



Charles Sturt  
University



# Strategic University Reform Fund

Aged and Disability Care Training Centre  
Orange, NSW

February 2021



## 4. Selection Criteria and Application Documents

### 4.1. Project Description

*Please provide a description of your project (which may have more than one element). If you are seeking funding for multiple projects, please submit a separate Application Form for each project.*

The Charles Sturt - LiveBetter project develops a community-based Aged and Disability Care Training Centre utilising an innovative, co-operative and multidisciplinary education model delivered through a partnership between Charles Sturt and LiveBetter Community Services, with support from Orange City Council.

The project delivers on the urgent need for quality education, workplace experience and employment pathways into aged care, disability services, allied health, and clinical service provision in regional and rural areas. It is also well-aligned to national research and innovation challenges, and to the Government's objectives for universities to produce more job-ready graduates.

The project concept is unique, bringing together academic staff, practitioners, trainers, aspiring employees and employers into a network of opportunities. The proposal will be a market-leader and lighthouse project in the broader training and service provision marketplace. We are unaware of any similar Centre in Australia.

The Interim Report from the Royal Commission into Aged Care Quality and Safety noted that 'The aged care sector suffers from severe difficulties in recruiting and retaining staff... Innovation is stymied. Education and training are patchy and there is no defined career path for staff... Major change is necessary to deliver the certainty and working environment that staff need to deliver great quality care.'

Australians need better aged care. Lifelong career options in the aged care sector need to be recognised with job satisfaction and advancement pathways, especially for those living in regional areas. This project is an extension of the strong, existing collaborations between LiveBetter and Charles Sturt. The project includes collaboration with Ability First Australia, a network of 13 service providers from across Australia. This network is keen to develop closer ties with the University in a range of pathway initiatives, with this initial project being the most significant.

The focus is attracting a workforce to the sectors and to lifelong vocational and tertiary education via a registered facility that will provide practical skill application and career progression in allied health, clinical care, nursing, social work, health services management and gerontology. Students in both tertiary and vocational streams will undertake practicum during training and, if deemed suitable, offered employment. The proposed education model will facilitate cross-disciplinary learning and provide tertiary students with the opportunity for reciprocity between learning and teaching.

Initially establishing the project in Orange, Charles Sturt and LiveBetter will develop a number of pathways (e.g. school leavers, migrant workers, semi-retirees, etc.) and high-quality training packages that meet the specific needs of older adults and people with a disability in rural and regional Australia. A facility will be established in the Clinical Education Learning Centre, Bloomfield for the pilot phase, and in the second phase, a purpose-built facility on land made available by Orange City Council. Student accommodation is planned on the same site or at the University's Orange campus. The physical presence of a training facility and accommodation are crucial for face-to-face components of student training and assessment, particularly for students from rural areas. The provision of accommodation is especially significant in attracting Indigenous students from remote areas.

## 4.2. Program Objectives

Your application must demonstrate:

1. how the proposed research/innovation is focussed on supporting jobs;
2. how the proposal is locally relevant and engages with relevant local industry and/or government;
3. the potential for projects to be scaled up and adopted by other universities over time; and
4. the extent to which the project supports the Government's wider strategic and structural reform objectives for the higher education and innovation systems.

Additional criteria that will be assessed include demonstration of:

5. system improvements that will enable greater collaboration and commercialisation outcomes within
6. the university context, targeted to the local community;
7. furthering research collaborations with small to medium enterprises (SMEs) or key local labour markets;
8. alignment with areas of identified national research priority; and/or pilot/test ideas that might be taken up by other universities, especially in ways to cooperate with industry.

Other criteria that may be assessed include:

9. the capacity of participating institutions to deliver the proposed outcomes;
10. the support, both cash and in-kind, to be provided by the participating institutions; and/or value for money.

### 4.2.1. Supporting jobs

New care models are unlikely to work if they are underpinned by old models of health professional training (Harrington and Jolly, 2013, The crisis in the caring workforce, available at: [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Parliamentary\\_Library/pubs/Briefing\\_Book44p/CaringWorkforce](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/Briefing_Book44p/CaringWorkforce)). The Australian Government identified health and social services, including aged care, as high growth employment areas. Around a third of this workforce is in regional areas, which will grow with demographic changes, creating increased demand for skilled aged care workers. It is estimated that over the next 40 years, 1.2 million people over the age of 85 will require assistance with daily living yet over the next 15 years there will be a large cohort of skilled workers retiring. The sector also experiences high attrition rates attributed to staff shortages and inadequately skilled and supported staff. These figures are exacerbated in rural and remote areas.

The creation of an Aged And Disability Care Training Centre will provide employers across Australia with a steady stream of well-qualified, industry-experienced staff. Our approach is multidisciplinary, drawing on theoretical and practical experience to drive care quality and provide reliable employment and innovative student education opportunities. The Centre's central pillar is workforce preparation. Aged and disability services providers find it increasingly difficult to employ staff, often due to a lack of field training, which is pronounced in regional areas.

LiveBetter is a national aged care and disability care training centre, and a well-established and well-respected service provider. This new project will allow students at LiveBetter and Charles Sturt to join the workforce from day one. The Centre itself will employ six to ten people initially. These positions will be ongoing, and the number of jobs will grow with increasing student numbers and research activity, thus increasing regional employment opportunities. The Centre will employ people with a disability, older and First Nation peoples. This aim is central to our philosophical approach to service delivery and inclusiveness.

### 4.2.2. Locally relevant and engaged with local industry and government

This project and model are timely. Based on the findings of its Interim Report, the final report of the Royal Commission into Aged Care Quality and Safety is highly likely to make recommendations on aged care staff training and qualifications that will involve improved standards of training, including national qualifications and pathways initiatives of this nature. This project is well-aligned to issues and gaps identified by the Royal Commission and will be the model for other regions to follow.

Our pathway approach will make working in the sector more attractive to the workforce and improve staff retention rates. We expect to attract inter-state and potentially international students, including those seeking to take advantage of Charles Sturt's other tertiary offerings.

The aged care skills shortage is more pronounced in regional Australia. This project will provide a presence and focus for the industry in regional areas. LiveBetter shares a common footprint with Charles Sturt, and both organisations collaborate on numerous research and translational research projects in past years, sharing a focus on building regional industry and a commitment to quality aged and disability care to benefit communities.

Orange City Council will be a major contributor in Phase 2. The Council will provide land for the multi-mode training facility and accommodation in the second phase. The Centre is a local and regional collaboration of government, university, service provider, and students/job seekers. It delivers jobs and an economic boost to regional and rural Australia. Importantly, it will ensure that older Australians in regional and rural areas are cared for by an engaged, consistently well trained, and qualified workforce with a future in the sector.

#### **4.2.3. Potential for projects to be scaled up**

Once established, the Centre will be scaled up by engaging Charles Sturt facilities and accommodation across its entire footprint, offering the face-to-face component of our programs in more than a dozen regional locations. Online learning opportunities can be supported with face to face workshops and workplace learning ensuring that the program is easily translatable, can be taught economically and closely supported by multidisciplinary teams in each region.

The project seeks to be a provider of training and education across Australia. As a member of the Ability First Australia network of disability service providers, LiveBetter has reach that covers all states and territories. The Ability First Australia network will be instrumental in attaining national coverage through on the ground engagement activities in every state and territory, and by providing direct access to individuals wishing to access our pathways. Ability First Australia members are active participants in sector organisations (e.g. interagency meetings) which will allow direct distribution of communications and promotional collateral across Australia. LiveBetter's presence in each state will ensure sector knowledge is contextualised and that outreach to students and sector providers can be done rapidly and with integrity.

After the evaluation phase, the model of teaching will become replicable for other rural areas in Australia to meet the demands for skilled health professionals in ageing and disability services in rural and remote areas.

#### **4.2.4. Supporting Government strategic and structural reform objectives**

The project meets program objectives by enhancing collaboration between industry, universities, local government, and the community. It provides a vehicle to produce applied research in a collaborative forum and enables and enhances commercialisation of research outcomes and delivers workforce preparation. The project will create novel opportunities for work-integrated learning for health and allied health students, especially in aged and disability care, in line with the Government's objectives in Job-ready Graduates reforms and specifically the National Priorities and Industry Linkages Fund.

The project supports goals in Innovation and Science Australia's '*Australia 2030 – Prosperity Through Innovation*' plan, including:

- responding to the changing nature of work by equipping all Australians with skills relevant to 2030, which encompasses a more responsive education and training system as a strategic opportunity
- innovative service delivery
- increasing research translation.

The project aligns to the Australian Medical Research and Innovation Priorities 2020–2022, including:

- ageing and aged care
- comparative effectiveness and primary care research
- consumer-driven research
- public health interventions
- translational research infrastructure.

The project will plot career pathways from introductory VET level courses to higher degree qualifications in most employment categories that deal directly with clients.

#### **4.2.5. System improvements that will enable greater collaboration and commercialisation outcomes within the university context, targeted to the local community**

The agile, multi-disciplinary approach underpinning this project will provide the opportunity to develop an integrated framework to rapidly develop programs that collaborate across institutional educational levels, functions, industries, and the needs of prospective employees in the community. This approach to program development, once tested, can be used as a blueprint for other universities to follow.

The Centre provides both an entry point into working in aged care, and a future pathway into the Graduate Certificate in Gerontology. This pathway enables aged care workers who wouldn't otherwise meet entry criterion of a graduate degree to instead demonstrate equivalent experience in aged care. The graduate certificate is designed specifically to support people entering via this pathway, with foundational academic literacy skills for tertiary study built into early subjects to scaffold and support their learning. Students enter Charles Sturt's gerontology programs from a wide range of backgrounds, including graduates with degrees in nursing, social work, allied health, and other professions, as well as students with relevant vocational training or direct practice experience in aged care industries.

The Centre also presents pathways for future study at Charles Sturt at undergraduate and postgraduate levels, in a range of health and welfare degrees such as nursing, allied health, Indigenous mental health, management and social work. Workplace learning in ageing and disability services and opportunities to access specialised training and resources in these fields addresses important gaps identified in the tertiary sector in ensuring graduates are suitably skilled to meet the changing needs of our rapidly ageing population.

The project and associated research into practical applications, novel service delivery, associated training online and in person will be supported by the Charles Sturt Innovation Hubs – providing a pathway for entrepreneurship and start up organisations to become involved in this burgeoning industry. This creates a significant system improvement in the education of staff for the sector and provides better outcomes for the community.

The research potential is important and significant. The Centre establishes partnerships with industry, employees, trainers/educators, end-users, and local communities with rich research and innovation testing opportunities. We will be able to undertake action research in real time to understand the impact of training on service quality, the impact of pathways on staff retention, the feedback provided by students in the field, and a range of other exciting practical undertakings.

Charles Sturt has been provided with funding of \$24 million to develop a new Rural Medical School in Orange in partnership with the University of Western Sydney. The first student intake is February 2021, providing more opportunities to conduct multidisciplinary research within the local community and the sector. LiveBetter is already committed to a close working relationship with the new medical school and will be taking students for practicum placement in first semester and provide medical students with placement and work opportunities throughout their studies and beyond.

#### **4.2.6. Furthering research collaborations with small to medium enterprises (SMEs) or key local labour markets**

Charles Sturt's Ageing Well Research Group brings together more than 40 academic staff from all faculties who are engaged in ageing-related fields of research. A focus of this group is building rural workforce capacity, with researchers engaged with several industry-based partnerships in rural areas.

Developed in 2018, the Leadership in Healthy Ageing Network was established by Charles Sturt to support the work of the Aged-Friendly Northeast Victoria Alliance. Led by the University's gerontology academics, this group has provided face to face training workshops in partnership with DHHS to upskill emerging regional leaders in health and aged care, free online webinars to support ongoing professional development during the pandemic and the development of a free online course, Understanding Ageing.

The Centre offers opportunities for the many local professional health services to become involved in research projects. Many allied health businesses are SMEs and the University already interacts with those businesses due to the breadth of the professions that are taught. For example, Charles Sturt educates in podiatry, occupational therapy, nursing, and social work who all have at least one ageing practice expert in each discipline. Collaboration already occurs in a multidisciplinary way with these groups. For example, Ageing specialisations are taught in the podiatry course and students from most of those courses take electives in gerontology courses. This project will enhance and broaden these relationships.

#### **4.2.7. Alignment with areas of identified national research priority**

Health is one of the national research priority areas. It is also one of the top four growth areas for employment in the Australian economy. Health care and social assistance industry grew 7.2% (\$1.9b). The largest contributors to employment growth were service industries, with the largest growth reported by the Health care and social assistance industry (109,000 people, or 9.0%; 2018-2019).

The significance of the COVID 19 outbreak in the Victorian Aged care sector has highlighted the systemic weakness that exists in the sector. Three-quarters of deaths from COVID-19 in Australia have been in aged care homes. This has become a focus for the Government. Carers working across multiple sites and with insufficient or inadequate training has been highlighted in the Royal Commission as a major contributing factor. This project will provide a consistent approach to training at all levels and enable pathways that will see less churn in the industry.

Research has previously highlighted what has been long known in the sector, that ageing, and disability services are fields of practice that are undervalued, underpaid, and frequently perceived as being uninteresting and lacking challenge and career pathways for health professionals. At the core of this multidisciplinary innovation is the desire to increase an understanding of the opportunities and pathways to fulfilling careers working with older adults and people with disabilities.

#### **4.2.8. Pilot/test ideas that might be taken up by other universities, especially in ways to cooperate with industry**

This Centre will pilot a novel and innovative approach to program development within the University and in the way it links and works with industry. Once developed, tested, and modified it can be provided to other universities in regions outside of our footprint to deliver the same approach without the required development time.

#### **4.2.9. Capacity to deliver program objectives**

Charles Sturt developed the OPTEACH program (Older People Training Educating Aged Care & Health) OPTEACH involves older people in the education and training of current and future health professionals and carers. OPTEACH has online resources to help people to succeed with educating people interested in learning about aging from the experts, older people. The OPTEACH approach is suitable for educating health professionals, volunteers, community groups, older people and carers. Funds for the creation of this site were provided through a grant from NSW Family and Community Services, Liveable Communities Grants. The resources on the site are the products of an action research project undertaken in partnership with three NSW residential aged care facilities. It is the skills and experience of the older people living in residential aged care facilities whose input was essential to develop the resources for the website.

Charles Sturt developed Australia's first distance education course in gerontology in 1994 and has now provided high quality postgraduate gerontology courses for 27 years. Offering an articulated set of courses, allowing students to complete a:

- Graduate Certificate in Gerontology
- Graduate Diploma of Gerontology, or
- Masters of Gerontology.

Students come from a wide range of professional backgrounds, making this a truly multidisciplinary tertiary option.

Charles Sturt academic staff collaborate across disciplines and worked with older people to publish a text for students studying ageing '*Healthy Ageing and Aged Care*' published by Oxford University Press. The text won two national awards and was taken up by universities in Australia, New Zealand, and Asia.

LiveBetter has significant research experience, having designed and delivered several large-scale studies for the Australian and NSW governments. Examples include an aged care research project entitled Social and Community Links examining social isolation of older people living in the community; Aged Care Workforce Reform examining enhancements to the recruitment, training, and retention of aged care workers; and several telehealth studies examining the use of remote vital signs monitoring in both residential and community aged care settings.

LiveBetter prides itself on agility in service development and implementation, drawing on tools, frameworks, and resources to rapidly establish services. LiveBetter has a proud history of service innovation and developed

and introduced new programs and services to better meet the needs of people living in our regional, rural and remote communities. Examples include:

- a new on-demand transport service piloted in Tottenham, Albert and Narromine, connecting citizens of these rural towns to the large regional centre in Dubbo. The pilot proved to be extremely successful and the NSW Government determined to fund additional on-demand routes in other communities. Following a competitive tender process, LiveBetter was awarded further contracts
- a new Young Adults Transition Service which supports young adults with very complex support needs to transition from state funded Out of Home Care placements into NDIS funded supports in the community. The program takes a therapeutic approach to support and places a strong emphasis on continuing to assist the customers to overcome trauma
- expansion of LiveBetter's 'Made With Ability' line of personal care, cards and beauty products which participants make and sell in our Transition to Work and Community Access programs
- expansion of LiveBetter's Telehealth service to provide after-hours GP support to residential aged care facilities, and vital signs monitoring services for people in rural locations living with chronic illnesses
- operation of a community café in Orange, Café Connect, which provides training, work experience, and employment opportunities for young people living with a disability

This demonstrates significant insight and understanding of the sector and provides a foundational base of knowledge for the program development and the research initiatives.

### **Project and Fiscal Management**

LiveBetter and Charles Sturt have significant project management and financial experience required to establish and operate the Centre. Charles Sturt has managed many multifaceted and high value projects to completion, on budget and on time. These include research projects of significant value, program development and capital works. For example, the development and delivery of a campus at Port Macquarie. Stage 2 of this project is now complete, well ahead of schedule. Development of Campus and Accommodation at Port Macquarie stage 2 (costed at \$65 million, Stage 1 complete) <https://www.csu.edu.au/division/facilities/projects/details/port-macquarie/port-macquarie-stage-2/documentation>.

LiveBetter (2015) delivered its disability respite, day program and transition to work programs from Astill House, a former residential aged care facility. LiveBetter began its search for alternative premises from which to operate its rapidly growing disability services in 2011. A range of options were explored including the lease and modification of existing buildings, the purchase and redevelopment of existing buildings, and greenfield development. Following an extensive search for suitable premises LiveBetter acquired part of the Orange Base Hospital site and upgraded the facilities to accommodate the disability service from 2015. LiveBetter borrowed \$2.3 million for this purpose. LiveBetter had access to limited additional capital (less than \$1 million at the time) which was used to redevelop two buildings, Anson Cottage and a small portion of Apex House from which to operate the disability programs. The LiveBetter Board established a project team to oversee the design of the new site. This development now houses disability services day program, a community café, conference facilities, respite accommodation, and a pre-school, along with administration block and a small recreation/gym area. LiveBetter operate from more than 45 offices across regional NSW and Queensland.

### **Current Research Projects and their value**

Charles Sturt is currently managing major research projects totalling more than \$15M and in collaboration with a range of institutional, government and private partnerships. Details can be provided on request.

#### **4.2.10. Support Cash and in kind**

Refer to Detailed Budget (Section 4.3). Letters of support are provided in Section 4.8.

### 4.3. Detailed Budget

*Please include a detailed budget. This should include, where appropriate, any claim for facilitation payments, in-kind contributions, industry co-investment and any other resources committed to the project.*

*Please note: the SURF program will not duplicate funding for research, including infrastructure, already funded by the Commonwealth. The department reserves the right to determine if a SURF project duplicates or is likely to duplicate research being funded by another Commonwealth source.*

The detailed budget (Table 1) includes the following assumptions:

- Assumed 12 months for establishing Centre – development of training program, accreditation, systems and fit out
- Student fee income estimated on intake of 200 students initially, increasing to 240 in year 3
- Floor space of training facility estimated at 500 square metres
- Staffing number are minimum for Centre commencement
- Staffing cost increase at 2.5% from Year 2 to Year 3
- SURF Grant of \$2M paid in 2 x \$1M instalments.

**Table 1.** Budget to establish and operate the proposed aged and disability care training Centre



\$'000	Year 1	Year 2	Year 3
<b>Income</b>			
SURF Grant	1,000	1,000	0
Student Fee Income	0	600	720
<b>Total Income</b>	<b>1,000</b>	<b>1,600</b>	<b>720</b>
<b>Carry forward</b>		165	526
<b>Capital Costs</b>			
Fit-out of multi modal training centre	400	0	0
<b>Establishment Costs (one - off)</b>			
Training and assessment Development Strategy	100		
Online Training system	50		
Staff - Director of Project	in kind		
IT systems (Finance, student, education)	70		
<b>Total</b>	<b>220</b>		
<b>Operational Costs</b>			
Training and Assessment Materials	40	20	20
Facility lease and operating costs	0	215	215
Marketing	50	50	50
Staff recruitment	25	0	0
IT and communication	5	20	20
Website	75	15	15
ASQA Registration	20	20	5
<b>Total</b>	<b>215</b>	<b>340</b>	<b>325</b>
<b>Staffing Costs</b>			
Centre Director	0	150	154
RTO Manager x1	0	125	128
Trainers/assessors x 3	0	300	308
Administration x 2	0	160	164
On costs @ 28%	0	164	168
<b>Total</b>	<b>0</b>	<b>899</b>	<b>921</b>
<b>Total Costs</b>	<b>835</b>	<b>1,239</b>	<b>1,246</b>
<b>Result</b>	<b>165</b>	<b>526</b>	<b>0</b>
<b>In kind contributions:</b>			
<b>Charles Sturt University</b>			
research, innovative curriculum design, workplace learning - max 5 x Level C/5 staff at 0.2 FTE	69	172	172
travel	10	20	20
contratual management, audit services	30	30	30
<b>LiveBetter</b>			
LiveBetter are providing an uncosted in-kind contribution of the RTO, the land through LiveBetter's relationship with Orange City Council (phase 2), in-kind management and operational support			

#### 4.4. Detailed Timeline

*Please provide a detailed timeline of your proposed project, including key milestones.*

The following implementation plan lists major tasks required to establish the necessary systems and procedures prior to commencing operations (Table 2).

- Appointment of the Centre Director and Training Services Unit Manager are vital. These positions will recruit other staff, design and implementation necessary systems (such as student management system), training material creation processes and appointment and management of a consultant to assist in the registration process.
- Significant time is allocated to determine scope of the Centre. The scope details which accredited courses it will be approved to provide. This element is reliant on confirmation of pathway opportunities to be offered.

**Table 2.** Timeline to establish and operate the Aged and Disability Care Training Centre

Timeline	June 2021	Sept 2021	Dec 2021	Mar 2022	June 2022	Sept 2022	Dec 2022	Mar 2023	June 2023	Sept 2023	Dec 2023	Mar 2024	June 2024	Sept 2024	Dec 2024
<b>PHASE 1</b>															
Funding approved	█														
Staff Recruitment				█	█										
Charles Sturt and LiveBetter establish contractual arrangements for the development and ongoing management of the training centre	█	█													
Training and research pathways established		█	█	█											
Courses identified and materials prepared		█	█	█											
Obtain RTO and Course accreditation			█	█											
Marketing commences			█	█	█										
Online courses commence June 2022					█										
Face-to-face courses commence						█									
Mixed-mode courses commence						█									
University pathways trialled							█	█							
Evaluation conducted											█	█	█	█	█
<b>PHASE 2 (contingent on securing additional SURF funding post-pilot)</b>															
Develop SURF application for phase 2													█	█	█
Plan for enhanced multi-mode training for the Centre at other Charles Sturt campuses													█	█	█
Enhance community and industry linkages													█	█	█
Continue research and evaluation activities													█	█	█

## 4.5. Outcomes and Benefits

*Please provide the expected outcomes and benefits that could arise from the project and key performance indicators.*

The primary outcome will be an aged and disability care training centre with educational pathways and multidisciplinary opportunities. This will provide a solution to the range of issues attributed to clinical and non-clinical staff in the aged and disability sector. The Australian Association of Gerontology noted position 37 in its paper on Aged Care Workforce, Funding and Governance (2020) that 'a registration scheme for non-clinical staff in aged care should include everyone who provides paid services direct to clients, e.g. personal care workers, social activity organisers, food services personnel, and pastoral care workers. Government funding must be provided to ensure the workforce and their employers are able to meet the requirements of this scheme.'

LiveBetter creates its own demand for training. This simple statement underpins the business advantage which Charles Sturt and LiveBetter can leverage by taking charge of the industry's training needs.

The outcomes of a better trained workforce will assist the Australian Government attain its aspiration of raising the bar in service delivery across its various service points while also lifting the skills development outcomes and satisfaction levels of its staff. However, the University, LiveBetter and their customers and staff are only one small piece of the puzzle. Benefits will flow across the community services industry and the tertiary education sector. We see enormous potential for:

- Jobs. LiveBetter alone will seek to employ several hundred graduates a year.
- Improved service quality. Better training, more practical experience, enhanced supervision, and student/staff engagement = better care!
- A better trained/educated workforce, with improved self-confidence and sense of purpose.
- Easier pathways to tertiary education, encouraging lifelong learning and career development.
- Enhanced practical skills through on-the-job training. Most students will be invited to start their career on day 1.
- Practicum opportunities for students engaged at all points along the pathway (including students in advanced tertiary education programs).
- Providing skilled staff for aged care and disability services especially in regional and rural and remote areas.
- A model that can be replicated across Australian universities, providers, and local government especially in isolated areas.
- Opportunities for translational research that has immediate impacts of the quality of care for older people.
- Education that is accessible to and culturally safe for First Nations Peoples.
- Development of ICT and AI systems to further enhance support for isolated older people and their carers through collaborations with the School of Information Studies at Charles Sturt.
- The development of inter-professional learning and teaching with the integration of Charles Sturt students and VET students.
- Opportunities for undergraduate students studying a health-related profession to enhance their teaching skills.
- Opportunities for work placement for medical, nursing, allied health, social work and dental students in organisations linked to the centre.
- Opportunity to provide career pathways for any student engaged with the project.
- Address the shortage of rural health professionals by "growing our own".
- Regional development by adding infrastructure to the Orange region and opportunity to attract other businesses and migration of people to the region.

This project will provide a new way of learning and working in the aged care and disability sector offering a translatable model resulting in better care with an engaged and educated workforce that provides tangible outcomes to the community including the development of jobs and infrastructure.

## 4.6. Business Plan

*Please include a business plan that sets out governance arrangements (including partnership or other agreements covering the SURF project) and a risk management plan.*

### 4.6.1 Governance

Charles Sturt University is collaborating with LiveBetter Pty Ltd to establish and operate a facility to train aged and disability care staff to fill the identified need for such specialised roles in rural and regional Australia.

As the lead institution, Charles Sturt University will sign the grant agreement with the Department and will remain primarily responsible to the Department for performance of obligations under the grant agreement. As between the collaborating partners, performance of those obligations will be a joint responsibility and will be managed contractually through a separate agreement which will set out back-to-back commitments from the other partners to the lead institution to carry out the obligations under the grant agreement and to establish and operate the Centre.

#### 4.6.1.1 COLLABORATION AGREEMENT

The preferred form of agreement for the collaboration (the Collaboration Agreement) will be a choice between an unincorporated joint venture agreement or a partnership agreement (to be negotiated). The principal purpose of the Collaboration Agreement will support the establishment and operation of a successful long-term training centre (Centre) that offers interdisciplinary learning and research, practical supervision, on-the-job training and university pathways for VET students that fulfil industry needs and delivers a better trained and engaged workforce.

The Collaboration Agreement will address the following key arrangements, among others:

- term (phase 1 will involve a three year pilot collaboration, with a view to establishing a successful self-sustaining facility which is renewed by the collaborating partners at the end of the funding term),
- governance structure (see Section 4.6.1.2),
- allocation of funding,
- partner co-contributions (cash and in-kind),
- performance of activities and approved projects (including the establishment and operation of the training centre; the delivery of existing courses and subjects to University and VET students which facilitates interdisciplinary learning and provides access to workplace learning; the development of pathways to university courses; the promotion and delivery of courses and subjects to other aged care and disability services providers in regional NSW; and the development and enhancement of community and industry linkages, and the furtherance of research collaboration and innovation activities which focusses on commercialisation activities in the university context and which supports jobs in regional NSW),
- recruitment of key personnel,
- ownership and management of significant assets,
- ownership of and interests in outputs (including intellectual property) arising from the activities,
- profit sharing arrangements from activities within the Centre.

The collaborating partners will provide the following key contributions to establish and operate the Centre:

- Charles Sturt and LiveBetter will establish and operate the training centre and will be responsible for delivery of courses and subjects to students, arrangements related to interdisciplinary learning and research, workplace learning arrangements, and development and enhancement of community and industry linkages and research and commercialisation activities
- Charles Sturt University will provide space for Centre operations and student accommodation within its existing facilities
- LiveBetter are providing an in-kind contribution of the RTO, the land through LiveBetter's relationship with Orange City Council (phase 2; see next dot point), in-kind management and operational support
- Orange City Council are providing land for a multi-mode training facility and accommodation in Orange, NSW (This land will be utilised for phase 2 construction and requires additional SURF funding to be secured post-pilot).

In terms of key benefits for VET students and Charles Sturt University students:

- All students will have access to interdisciplinary learning and research at the Centre, with a holistic approach to teaching which focusses on workforce preparation and greater university and business collaboration in research innovation

- VET students will have clear pathways to further university education with Charles Sturt
- LiveBetter will employ students from commencement of their studies, providing an immediate conduit for increasing numbers of trained staff in the aged care workforce
- Charles Sturt students will benefit from interdisciplinary learning and research and workplace experience, and improved employment opportunities as carers through direct contact and workforce learning with LiveBetter and other industry organisations engaged with the Centre.

Arrangements for ownership of assets and interests in outputs of the Centre will recognise the parties' respective contributions, whilst ensuring the viability and success of the Centre. During the Pilot, the Centre will operate from existing Charles Sturt facilities, subject to the grant of appropriate rights of access and use to other collaborating parties in recognition of their contributions.

Centre partners have agreed to 'principles of collaborative intent', which establish governance structures and expected behaviours that will support the collaboration. Within these principles, partners agree that:

*"Responsibility for ensuring the Centre's success resides with all Partners".*

Further,

*"Collaborating with the Centre enhances capacity to deliver mutual benefit and a common purpose. Collaborating requires partners to share with other organisations to create a better service system. This will involve high levels of trust, and include complementary resourcing, collaboration in all aspects of planning, governance, implementation and evaluation."*

#### 4.6.1.2 GOVERNANCE STRUCTURE

The Centre's formal governance structure will be as follows:

- as lead institution Charles Sturt University will remain primarily responsible for performance of obligations under the grant agreement, supported by back-to-back commitments with the collaborating partners under the Collaboration Agreement to carry out the obligations under the grant agreement to establish and operate the Centre. The collaborating partners will retain responsibility for certain key party-to-party decisions (such as entry of any new collaborating partners, dispute resolution and review and renewal of the Collaboration Agreement at the end of the term);
- a Board (or Management Committee) with representatives from each collaborating partner will be responsible for oversight of Centre operations;
- the Centre Director, employed by Charles Sturt University (as lead institution) and funded out of the grant monies, will be responsible to the collaborating partners for day to day management of the Centre. The Centre Director will also have a reporting line to the Charles Sturt University, Executive Dean, Faculty of Science for contractual obligations;
- The Training Services Unit Manager, Training and Assessment Officers and Administration Officers will be employed by LiveBetter and funded out of grant monies.

The Board will be responsible to the partners for ensuring obligations under the grant agreement are met and will undertake reporting as required under the grant agreement and to the collaborating partners. The Board will be a key mechanism to encourage input and leadership from Partners and a vehicle for knowledge sharing. The Board will have clear authority over key activities of the Centre including, but not limited to:

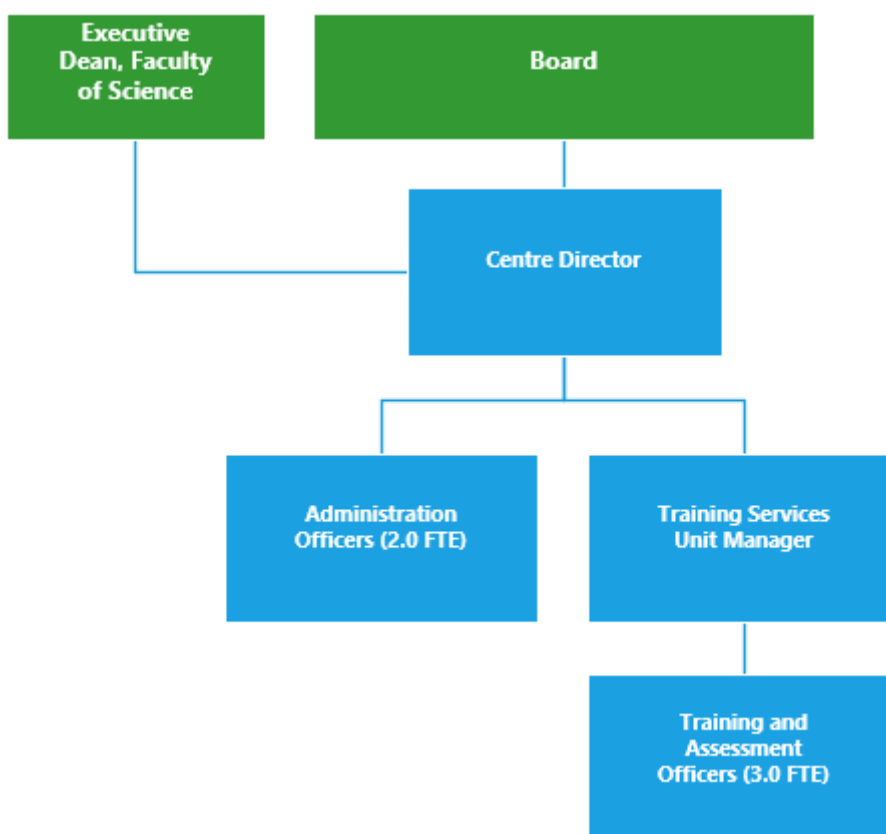
- Reporting as required by grant agreement and to board/partners as required
- Detailed work plan establishment and endorsement
- Annual work plan review
- Measure success against KPIs established by board
- Risk Management matrix reviewed annually
- Financial oversight

The Board will also be responsible for approving research and other 'projects' undertaken by one or more partners (and any agreed third party project participants) in carrying out Centre activities. A separate 'project agreement' (a template of which would be attached to the Collaboration Agreement) would be entered into by the project participants and Charles Sturt University (as the lead applicant under the grant agreement). Each project agreement would govern matters specific to the project, including contributions, activities,

responsibilities and IP/asset ownership. This allows flexibility for the arrangements for each project to be tailored appropriately.

#### 4.6.1.3 ORGANISATIONAL CHART

As stated above, a Board comprised of representatives from each organisation will oversee Centre operations. Day to day management of the Centre will be the responsibility of the Centre Director. All employee roles will report to the Centre Director except for the Training and Assessment Officers who report to the Training Services Unit Manager (Figure 1). Charles Sturt University and LiveBetter will share responsibility for employment arrangements for the first 3 years. Charles Sturt will employ the Centre Director and LiveBetter will employ other staff reporting to this role, subject to position descriptions and recruitment processes agreed by the collaborating partners which will contemplate arrangements for management of any conflicts of interest.



**Figure 1.** Proposed Aged and Disability Care Training Centre organisation chart

#### 4.6.1.4 KEY PERSONNEL

The roles and position descriptions for key personnel required to operate the Centre are below. Costings for these roles are in the Application Form (Section 4.3, Detailed Budget).

##### **Centre Director (1.0 FTE)**

- Strategic leadership
- Board management and reporting
- Program design
- Governance
- Spokesperson
- Community engagement
- Commercialisation and research

##### **Training Services Unit Manager (1.0 FTE)**

- Coordination of inter-personal learning and teaching
- Management of training and assessment officers
- Research liaison

- Program evaluation

**Training and Assessment Officers (3.0 FTE)**

- Program delivery and development
- Community engagement
- Identification of local priorities
- Report and document writing
- Co-design research activities

**Administration Officers (2.0 FTE)**

- Marketing and public relations
- Program, activity, event management
- Web site
- Social media
- Communications
- Reporting
- Board support
- Travel



## 4.6.2. Risk Management

Key Centre risks include meeting deadlines, cybersecurity, accreditation, budget and misalignment of activities with community and industry expectations. Risk treatments include regular reporting and evaluation of activities with partners, transparency, a robust governance structure and a collaborative approach to program and activity creation and delivery (Table 3). It is expected that Risk Management processes will be administered by the Centre Director and the Board and reviewed annually.

**Table 3.** Risk management plan

1. Risk description	2. Impact of risk	3. Action owner	4. Risk treatment strategies	5. Likelihood	6. Consequence	7. Risk rating
Timeline and budgets are not achieved	<ul style="list-style-type: none"> <li>• Training and assessment objectives not met</li> <li>• Planned programs may not be delivered</li> <li>• Reputational impact</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>• 6 monthly reporting</li> <li>• Annual work plan</li> <li>• Board oversight of key workplans</li> <li>• Detailed project plans (including budget monitoring)</li> </ul>	Unlikely	Moderate	Medium
Centre activities not aligned with community and industry expectations	<ul style="list-style-type: none"> <li>• Negative community, stakeholder sentiment</li> <li>• Reputational impact</li> <li>• Potential impact on government funding</li> <li>• Impact on partnerships</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>• Having a communication and stakeholder engagement plan</li> <li>• Evaluation activities with stakeholders                             <ul style="list-style-type: none"> <li>- well planned, managed and communicated</li> <li>- potential realignment of priorities (to match with community sentiment)</li> </ul> </li> </ul>	Unlikely	Major	Medium
Senior Management changes	<ul style="list-style-type: none"> <li>• Loss of leadership, knowledge and capability</li> <li>• Impact on timeline and reporting requirements</li> <li>• Lack of continuity</li> <li>• Reputational impact</li> </ul>	Board	<ul style="list-style-type: none"> <li>• Stakeholder (internal &amp; external) communication strategy</li> <li>• Up to date information management system</li> <li>• Collaborative approach and leadership</li> </ul>	Possible	Moderate	Medium
A Partner(s) become misaligned with the aims and objectives of the Centre	<ul style="list-style-type: none"> <li>• Reputational damage to Centre and partnerships.</li> <li>• Reduce effectiveness of the program or program delivery (time and budget)</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>• Collaborative approach and leadership</li> <li>• Continual stakeholder / partner engagement</li> <li>• Internal / external communication strategy</li> </ul>	Possible	Moderate	Medium

1. Risk description	2. Impact of risk	3. Action owner	4. Risk treatment strategies	5. Likelihood	6. Consequence	7. Risk rating
Delays with ASQA accreditation	<ul style="list-style-type: none"> <li>Breach of partnership agreements</li> <li>Disruption to program activities and delivery</li> </ul>	Board, Centre Director	<ul style="list-style-type: none"> <li>Planning and preparation of documentation</li> <li>Clear understanding of ASQA requirements</li> <li>Ensure appropriate resources</li> </ul>	Unlikely	Major	Medium
Legislative workplace requirements - WHS, Human resources, etc	<ul style="list-style-type: none"> <li>Injury to workers</li> <li>Prosecution and fines</li> <li>Reputational damage</li> </ul>	Board, Centre Director	<ul style="list-style-type: none"> <li>University Policies and procedures</li> <li>WHS management system</li> <li>Department of People and Culture advice and expertise from the University</li> </ul>	Possible	Moderate	Medium
Access to data / cyber security issues/Technology <ul style="list-style-type: none"> <li>privacy</li> <li>Centre contact lists, data information of members etc</li> </ul>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Breach of partnership agreements</li> <li>Disruption to program activities and delivery</li> <li>Lack of capability</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>University policies, procedures, security measures</li> <li>Centre located adjacent to Orange Hospital precinct</li> <li>Training to increase capability and awareness</li> </ul>	Possible	Moderate	Medium
Fraud risk / misappropriation of funds	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Breach of partnership agreements</li> <li>Disruption to program activities and delivery</li> </ul>	Board, Centre Director	<ul style="list-style-type: none"> <li>Financial management system and policies</li> <li>Auditing requirements (external)</li> <li>Internal auditing and monitoring procedures</li> <li>Centralised management of funds</li> </ul>	Unlikely	Moderate	Medium
Pandemic including COVID 19	<ul style="list-style-type: none"> <li>Illness to workers and visitors</li> <li>Disruption to work activities</li> <li>Restricted movement of people</li> <li>Loss of productivity</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>Covid-safe plan implemented</li> <li>Ensure social distancing is enforced</li> <li>Follow health department instructions</li> <li>Use video conference where possible</li> </ul>	Possible	Moderate	Medium
Environmental issues (Flood/Storm/Drought/Extreme Heat)	<ul style="list-style-type: none"> <li>Damage to property</li> <li>Evacuation of workers and visitors</li> <li>Health effects of workers and visitors</li> <li>Disruption to events and program delivery</li> </ul>	Centre Director	<ul style="list-style-type: none"> <li>Emergency plans developed and activated</li> <li>Designated and trained personnel</li> <li>Emergency equipment provided, tested and serviced</li> <li>Worksite induction procedures</li> </ul>	Possible	Moderate	Medium

- Risk description:** Describe the uncertain event or occurrence that could impact on the project delivery or achieving the intended outcomes, why it might occur, who it involves.
- Impact:** Describe what would happen if the risk were to occur.
- Action owner:** The person/organisation who will manage this risk.

4. **Risk treatment strategies:** Any activities you currently, or will do, that reduce the impact of the risk or even the risk occurring in the first place.
5. **Likelihood:** The chance or probability that the risk will occur. Use the table below to decide which Likelihood category applies to each risk:

Likelihood of risks	
Category	Example of qualitative measures
<b>Almost certain</b>	The event is expected to occur in most circumstances.
<b>Likely</b>	The event will probably occur in most circumstances.
<b>Possible</b>	The event might occur at some time.
<b>Unlikely</b>	The event is not expected to occur in most circumstances.
<b>Rare</b>	The event will only occur in exceptional circumstances.

6. **Consequence:** The significance of the impact if the risk was to occur, including treatments in place. Use the table below to decide which consequence category applies to each risk:
- Minor: minimal to no impact on achievement of objectives and/or outcomes
  - Moderate: moderate impact on achievement of objectives and/or outcomes
  - High: high impact on achievement of objectives and/or outcomes
  - Major: major impact on achievement of objectives and/or outcomes
  - Critical: critical impact on achievement of objectives and/or outcomes
7. **Risk rating:** The level of risk that remains after consideration of risk treatment strategies implemented.

Risk rating						
		Consequence				
		Insignificant	Minor	Moderate	Major	Severe
Likelihood	Almost certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

## 4.7. Previous Funding

*For 2021, only complete this section if you are seeking second-tranche funding for one of the 'Pilot Programs to Enhance Collaboration between Universities and Industry' from the 2019-2020 Mid-Year Economic and Fiscal Outlook.*

*These applications should demonstrate:*

- *successful outcomes from initial pilot funding which evidence delivery of the above criteria;*
- *how the provision of additional SURF funding will support the above criteria into the future and support successful completion of the pilot project; and*
- *funding commitments from other parties (i.e. industry partners or state and territory governments) which match the amount of Commonwealth funding being sought.*

Not applicable

## 4.8. Supporting Documents

*Please attach to your application any documents which may support your application. These should be sent in PDF format.*

Letters of support for the Aged and Disability Care Training Centre were received from the following:

- Charles Sturt University, Vice-Chancellor
- LiveBetter, Chief Executive Officer
- Ability First Australia, Chief Executive Officer
- Orange City Council, Chief Executive Officer

These letters are provided below.

9 February 2021

Dr Michele Bruniges AM  
Secretary  
Department of Education, Skills & Employment  
GPO Box 9880  
CANBERRA ACT 2601

Via email: [SURF@dese.gov.au](mailto:SURF@dese.gov.au)

Dear Dr Bruniges

**RE: Charles Sturt University Application – Strategic University Reform Fund – LiveBetter College**

I am pleased to submit Charles Sturt's application for the Strategic University Reform Fund, which the University provides in partnership with LiveBetter and Orange City Council, for the purposes of establishing a LiveBetter College in regional New South Wales.

The concept of LiveBetter College involves a community-based facility in Orange, offering training for the aged and disability care workforce. The project would expand already strong links between Charles Sturt, industry, local government and employers. It would assist state and federal governments in supplying qualified people into the regions, and support the Commonwealth in implementing its response to the Royal Commission into Aged Care Quality and Safety.

From a research perspective, Charles Sturt has a strong team of academic staff undertaking research in aged care and related areas. This research includes the experience of older people living in rural Australia, their connectedness to their local communities, and the availability of services and residential aged care. This group's research findings have contributed to past amendments to aged care regulations, and the development of a sector framework to support older adults' achievement of their personal goals.

LiveBetter is one of the largest human service providers in regional Australia and are at the forefront of innovation in the provision of aged care and disability services. Orange City Council is committed to activities and projects that contribute to the benefit of its local community and surrounding region.

The alliance of Charles Sturt, LiveBetter and Orange City Council believes that LiveBetter College is a unique concept that strongly aligns with the criteria of the Strategic University Reform Fund. It will bring professionals, industry and higher education together to address the urgent need for quality training and employment pathways in this sector – a model that does not exist anywhere else in Australia.

On behalf of Charles Sturt University, I am pleased to offer our institution's full support of the proposal.

We would be pleased to respond to any further requests you may have in relation to our application.

Yours sincerely



Professor John Germov  
Interim Vice-Chancellor

The Grange Chancellery, Panorama Avenue, BATHURST NSW 2795  
T: +61 2 6338 4209 | E: [vc@csu.edu.au](mailto:vc@csu.edu.au) | [www.csu.edu.au](http://www.csu.edu.au)

CRICOS Provider Number for Charles Sturt University is 00005F. ABN: 83 878 708 551



Strategic University Reform Fund (SURF),  
Department of Education, Skills and Employment,

2 February 2021

Dear Selection Committee,

### LIVEBETTER COLLEGE

I write to support Charles Sturt University's (CSU) application for funding to develop LiveBetter College, a community-based training facility and pathways initiative for the aged and disability care workforce. The health and community benefits of this close collaboration between a regionally based aged and disability care provider and Australia's preeminent regional University are potentially profound. The project being proposed is innovative and of practical application to the sector.

Like many aged care and disability care service providers across Australia, LiveBetter needs to employ a significant number of qualified and experienced staff to satisfy demand. This need is particularly pronounced in regional, rural, and remote Australia, and the need is projected to grow significantly in the future. We are currently experiencing the impact of supply shortages.

We are excited to be part of this initiative; one which will see improved pathways for current and future staff in the aged and disability care sector. We believe our role in this initiative will provide significant relief for the sector in terms of accessing a reliable supply of qualified and experienced staff, improving operating models, and improving the quality of service provided to end-users.

Sharing a similar footprint with CSU, LiveBetter has partnered with the University over many years, undertaking research in a range of areas including aged care workforce reform, telehealth, the social isolation of older people living in the community, and community transport. LiveBetter and CSU have a strong collaborative working relationship, with LiveBetter sitting on the University's Health Services Research Area (a collaborative research group of the University).

LiveBetter is one of the largest human services providers in regional Australia. Currently, we deliver 86 service programs across the community development, disability, aged care, child and family, Out of Home Care, clinical and mental health sectors, from offices and facilities in more than 45 communities in regional NSW and Queensland. We employ more than 1600 people, have an annual turnover in excess of \$120m; and, in 2020, we provided care and support to more than 13,000 individuals and families living in regional, rural and remote communities.

We are at the forefront of innovation in the provision of aged and disability services. Examples include our ongoing use of social media technologies in our client self-advocacy

program, our ongoing research into the use of telehealth and tele-monitoring for older people living in the community, and collaborations with Charles Sturt University around home sensors, social interaction, and the use of technology to promote physical activity.

As well as delivering services directly to customers, we have, over our 30-year history, made significant investments in building the capacity and capability of local communities, services and service systems, in pursuit of our corporate purpose - "We inspire possibility by giving people access to support in their chosen community". For example, with the aim of building our own capability and capacity in aged care and disability services, and that of the wider sector, we have over the years taken an active role in sharing and facilitating best practice within the wider service systems in which we operate; partnering with numerous agencies around the individual needs of our joint customers and implementing a range of strategies to develop a shared understanding of our models of practice and our approaches to delivering safe, quality customer services. This initiative is a natural extension of our support for the entire sector.

We are governed by a skills-based Board of Directors offering skills, experience and demonstrated achievements in business management, health and mental health services management, disability services management, finance, and community development.

We designed and developed our corporate infrastructure, business model, service management and monitoring structures to respond to the business environment of our region and the needs of regional communities and consumers. Our approach is to employ locally, preferring to invest in local infrastructure rather than travel; invest in staff development, training, supervision, and support; reduce the impact of distance using ICT resources; and contribute our resources & strengths to building the capacity of local organisations and service systems supporting local community development.

Our commitment to this initiative comes with in-kind supports, access to land through our relationship with Orange City Council, access to employment and practicum experience for students, and access to a range of community and sector organisations, including the members of Ability First Australia. We aim to employ people from a range of backgrounds who live in regional, rural, and remote Australia.

We welcome questions about the proposal, our contributions and involvement, and our organisation in general. Please contact:

Dr Gregory Dresser  
Head of Development and Research  
0438 748 008  
[greg.dresser@livebetter.org.au](mailto:greg.dresser@livebetter.org.au)

Yours sincerely,

Natalie Forsyth-Stock  
Chief Executive Officer

Strategic University Reform Fund (SURF),  
Department of Education, Skills and Employment,

5 February 2021

Dear Selection Committee,

**LIVEBETTER COLLEGE**

It is with pleasure I write in support of the LiveBetter College, an initiative of Charles Sturt University and LiveBetter Services Limited.

LiveBetter is a member of Ability First Australia, one of the largest not for profit strategic alliances between 14 of Australia's leading disability service providers, with members in all states and territories.

Through this national network, Ability First will be instrumental in assisting with national coverage and providing direct access to potential students and providers/employers.

LiveBetter College is an innovative approach to training in the sector. We believe it has the opportunity to deliver jobs, improve service quality, reduce staff turnover, and provide a range of career pathways for those involved. One of the great benefits is the immediate impact the project is likely to have. Careers can be offered from day one – on-the-job practical training while completing nationally recognised qualifications will allow students/staff to improve skills and knowledge throughout their training and beyond.

Ability First is eager to strengthen its relationship with LiveBetter and CSU through this initiative. Our commitment will likely include in-kind supports (e.g. course marketing, student placements, and job placements). We believe many current and future staff will benefit greatly from their involvement with LiveBetter College.

Ability First is excited about this innovative and timely project. The potential for students to further their careers in a range of clinical careers is very attractive for Ability First. We view it as a lighthouse project for other Universities and sectors. Like a teaching hospital, this initiative is something of a 'teaching community', leveraging the talent of the sector, vocational trainers, academics, and researchers to improve service quality and career opportunities across the sector.

Yours sincerely,



Andrew Rowley  
CEO | Ability First Australia

D21/5349

3 February 2020

Ms Natalie Forsyth-Stock  
CEO  
LiveBetter Services  
127 Byng Street  
ORANGE NSW 2800

Dear Natalie

**RE: LIVEBETTER COLLEGE**

I write on Council's behalf in support of the proposed LiveBetter College, an initiative of Charles Sturt University and LiveBetter Services Ltd.

Orange City Council works collaboratively with both Charles Sturt University and LiveBetter Services Ltd on many activities and projects that contribute to the benefit of the Orange community and surrounding region.

This concept is not only unique, it will bring professionals from the aged care, disability services, allied health and clinical services arena together to address the urgent need for quality education, workplace experience and employment pathways into this sector. Such a Centre of Excellence does not exist anywhere else in Australia and to establish such a facility in Orange will position our City and our region at the forefront of transforming teaching and learning in this sector through this multidisciplinary education model.

Council is keen to collaborate with LiveBetter and Charles Sturt University to identify and secure land that meets the needs of the service, the sector, the region and the State, this will include Council owned land.

I am happy to speak to this support letter at your convenience if necessary.

Yours sincerely



David Waddell  
CEO