activities of the Council showing advocacy on emerging strategic matters important to the City and region.	Report acknowledged by Council.	Half yearly report to Council on advocacy activities.	Report going to Council 18 February 2025.		Office of the Chief Executive

**Principal Activity 17.1.4: Continue to support emergency services.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 17.1.4.1	Attend, chair, and provide support for the Local Emergency Management Committee meetings as the designated Chair and Local Emergency Management Officer, including offering backup and leadership in emergency situations.	Council appoints LEMO; LEMO to Chair meetings and provide support as required.	Appointment by Council; Four meetings to be attended.	Continuing to support Local Emergency Management Committee.		Technical Services

Principal Activity 17.1.5: Maintain sister-cities relationships with: Timaru, New Zealand, Orange, California and Mt Hagen, Papua New Guinea.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 17.1.5.1	Support opportunities for cultural exchange.	Bi-annual reporting of cultural exchange activities.	Hold at least two Sister City Community Committee meetings per year.	Ushiku Eishen High School visit on 6 August. Orange City Council Japanese Speaking competition was held on 27 November. Exploring a new Sister City/Friendship City link with the city of Zaporizhzhia in Ukraine.		Corporate & Commercial Services



CSP Strategy 17.2: Attract external funding to deliver services, facilities and programs.

Principal Activity 17.2.1: Maintain membership of key lobby groups to advance regional priorities.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
17.2.1.1	Action on Principal Activity Report on meetings and interactions with key lobby groups - including, but not limited to * Central NSW Joint Organisation * Regional Development Australia * Regional Cities NSW * Orange 360 * NetWaste * Association of Mining-related Councils * Local Land Services * Government Ministers and Department Officers * LGNSW.	Bi-annual reporting of State & Federal Government lobbying activities.	Report acknowledged by Council.	Details of meetings with key lobby groups has been included in the report to Council on 18 February 2025 on Council Advocacy Activities.		Office of the Chief Executive

CSP Objective 18: Responsible Governance.

CSP Strategy 18.1: Provide representative, responsible and accountable community governance.

Principal Activity 18.1.1: Maintain the Delegations and sub-Delegations register.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.1.1.1	Action on Principal Activity Review Sub-Delegations to Staff.	Published on Website by 30 June 2025.	Approved Sub-Delegations published on Council's Website by 30 June 2025.	Delegations to the CEO and Specific Staff Delegations adopted 17 December 2024. Finalisation of Sub-Delegations to staff pending.		Corporate & Commercial Services
18.1.1.2	Action on Principal Activity Council Delegations and Sub-Delegations to the Chief Executive Officer reviewed and approved following 2024 Local Government Elections and new incoming Council.	Published on Website by 31 December 2024.	Approved Council Delegations and Sub-Delegations to the Chief Executive Officer published on Council's Website by 31 December 2024.	Delegations to the CEO and Specific Staff Delegations adopted 17 December 2024 and published on Council's Website.		Corporate & Commercial Services



Principal Activity 18.1.2: Co-ordinate with the Mayor and Councillors Training and Development Plans in accordance with requirements under the Local Government Act.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.2.1	Coordinate and implement Councillor Training and Development Plans, including induction training for the new Council.	Bi-annual reporting of Councillor attendance at identified training courses.	100% attendance and completion of Annual Training Plan by Councillors.	New Council onboarded and inducted in October 2024, individual Professional Development plans currently being developed based on the Local Government Capability Framework. Staff brief Councillors weekly through workshops to ensure they are knowledgeable on current projects, initiatives and issues. Conferences are offered to Councillors to attend as they arise.		Office of the Chief Executive

Principal Activity 18.1.3: Investigate the digitisation of relevant hard copy files currently stored at Council's repository.

DP Principal Activity Completed - Year 1

Principal Activity 18.1.4: Develop and implement the suite of Integrated Planning and Reporting documents (IP&R).

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.4.1	Deliver IP&R documents for public exhibition and adoption.	IP&R documents considered by Council for 28-day exhibition and adopted by 30 June 2025.	Delivery of the State of the City Report, Annual Review, reviewed Community Strategic Plan 2025-2035, Delivery Plan 2025-2029, Operational Plan 2025-2026, Resourcing Strategy with 3 components: Longterm Financial Plan (10 years), Workforce Management Plan (4 years), Asset Management Plan (10 years), Community Engagement Strategy.	The State of the City and Annual Report was endorsed by the Council at its meeting on 20 November 2024. Work has commenced on the IP&R suite for 2025.		Corporate & Commercial Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.4.2	Develop a Service Review Program.	Reporting to ARIC on Service Reviews undertaken or in-progress, and implementation of the Service Review Framework.	Implementation of the Service Review Framework; conduct 1 Service Review; publish the Service Review Program in the Delivery Plan.	Council's service review framework is now in place. One Service Review has been completed to date with a further review planned for half two of 2024/2025.		Corporate & Commercial Services

Principal Activity 18.1.5: Develop the Business Continuity Plan for Council including the Business Continuity Policy, Framework and Business Impact Analysis.

DP Principal Activity Completed -Year 2

Principal Activity 18.1.6: Maintain a framework of relevant policies and procedures.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.6.1	All Strategic and Operational Policies reviewed in accordance with the review schedule.	Bi-annual reporting on progress.	All Strategic and Operational Policies reviewed in accordance with the review schedule.	Council has in place relevant policies and procedures which are periodically reviewed and updated. There are currently 72 listed Strategic Policies. 22 of those policies are overdue for review and adoption by the Council. There are currently 66 listed Operational Policies. 38 of those are current. 5 have a draft pending final review and approval. 22 are overdue for review.		Corporate & Commercial Services

**Principal Activity 18.1.7: Maintain Council's Corruption Prevention Framework.**

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.7.1	Review Corruption Prevention Framework and provide recommendations for continuous improvement.	Bi-annual reporting on progress.	Corruption Prevention Framework reviewed and 25% of recommendations for continuous improvement implemented.	Council's Strategic Policy ST08 - Fraud and Corruption was adopted by Council following public exhibition on 20 November 2024. The associated Fraud & Corruption Prevention Plan was approved by the Chief Executive Officer on 28 November 2024. Prevention, Detection and Response continue to guide our operations, however Prevention continues to be the key message through strong leadership, deterrence, and promotion.		Corporate & Commercial Services

Principal Activity 18.1.8: Review opportunities and areas for improvement through the controls review during the risk and controls self-assessment process and the risk in change process.

DP Principal Activity Completed - Year 2

Principal Activity 18.1.9: Embed the Enterprise Risk Management Framework and monitor that all risks remain within tolerance and that there is a strong control environment in place.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.9.1	Implement and Embed the Risk Management Framework.	Quarterly ELT and ARIC reporting on risk and control self-assessments.	All risks and controls reviewed by risk owners each quarter.	There has been a positive adoption of the Enterprise Risk Management (ERM) framework across several high-profile projects and operational areas. This suggests that the framework is being applied effectively in key areas and this update and acceptance of Council's risk framework is encouraging.		Corporate & Commercial Services



Principal Activity 18.1.10: Complete the four-year Internal Audit Program and implement any mandatory Internal Audit guidelines from the Office of Local Government.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.10.1	Complete the 2024/2025 Internal Audit Program.	Internal audits completed per the 2024/2025 plan.	Two audits completed by 30 June 2025.	One Audit has been completed to date.		Corporate & Commercial Services

Principal Activity 18.1.11: Ensure that appropriate safety accreditation is achieved by Council.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.11.1	Completion of actions arising from ISO 45001 accreditation audit and maintenance of the Safety Framework (OP84) with continuous improvement.	Bi-annual reporting of ISO 45001 accreditation and audit improvement activities.	ISO 45001 accreditation maintained and 85% of improvement recommendations actioned.	Audit has been completed with an overall positive outcome. Actions from the audit are underway and on track.		Corporate & Commercial Services

Principal Activity 18.1.12: Improve management of contractor safety.

DP Principal Activity Completed - Year 2

Principal Activity 18.1.13: Develop and resource an IT Operational Roadmap ensuring that Operational Projects reflect the goals and milestones of the IT and Spatial Strategies.

DP Principal Activity Completed - Year 1

Principal Activity 18.1.14: Continue to upgrade and implement core business, infrastructure and spatial systems as per the IT Operational Roadmap, ensuring that systems are current and fit-for-purpose while supporting business programs.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.14.1	Deliver IT Operations (Infrastructure), IT Business Systems (Applications), IT Spatial, and IT Cyber Roadmap Projects.	Bi-monthly reporting to the IT Steering Committee.	Roadmap projects delivered within agreed timeframes and on budget with stated business opportunities realised at delivery.	Projects ongoing with Spatial Strategy initiated, Teams Calling in progress, Employee Kiosk and Time sheeting underway, Essential 8 and cyber initiative/roadmap in progress.		Corporate & Commercial Services



Principal Activity 18.1.15: Maintain strong internal communities or reference groups specifically to inform the IT and Spatial Strategies and foster digital engagement.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.1.15.1	Action on Principal Activity: Maintain and enhance internal communities or reference groups within MS Teams and the Intranet to facilitate ongoing discussions and input on IT and Spatial Strategies, fostering digital engagement among staff.	Frequency of engagement and participation within internal communities or reference groups dedicated to IT and Spatial Strategies.	Achieve at least 80% active participation from staff members in internal communities or reference groups within MS Teams and the Intranet dedicated to IT and Spatial Strategies.	Teams-based communities operating to support Teams Calling, Online Certificates, Content Manager Upgrade and Spatial. Uptake and usage varies but is steadily on the rise.		Corporate & Commercial Services

Principal Activity 18.1.16: Adopt Asset Management Strategies to align with Integrated Planning and Reporting documents.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.1.16.1	Action on Principal Activity: Compile strategies and report to Council.	AMS delivered to Council with draft budget for adoption each year.	AMS delivered to Council with draft budget for adoption each year.	AMP's and AMS are progressing in line with the reporting timeframe.		Technical Services

Principal Activity 18.1.17: Provide timely revaluation of capital value of assets.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.1.17.1	Action on Principal Activity: Undertake condition surveys and running models.	Review condition rating for the following years, 22/23 Buildings, 23/24 Gap year (no revaluation), 24/25 Roads and Drainage, 25/26 Parks, Open Spaces and Other Assets.	External valuation of Roads and Drainage in 2024/2025, Internal adjustment of asset model on all other asset classes.	Progress continues with planned finalisation in next period.		Technical Services



Principal Activity 18.1.18: Implement and enforce relevant Food Safety Legislation through inspections and education.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.1.18.1	Carry out food shop inspections within the city boundaries.	Assess food shops in accordance with the requirements of the Food Act and Regulations and Food Standards Codes.	Complete 100% of the food shop inspections.	Food shops were inspected prior to Christmas. With a hold over the Christmas break, complaints only in December. Food inspection have recommenced January 2025.		Development Services

CSP Strategy 18.2: Ensure financial stability and support efficient ongoing operation.

Principal Activity 18.2.1: Maintain and improve storage and facilities for assets at Council's Works Depot.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.1.1	Regularly maintain and clean storage and facilities.	To maintain and clean Works Depot on a regular basis.	% Compliant.	Business as Usual Maintenance and Cleaning continued this period.		Technical Services

Principal Activity 18.2.2: Introduce and utilise automated payroll system with payroll staff having minimal manual keystroke entry and manual checking.

DP Principal Activity Completed - Year 2

Principal Activity 18.2.3: Provide a consistent, supportive and innovative work environment for all Orange City Council employees.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.3.1	Improve onboarding programs.	Survey results from new employees and their supervisors.	80% positive outcomes to questions within the new employee onboarding survey.	All employees are offered the opportunity to provide feedback and complete an online survey and/or provide feedback in person at the employee reconnect morning tea with our ELT. Of those that submitted responses to the induction more than 80% was positive.		Corporate & Commercial Services



OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.3.2	Provide improvements based on the outcomes of the Employee Engagement Survey to identify areas where additional support can be provided.	Implementation of Cultural improvement project as identified by the Employee Engagement Survey results.	100% of project work completed.	80% of the Employee Strategy Actions from the survey are complete and should be finalised by the end of the review period.		Corporate & Commercial Services

Principal Activity 18.2.4: Monitor and review the core needs of the Council Service throughout the four year Cycle of Workforce Strategy.

DP Principal Activity Completed - Year 2

Principal Activity 18.2.5: Monitor patterns of use to identify employee transition possibilities.

DP Principal Activity Completed - Year 1

Principal Activity 18.2.6: Conduct Employee Safety & Wellbeing Programs.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.6.1	Conduct Wellbeing Program.	OCC Wellbeing Program is reviewed and completed on an annual basis.	8 Wellbeing activities are provided to employees each calendar year.	Wellness Week conducted July 2024 that hosted numerous events and businesses that support wellness across our business. Managing your own wellbeing. Managing for team wellbeing was held for our leaders. As well as R U Ok day, D&A, Flu Vaccinations, Hearing Tests, Fitness Passport, Manual Handling Training, Mental Health First Aid Training.		Corporate & Commercial Services

Principal Activity 18.2.7: Develop and maintain centralized, high-level IT and Spatial Strategies that ensure IT programs, systems and services support enterprise-wide needs.

DP Principal Activity Completed - Year 2



Principal Activity 18.2.8: Maintain Council's fleet in accordance of the manufacturers specifications using Council's workshop and contractors.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.8.1	Maintain Council's Fleet in accordance with the Manufacturers specifications using Council's workshop and contractors.	Maintenance of Council's fleet, available for use when required.	96% availability of Fleet and Plant when required.	Maintaining fleet to manufacturers specifications.		Technical Services

Principal Activity 18.2.9: Replace fleet and plant as required.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.9.1	Replace fleet and plant as per the 2024-2025 Capital Works Schedule.	Fleet and plant purchased in alignment with the 2024-2025 Capital Works Schedule.	Purchases are completed and within budget.	Continued management of Councils Plant & Fleet replacement schedule.		Technical Services

Principal Activity 18.2.10: Design and deliver programmed maintenance, inspection and testing programs to ensure all buildings fulfil relevant statutory compliance obligations. Includes essential building services such as fire, electrical and asbestos.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
Action on Principal Activity 18.2.10.1	Design and deliver programmed maintenance, inspection and testing programs to ensure all buildings fulfil relevant statutory compliance obligations. Includes essential building services such as fire, electrical and asbestos.	Complete five-year asbestos register condition survey. Complete review of all statutory requirements across building portfolio. Undertake full audit of building portfolio to ensure RCD compliance.	Full portfolio compliance during 2024/2025.	Progressing to required schedule.		Technical Services



Principal Activity 18.2.11: Deliver contracted programmed maintenance and facility services that ensure continued effective operation of the building portfolio. Includes functions such as HVAC, auto doors, security and cleaning.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.2.11.1	Action on Principal Activity: Deliver contracted programmed maintenance and facility services that ensure continued effective operation of the building portfolio. Includes functions such as HVAC, auto doors, security and cleaning.	Develop tender scope and documentation for cleaning and HVAC contract renewals. Complete monthly contractor performance reviews for HVAC, security, and cleaning and fire services.	Ensure effective delivery of contractor services across portfolio.	Progressing to required schedule.		Technical Services

Principal Activity 18.2.12: Plan and deliver Building Capital Renewal Programs that prioritise the available budget to projects addressing safety, compliance and operational risks.

OP Code	Operational Action on Principal Activity	Performance Measure	Target	Comments	Traffic Lights	Responsible Division
18.2.12.1	Action on Principal Activity: Plan and deliver Building Capital Renewal Programs that prioritise the available budget to projects addressing safety, compliance, and operational risks.	Bi-annual reporting of projects identified and completed.	Deliver all projects identified as priority works for term.	Progressing to required schedule.		Technical Services

5.2 COUNCIL GRANTS RECEIVED ANALYSIS

RECORD NUMBER: 2025/300

AUTHOR: Jen Sharp, Director Corporate & Commercial Services

EXECUTIVE SUMMARY

This report is in response to the following Resolution of Council at its meeting on 18 February 2025:

4.3 NOTICE OF MOTION - GRANTS OFFICER REPORT & ANALYSIS

TRIM REFERENCE: 2025/194

RESOLVED - 25/033

Cr T Greenhalgh/Cr K Duffy

That Council request staff to prepare a report outlining the following:

a) A summary of grants applied for in the last financial year, including:

- The number of applications submitted.*
- The success rate of those applications.*

b) A comparative analysis of grant success rates with other councils in our region and councils of a similar size.

c) An assessment of whether the appointment of a dedicated Grants Officer or grant writer would improve Council's grant application outcomes and overall funding opportunities.

For: Cr T Mileto (Mayor), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman

Against:

Absent: Cr J Whitton

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "16.2. Support community organisations and groups to deliver services and programs".

FINANCIAL IMPLICATIONS

If a Grants Officer were to be appointed, funding for that role would need to be allocated. It should be noted that not all grants allow administration costs to be included in the expenditure associated with the grant and therefore the cost of the Grants Officer role cannot not be funded by the grant funds.

POLICY AND GOVERNANCE IMPLICATIONS

No specific policy or governance implications as a result of noting this report.

RECOMMENDATION

That Council note the report on the analysis of grant funding applications and process.

FURTHER CONSIDERATIONS

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

Service/Project Delivery	Many services and projects completed by Council are reliant on Grant Funding. Obtaining grant funding is essential to ensuring positive projects for our community and expansions for our City which would otherwise be
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5.2 Council Grants Received Analysis

	financially restricted.
Financial	Grant received represents a significant proportion of Council's income each financial year. Grant agreements normally contain a 'co contribution' which is a requirement to partially fund the project or service with funds provided by the Council.
Compliance	Grant Funding is awarded under conditions of the grant agreement and therefore compliance with those agreements is an obligation of Council.

SUPPORTING INFORMATION***Summary of grants applied for in the last financial year, including:***

- ***The number of applications submitted.***
- ***The success rate of those applications.***

The review of Council's grant applications found that during the financial year July 2023 to June 2024 Council applied 45 financial grants.

Of those applications 39 were awarded to Orange City Council, resulting in an 87% success rate.

Comparative analysis of grant success rates with other Councils in our region and Councils of a similar size.

For this review, Council staff contacted 14 other Councils to obtain comparative data.

The Councils approached were chosen using benchmarking qualities of similar population, geographical Council type (e.g. regional cities category), geographical size, employee numbers, and/or similar overall turnover.

Of those Councils contacted, two Council's provided us with their grant data.

Council	Applications Submitted	Successful Applications	Success Rate
Comparative Council 1	31	14	45%
Comparative Council 2	24	20	83%
Orange City Council	45	39	87%

Both comparative Councils who shared their data currently employ a Grants Officer.

Orange City Council has completed a more applications than the two comparative Councils.

The remaining Council's contacted either did not have readily available information or were not comfortable in sharing their data for this purpose.

Assessment of whether the appointment of a dedicated Grants Officer or grant writer would improve Council's grant application outcomes and overall funding opportunities.**Key Considerations:**

- **Current Structure and Working Methods:** The current structure has grant management, grant monitoring and grant applications as key tasks within several position descriptions within the organisation. Council has skilled individuals in each division who have the ability to collaborate in preparing grant applications.
- **Capacity:** A dedicated Grants Officer can focus on identifying suitable grants, ensuring applications meet funding criteria, and managing reporting requirements. However, relying

5.2 Council Grants Received Analysis

heavily on a single individual for grant writing and management can create a bottleneck if that person leaves the organisation or becomes unavailable. Orange City Council's current structure allows for at least one person in each division monitoring and sharing Grant opportunities as they become available. This allows for regular communication and collaboration across areas when required. Having multiple people who are aware of grant announcement also means that when one individual is on leave, there is not a delay until they return.

During the 2024 financial year Orange City Council prepared 45 grant applications, if this were to be completed by one individual, a grant officer or grant writer, it would equate to 1 grant application per working week. However, grant applications are not due at the rate of one per week. Grants applications are made for different areas of Council, or from different funding bodies and are often due at similar times. Having a sole individual responsible for grant applications may either result in other individuals needing to step back into the role of writing the applications or reduce the amount of grants that the Council could apply for with the one individual unable to apply for multiple grants in the same period.

- **Expertise:** While the role of a Grant Officer may result in an individual employed with a strong writing skill set, the current model with subject matter experts being the primary authors of the grants applications has the benefit of detailed knowledge of the project, industry area and vision of the ultimate outcomes which are all key requirements of the application. It would not be reasonable for a Grants Officer to be across the granular detail of each project to ensure that a grant application was successful so interaction with the project area is always going to be required.

Council has skilled professionals in each area who have proven their ability to write successful grant applications. Directors and Managers understand the importance of grant funding and ensure that time is made available to those tasked with writing grant applications and that those people are supported throughout the process.

- **Resource Funding:** The cost of employing a Grants Officer can be justified by the potential increase in successful grant funding, however some grants specifically exclude the use of the funds for such roles.

When a grant application is unsuccessful consideration is given as to why the application was not awarded. Where possible the funding body is contacted to obtain feedback on Council's application to allow improvements to be made on future applications. The financial cost of employing a Grants Officer should be weighed against the potential increase in successful grant funding, with the current success rate at nearly 90% and the high number of applications being submitted, the additional benefit of a Grants Officer is seen as limited.

It should also be noted that applying for more grants, and being successful in those applications, has other costs to Council. Most grants require co-contributions which must

5.2 Council Grants Received Analysis

be funded by Council and in many cases the resulting benefit of the grant incurs on going operational costs to Council. For example, grants were received to establish the Sports Precinct, and those funds will only cover the capital expense of building the facility. Council will be responsible for the ongoing staffing and maintenance of that precinct which will be an additional operational cost for Council well into the future. Council must consider carefully the full implications of applying for any grant to ensure that the grant outcome aligns with our strategic plan and fits within our long-term financial position.

Conclusion

Regular workforce strategy reviews consider our operational structure and role efficiencies across all of Council. The activities of grant applications, compliance and reporting (acquittals) are standing items considered in these reviews. If circumstances where to change and the benefit of a dedicated Grants Officer was justified there is a process for that position to be created.

While there are some advantages to having a dedicated Grants Officer, Council's current structure and method of grant applications have proven to be very effective and efficient allowing Orange City Council to have a high number of grant applications submitted and a strong success rate.

5.3 CLASSIFICATION OF COUNCIL LAND - LOTS 300 DP 1193909, LOT 81 DP 1187448, LOT 127 DP 1190845 AND LOT 95 DP 1200262

RECORD NUMBER: 2025/375

AUTHOR: Shirley Hyde, Legal & Property Lead

EXECUTIVE SUMMARY

Council has four parcels of Council owned land which have incorrectly been classified Operational. A resolution of Council is required to rectify the error and classify the land as Community Land.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “1.1. Develop and maintain parks and open spaces within the city, that meet the needs of the community”.

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

- 1 That Lot 300 DP1193909, Lot 81 DP 1187448, Lot 127 DP 1190845 and Lot 95 DP 1200262 be classified as Community Land pursuant to Chapter 6, Part 2 of the *Local Government Act 1993 (NSW)*.**
- 2 That authority be granted to affix the Common Seal of Council to any documentation necessary to allow the classification.**

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

As advised above, Council has four parcels of land incorrectly classified Operational. The parcels of land are as follows and depicted on the map below.

Lot 300 DP 1193909 - Carwoola Drive

Lot 81 DP 187448 - Moonstone Drive

Lot 127 DP 1190845 - Moonstone Drive

Lot 95 DP 1200262 – Mulga Bill Place

Parcels of land transferred to Council ownership at the time of subdivision operated as drainage reserves are at times noted on the plan subdivision as public reserve. Under the Local Government Act parcels of land with a public reserve notation must be classified as Community Land.

It is recommended that Council resolved to classify all parcels of land as Community Land.

5.3 Classification of Council Land - Lots 300 DP 1193909, Lot 81 DP 1187448, Lot 127 DP 1190845 and Lot 95 DP 1200262



Lot 300 DP 1193909 – Carwoola Drive



Lot 81 DP 1187448
Moonstone Drive

Lot 127 DP 1190845
Moonstone Drive

5.3 Classification of Council Land - Lots 300 DP 1193909, Lot 81 DP 1187448, Lot 127 DP 1190845 and Lot 95 DP 1200262



Lot 95 DP 1200262 – Mulga Bill Place

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 2021, in the opinion of the Chief Executive Officer, 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 2023/2024 Water Consumption Charges - 2 Maronoa Drive Clifton Grove

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) the personal hardship of any resident or ratepayer.

6.2 2024/2025 First and Second Quarter Water Consumption Charges - 72 Wentworth Lane 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.

6.3 2024/2025 First Quarter Water/Sewerage Charges - 10 Astill Dive 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.

6.4 Waste Management Services - Joint Regional Procurement Project

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 Tender F4232-1 - Active Transport Strategy and Implementation Plan

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 and (d)ii information that would, if disclosed, confer a commercial advantage on a competitor of the council.

6.6 Minutes of the Audit Risk & Improvement Committee - 12 March 2025

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.

6.7 Submission Redaction Report 1 April 2025

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.

6.1 2023/2024 WATER CONSUMPTION CHARGES - 2 MARONOA DRIVE CLIFTON GROVE

RECORD NUMBER: 2025/354

AUTHOR: Matt Dean, Clerical Assistant - Water Billing

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) the personal hardship of any resident or ratepayer.

**6.2 2024/2025 FIRST AND SECOND QUARTER WATER CONSUMPTION CHARGES - 72
WENTWORTH LANE ORANGE**

RECORD NUMBER: 2025/430

AUTHOR: Matt Dean, Clerical Assistant - Water Billing

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) the personal hardship of any resident or ratepayer.

6.3 2024/2025 FIRST QUARTER WATER/SEWERAGE CHARGES - 10 ASTILL DIVE ORANGE

RECORD NUMBER: 2025/431

AUTHOR: Matt Dean, Clerical Assistant - Water Billing

REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) the personal hardship of any resident or ratepayer.

6.4 WASTE MANAGEMENT SERVICES - JOINT REGIONAL PROCUREMENT PROJECT

RECORD NUMBER: 2025/420

AUTHOR: Wayne Davis, Manager Waste Services and Technical Support

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.

6.5 TENDER F4232-1 - ACTIVE TRANSPORT STRATEGY AND IMPLEMENTATION PLAN

RECORD NUMBER: 2025/452

AUTHOR: Jason Theakstone, Manager Engineering 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 and (d)ii information that would, if disclosed, confer a commercial advantage on a competitor of the council.

6.6 MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE - 12 MARCH 2025

RECORD NUMBER: 2025/416

AUTHOR: Janessa Constantine, Manager Corporate Governance

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.

6.7 SUBMISSION REDACTION REPORT 1 APRIL 2025

RECORD NUMBER: 2025/97

AUTHOR: Janessa Constantine, Manager Corporate Governance

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.

7 RESOLUTIONS FROM CLOSED MEETING