

Ordinary Council Meeting

Business Paper

Pursuant to section 9 of the *Local Government Act 1993*, notice is hereby given that an Ordinary Council Meeting of Parkes Shire Council will be held in the Parkes Council Chamber, 2 Cecile Street, Parkes, on Tuesday 21 May 2024 at 2:00pm.



Kent Boyd PSM
GENERAL MANAGER

Governing Body

Composition:	Ten (10) Councillors
Membership:	Councillor KJ Keith OAM, Councillor WP Jayet, Councillor JP Cass, Councillor KM McGrath, Councillor LA O'Leary, Councillor GW Pratt, Councillor DR Weber, Councillor GS Wilson
Quorum:	6 Councillors
Chairperson:	Chairperson - Mayor NC Westcott
Deputy Chairperson:	Deputy Chairperson - Deputy Mayor MA Applebee

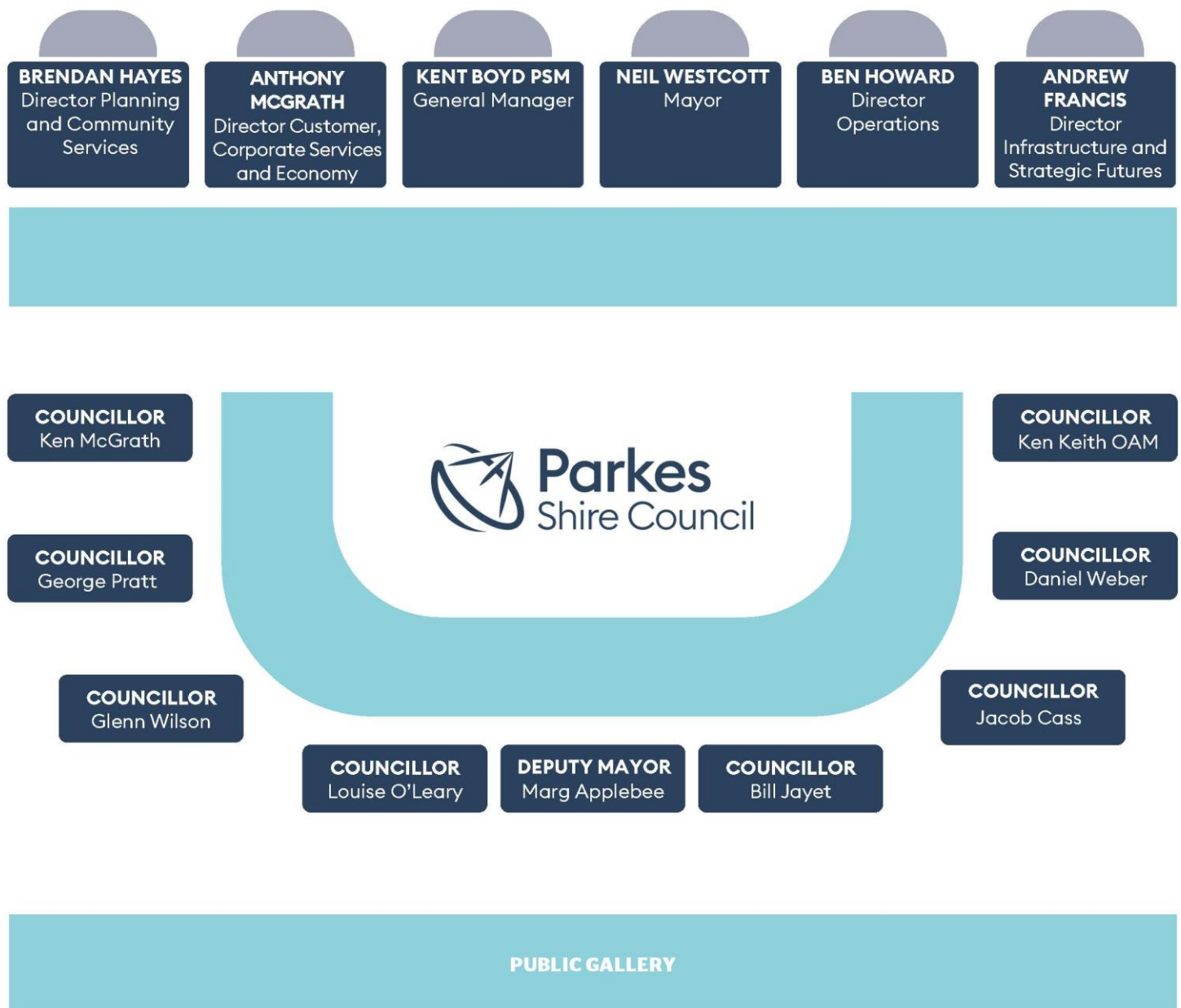
Pursuant to section 223 of the *Local Government Act 1993*, the role of Parkes Shire Council's governing body is:

- To direct and control the affairs of Parkes Shire Council in accordance with the *Local Government Act 1993*, in consultation with the General Manager.
- To provide effective civic leadership to the local community.
- To ensure as far as practicable the financial sustainability of the Council.
- To ensure as far as practicable that the Council acts in accordance with the principles set out in Chapter 3 of the *Local Government Act 1993* and other strategic plans, programs, strategies and policies of the Council.
- To determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of the Council's resources to implement the strategic plans (including the Community Strategic Plan) of the Council and for the benefit of the local area.
- To keep under review the performance of the Council, including service delivery.
- To make decisions necessary for the proper exercise of the Council's regulatory functions.
- To determine the process for appointment of the General Manager by the Council and to monitor the General Manager's performance.
- To determine the senior staff positions within the organisation structure of the Council, following consultation with the General Manager.
- To consult regularly with community organisations and other key stakeholders and keep them informed of the Council's decisions and activities.
- To be responsible for ensuring that the Council acts honestly, efficiently and appropriately.

Matters determined by meetings of Parkes Shire Council's governing body will include all those non-delegable functions identified in section 377 of the *Local Government Act 1993*.

Council Chambers

Seating Plan



Guiding Principles

In accordance with section 8A of the *Local Government Act 1993*, Councillors are reminded of the guiding principles applicable to decision-making by local councils:

Councils should recognise diverse local community needs and interests.

Councils should consider social justice principles.

Councils should consider the long-term and cumulative effects of actions on future generations.

Councils should consider the principles of ecologically sustainable development.

Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

Statement of Ethical Obligations

In accordance with clause 3.22 of Council's Code of Meeting Practice, Councillors are reminded of their Oath or Affirmation of Office made under section 233A of the Act and their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Oath or Affirmation of Office

The Oath or Affirmation is taken by each Councillor whereby they swear or declare to undertake the duties of the office of Councillor in the best interests of the people of the Parkes Shire and Parkes Shire Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

Conflicts of Interest

All Councillors must declare and manage any conflicts of interest they may have in matters being considered at Council meetings in accordance with the Council's Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed will be recorded in the minutes of the meeting at which the declaration was made.

Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with Council's Code of Conduct. Where a Councillor has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the Councillor's audio-visual link to the meeting will be suspended or terminated for the time during which the matter is being considered or discussed by Council, or at any time during which Council is voting on the matter.

Councillors should ensure that they are familiar with Parts 4 and 5 of Council's Code of Conduct in relation to their obligations to declare and manage conflicts of interests.

Order of Business

1	OPENING OF MEETING	7
2	ACKNOWLEDGEMENT OF COUNTRY.....	7
3	PRAYER.....	8
4	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE.....	8
5	APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK	8
6	CONFIRMATION OF MINUTES	9
6.1	Minutes of the Ordinary Ordinary Council Meeting Meeting held on 23 April 2024.....	9
7	DISCLOSURES OF INTERESTS	31
8	LATE BUSINESS	32
9	ADOPTION OF MULTIPLE ITEMS OF BUSINESS.....	32
10	MAYORAL MINUTE(S)	33
10.1	Closure of Rosedurnate Aged Care Centre and Retirement Village in Parkes.....	33
10.2	ANZAC Day 2024.....	36
10.3	Janice Cassidy - 50 Years in Business.....	40
10.4	Vale Bob Aitken.....	41
10.5	Vale Baroness Gardner.....	43
10.6	Meetings, Functions and Events Attended by Mayor and Councillors.....	47
10.7	Coming Known Events for Mayor and Councillors.....	50
11	COUNCILLOR REPORT(S)	53
11.1	Rural & Regional Summit 2024	53
12	REPORTS OF COMMITTEES	56
12.1	Minutes of the Airport Development Advisory Committee Meeting held on 19 March 2024	56
12.2	Minutes of the Local Traffic Committee Meeting held on 8 May 2024	62
12.3	Minutes of the Parkes Sports Council Meeting held on 14 May 2024	70
13	REPORTS OF THE GENERAL MANAGER	77
13.1	Investments & Borrowings Report as at 30 April 2024.....	77
13.2	Monthly Financial Report as at 30 April 2024	81
13.3	Quarterly Budget Review as at 31 March 2024	85
14	REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY	97
14.1	Change of Meeting Date for 30 September 2024 Ordinary Council Meeting.....	97
14.2	Parkes Regional Entertainment and Cultral Centre Feasibility Study.....	99
15	REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY	223
15.1	Major Projects and Current Works Report - Infrastructure and Sustainability	223
15.2	Installation of Smart Meters - Peak Hill.....	230

16	REPORTS OF THE DIRECTOR OPERATIONS.....	233
16.1	Major Projects and Current Works - Operations	233
17	REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES	237
17.1	DA2024/0007 MULTI-DWELLING HOUSING - STUDENT NURSE ACCOMMODATION (ANCILLARY TO HOSPITAL)	237
17.2	CARRINGTON HOTEL - MANGEMENT AND DEVELOPMENT PLAN.....	242
17.3	April 2024 Building Statistics Update.....	282
18	NOTICES OF MOTION/QUESTIONS WITH NOTICE.....	290
	Nil	
19	CONFIDENTIAL MATTERS	291
19.1	Special Activation Precinct Development Update	291
19.2	Supply and Delivery of Bitumen Emulsion (PSC2024/090).....	291
19.3	Supply, Delivery and/or Installation of Guardrail and Wire Rope Safety Fencing (PSC2024/091).....	291
19.4	Boundary Adjustment - Parkes Industrial Estate.....	291
19.5	Purchase of Land at Graddle Creek for McGrane Way, Tullamore.....	291
20	REPORT OF CONFIDENTIAL RESOLUTIONS	293

1 OPENING OF MEETING

In the spirit of open, accessible and transparent government, meetings of Parkes Shire Council are video recorded and webcast, consistent with Council's Code of Meeting Practice and the *Local Government Act 1993*.

Council accepts no liability for any defamatory, discriminatory or offensive remarks or gestures made during the course of meetings. Opinions expressed or statements made by individual participants are the opinions or statements of those individuals, and do not imply any form of endorsement by Council.

Closed sessions of Council meetings are not video recorded or webcast.

Recordings and webcasts are protected by copyright and owned by Council, and published to Council's website. No part may be copied, recorded, reproduced or transmitted without the prior written consent of the General Manager. Any recording or webcast is not, and shall not, be taken to be an official record of Council or discussion depicted therein. Only the official minutes may be relied upon as an official record of the meeting.

Authorised media representatives are permitted to record meetings provided written notice has been lodged. A person may be expelled from a meeting for recording without notice. Recordings may only be used for the purpose of accuracy of reporting and are not for broadcast, or to be shared publicly. No recordings of any private third-party conversations or comments of anyone within the Chamber are permitted.

Please ensure that mobile phones and other electronic devices are turned off or are in silent mode for the duration of the meeting.

Under Council's Code of Meeting Practice, individuals acting in a disorderly manner can be asked by the Chairperson to leave the meeting.

2 ACKNOWLEDGEMENT OF COUNTRY

Parkes Shire Council acknowledges the Wiradjuri People who are the Traditional Custodians of the Land. We would also like to pay respect to the Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present.

3 PRAYER

4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

In accordance with clauses 5.3, 5.4 and 5.5 of Council's Code of Meeting Practice, apologies must be received and accepted from absent Councillors and a leave of absence from the Council Meeting may be granted.

5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

In accordance with clauses 5.18 and 5.19 of Council's Code of Meeting Practice, Councillors may attend and participate in meetings by audio-visual link with the approval of the Council.

Requests by Councillors for approval to attend a meeting by audio-visual link must be made in writing to the General Manager prior to the meeting in question and provide reasons why the Councillor will be presented from attending the meeting in person.

Councillors attending a meeting by audio-visual link are reminded that they must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the *Local Government Act 1993*.

Note: Consistent with clause 5.43 of Council's Code of Meeting Practice, attendance by Council staff at meetings of the Council by audio-visual link shall be with the approval of the General Manager.

6 CONFIRMATION OF MINUTES**6.1 MINUTES OF THE ORDINARY ORDINARY COUNCIL MEETING MEETING HELD ON 23 APRIL 2024****IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is open, accountable and transparent.**Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.**Annexures:** **A. Ordinary Ordinary Council Meeting Meeting Minutes - 23 April 2024****RECOMMENDATION**

That Ordinary Council Meeting:

1. Receive and confirm the Minutes of the Ordinary Ordinary Council Meeting Meeting held on Tuesday 23 April 2024 appended at *Annexure A*.

Ordinary Council Meeting

Minutes

Tuesday 23 April 2024



Minutes of the Ordinary Council Meeting**Held on Tuesday, 23 April 2024 at the****Parkes Council Chamber, 2 Cecile Street, Parkes****Present:**

Cr Neil Westcott	Councillor (Chairperson)
Cr Marg Applebee	Councillor (Deputy Chairperson)
Cr Ken Keith OAM	Councillor
Cr William Jayet	Councillor
Cr Jacob Cass	Councillor
Cr Ken McGrath	Councillor
Cr Louise O'Leary	Councillor
Cr George Pratt	Councillor
Cr Daniel Weber	Councillor
Cr Glenn Wilson	Councillor

Council Officers in Attendance:

Mr Kent Boyd PSM	General Manager
Mr Andrew Francis	Director Infrastructure and Strategic Futures
Mr Logan Hignett	Acting Director Operations
Mr Brendan Hayes	Director Planning and Community Services
Mrs Carrie Olsen	Acting Director Customer, Corporate Services and Economy
Mr Jaco Barnard	Chief Financial Officer
Mrs Nikki Bevan	Acting Manager Governance, Risk and Corporate Performance
Mrs Toni Lennane	Executive and Councillor Support Officer (Minute Secretary)

NOTES

The meeting commenced at 2:00 pm and concluded at 4:04 pm.

Order Of Business

1	OPENING OF MEETING	5
2	ACKNOWLEDGEMENT OF COUNTRY.....	5
3	PRAYER.....	5
4	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE.....	5
5	APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK	6
6	CONFIRMATION OF MINUTES	6
	6.1 Minutes of the Ordinary Council Meeting held on 19 March 2024.....	6
7	DISCLOSURES OF INTERESTS	6
8	LATE BUSINESS	6
9	ADOPTION OF MULTIPLE ITEMS OF BUSINESS.....	6
10	MAYORAL MINUTE(S)	7
	10.1 Cessation of Resources for Regions Fund	7
	10.2 Governor-General of Australia.....	8
	10.3 Country Mayors Association Forbes Housing Forum 8 - 9 April 2024.....	8
	10.4 Meetings, Functions and Events Attended by Mayor and Councillors.....	8
	10.5 Coming Known Events for Mayor and Councillors.....	9
11	COUNCILLOR REPORT(S)	9
	11.1 Parkes Masters Games 2024	9
12	REPORTS OF COMMITTEES.....	9
	12.1 Minutes of the Destination and Major Events Advisory Committee Meeting held on 5 March 2024.....	9
	12.2 Minutes of the Business and Investment Advisory Committee Meeting held on 5 March 2024	10
	12.3 Minutes of the Community, Liveability and Access Advisory Committee Meeting held on 19 March 2024	10
	12.4 Minutes of the Parkes Sports Council Meeting held on 9 April 2024.....	10
	12.5 Minutes of the Arts Advisory Council Meeting held on 9 April 2024	11
	12.6 Minutes of the Audit, Risk and Improvement Committee Meeting held on 10 April 2024.....	11
	12.7 Minutes of the Parkes Sports Council Meeting held on 11 April 2024.....	11
	12.8 Minutes of the Extraordinary Local Traffic Committee Meeting held on 15 April 2024.....	12
13	REPORTS OF THE GENERAL MANAGER	12
	13.1 Dedication of Land to Relocate the Parkes Local State Emergency Services Headquarters	12
	13.2 Investments & Borrowings Report as at 31 March 2024	12
	13.3 Monthly Financial Report as at 31 March 2024.....	13

14	REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY	13
14.1	Request to use Peak Hill TI Fund - 78 Caswell Street, Peak Hill - Safety and Amenity.....	13
14.2	Request for Financial Assistance: Parkes Coradgery & Diggers Amateur Race Club Inc.....	14
14.3	Parkes Shire Promotional Signage Proposal.....	14
15	REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY	14
15.1	Major Projects and Current Works Report - Infrastructure and Sustainability	14
15.2	For Information - Draft Indigenous Participation Plan	15
16	REPORTS OF THE DIRECTOR OPERATIONS.....	15
16.1	Central West Disaster Recovery Funding.....	15
16.2	Redetermination of Rent - Crown Land	15
16.3	Major Projects and Current Works - Operations	16
17	REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES	16
17.1	Parkes Shire Council and Homes NSW - HOMES NSW Collaboration Agreement	16
17.2	Parkes Shire Council Section 94A(7.12) Plan- Appendix 1 Works Schedule	16
17.3	March 2024 Building Statistics Update	17
17.4	(DCPS) Quarterly Rangers Report January to March 2024	17
18	NOTICES OF MOTION/QUESTIONS WITH NOTICE.....	17
	Nil	
19	CONFIDENTIAL MATTERS	17
19.1	CBD Improvements - Acquisition for Carparking	19
19.2	Building Better Regions Raw Water Storage Lagoon SMP Package (PSC2024/009)	19
19.3	Expression of Interest Airport Land	20
20	REPORT OF CONFIDENTIAL RESOLUTIONS	20
21	CONCLUSION OF MEETING.....	21

1 OPENING OF MEETING

The Mayor declared the Ordinary Council Meeting of Tuesday 23 April 2024 open and welcomed Councillors, Council Officers and members of the public attending and listening to the meeting.

The Mayor advised attendees that the meeting was being recorded and streamed live on the internet, to enhance the accessibility of Council meetings to the broader Parkes Shire community, and that the recording will be archived and made available on Council's website.

The Mayor asked that attendees ensure that mobile phones and other electronic devices were turned off or in silent mode for the duration of the meeting.

The Mayor further advised that all care would be taken to maintain privacy, however, as a visitor in the public gallery, members of the public should be aware that their presence may be recorded.

2 ACKNOWLEDGEMENT OF COUNTRY

The General Manager read the following Acknowledgement of Country:

Parkes Shire Council acknowledges the Traditional Custodians of the Wiradjuri Country and recognises and respects their cultural heritage, beliefs and continuing connection with the lands and rivers of the Parkes Shire.

Council pays its respects to Elders past, present and emerging and extends this respect to all First Nations peoples in the Parkes Shire.

3 PRAYER

The Mayor read the Prayer:

Almighty God,
We ask for your blessing upon this Council,
Direct and prosper our deliberations,
For the true welfare of the people of the Parkes Shire and beyond.
Inspire Council to make wise decisions,
Grant Integrity to face the truth,
Courage to make difficult choices,
And compassion for the needs of others,
We pray through Jesus Christ, Our Lord.

AMEN

4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

Nil

5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

Nil

6 CONFIRMATION OF MINUTES

6.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 19 MARCH 2024

RESOLVED OCM 081/24

Moved: Cr William Jayet

Seconded: Cr George Pratt

That Ordinary Council Meeting receive and confirm the Minutes of the Ordinary Council Meeting held on Tuesday 19 March 2024 appended at *Annexure A*.

CARRIED

7 DISCLOSURES OF INTERESTS

The Mayor reminded Councillors and Council Officers of their obligation under Council's Code of Conduct to disclose and manage any conflicts of interest they may have in matters being considered at the meeting, and invited Councillors and Council Officers to disclose any such interests.

Cr Ken Keith OAM disclosed a significant non-pecuniary interest in relation to item 14.2 Request for Financial Assistance: Parkes Coradgery & Diggers Amateur Race Club Inc and chose to leave the meeting. The reason provided was:

"His brother is the Chairman."

Cr Daniel Weber disclosed a significant non-pecuniary interest in relation to item 19.1 CBD Improvements - Acquisition for Carparking and chose to leave the meeting. The reason provided was:

"Is the Executive of the owner of the owner of the property Council is interested in purchasing."

8 LATE BUSINESS

The Mayor advised that no late items of business had been submitted to the meeting.

9 ADOPTION OF MULTIPLE ITEMS OF BUSINESS

The Council may, at any time, resolve to adopt multiple items of business, as recommended in the report, byway of a single resolution. The Chairperson must list the items of business to be adopted and ask Councillors to identify any individual items of business listed by the Chairperson that they intend to vote against the recommendation made in the Business Paper, or that they wish to speak on (13.2).

9.1 ADOPTION OF MULTIPLE ITEMS OF BUSINESS

RESOLVED OCM 082/24

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Adopt the following items in the Agenda as recommended in the report:
 - 12.1 Minutes of the Destination and Major Events Advisory Committee Meeting held on 5 March 2024.
 - 12.2 Minutes of the Business and Investment Advisory Committee Meeting held on 19 March 2024.
 - 12.3 Minutes of the Community, Liveability and Access Advisory Committee Meeting held on 19 March 2024.
 - 12.4 Minutes of the Parkes Sports Council Meeting held on 9 April 2024.
 - 12.5 Minutes of the Arts Advisory Council Meeting held on 9 April 2024.
 - 12.6 Minutes of the Audit, Risk and Improvement Committee Meeting held on 10 April 2024.
 - 12.7 Minutes of the Parkes Sports Council Meeting held on 11 April 2024.
 - 12.8 Minutes of the Extraordinary Local Traffic Committee Meeting held on 15 April 2024.

CARRIED

10 MAYORAL MINUTE(S)

At 2:05 pm, Cr Glenn Wilson arrived.

At 2:05 pm, Logan Hignett arrived.

10.1 CESSATION OF RESOURCES FOR REGIONS FUND

RESOLVED OCM 083/24

Moved: Cr Jacob Cass

Seconded: Cr Marg Applebee

That Council:

1. Support the Joint Submission on Cessation of Resources for Regions Fund

CARRIED

10.2 GOVERNOR-GENERAL OF AUSTRALIA**RESOLVED OCM 084/24**

Moved: Cr Ken Keith OAM

Seconded: Cr Marg Applebee

That Council:

1. That the Mayor sends a letter, on behalf of the entire community, to His Excellency General the Honourable David Hurley and Her Excellency Mrs Linda Hurley noting the last three visits to Parkes and thanking them for their support of the Parkes Shire.
2. That the Mayor sends a letter to Samantha Mostyn AO in becoming the 28th Governor-General of Australia.

CARRIED**10.3 COUNTRY MAYORS ASSOCIATION FORBES HOUSING FORUM 8 - 9 APRIL 2024****RESOLVED OCM 085/24**

Moved: Cr Neil Westcott

Seconded: Cr George Pratt

That Council:

1. Receive and note the communique following the Country Mayors Association Housing Forum held on 8-9 April 2024, appended as *Annexure A*.

CARRIED**10.4 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS****RESOLVED OCM 086/24**

Moved: Cr George Pratt

Seconded: Cr Ken Keith OAM

That Council:

1. Note the report on the Meetings functions and events attended in an official capacity, by the Mayor and Councillors during the period 19 March 2024 through to 19 April 2024.

CARRIED

10.5 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS**RESOLVED OCM 087/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 20 April 2024 through to 17 May 2024.

CARRIED**11 COUNCILLOR REPORT(S)****11.1 PARKES MASTERS GAMES 2024****RESOLVED OCM 088/24**

Moved: Cr Louise O'Leary

Seconded: Cr Marg Applebee

That:

1. Note the report from Councillor Louise O'Leary.
2. Council writes to the Parkes Masters Games (PMG) Executive Committee and thank them for their efforts in arranging the PMG.

CARRIED**12 REPORTS OF COMMITTEES****12.1 MINUTES OF THE DESTINATION AND MAJOR EVENTS ADVISORY COMMITTEE MEETING HELD ON 5 MARCH 2024****RESOLVED OCM 089/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Destination and Major Events Advisory Committee Meeting held on Tuesday 5 March 2024 appended at *Annexure A*.

CARRIED

**12.2 MINUTES OF THE BUSINESS AND INVESTMENT ADVISORY COMMITTEE
MEETING HELD ON 5 MARCH 2024****RESOLVED OCM 090/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Business and Investment Advisory Committee Meeting held on Tuesday 5 March 2024 appended at *Annexure A*.

CARRIED**12.3 MINUTES OF THE COMMUNITY, LIVEABILITY AND ACCESS ADVISORY
COMMITTEE MEETING HELD ON 19 MARCH 2024****RESOLVED OCM 091/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Community, Liveability and Access Advisory Committee Meeting held on Tuesday 19 March 2024 appended at *Annexure A*.

CARRIED**12.4 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 9 APRIL 2024****RESOLVED OCM 092/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 9 April 2024 appended at *Annexure A*.

CARRIED

12.5 MINUTES OF THE ARTS ADVISORY COUNCIL MEETING HELD ON 9 APRIL 2024**RESOLVED OCM 093/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Arts Advisory Council Meeting held on Tuesday 9 April 2024 appended at *Annexure A*.

CARRIED**12.6 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 10 APRIL 2024****RESOLVED OCM 094/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and note the Minutes of the Audit, Risk and Improvement Committee Meeting held on Wednesday 10 April 2024 appended at *Annexure A*.

CARRIED**12.7 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 11 APRIL 2024****RESOLVED OCM 095/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Thursday 11 April 2024 - Sports Grants Selection Committee appended at *Annexure A*.

CARRIED

**12.8 MINUTES OF THE EXTRAORDINARY LOCAL TRAFFIC COMMITTEE MEETING
HELD ON 15 APRIL 2024****RESOLVED OCM 096/24**

Moved: Cr Neil Westcott

Seconded: Cr Marg Applebee

That Council:

1. Receive and confirm the Minutes of the Extraordinary Local Traffic Committee Meeting held on Monday 15 April 2024 appended at *Annexure A*.

CARRIED**13 REPORTS OF THE GENERAL MANAGER****13.1 DEDICATION OF LAND TO RELOCATE THE PARKES LOCAL STATE
EMERGENCY SERVICES HEADQUARTERS****RESOLVED OCM 097/24**

Moved: Cr George Pratt

Seconded: Cr Marg Applebee

That:

1. Council approves the use of part Lot 4 DP1100153 as set out herein for the future development of the Parkes SES Headquarters.
2. Council approves the expansion of Lot 4 DP1100153 eastward by up to 10m.
3. On subdivision all land remains operational land.
4. That the seal of council be applied to facilitate subdivisions and boundary changes as outlined herein.

CARRIED**13.2 INVESTMENTS & BORROWINGS REPORT AS AT 31 MARCH 2024****RESOLVED OCM 098/24**

Moved: Cr Ken Keith OAM

Seconded: Cr Marg Applebee

That:

Receive and note the Statement of Investments and Borrowings as on 31 March 2024

CARRIED

13.3 MONTHLY FINANCIAL REPORT AS AT 31 MARCH 2024**RESOLVED OCM 099/24**

Moved: Cr William Jayet

Seconded: Cr Jacob Cass

That Council:

1. Receive and note the year to date financial reports for the period up to 31 March 2024.

CARRIED**14 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY****14.1 REQUEST TO USE PEAK HILL TI FUND - 78 CASWELL STREET, PEAK HILL - SAFETY AND AMENITY.****RESOLVED OCM 100/24**

Moved: Cr Ken Keith OAM

Seconded: Cr Louise O'Leary

That Council:

1. Provide public notice of its intention to provide \$2,800 to replace the mesh covers on the window and door at 78 Caswell Street in Peak Hill.
2. Pursuant to section 356 of the *Local Government Act 1993*, approve the payment of \$2,800 and authorise the use of the Peak Hill Town Improvement Fund, subject to no submissions being received.

CARRIED

At 2:31 pm, Cr Ken Keith OAM left the meeting.

14.2 REQUEST FOR FINANCIAL ASSISTANCE: PARKES CORADGERY & DIGGERS AMATEUR RACE CLUB INC**RESOLVED OCM 101/24**

Moved: Cr William Jayet

Seconded: Cr Jacob Cass

That Council:

1. Receive and note the correspondence from the Parkes Coradgery & Diggers Amateur Race Club Inc., appended at *Annexure A*.
2. Provide public notice of its intention to provide \$4,300.00 in financial assistance from the Parkes Town Improvement Fund (TIF) to the Parkes Coradgery & Diggers Amateur Race Club Inc. This assistance will be provided by in-kind support to facilitate the delivery of the Parkes Picnic Races in June 2024.
3. Approve the provision of \$4,300.00 in financial assistance from the Parkes TIF to support the delivery of the annual Parkes Picnic Races, subject to no formal submissions being received.

CARRIED

At 2:33 pm, Cr Ken Keith OAM rejoined the meeting.

14.3 PARKES SHIRE PROMOTIONAL SIGNAGE PROPOSAL**RESOLVED OCM 102/24**

Moved: Cr George Pratt

Seconded: Cr Jacob Cass

That:

1. Council endorses the proposed Parkes Shire Signage Proposal.

CARRIED**15 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY****15.1 MAJOR PROJECTS AND CURRENT WORKS REPORT - INFRASTRUCTURE AND SUSTAINABILITY****RESOLVED OCM 103/24**

Moved: Cr Jacob Cass

Seconded: Cr George Pratt

That Council:

1. Receive and note the Infrastructure and Strategic Futures Major Projects and Current Works Report for April 2024, appended at *Annexure A*.

CARRIED

15.2 FOR INFORMATION - DRAFT INDIGENOUS PARTICIPATION PLAN**RESOLVED OCM 104/24**

Moved: Cr Louise O'Leary

Seconded: Cr William Jayet

That:

1. Council resolves to promote indigenous participation in future Council projects; and
2. Council notes the intention to adopt an Indigenous Participation Plan to be tabled at the May Council meeting

CARRIED**16 REPORTS OF THE DIRECTOR OPERATIONS****16.1 CENTRAL WEST DISASTER RECOVERY FUNDING****RESOLVED OCM 105/24**

Moved: Cr Jacob Cass

Seconded: Cr Ken Keith OAM

That:

1. Council receive and note the report.
2. Council endorse the projects proposed under the Community Assets Program Fund and the Regional Transport Resilience Fund.

CARRIED

At 2:57 pm, Andrew Francis left the meeting.

At 3:00 pm, Andrew Francis returned to the meeting.

16.2 REDETERMINATION OF RENT - CROWN LAND**RESOLVED OCM 106/24**

Moved: Cr Marg Applebee

Seconded: Cr William Jayet

That:

1. The General Manager and Mayor lobby the Minister for Local Government, the Minister for Planning Industry and Environment and LGNSW regarding the inequity of Council's ability to raise revenue constrained by rate pegging versus the ability of the Crown Lands Department to apply unconstrained rental increases, and shifting those costs to Local Government.

CARRIED

16.3 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS**RESOLVED OCM 107/24**

Moved: Cr Marg Applebee

Seconded: Cr William Jayet

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for April 2024, appended at *Annexure A*.

CARRIED**17 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES****17.1 PARKES SHIRE COUNCIL AND HOMES NSW - HOMES NSW COLLABORATION AGREEMENT****RESOLVED OCM 108/24**

Moved: Cr William Jayet

Seconded: Cr Ken Keith OAM

That:

1. Council resolves to endorse the Collaboration Agreement between Parkes Shire Council and Homes NSW.

CARRIED**17.2 PARKES SHIRE COUNCIL SECTION 94A(7.12) PLAN- APPENDIX 1 WORKS SCHEDULE****RESOLVED OCM 109/24**

Moved: Cr Marg Applebee

Seconded: Cr George Pratt

That:

1. Council adopt the amendments to the Parkes Shire Council Section 94a(7.12) Plan- Appendix 1 Works Schedule and place on public exhibition for 28 days.

CARRIED

17.3 MARCH 2024 BUILDING STATISTICS UPDATE**RESOLVED OCM 110/24**

Moved: Cr George Pratt

Seconded: Cr William Jayet

That:

1. Receive and note the March 2024 Building Statistics Report.

CARRIED**17.4 (DCPS) QUARTERLY RANGERS REPORT JANUARY TO MARCH 2024****RESOLVED OCM 111/24**

Moved: Cr Jacob Cass

Seconded: Cr William Jayet

That:

1. The report be noted.

CARRIED**18 NOTICES OF MOTION/QUESTIONS WITH NOTICE**

Nil

19 CONFIDENTIAL MATTERS**RECOMMENDATION**

That Ordinary Council Meeting:

1. Moves into Closed Session to deal with the matters below, which are classified as confidential under section 10A(2) of *the Local Government Act 1993* for the reasons specified:

19.1 CBD IMPROVEMENTS - ACQUISITION FOR CARPARKING

This matter is considered to be confidential under Section 10A(2) - d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a competitor of the council.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.2 BUILDING BETTER REGIONS RAW WATER STORAGE LAGOON SMP PACKAGE (PSC2024/009)

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.3 EXPRESSION OF INTEREST AIRPORT LAND

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

2. Exclude the media and public from the meeting on the basis that the business to be considered is classified as confidential, pursuant to 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*.
3. Withhold reports and correspondence relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.
4. Make public resolutions made by the Council in Closed Session after the conclusion of the Closed Session, and record such resolutions in the minutes of the Council meeting.

At 3:37 pm, the Meeting went into Closed Session.

RESOLVED OCM 112/24

Moved: Cr Marg Applebee

Seconded: Cr William Jayet

That Ordinary Council Meeting:

1. Resume in Open Session and note the Mayor's report on Confidential Resolutions.

CARRIED

At 3:37 pm, Cr Daniel Weber left the meeting.

19.1 CBD IMPROVEMENTS - ACQUISITION FOR CARPARKING**RESOLVED OCM 113/24**

Moved: Cr William Jayet
Seconded: Cr Louise O'Leary

DIRECTION OR ACTION SOUGHT

1. That Council agrees to purchase the property at 60 Currajong Street Parkes, being Lot 1 in DP 303396 as outlined in this report.
2. That the purchase be funded from the CBD improvements, developer contribution reserve.
3. That the land be declared operational land on acquisition
4. That the Seal of Council be applied as required to facilitate the purchase.

CARRIED

At 3:42 pm, Cr Daniel Weber rejoined the meeting.

19.2 BUILDING BETTER REGIONS RAW WATER STORAGE LAGOON SMP PACKAGE (PSC2024/009)**RESOLVED OCM 114/24**

Moved: Cr Marg Applebee
Seconded: Cr George Pratt

That:

1. notes that by the request for tender process PSC2024/009, Council invited tenders from suitably qualified and experienced Structural Mechanical Pipework contractors to construct the pipework associated with a 20ML Raw Water Storage Lagoon in an area upstream of Parkes Water Treatment Plant (**RFT**);
2. receives the confidential agenda in relation to the RFT process and endorses the recommendations herein;
3. in accordance with s178(1)(b) of the *Local Government (General) Regulation 2021 (NSW)* (**Regulation**), declines to accept any of the tenders submitted in response to the RFT;
4. in accordance with s178(3)(e) of the Regulation, resolves to enter into negotiations with one or more of the existing tenderers named below, with a view to entering into a contract for the works, the subject matter of the RFT, with one or more of the Nominated Tenderers;
5. in accordance with s178(4)(a) of the Regulation, notes that the reason for Council declining to invite fresh tenders or applications as referred to in ss178(3)(b)-(d) of the Regulation, is that:
 - (a) it is not expected that further market testing will provide a more satisfactory result; and

6. in accordance with s178(4)(b) of the Regulation, notes that the reason for Council determining to enter into negotiations with one or more of the Nominated Tenderers are:
 - (a) Council is satisfied that the Nominated Tenderers would be capable of meeting the requirements set out in the RFT; and
 - (b) it is anticipated that a satisfactory result can be achieved through negotiating with one or more of the Nominated Tenderers; and
7. authorises the General Manager to:
 - (a) directly negotiate with one or more of the Nominated Tenderer, for the purpose of entering into a contract with one or more of the Nominated Persons in relation to the subject matter of the RFT; and
 - (b) execute any agreement arising from those negotiations.

CARRIED

19.3 EXPRESSION OF INTEREST AIRPORT LAND

RESOLVED OCM 115/24

Moved: Cr Jacob Cass
Seconded: Cr William Jayet

That:

1. Council enters into negotiations with Boomerang Flying School for a 20-year lease-hold tenure of Lot 6 DP 1254543 Parkes Regional Airport, Spitfire Road, Parkes commencing at \$4.00 per square metre.
2. That Council authorise the General Manager and Director Operations to negotiate the Agreement Terms.
3. Authorise the General Manager and Mayor to sign and affix the Council Seal to all documentation to facilitate the lease-hold land tenure.

CARRIED

At 4:02 pm, the Council in Closed Session returned to Open Session.

20 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

21 CONCLUSION OF MEETING

The meeting concluded at 4:04 pm.

This is the final page of the minutes comprising 21 pages numbered 1 to 21 of the Ordinary Council Meeting held on Tuesday, 23 April 2024 and confirmed on Tuesday, 21 May 2024.



Cr Neil Westcott

MAYOR

7 DISCLOSURES OF INTERESTS

In accordance with Part 16 of Council's Code of Meeting Practice, all Councillors must disclose and manage any conflicts of interest they may have in matters being considered at the meeting.

Council's Code of Conduct deals with pecuniary and non-pecuniary conflicts of interest and political donations, and provides guidance on how these issues should be managed.

Councillors, and where applicable, other Council Officials, must be familiar with Council's Code of Conduct and their obligations to disclose and manage any conflicts of interest that they may have in matters being considered at this Council Meeting.

Note: Councillors and staff who declare an Interest at the Council Meeting are also required to complete a Declaration of Interest form.

Obligations	
Pecuniary Interests	<p>A Councillor who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a meeting of the Council at which the matter is being considered, must disclose the nature of the interest to the meeting.</p> <p>The Councillor must not be present at, or in sight of, the meeting:</p> <ul style="list-style-type: none"> (a) At any time during which the matter is being considered or discussed, or (b) At any time during which the Council is voting on any question in relation to the matter.
Non-Pecuniary Conflicts of Interest	<p>A Councillor who has a non-pecuniary conflict of interest in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.</p>
Significant Non-Pecuniary Conflicts of Interest	<p>A Councillor who has a significant non-pecuniary conflict of interest in relation to a matter under consideration at a Council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.</p>
Less than Significant Non-Pecuniary Interests	<p>A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.</p>

8 LATE BUSINESS**9 ADOPTION OF MULTIPLE ITEMS OF BUSINESS**

The Council may, at any time, resolve to adopt multiple items of business, as recommended in the report, byway of a single resolution. The Chairperson must list the items of business to be adopted and ask Councillors to identify any individual items of business listed by the Chairperson that they intend to vote against the recommendation made in the Business Paper, or that they wish to speak on (13.2).

10 MAYORAL MINUTE(S)**10.1 CLOSURE OF ROSEDURNATE AGED CARE CENTRE AND RETIREMENT VILLAGE IN PARKES.****IP&R Linkage:** Pillar: Community**Goal:** Our community is safe, active and healthy.**Strategy:** Advocate for improved medical, health and allied services, programs, and initiatives in Parkes Shire.**Author:** Cr Neil Westcott**Annexures:** A. Salvation Army - Closure Letter [↓](#)
B. PSC Mayor - Rosedurnate Closure Media Release [↓](#)**MOTION**

That Council:

1. Receive and note the information.
2. Write to the CEO and Board of the Salvation Army to express community disappointment that a benevolent organisation has summarily withdrawn from the region.
3. That the complaint lodged with the Aged Care and Safety Commissioner be noted.
4. Work with existing Shire Aged Care providers to discuss potential expansion.
5. Lobby all levels of Government to raise the issue of a failing Aged Care system across regional NSW.

REPORT

It is with great sadness that I confirm the news that Rosedurnate Aged Care Centre and Retirement Village in Parkes will close. Rosedurnate has been an ICON for healthcare in Parkes for the best part of a century.

A Senior officer of the Salvation Army summarily announced the closure at Rosedurnate on 14 May 2024. Council was not privy to that announcement, nor did the Salvation Army make any attempt to meet with Council while in town, however the devastation on the residents was palpable. A letter from the Salvation Army was subsequently received and is attached.

As expressed in the attached Mayoral letter, our first and deepest concern is for the welfare of those in care, their families, and the dedicated staff. Their care and transition is our greatest priority and we will be doing everything we can to ensure that proper oversight and respect is provided

We have also been in contact with our local Members Phil Donato MP and the Hon Michael McCormack, who are elevating the matter to the respective State and Commonwealth Ministers. We are also in contact with the CEO of the Western NSW Local Health District and will be meeting with the NSW Health Minister on 17 May 2024.

The General Manager lodged a complaint regarding poor communication and concern for the residents and staff at Rosedurnate with the Aged Care and Safety Commissioner, particularly requesting oversight of the care and respect for residents and staff during closure arrangements.

The closure of Fraser Court in Peak Hill in 2021 was the first sign of a failing Aged Care system, and now Rosedurnate is categoric proof Government intervention is required, as this Aged Care crisis is not restricted to our shire but endemic across all regional areas.

Cr Neil Westcott
MAYOR



14 May 2024

Parkes Shire Council
2 Cecile Street | PO Box 337,
Parkes NSW 2870

RE: DIVESTING OUR CENTRAL WEST NEW SOUTH WALES AGED CARE FACILITIES

Dear Parkes Shire Council,

I write to you as National Director of The Salvation Army Aged Care, and on behalf of The Salvation Army Australia, regarding two of our residential aged care centres, and our retirement village, located in Central West New South Wales.

The purpose of this letter is to advise you that, after a comprehensive assessment, The Salvation Army Aged Care will be divesting its residential aged care services in Central West New South Wales in the coming months. This decision has been a most difficult one and only made after considerable deliberation. It will impact both Moyne Aged Care Centre in Canowindra and Rosedurnate Aged Care Centre and Retirement Village in Parkes.

We are pleased to advise that Roshana Care Group will be acquiring Moyne Aged Care Centre and assuming operations as of 28 June 2024. However, after a review undertaken into the built environment of Rosedurnate Aged Care Centre and Retirement Village, and the inability to secure interest from other providers to take over those services, we will be closing these facilities. We believe that this is the best decision for our residents, their representatives and our staff given the age of the buildings no longer meet their needs, nor the standards to which we aspire. Our care and support for older Australians and the welfare of our staff members remains our highest priority.

Extensive effort is being put into ensuring that those in our care and the people who support them, including our staff, are fully supported during these transitions.

The Salvation Army Aged Care operates residential aged care centres, retirement villages and a home care portfolio across Australia. As part of our new Strategic Plan, The Salvation Army Aged Care remains committed to the provision and development of its aged care services around Australia, with the mission to increasingly focus on supporting older persons who are the most vulnerable in our communities. Our goal is to do this by providing high quality, compassionate and holistic care in specialised communities across our country in alignment with The Salvation Army's Mission, Vision and Values.

If you have any questions, please contact me at your convenience and thank you for your understanding as we navigate this change over the coming months.

Yours sincerely,

Stephen Macliver AM

National Director
The Salvation Army Aged Care

Media Release



LETTER FROM THE MAYOR: CLOSURE OF ROSEDURNATE - A PARKES HEALTH CARE ICON

On Tuesday 14 May 2024, I received numerous calls from residents alarmed by an onsite announcement that Rosedurnate Aged Care Centre was to close, followed later by a letter from The Salvation Army. The news completely blind-sided everyone, none more so than Council. I was born there, my father was born there, my grandmother was cared for there, as were so many others, Rosedurnate is an ICON for healthcare in Parkes.

As Mayor, and speaking on behalf of my fellow Councillors, our first and deepest concern is for the welfare of those in care, their families, and the dedicated staff. Their care and transition is our greatest priority and we will be doing everything we can to ensure that proper oversight and respect is provided.

The Salvation Army own and operate Rosedurnate, an organisation with vision and values. These include integrity, compassion, and respect but sadly, in my view, these organisational values have now been betrayed by the Aged Care department of the Salvation Army's business. This decision is disastrous for residents, family and community alike.

Unfortunately, no attempt has been made to work with the community, to build new facilities, or to consider refurbishment. Instead, they have simply withdrawn from Regional NSW to the city.

A quick online search of current Salvation Army Aged Care Facilities and their location is sadly revealing.

Obviously, Aged Care providers are not banks or mines...they deal in the lives of people; our most vulnerable aging people, who surely have the right to age in their own community.

I'm confident that the current staff of Rosedurnate, whom we appreciate and respect, are there to journey with those residents, who will now more than ever, need a caring hand. I will persist with my advocacy until we find out how every resident of Rosedurnate will be cared for in this transition, as we deeply care about the welfare of those people.

We have contacted our local Members Phil Donato MP and the Hon Michael McCormack, who are elevating the matter to the respective State and Commonwealth Ministers. We are also in contact with the CEO of the Western NSW Local Health District.

The Salvation Army have been clear in their complete withdrawal from the region, so we will now reach out to the remaining Aged Care providers to explore opportunities for their expansion.



10.2 ANZAC DAY 2024

IP&R Linkage: in the Pillar of Leadership activity and opportunity. We will continue to ensure our growing vibrant community has all the facilities our town and region deserves, which includes caring for our aged community members.

Goal: Our local government is open, accountable, and representative.

Strategy: Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.

Sincerely,

Author: Cr Neil Westcott
Mayor of Parkes Shire

Cr Neil Westcott

Annexures: Nil

Precis or Summary: Letter from the Mayor: closure of Rosedurnate - a Parkes health care icon.			
MOTION	Authorised By: Kent Boyd General Manager	Contact: Georgia Woods Corporate Communications & Media Officer 0477 492 033 georgia.woods@parkes.nsw.gov.au	Embargoed Until: Immediate Release
	That Council:		
1	Note the information in the report.		
Distribution: Local and Regional Media			

REPORT

I was invited by the Parkes RSL Sub-Branch to attend the ANZAC Day ceremonies and to remember those who served or lost their lives. I attended both the Dawn Service and the Commemorative Service held in Cooke Park, Parkes. My Official Welcome speech was as follows:

It is indeed my honour to stand as here as Mayor and have the opportunity to welcome you to this important service of remembrance on this Anzac Day.

On behalf of the Deputy Mayor and my fellow Councillors, I would like to especially welcome our veterans and also the visitors to our beautiful Shire - on this occasion we gather to honour those who served and sacrificed for our nation - our state - our individual homes.

Anzac Day holds a special place in our hearts for all of us - but none more than our special guests here today, Warrant Officer Class Two Ben Michalk and wife Amanda. Ben welcome home, we look forward to your address today. We note your many tours of duty around the globe and here at home over the last 25 years from reconstruction duty amongst the conflict in Afghanistan to the devastation of floods, fires and Tsunami. Ben as a community, we thank you and take great pride in what you have achieved and no doubt what you will continue to achieve.

Ever since I was a young man, I have been taught there is always a consequence for our actions. Its just that when your actions involve a weapon of war, the consequences are generational.

Freedom and Liberty are words used on Anzac Day as gifts given to each and everyone of us by those who fought in wars, we have come to gather to remember. It is easy to take this for granted but perhaps by looking at what we lost in receiving these gifts, we may come to appreciate them more. If this bullet shell, I picked up on the western front had never been fired, then there may well be someone sitting in the spare chair over there.

Parkes Shire Council

Page 2 of 2

The unborn individuals may have been my friend, my teacher, or the Prime Minister of the country. Someone who could have added a lot to my life, given wisdom and

presented opportunity. I could have learned from them, played with them, worked with them, or perhaps just seen them up the street never knowing their name.

Either way, this is my loss. This is the price we pay – for life as we know it in Parkes in 2024. I know the price we have paid is high.

Of course, wars continue to be fought even though the battles have changed since the ANZACS first ran up the beach at Gallipoli on this day 109 years ago.

Some things don't change though - the horror, the sacrifice, the fear, and the grieving.

Today we don't come to glorify - we come that we may not forget.

It's not a lot; it's actually the least we can do. Thank you.

The other services were attended by Councillors in an official capacity to lay wreaths on behalf of the Parkes Shire as follows:

- Cr Ken Keith OAM - attended the Bogan Gate Ceremony.
- Cr Bill Jayet - attended the Trundle Ceremony.
- Cr Daniel Weber - attended the Tullamore Ceremony.
- Cr Louise O'Leary - attended the Alectown Ceremony, then marched in Parkes and then also attended the Peak Hill Ceremony.



Pictured above, Parkes Dawn Service and Bill Shallvey (Parkes Resident & Vietnam Veteran)



Cr Bill Jayet - Trundle Service



Cr Daniel Weber - Tullamore Service



CWA Members: Jodie Knights, Julie McAulay, Jessica McDonald & Cr Marg Applebee



Cr Marg Applebee, Keith Woodlands & Annette Moss



Cr Neil Westcott
MAYOR

10.3 JANICE CASSIDY - 50 YEARS IN BUSINESS

IP&R Linkage: Pillar: Community

Goal: Our community is creative, proud and has a strong sense of belonging.

Strategy: Encourage, support and recognise volunteerism and community participation.

Author: Cr Neil Westcott

Annexures: Nil

MOTION

That Council:

1. Note the information in the report.
-

REPORT

Janice Cassidy, the owner of Janice Cassidy's Hair Salon, 220 Clarinda Street, Parkes has been serving the community for an impressive 50 years. Her salon has been a hub for hair care and styling. Whether it's a fresh cut, a vibrant colour, or a stylish look, Janice and her team have been dedicated to making their clients look and feel their best for the past 50 years.

I had the pleasure of attending Janice's 50 years in business Celebration on 27 April 2024 - what a wonderful accomplishment which was acknowledged by a large crowd of friends and former workmates.



Cr Neil Westcott

MAYOR

10.4 VALE BOB AITKEN**IP&R Linkage:** **Pillar:** Community**Goal:** Our community is creative, proud and has a strong sense of belonging.**Strategy:** Encourage, support and recognise volunteerism and community participation.**Author:** **Cr Neil Westcott****Annexures:** **Nil**

MOTION

That Council:

1. Note the passing of former Parkes Resident Mr Bob Aitken
-

REPORT

It is with some sadness that I put on record the passing of former Parkes resident Mr Bob Aitken. Bob was very well known in the Parkes Shire for several reasons including as a journalist and then Editor of the Parkes Champion Post; as a sportsman, coach and administrator of various hockey cricket and basketball associations; as a member and then patron of the Parkes Sports Council; and as an active member of Parkes Rotary.

Following are some excerpts about Bob from a Nepean News article that first appeared on 26 May 2022.

A lifetime of work in media (journalism and media management), including 27 years as Managing Editor of 'Rotary Down Under, ensured Bob was the perfect candidate as Executive Director of Rotary Down Under Inc, which specialised in public relations and corporate development.

Bob was a world traveller for Rotary and it was no surprise his love and passion for the organisation would ensure his ongoing involvement after retirement.

Born in Parkes in 1945, Bob lived with his family on a wheat and sheep farm (Wattle Grove), 10 miles west of Parkes.

His education commenced at a one-teacher school in the village of Nelungaloo and apart from the school, the town comprised a Post Office, wheat silo, stock yards and a couple of homes.

The family moved into Parkes and Bob continued his education at Parkes PS and Parkes HS, excelling in sport rather than academics and, in doing so, setting his life on an amazing journey through sports.

In 1963, Bob accepted a cadetship in journalism with the Parkes Champion Post. He became editor in 1969 and Managing Editor in 1972, serving in the latter role until taking on the role of Managing Editor of Rotary Down Under magazine in 1984.

The Aitken family moved to Lapstone in 1984 when Bob accepted the role as Editor of Rotary Down Under, which included Australia, New Zealand and the surrounding Pacific Islands.

The magazine flourished under Bob's guidance, moving from Black & White to a colour edition, then to an online digital production. Bob also organised a fund-raising appeal, which not only purchased Rotary Down Under House in Parramatta but also secured the financial future of the magazine.

Sport was an essential component in Bob's life and he not only played many different sports but also served on committees and organisations, keen to advance both the respective sport and the athletes who competed in them.

He served as President of the Parkes Junior and Senior Hockey Associations, President of Parkes Basketball Association, President of Magpies Hockey Club, Secretary of the Parkes Cricket Association, Secretary of the Central West Cricket Council, played as a first-grade representative for Parkes Cricket Association for 25 years, and organised and led three international cricket tours to New Zealand, Fiji and Great Britain.

Bob was the NSW Hockey Association Coach of the Year on two occasions and coached NSW junior men's and women's teams for six years, winning two national titles.

Bob was the Media Manager for Hockey at the 2000 Sydney Olympic Games and, in 2007, was named a Member (AM) in the General Division of the Order of Australia Queen's Birthday Honours List – for services to sport and the community through Rotary.

The Federation of International Hockey selected Bob for two special coaching assignments to grow the game in Fiji, in 1989 and 1990.

Bob married Ann in 1967 and they had two children but sadly, David passed away aged 28. Bob is survived by Ann, their daughter Corrina, and three grandchildren.



Cr Neil Westcott

MAYOR

10.5 VALE BARONESS GARDNER**IP&R Linkage:** **Pillar:** Community**Goal:** Our community is creative, proud and has a strong sense of belonging.**Strategy:** Encourage, support and recognise volunteerism and community participation.**Author:** **Cr Neil Westcott****Annexures:** **Nil**

MOTION

That Council:

1. Note the information in the report.
-

REPORT

Baroness Trixi Gardner who was born on 17 July 1927 in Parkes as Rachel Trixie Anne McGirr. Baroness Gardner was the second youngest of eight children born to Greg and Rachel McGirr. After two years in Parkes, the family moved to Cammeray, Sydney, but it's not every day that you come across a baroness in a regional area like Parkes. It adds a touch of nobleness and charisma to our community of Parkes.

Baroness Gardner was a Local Government Councillor between 1968 - 1978.

The article below written by Amy Ripley, The Sydney Morning Herald on 29 April 2024 reflected on the Australia's 'great parliamentarian' Trixie Gardner 1927 - 2024, a copy of which is below:

Baroness Gardner of Parkes was guided by her strong sense of social justice.

'We must stay united in our efforts to combat suffering and inequality and strive for international peace. That continued effort has always made me proud of being an Australian citizen, a UK resident and a member of the British parliament.'

These are the words of Baroness Gardner of Parkes, Trixie Gardner, who has died aged 96. She was the first Australian woman to be elevated to the peerage in Britain and was, at the time of her death, the most senior life peer in the House of Lords and the "grandmother" of both the Lords and the House of Commons.

Appointed to the peerage by Margaret Thatcher in 1981 after a distinguished career in local government, she served as a Conservative member of Westminster City Council and of the Greater London Council (GLC) and spent her life immersed in British politics. During her time in the Lords she witnessed nine prime ministers – Thatcher, John Major, Tony Blair, Gordon Brown, David Cameron, Theresa May, Boris Johnson, Liz Truss and Rishi Sunak.

The news of her elevation to the Lords was reported by the Daily Express with the gleeful headline:

"Fair dinkum – Dame Edna's made it!" The article went on to opine: "Most intriguing of all the new crop of life peers must surely be this formidable, Foster's lager drinking,

dentist, Australian lady, one Trixie Gardner.” (This outdated stereotypical view was taken in good humour by Gardner, who was the very picture of refined antipodean elegance.)

She hailed from something of a NSW state political dynasty. An uncle, James McGirr, served as Labor premier of NSW from 1947 to 1952. Her father, Greg McGirr, was a former leader of the NSW Labor Party and the first state minister for health and motherhood, who introduced a bill providing an “endowment for motherhood”, establishing a pension for widowed mothers and an allowance for children under 18, the first of its kind in the world.

“Like my father, I did not get into politics to push my own personal agenda. I have always simply wanted to help people,” she remarked.

Her mother, Rachel Rittenberg Miller, was a fierce champion of increasing opportunities for women to receive a university education, and a keen supporter of the Bush Nursing Association.

An active, committed peer, Gardner took her responsibilities extremely seriously. She was always across her brief, scrutinised legislation without fear or favour, and asked so many questions during question time that the government capped the number peers could ask at six.

Some areas she was passionate about included improving dental care, education standards, proper regulation for private landlords and, to the great merriment of parliamentary sketch writers, limiting the height to which people could grow hedges.

She had friends across the political divide and shared a parliamentary office with actor and writer Julian Fellowes, the Lord Fellowes of West Stafford. She was also close to the late Labour stalwart Baroness (Betty) Boothroyd, speaker of the House of Commons from 1992 to 2000.

Boothroyd described her friend as “a great parliamentarian”, saying, “Trixie is one of those people who you feel is truly interested in the answer when she asks ‘How are you?’ She takes the time to listen. She takes an interest in everyone, from her fellow peers to the catering staff.”

At a time when British government honours and peerage lists regularly spark rows for including dubious political donors, assorted cronies and inexperienced, young political aides, Gardner stood out as epitomising the value of public service, non-partisan co-operation and a willingness to get things done, in a plain-speaking Australian way.

Rachel Trixie Anne Gardner was born on July 17, 1927, in Parkes, the second youngest of eight children. Her other siblings were Jack, Beatrice (known as Muffie), Gwen, Clarinda (who died when a baby), Patty, Raymond, Gregory and Nonna. All the children grew up to have impressive careers, which included law, medicine, academia, farming and occupational therapy.

*“I grew up in a very large family and if you didn’t use your voice, you wouldn’t have got very far. My father was a politician, and my mother was an activist, and we were raised to believe we had a duty to speak up about what we believed in,” she wrote in her 2019 autobiography *The Long Table*.*

After two years in Parkes the family moved to Cammeray, not far from the north end of the Harbour Bridge, which had already been in construction for six years. Despite the Depression overshadowing 1930s Sydney, the McGirrs were well-off, and there were opportunities for the children to receive an education and to see something of the world.

Aged 10, Trixie accompanied her mother to London as she was to receive an Order of the British Empire (OBE) at Buckingham Palace. Although she was too young to go to the ceremony, she loved London and recalled her trip – which was reported faithfully in the Herald – with fondness, although Rachel noticed the storm clouds of the Second World War beginning to darken across Europe. The year after this, Patty made a similar trip with their father, where she was presented as a debutante at court and was hosted by the Duke and Duchess of Windsor in Paris.

After attending Monte Sant' Angelo Mercy College in North Sydney, she entered the University of Sydney in 1954 to study dentistry, the same year she was presented as a debutante to the governor-general, the Duke of Gloucester, at the University Settlement Ball.

When her father died in 1949 Gardner took a break from dentistry and decided to go to Sydney Technical College for three years to study cookery (she later spent time at Le Cordon Bleu in Paris). She did charity work, including for the Sydney Opera House planning committee, before heading back to university, graduating at the end of 1953.

It was at university she met the love of her life, fellow dental student Kevin Gardner. When she headed to London to work in 1954, Kevin followed her the year after and they married in Paris on July 7, 1956. They set up home in Bayswater and went on to have three daughters, Sarah, Rachel and Joanna.

In London the couple established a dental practice on Old Street in Islington, which they owned for 30 years. It's now a hip inner-city suburb, but when the Gardners arrived it was a deprived, grimy part of the capital. The land around the practice was reputed to be burial pits for victims of the Great Plague of 1665, and they suspected some of their patients were relatives of the notorious gangsters the Kray twins.

Alongside his work as a dentist, Kevin had a political career of his own and was elected to Westminster City Council in 1982, representing Lords, the perfect constituency for a cricket fan. He became Westminster's first Australian-born lord mayor in 1987.

In the late 1960s Gardner became involved in community work and was chair of the Paddington section of the Conservative Party. To those who expressed surprise that the daughter of an Australian Labor politician would join the Conservatives, she merely stated that she had a strong sense of social justice inherited from both her father's political work and her mother's charity work, and because her mother voted for the United Australia Party (and then when they were the Liberals) the family was not expected to vote one way or the other.

"Politics should be about coming together to discuss how to make people's lives better, not standing divided over polarised personal views," she said.

In 1968 Gardner was elected to Westminster City Council, representing Hyde Park, and served until 1978. She ran unsuccessfully as a parliamentary candidate against Labour's Barbara Castle in Blackburn in 1970 and the Liberal John Pardoe in North Cornwall in 1974.

From 1982 to 1988 Gardner was UK representative to the UN Commission on the Status of Women and served as the voluntary chairman of Plan International from 1990 to 2003. In 2000 her portrait was included in the exhibition Australians at the National Portrait Gallery in London, and in 2007 she was made an honorary fellow of the University of Sydney.

Gardner never retired from the Lords. When the chief whip asked if she had considered doing so, she retorted tartly: "Never given it a thought. I intend to keep going."

A devout Catholic, she loved spending time with her family, as well as tapestry and gardening. Her camellias were her pride and joy, carefully cultivated from plants sent from Sydney in the 1970s. She said when she looked at them, she thought she had a little piece of her Australian family with her. "I will always have an Australian heart," she said.

Trixie Gardener is survived by Sarah, Joanna and Rachel, their families, and her family in Australia. Kevin passed away in 2007.



Trixie Gardner, Australia's first peer; with Queen Elizabeth II in 1985; Baroness Gardner of Parkes with her husband Kevin Gardner. Photos: Gardner family



Cr Neil Westcott

MAYOR

10.6 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS

IP&R Linkage: **Pillar:** Leadership

Goal: Our local government is open, accountable, and representative.

Strategy: Advocate and provide strong representation for our community at the regional, state, and federal levels.

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

- Note the report on the Meetings functions and events attended in an official capacity, by the Mayor and Councillors during the period 22 April 2024 through to 17 May 2024.

REPORT

Table 1: lists the Meetings, functions and events attended by the Mayor and Councillors during the period 22 April 2024 through to 17 May 2024:

Table 1: Known upcoming Meetings, Functions and Events for Mayor and Councillors	
Date	Function
Monday 22 April 2024	Peak Hill Community Consultative Committee Meeting Deputy Mayor ME Applebee and Councillor LA O'Leary
Monday 22 April 2024	Destination Central West (DNCW) Board & Stakeholder Networking Event Mayor NC Westcott & Deputy Mayor ME Applebee
Tuesday 23 April 2024	Ordinary Council Meeting Council Chambers All Councillors and Executive Staff
Wednesday 24 April 2024	Listener Talkback Segment - 2PK Mayor NC Westcott
Thursday 25 April 2024	ANZAC Day Alectown - Councillor LA O'Leary Bogan Gate - Councillor KJ Keith Parkes - Dawn Service: Mayor NC Westcott & Councillor GW Pratt Parkes - Civic Ceremony: Mayor NC Westcott Peak Hill - Councillor LA O'Leary Trundle - Councillor BP Jayet Tullamore - Councillor DR Weber

Saturday 27 April 2024	Janice Cassidy 50 years in business Celebration Mayor NC Westcott
Tuesday 30 April 2024	Reconstruction Authority & Parkes Shire Council Meeting Mayor NC Westcott & Deputy Mayor ME Applebee General Manager Kent Boyd, Chief Financial Officer Jaco Barnard, Acting Director Operations Logan Hignett & Director Planning & Community Services Brendan Hayes
Wednesday 1 May 2024	Central West Police District Awards Ceremony Deputy Mayor ME Applebee
Wednesday 1 May 2024	Minister for Police Yasmin Catley MP Mayor NC Westcott, Deputy Mayor ME Applebee and General Manager Kent Boyd
Friday 3 May 2024	Anglican Debutante Ball Councillor JP Cass
Saturday 4 May 2024	Anglican Debutante Ball Deputy Mayor ME Applebee
Tuesday 7 May 2024	Meeting in Bogan Gate All Councillors and Executive Staff Apologies: Cr JP Cass, DR Weber & GS Wilson
Tuesday 7 May 2024	Councillor Workshop All Councillors and Executive Staff
Wednesday 8 May 2024	Federal Flood Insurance Inquiry held in Eugowra Councillor KJ Keith
Wednesday 8 May 2024	National Intermodal Dinner with Executives Mayor NC Westcott, Deputy Mayor ME Applebee, Councillor KJ Keith and General Manager Kent Boyd
Wednesday 8 May 2024	Tullamore Community Consultative Committee Meeting Councillors GW Pratt
Thursday 9 May 2024	Rural & Regional Summit, Sydney Deputy Mayor ME Applebee
Friday 10 May 2024	Country Mayors Association Meeting, Sydney Councillor KJ Keith
Friday 17 May 2024	NSW Premier & Cabinet Minister's visiting Orange Meeting with Minister Ryan Park (Health), Minister John Graham (Roads, Arts, Night Time Economy & Music, Jobs & Tourism) and Minister Daniel Mookhey (Treasurer of NSW) Mayor NC Westcott & Deputy Mayor ME Applebee

Friday 17 May 2024	Bush Fire Management Committee Meeting Cr DR Weber
-----------------------	--



Cr Neil Westcott

MAYOR

10.7 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS

IP&R Linkage: **Pillar:** Leadership

Goal: Our local government is open, accountable, and representative.

Strategy: Advocate and provide strong representation for our community at the regional, state, and federal levels.

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

- Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 18 May 2024 through to 14 June 2024.

REPORT

Table 1. below, lists the upcoming meetings, functions and events requiring the attendance of the Mayor or Councillors in relation to community or civic matters during the period 18 May 2024 through to 14 June 2024:

Table 1: Known upcoming Meetings, Functions and Events for Mayor and Councillors	
Date	Function
Tuesday 21 May 2024	Inland Rail Supplier Capability Development Conference TBC
Tuesday 21 May 2024	Ordinary Council Meeting Council Chambers Parkes Shire Administration centre All Councillors and Executive Staff Apologies: Councillors WP Jayet & LA O'Leary
Tuesday 21 May 2024	Citizenship Ceremony - 2 Conferees All Councillors and Executive Staff
Wednesday 22 May 2024	National Simultaneous Storytime Parkes Shire Library All Councillors
Wednesday 22 May 2024	Community Leaders Forum, Orange Mayor NC Westcott & General Manager Kent Boyd
Thursday 23 May 2024	CNSWJO Board Meeting General Manager Kent Boyd

Thursday 23 May 2024	Trundle Community Consultative Committee meeting Deputy Mayor ME Applebee & Councillor GW Pratt
Monday 27 May 2024	Peak Hill Community Consultative Committee meeting Deputy Mayor ME Applebee & Councillor LA O'Leary
Thursday 30 May 2024	Currajong Disability Services - Biggest Morning Tea All Councillors
Thursday 30 May 2024	Renewable Energy Transition Meeting with Leaders Mayor NC Westcott
Saturday 1 June 2024	Opening of Waste 2 Art Competition All Councillors and Executive Staff
Saturday 1 June 2024	50 years Celebration of Arts out West All Councillors and Executive Staff
Tuesday 4 June 2024	Business & Investment Advisory Committee Meeting Mayor NC Westcott, Cr WP Jayet, JP Cass, GS Wilson & DR Weber
Tuesday 4 June 2024	Destination & Major Events Advisory Committee Meeting Mayor NC Westcott, Deputy Mayor ME Applebee Cr JP Cass, KJ Keith & WP Jayet
Tuesday 4 June 2024	Councillor Workshop All Councillors and Executive Staff
Thursday 6 June 2024	Western NSW Training Awards Mayor NC Westcott
Friday 7 June 2024	Peak Hill 51st Annual Arts & Craft Mayor NC Westcott
Saturday 8 June 2024	Parkes Picnic Races Mayor NC Westcott
Wednesday - Friday 12 June 2024 - 14 June 2024	CMA Conference Mayor NC Westcott & Cr KJ Keith
Wednesday 12 June 2024	Tullamore Community Consultative Committee meeting Councillor GW Pratt
Wednesday 12 June 2024	Community Leaders Forum Mayor NC Westcott & General Manager Kent Boyd

Thursday 13 June 2024	Rural Roads Advisory Committee Meeting Mayor NC Westcott, Cr LA O'Leary, DR Weber, GS Wilson, K McGrath & JP Cass
--------------------------	---



Cr Neil Westcott

MAYOR

11 COUNCILLOR REPORT(S)**11.1 RURAL & REGIONAL SUMMIT 2024****IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is open, accountable, and representative.**Strategy:** Advocate and provide strong representation for our community at the regional, state, and federal levels.**Author:** Marg Applebee, Deputy Mayor**Authoriser:** Kent Boyd PSM, General Manager**Annexures:** Nil

RECOMMENDATION

That:

1. Council notes the report from Councillor Marg Applebee.
-

ISSUES AND COMMENTARY

I stepped in for Mayor at the Local Government NSW (LGNSW) Rural and Regional Summit in Sydney on Thursday, 9 May 2024.

The second LGNSW Rural and Regional Summit was a crucial one-day event, which served as a focal point for deliberating on the challenges facing rural and regional communities. This is an event that Board of NSW President Cr Darriea Turley AM committed to delivering and was extremely worthwhile for networking and understanding some of the aligning challenges faced by rural and regional councils similar to ours.

Topics on this year's summit agenda included a review of the financial model for local government, case studies showcasing excellence in the rural and regional local government sector, a panel discussion on the vision for rural and regional NSW, an update from the NSW Reconstruction Authority and presentations from key NSW Government Ministers.

With mayors, councillors, council staff and NSW State Government representatives attending, the summit fostered collaborative solutions aimed at bolstering the socio-economic landscape of NSW's rural and regional areas.

The Summit kicked off with Minister for Local Government, Ron Hoenig MP acknowledging that having strong and prosperous regional and rural communities is essential to NSW and that roads are the gateway to regional areas, therefore investment in regional roads is crucial.

He also spoke briefly about the financial challenges that are facing every level of government and the importance of accountability, the inquiry into rate capping, Financial Assistance Grant (FAG) scheme. Special mention was made of the importance of having funds/grants that are fit for purpose eg a Council needing \$400K for a pipeline and receiving millions for footpaths.

Minister Hoenig expressed that the Code of Conduct reform has proven to be more difficult than anticipated, but they will persist.

One Council referred to the 31 – 50% increase in audit fees from the Audit Office. This is unacceptable and Minister Hoenig encouraged Councils to push back.

The first Panel Speakers were Carmel Donnelly PSM, Chair of IPART, Professor Joseph Drew, Professor of Local Government Economics at the University of Newcastle, Brett Whitworth, Deputy Secretary Office of Local Government and Dr Sheridan Coakes, National Social Practice Lead with Umwelt Australia.

Of interest from this session, aside from a very entertaining and informative presentation from Professor Drew, was the presentation from Carmel Donnelly, who explained that they had reviewed 17 Special Variation Requests (SVR) for the 23/24 period. Further consultation raised many broader issues that cannot be fixed by a rate peg. 1,800 submissions were received for 17 SRV, with 11 stakeholder workshops and one public hearing.

They have found that operating deficits are increasing. Operating performance ratio decreased. Capital value of FAGS reduced, with a reliance on it for covering day to day expenses expanding. There is generally a reliance on capital grants.

The need to improve the SRV process and avoid cost shifting was acknowledged. Some ratepayers who cannot afford rate rises, are quite often the people who rely on local government services more heavily.

Other speakers included Cr Sam Coupland, Mayor of Armidale Regional Council, Cr Des Kennedy, Mayor of Mid-Western Region, Cr Michael Lyon, Mayor of Byron Shire Council, David Kirby, General Manager of Brewarrina Shire Council.

Presentations revolved around Councils:

- not having a short-term mindset and recognising intergenerational benefits in planning;
- benefiting from Voluntary Planning Agreements (VPA);
- need for proper water infrastructure in rural and regional areas (we are one drought away from disaster);
- having a new 'R' (Roads, Rates, Rubbish & Renewables);
- having a decommissioning plan for renewables;
- factoring in impact of waste from new companies working on State projects;
- being aware of legacy and social impact when large companies leave an area;

We were also fortunate to have presentations from The Hon Chris Minns MP, Wendy Tuckerman, Shadow Minister for Local Government and Shadow Minister for Small Business, Tara Moriarty, Minister for Regional NSW, Minister for Agriculture, Minister for Western NSW, Dugald Saunders Shadow Minister for Regional NSW, Shadow Minister for Agriculture and Natural Resources and Dr Joe McGirr, Member for Wagga Wagga.

Topics discussed included the:

- lack of consultation beyond Orange regarding Regional Growth Fund. The Central Tablelands are not the Central West;
- a tunnel through the mountains;
- potential 106 regional jobs lost through the changes to Department of Regional NSW;
- the dire situation with Primary Health Care;
- need for host communities for energy infrastructure being compensated, particularly with the impost on their local infrastructure;
- need for more investment in training locally and bringing in workers from overseas;
- need for better communication between Transport for NSW and Local Government.

Mal Lanyon, Acting CEO, NSW Reconstruction Authority was the concluding speaker for the day.

Mal is only newly appointed to the role after a career in the NSW Police Force and a previous appointment as the Northern NSW Recovery Coordinator, overseeing the recovery of the Northern Rivers after the February 2022 floods.

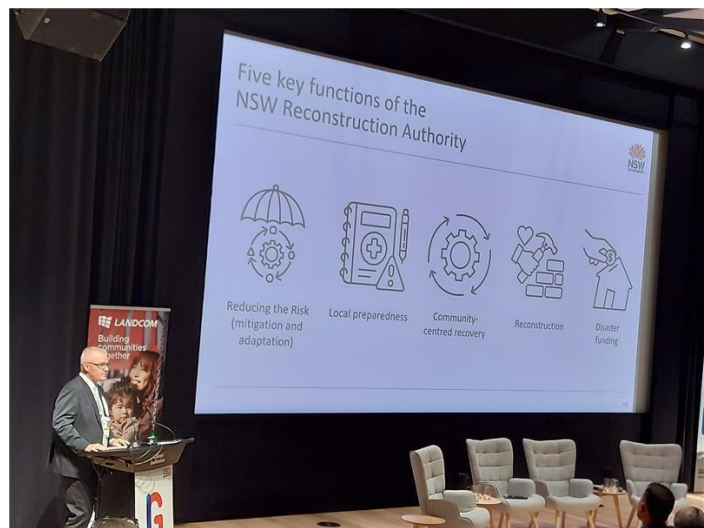
He acknowledged that funding distribution to councils has been too slow. There will be an internal inquiry run by the Premier and Treasury regarding the process of distributing funding.

Mal expressed the importance of taking photos of infrastructure when the weather is fine, so that you always have a base level to refer to if an incident occurs.

He also encouraged Councillors to make contact regarding issues that need to be addressed with recovery and recovery funding.

The day was skilfully overseen by journalist and broadcaster Laura Jayes.

I must add that the ability to be able to fly down to Sydney and return with Rex Airlines in one day was greatly appreciated.



Marg Applebee
COUNCILLOR

12 REPORTS OF COMMITTEES**12.1 MINUTES OF THE AIRPORT DEVELOPMENT ADVISORY COMMITTEE MEETING
HELD ON 19 MARCH 2024****IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is open, accountable and transparent.**Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.**Author:** **Sue McGrath, Business Support Coordinator****Authoriser:** **Logan Hignett, Acting Director Operations****Annexures:** **A. Airport Development Advisory Committee Meeting Minutes - 19 March 2024**

RECOMMENDATION

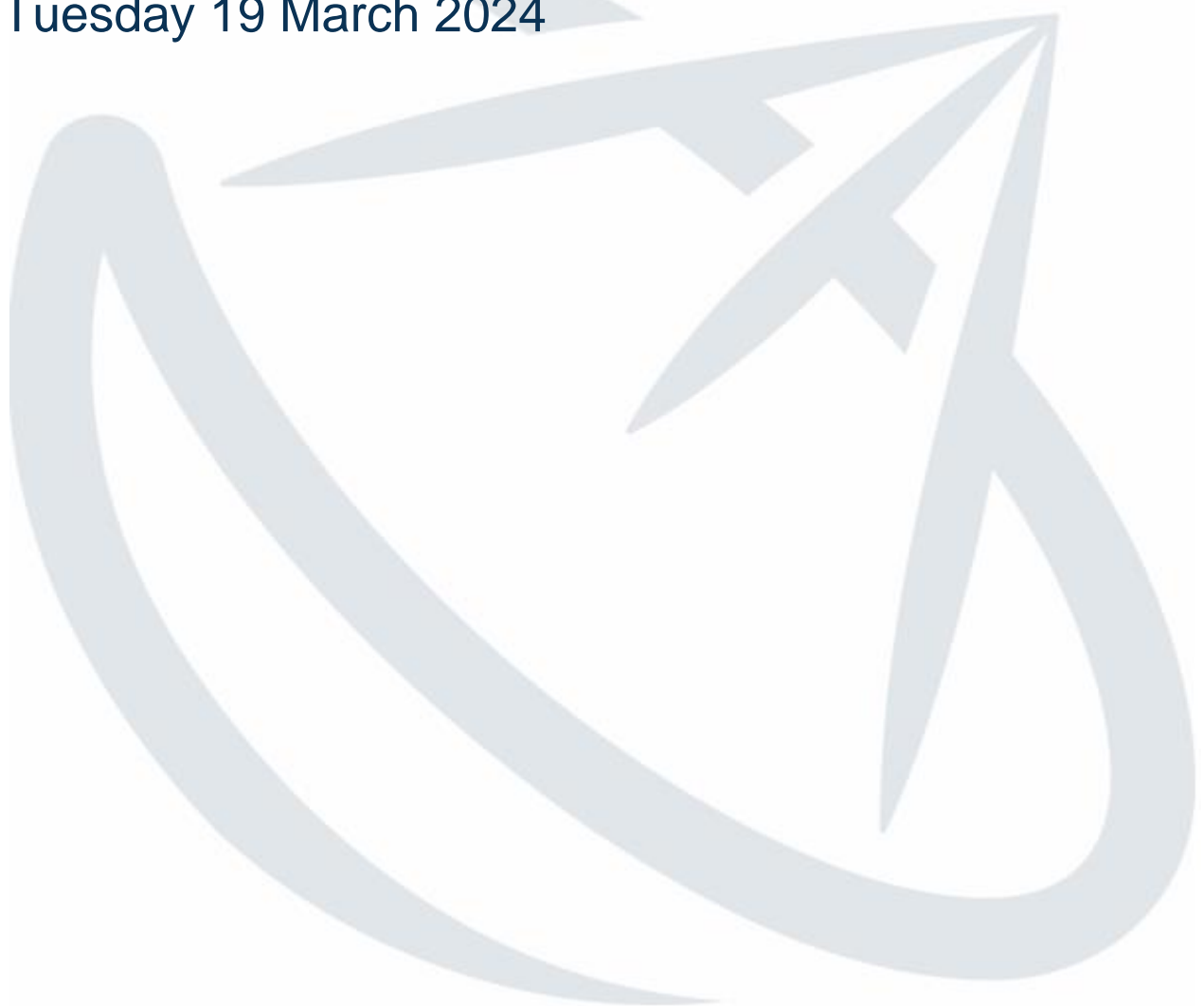
That Council:

1. Receive and confirm the Minutes of the Airport Development Advisory Committee Meeting held on Tuesday 19 March 2024 appended at *Annexure A*.
-

Airport Development Advisory Committee Meeting

Minutes

Tuesday 19 March 2024



Minutes of the Airport Development Advisory Committee Meeting**Held on Tuesday, 19 March 2024 at the****Parkes Council Chamber, 2 Cecile Street, Parkes****Present:**

Cr Ken Keith	Councillor (Chairperson)
Cr Neil Westcott	Councillor (Mayor)
Cr Louise O'Leary	Councillor
Cr William Jayet	Councillor
Mr Kent Boyd PSM	General Manager
Mr Logan Hignett	A/Director Operations
Mrs Sharon Ross	Manager Facilities

Council Officers in Attendance:

Katie Nash	Economic Development Officer
------------	------------------------------

NOTES

The meeting commenced at 4pm and concluded at 4.29pm.

Order Of Business

1	OPENING OF MEETING	4
2	ACKNOWLEDGEMENT OF COUNTRY.....	4
3	APOLOGIES	4
4	CONFIRMATION OF MINUTES	4
4.1	Minutes of the Airport Development Advisory Committee Meeting held on 17 October 2023	4
5	DISCLOSURES OF INTERESTS	4
6	LATE BUSINESS	4
7	OFFICERS' REPORTS.....	5
7.1	Parkes Regional Airport Update	5
8	REPORT OF CONFIDENTIAL RESOLUTIONS	5
9	CONCLUSION OF MEETING.....	5

1 OPENING OF MEETING

The Chairperson declared the Airport Development Advisory Committee Meeting of Tuesday, 19 March 2024 open and welcomed Council Officials in attendance.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson read the following Acknowledgement of Country:

Parkes Shire Council acknowledges the Traditional Custodians of the Wiradjuri Country and recognises and respects their cultural heritage, beliefs and continuing connection with the lands and rivers of the Parkes Shire.

Council pays its respects to Elders past, present and emerging and extends this respect to all First Nations peoples in the Parkes Shire.

3 APOLOGIES

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE AIRPORT DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 17 OCTOBER 2023
--

RECOMMENDATION

That the receive and confirm the Minutes of the meeting held on Tuesday 17 October 2023 appended at *Annexure A*.

5 DISCLOSURES OF INTERESTS

The Chairperson reminded Council Officials of their obligation under Council's Code of Conduct to disclose and manage any conflicts of interest they may have in matters being considered at the meeting, and invited Council Officials present to disclose any such interests.

Nil interests were disclosed.

6 LATE BUSINESS

The Chairperson advised that no late items of business had been submitted to the meeting.

OR

The Chairperson advised that the following late items of business had been submitted by Council Officers, and invited a motion to enable the addition of the late items to the meeting agenda.

- Election of Chairperson was undertaken. Cr Ken Keith accepted the nomination of Chair for the Airport Development Advisory Committee.*

3. *HARS Signage along the highway requires a professional image and improved destination signage.*

7 OFFICERS' REPORTS

7.1 PARKES REGIONAL AIRPORT UPDATE

RECOMMENDATION

That:

1. The information contained within the report be received and noted.

8 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

9 CONCLUSION OF MEETING

The meeting concluded at 4:29 pm.

This is the final page of the minutes comprising 5 pages numbered 1 to 5 of the Airport Development Advisory Committee Meeting held on Tuesday, 19 March 2024 and confirmed on Tuesday, 21 May 2024.

Cr KJ Keith
CHAIRPERSON

12.2 MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD ON 8 MAY 2024**IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is open, accountable and transparent.**Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.**Author:** **Sue McGrath, Business Support Coordinator****Authoriser:** **Logan Hignett, Acting Director Operations****Annexures:** **A. Local Traffic Committee Meeting Minutes - 8 May 2024**

RECOMMENDATION

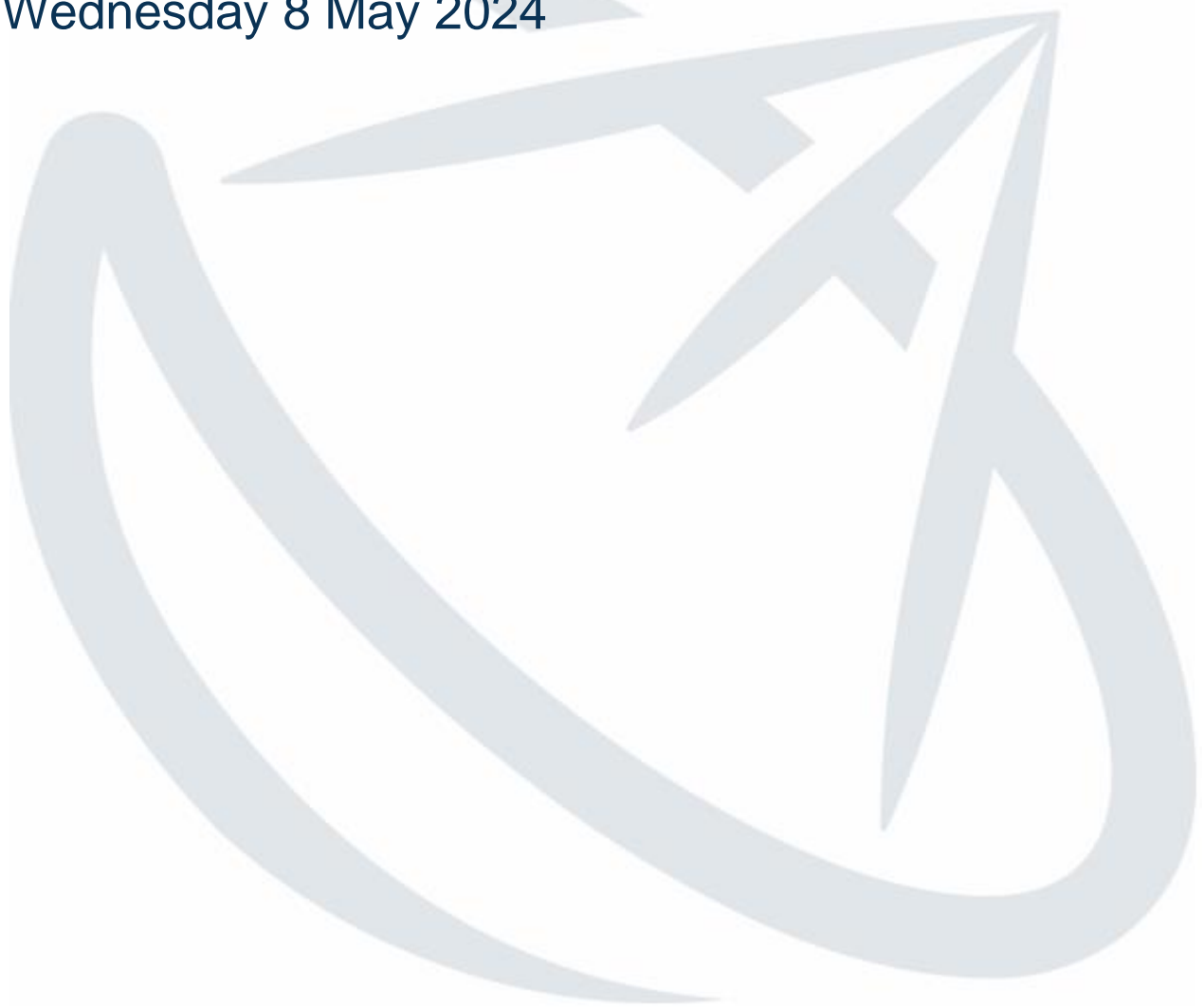
That Council:

1. Receive and confirm the Minutes of the Local Traffic Committee Meeting held on Wednesday 8 May 2024 appended at *Annexure A*.
-

Local Traffic Committee Meeting

Minutes

Wednesday 8 May 2024



Minutes of the Local Traffic Committee Meeting
Held on Wednesday, 8 May 2024 at the
Parkes Council Chamber, 2 Cecile Street, Parkes

Present:

Cr Ken McGrath	Councillor
Jason Nicholson	Transport for NSW
Melanie Sutor	Road Safety & Injury Prevention Officer
Reba Nicholson	Cadet Engineer - Traffic and Design
Megan Morrison	Events Officer - Events and Festivals
Taylor Burt	Business Support Officer

NOTES

The meeting commenced at 9.01am and concluded at 9.31am.

Order Of Business

1	OPENING OF MEETING	4
2	ACKNOWLEDGEMENT OF COUNTRY.....	4
3	APOLOGIES	4
4	CONFIRMATION OF MINUTES	4
	4.1 Minutes of the Local Traffic Committee Meeting held on 7 February 2024	4
5	DISCLOSURES OF INTERESTS	4
6	LATE BUSINESS	4
8	OFFICERS' REPORTS.....	5
	8.1 2024 Parkes High School Trial HSC and HSC Exam Parking	5
	8.2 2024 Trundle ABBA Festival	5
	8.3 'Stop' Signage Request - Intersection at the Parkes Visitor Information Centre and Pioneer Street, Parkes	6
7	GENERAL BUSINESS	7
	7.1 Parking Conditions - 84 & 86 Currajong Street, Parkes	7
	7.2 Lions Park - Stop Sign at the intersection of Glenowrie Close & Molong Road.....	7
9	REPORT OF CONFIDENTIAL RESOLUTIONS	7
10	CONCLUSION OF MEETING.....	7

1 OPENING OF MEETING

The Chairperson declared the Local Traffic Committee Meeting of Wednesday, 8 May 2024 open and welcomed Council Officials in attendance.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson read the following Acknowledgement of Country:

Parkes Shire Council acknowledges the Traditional Custodians of the Wiradjuri Country and recognises and respects their cultural heritage, beliefs and continuing connection with the lands and rivers of the Parkes Shire.

Council pays its respects to Elders past, present and emerging and extends this respect to all First Nations peoples in the Parkes Shire.

3 APOLOGIES

Joshua Tolley	Acting Sergeant Parkes Highway Patrol
Chris McQuie	Western Road Liners
Jaymes Rath	Executive Manager Technical Services
Sue McGrath	Business Support Coordinator

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD ON 7 FEBRUARY 2024

RECOMMENDATION

That the Committee receive and confirm the Minutes of the meeting held on Wednesday 7 February 2024 appended at *Annexure A*.

5 DISCLOSURES OF INTERESTS

The Chairperson reminded Council Officials of their obligation under Council's Code of Conduct to disclose and manage any conflicts of interest they may have in matters being considered at the meeting, and invited Council Officials present to disclose any such interests.

Nil interests were disclosed.

6 LATE BUSINESS

The Chairperson advised that no late items of business had been submitted to the meeting.

7 OFFICERS' REPORTS**8.1 2024 PARKES HIGH SCHOOL TRIAL HSC AND HSC EXAM PARKING****RESOLVED LTC 010/24**

That:

1. Install "NO STOPPING" directional arrow sign with additional text "PERMIT HOLDER EXCEPTED" at the locations indicated in the attached drawing.
2. Management of permits – Parkes Shire Council to allocate permits as per the Permit Parking Guidelines and issue to Parkes High School.
3. 2 x Parking Permits for Trial HSC exam be issued to Parkes High as per the Permit Parking Guidelines for the period of 5 August to 19 September 2024.
4. 2 x Parking Permits for HSC exam be issued to Parkes High as per the Permit Parking Guidelines for the period of 15 October to the 8 November 2024.
5. Parkes High School is to consult and communicate changes to school students, staff and parents/carers.

UNANIMOUS SUPPORT**8.2 2024 TRUNDLE ABBA FESTIVAL****RESOLVED LTC 011/24**

That:

1. The proposed be approved for:
 - (a) Trundle ABBA Festival Management (Parkes Shire Council) would like to request the closure of Forbes Street from Hutton to Parkes Street from 6:00am Saturday 19 October 2024 to 7:00am Sunday 20 October 2024 and any other affected side streets as per the attached TGS.
 - (b) The closure of Cantrill Street from 11:00am - 1:00pm on Saturday 19 October, for the train arrival passengers.
 - (c) Cantrill Street will close again from 9:00pm - 11:00pm for train departure passengers.
 - (d) Provide temporary disabled parking on Hutton Street from West to Gobondery Street.

Council Responsibilities:

That:

2. Approval is subject to complying with the following conditions:
 - (a) Notify Emergency services of the proposed road closure.
 - (b) Allow for emergency vehicle access.
 - (c) Notify all local residents/businesses in the affected area of proposed traffic restrictions.
 - (d) Council reserves the right to cancel the approval at any time.

- (a) If the event is held on a State road that the Council request Road Occupancy Licence (ROL) from Transport for NSW for the event activities.
- (e) This recommendation does not commit Council to providing further assistance or provision of equipment for the event.

Event Organisers/Applicant Responsibilities:

That:

3. Approval is subject to the applicants complying with the following conditions:
 - (a) Provide Council with evidence of Current Public Liability Insurance for \$20 million and Parkes Shire Council, Transport for NSW & NSW Police Force, to be noted as an interested parties.
 - (b) Submit to Council duly completed form A1 "Special Event Transport Management Plan" and associated Traffic Management Plan for approval.
 - (c) Control noise as required under the Protection of the Environment Operations (Noise Control) Regulation 2008.
 - (d) The organiser of the event to be responsible for and reimburse Council for cost of damage repairs, cleaning etc. of the street if required.
 - (e) Comply with Council Officer's reasonable directives.
 - (f) The organiser is to maintain the area in a clean and tidy condition.
 - (g) That the organisers lodge with Council at least six (6) weeks prior to the event, a Schedule 1 form "Notice of Intention to Hold a Public Assembly".
 - (h) Risk assessment is provided for the event.

UNANIMOUS SUPPORT

8.3 'STOP' SIGNAGE REQUEST - INTERSECTION AT THE PARKES VISITOR INFORMATION CENTRE AND PIONEER STREET, PARKES**STAFF RECOMMENDATION**

That:

1. The proposed 'Stop' sign be approved as per signage plan and installed by Council at the intersection between the Parkes Visitor Information Centre and Pioneer Street, Parkes.

AMENDMENT**RESOLVED LTC 012/24**

That:

1. Install a 'Give Way' sign at the driveway exit of the Parkes Visitor Information Centre onto Pioneer Street, Parkes.
2. Install 'No Stopping' signs 10m on either side of the driveway exit of the Parkes Visitor Information Centre onto Pioneer Street, Parkes

UNANIMOUS SUPPORT

8 GENERAL BUSINESS**7.1 PARKING CONDITIONS - 84 & 86 CURRAJONG STREET, PARKES****RECOMMENDATION**

That:

1. The report detail is for the information of the Committee.

7.2 LIONS PARK - STOP SIGN AT THE INTERSECTION OF GLENOWRIE CLOSE & MOLONG ROAD**RECOMMENDATION**

That:

1. The report detail is for the information of the Committee.

9 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

10 CONCLUSION OF MEETING

The meeting concluded at 9.31am

This is the final page of the minutes comprising 7 pages numbered 1 to 7 of the Local Traffic Committee Meeting held on Wednesday, 8 May 2024 and confirmed on Tuesday, 21 May 2024.

CHAIRPERSON

12.3 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 14 MAY 2024**IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is open, accountable and transparent.**Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.**Author:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Minutes of the Parkes Sports Council Meeting held on 14 May 2024.**

RECOMMENDATION

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 14 May 2024 appended at *Annexure A*.
-

14 May 2024 Sports Council Minutes

Tuesday, 14 May 2024 1:27 PM

Meeting Formalities

Chairperson

Al Gersbach

Commencement and Location

7:31 pm in the Committee Room at Parkes Shire Council and online via Microsoft Teams

Welcome

Chair Al Gersbach welcomed all in attendance.

Attendance

Al Gersbach (Chair), Anthony McGrath (Secretary), Luke Nash (Finances, Cricket), Michael Greenwood (Community Representative), Andrew Daley (Hockey), Cr Louise O'Leary (Councillor Representative, Peak Hill), Cr Ken Keith (Councillor Representative), Wayne Osbourne (Parkes Soccer), Greg Morrissey (Cricket)

Online

Wilbur Harris (Netball), Gail Richardson (Community Representative),

Guests

Geoff Finn (Sports Fields Supervisor)

Apologies

Rachel Rice (Touch, Masters Games), Mackenzie Green (Rugby), Ian Westcott (Hockey), Andrew Thomas (Junior League), Doug Moore (Little Athletics), Helen Magill (Tennis), Kerrie Edwards (Little Athletics)

PREVIOUS Minutes.

Moved for confirmation by Anthony McGrath. Seconded by Jim Daley Carried.

Next Meeting Date

11 June 2024

Meeting Close

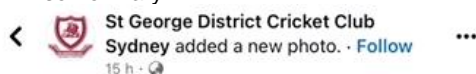
The meeting closed at 8:45pm.

Meeting Minutes

Notable Sporting Performances or Events

Cricket

- Blake Macdonald was recently recognised by St George District Cricket for his outstanding season. Blake is the grandson of Duncan 'Poddy' Macdonald and son of Daryl.



Take a seat and get comfortable folks!!

This is Blake Macdonald and this was his season....

Award for most runs Grades 1 to 3 - 952 runs (Belvidere Cup)
2nd Highest Ever Runs in STGDCC 1st Grade Season (All Formats) - 1266
NSW Premier Cricket Team Of The Year
NSW Premier Cricket Equal Most 1st Grade Centuries - 5
NSW Premier Cricket Equal Most 1st Grade Half Centuries - 7
Highest Ever St George Limited Overs Score - 182
Most Boundaries in the NSW Premier Cricket Season - 181
Most Sixes in the NSW Premier Cricket - 54
Most Sixes in an Innings - 14
1st Grade Premiership

Congrats and thank you Blake. Absolutely legendary!!!

1st Grade Premiership

Congrats and thank you Blake. Absolutely legendary!!!



Rugby

- Maely and Elizabeth MacGregor got CWRU player of the week a couple of weeks back

Athletics

- Ryker Moore and Toby Morgan won gold medals at the Australia Little Athletics Championships in Adelaide. Ryker won the 400m event and was part of the mixed relay team that won gold. Toby won the U15 Para 800m event (as a 13 year old).
- Kim Roberson officiated at the Australian championships

Hockey

- Both under 18 boys and girls attended state championships last month. The boys went down in the Div 1 semifinal against eventual winners NW Sydney in a cracker of a game, this was an amazing effort as the team consisted of 5 under 16-year-olds.
- Men's over 55s won silver at the state championships. Dean Powter was selected for the state side after these championships.
- Archie Daley, Jett Johnstone, and Sam Westcott competed at the under 16 boys' nationals at Hobart in April. They came away with a silver medal after losing the final in shootouts.
- Toby Collins was selected for the under 18 boys state side and Nathan Marshall in the Blues sides to compete at nationals in July at the Gold Coast.
- Under 14 boys competed at State carnival last weekend at Taree losing the semi-final.
- Jake Dunn, Boyd Hutchins, Nick McPherson, Eamon Moody, Ewan Moody, Tom Rix, Will Rix, Lilly Collins, Sienna Collins and Leni Constable were all selected in the Western CHS sides.
- George Hendry, Charlie Rix, Marcus Skinner, Jacob Swindle, Sam Yelland and Jacey Cusack were selected in Western PSSA sides.

Bowls

- Cooper Fieldner and Annabel Teague selected in State U16 side.
- Geoff Leonard from the Railway club played in Champion of champions singles event.
- Baldy Frame from Parkes Bowling and Sports Club has won through to the final 8 in the state singles.

Grants Update

Details of any new grants received by sporting groups (other than the Northparkes PSC Sports Grants).

- Nil

Review of Outstanding Actions

11/09/2018	1	That a draft version of the new constitution be put to a meeting of the Executive and Patrons before it is	Anthony McGrath
------------	---	--	-----------------

		tabled at a future Sports Council meeting.	
13/8/2019	2	Sports Legends Board at Parkes Leagues Club to be reviewed and alternatives considered.	
14/10/2020	3	Dedication ceremony for the Cheney family trophy to be conducted before the first Grinsted Cup match this season	Luke Nash
12/03/2024	4	Survey to be sent to groups seeking feedback on the possibility of holding a separate sports awards night.	Anthony
12/03/2024	5	Investigate light repairs and switchboard upgrade at SDF.	Geoff
12/03/2024	6	Lindner Oval Amenities need work done, including showers, prior to start of winter sports. Can look into amenities and see girls getting changed. Geoff to review and report to Building Services.	Geoff
9/04/2024	7	That Council check that the new basketball court was built to standard specifications with respect to safe run off areas.	Anthony.
9/4/2024	8	A reminder be sent to all sporting groups to check their first aid equipment, including any defib machine.	Anthony.
9/4/2024	9	A review of the netball posts available at Peak Hill was requested by Kerrie Edwards	Geoff.

Discussion / Action Taken

Update provided on the outstanding tasks as follows:

4. Survey was sent to all groups. Update in General Business.
7. Tim advised that the run off areas on the new basketball court at Armstrong park are to the standard 2m.

Correspondence

The following items of correspondence was received or sent

1. Advice of meeting and minutes sent out to groups.
2. Sympathy card sent to Ann Aitken

Action

1,2 For information

Sports Projects Update

An updated was provided on the following

- Baker street now permanently closed with gates in place. The gates were fabricated by Council's Workshop.
- Cheney Park - report to Council next week to award the contract. Works to be completed in September with access to the fields available in late October or November.
- Application for a sports grant at Cheney Park for additional changerooms has been submitted.
- The SMS lighting for Mariah Williams Field has now been fixed.
- Repairs at Stephen Davies Field had to be carried out to fix some feeder power lines to a light tower, which may have been damaged during the construction works.

Around the Grounds

Netball

- Cancellation of Cowra carnival
- Teams traveling to Orange then to Dubbo for their local carnivals.
- State carnival on 13 July.
- Tuesday competition in full swing with 14 teams.

- Local carnival was very successful. 37 teams, including one from Bankstown.
- Grandstands have arrived for installation, with MCA assisting with installation.

League (Michael Greenwood)

- Season started 5 May on a very well prepared field.
- Tony Dwyer asked how the DA was progressing for the grandstand. Anthony to advise.

Cricket (Luke Nash)

- 6 members from NSW cricket visited Parkes. Discussed how to strengthen juniors and volunteers.

Colour Run (Cr Ken Keith)

- Thanks to the Sports Field staff for preparing Keast Park. No visible sign of powder after the event.

Peak Hill (Cr Louise O'Leary)

- Regina from St Josephs would like 1 netball court marked at the School. Geoff or Tim to follow up.

Soccer (Wayne Osborne)

- Up to round 3
- Football NSW visited to conduct a coach education program. 17 received a coaching certificate.
- 38 Christian Schools participated in a carnival held last week.
- June 2 Parkes Western Youth League carnival. 40 teams on Harrison, Parker-Stone and Woody. Wayne to contact sports field staff for an extra field for the carnival.
- Dogs are still using the fields, which need volunteers to clear the field before play. Anthony to request Council staff to do extra patrols.

Hockey (Andrew Daley)

- Juniors washed out last Saturday
- Premier League teams played at Lithgow. Next league match will be 1 June.
- Thanks to Sharon Ross and Building Services who have rekeyed the amenities to only 2 keys required
- Thanks to workshop and sports field team for installing the new gates on Baker St.
- Lights stopped working at Stephen Davies field due to damaged power lines. Repairs organised by Council. May have been due to construction works.
- Michael asked why no Women's Premier League. Louise mentioned that increased costs have impacted player numbers.

Financial Report - Operational and Capital Works Projects

Report provided by Luke who moved that it be received. Seconded Andrew Daley Carried.

- All fees have been received and SMS lighting billed
- Next year's fees will be invoiced in late June
- A number of grants have been submitted - awaiting announcements

Operational Budget

- Sporting fees will increase by 4% next financial year.

Sports Council (Sporting Grounds) Overview - Month Ending - 30 April 2024						
Sporting Grounds - Operational Revenue						
	Budget	Actual	% Budget Received			
Sports Council - Levies/Usage Charges	\$43,995	\$43,995	100%	All sporting groups have now paid Winter sports will receive an invoice		
Sports Council - SMS Lighting	\$9,785	\$7,028	72%			
	\$53,780	\$51,023	95%			
Sporting Grounds - Operational Expenditure						
	Budget	Actual	Committed	A + C	% Spent	Budget Remaining
Sporting Grounds Operating	\$276,793	\$235,623	\$0	\$235,623	85%	\$41,170
	\$276,793	\$235,623	\$0	\$235,623	85%	\$41,170
Sporting Grounds - Capital Expenditure						
Capital Expenditure Projects	Budget	Actual	Committed	A + C	% Spent	Budget Remaining
Parkes Tennis Courts - Surfacing Upgrades (Grant Funded - LRCI & Crown Land Reserves)	\$421,000	\$457,130	\$4,545	\$461,675	110%	-\$40,675
Pioneer Oval Redevelopment - DA Submission Reports	\$35,000	\$23,823	\$3,797	\$27,620	79%	\$7,380
Cheney Park - Final Stage Rehabilitation (Grant Funded - Stronger Country Communities Fund)	\$740,467	\$6,696	\$310	\$7,006	1%	\$733,771
Stephen Davies Hockey Field (Grant Funded Resources for Regions, SCCF & PHI)	\$3,013,667	\$3,040,900	\$0	\$3,040,900	101%	-\$27,233
	\$4,210,134	\$3,528,549	\$8,652	\$3,537,201	84%	\$672,933

General Business

Sports Grants

The Rising Star grants were awarded as follows:

Rising Star	Sport	Amount	Location
Ryker Moore	Athletics	1,000	Parkes
Toby Morgan	Athletics, Soccer & Swimming	1,000	Trundle
Aaryab Gautam	Football	1,000	Parkes
Mason Wild	Motorcycle Racing - Dirt Track	1,000	Parkes
Henry Kross	Squash	1,000	Parkes

The sporting groups receiving grants were:

Title	Project Type	Project Title	Funds Request	Granted
Parkes and District Kennel Club Inc	Facilities	purchase of an electric ride on mower for regular maintenance of the club grounds.	\$5,000.00	\$5,000.00
Parkes Jockey Club	Facilities	purchase industrial gazebos to better accommodate the growing number of patrons/community groups utilising our facility.	\$4,428.00	\$4,428.00
Parkes Tennis Club	Facilities	purchase on court bench seating for both casual court hire and competition/tournament players to put their gear or to rest between games.	\$8,380.00	*\$5,572.36
Parkes and District Amateur Soccer Association	Participation	purchase 2 sets of portable UPVC goalposts with nets and new compliant corner flags for 6 fields.	\$2,393.00	\$2,393.00
Parkes Marist Junior Rugby League	Participation	purchase latest training equipment including training pads, mats and shields.	\$9,500.00	\$9,500.00
Police Citizens Youth Clubs NSW Parkes	Participation	purchase of specialised gymnastics equipment to enhance the current gymnastics program with the introduction of a new freestyle gymnastics program specifically aimed at males aged 5-12 years. Funding will also support the memberships for socio-economically disadvantaged children so they can participate on an equal basis with others.	\$4,209.00	\$4,209.00

Defibrillators

Sharon Ross, Council's Manager Facilities has advised that Council will install an AED at Northparkes and is seeking quotes. The AED will be for all groups to use. Some discussion about where AED are located. Meeting agreed that the sporting groups should register their AEDs. Anthony to send out information to sporting groups about Heart of the Nation and that their AED can be registered with them. HotN has an App available to show where AED are located. [Register an AED | Heartofthenation](#)

Sports Census

24 sporting groups and schools responded to the sports Census. 6,200 active participants in sport.
Good feedback on sporting fields and suggestions for improvement.
Also good feedback on the sports Council itself.
The groups were split 50-50 on whether to hold a separate Sports Awards dinner.

Passing of Hearmani Lavaka and Bob Aitkin

Parkes sporting fraternity were saddened to hear that local sporting legend Hearmani Lavaka and Sports Council Patron, Bob Aitken passed away in April.

Hearmani, a Tongan international, played for Easts Rugby in the Sydney Shute Shield, where he was a member of their premierships winning sides. Locally he played for the Parkes Boars and Forbes Platypi, securing grand finals wins in 2009 and 2012. He also played for the Parkes Spacemen in their 2010 premierships winning side, where he executed one of the greatest hits seen in country rugby league.

In 1963, Bob Aitken accepted a cadet-ship in journalism with the Parkes Champion Post. He became editor in 1969 and Managing Editor in 1972, serving in the latter role until taking on the role of Managing Editor of Rotary Down Under magazine in 1984. During his time in Parkes, Bob was actively involved in the Parkes Sporting community and the Parkes Sports Council.

Water Park

The Kelly reserve splash park will be open to the public next week.

Masterplans

Louise asked if any sports field masterplans included in the budget. Luke advised that there was none. Suggest that if funds are needed Council could consider allocating Parkes TI funds. Luke also advised that Sporting groups can review their own plans and submit them to Council. Andrew Daley reminded the groups that the current plans are available on Council's website.

[Our strategies and plans Parkes Shire Council \(nsw.gov.au\)](#)

Sports Co-Ordinator

Louise also mentioned that although there was no position allocated in the budget, the position was still necessary

Meeting Actions

14/05/2024	1	Follow up the progress of the DA for the Jock Colley Field Grandstand.	Anthony
14/05/2024	2	Geoff to follow up with Regina at St Joseph's School, Peak Hill on marking of a netball court at the school.	Geoff
14/05/2024	3	Advise sporting groups to register their AEDs through Heart of the Nation.	Anthony

Attachments

13 REPORTS OF THE GENERAL MANAGER

13.1 INVESTMENTS & BORROWINGS REPORT AS AT 30 APRIL 2024

IP&R Linkage: Pillar: Leadership

Goal: Our local government is sustainable and plans for the future.

Strategy: Operate in a financially sustainable and responsible manner.

Author: Luke Nash, Financial Accountant

Authoriser: Jaco Barnard, Chief Financial Officer

Annexures: A. Investment Register - 30 April 2024 [↓](#)
B. Loans Register - 30 April 2024 [↓](#)

RECOMMENDATION

That:

Receive and note the Statement of Investments and Borrowings as on 30 April 2024

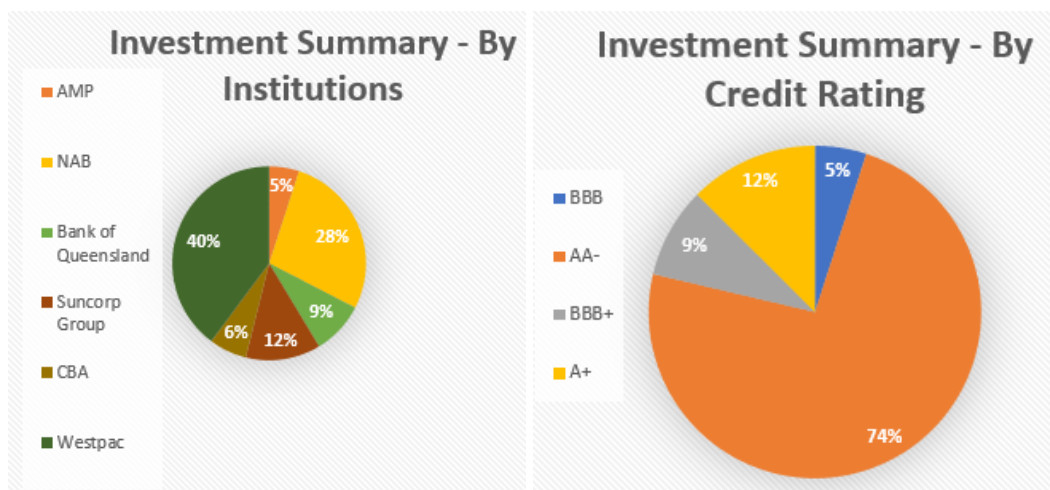
BACKGROUND

In accordance with clause 212 of the Local Government (General) Regulation 2021 ("the Regulations"), the Responsible Accounting Officer must provide Parkes Shire Council ("Council") with a monthly written report setting out details of Council's investments under section 625 of the Local Government Act 1993 ("the Act"). The report must also include certification that these investments have been made in accordance with the Act, the Regulations and Council's Investment Policy.

ISSUES AND COMMENTARY

The balance of Council's investments as of 30 April 2024 stands at \$39,914,625 and the principal outstanding on council's borrowings at \$16,792,428. Council's investments increased by \$6.4 million during April following the receipt of several significant grant payments from the NSW government.

On 30 April 2024, Council's investment portfolio was yielding 4.10 per cent per annum. Council's investments cover externally restricted cash reserves and internal restricted cash reserves. The following charts depict a summary of the investments held by Council based on the individual institutional exposure and credit rating of the institutions with which they are held.



LEGISLATIVE AND POLICY CONTEXT

Council's investments are held in accordance with Council's Investment Policy which accords with the requirements of the:

- Local Government Act 1993 ("the Act") - Section 625
- Local Government Act 1993 - Order (of Minister) dated 16 November 2020
- The Trustee Amendment (Discretionary Investments) Act 1997 - Sections 14A(2), 14C(1) and (2); and
- Local Government (General) Regulation 2021 ("the Regulation") - Clauses 212 and 215.

FINANCIAL IMPLICATIONS

All returns on investments are included in Council's Operating Budget. Any amendment to budgeted interest income is affected through the Quarterly Budget Review process. Both the average level of funds invested, and the rate of return determine returns. In accordance with the Australian equivalent of International Accounting Standards, securities that are classified as held for trading are required to be valued at market value at each balance date. Investments in the form of cash or cash equivalents and held to maturity investments are valued at cost. Floating Rate Notes acquired on the secondary market are valued at cost. Where the purchase consideration is different to face value, the resulting premium or discount are amortised on a straight-line basis over the life of the Note.

RISK IMPLICATIONS

Council's investments are managed in accordance with Council's Investment Policy. As at the end of April, all counterparties were within the Policy limits. Overall, the portfolio is diversified amongst the investment grade spectrum with no exposure to unrated ADI's.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

The Chief Financial Officer has certified that the investments listed in the Investment Summary have been made in accordance with section 625 of the Act, clause 212 of the Regulation and Council's Investment Policy. Council's investments continue to focus on capital protection, as well as compliance with the Investment Policy, whilst actively seeking the best return allowable within these parameters. It is recommended that Council receive and note the Statement of Investments and Borrowings as on 30 April 2024.

Parkes Shire Council Investment Register as at 30 April 2024						
ADI/Issuer	Rating	Investment Type	Principal	Yield	Settlement Date	Maturity Date
NAB	AA-	Term Deposit	1,000,000	5.09	6/10/2023	6/05/2024
NAB	AA-	Term Deposit	1,500,000	5.09	15/02/2024	15/05/2024
Suncorp Group	A+	Term Deposit	1,000,000	5.14	23/08/2023	23/05/2024
Suncorp Group	A+	Term Deposit	1,500,000	5.37	30/11/2023	30/05/2024
AMP	BBB	Term Deposit	1,500,000	5.20	5/12/2023	5/06/2024
NAB	AA-	Term Deposit	1,000,000	5.10	15/02/2024	17/06/2024
NAB	AA-	Term Deposit	500,000	5.10	15/02/2024	17/06/2024
Suncorp Group	A+	Term Deposit	2,000,000	5.45	29/11/2023	28/06/2024
NAB	AA-	Term Deposit	1,000,000	5.06	14/03/2024	15/07/2024
Suncorp Group	A+	Term Deposit	500,000	5.11	18/01/2024	18/07/2024
Bank of Queensland	BBB+	Term Deposit	1,000,000	0.79	30/07/2021	30/07/2024
NAB	AA-	Term Deposit	2,000,000	5.09	14/03/2024	14/08/2024
AMP	BBB	Term Deposit	500,000	5.35	18/08/2023	19/08/2024
NAB	AA-	Term Deposit	1,000,000	5.00	18/04/2024	19/08/2024
NAB	AA-	Term Deposit	1,000,000	5.00	18/04/2024	19/08/2024
Bank of Queensland	BBB+	Term Deposit	500,000	5.09	21/03/2024	23/09/2024
NAB	AA-	Term Deposit	2,000,000	5.10	30/04/2024	30/09/2024
CBA	AA-	Floating Rate Note (Fixed)	1,000,088	4.20	18/08/2022	18/08/2025
Bank of Queensland	BBB+	Floating Rate Note	2,010,940	4.48	21/04/2022	29/10/2025
CBA	AA-	Floating Rate Note	1,506,480	4.04	11/01/2022	14/01/2027
Westpac	AA-	Cash at Call - Main	5,597,117	At Call		
Westpac	AA-	Cash at Call - Maxi	10,300,000	At Call		
Total			39,914,625			

Investment Balances by Type		
Term Deposit	19,500,000	24,017,508
Floating Rate Note	4,517,508	
Cash at Call - Main	5,597,117	
Cash at Call - Maxi	10,300,000	
Total Balance - 30/04/2024	39,914,625	

I, Jaco Barnard, Parkes Shire Council Chief Financial Officer, certify as required under Section 212 of the Local Government Regulations 2021, that Council's investments have been made in accordance with the Local Government Act 1993 and Parkes Shire Council Investment Policy.

Signed: Jaco Barnard

Parkes Shire Council Loan Register as at 30 April							
Borrower (by Purpose)	Lender	System Loan No.	Loan Term Years	Date of Maturity	Interest Rate	Original Amount Borrowed \$	Principal Outstanding as 30 April
General Fund							
Airport Runway Rehabilitation	NAB	1	20	2030	8.21%	\$ 2,000,000	957,866
30 Welcome Street	NAB	3	20	2030	8.21%	\$ 500,000	239,466
Henry Parkes Centre	NAB	4	20	2030	8.01%	\$ 950,000	479,811
Community Infrastructure, Drainage Projects and	TCorp	10	10	2026	3.485%	\$ 2,220,000	2,220,000
Transport Infrastructure	TCorp	11	10	2028	3.670%	\$ 3,000,000	3,000,000
Total General Fund						\$ 8,670,000	6,897,143
Sewer Fund							
Parkes Sewer Treatment Plant	TCorp	7	10	2026	2.90	\$ 4,000,000	4,000,000
Total Sewer Fund						\$ 4,000,000	4,000,000
Water Fund							
Parkes Water Treatment Plant	TCorp	9	20	2036	3.045	\$ 8,500,000	5,895,286
Total Water Fund						\$ 8,500,000	5,895,286
Total All Funds						\$ 21,170,000	16,792,428

13.2 MONTHLY FINANCIAL REPORT AS AT 30 APRIL 2024**IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is sustainable and plans for the future.**Strategy:** Operate in a financially sustainable and responsible manner.**Author:** **Luke Nash, Financial Accountant****Authoriser:** **Jaco Barnard, Chief Financial Officer****Annexures:** **A. Annexure 1 April vs. Budget** [↓](#)
B. Annexure 2 - April 24 vs. April 23 [↓](#)

RECOMMENDATION

That Council:

1. Receive and note the year-to-date financial reports for the period up to 30 April 2024.
-

BACKGROUND

The NSW Local Government Act section 8B establishes principles of sound financial management as follows:

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services (which also means the current generation should not bear costs for benefit of future generations)

This report monitors the progress of the 2023-24 operational budget, which programs the plan to achieve the actions, and strategic objectives set within Council's delivery plan.

ISSUES AND COMMENTARY

Council has achieved an unfavourable consolidated net operating result of \$590k at the end of April. The general fund reflected a profit of \$546k, water fund reflected a loss of \$875k while the sewer fund reflected a loss of \$259k.

Annexure 1 provides more detailed commentary into the financial performance of the organisation for the period ending 30 April 2024 compared to budget.

Annexure 2 provides more detailed commentary into the financial performance of the organisation for the period ending 30 April 2024 compared to the period ending 30 April 2023.

LEGISLATIVE AND POLICY CONTEXT

Local Government Act (section 8B)

FINANCIAL IMPLICATIONS

The monthly finance report presented a comparison between actuals vs. budget for each fund to 30 April 2024 as well as a comparison between actuals vs. the previous year's actuals for each fund to 30 April 2024.

RISK IMPLICATIONS

Council's budgets are monitored in accordance with the adopted operational plan and long-term financial plan. It is essential for council to monitor programs against budget to avoid depending on savings from other programs and to utilise reserves that had been set aside for other specific purposes.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

Council continues to place a strong emphasis on cost reductions to ensure that favourable budget results can be maintained, internal management reporting and strengthened purchasing controls are assisting to deliver improved financial performance.

PSC Income Statement 2023/2024
April Year to Date

	Consolidated			General Fund			Water Fund			Sewer Fund			Financial Commentary
	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	
Rates and annual charges	27,380	26,131	1,249	18,539	18,616	(78)	6,108	4,438	1,671	2,733	3,077	(344)	Higher water access charge than budgeted. NPM (+\$425k) Res (+\$1381k). Sewer (-\$324k)
User charges and fees	16,274	10,095	6,179	11,566	4,004	7,563	4,268	5,727	(1,459)	439	365	75	RMCC (+\$6.9m) Private Work (+\$119k) ABBA (+\$174k) Planning (+\$127k) CWCS (\$101k). Lower water usage and price than budgeted. NPM (-\$1.17m) Residential (-\$513k)
Interest and investment revenue	1,489	565	924	1,094	215	879	319	158	160	77	191	(115)	Higher cash balance due to grants and increase in interest rates.
Other revenues	1,384	695	689	1,268	695	573	46	0	46	70	0	70	Timing of rent received (+\$163k), Elvis Sponsorship (+\$44k) Timing of Fuel Rebate (-\$90k) HPC Merch (+\$86k) Paid Parental Leave (+\$59k) SFund - Rental
Grants and contributions provided for opex	16,253	7,903	8,349	16,100	7,903	8,197	152	0	152	0	0	0	Storm damage grant (+\$133k), TfNSW Road repair (+\$5.546m) ARTC (+\$1.5m), RTR (+\$28k), CSIRO (+\$150k) Water Loss Grant (+\$152k) FDCare (+\$278k) Drought Resilience (+\$160k) FAGS (+\$233k) Block Grant (+\$51k) Reg Housing (+\$150k)
Income	62,779	45,389	17,390	48,567	31,433	17,134	10,893	10,323	570	3,319	3,633	(314)	
Employee Cost	17,956	15,678	(2,278)	14,994	13,374	(1,619)	2,260	1,709	(551)	702	595	(107)	Works & Services road works (-\$1.4m) due to under capitalisation of salaries. Land & Buildings (-\$69k). Corporate Services (+\$434k) due to vacancies, Events (-\$210k) Planning (+\$234k) vacancies. WF - (-\$551k) under capitalisations. SF - (-\$107k)
Materials & Consumables	5,982	3,840	(2,142)	5,414	3,400	(2,014)	431	301	(130)	137	140	3	Road maintenance (-\$1.1m), Fleet & Depot (-\$467k) Land & Buildings (-\$205k) Water (-\$129k)
External Services	18,033	10,944	(7,088)	16,985	9,652	(7,333)	783	817	34	265	476	211	Road maintenance (-\$5.9m) Events (-\$695k) Waste (-\$421k) Pools (-\$236k)
Water, Electricity & Statutory	3,079	2,866	(213)	940	1,173	233	1,996	1,552	(443)	143	141	(2)	Electricity - General Fund (+\$216k), Water Fund (+\$66k) due to usage. WF Access Charges (-\$360k) GF Rates (-\$105k)
IT & Communications	352	238	(113)	346	238	(108)	0	0	0	4	0	(4)	Mobile cost (-\$95k)
Insurance	876	820	(56)	876	820	(56)	0	0	0	0	0	0	
Administration	2,680	2,806	126	2,378	2,582	203	288	203	(86)	13	21	8	Software licences (+\$192k)
Travel & Entertainment	281	140	(141)	255	107	(148)	23	29	6	4	4	1	Events Travel Cost (-\$126k)
Financials	346	275	(71)	346	275	(71)	0	0	0	0	0	0	Unwinding of discount (+\$42k) Audit (+\$23k)
Internal Charges	(1,440)	(1,696)	(256)	(4,658)	(3,842)	817	2,215	1,522	(694)	1,003	624	(379)	Needs investigation
Interest Paid	531	538	6	277	284	8	156	157	1	99	97	(2)	
Cost of Assets Sold	316	2,632	2,316	282	2,632	2,350	32	0	(32)	2	0	(2)	Budget includes properties to sell.
Sale Proceeds of Assets	(590)	(4,231)	(3,640)	(506)	(4,231)	(3,725)	(84)	0	84	0	0	0	
Expenses	48,400	34,850	(13,550)	37,928	26,464	(11,464)	8,099	6,290	(1,810)	2,372	2,097	(275)	
Cash profit for the year	14,379	10,539	3,840	10,639	4,969	5,670	2,794	4,033	(1,240)	947	1,536	(589)	
Depreciation	14,968	12,458	(2,510)	10,093	7,992	(2,101)	3,669	3,361	(308)	1,206	1,106	(101)	Increase in depreciation due to indexation and revaluation of assets classes at YE 30 June 23.
Net Operation result as at April	(590)	(1,920)	1,330	546	(3,022)	3,569	(875)	673	(1,548)	(259)	430	(689)	

PSC Income Statement 2023/2024
April Year to Date vs. Previous Year YTD

	Consolidated			General Fund			Water Fund			Sewer Fund			Financial Commentary
	Act \$'000	2023 \$'000	Variance \$'000	Act \$'000	2023 \$'000	Variance \$'000	Act \$'000	2023 \$'000	Variance \$'000	Act \$'000	2023 \$'000	Variance \$'000	
Rates and annual charges	27,380	22,111	5,269	18,539	17,819	720	6,108	1,503	4,605	2,733	2,789	(56)	NPM Water Access Charges (+\$3.3m) Residential Water Access Charges (+\$1.4m)
User charges and fees	16,274	12,702	3,573	11,566	6,719	4,847	4,268	5,610	(1,342)	439	372	67	RMCC (+\$4.5m) Events (+\$106k) Waste (+\$75k) Airport (-\$70k) NPM Water Consumption (-\$1.3m) Residential Water Consumption (-\$125k)
Interest and investment revenue	1,489	1,295	194	1,094	1,069	25	319	182	137	77	44	32	Higher cash balance due to grants and increase in interest rates.
Other revenues	1,384	1,968	(584)	1,268	1,869	(601)	46	79	(33)	70	20	51	Elvis Sponsorship (-\$13k) Timing of Rent (+\$130k) Recycle (-\$82k) Lehman Bros (-\$672k)
Grants and contributions provided for opex	16,253	19,147	(2,894)	16,100	19,132	(3,032)	152	15	137	0	0	0	Storm damage grant (-\$2.77m) Pothole repair (-745k) Road repair (+\$1.6m) ARTC (+\$1.5m) FAGS (-\$793k) RTR (+\$928k) Block (+\$26k) CSIRO (-\$200k) R4R (-\$280k) Events (-\$184k) FDC (+\$447k) TNSWFrec (-\$2.5m)
Income	62,779	57,221	5,558	48,567	46,607	1,960	10,893	7,389	3,504	3,319	3,225	94	
Employee Cost	17,956	15,753	(2,203)	14,994	13,235	(1,759)	2,260	1,939	(322)	702	579	(123)	Works & Services (-\$755k) Corp Serv (-\$692k) Planning (-\$121k) , WF - (-\$322k), SF - (-\$1123k)
Materials & Consumables	5,982	5,985	4	5,414	5,420	6	431	384	(46)	137	180	44	Roads (-\$1.8m) Events (-\$292k) Econ Dev (-\$219k) Water Fund (-\$293k)
External Services	18,033	15,100	(2,933)	16,985	14,263	(2,721)	783	536	(247)	265	301	36	
Water, Electricity & Statutory	3,079	2,213	(865)	940	981	41	1,996	1,145	(851)	143	87	(56)	WF - Elect (-\$419k) Water access charges (-\$430k)
IT & Communications	352	274	(78)	346	268	(78)	0	1	1	4	4	(0)	To be investigated
Insurance	876	777	(99)	876	777	(99)	0	0	0	0	0	0	
Administration	2,680	2,693	13	2,378	2,334	(44)	288	330	42	13	28	15	
Travel & Entertainment	281	257	(24)	255	241	(14)	23	16	(6)	4	0	(4)	
Financials	346	259	(87)	346	259	(87)	0	0	0	0	0	0	Bank charges (-\$18k) Audit (-\$37k)
Internal Charges	(1,440)	(480)	961	(4,658)	(3,009)	1,649	2,215	2,167	(48)	1,003	362	(640)	
Interest Paid	531	562	31	277	298	22	156	165	9	99	98	(0)	
Cost of Assets Sold	316	79	(237)	282	79	(203)	32	0	(32)	2	0	(2)	
Sale Proceeds of Assets	(590)	(82)	509	(506)	(82)	424	(84)	0	84	0	0	0	
Expenses	48,400	43,390	(5,010)	37,928	35,065	(2,863)	8,099	6,684	(1,415)	2,372	1,641	(731)	
Cash profit for the year	14,379	13,831	548	10,639	11,542	(903)	2,794	705	2,089	947	1,584	(637)	
Depreciation	14,968	12,601	(2,367)	10,093	8,100	(1,993)	3,669	3,384	(286)	1,206	1,118	(89)	Increase in depreciation due to indexation and revaluation of assets classes.
Net Operation result as at April	(590)	1,230	(1,819)	546	3,443	(2,896)	(875)	(2,679)	1,803	(259)	466	(725)	

13.3 QUARTERLY BUDGET REVIEW AS AT 31 MARCH 2024**IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is sustainable and plans for the future.**Strategy:** Operate in a financially sustainable and responsible manner.**Author:** **Luke Nash, Executive Manager Finance****Authoriser:** **Jaco Barnard, Chief Financial Officer****Annexures:** **A. Quarterly Budget Review - 31 March 2024** [↓](#)

RECOMMENDATION

That Council:

1. Receive and note the budget review report to 31 March 2024
 2. Adopt the budget variations proposed in the quarterly budget review to 31 March 2024
-

BACKGROUND

In accordance with Clause 203 of the Local Government (General) Regulation 2005 not later than two months after the end of each quarter (except the June Quarter), the Responsible Accounting Officer must submit to Council a statement that shows by reference to the estimate of income and expenditure set out in the management plan that Council has adopted for the current year, a revised estimate of the income and expenditure for that year. The budget statement must include a note by the Responsible Accounting Officer as to whether or not he believes that the financial position of Council is satisfactory, having regard to the original estimate of income and expenditure.

ISSUES AND COMMENTARY

Council's original net operating budgeted result for the year ending 30 June 2024 is \$2.55m. Council has since identified variations to the original budget and is now reflecting a revised net operating result for 30 June 2024 of \$0.25m. Positive operating results are forecast across water and sewer funds of \$0.3m & \$0.2m respectively. Council general fund is now projecting a deficit result of (\$0.26m) and is largely attributable to an increase in asset disposal costs.

Council currently owns the Brolgan Road and holds this asset with a carrying asset value of \$3m. As part of the works associated with the Parkes Special Activation precinct the ownership of the Brolgan Road will be transferred to Transport for NSW. Therefore, council is required to dispose of the road asset and the carrying value is required to be expensed prior to 30 June 2024. The transaction is non-cash related, however the accounting treatment requires the transaction to be expensed on the income statement.

The below table outlines the proposed budget variations for the Quarterly Budget Review for the quarter ending 31 March 2024.

Fund	Reporting Category	Budget Variation Amount	Reason for Proposed Variation
General	Income - Other Revenue	600,000	Rental income from commercial buildings, material recycling and legal recovery fees
General	Income - Operating Grants & Contributions	2,137,000	Increase in operating grants to recognise funding received for road repairs (natural disasters)
General	Income - User Fees & Charges	300,000	Income generated from roadworks across the shire
General	Expense - IT & Communications	100,000	Increase in costs associated with phone/internet services and ICT support services compared to the initial budget
General	Expense - Insurance	55,000	Increase in insurance premiums and claims excess charges
General	Expense - Travel & Entertainment	150,000	Significant increase in travel & entertainment charges associated with Elvis/ABBA Festivals
General	Expense - Cost of Asset Disposal	3,000,000	Costs incurred with the asset disposal of Brolgan Road.
Water	Income - Rates & Annual Charges	(270,000)	Reduction in water access charges from budgeting assumption
Water	Income - User Fees & Charges	270,000	Increase in water consumption charges
Water	Income - Other Revenue	50,000	Rental income associated with the leasing of land owned by the water fund

Water	Income - Operating Grants & Contributions	150,000	Recognition of income received through CNSWJO for a water loss management program
Water	Expense - Employee Costs	(100,000)	Decrease in employee costs following an increase in capitalised wages
Water	Expense - External Services	190,000	Operational costs associated with the development of IWCM (Integrated Water Cycle Management) project
Water	Expense - Water, Electricity & Statutory	530,000	Increase in costs associated with purchasing of water from Forbes Shire and pumping to Parkes due to damage to Lake Endeavour pipeline
Sewer	Income - Rates & Annual Charges	(500,000)	Reduction in sewer access charges, over-estimated when formulating the budget
Sewer	Income - User Fees & Charges	100,000	Increase in sewer usage charges compared to the budget
Sewer	Income - Other Revenue	80,000	Rental income associated with the leasing of land owned by the sewer fund
Sewer	Expense - External Services	(250,000)	Reduction in maintenance related services at the Sewer Treatment Plant compared to the budgeted allocation
Sewer	Expense - Internal Charges	450,000	Increase in internal charges to reflect utilisation of fleet & equipment

LEGISLATIVE AND POLICY CONTEXT

Local Government (General) Regulation 2005 Clause 203. The quarterly budget review monitors the progress of the 2023/24 operational budget, which programs the plan to achieve the actions, and strategic objectives set within Council's progressive delivery plan.

FINANCIAL IMPLICATIONS

The quarterly budget review for has been presented from a comparison between actuals vs. budget and budget forecast for each fund across council to 31 March 2024.

RISK IMPLICATIONS

Council's budgets are monitored in accordance with the adopted operational plan and long-term financial plan. It is essential for council to monitor programs against budget to avoid depending on savings from other programs and to utilise reserves that had been set aside for other specific purposes.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

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

It is my opinion that the Quarterly Budget Review Statement for Parkes Shire Council for the quarter ended 31 March 2024 indicates that Council's projected financial position at 30 June 2024 will be satisfactory at year end at a consolidated level, however, a deficit result is projected in the general fund due to the non-cash transaction from the disposal of Brolgan Road.

Quarterly Budget Review

31 March 2024



parkes.nsw.gov.au

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Table of contents	page
1. Responsible accounting officer's statement	1
2. Income & expenses budget review statement's	
- Income & expenses - consolidated funds	2
- Income & expenses - general fund	3
- Income & expenses - water fund	4
- Income & expenses - sewer fund	5
3. Income & expenses budget review - variations	
- Income & expenses - Budget review - variation details	6

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24**Report by responsible accounting officer**

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

31 March 2024

It is my opinion that the Quarterly Budget Review Statement for Parkes Shire Council for the quarter ended 31 March 2024 indicates that Council's projected financial position at 30 June 2024 will be satisfactory at year end at a consolidated level. However, a deficit result is projected in the general fund due to the non-cash transaction from the disposal of Brolgan Road.

**Signed:****Date: 15/05/2024**

Jaco Barnard
Responsible accounting officer

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Income & expenses budget review statement

Budget review for the quarter ended 31 March 2024

Income & expenses - Council Consolidated

(\$'000's)

Income

	Original budget 2023/24	Carry forwards	Other than by QBRs	Approved changes Sep QBRs	Dec QBRs	Mar QBRs	Revised budget 2023/24	Variations for this Mar Qtr	Projected year end result	Actual YTD figures
Rates and annual charges	28,522	-	-	2,398	-	-	30,920	(770)	30,150	26,999
User charges and fees	12,726	-	-	6,700	-	-	19,426	670	20,096	12,195
Other revenues	787	-	-	-	-	-	787	730	1,517	1,212
Grants and contributions - operating	17,237	-	-	3,803	200	-	21,240	2,287	23,527	13,970
Interest and investment revenue	678	-	-	1,172	-	-	1,850	-	1,850	1,349
Disposal of assets	4,275	-	-	(2,608)	-	-	1,667	-	1,667	552
Total income from continuing operations	64,225	-	-	11,465	200	-	75,890	2,917	78,807	56,277

Expenses

Employee benefits and on-costs	18,814	-	-	600	550	-	19,964	(100)	19,864	15,954
Borrowing costs	645	-	-	-	-	-	645	-	645	481
External Services	13,126	-	-	7,180	200	-	20,506	(60)	20,446	16,558
Materials and Consumables	4,608	-	-	3,765	-	-	8,373	-	8,373	5,369
Water, Electricity & Statutory	3,440	-	-	-	-	-	3,440	530	3,970	2,503
IT & Communications	286	-	-	-	-	-	286	100	386	256
Insurance	825	-	-	-	-	-	825	55	880	876
Administration	3,359	-	-	-	-	-	3,359	-	3,359	2,431
Travel & Entertainment	168	-	-	-	-	-	168	150	318	266
Financials	330	-	-	-	-	-	330	-	330	305
Internal Charges	(2,035)	-	-	-	-	-	(2,035)	450	(1,585)	(1,479)
Cost of asset disposal	3,158	-	-	(2,370)	-	-	788	3,000	3,788	295
Depreciation and amortisation	14,950	-	-	2,830	-	-	17,780	-	17,780	13,469
Total expenses from continuing operations	61,674	-	-	12,005	750	-	74,429	4,125	78,554	57,284

Net operating result from continuing operations

	2,551	-	-	(540)	(550)	-	1,461	(1,208)	253	(1,007)
--	-------	---	---	-------	-------	---	-------	---------	-----	---------

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Income & expenses budget review statement

Budget review for the quarter ended 31 March 2024

Income & expenses - General Fund

(\$000's)	Original budget 2023/24	Carry forwards	Approved Changes Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs	Revised budget 2023/24	Variations for this Mar Qtr	Notes	Projected year end result	Actual YTD figures
Income											
Rates and annual charges	18,782	-	-	-	-	-	18,782	-		18,782	18,594
User charges and fees	5,026	-	-	9,068	-	-	14,094	300	19	14,394	7,691
Other revenues	787	-	-	-	-	-	787	600	1	1,387	1,103
Grants and contributions - operating	17,237	-	-	3,803	200	-	21,240	2,137	2	23,377	13,818
Interest and investment revenue	258	-	-	852	-	-	1,110	-		1,110	949
Disposal of assets	4,275	-	-	(2,608)	-	-	1,667	-		1,667	468
Total income from continuing operations	46,365	-	-	11,115	200	-	57,680	3,037		60,717	42,623
Expenses											
Employee benefits and on-costs	16,049	-	-	150	200	-	16,399	-		16,399	13,312
Borrowing costs	341	-	-	-	-	-	341	-		341	250
External Services	11,575	-	-	7,180	200	-	18,955	-		18,955	15,622
Materials and Consumables	4,080	-	-	3,765	-	-	7,845	-		7,845	4,922
Water, Electricity & Statutory	1,408	-	-	-	-	-	1,408	-		1,408	863
IT & Communications	286	-	-	-	-	-	286	100	3	386	252
Insurance	825	-	-	-	-	-	825	55	4	880	876
Administration	3,090	-	-	-	-	-	3,090	-		3,090	2,173
Travel & Entertainment	128	-	-	-	-	-	128	150	5	278	246
Financials	330	-	-	-	-	-	330	-		330	305
Internal Charges	(4,610)	-	-	-	-	-	(4,610)	-		(4,610)	(4,418)
Cost of asset disposal	3,158	-	-	(2,370)	-	-	788	3,000	6	3,788	265
Depreciation and amortisation	9,590	-	-	2,300	-	-	11,890	-		11,890	9,074
Total expenses from continuing operations	46,250	-	-	11,025	400	-	57,675	3,305		60,980	43,742
Net operating result from continuing operations	115	-	-	90	(200)	-	5	(268)		(263)	(1,119)

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Income & expenses budget review statement

Budget review for the quarter ended 31 March 2024

Income & expenses - Water Fund

(\$'000's)	Original budget 2023/24	Carry forwards	Approved changes Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs	Revised budget 2023/24	Variations for this Mar Qtr	Notes	Projected year end result	Actual YTD figures
Income											
Rates and annual charges	5,592	-	-	2,398	-	-	7,990	(270)	7 & 8	7,720	5,606
User charges and fees	7,216	-	-	(2,368)	-	-	4,848	270		5,118	4,110
Other revenues	-	-	-	-	-	-	-	50	9	50	39
Grants and contributions - operating	-	-	-	-	-	-	-	150	10	150	152
Interest and investment revenue	190	-	-	320	-	-	510	-		510	324
Disposal of assets	-	-	-	-	-	-	-	-		-	84
Total income from continuing operations	12,998	-	-	350	-	-	13,348	200		13,548	10,315
Expenses											
Employee benefits and on-costs	2,051	-	-	350	300	-	2,701	(100)	11	2,601	2,020
Borrowing costs	188	-	-	-	-	-	188	-		188	142
External Services	980	-	-	-	-	-	980	190	12	1,170	705
Materials and Consumables	361	-	-	-	-	-	361	-		361	338
Water, Electricity & Statutory	1,863	-	-	-	-	-	1,863	530	13	2,393	1,526
IT & Communications	-	-	-	-	-	-	-	-		-	-
Insurance	-	-	-	-	-	-	-	-		-	-
Administration	244	-	-	-	-	-	244	-		244	245
Travel & Entertainment	35	-	-	-	-	-	35	-		35	17
Financials	-	-	-	-	-	-	-	-		-	-
Internal Charges	1,826	-	-	-	-	-	1,826	-		1,826	2,028
Cost of asset disposal	-	-	-	-	-	-	-	-		-	28
Depreciation and amortisation	4,033	-	-	400	-	-	4,433	-		4,433	3,308
Total expenses from continuing operations	11,581	-	-	750	300	-	12,631	620		13,251	10,357
Net operating result from continuing operations	1,417	-	-	(400)	(300)	-	717	(420)		297	(42)

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Income & expenses budget review statement

Budget review for the quarter ended 31 March 2024

Income & expenses - Sewer Fund

(\$'000's)	Original budget 2023/24	Approved changes					Revised budget 2023/24	Variations for this Mar Qtr		Notes	Projected year end result	Actual YTD figures
		Carry forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs						
Income												
Rates and annual charges	4,148	-	-	-	-	-	4,148	(500)	14		3,648	2,799
User charges and fees	484	-	-	-	-	-	484	100	15		584	394
Other revenues	-	-	-	-	-	-	-	80	16		80	70
Grants and contributions - operating	-	-	-	-	-	-	-	-	-		-	-
Interest and investment revenue	230	-	-	-	-	-	230	-	-		230	76
Disposal of assets	-	-	-	-	-	-	-	-	-		-	-
Total income from continuing operations	4,862	-	-	-	-	-	4,862	(320)			4,542	3,339
Expenses												
Employee benefits and on-costs	714	-	-	100	50	-	864	-	-		864	622
Borrowing costs	116	-	-	-	-	-	116	-	-		116	89
External Services	571	-	-	-	-	-	571	(250)	17		321	231
Materials and Consumables	167	-	-	-	-	-	167	-	-		167	109
Water, Electricity & Statutory	169	-	-	-	-	-	169	-	-		169	114
IT & Communications	-	-	-	-	-	-	-	-	-		-	4
Insurance	-	-	-	-	-	-	-	-	-		-	-
Administration	25	-	-	-	-	-	25	-	-		25	13
Travel & Entertainment	5	-	-	-	-	-	5	-	-		5	3
Financials	-	-	-	-	-	-	-	-	-		-	-
Internal Charges	749	-	-	-	-	-	749	450	18		1,199	911
Cost of asset disposal	-	-	-	-	-	-	-	-	-		-	2
Depreciation and amortisation	1,327	-	-	130	-	-	1,457	-	-		1,457	1,087
Total expenses from continuing operations	3,843	-	-	230	50	-	4,123	200			4,323	3,185
Net operating result from continuing operations	1,019	-	-	(230)	(50)	-	739	(520)			219	154

Parkes Shire Council

Quarterly Budget Review Statement
for the period 01/01/24 to 31/03/24

Income & expenses budget review statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	General Fund: Other Revenue - Increase in rental income from commercial buildings, material recycling and legal recovery fees
2	General Fund: Operating Grants & Contributions - Increase in operating grants to recognise funding received for road repairs (natural disasters)
3	General Fund: IT & Communications - Increase in costs associated with phone/internet services and ICT support services compared to the initial budget
4	General Fund: Insurances - Increase in insurance premiums and claims excess charges
5	General Fund: Travel & Entertainment - Significant increase in travel & entertainment charges associated with Elvis/ABBA Festivals
6	General Fund: Cost of Disposal - Costs incurred with the asset disposal of Brolgan Road. Council currently owns the Brolgan Road (carrying value \$3m). The transfer of the road asset is part of the Parkes Special Activation precinct and will be transferred to Transport for NSW. The road will no longer be held as an asset by Parkes Shire Council
7	Water Fund: Rates & Annual Charges - Reduction in water access charges, offset by an increase in water consumption charges. This variation related to a change in the assumption used for budgeting purposes
8	Water Fund: User Charges & Fees - Reduction in water access charges, offset by an increase in water consumption charges. This variation related to a change in the assumption used for budgeting purposes
9	Water Fund: Other Revenue - Recognition of rental income associated with the leasing of land owned by the water fund
10	Water Fund: Operating Grants & Contributions - Recognition of income received through CNSWJO for a water loss management program
11	Water Fund: Employee Costs - Decrease in employee costs following an increase in capitalised wages
12	Water Fund: External Services - Increase in external services to recognition operational component of the Integrated Water Cycle Management project that is unable to be capitalised
13	Water Fund: Water, Electricity & Statutory - Increase in costs associated with purchasing of water from Forbes Shire and pumping to Parkes due to damage to Lake Endeavour pipeline
14	Sewer Fund: Rates & Annual Charges - Reduction in sewer access charges, over-estimated when formulating the budget
15	Sewer Fund: User Charges & Fees - Increase in sewer usage charges compared to the budget
16	Sewer Fund: Other Revenue - Recognition of rental income associated with the leasing of land owned by the sewer fund
17	Sewer Fund: External Services - Reduction in maintenance related services at the Sewer Treatment Plant compared to the budgeted allocation
18	Sewer Fund: Internal Charges - Increase in internal charges to reflect utilisation of fleet & equipment

14 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY**14.1 CHANGE OF MEETING DATE FOR 30 SEPTEMBER 2024 ORDINARY COUNCIL MEETING****IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is open, accountable, and representative.**Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.**Author:** Anthony McGrath, Director Customer, Corporate Services and Economy**Authoriser:** Kent Boyd PSM, General Manager**Annexures:** Nil

RECOMMENDATION

That Council:

1. Adopt the change of meeting date for the 30 September 2024 meeting to now be held on Tuesday 1 October 2024, pursuant to section 365 of the Local Government Act 1993 and clause 3.1 of the Code of Meeting Practice.
 2. Note that the General Manager will provide public notice of the time, date and location of each scheduled Ordinary Meeting to be held in 2024, pursuant to section 9 of the Local Government Act 1993 and clause 3.3 of the Code of Meeting Practice.
-

BACKGROUND

At the Ordinary Council meeting held on 19 December 2023, Council adopted the 2024 meeting schedule [OCM 001/23]. At that meeting the September meeting was listed as 30 September 2024, however NSW Elections has since advised that the results of the NSW Local Government Elections may not be known until that same day.

ISSUES AND COMMENTARY

It is proposed that the Ordinary Council Meeting originally scheduled for 30 September 2024 be rescheduled to Tuesday, 1 October 2024. This change is necessitated by the timing of the NSW Local Government Election results, which may not be finalised until the planned date of the meeting. Additionally, this adjustment aligns the meeting with our current workshop schedule.

The agenda for the rescheduled meeting on 1 October will include the election of the Mayor and Deputy Mayor. Furthermore, we will conduct induction activities essential for the newly elected council members.

LEGISLATIVE AND POLICY CONTEXT

Council meetings serve as the formal decision-making forum of Council's governing body. All decisions and resolutions of Council must be made at a Council meeting, in accordance with the requirements of the Act and Meeting Code.

As detailed above, section 365 of the Act provides that Council must meet at least 10 times each year, each time in a different month. Council may, however, hold additional Ordinary Meetings, or Extraordinary Meetings, if and as required.

Section 367 of the Act provides that Council's General Manager must send to each Councillor, at least three days prior to each meeting, a notice specifying the time and location of the meeting as well as an agenda detailing the business proposed to be transacted at that meeting. A notice and agenda, including all business papers, may be given to Councillors in electronic form.

Additional requirements are imposed under the Meeting Code, which incorporates all mandatory provisions of the Model Code of Meeting Practice for Local Councils in NSW. As noted, the Meeting Code requires Council to set, by resolution, the dates, times and locations of its Ordinary Meetings and provide public notice of its Ordinary Meetings.

FINANCIAL IMPLICATIONS

There are no financial implications for Council to consider regarding the report.

RISK IMPLICATIONS

As detailed above, Council is required to determine, by resolution, the dates, times and locations of its Ordinary Meetings. Endorsement of the updated Schedule will ensure Council meets its statutory requirement to set the frequency of its Ordinary Meetings.

COMMUNITY CONSULTATION

The General Manager will provide public notice of the time, date and location of each scheduled Ordinary Meeting to be held in 2024, pursuant to section 9 of the Local Government Act 1993 and clause 3.3 of the Code of Meeting Practice.

14.2 PARKES REGIONAL ENTERTAINMENT AND CULTURAL CENTRE FEASIBILITY STUDY**IP&R Linkage:** Pillar: Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy.**Author:** Katie Nash, Economic Development Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** A. Parkes Shire Council\Desktop\Study - Parkes Regional Entertainment & Cultural Centre - Feasibility Study [↓](#)

RECOMMENDATION

That:

1. Council receive and endorse the Parkes Regional Entertainment and Cultural Centre Feasibility Study.
-

BACKGROUND

Through Round 9 of the NSW Government's Resources for Regions Fund, Council secured \$150,000 to undertake a Feasibility Study for the construction of a regional Entertainment and Cultural Centre in Parkes.

The objective of the Feasibility Study was to explore the viability of constructing an entertainment and cultural centre in the Parkes Shire local government area, in the future.

In January 2023, Council issued a Request for Proposal ("RFP") to engage a suitably skilled, qualified and experienced consultant to undertake the project and prepare the Feasibility Study. After a thorough evaluation, in March 2023, Council selected the preferred proponent, Hawkridge Entertainment Services ("Hawkridge").

Hawkridge has vast experience developing business strategies, including business and strategic plans, manuals, policies and procedures for effectively operating venues. Economic viability is at the forefront of Hawkridge's ethos, ensuring that Council will be aware of the risks, challenges and opportunities of an Entertainment and Cultural Centre development within the Shire.

ISSUES AND COMMENTARY

The Feasibility Study has identified the opportunity for cultural infrastructure within the township of Parkes and highlighted the significant economic benefits a well-designed cultural centre could bring.

The Feasibility Study determined the style, scale, location, and design principles needed to build and operate successfully. The design principles to underpin the centre would be flexibility, sustainability, inclusion, and a community hub. The centre would include several main deliverables including a performance space, meeting rooms, support spaces, and building services (general). The anticipated costs associated with a centre of this scale and style would be a \$31.5 million capital investment and an operating cost (excluding depreciation of assets) of \$619,900. Considering the required land needs for a building of this size and style and the current Council-owned infrastructure, the study deemed 25 Dalton Street the most fitting location at this point in time.

When considering the building infrastructure and services needed for the centre, it is integral that the design can be upgraded and expanded over time as production demands and new technology develop, as well as community needs, tastes, and expectations change.

Beyond providing an additional space for residents and visitors to utilise, the study determined that it's an investment in the cultural and social fabric of the region. This centre would enhance cultural activity, providing both use and non-use benefits beyond mere economic gains. The centre would serve as a keystone for community engagement, cultural development, social inclusion and civic pride.

Council cannot currently take on the financial risks associated with a centre of this size and scale; however, grant and commercial funding opportunities can now be pursued, as they arise, utilising the findings presented in the study.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

This was a grant-funded project due for completion by December 2025.

RISK IMPLICATIONS

There are no risk implications for Council directly associated with this report; however, if the Council is to progress with the centre in the future, greater consideration for financial risk would need to be considered in all future planning decisions.

COMMUNITY CONSULTATION

There was extensive community consultation undertaken to prepare this Feasibility Study. There are no further community consultation requirements for Council.

**PARKES REGIONAL ENTERTIANMENT CENTRE &
CULTURAL CENTRE
FEASIBILITY STUDY
RFP 2022/142**

BY



Hawkridge Entertainment Services

Specialist consultants in the Arts, entertainment, sports and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

31 OCTOBER 2023

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 1

TABLE OF CONTENTS

List of Figures	3
List of Tables	3
List of Images	3
1. Executive Summary	4
2. Consultation	9
3. Demand assessment	14
Local existing entertainment and cultural infrastructure	14
Relevant Demographics.....	18
Economic analysis of area	19
Likely potential users-groups	21
User-groups unlikely to access	22
Affordability for user-groups (venue hirers).....	22
Commercial opportunities.....	23
Competitor analysis.....	25
Identified gaps in existing venue offering.....	28
4. Consideration of Location	29
5. Alignment to state and federal government priorities	33
6. Draft Functional Brief	37
7. Preliminary Concept Design	38
8. Operational budget projections	40
Assumptions.....	40
Projected Income Streams	40
Proposed operational costs	42
9. Operational Cost	46
10. Construction cost estimate	46
11. Potential infrastructure funding sources.....	48
12. Cost benefit/feasibility analysis.....	49
Why invest in an Entertainment and cultural Centre?.....	49
The Economic and Cultural Impact of a new Entertainment and Cultural Centre in Parkes	50
Document Review – plans, reviews and reports relevant to the project.....	51
Dalton Street Masterplan.....	51
Parkes City Centre Vibrancy Strategy 2016	51
Parkes Western Entry Report.....	52
Economic Development Strategy	52
DRAFT Parkes Shire Bypass Strategy MAY 2023.....	53

DRAFT Parkes Shire Destination Management Plan MAY 2023	54
Parkes Special Activation Precinct – Economic and Industry analysis – Final Report	54
Key Themes Across Documents	55
Venue Management in a Theatre Context	57
13. Summary – Feasibility of a New Entertainment and cultural Centre	59
Appendix 1 – Draft Functional Brief	60
Appendix 2 - Preliminary Concept Design and Spatial Assessment.....	61

List of Figures

Figure 1. - Consultation outcomes	9
Figure 2. - Existing entertainment venues in Parkes	14
Figure 3. - Parkes net migration 2021	20
Figure 4. - Groups likely to access a new entertainment centre.....	22
Figure 5. Regional Theatres in proximity to Parkes.....	24
Figure 6. Starlight Lounge (Parkes Services Club)	26
Figure 7. - Sunset Boulevard configuration (Parkes Services Club)	27
Figure 8. Factors in the successful location of a PAC	29
Figure 9. - Comparison of distances from City Centre - Theatres in NSW.....	32
Figure 10 - Revenue sources in LGA Managed Theatres.....	41
Figure 11. - Key themes from analysis of Council strategies.....	56

List of Tables

Table 1. - Age structure - service age groups	18
Table 2. - Parkes Shire qualifications levels.....	19
Table 3. - Weekly Individual Income (2021).....	19
Table 4. - Competitor comparison table	27
Table 5. Regional theatres in NSW - Distance from City Centre	31
Table 6. - Key venue utilisation assumptions	40
Table 7. – Potential venue income.....	42
Table 8. Regional Performing Arts Venues - Number of performance spaces and yearly operational cost	43
Table 9. - Potential venue expenditure	44
Table 10. - Total operational cost	46
Table 11. Significant cultural infrastructure construction in the past 10 years	46
Table 12. - Cost estimate.....	47

List of Images

Image 1. - Sunset Room, Parkes Services Club.....	15
Image 2. - Robert Wilson Auditorium, Parkes Leagues Club.....	16
Image 3. - Cooke Park Pavilion	17
Image 4. Albury Entertainment Centre	31

1. Executive Summary

This report responds to the Parkes Shire Council's request to develop a Parkes Regional Entertainment and Cultural Centre Feasibility Study. The stated objective of the study was to explore the viability of constructing an entertainment and cultural centre in the Parkes Shire local government area, specifically assessing the potential:

- Size and function of the proposed facility,
- Community and commercial demand for the proposed facility, and
- Utilisation and subsequent operational consequences for Council.

Methodology

The feasibility for the prospective entertainment venue in Parkes was conducted through a methodical and rigorous approach. First and foremost, it entailed a review of recent state and local government plans, assessments, strategies, and policies. This examination served to reveal the regulatory and policy framework within which the venue would operate.

Concurrently, an analysis of Parkes' community economic and social profile, comprising demographic data, was undertaken. This investigative step was crucial in acquiring an understanding of the local context, the potential demographic to be engaged, and the prospective user base for the venue.

Moreover, a key component of the methodology involved consultation. This engagement encompassed four primary stakeholder groups, namely, key potential users of the venue, existing venues within Parkes, similar regional venues situated in New South Wales, and potential producers and promoters. The insights and feedback proffered by these stakeholders assumed a central role in shaping the ultimate feasibility assessment.

In addition, the methodology included a comparison with pertinent benchmarking and best practice references. This comparative analysis allowed for the review of how the new venue would measure against established industry standards. Further supplementing the methodology, an examination of the existing local arts and entertainment infrastructure was completed.

Finally, the analysis encompassed an evaluation of the prospective demand for the envisioned venue. This assessment was instrumental in understanding the local landscape and substantiating the necessity for the new venue.

Demand assessment

Research was undertaken to determine the potential demand for use of the proposed centre and attendance at the centre. This involved a review of existing local entertainment and cultural infrastructure, Parkes community demographics, (including profiles regarding age, annual household income, workforce, and net migration), likely potential user-groups, affordability for user-groups (venue hirers), commercial opportunities, competitor analysis (including gaps in existing service and facility offerings).

Common findings from consultations

This report investigates the detailed outcomes of each consultation segment, providing a broad understanding that has guided the centre's functional brief and concept design. In summary, stakeholder consultations can be synthesised to eight key insights:

- User-Centric Design: A focus on designing the centre to meet the diverse needs of its users.
- Technical Excellence: Ensuring excellent technical capabilities to enhance the quality of performances and events.
- Community Engagement: Actively involving and engaging the local community to create a sense of ownership and connection.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 4

- **Affordability and Accessibility:** Striving for cost-effectiveness and ensuring accessibility to a broad audience.
- **Regional Collaboration:** Encouraging collaboration with neighbouring venues to expand opportunities and reach.
- **Sustainability:** Incorporating eco-friendly practices and sustainable design into the centre's operations.
- **Economic, Social, and Cultural Impact:** Recognising the multifaceted impacts the centre can have on the region's economy, society, and culture.
- **Marketing and Audience Development:** Focusing on effective marketing strategies and audience growth to ensure the centre's success and influence.

Location

Giving consideration to factors outlined in benchmarking documentation, the Urban Design Guide for Regional NSW produced by the NSW Government Architect, research into existing entertainment and cultural centres in the state and particularly their relative proximity to CBD, and common success factors in the location of a such facilities, the recommended location for the new entertainment and cultural centre is 25 Dalton Street. This is a gateway site for those entering the CBD from Bogan Street.

Located next to Parkes Civic precinct and close to public parking, the lot redevelopment has the potential to become a driver for a broader urban renewal of the town centre. This will reinforce the area as a focal point for cultural activity and entertainment, in alignment with the key objectives outlined in Council's strategic plans.

Functional brief

The functional brief describes the various spaces and rooms that address the needs of users and enable Council to deliver the programmatic activities it prioritises and the community benefit it aims to achieve.

The brief was determined based on the consultation and research outlined in this report. Key elements of the brief include a flexible performance space with retractable seating with a 500-seat capacity that can also accommodate approximately 850 people (standing) or 300 people seated at round tables. The space is designed to maximise flexibility, use, versatility, accessibility and functionality and includes a range of support spaces, Meeting rooms and a 150sqm Rehearsal room.

Preliminary Concept design

The Parkes Regional Entertainment and Cultural Centre (PEC) Business Case aims to provide recommendations for a new indoor entertainment & performing venue for Parkes Shire. Scott Carver was engaged by HawkrIDGE Entertainment Services (HES) to develop a concept design to support the business case. The design options were informed by the functional brief developed by HES as a result of the input received through stakeholders' consultation.

Site investigations

The project team undertook an inspection of a number of strategic sites, previously identified as potential location for the new PEC. A range of factors were considered when assessing the sites including:

- The urban context and proximity to the town centre or other facilities like cultural buildings and parks;
- The potential of supporting existing businesses or favor new partnerships;
- Opportunities for street activation and drive for urban renewal;
- Access to infrastructure, including parking and public transport;
- Planning controls or other development restrictions that could impact the ability to deliver the project effectively or result in land use conflicts.

The general consensus among the project group was that the site at 25 Dalton Street best addressed the design criteria. This site had already been identified in the 2016 CBD Vibrancy Strategy as a priority area

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

with opportunities for becoming the heart of a new civic hub: being just a short walking distance from the town centre and next to other key civic buildings like the Parkes Shire Library and the Small Theatre, 25 Dalton Street is considered to represent the most suitable location for the development of the PEC.

Operational budget projections

Based on the proposed revenue and expenditure, the centre is likely to cost Council approximately \$619,000 to operate each year before any costs for depreciation and/or Life Cycle Costs are included.

Projected revenue is based on an analysis of the social, economic and competitive environment and assumes an estimated total annual attendance 18,885. Total projected revenue is estimated at \$508,618.

Key elements of the \$619,900 expenditure include the provision of four full time staff with further event assistance from a team of casual staff. It also noted that an allocation of \$150,000 has been made for show purchases. This is to ensure that the centre can bring a range of Artists and activity to the City .

ITEM	Amount
Total Income	\$508,618
Total Expenses	\$1,128,518
Council subsidy before Depreciation/Life Cycle Costing	\$619,900
Depreciation/Life Cycle Costs	\$787,500
Total Council subsidy	\$1,407,400

Cost estimate

Development of cost estimates for construction and fit-out of the proposed development are based on structures and costs of similar scale facilities.

An assessment of 22 new performing arts centre infrastructure projects that have been completed in the past 15 years in NSW, estimates that the cost the proposed entertainment and cultural centre would be between \$26m – \$35m (\$2023) depending on the final scope.

These costs have been based on the following:

ITEM	AMOUNT
Construction cost	\$20m
Project management, architects and consultants at 10%	\$2m
Allowance for front of house	\$2m
Back of house/rehearsal and smaller performance spaces	\$2m
Technical infrastructure	\$3m
FF&E	\$2.5m
TOTAL	\$31.5m

Potential funding sources

Infrastructure funding may be sourced at a federal, state and local level though both government and private avenues. New South Wales offers a variety of grant funding sources specifically designed to support cultural infrastructure projects.

Federal government grants are available through Building Better Regions Fund and Community Development Grants Programme

Philanthropic and private sector grants traditionally, do not offer assistance for capital projects however over the past few years this has changed particularly for large regional infrastructure projects where all tiers of government are contributing.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Key state-based policies and strategies

Research was undertaken into government strategies applicable to the design and operation of the proposed centre. These strategies include:

- Central West and Orana Regional Plan 2041
- The New South Wales (NSW) Economic Development Policy
- Destination NSW Strategy (Visitor Economy Strategy)
- New South Wales (NSW) Regional Tourism Strategy

The imperative to foster interconnected and thriving communities emerges as a central theme. It underscores the significance of cultural and entertainment hubs as facilitators of community cohesion and well-being. Enhancing the quality of life for residents remains a fundamental aspiration. The proposed venue is viewed as a conduit for cultural enrichment and leisure pursuits that contribute to an improved lifestyle.

The encouragement of economic diversification, with a specific emphasis on emerging sectors like the creative industries, resonates throughout the strategies. This aligns with the envisioned venue's potential to stimulate economic growth and employment opportunities. Environmental sustainability and responsible growth are recurring themes, signifying the need for conscientious and eco-friendly venue development and operations.

The strategies consistently emphasize the importance of supporting and bolstering regional tourism. The entertainment venue is viewed as an asset to attract visitors and boost the regional tourism industry. Cultural and Indigenous tourism occupies a significant role in the strategies, emphasizing the showcasing of indigenous stories, traditions, and art, as well as the rich cultural diversity within the region.

The aspiration to position regional areas as must-visit destinations with their unique experiences and narratives underscores the venue's potential to become a regional cultural attraction. The integration of digital innovation is evident, highlighting the role of technology in enhancing visitor experiences and promoting the venue.

Key local strategies and plans

A review of seven relevant local documents (reviews, plans and reports) identifies the ways in which the proposed new entertainment and cultural centre might contribute to achieve outcomes stated in the documentation. Analysis of these documents identified consistent themes.

A prevalent thread within the examined documents is the pursuit of economic growth and development. The proposed centre is envisaged as a catalyst for stimulating economic activity, offering the potential for job creation and fostering prosperity within the community. A key theme focuses on urban and infrastructure development. The centre, if realized, could significantly contribute to the evolution of urban spaces, and its associated infrastructure, propelling forward-looking progress within the locality.

The documents underscore the importance of community engagement and an elevated quality of life. The centre's cultural and entertainment offerings are expected to encourage active community participation and enhance the overall well-being of residents. Tourism and visitor attraction are central to the discourse within the documents. The centre's role in drawing tourists and visitors to the region as a hub for cultural experiences and entertainment is prominently featured.

A recurring theme pertains to transportation and accessibility. The venue's strategic location and connectivity are considered essential factors in ensuring its accessibility and attractiveness to a broad audience. An overarching goal reflected in the documents is the promotion of cultural and artistic endeavours. The centre is envisioned as a platform for nurturing local talent, fostering creativity, and advancing cultural expressions within the community.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 7

Key economic and cultural impacts

The proposal for a new entertainment and cultural centre in Parkes is not just an investment in bricks and mortar; it's an investment in the cultural and social fabric of the region. This project aims to be a catalyst for cultural activity, providing both use and non-use benefits that extend beyond mere economic gains. A comprehensive cost-benefit analysis reveals that the centre will serve as a linchpin for community engagement, cultural development, social inclusion and civic pride across the following dimensions:

- Economic Stimulus
- Cultural Development
- Social Cohesion
- Educational Impact
- Inclusivity
- Mental Health and Well-being

Conclusion

The proposal for a new entertainment and cultural centre in Parkes holds great promise for the region, aligning closely with several key strategic initiatives and objectives outlined in various documents throughout this report. It serves to support multiple objectives from economic development through to community cohesion and increased livability.

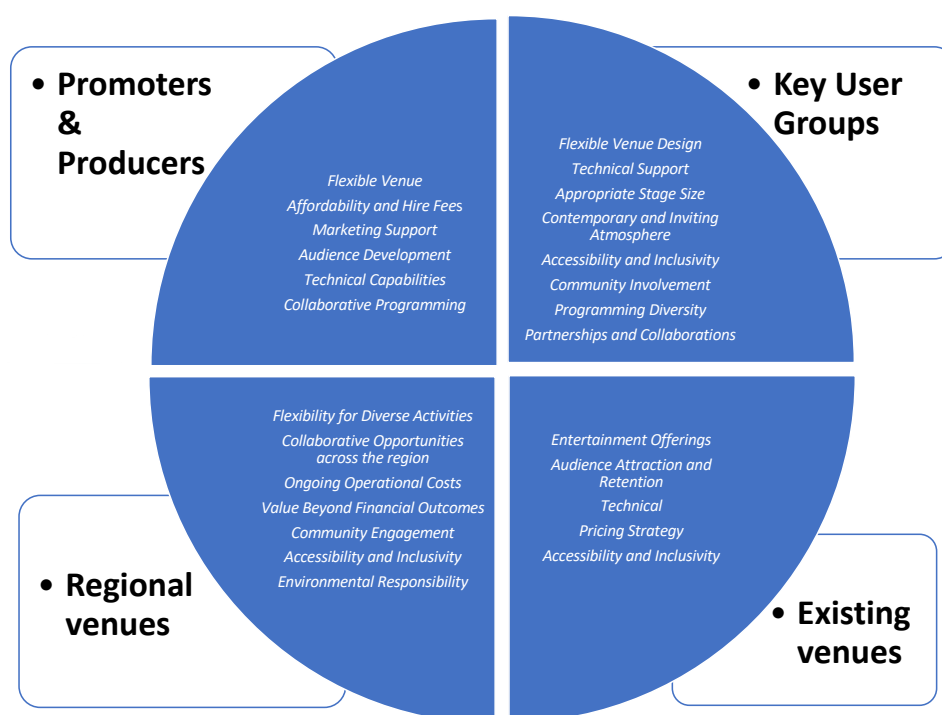
The analysis considers the diverse aspects of the proposed entertainment and cultural centre's impact, and notes the extensive opportunities it offers for Parkes and its residents. This is supported by consultation undertaken throughout the project.

In summary, a new entertainment and cultural centre in Parkes would serve to support existing masterplans and strategies, provide a significant venue that would be the centerpiece for community gathering, activity and events and provide economic and social benefits consistent with the sought ambition and outcomes identified throughout the project.

2. Consultation

Consultation was based on the principles of IAP2 to ascertain the demand for a facility as well as the groups likely to use the facility and utilisation. To ensure that the centre is an effective community asset, consultation was carried out with various stakeholders. These consultations spanned key user groups, existing venues in Parkes, other venues in regional New South Wales, as well as promoters and producers. The feedback gathered serves as a critical roadmap for designing a centre that is modern, flexible, and inclusive, catering to the diverse needs of the community.

Figure 1. - Consultation outcomes



Outlined below are the results gathered from each stakeholder group, followed by a summary of overall key insights.

Interviews with key user groups

Consultation with key user groups has yielded valuable insights to inform and shape the design and operation of the new centre. The main feedback areas have revolved around flexibility, technical support, and the overall experience for different user groups. The results of the consultation are outlined below:

1. **Flexible Venue Design:** The new centre should prioritise flexibility, ensuring it can accommodate a broad range of activities and audience sizes. This adaptability will allow for a diverse program of events, from intimate gatherings to large-scale performances and everything in between. Flexible seating arrangements, modular stage setups, and versatile event spaces will be key features.
2. **Technical Support:** Stakeholders highlighted the need for technical support to deliver their activities. Any centre should be able to offer state-of-the-art sound, lighting, and audio-visual

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 9

- equipment. In addition, the centre should provide trained technical staff or have partnerships with production companies to assist hiring groups. This support will ensure that events run smoothly, with high-quality production values.
3. *Appropriate Stage Size*: The stage size should be carefully designed to meet the needs of dance schools and other large performing arts groups. It will need to offer ample space for rehearsals and performances, allowing dancers and performers to showcase their talents comfortably.
 4. *Contemporary and Inviting Atmosphere*: Any new centre should counter the "old and tired" image associated with some existing venues. It should feature modern architecture and interior design, creating an inviting and aesthetically pleasing atmosphere. Comfortable seating, quality amenities, and a visually appealing environment will enhance the overall experience for both performers and audiences.
 5. *Accessibility and Inclusivity*: Accessibility is a key consideration, ensuring that the centre is welcoming to all members of the community, including those with disabilities. Physical and social aspects such as, ramps, accessible parking and seating, hearing assistance, facilities for captioning, and non-gendered amenities should be provided to promote inclusivity and ensure that the Parkes community see themselves reflected in the physical building and its operations.
 6. *Community Involvement*: The centre will need to actively engage with the community to understand its evolving needs and preferences. Regular feedback mechanisms, such as surveys and community forums should be established to ensure that the centre continues to meet the expectations of its diverse user groups.
 7. *Programming Diversity*: To align with the goal of accommodating various activities, the centre will need to curate a diverse program of events. This may include cultural performances, concerts, theatre productions, conferences, exhibitions, and educational workshops. The centre should actively seek input from user groups to ensure that programming reflects community interests.
 8. *Partnerships and Collaborations*: Collaboration with local schools, dance academies, cultural organisations, and performing arts groups should be encouraged, in addition to non-arts community groups. These partnerships can enhance the centre's offerings and foster a sense of community ownership.

Overall, the consultation process has provided valuable guidance for creating a modern, user-friendly, and versatile entertainment centre that caters to the diverse needs and aspirations of the community. It reflects a commitment to delivering a high-quality experience for both event organisers and attendees while revitalising the cultural and artistic scene in the region.

Interviews with existing venues in Parkes

Based on the feedback received during consultations with existing venues in Parkes, the following are the results and considerations for any new entertainment and cultural centre:

1. *Entertainment Offerings*: Feedback suggests a limited amount of entertainment product comes to Parkes. Most comes of its own accord however occasionally the Parkes Leagues Club "purchases" shows.
2. *Audience Attraction and Retention*: The existing venues have had varied success in attracting audiences to entertainment products which highlights the need for effective marketing and audience engagement strategies. However, the entertainment offer has generally been ad hoc and not a regular stream of activity.
3. *Technical*: Existing venues rely on external technical support to deliver activities.
4. *Pricing Strategy*: There were some concerns about ticket pricing, especially when it is perceived as high. Any pricing strategy needs to take into account the local economic context and the preferences and diversity of the community.
5. *Accessibility and Inclusivity*: The age of the venues mean that there are limitations on accessibility features for both audiences and performers.

Interviews with other venues in regional NSW

The consultation with other venues in regional NSW outlined the potential role and impact of a new centre in Parkes. Here are the results of this consultation:

1. *Flexibility for Diverse Activities:* The new centre will need to prioritise flexibility to accommodate a wide spectrum of activities and audience sizes. This adaptability will position it as a versatile centre capable of hosting everything from community gatherings to professional productions. This flexibility aligns with the needs of community hirers and visiting shows.
2. *Collaborative Opportunities across the region:* The recognition that additional venues on the circuit can create more opportunities for presenting shows is a key takeaway. The new centre could actively seek partnerships and collaborations with venues in the region (Dubbo, Cowra, Orange, Bathurst etc.). This could involve coordinated schedules to attract touring productions, improve buying-power of presenters (venues), and enhance the overall regional arts and entertainment scene.
3. *Ongoing Operational Costs:* Acknowledging that Parkes Shire Council will bear the ongoing operational costs of the centre, a sustainable financial model will need to be developed. While it is unlikely that the centre will generate financial profits, it will be designed to operate efficiently and minimise costs. Strategies for revenue generation, cost-sharing, and community support should be explored.
4. *Value Beyond Financial Outcomes:* The value of the centre will should not be measured in financial terms but in its economic, social, and cultural impact on the community and the region. It will serve as a hub for cultural enrichment, local engagement, and community development. As such, its success will be gauged by the positive contributions it makes to the quality of life and cultural vibrancy in Parkes and the broader region.
5. *Community Engagement:* The centre will actively engage with the local community, seeking input and involvement in its programming and activities. This community-centred approach aims to ensure that the centre reflects the aspirations and interests of the residents it serves.
6. *Accessibility and Inclusivity:* Ensuring accessibility and inclusivity will be a core principle in the centre's design and operations. It should strive to be a welcoming space for all members of the community, regardless of their abilities or backgrounds.
7. *Environmental Responsibility:* Environmental sustainability should be a priority in centre operations as well as the design of the centre. Measures to reduce environmental impact, such as energy-efficient lighting systems, solar and waste reduction, should be intrinsic to the design.

In summary, consultation with other regional venues has emphasised the importance of flexibility, collaboration, financial sustainability, and community engagement in the new centre's design and operation. It can not only serve as a space for events but also as a catalyst for positive economic, social, and cultural activity in Parkes and the wider region. Its success will be measured by the holistic benefits it brings to the community and its role in enhancing the regional arts and entertainment landscape.

Interviews with promoters and producers

The consultation with promoters and producers has provided valuable insights into the expectations and requirements for the new centre. Here are the results of this consultation:

1. *Flexible Venue:* The regional location and therefore less regular activity means that any new centre should be flexible enough to accommodate a wide range of activities and audience sizes. This adaptability will be a key selling point for promoters and producers who organise a diverse range of events. If possible, the centre should feature modular staging, adjustable seating arrangements, and versatile event spaces, ensuring it can host everything from small, intimate performances to large-scale productions.
2. *Affordability and Hire Fees:* Recognising the importance of affordability, the centre will need to offer competitive hire fees and flexible deals for promoters and producers. This affordability will make it an attractive option for a variety of event organisers, including those with limited budgets. Special packages or discounts for recurring bookings may also be considered to incentivise long-term partnerships.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 11

3. **Marketing Support:** As a regional centre in particular, it will need to provide marketing support to promote events effectively. This may include assistance with advertising, social media promotion, email marketing, and access to the centre's website and newsletter. Collaborative marketing efforts will help increase event visibility and draw larger audiences.
4. **Audience Development:** The centre will need to work proactively to cultivate a diverse and engaged audience for all activities. Strategies may involve community outreach, partnerships with local schools and organisations, and targeted promotions. The goal is to create a loyal and growing audience base that attends a wide range of events at the centre.
5. **Technical Capabilities:** The centre will need to have state-of-the-art technical capabilities, including sound, lighting, and audio-visual equipment. This will ensure that promoters and producers can deliver high-quality performances and productions as well as ensure that bump in and out times are as efficient as possible. Skilled technical staff should be available to assist with setup and operation.
6. **Collaborative Programming:** Collaborative programming efforts should be encouraged, allowing promoters and producers to work together on themed events or festivals. This approach can lead to synergies, cost-sharing, and a more diverse array of offerings.

In summary, the consultation process with promoters and producers has assisted to outline the vision of the new centre as an adaptable, affordable, and supportive space for a wide range of events. Any centre will need to actively work with event organisers to help achieve successful outcomes by providing the necessary tools, marketing support, and audience development strategies.

The figure below summarises the consultation outcomes associated with each stakeholder group. This is also depicted in the graphic on the following page.

In summary, stakeholder consultations can be synthesised to eight key insights. These include:

1. **User-Centric Design:** The need for a flexible venue design that can adapt to various activities and audience sizes has been a recurring theme. This flexibility is envisioned to extend from the stage to the seating arrangements, allowing for a wide range of events to be hosted. The centre will need to offer a diverse program that includes cultural performances, concerts, theatre productions, and educational workshops, among others.
2. **Technical Excellence:** Stakeholders emphasised the importance of state-of-the-art technical support, which is crucial for delivering high-quality events.
3. **Community Engagement:** The centre should be more than just a space; it seeks to be a community hub that actively engages with its audience to understand and adapt to evolving needs.
4. **Affordability and Accessibility:** These two aspects are considered pivotal in ensuring that a centre is inclusive and accessible to all members of the community.
5. **Regional Collaboration:** The centre is also seen as a potential catalyst for regional development, with opportunities for partnerships with other venues and organisations in the broader New South Wales area.
6. **Sustainability:** Both in terms of operations and environmental impact, a centre should aim to set new standards for sustainability in community infrastructure.
7. **Economic, Social and Cultural Impact:** The centre's success should be measured by its contribution to the social strength, cultural vibrancy and economic vitality of Parkes and the surrounding region, and not by financial metrics alone.
8. **Marketing and Audience Development:** Effective strategies for audience attraction and retention, as well as collaborative marketing efforts, are deemed essential for the centre's long-term success.

PARKES ENTERTAINMENT CENTRE STAKEHOLDER RESPONSES

KEY INSIGHTS



USER-CENTRIC DESIGN

The need for a flexible venue design that can adapt to various activities and audience sizes was a recurring theme. This flexibility is envisioned to extend from the stage to the seating arrangements.



TECHNICAL EXCELLENCE

Stakeholders emphasised the importance of state-of-the-art technical infrastructure and support, which is crucial for delivering high-quality events.



COMMUNITY ENGAGEMENT

The venue should be more than just a space, it should strive to be a community hub that actively engages with its audience to understand and adapt to evolving needs.



AFFORDABILITY & ACCESSIBILITY

These two aspects are considered pivotal in ensuring that a venue is inclusive and accessible to all members of the community and that the venue is successful.



REGIONAL COLLABORATION

The venue is also seen as a potential catalyst for regional development, with opportunities for partnerships with other venues and organisations across the region.



SUSTAINABILITY

Both in terms of operational sustainability and environmental impact, the venue should aim to set new standards for community infrastructure.



ECONOMIC & CULTURAL IMPACT

The venue's success should be measured by its contribution to the cultural vibrancy & economic vitality of Parkes and the surrounding region.



MARKETING & AUDIENCE DEVELOPMENT

Effective strategies for audience attraction and retention, as well as collaborative marketing efforts, are deemed essential for the venue's long-term success.

hawkridge.com.au

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

3. Demand assessment

This section outlines a comprehensive demand assessment of the existing entertainment infrastructure in the Parkes region as well as outlining gaps and opportunities. The assessment explores the current venues, their capacities, technical capabilities, and the types of events for which they are most suited. This is compared with demographic data, and social and economic indicators to provide a nuanced understanding of the market.

The assessment aims to identify gaps in the current offerings and opportunities for new venues or upgrades to existing facilities. It also seeks to understand the economic impact of these venues, particularly in the context of the night-time economy and broader community engagement. By examining the pros and cons of each venue, along with the demographic and economic factors, this section provides a holistic view of the demand landscape.

From small community theatres like The Little Theatre to larger venues like the Parkes Leagues Club, assessment has considered how well these establishments meet the community's needs. Consideration was also given to the commercial opportunities presented by events like the Parkes Elvis Festival and potential touring shows.

This demand assessment is crucial for stakeholders, including the Parkes Shire Council, local businesses, and community organisations, to make informed decisions about future investments in cultural infrastructure. It serves as a foundational element in the broader cultural strategy and planning for the Parkes region.

Local existing entertainment and cultural infrastructure

The following are the main venues in Parkes that offer rooms and spaces for hire for activities and events.

Figure 2. - Existing entertainment venues in Parkes



The Little Theatre

The Little Theatre in Parkes is a compact, yet versatile performance venue situated in the heart of the town. With a modest seating capacity of around 180, it caters to intimate gatherings and smaller-scale events. The theatre offers fundamental technical amenities, including a basic lighting setup and sound system, which are sufficient to support the range of local theatre productions that occur.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 14

The Theatre is owned by Parkes Shire Council and is managed by the Parkes Musical and Dramatic Society. The Society is a not-for-profit community organisation that gives opportunity for people to experience being a part of theatre productions while providing a high quality of entertainment to the community. They perform two multi-performance productions per year which on average attract approximately 2,000 patrons from across the region.

While the Little Theatre may not boast the extensive resources or expansive stage of larger venues, it serves as a vital cultural hub within Parkes. Its flexibility allows artists to engage with audiences in an intimate and communal setting. This is particularly beneficial for emerging artists and community groups seeking a platform to showcase their talents. The Little Theatre is an essential component of the town's cultural landscape, fostering creativity and artistic expression in the local community.

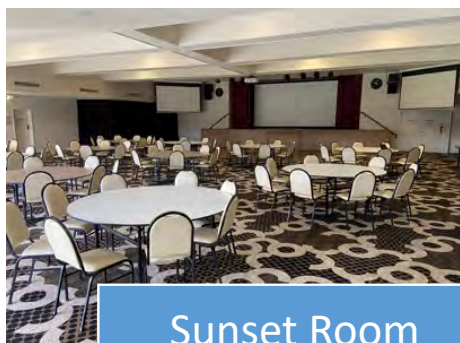
Key features include:

- Auditorium or theatre space for performances, shows, and events.
- Stage with lighting and sound equipment.
- Backstage area for performers including dressing rooms.
- Ticketing and box office area.
- Restrooms and lobby space

Parkes Services Club

The Parkes Services Club provides a well-equipped function space suitable for a diverse range of events. With a seating capacity that can accommodate up to 300 guests, this venue is able to host medium to large gatherings. The function area is equipped with limited audio-visual facilities, including some sound systems and lighting. These technical amenities are predominantly aimed at hosting events such as conferences, seminars and weddings. Additionally, the venue offers modular seating arrangements, allowing for flexible configurations to cater to the specific needs of each event.

Image 1. - Sunset Room, Parkes Services Club



Sunset Room



Sunset Room stage

The Parkes Services Club's function space also provides catering services and manages all food and beverage requirements. The venue has a direct view across to the park area which provides a pleasant outlook. Key features include:

- Function rooms for private events and parties.
- Tables and chairs
- Parking facilities.

Hawkridge Entertainment Services

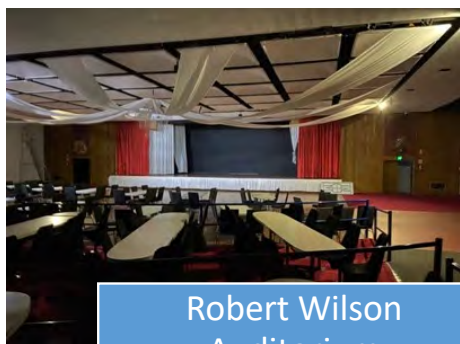
Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Parkes Leagues Club

Parkes Leagues Club provides a comprehensive function space solution, featuring the Robert Wilson Auditorium as its centrepiece. With a seating capacity of up to 600 individuals, this auditorium is equipped to handle large-scale events, conferences, and performances. The technical infrastructure includes a sound system with amplification and audio projection. Additionally, the lighting has adjustable configurations to cater to various event requirements, from conferences to live performances. The auditorium's staging area is suitable for live entertainment including bands and comedians.

Parkes Leagues Club offers a food and beverage service area, capable of catering to the diverse needs of event organisers. Due to its size, the Robert Wilson Auditorium is the main venue in Parkes for events of scale.

Image 2. - Robert Wilson Auditorium, Parkes Leagues Club



Robert Wilson
Auditorium



Auditorium stage

Cooke Park Pavilion

The Cooke Park Pavilion in Parkes provides a functional event space with a total floor area of 300sqm. The main hall offers a flexible layout, accommodating up to 250 individuals (theatre style) seated comfortably. This space is equipped with adjustable lighting systems and access to power outlets, making it suitable for a variety of events, including exhibitions, conferences, and community gatherings. The Pavilion also features a stage area that can be used for performances or presentations, complete with basic sound and lighting provisions for amplified audio and visual needs.

Adjacent to the main hall, there is a multi-purpose/conference room (80 seat capacity) and a separate meeting/flexi-room available for breakout sessions or smaller-scale events. These rooms can be configured to accommodate different group sizes and come with basic audio-visual equipment. The facility includes restroom facilities, accessible entrances, and ample parking, ensuring convenience for event attendees. With its adaptable space and technical amenities, the Cooke Park Pavilion is a practical choice for event organisers in the Parkes area, capable of hosting a range of activities and gatherings.

Key features include:

- Kitchen facilities
- Air Conditioned/Heating
- Toilets/Shower
- Disabled Amenities and Access
- Projector
- Meeting Tables and Chairs

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 16

Image 3. - Cooke Park Pavilion



Parkes Shire Council Library and Cultural Centre

The Parkes Shire Council Library and Cultural Centre offer a range of versatile facilities for various needs:

Coventry Room (Capacity: 100 people)

The Coventry Room serves as a flexible space for arts and cultural events. It is well-suited for live acoustic, orchestral, or choral performances and can also transform into a gallery and exhibition area. The room is equipped with a functional kitchen featuring an oven, dishwashers, hot water urn, and fridge, making it an ideal choice for hosting openings and catering for performances. It comfortably accommodates up to 80 individuals and can be booked by application, contingent on availability and the current exhibition schedule.

Marramarra Makerspace Studio (Capacity: 50 people)

Designed as a purpose-built creative arts and STEAM (Science, Technology, Engineering, Arts, and Mathematics) studio, the Marramarra Makerspace Studio promotes community engagement and intergenerational learning. This studio includes a kitchenette, a whiteboard wall, and AV capabilities to facilitate various creative activities. It encourages innovation and design through the provision of tools such as 3D printers, a laser cutter/engraver, sewing machines, and arts and crafts materials, available for use and enjoyment by Parkes Shire residents.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Meeting Rooms

The Library and Cultural Centre offer several flexible meeting and event spaces available for hire. In the Library itself, there are two purpose-built meeting rooms:

- *Meeting Room One:* With a capacity for 16 persons (subject to social distancing requirements), this room is equipped with blinds for privacy and can be set up with a portable whiteboard, making it suitable for meetings, study groups, or informational sessions for small groups.
- *Meeting Room Two:* Designed for smaller gatherings, this room can accommodate up to four individuals (subject to social distancing requirements). It is ideal for private study, interviews, or small meetings.

Additionally, within the Cultural Centre, there are two bookable spaces, both offering access to restroom facilities and available for use outside of library hours.

Key features are:

- Kitchen
- Air Conditioned/Heating
- Toilets/Shower
- Disabled Amenities and Access
- White board
- Meeting Tables and Chairs
- Parking

Relevant Demographics

Age Structure

The age structure data shows a higher proportion of people in the younger age groups (0 to 17 years) and a lower proportion in the older age groups (60+ years) in Parkes Shire compared to Regional NSW. This suggests that developing entertainment options that cater to families with children and young adults would be beneficial.

Table 1. - Age structure - service age groups

Age Group	Parkes Shire (%)	Regional NSW (%)
Babies and pre-schoolers	6.3	5.5
Primary schoolers	9.7	8.6
Secondary schoolers	8.3	7.4
Tertiary education and independence	7.6	7.6
Young workforce	11.4	11.6
Parents and homebuilders	16.5	17.5
Older workers and pre-retirees	12.6	12.8
Empty nesters and retirees	12.6	13.3
Seniors	11.9	13
Elderly aged	3	2.8

Qualifications

Parkes Shire has a higher proportion of individuals with vocational qualifications compared to Regional NSW, indicating the presence of a skilled workforce. This provides an opportunity to develop entertainment options that cater to the specific vocational interests and industries prevalent in the area.

Parkes Shire has a smaller percentage of individuals with bachelor's or higher degrees compared to Regional NSW. This suggests that there may be a relatively smaller pool of individuals with extensive formal education or specialised knowledge. When planning the entertainment centre, it may be beneficial to consider providing accessible and inclusive experiences that do not require advanced educational backgrounds.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 18

The increase of 221 people with bachelor's or higher degrees in Parkes Shire between 2016 and 2021 indicates a growing pool of individuals with advanced education. This may present an opportunity to cater to their interests and preferences by offering intellectually stimulating or educational entertainment options.

Table 2. - Parkes Shire qualifications levels

Qualification Level	Parkes Shire (%)	Regional NSW (%)
Bachelor or Higher degree	11.6	17.8
Advanced Diploma or Diploma	6.5	8.7
Vocational	25.2	24.4
No qualification	45.5	39.1

In addition, ABS data states 'professionals' represent the highest percentage (15.7%) of occupations in Parkes (of employed people over 15 years of age) although notably lower than the national percentage (24%).

This information indicates the importance of providing a variety of experiences that can be enjoyed by individuals from diverse educational backgrounds and professions.

Economic analysis of area

The weekly individual income data highlights a higher proportion of low-income individuals and a lower proportion of high-income individuals in Parkes Shire compared to Regional NSW. This suggests the need to provide entertainment options that are affordable and accessible to a broader range of income levels.

Table 3. - Weekly Individual Income (2021)

Income Range	Parkes Shire (%)	Regional NSW (%)
Negative Income/Nil income	7.1	6.9
\$1 - \$149	3	3.2
\$2,000 or more	1.5	1.9
No stated income	9.3	8.3

Parkes Shire has a higher percentage of individuals with lower income levels compared to Regional NSW. Specifically, there is a larger proportion of people earning less than \$500 per week. This suggests that affordability may be a significant factor to consider when developing the entertainment centre, as a significant portion of the population may have limited disposable income.

Conversely, Parkes Shire has a lower percentage of individuals earning high incomes (those earning \$2,000 or more per week) compared to Regional NSW. This indicates that there may be a relatively smaller market for luxury or high-end entertainment offerings in the area.

There is a smaller percentage of individuals in Parkes Shire who earn between \$1,000 and \$1,249 per week compared to Regional NSW. This suggests a potential gap in the market for entertainment options that cater to individuals in this income range. Developing affordable yet engaging entertainment experiences that cater to this segment could be beneficial.

Given the higher proportion of low-income individuals and the smaller percentage of high-income individuals, it is important to consider the affordability of entertainment offerings in Parkes. Providing a range of options at different price points and considering value for money will be important to attract and cater to the local population.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 19

Net migration

2022 ABS data¹ indicates that net migration out of Parkes was 183. Data from 2021 indicates that net migration out of Parkes was 249 residents. Notably, the vast majority of migration into Parkes in 2022 was from overseas. This suggests increased diversity in the community and a potential market segment.

Figure 3. - Parkes net migration 2021



Analysis of data

Additional data indicates a slight decrease in the overall population of Parkes Shire, as well as shifts in the age structure and income levels. This suggests the importance of flexibility and adaptability in planning the entertainment centre to meet the evolving preferences, interests and cultural needs of the local population.

Pros of the Project

- The higher proportion of families with school-aged children in Parkes Shire suggests a strong demand for family-oriented entertainment options. Developing an entertainment centre that caters to this demographic can attract a steady stream of visitors.
- The presence of a skilled workforce with vocational qualifications indicates potential opportunities for job creation and economic development associated with the establishment and operation of the entertainment centre.
- There is currently no indoor purpose-built venue of significant size outside of the two major clubs that can host a gathering for performances or events. The proposed centre can serve as a hub for community gatherings, social interactions, and cultural events, fostering a sense of community pride and engagement among residents of Parkes Shire, increasing liveability and resident retention.
- A well-designed and unique cultural and entertainment centre has the potential to attract visitors from outside the local area, boosting tourism and contributing to the local economy.

Cons of the Project

- The higher percentage of individuals with lower incomes suggests that pricing and affordability may be significant barriers for some residents. Ensuring a range of ticket prices, discounts, and promotional offers can help address this issue.
- There may be a risk of market saturation or competition with other established entertainment venues. Careful market analysis and differentiation strategies are necessary to stand out and attract customers.
- Developing a new entertainment centre requires substantial investment in infrastructure, facilities, and resources. Ensuring adequate funding and resources are available for construction, maintenance, and ongoing operations is essential.

¹ Source: ABS, Regional Internal Migration Estimates (RIME) by LGA, unpublished data, 2021-2022

- The slight decrease in population and shifts in age structure and income levels indicate a need for flexibility and adaptability in the long-term planning of the entertainment centre. Regular assessments of the changing demographics and evolving preferences will be necessary to keep the centre relevant and appealing to the target audience.

Likely potential users-groups

Based on the information gathered, several groups are likely to hire a new cultural and entertainment centre in Parkes:

- *Community Groups and Organisations:* Local community groups, such as performing arts societies, and dance schools, would likely be interested in hiring a contemporary entertainment centre for their performances, rehearsals, and events. Dance schools and community groups would use the centre for their main productions each year.
- *Businesses:* The availability of versatile event spaces and meeting rooms within the Parkes City Centre would be an attractive option for businesses and corporations to host conferences, seminars, workshops, and product launches. The inclusion of technical support and audio-visual capabilities would enhance its appeal for corporate events. The growth of the region including the businesses attracted to the special economic precinct may be attracted to a centre that has good technical facilities.
- *Promoters and Producers:* Promoters and producers organising touring shows, concerts, and cultural events may choose to hire an entertainment centre due to its flexible design, technical capabilities, and potential to attract audiences. Touring shows, including musical acts, comedy shows, and theatrical productions, could incorporate an entertainment centre into their performance circuits, especially if it offers technical and production support, marketing assistance, and an attractive audience base.
- *Local Schools and Educational Institutions:* Schools and educational institutions may find a entertainment centre suitable for hosting school plays, talent shows, graduation ceremonies, and educational workshops. The availability of a large, adaptable stage would cater to their performance and presentation requirements.
- *Parkes Shire Council:* The Parkes Shire Council itself may utilise an entertainment centre for official events, town hall meetings, and cultural initiatives that align with the community's needs and aspirations. This includes cultural celebrations, community festivals, and special events. Providing flexible spaces, technical capabilities, and accommodating stage size would make it suitable for a wide range of cultural and community gatherings. As part of Councils community and cultural planning it could encourage local talent development by providing opportunities for community groups, artists, and performers to showcase their work. Supporting grassroots talent can enhance the local arts and culture scene.
- *Government and Nonprofit Organisations:* Government agencies and non-profit organisations might consider an entertainment centre for hosting public forums, town hall meetings, fundraising events, and cultural awareness programs. Its central location and availability for community engagement would likely align with the objectives of such organisations.

While there is a diverse array of potential hirers for a new entertainment centre in Parkes, several critical factors will ultimately determine its utilization. The cost to hire, the availability of dates, the quality of technical facilities, marketing services, and the expertise of staff in supporting various types of events will be pivotal in attracting hirers. Additionally, it's essential to recognise that, as a regional venue in a shire with a population of approximately 14,500, there are inherent limitations to the level of demand the venue can sustain. Therefore, careful consideration of these factors and a strategic approach to accommodating a wide range of hirers will be key to ensuring the entertainment centre's success in serving the diverse needs and aspirations of the Parkes community and beyond.

The figure below summarises the likely potential user groups.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 21

Figure 4. - Groups likely to access a new entertainment centre



User-groups unlikely to access

Attracting weddings to a new entertainment and cultural centre in Parkes may present certain challenges, primarily due to the specialised nature of wedding events and the unique preferences of couples. Below is an analysis outlining why it may be difficult for the new centre to attract weddings:

- Parkes already has venues that offer tailored services and amenities specifically designed for weddings. These venues have established reputations and wedding packages, making them the preferred choice for couples seeking a traditional wedding experience.
- A new entertainment and cultural centre might lack certain amenities that are crucial for weddings, such as bridal suites, outdoor ceremony spaces, well-landscaped gardens, or dedicated wedding coordinators. Couples often prioritise venues that provide a one-stop solution for all their wedding needs.
- Weddings are deeply personal events, and couples often look for venues that allow them to customize and personalize the space to align with their vision. If the new centre has firm event layouts or restrictions on décor and design, it may deter couples who want a unique and personalised wedding experience.
- Wedding budgets can be significant, and couples are often price-sensitive. A new entertainment and cultural centre is unlikely to be able to offer competitive pricing compared to established wedding venues particularly around catering.

Affordability for user-groups (venue hirers)

The capacity of potential hirers and organisations in Parkes to pay hire fees for a new entertainment centre can vary widely based on their financial resources, objectives, and the nature of their events. The following is an assessment of their capacity to pay hire fees:

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 22

- *Community Groups and Organisations:* Many community groups will have limited budgets, and their ability to pay hire fees will depend on the availability of grants, sponsorships, or ticket sales for their events. The centre will need to offer a competitive pricing structure and generate revenue in other ways.
- *Businesses:* Businesses generally have more financial resources to cover hire fees, especially for corporate events. Their capacity to pay will depend on the budget allocated for events and the perceived value of the centre.
- *Promoters and Producers:* Event promoters and producers may have varying financial capacities, depending on the scale of their productions and the revenue generated from ticket sales. However, to attract some events, the centre will need to take a proactive approach and this will often result in taking the risk on the event. A seating capacity of 500 may deter some commercial hirers due to the relatively limited commercial opportunity/net return they can achieve.
- *Local Schools and Educational Institutions:* Schools and educational institutions typically have limited budgets for extracurricular activities. They may need to allocate funds from their educational budgets or seek sponsorships to cover hire fees.
- *Parkes Shire Council:* As the owner of the centre, Council may allocate budgetary resources for official events and community engagement activities. Their capacity to pay will depend on their financial planning. Council may also subsidise some community activity to enhance the utilisation of the centre.
- *Government and Nonprofit Organisations:* Government agencies and nonprofits often have budgets allocated for events and community engagement. Their capacity to pay will depend on their funding sources and priorities.

Commercial opportunities

Parkes Elvis Festival

The Parkes Elvis Festival, ranked among the top three festivals and events in Australia, is a renowned cultural celebration that draws 25,000 fans and enjoys a remarkable global reach of 479 million. This iconic event takes place annually during the second week of January to coincide with Elvis Presley's birthday, celebrating its 31st year in 2024. The festival's rich history can be traced back to the dream of Anne and Bob Steel, who sought to create a unique tribute to Elvis Presley in Parkes.

The festival's origins can be found in the Gracelands restaurant, who transformed it into a rock 'n' roll-themed establishment in 1992. The idea for an Elvis-themed week in Parkes was planted in 1992, and the inaugural Parkes Elvis Festival was held in January 1993, attracting 195 locals and a single visitor from Adelaide. Over the years, the festival grew, and a turning point came in 2004 with the support of Parkes Council, and a grant from Destination NSW. In 2009, Parkes Shire Council officially took over its administration. The festival continued to expand, attracting 20,000 visitors by 2015 and appointing dedicated Festival Directors to further its growth. The 2022 Festival garnered 24,000 visitors and a vast global audience of 599 million fans.

The Parkes Elvis Festival has established Parkes as a potential tourism destination. This annual event not only significantly bolsters the Parkes economy but also contributes to the broader regional economy during what is traditionally a slower tourism season. When factoring in various aspects such as visitor duration, overnight stays, ticket sales, dining expenditures, and transportation costs, the Festival infuses an estimated \$13 million into the local economy.

Abba Festival

Trundle ABBA Festival is a unique, day-long, family focussed entertainment event supported by the NSW Government under the Regional Events Accelerations Fund. It's understood to be the only ABBA festival in Australia. Renowned tribute band Bjorn Again often headline with the Festival also showcasing local talent.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 23

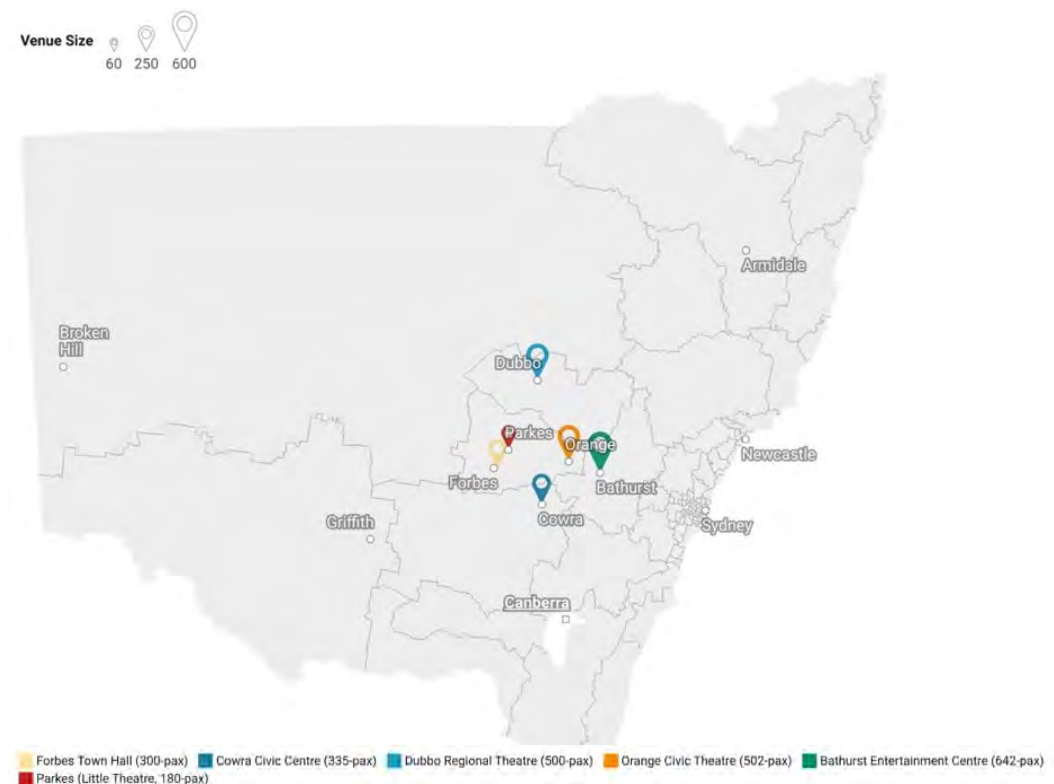
Touring

Central New South Wales boasts a rich cultural tapestry, and its vibrant arts and entertainment scene is steadily gaining prominence. The region is home to several similar sized venues, each with its unique charm and capacity. There are potential opportunities for touring shows to harness the collective strength of these venues as a network, providing a gateway to diverse audiences and enriching the cultural landscape of the region.

The venues in close proximity to Parkes offer a spectrum of capacities and amenities, making them an attractive proposition for touring shows. Below is a brief overview of these venues:

- **Forbes Town Hall (300-pax)** - A historic gem that combines architectural charm with modern amenities, Forbes Town Hall is an intimate setting for performances, ideal for smaller-scale shows and events.
- **Cowra Civic Centre (335-pax)** - A versatile space with excellent acoustics, Cowra Civic Centre offers a mid-sized venue for various entertainment forms, including concerts, theatre, and exhibitions.
- **Dubbo Regional Theatre (500-pax)** - As a cultural hub for the region, Dubbo Regional Theatre boasts a spacious auditorium and comprehensive technical facilities, making it suitable for large-scale productions.
- **Orange Civic Theatre (502-pax)** - Known for its superb acoustics and contemporary design, Orange Civic Theatre provides a sophisticated platform for a wide range of artistic expressions.
- **Bathurst Entertainment Centre (642-pax)** - With its sizable auditorium and state-of-the-art equipment, Bathurst Entertainment Centre stands out as a premier venue for major performances and conferences.
- **Parkes (Little Theatre, 180-pax)** - The Little Theatre in Parkes, though more intimate in scale, offers a unique and cozy ambiance, perfect for smaller events and community gatherings.

Figure 5. Regional Theatres in proximity to Parkes



Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

By forming a network, venues can collectively and cost-effectively market touring shows to reach a broader audience. Cross-promotion and joint advertising efforts can increase visibility and attendance. The variety in venue sizes allows for flexibility in show selection and scheduling. Smaller shows may thrive in more intimate settings, while larger productions can find a home in spacious venues.

Touring shows can contribute to cultural exchange by bringing diverse art forms and experiences to different communities within the region, fostering creativity and artistic appreciation.

Note: Touring productions of a diverse / non-mainstream nature typically do not hire a venue. Such performances are typically purchased by the presenter (venue) to support diverse programming and meet the needs of the broader community.

Competitor analysis

The existing venues in Parkes can be described as older (30+ years) with limited flexibility. Stage sizes are generally inflexible and can be small. Back of house (BOH) areas are generally small and do not allow for housing of larger groups. There is no wing space which means they are inappropriate for dance and theatre performances. Technically they are limited and do not provide what would be considered contemporary best practice.

Parkes Services Club

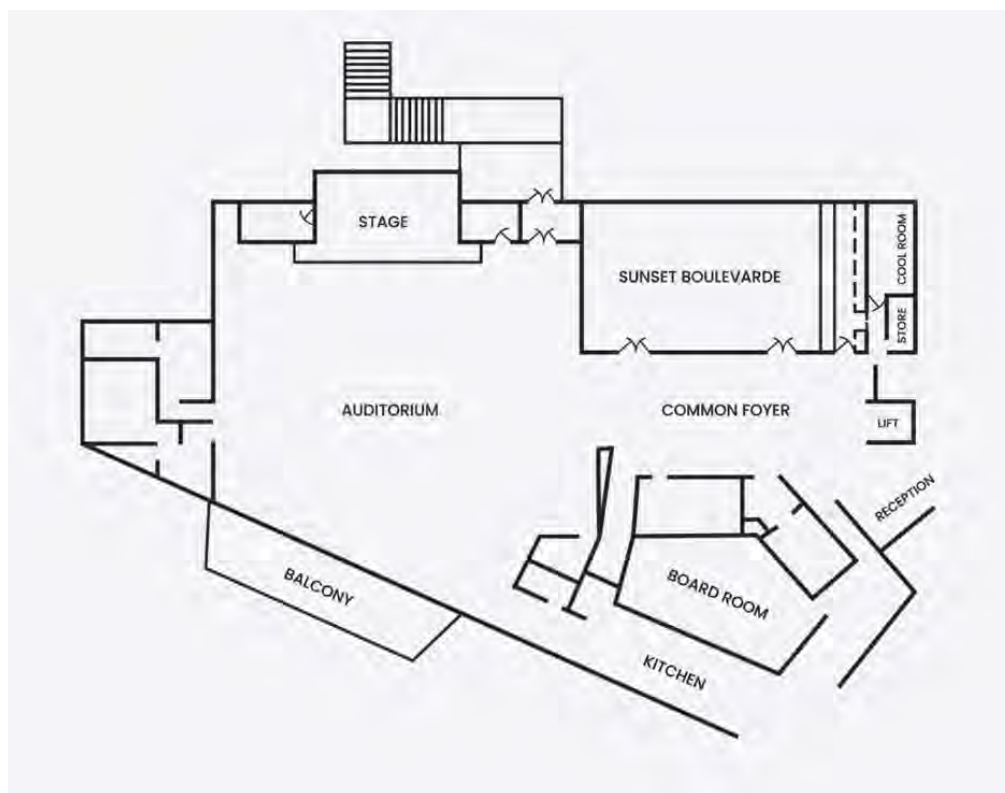
The Parkes Services Club offers facilities for all types of events. The Parkes Services Club has a range of facilities including:

- A Dining area
- Bar & coffee shop
- Kids play area
- Squash courts

The Starlight Lounge is the Parkes Services Club's main auditorium and the flexible function space can cater for anything from small meetings to large weddings with over 300 guests. The Starlight Lounge has its own bar and glass sliding doors that provide natural light and scenic views overlooking Cooke Park. This lounge has a balcony for guests who wish to take advantage of the fresh air whilst enjoying the view. The Parkes Services Club also offers bar facilities and catering with flexible menus at competitive prices to suit various budgets. There is a selection of menus to choose from or the ability to design an individual menu.

Hire fees for the venue are \$300 + food and beverages per night (?)

Figure 6. Starlight Lounge (Parkes Services Club)



Facilities include:

Weddings

- Trestle tables to seat 6 to 10 guests/ Round tables to seat 8 or 10 guests
- Cream metal entry arch, metal book/photo stand and metal easel.
- Bar facilities
- Linen, crockery & cutlery
- White table flounce, cake table flounce & cake knife
- White linen, napkins or paper napkins to coordinate with decorations

Corporate

- Internet access
- Data projector
- Wireless hand held microphones
- Whiteboards with markers
- PA system
- TV/Video/DVD Player
- Microphones with stands and cables

Meeting rooms

Sunset Boulevard Room is a flexible venue because it can accommodate up to 100 people or can be divided into two separate rooms (Sunset or Boulevard). This room is perfect for businesses, community groups, birthday parties, anniversaries, dinners, small weddings and seminars. Each room can be set up theatre style, u-shape or class- room style.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

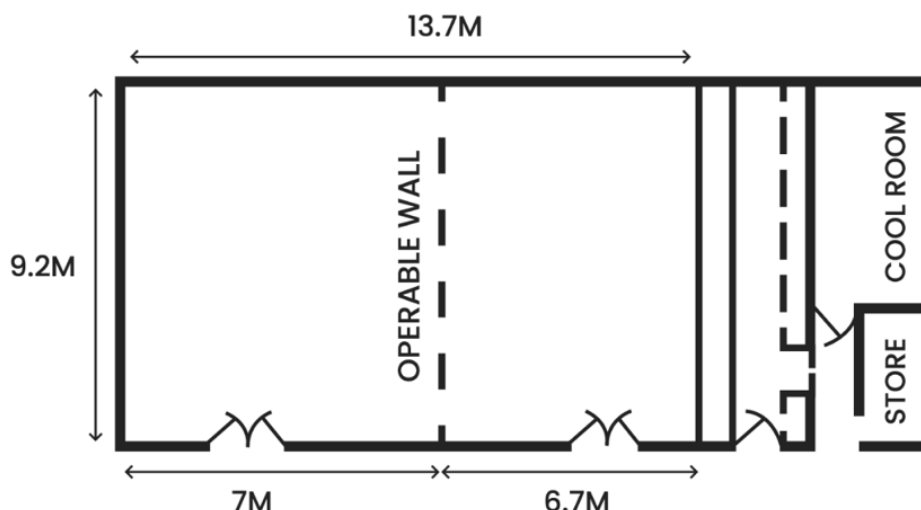
[Sydney](#) | [Melbourne](#) | [Perth](#)

Hire Fees

Sunset or Boulevard: \$150 each

Sunset Boulevard (Combined): \$250

Figure 7. - Sunset Boulevard configuration (Parkes Services Club)



The club earned approximately \$15,955 from room and equipment hire in 2022.

Parkes Leagues Club

The Robert Wilson Auditorium in the Parkes Leagues Club is the largest entertainment venue in Parkes Shire. It can hold up to 600 people in a mixed configuration of fixed and temporary tables. The space is set across two sections.

The club earned approximately \$80,000 from functions in 2022 (Parkes Leagues Club 2022 Annual Report).

Comparison table

Table 4. - Competitor comparison table

VENUE	CAPACITY (MAIN ROOM)	MAIN USE	ENTERTAINMENT OFFER	BUY IN	TECHNICAL FACILITIES
Parkes Services Club	300	Weddings	Limited	No	Limited
Parkes Leagues Club	600	Mixed	Yes	Limited	Limited
The Little Theatre	180	Musical theatre	No	No	Some

It's worth noting that the two club venues, Parkes Services Club and Parkes Leagues Club, may have a competitive advantage when it comes to offering favourable hiring rates especially for conferencing. This advantage stems from their capacity to provide bundled packages that include both venue space and catering services. Having in-house food operations allows these clubs to streamline costs and offer more competitive rates to event organisers. In contrast, a new entertainment and cultural centre would likely need to rely on external caterers, which can often be more expensive, unless a comprehensive kitchen facility is included in the functional brief. Therefore, while a new centre may have its unique advantages, it will need to carefully consider its pricing strategy and overall value proposition to remain competitive in the market.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Identified gaps in existing venue offering

A new entertainment and cultural centre could fill a gap by providing a modern, well-maintained facility providing appropriate services. This would attract both performers and audiences looking for a more comfortable and contemporary experience. A new centre would potentially take a proactive role in diversifying the entertainment landscape by attracting a broader range of shows and events to that which is currently offered. This may include concerts, theatre productions, exhibitions, and community events, enhancing the overall cultural offerings in Parkes.

Stage

One notable aspect affecting the competitive position of the entertainment venues in Parkes, including the Starlight Lounge at the Parkes Services Club, is the relatively small size of their stages. The limited stage space, coupled with a lack of dedicated wings or cross-over areas behind the stage, poses a challenge for the suitability of the venues, particularly for theatrical and dance activities.

The restricted stage dimensions can constrain the scope and creativity of performances, limiting the ability to accommodate elaborate sets, intricate choreography, or quick actor transitions, all of which are essential for delivering high-quality theatrical and dance productions. In comparison to larger regional venues in neighbouring towns, the smaller stages may deter theatre companies, dance troupes, and other performers with specific space requirements.

BOH Facilities

A crucial factor affecting the competitiveness of entertainment venues in Parkes, including the Starlight Lounge at the Parkes Services Club, is the limited availability of back-of-house facilities. The absence of comprehensive backstage amenities, such as dedicated dressing rooms, storage areas, and production spaces, can significantly hinder the feasibility of hosting touring shows and large-scale productions.

Touring companies often require sufficient backstage facilities to accommodate performers, crew members, and their equipment, and the absence of these amenities in Parkes' venues could be a deterrent to touring shows. This limitation not only impacts the venues' attractiveness to acts but also limits the range of productions and events they can effectively support.

In addition, the access provisions for touring shows such as loading docks onto stage is minimal.

Accessibility provisions

One of the notable competitive challenges facing entertainment venues in Parkes, including the Starlight Lounge at the Parkes Services Club, is the lack of comprehensive accessibility provisions. In today's inclusive society, providing accessibility for patrons with mobility and/or other physical challenges is not only a legal requirement but also a critical aspect of audience engagement.

The absence of design features that are useful and accessible to people with diverse abilities, like ramps, accessible seating, assistive hearing systems, accessible stage areas, and adequate restroom facilities can limit the venues' appeal to users and a broader demographic of attendees, including those with disabilities and elderly patrons. This limitation could result in lost opportunities for larger and more diverse audiences, as well as potential revenue streams from events catering specifically to these groups.

Technical

One of the competitive disadvantages faced by several venues in Parkes, including the Starlight Lounge at the Parkes Services Club, is the limited availability of contemporary technical facilities. While some venues may possess basic audio-visual capabilities, these facilities often lack the sophistication and modern equipment required for hosting diverse events, including touring shows. Outdated technical infrastructure can adversely affect the quality of performances, potentially leading to subpar audience experiences with associated impacts on audience loyalty.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 28

Touring shows, in particular, rely heavily on state-of-the-art sound and lighting systems, along with versatile staging options, to deliver their productions effectively. The absence of such amenities can deter promoters and producers from choosing these venues, further limiting the variety and quality of entertainment offerings available in the area.

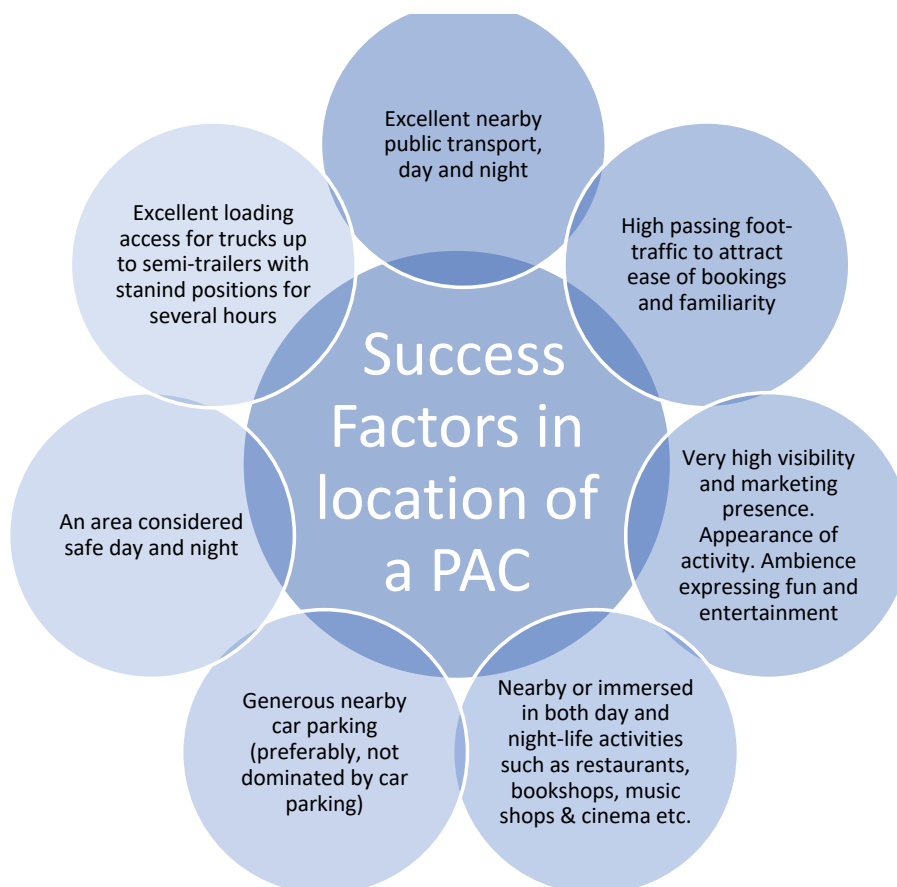
4. Consideration of Location

The optimal location for a new entertainment centre in a Local Government Area has been the subject of much discussion over a long period of time and is reflected both nationally and internationally. Outlined below are factors drawn from benchmark documents, guides and learnings from existing arts centre locations in proximity to their CBD.

Some of the research and experience in Australia is captured in *'Oh You Beautiful Stage!'- Australian Design and Technical Benchmarks for Performing Arts Centres* by the Victorian Association of Performing Arts Centres.

A summary of key factors in the successful location of performing arts centres is outlined in the diagram below.

Figure 8. Factors in the successful location of a PAC



The *'Oh You Beautiful Stage!'* document also notably outlines reasons **NOT** to locate a performing arts centre in a particular location. These are listed below:

- A derelict or historic building no other use can be found for;
- A spare site next to the Council offices, or any other general community facility;
- The opportunity to make a 'civic monument' (civic pride syndrome);
- Cheap land (it's cheap for a reason);
- The area is run down and the theatre will 'regenerate' it (more likely, the theatre will die with it);
- A developer's package or land-swap (they seldom have much incentive to make sure the centre built is functionally appropriate);
- A contaminated or otherwise difficult site that no one else will touch (there will be substantial costs that will probably reduce functional scope);
- A site so isolated no one will object to the development.

The draft Urban Design Guide for Regional NSW produced by the NSW Government Architect outlines seven specific areas that enhance the built environment:

- Better fit - contextual, local and of its place;
- Better performance - sustainable, adaptable and durable;
- Better for community - inclusive, connected and diverse;
- Better for people - safe, comfortable and liveable;
- Better working - functional, efficient and fit for purpose;
- Better value - creating and adding value;
- Better look and feel - engaging, inviting and attractive.

It specifically outlines how cultural infrastructure has a role in ensuring good urban design in regional areas and how this can be achieved by leveraging the historic and cultural assets of places through effective urban design and brings a range of benefits:

- enhances the sense of place, identity, unique characteristics and defining qualities of towns and urban areas
- encourages increased economic activity by creating distinct and attractive places for businesses to trade and invest
- encourages increased tourism activity by creating distinct and attractive places for people to visit
- reinforces local identity and belonging by preserving assets of shared meaning and value - this in turn provides people and communities with sources of civic pride that inspire the continued care and protection of these assets
- improves the value of the building or space and the overall place
- allows future generations to be able to learn and benefit from significant buildings or spaces, their history and importance
- strengthens connections to place, which supports a sense of community.

In addition, revitalising main streets and regional town centres through effective urban design brings a range of benefits:

- makes towns more inviting, vibrant and interesting, which attracts people to visit and live in the area;
- creates new or improved places for people and communities to gather, meet and interact that are safe, enjoyable and equitable;
- encourages walking to get to, and around, the town centre, which reduces car dependence;
- creates a more diverse mix of uses and activities meeting the needs of locals and visitors;
- attracts businesses and visitation through improved building and shopfront presentation which boosts economic activity;
- leverages natural, historic and cultural assets, to reinforce the character of town centres;
- supports new development, employment, business opportunities and prosperity by concentrating density and commercial activity.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 30

Image 4. Albury Entertainment Centre



The tradition of cultural infrastructure renewal in NSW has often been based on the redevelopment or conversion of Civic Centres and/or Town Halls into cultural infrastructure, mainly performing arts centres and theatres. This has meant that on most occasions the infrastructure is located in central positions.

The following table outlines the distance from the City Centre for the main regional theatres in NSW.

Table 5. Regional theatres in NSW - Distance from City Centre

Venue	Distance from City Centre				
	0km to 1km	1km to 2km	2km to 3km	3km to 4km	4km to 5km
Orange Civic Theatre	X				
Bathurst Memorial Entertainment Centre	X				
Dubbo Regional Theatre and Convention Centre	X				
Albury Entertainment Centre	X				
Cessnock Performing Arts Centre	X				
Capitol Theatre	X				
Wagga Wagga Civic Theatre	X				
Jetty Memorial Theatre			X		
Blue Mountains Theatre and Community Hub	X				
The Glasshouse	X				
Manning Entertainment Centre					X
Shoalhaven Entertainment Centre		X			
Civic Theatre Newcastle	X				
The Crossing Theatre Narrabri	X				
Griffith Regional Theatre		X			
Illawarra Performing Arts Centre	X				
Lismore City Hall		X			
Tweed Heads Civic and Cultural Centre		X			
Byron Theatre	X				
Saratton Theatre and Cinema Grafton	X				

Hawkridge Entertainment Services

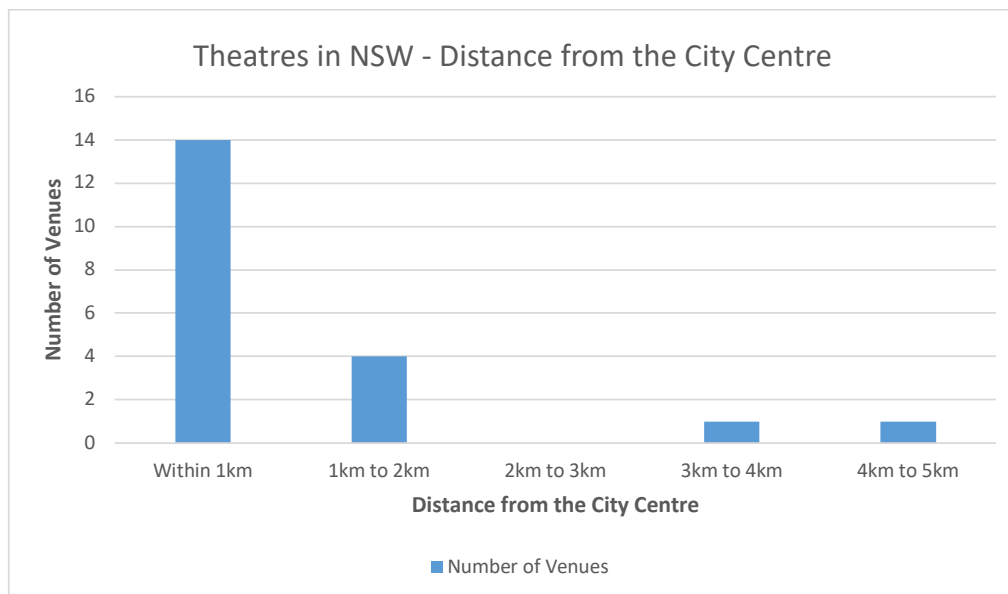
Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 31

The chart below summarises the location of the 18 venues analysed in relation to the distance the venue is from the Central Business District. As can be seen by the chart, 14 of the 18 venues analysed are located within 1km of the City Centre and only two venues are located outside of a 2km radius with one of those venues being the Jetty Memorial Theatre.

Figure 9. - Comparison of distances from City Centre - Theatres in NSW



In consideration of the factors outlined above, the recommended location for the new entertainment and cultural centre is 25 Dalton Street. This is a gateway site for those entering the CBD from Bogan Street. Located next to Parkes Civic precinct and close to public parking, the lot redevelopment has the potential to become a driver for a broader urban renewal of the town centre.

This will reinforce the area as a focal point for cultural activity and entertainment, in alignment with the key objectives outlined in Council's strategic plans.

5. Alignment to state and federal government priorities

The following section provides a review and analysis of relevant existing strategic documentation that considers state and federal government priorities.

Central West and Orana Regional Plan 2041

The Central West and Orana Regional Plan 2041 provides a strategic framework for the region's ongoing prosperity. The plan addresses challenges such as drought, bushfire, mice plagues, the global pandemic, and flooding impacts.

The plan is divided into five parts:

1. **Region-shaping investment:** This includes delivering the Parkes Special Activation Precinct and sharing its benefits across the region, supporting the state's transition to Net Zero by 2050, and managing extractive resource land and growing the critical minerals sector.
2. **A sustainable and resilient place:** This involves identifying, protecting, and connecting important environmental assets and supporting connected and healthy communities.
3. **People, centres, housing, and communities:** The plan aims to strengthen Bathurst, Dubbo, and Orange as innovative and progressive regional cities, provide well-located housing options to meet demand, and manage rural residential development.
4. **Prosperity, productivity, and innovation:** The plan leverages existing industries and employment areas and supports new and innovative economic enterprises. It also aims to protect and leverage the existing and future road, rail, and air transport networks and infrastructure.
5. **Local government priorities:** This part contains the planning priorities for each local government area.

The plan also includes various figures and maps illustrating the vision for the region, potential commuter catchment areas, employment resources, and proposed major projects, inter-regional connections, environmental values, and regional transport.

The New South Wales (NSW) Economic Development Policy

The New South Wales (NSW) Economic Development Policy is a comprehensive framework designed to drive economic growth, innovation, and regional prosperity across the state of New South Wales, Australia. Enacted by the NSW Government, this policy outlines a strategic approach to foster a resilient and dynamic economy that benefits all communities and industries within the region.

Key Objectives:

- The policy aims to achieve sustainable economic growth that generates jobs, enhances living standards, and improves overall quality of life for residents. It places emphasis on fostering both metropolitan and regional development to ensure balanced progress.
- The policy encourages innovation and entrepreneurship by providing support for research, development, and commercialization of new ideas. It seeks to create an environment where businesses can thrive through technological advancements and innovative practices.
- Recognising the importance of a globalised economy, the policy promotes international trade, investment, and collaboration. It encourages NSW businesses to explore international markets and attract foreign investment to fuel economic expansion.
- The policy underscores the significance of infrastructure development to facilitate economic growth. This includes investing in transportation, communication, energy, and digital infrastructure to improve connectivity and accessibility across the state.
- NSW aims to diversify its economic base by supporting a range of industries, from traditional sectors like agriculture and manufacturing to emerging sectors like technology and creative industries. This diversification ensures resilience against economic fluctuations.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 33

- The policy highlights the importance of a skilled workforce that meets the demands of evolving industries. It encourages investment in education, training, and professional development to equip the workforce with the necessary skills for future jobs.
- Acknowledging the unique strengths of different regions within NSW, the policy focuses on regional development. It seeks to create opportunities, encourage local innovation, and address economic disparities across the state.
- The policy integrates sustainable practices into economic development, promoting environmentally responsible growth. It emphasizes sustainable resource management and the adoption of green technologies to ensure long-term environmental health.
- The NSW Government collaborates with local communities, businesses, academia, and industry bodies to co-create and implement effective economic development strategies. This collaborative approach ensures a well-rounded and inclusive development process.

The NSW Economic Development Policy serves as a guiding framework to foster a robust and inclusive economy for the entire state. By aligning resources, investments, and strategies, it aims to create a thriving and resilient economic landscape that supports innovation, regional development, and the overall well-being of the NSW population.

Destination NSW Strategy (Visitor Economy Strategy)

The Destination NSW Strategy focuses on promoting the state as a premier tourism and events destination. It aims to attract domestic and international visitors, increase visitor spending, and support the growth of regional tourism. The strategy includes marketing campaigns, events promotion, and infrastructure development to enhance visitor experiences.

The New South Wales (NSW) Visitor Economy Strategy was designed to harness the potential of tourism as a driving force for economic growth and community development across the state. This comprehensive strategy aimed to enhance the visitor experience, foster sustainable tourism practices, and position NSW as a premier destination for domestic and international travellers. The key priorities were as follows:

- The strategy recognised tourism as a powerful economic catalyst, capable of creating jobs, stimulating investment, and generating revenue for local communities. It highlighted the significance of tourism in diversifying regional economies and contributing to the overall prosperity of NSW.
- Sustainability was a cornerstone of the strategy. It emphasized the importance of responsible tourism practices that respect and preserve the natural environment, cultural heritage, and local communities. By integrating sustainable practices, the strategy aimed to ensure that tourism growth benefits both present and future generations.
- The strategy was committed to supporting regional development through tourism. It aimed to spread the economic benefits of tourism beyond major cities, promoting rural and regional areas as attractive destinations for travellers. By boosting tourism in regional areas, the strategy aimed to create employment opportunities and stimulate local economies.
- Acknowledging the role of technology in modern tourism, the strategy emphasized the integration of digital innovation. It aimed to leverage technology to enhance the visitor experience, streamline processes, and provide real-time information to travellers. This digital transformation aimed to make NSW a technologically advanced and visitor-friendly destination.
- The strategy placed visitors at the centre of its initiatives. It aimed to provide diverse and immersive experiences that catered to the preferences of different types of travellers. The strategy encouraged collaboration between industry stakeholders to deliver high-quality services and memorable experiences.
- Recognising the rich cultural heritage of NSW, the strategy highlighted the importance of cultural and Indigenous tourism. It aimed to showcase the stories, traditions, and art of Indigenous communities and diverse cultural groups. By promoting these unique experiences, the strategy aimed to attract a broader range of visitors.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 34

- Events were seen as major drivers of visitation and economic activity. The strategy supported the development and promotion of events that celebrated local cultures, industries, and attractions. It aimed to create a diverse calendar of events that appealed to different interests and demographics.
- The strategy emphasised collaboration between government agencies, local councils, tourism operators, and communities. This partnership-driven approach aimed to align resources, expertise, and goals for the collective growth of the visitor economy in NSW.

Regional Tourism Strategy

The New South Wales (NSW) Regional Tourism Strategy aimed to strengthen and invigorate tourism in the regional areas of the state. This strategy recognised the unique attractions, cultures, and landscapes that regional NSW has to offer and sought to leverage these assets to drive economic growth, create jobs, and enhance the quality of life for local communities. The key strategies were as follows:

- The strategy prioritised the development of regional areas by promoting tourism as a catalyst for economic prosperity. It acknowledged that tourism can provide significant economic benefits to regional communities, including increased employment opportunities, small business growth, and improved infrastructure.
- A key component of the strategy was collaboration among various stakeholders, including government agencies, local councils, tourism operators, Indigenous communities, and local residents. By engaging all parties, the strategy aimed to create a unified and comprehensive approach to regional tourism development.
- The strategy recognised the importance of sustainable tourism practices that protect the natural and cultural assets of regional areas. It aimed to balance tourism growth with conservation efforts, ensuring that the unique landscapes, wildlife, and heritage of regional NSW are preserved for future generations.
- A core element of the strategy was destination marketing. It focused on showcasing the diverse attractions of different regions to attract a wide range of visitors, including domestic and international tourists. The strategy aimed to position regional areas as must-visit destinations with their own unique experiences and stories.
- To support tourism growth, the strategy highlighted the need for infrastructure development. This included improving transportation links, accommodation options, and visitor facilities. Infrastructure enhancement aimed to enhance the overall visitor experience and encourage longer stays in regional areas.
- The strategy recognised the value of Indigenous culture and heritage in regional areas. It aimed to support Indigenous tourism experiences that educate visitors about traditional practices, stories, and art. This approach provided economic opportunities for Indigenous communities while enriching the overall tourism offering.
- Events played a vital role in attracting visitors to regional areas. The strategy encouraged the creation of events that celebrate local cultures, traditions, and industries. Well-planned events could help increase visitation and stimulate economic activity.
- Recognising the role of technology in modern tourism, the strategy emphasized the importance of digital innovation. This included promoting digital platforms for booking accommodations, accessing information, and sharing experiences. Digital tools were seen as essential for enhancing the visitor journey.
- The Indigenous Tourism Strategy aims to empower Indigenous communities to participate in and benefit from the tourism industry. It promotes cultural tourism experiences that share the rich Indigenous heritage of NSW. This strategy encourages collaboration between Indigenous communities, tourism operators, and government agencies.
- The Wine and Food Tourism Strategy capitalises on NSW's diverse culinary offerings and wine regions. It promotes food and wine experiences as a major draw for visitors. The strategy focuses on marketing NSW's food and wine experiences both domestically and internationally.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 35

- The Events Strategy aims to attract major events to NSW, enhancing its reputation as a vibrant and exciting destination. It includes support for sporting, cultural, and entertainment events that drive visitation and economic growth.

In summary, key factors from the above documentation relevant to this study include:

- Supporting connected and healthy communities;
- Improving overall quality of life for residents;
- Diversifying the State's economic base (supporting emerging sectors like creative industries);
- Sustainable practices (environmentally responsible growth);
- Support the growth of regional tourism;
- Importance of cultural and Indigenous tourism (Showcase stories, traditions, and art of indigenous communities and diverse cultural groups);
- Position regional areas as must-visit destinations with their own unique experiences and stories; and,
- Importance of digital innovation.

6. Draft Functional Brief

The draft functional brief describes the various spaces and rooms that address the needs of users and enable Council to deliver the programmatic activities it prioritises and the community benefit it aims to achieve.

The brief, outlining the required spaces including its key characteristics and the approximate size (sqm) requirements is located in Appendix 1.

The brief was determined based on the consultation and research outlined in this report. Key elements include:

- Performance space
 - 11 x 15m performance area
 - 4m wing space both sides of stage
 - 500 seat capacity;
 - Flat floor with retractable seating;
 - Flat floor to accommodate 300 pax (seated at 30 round tables);
 - Designed to maximise flexibility, use, versatility, accessibility and functionality; and
 - Accommodates acoustic, amplified and spoken-word activities;
- Support spaces
 - One small office space (15sqm);
 - Two Dressing rooms for soloists/artists with en-suites for 2 persons;
 - Two large dressing rooms for 20 pax;
 - One large Green Room (80pax) with kitchenette;
 - Shared amenities for Back of House area;
 - Back of House loading area with DDA access;
 - Loading dock at the same level as the stage with all-weather cover over (servicing the performance space, kitchens and function space);
 - Storage for Staging, Sound, Lighting and Audio/visual equipment;
 - Storage for risers, chairs, tables, etc.;
 - Circulation areas as appropriate;
 - Gantry/elevated walkways - Access for rigging equipment;
 - Foyers (including reception desk, bar and kiosk);
 - Café (built into foyer and reception area);
 - Amenities; and
 - Kitchen and kitchenettes;
- Meeting & rehearsal rooms
 - 1 x 40sqm meeting room
 - 1 x 20sqm meeting room
 - Rehearsal room - 150sqm (able to be utilised as a small performance space)
- Building services
 - Cleaners and chemical storage cupboards with sinks.
 - General storage
 - Rubbish rooms, recycling and bin store
 - Garbage facilities should be located at a different location to the loading dock;

7. Preliminary Concept Design

The Parkes Regional Entertainment and Cultural Centre (PEC) Business Case aims to provide recommendations for a new indoor entertainment & performing venue for Parkes Shire. Scott Carver was engaged by Hawkrige Entertainment Services (HES) to develop a concept design to support the business case. The design options were informed by the functional brief developed by HES as a result of the input received through stakeholders' consultation.

The preliminary concept design and spatial assessment by Scott Carver (Architects) based on the functional brief is included in Appendix 2.

Site investigations

The project team undertook an inspection of a number of strategic sites, previously identified as potential location for the new PEC. A range of factors were considered when assessing the sites including:

- The urban context and proximity to the town centre or other facilities like cultural buildings and parks;
- The potential of supporting existing businesses or favor new partnerships;
- Opportunities for street activation and drive for urban renewal;
- Access to infrastructure, including parking and public transport;
- Planning controls or other development restrictions that could impact the ability to deliver the project effectively or result in land use conflicts.

The general consensus among the project group was that the site at 25 Dalton Street best addressed the design criteria. This site had already been identified in the 2016 CBD Vibrancy Strategy as a priority area with opportunities for becoming the heart of a new civic hub: being just a short walking distance from the town centre and next to other key civic buildings like the Parkes Shire Library and the Small Theatre, 25 Dalton Street is considered to represent the most suitable location for the development of the PEC.

The design report outlines three planning options and explores some of the key design moves that will help organize the approach to the site in relation to access, circulation and 'points of focus'. With three street frontages, there are in fact a number of ways that service and delivery can be arranged, as well as a level of flexibility in the location of the entry points for patrons or staff. Equally important is the placement of points of focus that can entice the broader community to visit the venue, in particular the F&B offer and rehearsal space which can more openly interact with the street and contribute to its liveliness.

These planning scenarios have been developed to a schematic level to showcase the merits and constraints of each approach.

Option 1A tests the opportunity of preserving part of the existing building brick facade. Despite it not being heritage listed, the main frontage features some of the detailing that can be found in Parkes town centre. Its retention would add a layer of significance to the site re-development and create an interesting juxtaposition with its contemporary counterpart, providing an historical link for Parkes.

Option 1Bi is a variation of 1A, looking at a similar approach in terms of facade retention and overall layout. The key difference lies into the location of the rehearsal space - now proposed within the footprint of the existing building - and the new main entry via the contemporary addition. This provides a welcoming and attractive entrance to the venue, with a larger F&B offer facing Dalton Street.

Option 2 looks at the full demolition of the existing building. This approach allows for more flexibility in the facade design and provides an opportunity to strengthen the PEC identity and street presence in particular along Bogan Street.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 38

The scheme also introduces the idea of a laneway separating the venue from the neighbouring hotel. The lane functionally links Dalton Street to the library and parking lots at the rear however could become a destination in its own right if activated with outdoor dining, artwork and landscaping.

In Option 3 the overall arrangement is ‘mirrored’ to have the main entry facing Parkes Shire Library and the loading off Dalton Street. The aim of this scheme is to explore whether the layout has merit, noting that this approach is not in alignment with Council’s vision of prioritizing Dalton street activation.

All the design scheme are capable of addressing the core principles set in the functional brief in terms of providing a flexible and welcoming entertainment venue that can positively contribute to the revitalisation of the town centre.

Option 1.B is considered to represent an ideal arrangement for the new PEC:

- the layout principles are in alignment with Parkes CBD Vibrancy Strategy, prioritising the activation of Dalton Street with an expansive entry foyer and cafe spilling outside.
- the retention of the existing facade provides an additional layer of cultural interest and relevance to the development, offering great opportunities for creative design working in juxtaposition to the existing fabric.
- the movement of vehicles and people is organized so that the cross overs between back of house and front of house activities are minimal and discreet.
- the scheme allows for generous storage and services space at the rear to be able to cater for larger productions in the future.
- the meeting spaces are maximized in anticipation of higher demand of event spaces for local businesses, community groups and corporate entities.

8. Operational budget projections

Assumptions

The operational budget including revenues and expenditure has been developed based on the experience of the consultant team as well as substantial research. It has also been created based on the proposed size of the centre, its location and likely utilisation.

The following are the main assumptions utilised in the development of the financial operating model:

- Cost of Goods Sold – 34%
- Spends per head Theatre/Community - \$5, Concerts/Comedy - \$10
- Staffing component of four full-time staff + casual event staff
- Ticketing charges at industry standard
- Show purchases allowance of \$150,000

The table below provides a summary of assumptions made to project the annual utilisation of the proposed centre.

Table 6. - Key venue utilisation assumptions

BASE HIRE	Capacity	% attend	Rate	No. of Events	Total Attendance
Theatre/Comedy seated	350	50%	\$1,400	11	1,925
Concerts/Comedy - GA standing	500	50%	\$1,400	12	3,000
Theatre Rehearsal	350	20%	\$500	44	3,080
Community/Subsidised Events	350	65%	\$800	32	7,280
Functions/Day conference	200	30%	\$1,400	12	720
Rehearsal Room	50	30%	\$250	192	2,880
TOTAL					18,885

Projected Income Streams

This analysis considers potential income streams associated with the development as well as opportunities for revenue generation. This analysis also considers the findings of the assessment of demand and the outcomes of the stakeholder engagement.

Ticket Sales

Ticket sales are a fundamental revenue stream for an entertainment and cultural centre. This involves selling tickets to various events hosted at the centre, such as concerts, performances and shows. The income generated is directly proportional to the number of tickets sold.

Venue Rental

Venue rental entails leasing out the performing arts centre's facilities to third-party event organisers. These organisers host a range of events like concerts, conferences, exhibitions, trade shows, and private functions. The centre provides the physical space, amenities, and basic technical support for these events. This stream diversifies income by accommodating a variety of external events that attract different audiences.

Food and Beverage Sales

Revenue is derived from selling a range of food and beverage before, during and sometimes after events. Attendees often expect access to refreshments while attending concerts, shows, or activities. This can include items like snacks, soft drinks and alcoholic drinks. By providing these services, the entertainment and cultural centre enhances the overall experience for attendees while generating additional income.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 40

Catering

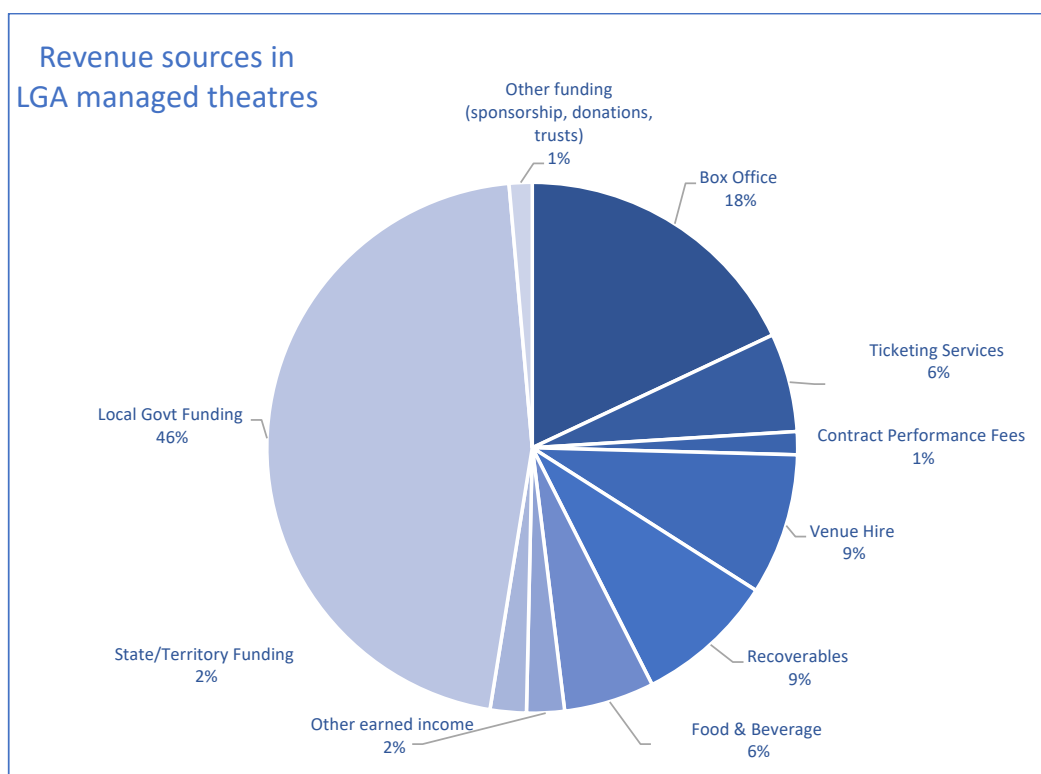
The entertainment and cultural centre can offer its facilities for private functions such as weddings, corporate events, and galas. These events often require catering services for larger groups. Offering in-house or out-sourced catering is a way of generating income for the venue in addition to the cost of hiring the venue.

Technical and Production

Providing technical and production services beyond the base venue cost can be an attractive add-on for some hirers. Technical and production services encompass providing specialised technical and production support beyond the basic venue offerings. This includes aspects like advanced lighting, sound engineering, stage design, and other technical requirements for larger and more complex events. In particular, the venue can charge for any additional requirements for meetings and conferences such as live streaming or online meeting software.

The following figure shows the distribution of revenue sources across local government managed theatres in Australia (PACA, 2019).

Figure 10 - Revenue sources in LGA Managed Theatres



Source: PAC Australia

From the analysis the following revenue outlined in Table 7 has been developed. Key elements include the venues capability to attract audiences and generate Venue Ticketing Sales and the subsequent revenue that is derived from this activity – ticketing charges and F&B Sales.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Table 7. – Potential venue income

INCOME ITEM	AMOUNT
Venue Income	
Venue Hire	\$96,600
Venue Ticketing Sales	\$199,969
Personnel Front of House (Recovered)	\$28,665
Total Venue Income	\$325,234
Food & Beverage Income	
Food and Beverage Sales	\$76,025
Catering Commission	\$4,320
Total Food & Beverage Income	\$80,345
Production- Event	
Ticketing charges	\$35,438
Total Production - Event Income	\$35,438
Production - Technical	
Production Labour Recoveries	\$56,602
Production Income	\$11,000
Total Production - Technical Income	\$67,602
Total Income	\$508,618

Proposed operational costs

Building any type of infrastructure where the utilisation of that infrastructure is not clearly established carries great risk. In a performing arts context, the drivers are usually existing groups unable to perform or severely restricted in their performance activity. Issues to consider include:

- Entertainment and cultural centres are examples of social infrastructure and therefore cost significant amounts to operate every year.
- There is a cost to hire venues and some community groups are unable to meet that cost.
- One venue cannot be and will not be suitable for all types of hirers however there are options that are more flexible than others.
- On average it takes between 3 to 7 years for a centre to become an intrinsic part of the community and it only occurs if it operates successfully.
- Some community members will never attend the centre.

There are a limited number of commercial hirers and producers that would utilise the centre without Parkes Shire Council taking some element of the financial risk in delivering the performance. This means that Council will need to be prepared to undertake a degree of financial risk associated with some projects.

The ability for community hirers to pay hiring rates in Parkes is low. An entertainment and cultural centre will not necessarily be the single catalyst to drive economic development in the city. A suite of actions is required including the creation of additional jobs and associated workforce development, increased residential and commercial density in the city centre, continual improvement to the streetscape, initiatives that support small business and entrepreneurship, and more broadly a culture of innovation.

On average, a theatre in a regional area of NSW costs Council between \$600,000 and \$2,000,000 in operational costs every year. This is dependent upon factors such as:

- Proximity to another major city
- Venue capacity

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Page | 42

- Operating/business model
- Capacity for the provision of 'add-on' services
- Existing and potential audience base
- Competition for other arts, culture, entertainment and leisure activities
- Socio-economic status of the community

The annual operating figure stated above includes all costs associated with staffing and managing the activities of the theatre. The primary sources of revenue for a theatre are:

- Hiring fees charged to the hirer;
- Any specific technical requirements additional to what is provided in the hire fee;
- Ticket sales – a fee charged for the cost of selling a ticket that is retained by the venue; and
- Bar and Kiosk sales.

It is impossible to predict exactly what the subsidy for a new performing arts centre will be each year; there are a vast number of assumptions, internal factors, external factors and unknown variables that will impact on the level of subsidy required each year. Key issues to consider are the nature of the income and costs, whether they are fixed or variable. This is due to the specific nature of these factors in a performing arts setting where the following may occur:

- The vast majority of the income is variable i.e. there is no guarantee that just by opening the facility that people will buy tickets, people will hire the spaces, eat or park there.
- The majority of the expenses are fixed (e.g. staffing), in that the expenditure will occur whether or not the venue is hired or ticketed events are presented.

Venues are often the focal point for the community for all of the civic and community events, performances and activity that takes place. They offer the opportunity for performers of all ages to access a professional standard of venue whilst at the same time give residents the ability to see professional touring productions. A professional venue also provides the opportunity to create productions specific to the local context.

Theatres throughout NSW are often required to pay to bring commercial artists /shows/performances (product) to their venues. In addition, the high amount of community use of the venue requires that the hire fees are affordable for local community groups. This results in all the venues operating at a loss or a cost to Council every year. Most Councils however see the venue as an intrinsic social offering to their community and focus on initiatives to reduce the subsidy that is required through strategies such as effective design, co-location of services/activities, additional commercial tenancies and artistic programming to ensure the consistent utilisation and visitation of the venue.

Table 8 outlines the nature of the loss for each venue as when as well as the number of performance spaces in each venue. It should be noted that individual Council's allocation of both depreciation and Life Cycle Costs changes significantly.

Table 8. Regional Performing Arts Venues - Number of performance spaces and yearly operational cost

Venue	Size	Number of performance spaces	Operating loss (Yearly) 2018/19
Orange Civic Theatre	502	1	\$1,300,000
Bathurst Memorial Entertainment Centre	642	1	\$850,000
Dubbo Regional Theatre and Convention Centre	500	2	\$1,700,000
Albury Entertainment Centre	818	2	\$1,200,000
Cessnock Performing Arts Centre	466	1	\$568,000
Capitol Theatre, Tamworth	402	1	\$1,300,000
Wagga Wagga Civic Theatre	491	1	\$772,235
Jetty Memorial Theatre	248	1	\$332,558

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 43

Parkes Shire Council – Entertainment Centre Feasibility Study



Blue Mountains Theatre & Community Hub	418	1	\$750,000
The Glasshouse (Includes Gallery and Tourist information)	590	2	\$2,100,000
Manning Entertainment Centre	495	1	NA
Shoalhaven Entertainment Centre	902	2	\$2,100,000

Table 9 below details projected revenue and is based on analysis of the above information and the social, economic and competitive environment. Key elements include the inclusion of four full time staff with further event assistance from a team of casual staff. In addition, a marketing budget of \$57,400 per year is included to ensure the centre can continuously advertise and promote the shows and activities that will occur in the centre. It also noted that an allocation of \$150,000 has been made for show purchases. This is to ensure that the centre can bring a range of Artists, productions and activity to the City.

Table 9. - Potential venue expenditure

EXPENDITURE ITEM	AMOUNT
Human Resources	
Venue Manager	\$141,119
FOH Manager / F&B	\$109,047
Tech Manager / Building Services	\$128,290
Marketing/Ticketing	\$115,461
Casual Labour_FOH (casual FOH)	\$28,665
Casual Labour_Bar (casual bar)	\$41,146
Casual Labour_BOH (casual technicians)	\$37,294
Casual Labour_Box Office (casual)	\$11,688
Casual Labour_Cleaning	\$3,820
Casual Labour_Security	\$23,520
Total Human Resources	\$640,049
Production Technical	
Technical Consumable	\$3,000
Technical Repairs and Maintenance	\$3,000
Other technical (Yearly technical maintenance)	\$12,000
Total Production - Technical	\$18,000
Occupancy	
Electricity	\$60,000
Water	\$12,000
Photocopy Leasing	\$4,800
Waste Removal	\$6,000
Repair and Maintenance	\$36,000
Gas	\$1,200
Cleaning supply	\$2,400
Cleaning major maintenance	\$2,500
Total Occupancy	\$124,900
Advertising and Marketing	
Functions Marketing	\$27,000
Events Marketing	\$14,400
Print Advertising	\$6,000
Internet Advertising	\$6,000
Artwork / Graphics Design	\$4,000
Total Advertising and Marketing	\$57,400
General and Administration	
Merchant Fees	\$1,200

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 44

Parkes Shire Council – Entertainment Centre Feasibility Study



Couriers and Postage	\$600
Office Supplies	\$2,400
Computer expenses	\$30,000
IT SLA and software subs	\$48,000
Phones	\$4,200
Internet	\$2,400
Public indemnity	\$16,000
Production purchases	\$150,000
Other Admin and General	\$6,000
COGS (Cost of Goods Sold)	\$27,369
Total General and Administration	\$288,169
Total Expenses	\$1,128,518

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 45

9. Operational Cost

Based on the proposed revenue and expenditure, the centre is likely to cost Council approximately \$619,000 to operate each year before any costs for depreciation and/or Life Cycle Costs are included. This is outlined in Table 10.

Table 10. - Total operational cost

ITEM	Amount
Total Income	\$508,618
Total Expenses	\$1,128,518
Council subsidy before Depreciation/Life Cycle Costing	\$619,900
Depreciation/Life Cycle Costs	\$787,500
Total Council subsidy	\$1,407,400

10. Construction cost estimate

Development of cost estimates for construction and fit-out of the proposed development are based on structures and costs of similar scale facilities.

The cost of developing a performing arts centre varies significantly depending on several factors including size, location, design, number of venues within the centre – theatre, recital hall, black box theatre, studio etc., whether the facilities are co-located and the range of complementary and supporting commercial activity included. Table 11 outlines the cost of cultural infrastructure construction in the past 10 years.

Table 11. Significant cultural infrastructure construction in the past 10 years

DATE COMPLETED	CENTRE NAME	VENUE TYPE	NUMBER OF SEATS	COST
2008	Shoalhaven Entertainment Centre	Auditorium	1,200	\$27m
2009	Wangaratta Performing Arts Centre	Theatre	512	\$8.5m
2009	Melbourne Recital Centre	Recital Hall	1,000	\$128m
2009	The Glasshouse, Port Macquarie	Theatre & Studio	588	\$44m*
2010	Dubbo Regional Theatre & Convention Centre	Theatre	500	\$18m
2010	Albany Entertainment Centre	Auditorium Studio	620 220	\$70.0m
2011	The Cube, Wadonga	Theatre (Flexible) Standing Indoor/outdoor	410 800 1,600	\$11.6m
2011	The Concourse, Chatswood	Theatre Concert Hall Events Centre Rehearsal Rooms x 2 Library & Retail	500 1,000 500 300	\$171m
2012	Mildura Arts Centre	Theatre	444	\$8.7m
2015	Ulumbarra Theatre	Theatre	951	\$25.8m
2016	The Art House, Wyong	Theatre	500	\$12.7m
2016	SunPAC	Theatre (Flexible)	300	\$15m
2017	Red Earth Arts Precinct	Theatre (Flexible)	476	\$56m

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Parkes Shire Council – Entertainment Centre Feasibility Study



		Rehearsal Rooms x 2 Library Amphitheatre	1,700	
2017	Bunjil Place	Theatre Studio Function Space Library, Art Gallery & Customer Service	800 200 350	\$125m
2018	Cairns Performing Arts Centre	Theatre Studio	941 400	\$71.0m
2019	HEART (Hub of entertainment, arts & regional touring) Margaret River	Theatre	450	\$10m
2019	Sydney Coliseum Theatre	Theatre (Flexible) Standing Banquet	2,000 2,200 600	\$100m
2022	Goulburn Performing Arts Centre	Theatre	400	\$19m
2022	Gippsland Performing Arts Centre	Theatre	700	\$42.1m
2023	Pavilion Performing Arts Centre	Theatre	686	\$42m
2023*	Whitehorse Performing Arts Centre Redevelopment	Theatre Studio	600 200	\$68m
2024*	Wollondilly Performing Arts Centre	Theatre (Flexible) Standing Banquet	350 550 280	\$22m

* Programmed opening date

The previous table outlines a number of new performing arts centre infrastructure projects that have been completed in the past 15 years. The costs are for new infrastructure and does not include venues that have been upgraded or changed significantly from their original form which there are numerous examples throughout Australia. The list also does not include any theatres or studios that have been built by schools particularly private schools over the past ten years which are numerous, in the order of 100 across Australia.

Based on the previous table it is estimated that the cost of the proposed entertainment and cultural centre would be between \$26m – \$35m (\$2023) depending on the final scope.

These costs have been based on the following:

Table 12. - Cost estimate

ITEM	COST
Construction cost	\$20m
Project management, architects and consultants at 10%	\$2m
Allowance for front of house	\$2m
Back of house/rehearsal and smaller performance spaces	\$2m
Technical infrastructure	\$3m
FF&E	\$2.5m
TOTAL	\$31.5m

The construction cost includes an allocation of approximately \$3m for technical infrastructure including a flytower or theatrical rigging system and associated equipment for the delivery of productions including:

- Lighting;
- Sound;
- Audio-visual; and
- Staging.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 47

11. Potential infrastructure funding sources

Infrastructure funding may be sourced at a federal, state and local level though both government and private avenues.

New South Wales (NSW) offers a variety of grant funding sources specifically designed to support cultural infrastructure projects. Here are some of the key grant programs:

State Government Grants

Create NSW Cultural Infrastructure Fund: This fund is aimed at enhancing the state's cultural venues and creative spaces. It provides financial support for the construction, renovation, and equipping of cultural infrastructure.

- *Regional Cultural Fund:* This fund is designed to support cultural infrastructure projects in regional NSW. It aims to strengthen regional arts, screen, culture, and heritage, and to support the employment of artists and cultural practitioners in regional areas.
- *Community Building Partnership Program:* This NSW Government initiative provides grants for community infrastructure projects, including cultural facilities, that will meet the needs of local communities.
- *Stronger Country Communities Fund:* This fund is aimed at regional areas and can be used for community amenity and local infrastructure projects, including cultural facilities.
- *Infrastructure Grants:* Provided by various departments of the NSW Government, these grants can be used for community infrastructure projects, including arts and culture.

Federal Government Grants

- *Building Better Regions Fund:* While not NSW-specific, this federal fund can be accessed for community infrastructure projects, including cultural facilities, in regional areas.
- *Community Development Grants Programme:* This federal program provides funds for critical infrastructure, including cultural projects that promote stable, secure, and viable local and regional economies.

Philanthropic and Private Sector Grants

Traditionally, foundations do not offer assistance for capital projects however over the past few years this has changed particularly for large regional infrastructure projects where all tiers of government are contributing.

- *Ian Potter Foundation:* This foundation offers grants for arts projects and has a focus on public benefit.
- *Sidney Myer Fund:* Provides grants for initiatives that aim to strengthen communities, including through the arts and culture.
- *Westpac Foundation Community Grants:* These grants are aimed at local, grassroots organisations and could be used for smaller cultural infrastructure projects.

Corporate sector sponsorships

Subject to the operating model of the centre and its relationship to Council, corporate/business sector sponsorships may be available. Further, this would be dependent on existing businesses with a desire to reach a common audience, or businesses seeking new markets in Parkes and a desire to build goodwill in the community.

12. Cost benefit/feasibility analysis

The cost benefit analysis takes into consideration both the use benefits and non-use benefits that cultural infrastructure such as that proposed is likely to deliver. This includes the analysis of how increased cultural activity resulting from the project will enhance and develop civic and social benefits.

Why invest in an Entertainment and cultural Centre?

An entertainment and cultural centre can be the anchor facility for expanding the educational, cultural and economic growth of Parkes as a Regional City and become a destination that will draw a range of visitors to the region. A performance space in the Parkes region can enhance residents' quality of life by providing new cultural and entertainment options as well as fostering new and existing community arts groups.

A performance space in the Parkes region has the potential to:

- Enhance the quality of life for the residents and help to make it a great place to live;
- Provide exceptional experiences for children;
- Enhance economic development and provide new opportunities for local businesses while attracting employees to the area;
- Attract more visitors by providing more arts and entertainment opportunities;
- Ensure that performing arts companies across the region have a place to perform;
- Build a community of performing artists by providing learning experiences in an outstanding venue;
- Connect people of all ages and cultures through the experience of live performances.

As an industry, the arts contribute \$4.2 billion to Australia's Gross Domestic Product (GDP) and the wider cultural sector contributes \$50 billion to Australia's GDP.

In July 2011, the Arts Council England published a document entitled 'Supporting growth in the arts economy' that provided an evidence basis for the understanding of the economic value of public investment in Cultural Arts. The report underlined the mechanisms through which investment in Cultural Arts leads to positive impacts on the wider economy. The six headline mechanisms included;

1. Economic spill over effects from innovation in the arts;
2. Market development through the creation of new products that stem from artistic endeavours;
3. Capital formation that occurs in parallel with investment in arts infrastructure;
4. Business support network delivered through Cultural Arts organisations;
5. Professional development and general education;
6. Widening access and diversity.

Most important was the recognition that investment in cultural infrastructure in urban regeneration programs, and the role arts performs in transforming the perception of a place, has run in parallel or been a precursor for investment in the general economy. It also found that arts institutions play a leading role in broadening and encouraging access into creative industries for groups such as; children, young people, disadvantaged, and the culturally diverse.

Arts experiences have a growing role as a driver for tourism in Australia and are increasingly part of visitors' itineraries. Research from the Australia Council for the Arts² outlined that the Central West region of NSW including Parkes was rank the 17th most-visited destination region for daytrips and 15th most visited for overnight trips.

² *Domestic Arts Tourism – Connecting the Country*, Australia Council for the Arts, 2020

The Economic and Cultural Impact of a new Entertainment and Cultural Centre in Parkes

The proposal for a new entertainment and cultural centre in Parkes is not just an investment in bricks and mortar; it's an investment in the cultural and social fabric of the region. This project aims to be a catalyst for cultural activity, providing both use and non-use benefits that extend beyond mere economic gains. A comprehensive cost-benefit analysis reveals that the centre will serve as a linchpin for community engagement, cultural development, social inclusion and civic pride.

Economic Stimulus

The immediate economic benefits are clear: job creation during construction and operation, increased tourism, and a boost to local businesses, particularly affecting the night-time economy. The centre will serve as a venue for concerts, exhibitions, and other events, attracting both locals and visitors. This influx of activity will have a ripple effect on local restaurants, hotels, and retailers.

Cultural Development

The centre will be a hub for cultural activities, from community activities to musical performances and theatre. It will provide a platform for local artists to showcase their talent, tell local stories, contribute to sustaining cultural heritage and in doing so nurture the arts and make Parkes a regional cultural landmark.

A purpose-built centre will provide the opportunity for the presentation of diverse, professional productions that promote cultural understanding and aesthetic growth.

Social Cohesion

Even those who may not directly use the facility stand to benefit. The existence of a cultural hub fosters a sense of community and belonging. It becomes a point of civic pride, a landmark that symbolises the town's commitment to social and cultural development.

Educational Impact

The centre will also serve as an educational resource, hosting workshops, lectures, and educational performances. These activities enrich the community's intellectual landscape, providing both young and old with opportunities for learning and growth.

Inclusivity

The centre will be designed to be accessible to all, thereby promoting social inclusion. Special programs could be developed for various community groups, including the elderly, the youth, and marginalized communities, ensuring that the centre is a space for everyone.

Mental Health and Well-being

Engagement with cultural activities has been shown to have a positive impact on mental health. The centre will provide a space for people to engage with the arts, whether actively participating, enjoying a performance, or simply gathering to meet, thereby supporting social connection and contributing to the overall well-being of the community.

Regional Cultural Development

The centre will not operate in isolation; it will be a node in a network of cultural activity across the region. Partnerships could be developed with schools, other cultural institutions, and community organisations to extend the reach of its programs. This will help in the diffusion of cultural activity, making the entire region a more vibrant place to live and visit.

The proposed entertainment and cultural centre in Parkes is more than just another infrastructure project; it's a strategic investment in the community's future. The cost-benefit analysis, when extended to include social and cultural benefits, presents a compelling case for its development. By fostering cultural activity and social cohesion, the centre will enrich the lives of both its immediate users and the broader community, increasing liveability and making it a cornerstone in the region's cultural and social landscape.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 50

Document Review – plans, reviews and reports relevant to the project

The following section analyses seven relevant documents (reviews, plans and reports) and identifies the ways in which the proposed new entertainment and cultural centre might contribute to achieve outcomes stated in the documentation.

Dalton Street Masterplan

The Dalton Street Masterplan was developed with the view to:

- Revitalise the Dalton Street precinct in the zone between Clarinda Street and Bogan Street (Newell Highway).
- create potential links and connections between Dalton Street and Council's library and administration centre.
- Provide an appropriate delivery node, both operational and visual, from the main delivery route from the bypass/gateway to the CBD.
- renew potential links to Council Community buildings such as the little theatre and aquatic centre.
- incorporate expansion of Parkes Library (separately completed).
- create a vibrant public, commercial and community hub to promote business growth and community enjoyment of the Dalton Street Civic Precinct.
- foster partnerships and synergies with potential commercial developments on Dalton Street including potential hospitality, retail, and restaurant.

The Masterplan proposed three options (1, 2a and 2b) all of which outlined the conversion of the existing Picture Palace Building to a new auditorium.

Parkes City Centre Vibrancy Strategy 2016

The Parkes City Centre Vibrancy Strategy of 2016 aimed to revitalize and enhance the vibrancy of Parkes' city centre by fostering economic growth, improving public spaces, and creating an engaging environment for residents and visitors. The strategy recognised the importance of a vibrant city centre not only for economic development but also for the overall quality of life in the community.

The strategy had several key components:

- The strategy recognised the city centre as a hub for commerce and economic activity. It aimed to attract new businesses, support existing ones, and create a diverse range of offerings to cater to different segments of the population.
- Improving the aesthetics and functionality of public spaces was a central focus. This included initiatives to enhance streetscapes, pedestrian walkways, lighting, seating, and landscaping. Creating attractive and well-maintained public spaces was intended to encourage people to spend more time in the city centre.
- The strategy aimed to leverage the city centre's potential as a gathering place for cultural events and community activities. This involved promoting local art, music, and cultural festivals to foster a sense of community and attract visitors.
- Recognising the role of retail and hospitality in creating a vibrant atmosphere, the strategy sought to support local businesses and encourage the establishment of new ones. Initiatives to promote shopping, dining, and entertainment options were designed to attract foot traffic.
- Enhancing connectivity within the city centre and improving accessibility for all residents and visitors were key goals. This included considerations for better parking facilities, walkability, and transportation options.
- The strategy aimed to create a distinct identity for the city centre by capitalizing on its unique characteristics. Placemaking initiatives focused on developing spaces that reflect the community's history, culture, and aspirations.
- The strategy recognised the potential of underutilized spaces in the city centre. Initiatives to activate these spaces through pop-up events, markets, and temporary installations aimed to add diversity and vitality to the area.

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 51

Overall, the Parkes City Centre Vibrancy Strategy of 2016 was a comprehensive approach to rejuvenating the city centre. By focusing on economic growth, enhancing public spaces, fostering cultural engagement, and supporting local businesses, the strategy aimed to create a vibrant and attractive environment that would benefit both residents and visitors alike.

Parkes Western Entry Report

The document is a report on the Parkes Western Entry Master Plan, prepared for the Parkes Shire Council. The purpose of the plan is to create an inviting, vibrant, and memorable town entry from the proposed new Newell Highway Bypass, connecting the Parkes Special Activation Precinct and other major developments and centres further west of the Highway to the Parkes urban area.

The report includes an analysis of relevant background documentation, land-use options review, civil and landscape improvements, community engagement, and a summary of recommendations. Key recommendations included improvements to Condobolin Road, new roundabouts on the corners of Bogan Street and Bushman Street, and Bogan Street and Dalton Street, centre median treatments in Bushman Street, a new Parkes entry sign, wayfinding and directional signage along Condobolin Road and Bushman Street, and improvements to the open space corridor between Condobolin Road and Page Street.

The report also suggests a potential change in land-use planning provisions for an area on the northern side of Condobolin Road, recommending consideration be given to rezoning an (approximately 11 hectare) parcel of (currently) R1 General Residential land to E3 Productivity Support Zone to enable a local employment zone that contributes to the western entry experience into Parkes.

The report concludes with a set of appendices including a master plan drawing set, a preliminary land-use options review, and the Parkes Western Entry Issues Paper from 2021.

Outlined below are some of the potential impacts of a new entertainment and cultural centre in Parkes that directly relate to the Parkes Western Entry Master Plan.

1. **Economic Impact:** The new centre could stimulate the local economy by attracting more visitors and creating jobs. It could also increase spending in the local area, benefiting other businesses (Page 49, Page 53).
2. **Tourism Impact:** A new centre could enhance Parkes' appeal as a tourist destination. It could attract more visitors, particularly if the centre is unique or hosts events that draw people from outside the area (Page 49, Page 53).
3. **Community Impact:** The centre could provide a new gathering place for the community and could potentially host local events, contributing to the social fabric of Parkes (Page 60).
4. **Urban Development Impact:** The development of a new centre could lead to further urban development in the area, potentially changing the character of Parkes. It could also lead to improvements in local infrastructure, such as roads and signage (Page 60, Page 61).
5. **Traffic Impact:** Depending on its size and the events it hosts, the new centre could increase traffic in the area. This could lead to congestion, particularly during events, and might require improvements to local transport infrastructure (Page 61).

Economic Development Strategy

The Parkes Shire Economic Development Plan (2012) notes its purpose is to encourage greater levels of investment and job creation in the Parkes Shire community. It states the Shire is strategically located at the intersection of the Newell Highway and the transcontinental railway and has a diverse economy, with strong mining and agricultural sectors.

The plan includes strategies for economic development, such as supporting existing local businesses, promoting Parkes Shire, attracting investment, and lobbying. It identifies strategic projects like developing

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Page | 52

a mining hub, improving transport and logistics, expanding the regional airport, adding value to agriculture, improving residential amenities, and boosting tourism.

A new entertainment and cultural centre could assist in delivering on the Parkes Shire Economic Development Plan in several ways:

1. **Support Existing Local Businesses (Economic Strategy 1):** A new centre could provide opportunities for local businesses. For instance, local catering companies could provide food and beverage services for events. The centre could also host business events, seminars, and networking events that support local businesses.
2. **Promotion of Parkes Shire (Economic Strategy 2):** The centre could be used to promote Parkes Shire as an attractive destination for business and investment. It could host high-profile events that draw attention to the area, and its existence could be a selling point in marketing materials.
3. **Investment Attraction (Economic Strategy 3):** The development of a new entertainment and cultural centre represents a significant investment in the area. This could attract further investment from businesses that want to take advantage of the increased visitor traffic and visibility that the centre brings.
4. **Lobbying (Economic Strategy 4):** The centre could be used as a platform for lobbying activities. For example, it could host meetings and events with government representatives, providing opportunities to advocate for infrastructure development and service provision.
5. **Tourism (Section 7.3.6):** The centre could significantly boost tourism in the Parkes Shire. It could attract visitors who come specifically to attend events at the centre, and these visitors could also spend money at local businesses and attractions.
6. **Business Expansion and Retention Program (Page 33):** The centre could provide opportunities for local businesses to expand. For example, businesses could use the centre to host larger events than they could previously accommodate.

In summary, a new entertainment and cultural centre could play a key role in executing the Parkes Shire Economic Development Plan by supporting local businesses, attracting investment, promoting the area, and boosting tourism.

DRAFT Parkes Shire Bypass Strategy MAY 2023

The draft strategy for the Parkes Shire Bypass (which is expected to be completed in late 2024) aims to understand the impacts of the Newell Highway Bypass on local businesses and identify strategies to mitigate any negative impacts. Key points from the document include:

1. **Bypass Impacts:** The bypass is expected to reduce traffic to CBD businesses as 753,000 vehicles will be redirected from the CBD per annum. This could lead to reduced economic activity and increased CBD vacancies.
2. **Visitor Impact:** The bypass could impact businesses that rely on stopover visitors, including service centres, mechanics, retail, food, and accommodation businesses. A loss of 10% of visitor trade equates to a loss of \$7.2 million expenditure within Parkes.
3. **Strategy Objectives:** The strategy aims to understand current habits and triggers for travellers to stop in Parkes, how businesses are attracting passing traffic, and recommend strategies to prepare businesses for the impacts of the bypass.
4. **Market Summary:** Parkes Shire serves 312,000 visitors. The strategy identifies a need to draw visitors into Parkes township from the Bypass.
5. **Case Studies:** The document includes case studies of towns which have had a Bypass implemented and analyses the impacts of bypasses on the towns.
6. **Strategic Considerations:** The strategy identifies several challenges and needs, including foot traffic impacts, loss of incidental trade, businesses moving to the Bypass, national chain stores, development pressure along the Bypass, touring market accommodation facilities, and parking facilities.
7. **Action Plan:** The document outlines an action plan to enhance Parkes Shire's events calendar, undertake a feasibility study for an indoor entertainment and events complex, and encourage

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 53

visitors to enter Parkes township from the Bypass through gateway treatments, wayfinding, and landscaping corridors.

As noted above, the document outlines the potential for an indoor entertainment and events complex as part of the strategies to mitigate the impacts of the Parkes Bypass (Page 20). The document suggests undertaking a feasibility study for this complex, considering market demand, location, and management (Page 21).

The document also mentions the enhancement and activation of Clarinda Street to become a vibrant food, retail, and entertainment precinct as a key strategy (Page 20). This suggests that the development of new entertainment facilities could be part of the broader strategy to drive visitation and support local businesses.

DRAFT Parkes Shire Destination Management Plan MAY 2023

The Parkes Shire Destination Management Plan outlines a strategic plan for the development of a strong visitor economy in the Parkes Shire. The plan is based on significant research, including engagement with key stakeholders, a business and community survey, visitor surveys, and detailed product and experience assessments. The plan identifies six key themes for development:

1. Further Develop Parkes Shire's Events and Festivals Program
2. Grow Arts and Culture
3. Enhance Product and Infrastructure
4. Improve Visitor Experience
5. Facilitate Industry Growth
6. Strengthen Destination Marketing & Brand Awareness

Each theme includes specific projects and actions, such as developing an events strategy, improving event facilities, enhancing product and infrastructure, and strengthening destination marketing and brand awareness.

The plan also includes a detailed visitor profile, which shows that Parkes Shire primarily attracts visitors from New South Wales for holiday and leisure purposes. The majority of visitors stay overnight and spend on accommodation, takeaway/dining, and shopping. The document concludes with a list of priorities and actions for each theme, along with the responsible stakeholders and timeframes for implementation.

The document suggests that there is potential for the development of an indoor entertainment and events complex in Parkes Shire. This complex could facilitate large social events, conferences, performances, and shows (Page 46).

The feasibility study for this complex should consider the options and requirements for the complex, and it could be delivered by either the private or public sector. The development of such a complex could potentially drive significant visitation to the region, boost the local economy, and provide a venue for community events and gatherings.

Parkes Special Activation Precinct – Economic and Industry analysis – Final Report

The economic and industry analysis report for the Parkes Special Activation Precinct (SAP) provides context on the economic and demographic profile of the region, analyzes supply chain and industry linkages, and considers employment and land area projections. The aim is to identify potential industries and businesses that could be attracted to the Parkes SAP, assess the impact on the regional labor market and population, and provide guidance on the sequencing and drivers for industry establishment in the precinct.

The report identifies three key economic narratives that will underpin the SAP's development and attraction to industry:

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Page | 54

1. A major freight and logistics hub.
2. An advanced agribusiness precinct.
3. A leading waste transition precinct.

The growth of the Parkes SAP will occur incrementally and be instigated by first movers who take advantage of the Inland Rail and establishment of the SAP streamlined planning process.

The report also provides detailed projections for both land area and employment under three growth scenarios for the Parkes SAP and wider Parkes LGA. The long-term growth of the SAP will be influenced by those operations that initially establish in the area and the competitive advantage that they draw from the access to nationally significant freight networks. In turn, this will attract second and third phase businesses seeking to support these catalyst precinct functions. The SAP has a significant potential to create a cluster of industries that will drive long term employment and economic opportunities for the Central West and Regional NSW more broadly.

The document does not provide specific information on the potential impact of a new entertainment and cultural centre in Parkes. However, it does mention that the Parkes Special Activation Precinct (SAP) is expected to attract a number of different industries and businesses over the next twenty years, which could potentially include entertainment and cultural venues. The SAP is anticipated to generate between 2,147 and 3,016 jobs in the precinct by 2041, which could have a significant impact on the regional economy and population. This could potentially increase demand for entertainment and cultural venues in the area.

Key Themes Across Documents

Analysis of the documents outlined above identifies consistent themes. These are outlined by the figure below.

Figure 11. - Key themes from analysis of Council strategies



1. **Economic Growth and Development:** All the documents highlight the need to attract new businesses while supporting existing ones. This is seen as a way to diversify the economic base and ensure long-term sustainability. The focus on economic growth naturally extends to job creation, with several documents mentioning the potential for new projects to create both short-term and long-term employment opportunities.
2. **Urban and Infrastructure Development:** Whether it's Dalton Street, the city centre, or the western entry, the documents consistently talk about revitalizing different parts of Parkes to make them more attractive and functional. The development of public spaces, including parks, seating areas, and pedestrian walkways, is a recurring theme. These amenities are seen as essential for improving the quality of life and attracting visitors.
3. **Community Engagement and Quality of Life:** Documents like the Dalton Street Masterplan and the Parkes City Centre Vibrancy Strategy discuss the importance of cultural spaces like theatres and libraries, emphasizing their role in community engagement. The focus isn't just on economic metrics but also on the overall well-being of the community. This includes creating spaces and opportunities for social interaction, cultural expression, and recreational activities.
4. **Tourism and Visitor Attraction:** Strategies to attract more visitors and tourists are highlighted, including the development of events, festivals, and potentially new entertainment venues. Several documents, including the Destination Management Plan, emphasize the role of events and festivals in attracting tourists. The need to offer a diverse range of attractions to cater to different segments of the population and types of visitors is a common theme.
5. **Transport and Accessibility:** With the introduction of new routes like the Newell Highway Bypass, there's a focus on managing traffic flow to ensure minimal disruption to local businesses. Improving public transport options to make the city more accessible is a recurring theme, especially in the context of new developments that might attract more visitors.

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth

Page | 56

6. *Cultural and Arts Promotion:* Growing the local arts scene is a theme in some of the documents, aligning with the idea of community engagement and quality of life. There is also a focus on leveraging the unique history and culture of Parkes to create a distinct identity, which is crucial for both community pride and tourism.

Venue Management in a Theatre Context

The need for the proposed centre to provide its own curated program of activities and shows (i.e. taking on the financial risk for those events) arises from several considerations:

- By curating a unique program of activities and shows, venues gain greater control over the content and scheduling of events. This control allows them to align their offerings with their target audience, mission, and vision. It ensures that events are well-suited to the venue's facilities and capabilities and minimises the likelihood of competition for audiences.
- Offering unique and diverse programming sets a venue apart from competitors. It enables venues to establish a distinct identity and brand within the local cultural and entertainment landscape. This differentiation can attract a broader and more loyal audience.
- Managing their programming allows venues to be nimble and responsive to changing market dynamics and audience preferences. They can adjust their schedules, themes, and content quickly based on real-time feedback and market trends.
- While there are financial risks involved, venues also have the potential to generate substantial revenue through ticket sales, concessions, merchandise, and ancillary services (e.g., catering). Successful events can be lucrative and contribute significantly to the venue's financial sustainability.
- Local venues have a unique opportunity to engage with and enrich their communities. Telling local stories and offering a mix of cultural, educational, and entertainment events can foster community participation and pride. These events can become integral parts of the local social fabric.
- Venues can support and showcase local talent, including artists, performers, and cultural groups. This not only promotes the arts and culture within the community but also builds goodwill and connections with local stakeholders.
- Many venues have a broader mission to promote culture, education, or community engagement. Managing their own programming allows them to fulfill these missions directly and create a positive impact on society.

However, it's essential to acknowledge the financial risks associated with programming events:

- There's always a risk that events may not attract enough attendees to cover expenses, resulting in financial losses. Venues must carefully manage budgets, pricing, and marketing to mitigate this risk.
- The entertainment and cultural market can be highly competitive. Venues need to stay informed about local and regional events to avoid scheduling conflicts and to ensure they offer compelling programs.
- Economic downturns, unforeseen events (e.g., pandemics), and changes in consumer spending can affect attendance and revenue. Venues must have contingency plans in place.
- Booking performers, production crews, and securing rights/licenses can be expensive. Venues need to balance the desire for high-quality events with budget constraints.

To navigate these challenges, venues often employ skilled event managers, marketers, and financial planners. They may also explore partnerships, sponsorships, and grants to help mitigate financial risks. Ultimately, the decision to manage their own programming reflects a commitment to offering unique and meaningful experiences while embracing the responsibility of ensuring financial viability.

In summary, the potential economic impact of this venture is significant, with the creation of jobs, stimulation of local businesses, and attraction of investments. Furthermore, the centre has the potential

Hawkrige Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth

Page | 57

to become a tourist attraction, foster community engagement, contribute to urban revitalisation, and play a pivotal role in mitigating the impact of the nearby bypass.

Economic Impact

- *Job Creation:* A new entertainment and cultural centre could create numerous jobs, aligning with the economic development strategies outlined in the documents. The construction phase would generate temporary jobs in various sectors like construction, logistics, and planning. In addition, permanent roles in management, operations, and customer service would be created, contributing to local employment rates.
- *Business Synergy:* The centre could foster partnerships with local businesses, including retail, hospitality, and cultural institutions, as suggested in the Dalton Street Masterplan and Economic Development Strategy. Retail: The centre could drive foot traffic to nearby retail stores, potentially revitalising underutilised commercial spaces. Local restaurants, cafes, and bars could see increased patronage, especially during events. The centre could source locally for food, equipment, and services, thereby boosting local businesses.
- *Investment Attraction:* The centre could act as a magnet for further investment, including hotels or additional entertainment options like cinemas or bowling alleys.

Tourism and Community

- *Tourist Attraction:* The entertainment and cultural centre could serve as a new tourist attraction, aligning with the Parkes City Centre Vibrancy Strategy and Destination Management Plan. If the centre includes cultural events, it could attract a different demographic of tourists interested in arts and culture.
- *Community Hub:* The centre could host local school events, community theatre, and local sports events, becoming a focal point for community activities. If designed with public spaces, it could offer locals a place to gather, fulfilling a key objective of community engagement.

Infrastructure and Urban Development

- *Urban Revitalisation:* The centre could act as a catalyst for further urban development, especially if located in areas highlighted for revitalisation like Dalton Street or the city centre. Any development could potentially increase property values in the surrounding area.
- *Connectivity:* Depending on its location and scale, the centre could enhance the city's connectivity, aligning with the Western Entry Report and Bypass Strategy.

Mitigating Bypass Impact

- *Drawing Traffic:* The entertainment and cultural centre could help draw visitors into Parkes township from the Bypass, as suggested in the Bypass Strategy.
- *Special Events:* Hosting special events that coincide with peak travel times could attract travelers into the town, mitigating the impact of reduced through-traffic.

Special Activation Precinct

- *Industry Diversification:* The centre could add to the diversity of industries in the Special Activation Precinct, potentially attracting more businesses and residents.
- *Talent Attraction:* A thriving entertainment and cultural centre could make Parkes more attractive for skilled workers in various sectors, supporting the broader economic goals of the precinct.
- *Conferences and Expos:* The centre could be designed as a multi-use facility capable of hosting business events, aligning with the Economic Development Strategy's focus on business tourism.
- *Educational Programs:* The centre could also serve as a venue for educational programs and workshops, contributing to community development.

The factors detailed above not only align with existing masterplans and strategies, they also hold the potential to leverage a wealth of social and cultural benefits to the Parkes community.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 58

13. Summary – Feasibility of a New Entertainment and cultural Centre

The proposal for a new entertainment and cultural centre in Parkes holds great promise for the region, aligning closely with several key strategic initiatives and objectives outlined in various documents throughout this report. It serves to support multiple objectives from economic development through to community cohesion and increased livability.

The analysis considers the diverse aspects of the proposed entertainment and cultural centre's impact, and notes the extensive opportunities it offers for Parkes and its residents. This is supported by consultation undertaken throughout the project.

Assessment of socio-economic data, competition and benchmarking has identified current gaps in entertainment and cultural service delivery in Parkes, determined potential demand for a new cultural facility and noted a preferred location.

Based on the needs to service potential demand a functional brief has been proposed accompanied by a concept design. Operational and capital costs have been estimated which suggest an annual operating expense (excluding depreciation) of \$619,910 and a construction and fit out cost of \$31.5m.

In summary, a new entertainment and cultural centre in Parkes would serve to support existing masterplans and strategies, provide a significant venue that would be the centerpiece for community gathering, activity and events and provide economic and social benefits consistent with the sought ambition and outcomes identified throughout the project.

Parkes Shire Council – Entertainment Centre Feasibility Study



Appendix 1 – Draft Functional Brief

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 60

DESIGN BRIEF

(29 July 2023)

Parkes Entertainment Venue





DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE



Parkes Shire Council

Design Brief

Design Brief for the Parkes Entertainment Venue
Parkes Shire Council

DRAFT

Friday, July 29, 2023

HawkrIDGE Entertainment Services

Tim Long

Managing Director

tim@hawkrIDGE.com.au

Mobile: 0421 860 089

Disclaimer

This report (Paper) has been produced independently by HawkrIDGE Entertainment Services (HES) on the request of Parkes Shire Council. The information, statements, statistics and commentary (together the 'Information') contained in this Report have been prepared by HES from publicly available material and from discussions held with stakeholders. HES does not express an opinion as to the accuracy or completeness of the information provided, the assumptions made by the parties that provided the information or any conclusions reached by those parties. HES have based this Report on information received or obtained, on the basis that such information is accurate and, where it is represented to HES as such, complete. The Information contained in this Report has not been subject to an audit.

PARKES ENTERTAINMENT VENUE – DESIGN BRIEF
COMMERCIAL IN CONFIDENCE

PREPARED: 23 JULY 2023



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

TABLE OF CONTENTS

TABLE OF CONTENTS	3
List of Images	3
List of Tables.....	4
List of Figures	4
Introduction.....	5
Part A - General.....	6
Design Principles.....	6
<i>Principle 1 - Flexibility.....</i>	<i>7</i>
<i>Principle 2 - Sustainable</i>	<i>8</i>
<i>Principle 3 - Inclusive</i>	<i>9</i>
<i>Principle 4 – Community Hub</i>	<i>10</i>
Part B – Details of the Brief.....	11
Major Components.....	11
Functional Relationships.....	12
Performance Space.....	12
<i>Back of House</i>	<i>15</i>
<i>Stage</i>	<i>16</i>
<i>Seating.....</i>	<i>16</i>
<i>Technical.....</i>	<i>17</i>
Meeting Rooms	21
Rehearsal Studio.....	21
Support Spaces	22
<i>Foyers</i>	<i>22</i>
<i>Cafe</i>	<i>23</i>
<i>Amenities.....</i>	<i>23</i>
<i>Kitchens</i>	<i>24</i>
<i>FF&E requirements</i>	<i>24</i>
Building Services (General)	25
Floor Area Tables	27
<i>Performance Space.....</i>	<i>27</i>
<i>Meeting Rooms</i>	<i>27</i>
<i>Rehearsal Studio.....</i>	<i>27</i>
<i>Support Spaces</i>	<i>28</i>

List of Images

Image 1. Retractable seating system.....	14
Image 2. Rehearsal Room example	21



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

List of Tables

Table 1. List of Activities and type of sound response.....	13
Table 2. Technical infrastructure, condition and load.	18
Table 3. Number of Patrons in normal and maximum operation.....	23
Table 4. Performance Space Area Requirements	27
Table 5. Meeting Rooms Area Requirements	27
Table 6. Studio Area Requirements	27
Table 7. Support Spaces Area Requirements.....	28

List of Figures

Figure 1. Functional Relationships – From "Oh You Beautiful Stage".....	12
Figure 2. The relationships between performers spaces and the back of house (BOH) areas in a performance space	15

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 4



Introduction

The Design Brief for the Parkes Entertainment Venue has been written to assist in the development of the formal architectural brief. The spaces outlined in the report have either been given specific square meter (sqm) space allocation or a desired size description such as *a space able to accommodate 200 seated patrons on round tables at ten to a table*. Where the later has been stated, as much information has been provided as possible to outline the operational outcomes required.

The brief does not outline the sqm floor requirements of all areas within the venue including but not limited to spaces such as airlocks, passageways, wall thickness, ceiling spaces and circulation spaces.

The report documents the main design principles that have been developed following community consultation and analysis of the current venues available in Parkes. The report outlines four main design principles:

- Flexibility;
- Sustainable;
- Inclusive;
- Community Hub.

These principles are discussed in detail with specific regard to the Centre and its proposed design elements.

Discussion then occurs of the main deliverable components that are proposed to be included in the Centre. The infrastructure that has been outlined in this report includes the following:

- Performance Space;
- Meeting Rooms;
- Support Spaces;
- Building Services (General).

Tables are then outlined with a range of measurement items to assist with the planning of spaces by architects.



Part A - General

Design Principles

As will be detailed in the brief, the Entertainment Venue building will comprise a number of different elements, each having a distinct major function:

- Performance Space;
- Rehearsal studio; and
- Meeting Rooms.

In addition to their varied purposes, the sections differ from each other by the type of public they serve – users, visitors, or employees – the conditions of access, the means of security and supervision, the technology requirements, the support spaces and how they interact with each other and the lighting and climatic conditions.

These differences will require the use of various means of separation and differentiation between the diverse areas. At the same time, it is most important that the concept underlying the design consider the building as one harmonious structure, all of whose parts serve the same vision, integrate well with each other, facilitate convenient passage to the other parts, and are visible to each other at certain points. This should allow even performers who will not enter the areas outside of the performance space to feel that they are in the Entertainment Venue and grasp the potential that its services have for them.

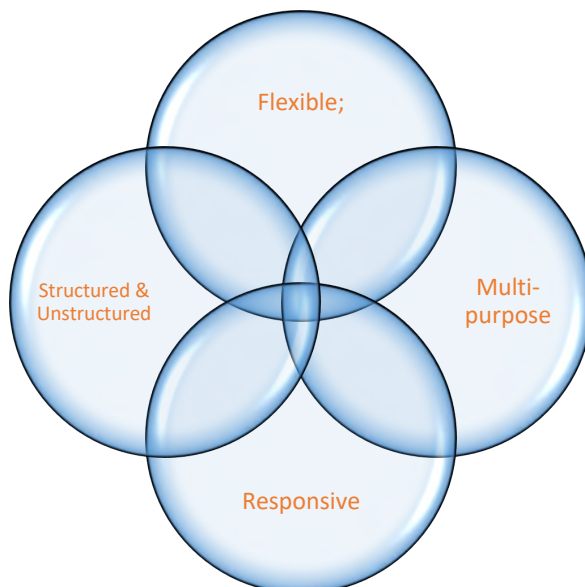
Furthermore, the centre should encourage and stimulate visitors to become participants within the centre. The outdoor areas should be perceived as an integral part of the overall conception of the building. It is assumed that users who may spend long hours in the indoor areas, will choose to spend some of their time outside – resting, socialising, and engaging in discussions with colleagues. Moreover, the outdoor areas play a large part in the initial impression the Entertainment Venue makes on people coming to it, or even passing. Therefore, these areas should be designed so as to arouse the desired feelings and convey the required messages, in accordance with the requirements detailed below regarding the building.

The overall design philosophy is to provide a centre that achieves best practise outcomes of universal access for the entire built environment. Universal access, which accommodates the needs of all people regardless of age and ability, benefits the whole community and is, therefore, a community responsibility.

The four main design principles outlined in the document are:

- Flexibility;
- Sustainability;
- Inclusivity;
- Community Hub.

Principle 1 - Flexibility



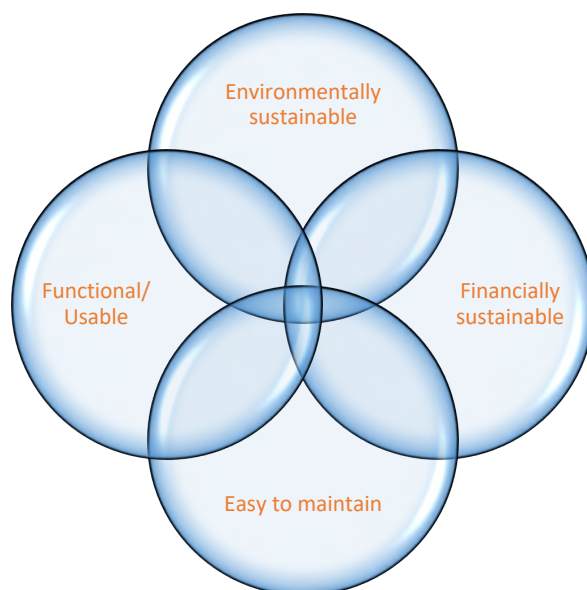
The new entertainment venue envisions itself as a contemporary interpretation of a bustling town, with adaptability and flexibility at its heart. Much like a thriving hub, this entertainment destination is designed to evolve and cater to a diverse range of needs and preferences. It offers a versatile landscape that can seamlessly transform to host an array of events, from high-energy live concerts and cultural exhibitions to community gatherings and conferences. This adaptability ensures that the venue remains a relevant and engaging destination for both locals and visitors alike. By embracing a flexible approach, the entertainment centre aims to be a modern cultural nexus, reflecting the ever-changing nature of entertainment, leisure, and business in today's dynamic world.

The building design must strike a balance. It needs to meet the different needs of all the activities it will deliver, but it should also be easy to change when needed. The design should also reflect the recurrent need to replace technological infrastructures as well as the high probability that in the not-too-distant future changes may be required in the internal division of the building, and even in the designation of some of the spaces.

In the digital revolution era, technology plays a dominant role in many of the activities that are undertaken by the users, visitors and creative personnel of community and cultural centre both in terms of the resources and services that are required for users, and in terms of the processes taking place to support the activities delivered. Therefore, the manner of integrating the technology in the building should comprise a major element in its conception.

Moreover, technology is developing at a very rapid pace and it is very difficult to foretell what developments the future holds and how these developments will affect the ways information is produced, distributed, consumed, and preserved. The design should incorporate the functional understanding that major technical changes with significant consequences can happen every few years, requiring updates to infrastructure and alterations to the building's internal layout.

Principle 2 - Sustainable



The principles of sustainable (green) building should be taken into account so that the building may comply with the relevant Australian and international standards. The planning should facilitate maximum savings in energy and water for lighting, air-conditioning, ventilation, maintenance, etc., and should strive for maximum exploitation of natural resources (such as sunlight, rainwater, and wind). The following principles should also be taken into consideration;

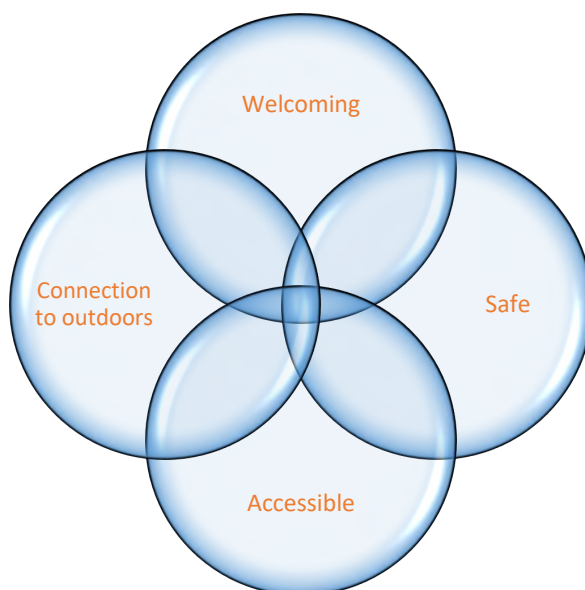
- Solar technology where possible;
- Utilisation of recycled water as far as possible;
- Management systems that effectively manage peak and off-peak loadings;
- Environmentally friendly materials and recycled materials; and
- Combining traditional building methods with innovative technologies of green building.

The design of the building should take into account its future operation and maintenance and strive for choices that will reduce costs and facilitate easy and rapid execution of all the required actions, including preventive and corrective maintenance and cleaning. It is advisable to select materials and installations readily available on the market to facilitate the obtaining of spare parts, to give preference to components with a long-life expectancy and to place the installations and systems so that they can be conveniently reached for operation and maintenance.

It may be expected that in quite a few instances, the considerations concerning the ease of operation and maintenance and their costs will come into conflict with other considerations, such as aesthetics. Each case will need to be carefully examined, and an attempt be made to arrive at the correct balance, however the preference is to give priority to ease of operation and maintenance, so as to reduce operational expense.

The functional efficiency of the building should aim to ensure the centre can be financially viable now and into the future through effective design, and the ability to provide a range of community and commercial hirers at different price access points.

Principle 3 - Inclusive



The values of openness and accessibility are an essential part of the vision of any community focused venue. This includes all members of society regardless of class, nationality, faith, gender, cultural background or ability of body or mind. The new building should reflect the aim of being a welcoming, safe and inclusive space providing activities to as broad and diverse a population as possible.

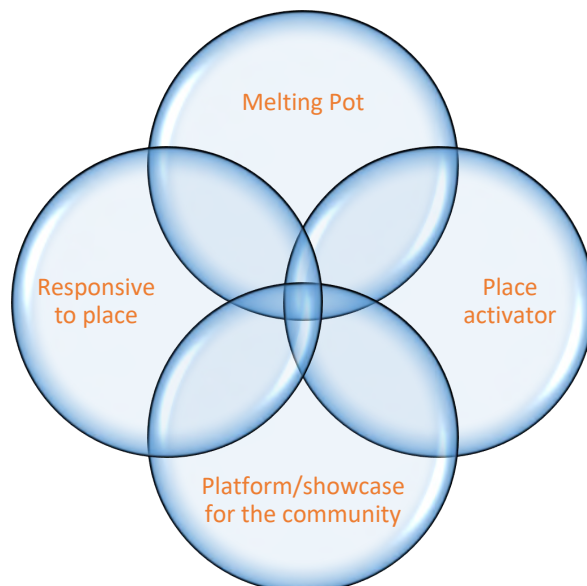
It is desirable that the symbolic openness to all members of the community be evident in the physical details of the design, for example, by the use of means that open up the building to the outdoors such as natural light and the positioning to take advantage of any views. Furthermore, the wish for maximum accessibility of the Centre should be part of the general conception of the building. Not only appropriate solutions for people with disabilities, but the desire to give all users, visitors, and employees the feeling of easy access to the building and within it.

It is essential that the building be perceived by users, visitors and employees as friendly and accessible. Among other things, this objective demands meticulous planning that will enable people to orient themselves easily in the building and to move comfortably and efficiently between and within its various parts.

In planning the circulation in the building, design should take into account the different functions of the sections and the various needs of the major population groups that will use them, as well as the connections to support spaces required. There is also specific congregating that is expected to occur at certain times and around various events such as before and after events in the performance space.

All possible means to facilitate orientation should be utilised inside the building, including clear wayfinding. It is desirable however that the architectural logic on which the building is based and the method of positioning and indicating the circulation elements (foyers, intersections, passages, staircases, etc.) should be sufficiently logical to enable easy orientation without the constant need to rely on substantial wayfinding and directional signage.

Principle 4 – Community Hub



The design of the sections intended for users and visitors, including the outdoor areas, should facilitate and encourage communication between people. Interaction opportunities are particularly important for creating communities of frequent users. Many of these users are drawn to community centres not only because of the activities that occur within it, but also the opportunity to communicate with like-minded people. Such functioning of the Centre as a meeting place is essential for realizing the goal of turning it into a major, influential community and cultural institution.

The Centre should aim to become the primary facility within the community for the creation, rehearsal, production, performance and exhibition of creative, cultural and artistic activity and provide the architectural and programmatic functionality to deliver this with ease.

The design and location of this project should encapsulate the quintessential spirit of Australian town halls. These historical landmarks were for a long time, symbolic of community unity, democratic values, and civic engagement. To echo this essence, the design should exude a sense of inclusivity and openness, inviting all members of the community to gather, celebrate, and deliberate. The location should be central, accessible, and integrated into the fabric of the town, ensuring it remains a focal point for civic activities. Just as traditional town halls were spaces where residents came together to shape the future of their communities, this modern interpretation should foster a sense of belonging and empowerment for all residents.



Part B – Details of the Brief

Major Components

"People and not buildings make good performances.... Nevertheless, good buildings can give full reign to the creativity of those who use them and can enhance the experience of those who come to watch and listen"

Roderick Ham - Theatres, Planning Guidance for Design and Adaptation

The major components of this brief are the various spaces and rooms that will assist Council to deliver the programmatic outcomes it prioritises. It is proposed that the individual components described in the following brief are designed with patron service delivery as the key driver.

It is critical that the centre provides a complete entertainment and social experience for the attendees. It is not only however the design of the main components that enhances the experience but all aspects of the facility from the entrance to foyers, amenities, bars and ancillary spaces, the performance and gallery spaces as well as the conditions for artists and technical staff backstage.

The facility should provide staff, volunteers, performers, artists and technicians with an environment that is safe, comfortable and conducive to creativity and efficiency. Design and construction of the centre needs to address projected demands over the next 30 years. Building infrastructure and services need to be designed with the ability to be upgraded and expanded over time as the demands of production and new technology develop as well as community needs, tastes and expectations change. Building materials and finishes need to be of a type and quality to remain attractive and serviceable over this time frame.

Design of the centre should address efficiency and effectiveness of operation of the building. Consideration of energy efficient and environmentally friendly design of the building - both passive energy efficiency and active energy efficiency is important.

The design needs to be conducive to operational efficiency for staff both backstage and front of house. Foyers and front of house facilities should be intimate enough to be vibrant, and generous enough not to restrict the use of the building. Backstage and performers facilities should be adequate to support the core activity in an efficient and effective manner.

The design of foyer and ancillary areas need to deal adequately with the peak load of up to 580 patrons, 500 in the performance space, 50 in the rehearsal studio and 30 in the Meeting rooms.

The infrastructure that has been outlined in this report includes the following:

- Performance Space;
- Meeting Rooms;
- Support Spaces;
- Building Services (General).

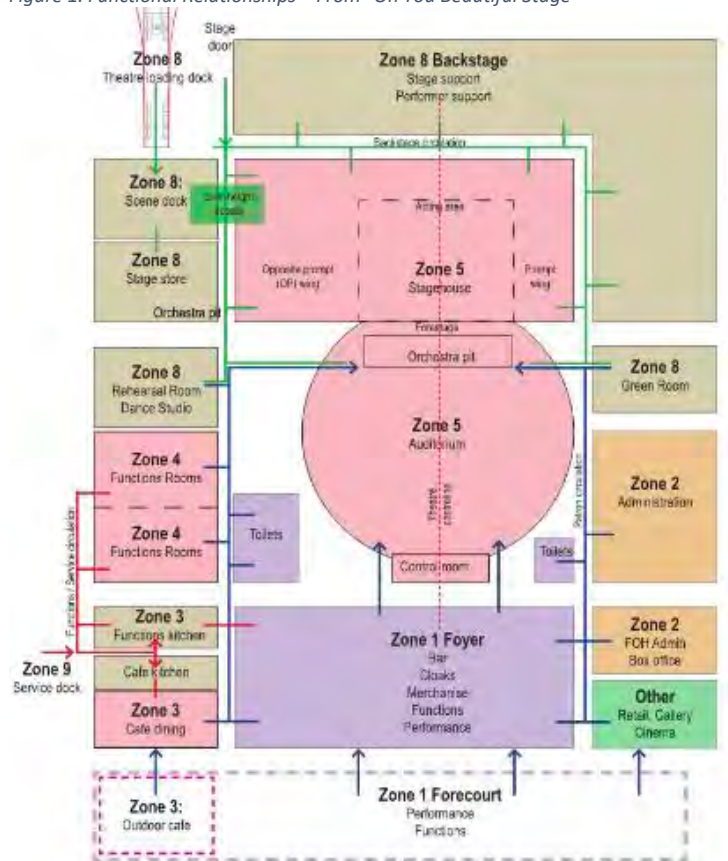


DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Functional Relationships

The functional relationship diagram from “Oh You Beautiful Stage - Guidelines for Performing Arts Centres” produced by the Victorian Assoc. Performing Arts Centres 2019, illustrates further the functional relationships between the various spaces of a single or principal venue auditorium, hall or theatre. The Parkes Entertainment Venue project can be successfully delivered with adequate front of house facilities and backstage/performer support facilities that are separable portions adjoining each other.

Figure 1. Functional Relationships – From “Oh You Beautiful Stage”



Performance Space

The performance space will become the main performance venue within the Parkes Shire Council and beyond for a broad range of hirers and activities. Contemporary performance spaces demand that their design allows the audience to complete with their imagination the images invoked by the words and actions of the stage.

In the heart of our envisioned entertainment centre lies a dynamic and adaptable space designed to bring people together, fostering a sense of community and enabling a diverse array of events. This versatile internal area with its flat floor layout, offers an expansive canvas that can comfortably accommodate up to 500 seated individuals. The design of this space is rooted in the principles of versatility, accessibility, operational effectiveness and modern functionality.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth | Singapore

Page | 12



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

The main uses in the space have been identified as:

- Dance performances;
- Jazz, rock and popular music;
- School events and graduation ceremonies;
- Community Events;
- Culturally diverse performances;
- Conferences and corporate events
- Dinners, weddings and catered events;
- Civic functions and public lectures.

The space should provide an atmosphere to allow the audience to feel comfortable and free to abandon themselves in performance. It should aid public gathering, providing contact with fellow audience members as well as the performer. The space should heighten the atmosphere and the attention before any aspect of the spectacle has been expressed. The space should feel special but not by using conventional codes of the theatre or the rich furnishings that artificially create a sense of location out of the ordinary. It should feel contemporary and relevant to young and old alike.

There is a range of sound activity that will occur in the performance space whilst events are being conducted however these have been loosely divided into three main types of activity:

- Acoustic;
- Amplified; and
- Speech.

For the purposes of this brief the activities have been described as follows:

- **Acoustic** - events that require no amplification – some school band performances, orchestral performances, choral performance etc.
- **Amplified** - the use of equipment that needs amplification such as microphones, speakers, amplifiers – contemporary band performances, school band performances, dance performances requiring background/recorded music etc.
- **Speech** - activities that require a single microphone - presentations, speeches etc.

The following table outlines the individual activities that are likely to occur within the performance space and the type of sound response that is required to assist in the delivery of the activity.

Table 1. List of Activities and type of sound response

Item	Type of Activity
Children's concerts	Amplified
Contemporary church group events	Amplified
Dance performances	Amplified
Symphony & chamber music	Acoustic
Jazz, rock and popular music	Amplified
School Concerts	Acoustic
Events and Graduation ceremony	Speech
Dinners, weddings and catered events	Amplified
Civic functions and public lectures	Speech

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 13



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Amplified performances and speech audibility are important in the space and will serve a high proportion of the potential hirers in the venue. The acoustic performance of the space must likewise be made to function well without amplification in any configuration. The natural acoustic of the room should feel comfortable from the moment the audience walks into the space.

It is envisaged that the auditorium will be rectangular with a length and width to suit the effective operations of a retractable seating system whilst maintaining good sight lines to the stage. Access for all abilities should be provided to the auditorium with appropriate access to lifts and amenities. It is considered essential to have a direct connection between the stage, greenroom, at least one bedroom and auditorium for equity of access.

Image 1. Retractable seating system



The performance space has the dual use as a flat floor venue providing the opportunity for events such as conferences, dinners, gala events, cabaret shows and luncheons to occur within the venue. These events would be serviced by a kitchen located in close proximity to the venue. The space may also be utilised for dance events or concerts where there is standing room only.

Once the retractable seating has been removed, the space will need to be efficiently changed into an event function venue with the capacity to accommodate 300 people on round tables of 10 per table. This will require 300 chairs and 30 tables to be stored in close proximity to the performance space.

This also means that the type of retractable seating system that is proposed needs to be functionally efficient and able to change the room from mode to mode with minimal intervention from operational staff. Retractable systems can be manual, semi-automatic and fully automated and in this circumstance the preferred system is a fully automatic system in order to maximise use of the space and it's affordability for users.



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

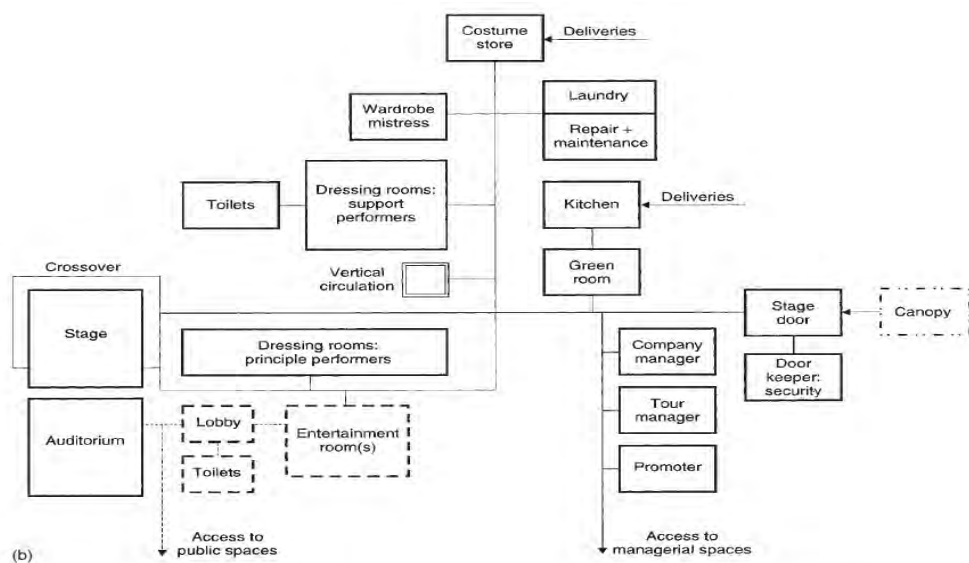
The floor of the flat floor area will be timber to allow for dance performances to occur on the floor if required.

An Audio, lighting and projection control room should be provided at the rear of the auditorium. Given the potential size of the retractable seating system this may assist in providing for an additional emergency exit point at the rear of the performance space. A Sound Control Porch should be provided inside the auditorium with the option for locating a temporary sound mixing desk on the front floor section of the seating. Sound and light locks are required at all entrance points to the auditorium.

Back of House

The relationship between performers spaces and the back of house (BOH) areas in a theatre is outlined in the following figure. This outlines the requirements for proximity of various operations in relation to the performance space of a stage and auditorium area. It should be noted however that this is reflective of a proscenium arch theatre and in the case of the Parkes Entertainment Venue, the infrastructure required is for a flexible performance space. Whilst the principles remain the same some of the rooms such as costume store and wardrobe are not required.

Figure 2. The relationships between performers spaces and the back of house (BOH) areas in a performance space



The BOH areas of the venue are an important part of the operations and need to be directly adjacent to the performance facilities. In the case of the Performance Space a significant number of the users will be schools and community groups that can potentially have substantial quantities of students both on stage and in the back of house areas. It is important to ensure that the design of the space considers these users and their requirements as the project develops.

The Back of House (BOH) area is required to support management, technical crew, front of house staff, performers and musicians with their work. The BOH supports the activities presented on stage and needs to be planned and designed taking into account all necessary material handling, OH&S, and circulation requirements so that the process of loading and unloading of production

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

equipment, instruments, the assembly and the management of productions and events is undertaken in an efficient and safe manner.

There is a need to provide facilities that accommodate holding large numbers of performers, especially children, close to the stage for Performances, dance schools and school performances. The following rooms should be provided:

- One small office space;
- Two Dressing rooms for soloists/artists with en-suites for 2 persons;
- Two large dressing rooms for 20 pax:
- One large Green Room (80pax) with kitchenette;
- Shared amenities for BOH area;
- Back of House loading area with DDA access;
- Loading dock at the same level as the stage with all-weather cover over the loading area to be utilized by the performance space, kitchens and function space. Garbage facilities should be located at an alternate location;
- Storage for Staging, Sound, Lighting and Audio/visual equipment;
- Storage for risers, chairs, tables, etc.;
- Circulation areas as appropriate;
- Access for rigging equipment; and
- Cleaners and chemical storage cupboards with sinks.

Stage

The stage should be designed to be suitable for the varied range of performances that will occur within the performance space. These include both dance activity which require curtaining as well as substantial wing areas and concert performances which occur on a broad platform. It is essential that the presentation of music performances maintains a high level of reproduction and the sound does not diffuse upwards instead of towards the audience. This may be through utilisation of a sound shell or reflective panels in the grid above the stage.

The decision to have a flat-floor stage within the entertainment centre marks a commitment to versatility and adaptability. This feature will enable the space to cater to a wide array of events, providing a canvas where creativity knows no bounds. Whether it's a theatrical production, a corporate presentation, an exhibition, or an intimate performance, the flat-floor stage can seamlessly transform to meet the unique demands of each event.

The flat-floor stage concept is ingeniously simple yet incredibly powerful. When needed, it can be converted into a traditional raised stage with the addition of modular staging elements. This facilitates grand performances, ensuring that every member of the audience has an optimal view. Conversely, when a more intimate or open-floor setting is desired, these staging elements can be removed, allowing the entire floor to become the stage.

The stage can be masked with a system of leg and border curtains rigged on tracks and winch line sets to create traditional stage masking with mid and rear traveller curtains and white cyclorama. Winch line sets over the stage will allow scenic elements to be rigged and suspended over the stage area although there is no fly tower.

Seating

The performance space will be a flexible multifunctional space with a seating capacity of a minimum of 500 seats. The majority of seats should be raked and retractable to allow for the space to become

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 16

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

a flat floor venue when required. Seats should be in the continental style where there is no centre aisle.

An allowance of seating may need to be kept between the stage area and the first row of retractable seating. This area in front of the retractable seating system can also be utilised to satisfy any DDA requirements for wheelchair seating positions. It may also be utilised as a false orchestra pit where there are performances of dance and theatre on stage that require accompaniment.

The retractable seating should comply with current BCA seating requirements including the provision of aisle lighting. Seats should be upholstered, to provide consistent room acoustics regardless of the audience numbers. Seat row centres should be a minimum of 900 mm and a maximum of 1000 mm. Standard seat width is required to be a maximum of 550 mm millimetres and a minimum of 500 mm.

The seating should utilise a fully automated system that allows for seating to not require any physical handling to be put into operational readiness.

Technical

Technical infrastructure in a performance space includes the following items:

- Technical infrastructure (bridges and bars);
- Staging equipment;
- Control Room;
- Sound equipment; and
- Lighting equipment.

Technical infrastructure

There is a range of technical infrastructure elements that are required to appropriately service the performances that will occur in the performance space. These include:

- Electric winch hoisted flown battens for lighting, stage masking or scenic elements over the stage area;
- Various stage drapes or other deadhung over stage;
- Left, Centre and Right hung speaker clusters, dead hung either side and on centreline of the proscenium;
- Any surround sound or delay speakers required in the auditorium;
- Lighting bridges over the auditorium; and
- Side lighting bars in the auditorium.

The following table outlines the various required elements, their condition or requirements and their weighting load provision.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 17


DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Table 2. Technical infrastructure, condition and load.

Element	Condition	Load
Winch support beams (mounted to roof structure over stage) as part of over stage rigging system)	Winch support beams extend the full depth of stage Beams designed for dead weight of winches, when no load applied, Beams to be designed for load acting horizontally. Beams to be UB with 75mm clearance on bottom flanges.	25 x 600kg x.8 x .8 + 25 x winch weight (approx. 100kg each) + shock load at start up and stop WLL as above equation
Stage suspension beams (loft beams) (5 beams approximately 3.5m spacing as part of over stage rigging system)	Loft beams extend the full depth of total stage, ie downstage to upstage and over auditorium Beams designed for dead weight of winches, when no load applied, and maximum load of 25 x 500kg flown batters and any dead hung loads <500kg total Beams to be designed for load acting vertically and horizontally Beams to be UB with 75mm clearance on each side of bottom flanges.	+ proportional loadings subject to number of loft beams + Dead hung loads (as below) + shock load at start up and stop
Flown over stage lighting and scenery bars	Flown internally wired lighting bars x 4 Attached to pile windr hoists	Allowed for in above beam loadings (500kg WLL) Length approx. 17m
Projector Screen	Dead Hung off loft beams 2, 3 & 4	150kg distributed inc batten 50mm x 75mm RHS x 35mm Length approx. 7m
House curtain track and motor	Dead Hung off loft beams 1, 2, 3, 4 & 5	200kg distributed inc batten 17m long x 50mm x 75mm RHS x 3.5mm 30kg point loads at ends when fully opened
Speaker clusters	Dead hung forward of proscenium	250kg each (3 off) Inc rigging frames
Stage	Distributed floor load, Point load	7.5kPa, 10kN
Stage teaser drape	Dead hung from loft beams 1, 2, 3, 4 & 5 above stage.	155kg dead hung distributed inc batters 16m long x 50 x 75 RHS x 3.5mm)
Stage tormentor panels		
Front of House Lighting Bridges	3 of spanning entire room (approx 24m long) 2 x lighting rails per bridge Rails to be 48mm OD, adjustable height	Each 450kg pm ² for catwalk 2 x lighting rails per bridge each to support 50k per lineal meter, 75kg point load mid span Max. deflection of lighting rails 8mm at mid span
Auditorium side lighting bars	48mm OD lighting bar loading per bar 2 off each side of auditorium	Vertical mounting 50kg/m x 3.6m
Auditorium floor	Additional loads applied due to retractable seating system	TBA by seating contractor

The brief requires lighting bridges over the auditorium which all require multiple stage lighting outlets and other technical cabling. In addition to the over auditorium lighting positions, side lighting positions are required for lighting the forestage area and over stage lighting positions will be on flown (suspended) lighting bars.

Fixed bridges provide safe access for staff to the performance and presentation lighting and other technical equipment over the auditorium area. These bridges will require secure access preferably from backstage and will add height and structural loads to the building. Alternatives to these fixed lighting bridges include:

- Individual flown bars;
- Flown truss grids, or a
- Tension wire grid (AKA trampoline grid) system installed over the entire space.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

Sydney | Melbourne | Perth | Singapore

Page | 18

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

The venue should allow for a small number of electric hoists enabling the simple raise / lower of stage lighting bars, stage draperies and backdrops etc. This will allow safe rigging of stage lighting, AV and any event specific scenery / backdrops and better facilitate training and education sessions and community use of these facilities.

Over stage rigging should allow for:

- The house curtain to be variable speed motor driven system with controls in prompt corner and the control area;
- All lighting bars to be on electric winches enabling them to be lowered for rigging and maintenance purposes;
- All over stage lighting bars should be industry standard internally wired sections provided with adequate number of stage lighting outlets and DMX lighting control;
- All stage masking and draping should be flown however for cost reasons these could be dead hung (non-flyable) noting that this will impact on the venue's functionality; and
- The cyclorama should be installed on a track system for easy storage and reduced maintenance.

Stage Management

Stage Management and production CCTV operations shall be from an industry standard mobile stage management control console. Infrastructure cabling will be provided for a simple two ring intercom system to allow two groups of talkback, to points at all strategic areas within backstage and front of house.

Simple foyer paging and audience recall chimes should be included with these systems operable from either prompt corner or the foyer House Managers Panel. Backstage paging to dressing rooms and backstage area should be provided. Suitable microphone and cabling (by others) should be provided to allow programme relay input to hearing assistance systems in each major space.

Sound Equipment

The location of loudspeakers for the amplification of music, voices or special effects, especially for those performances relying on amplification such as musicals and pop/rock concerts is important in the context of the overall performance space. The aim is to locate the main loudspeaker to distribute sound across the whole of the audience and can be:

- over the platform/stage along the setting line or above the opening;
- at the sides of the platform/stage as the traditional position for pop/rock/jazz concerts (often touring groups providing their own equipment);
- various positions within the auditorium to supplement main loudspeakers and for sound effects on side and rear walls, ceiling to auditorium and balconies and, possibly, under the floor.

The location of sound reinforcement equipment generally requires an uninterrupted line of sight from speakers to members of the audience.

Lighting

Lighting within the auditorium covers the following:

- Auditorium lighting - for illumination of circulation routes and seating areas for the audience to move around the auditorium, ability to read programmes and decorative lighting emphasizing architectural features within the auditorium. Auditorium lighting is usually dimmed and out during the actual performance for all types of production except for classical and choral music, where the tradition is to dim the lights only.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 19



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

- Performance lighting - lighting positions within the auditorium at ceiling level, on side and rear walls, balcony fronts and at low level within the seating; the lighting direction is towards the platform/stage with clear projection; each position requires ease of access for technicians to change and adjust, with lighting bridges at ceiling level and ladder access to wall locations; follow spotlights require a location at the rear of the auditorium or from a lighting bridge at ceiling level. Lighting is an integral part of the staging of all types of production, except orchestral and choral music, and is subject to changes within a performance controlled by operatives at the rear of the auditorium.
- Emergency lighting - An illumination of the circulation routes within the auditorium during a performance, with the luminaires located at ceiling level or/and at a low level incorporated into the design of the gangways; exit signs and emergency directions at points of egress in the auditorium; lighting of the auditorium at times of emergency.
- Working lights - general illumination of the auditorium for cleaning and maintenance as a separate system during times when the auditorium is not used for performance and rehearsals.
- Director's desk lighting - supply of power within the auditorium to serve temporary location of director's desk during rehearsals. This is not usually applicable for classical music.
- Cue lights - at entry points into the auditorium.
- Blue lights - areas within the auditorium which will be accessed during the performance by technicians and performers require lighting but at a low level with a blue light to avoid distraction to the audience. This covers lighting bridges and entry points into the auditorium. Ease of access is required to service all luminaires.

Control room

A control room for the operation of both lighting and sound desks at the rear of the seating should be provided and have an unencumbered visual sight line to the stage. The room should have a securable glass sliding window at the front. In addition, a floor position with access to a technical floor box should be located within the front section of the seating area to benefit from being in the acoustic volume of the auditorium.

In general, as a minimum the following should be provided:

- A system of stage lighting bars and lighting ladders on line sets over the stage;
- A full surround sound speaker system shall be provided, and the speakers should be integrated into the architecture of the auditorium interior.
- A Dimmer Room and Communications Room are required;
- Infrastructure wiring and outlet panels for all theatre technical systems shall be provided with dedicated audio power supply and temporary power connection points including power supply of 3 phase and 240v;
- All requisite stage lighting, sound system, audio-visual, stage management, paging and other technical equipment should be provided;
- A control room including audio/visual, lighting and observation should be provided at the rear of stalls level;
- Technical Data (Ethernet) infrastructure;
- Single and multi-mode fibre optic cable, ethernet hubs and cabling will provide additional production capability and functionality for users;
- Three technical bridges should be provided within the main auditorium above the retractable seating; and
- Projection facilities will be provided for data projection to a large format motorized projection screen.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth | Singapore

Page | 20



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Further technical briefs would be required through the process of concept design to ensure the performance outcomes are able to be delivered.

Meeting Rooms

Meeting rooms are proposed to accommodate a wide range of traditional meeting purposes with tables and chairs provided in a square or rectangular room. There are three meeting rooms proposed in the centre with the following sizes:

- Meeting room 1 – 20sqm;
- Meeting room 2 – 20sqm;

The meeting room will be utilised as break out rooms, for meetings and workshops in a multitude of configurations as well as additional flexible office space if required. Provision should also be made for the following:

- Bench space and storage cupboards;
- Ceiling height minimum of 3.0m;
- Carpet floor, glazed external walls, plasterboard internal walls and suspended plasterboard ceiling;
- Recessed services fixtures;
- Acoustics and building services/lighting to suit meeting function;
- Power/data outlets.

The rooms would require appropriate technology such as a projector and screen as well as appropriate lighting fixtures to ensure the ability to be able to service the potential users of the space.

Where possible, the meeting rooms should be located in relatively close proximity to the kitchen to enable the efficient delivery of catering.

Rehearsal Studio

The Activity/Rehearsal Room is a 150sqm space that is fully enclosed with its main purpose being for performing arts hirers in rehearsal mode. The room should contain mirrors and dance barres around the external walls with a curtain traversing the entire room. Ceiling height should be approximately 4.5m. The room will be also able to be utilised as a small performance space or black box. The room does not require natural light.

Image 2. Rehearsal Room example



HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 21



Support Spaces

The following spaces have a direct influence on the operational efficiency of the performance space. It is critical therefore that the design takes into consideration the direct and indirect links between each space. The following spaces are described below:

- Foyers;
- Café;
- Amenities;
- Kitchens; and
- Loading dock.

Foyers

The foyers should be welcoming and designed to embrace and enliven the performance experience. They will provide a link between the external plaza area and the activities within the Centre including the performance space, the meeting and activity rooms.

The foyer areas should be of sufficient volume to provide a sense of occasion and have sufficient sound absorption in the ceiling plane to reduce noise build-up during high levels of occupancy. The foyer should also provide the opportunity for passive waiting and gathering areas in close proximity to the meeting and activity rooms.

The Foyer on Ground Level is a large important public space shared between all spaces in the Centre. This should ideally be an attractive space for the community during the day. Its main function is to provide a gathering space during the day, including before, during and after performances. The foyer should have an obvious connection to the café.

Included in the foyer area should be reception desk area of approximately 15sqm that operates as an information point for all elements of the Centre. Linked with the reception area should be an office area of 60sqm which will accommodate the community and cultural Centre office staff. The office area should also have a small kitchenette. It may also be appropriate to house the comms room in this location.

FOH areas should be fully separated from BOH areas by access control mechanisms as well as a distinction in the finishes of the infrastructure elements.

The additional levels of foyer should be able to be isolated from the ground floor when not in operation. A lockable screen or gate system should be employed at ground level to stop patrons from being able to access Level 1 when not in use. It will also contain a bar/kiosk that services the performances in the performance space.

The bar and kiosk area with refrigeration and dry/cool stores for a stand-alone operation should be located adjacent or within the footprint of the foyer. This will also provide an efficient position for the sale of tickets if required and any cloakroom and should have sufficient space to allow for this to occur. Other requirements in the bar and kiosk area should include:

- Rubbish rooms, recycling and bin store;
- Cleaner cupboards and storage area; and
- General Storage.

The following table outlines the approximate number of patrons in normal operation as well as at maximum capacity.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 22


DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Table 3. Number of Patrons in normal and maximum operation

Area	Normal number of PAX	Maximum number of PAX	Comment
Meeting Room 1	12	15	Meetings
Meeting Room 2	20	25	Meetings
Meeting Room 3	30	40	Meetings
Rehearsal Room	30	100	Occasional performances (12 per year)
Main Foyer entrance	-	-	As per BCA requirements
Foyer - Ground level	-	-	As per BCA requirements
Office area	6	8	
Kitchen - Ground Floor	-	-	As per BCA requirements
Foyer - Level 1	-	-	As per BCA requirements
Performance Space	500	700	
Stage	-	-	
Kitchen - Level 1	15	20	
Office area	3	6	
Dressing Rooms	-	-	As per BCA requirements
Green Room	60	150	As per BCA requirements
Technical room - Level 2	1	3	

Cafe

It is proposed that a café space be built into the foyer and reception area to create a natural connection between the outside streetscape and the venue.

Amenities

It is proposed that the FOH amenities be provided to a minimum of twice the BCA requirements noting that the allocation for female toilets in a performance space environment is generally considered lower than what is required to achieve a satisfactory customer service outcome.

The design should also include a parenting room to accommodate baby change facilities as well as areas for Mothers to breastfeed.

A general description of requirements is as follows:

- Male, female and unisex accessible facilities including wc, urinal, hand basin, hand dryer, etc to be centrally located on each floor for use by staff and visitors;
- Ceiling height of approximately 2.7m;
- Vitrified tile floor and walls, with painted plasterboard ceiling;
- Building services/lighting to suit amenities function.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
Sydney | Melbourne | Perth | Singapore

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Kitchens

Main Kitchen

The Kitchen space has the primary purpose of serving the functions and events that will occur in the performance space when it is in flat floor mode. These events may have up to 300 patrons seated in tables of 10 requiring catering service. A full-service kitchen would be required to be able to deliver this level of event occurring.

Kitchenettes

The kitchenettes will service the meeting rooms. Kitchenettes should contain the following as a minimum:

- Zip boil;
- Area for fridge/microwave oven;
- Small sink;
- Small utensils draw;
- Small cupboards for plates/cups.

Green Room

The Green Room should also have the provision for a small kitchenette to include the following:

- Zip boil;
- Area for fridge/microwave oven;
- Small sink;
- Small utensils draw;
- Small cupboards for plates/cups.

FF&E requirements

There are a range of FF&E requirements within the venue, in particular there is a requirement to provide a number of chairs and tables for the effective operation of the activities occurring in each space. These requirements may change throughout the course of the design. They may include:

- Floor coverings;
- Chairs;
- Tables;
- Portable staging (2.4m x 1.2m);
- Couches; and
- Misc. kitchen/bar equipment (Cutlery, plates etc.).

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 24

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Building Services (General)

Environmental Noise Egress

- To satisfy Noise Policy for Industry (NPI) and Office of Liquor, Racing and Gambling (OLRG) requirements;
- The building requires a performance-based fire engineering design approach to vary deem to satisfy provisions of the BCA the fire engineering design strategy should be established at the outset of the design stage project.

Mechanical – Auditorium

The performance space and associated spaces will need to be fully air-conditioned and provide a suitable level of comfort for audience, artists and technical staff. All spaces, side stages and instrument storage will require humidity control to protect musical instruments. Stage supply and exhaust systems will require to be separately isolated to allow the use of stage smoke and haze effects. Individual temperature adjustment should be provided in all dressing rooms.

Provision for the following should be made:

- 21-23 temperature range desirable;
- Nominal 50 % humidity desirable;
- Air conditioning essential for performance space. Consistent distribution across audience, FOH and backstage is important;
- Heating/ventilation, or passive ventilation acceptable to non-performance areas (ie meeting rooms, foyer, gallery etc) subject to noise level ingress/egress control;
- Smoke control system to BCS requirements;
- It is desirable to consider provision of energy efficient systems.

General Mechanical

- 20.1 to 21.1° temperature range desirable;
- Humidity 55% RH. +/- 5% RH;
- Air conditioning essential using ceilings ducted, supply it system designed to give continuous distribution of air regardless of the way in which the space is subdivided.

Electrical

Stage and technical positions within the performance spaces will require significant power supplies for lighting and stage equipment. Stage lighting and power systems will be designed to have sufficient capacity to meet the demands that may be placed on the systems by performances.

A separate stable “clean” power supply or “green power” will be provided for sensitive sound and audio/visual systems. This will consist of dedicated switchboards and sub-circuit wired to strategic technical positions.

Provision for the following should be made:

- Integrate Emergency Warning Intercommunication System (EWIS) with public address system. System to be intelligible to AS2220.2;
- Standby power supply connection point essential;
- Provide separate power reticulation with technical work system for audio and communications equipment - approximately 200 Amps;
- Allow 400 Amps per phase for performance lighting.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries
[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 25

DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Fire Protection/Evacuation

The fire services systems in the Centre will be part of a complete fire engineering solution. Fire systems within the performance spaces will consist of automatic detection systems. A safe system of isolating the fire/smoke detector systems on stage will be developed to enable smoke and fire detectors to be isolated from the fire brigade in circumstances where stage smoke, haze or pyrotechnics are being used.

Provision for the following should be made:

- Smoke and/or thermal detectors (with local isolation) EWIS system;
- Sprinkler systems, Hydrants, Hose Reels and Extinguishers Fire Doors;
- Building design to take into account the containment of a fire outbreak;
- Maintain access and egress conditions to code, with unobstructed paths of travel.

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 26



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Floor Area Tables

The following tables outline the proposed space allocations for the main areas in the Entertainment Venue. It does not account for all areas required and should not be utilised to estimate the total space required.

Each area has been listed individually based on the outline in the previous section of the report.

Performance Space

Table 4. Performance Space Area Requirements

Description	Room Area (Minimum)
Performance Space	
Main Hall	
Seating for minimum 500 pax	Retractable
Storage – Floor seating	100 chairs
Storage - Chairs and Tables (Flat floor mode)	300 Chairs/30 tables
Back of House	
One small office space	15sqm
Two Dressing rooms (30sqm x 2)	60sqm
One large Warm up/Green Room with kitchenette	100 pax/120sqm
Shared amenities for BOH area (Male and Female)	120 pax
Back of House Goods Lift with DDA access	20sqm
Loading dock	TBA
Storage for Staging, Sound, Lighting and Audio/visual equipment	40sqm
Storage for risers, chairs, tables, etc.	30sqm
Circulation areas	TBA
Cleaners and chemical storage cupboards with sinks	20sqm
Dimmer room	12sqm
Control room - Technical	45sqm
Stage	
Acting area (11m x 15m)	165sqm
Wings (4m each side of stage)	80sqm
Rear stage (3m)	45sqm

Meeting Rooms

Table 5. Meeting Rooms Area Requirements

Description	Room Area
Meeting Rooms	
Meeting room 1	20sqm
Meeting room 2	40sqm

Rehearsal Studio

Table 6. Studio Area Requirements

Description	Room Area
Rehearsal Room	
Room	150sqm
Storage	10sqm

HawkrIDGE Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 27



DESIGN BRIEF – PARKES ENTERTAINMENT VENUE
COMMERCIAL IN CONFIDENCE

Support Spaces

Table 7. Support Spaces Area Requirements

Description	Room Area
Support Spaces	
Foyers	Peak load at 600 pax
Bar/Kiosk	32sqm
Reception/Centre offices	75sqm
Loading Dock	TBC
Amenities	Peak load of 600
Kitchen	To service 300 pax
Kitchenettes	Approx. 20sqm

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#) | [Singapore](#)

Page | 28

Parkes Shire Council – Entertainment Centre Feasibility Study



Appendix 2 - Preliminary Concept Design and Spatial Assessment

Hawkridge Entertainment Services

Specialist consultants in the entertainment, sports, arts and venue industries

[Sydney](#) | [Melbourne](#) | [Perth](#)

Page | 61

CONCEPT DESIGN REPORT

31 OCTOBER 2023

PARKES REGIONAL ENTERTAINMENT & CULTURAL CENTRE

DRAFT

**scott
carver**

PREPARED BY**Scott Carver Pty Ltd**Level One,
One Chifley Square,
Sydney NSW 2000
+61 2 9957 3988
www.scottcarver.com.au**Nom. Architect****Doug Southwell 7362**

CONTENTS

1.0 CONTEXT

1.1	PARKES TODAY	5
1.2	PARKES STRATEGIC VISION	6
1.3	25 DALTON ST	7

2.0 CONCEPT DESIGN

2.1	FUNCTIONAL BRIEF	10
2.2	AREAS SCHEDULE	11
2.3	THEATRE CAPACITY	13
2.4	PLANNING APPROACH	14
2.5	OPTION 1.A	15
2.6	OPTION 1.B	20
2.7	OPTION 2	25
2.8	OPTION 3	30
2.8	OPTIONS SNAPSHOT	32

© Scott Carver Pty Ltd

This document remains the property of Scott Carver, unless otherwise agreed under contract. Reproduction of any part is not permitted without prior written permission. This document has been prepared in accordance with the agreement between Scott Carver and the client. The document relies upon information supplied within the scope of the agreement. Any conclusions or recommendations only apply within the scope of the agreement and no greater reliance should be assumed or drawn by the Client. This document has been prepared solely for use by the client, and Scott Carver accepts no responsibility for its use by other parties.

DRAFT

P - 2

INTRODUCTION

INTRODUCTION

The positive impacts of cultural infrastructure to societies and economies has been studied and documented extensively over the years.

The added value deriving from these facilities may seem intangible, however a successful venue has the potential to boost local attractiveness and overall competitiveness of a region.

Enhanced sense of place and identity, increased economic activities and tourism are only some of the benefits that cultural assets can bring to a city and its community.

PURPOSE

The Parkes Regional Entertainment and Cultural Centre (PEC) Business Case aims to provide recommendations for a new indoor entertainment & performing venue for Parkes Shire.

Scott Carver has been engaged by Hawkrige Entertainment Services (HES) to develop a concept design to support the business case.

The design options to follow are informed by a functional brief developed by HES as a result of the input received through stakeholders' consultation.

SITE INVESTIGATIONS

The project team undertook an inspection of a number of strategic sites, previously identified as potential location for the new PEC.

A range of factors were considered when assessing the sites including:

- + The urban context and proximity to the town centre or other facilities like cultural buildings and parks;
- + The potential of supporting existing businesses or favour new partnerships;
- + Opportunities for street activation and drive for urban renewal;
- + Access to infrastructure, including parking and public transport;
- + Planning controls or other development restrictions that could impact the ability to deliver the project effectively or result in land use conflicts.

The general consensus among the project group was that the site at 25 Dalton Street best addressed the design criteria.

This site had already been identified in the **2016 CBD Vibrancy Strategy** as a priority area with opportunities for becoming the heart of a new civic hub: being just a short walking distance from the town centre and next to other key civic buildings like the Parkes Shire Library and the Small Theatre, 25 Dalton Street is considered to represent the most suitable location for the development of the PEC.



**scott-
carver**

01

CONTEXT

DRAFT

1.0 | CONTEXT

1.1 PARKES TODAY

scott
carver

COMMUNITY PROFILE

Parkes Shire is a regional centre located in the cross roads of the national rail network in Central West of NSW. The shire benefits from its connection to Canberra, Sydney and closer regional centres including Bathurst, Dubbo, Cowra, Forbes, Orange & Condobolin.

The town provides health care, emergency services and education facilities to the Central West. Agriculture comprises 40% of total businesses, with mining, manufacturing and transport making strong contributions to Parkes's economy.

There is a vibrant commercial centre & significant public sector presence in Parkes with over 200 community, sporting events & celebrations. Most notably the Parkes Elvis Festival, ABBA Festival, Astrofest & Parkes Picnic Races are held annually which support a variety of local business.



Population

Shire: 14,608
Parkes: 12,102
Male: 49.2%
Female: 50.8%
Median Age: 41 years
Aboriginal & Torres Strait Islander: 10.1%



Community

Families: 3,668
Couples with children: 39.7%
Average People per Household: 2.4
Country of Birth Australia: 84.5%

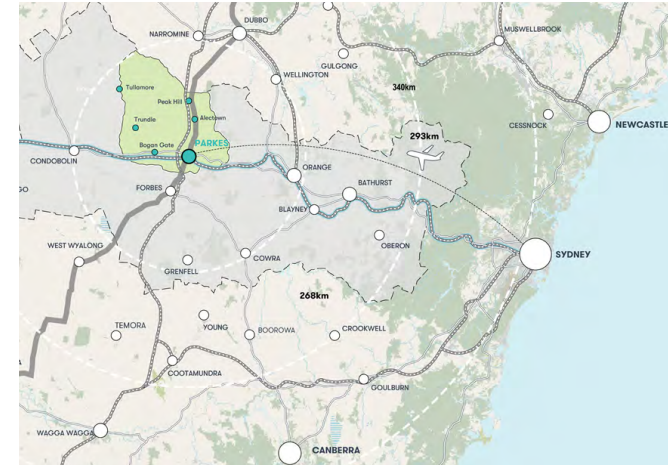


Dwellings

Households: 5,837
Dwellings: 6,750
Occupied private dwellings: 87.9%
Separate House: 90.1%

Employment

Labour force: 6,303
Full-time workers: 3,644
Part-time workers: 2,065
Undertake voluntary work: 24.3%
Technicians & trades workers: 14.7%



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 5

1.0 | CONTEXT

1.2 PARKES STRATEGIC VISION

**scott
carver**

COMMUNITY STRATEGIC PLAN 2035+

Parkes Shire 2035+ is a document that embraces the priorities and objectives identified by the NSW Government and the Central West and Orana Regional Plan, which is centred on four themes:

- + **Sustainability and resilience**
supporting a growing community, active and healthy, and ensuring that the natural, social and built environment is maintained and preserved for future generations
- + **People, housing and communities**
promoting social connection and inclusiveness
- + **Prosperity, productivity and innovation**
investing in infrastructure and education to boost local economy
- + **Location specific responses**
promoting the Parkes Shire as an attractive destination to live, work, visit and invest

COMMUNITY PRIORITIES

The more detailed breakdown for each theme was developed through consultations and community engagement activities. The feedback received identified as core priorities for Parkes Shire residents:

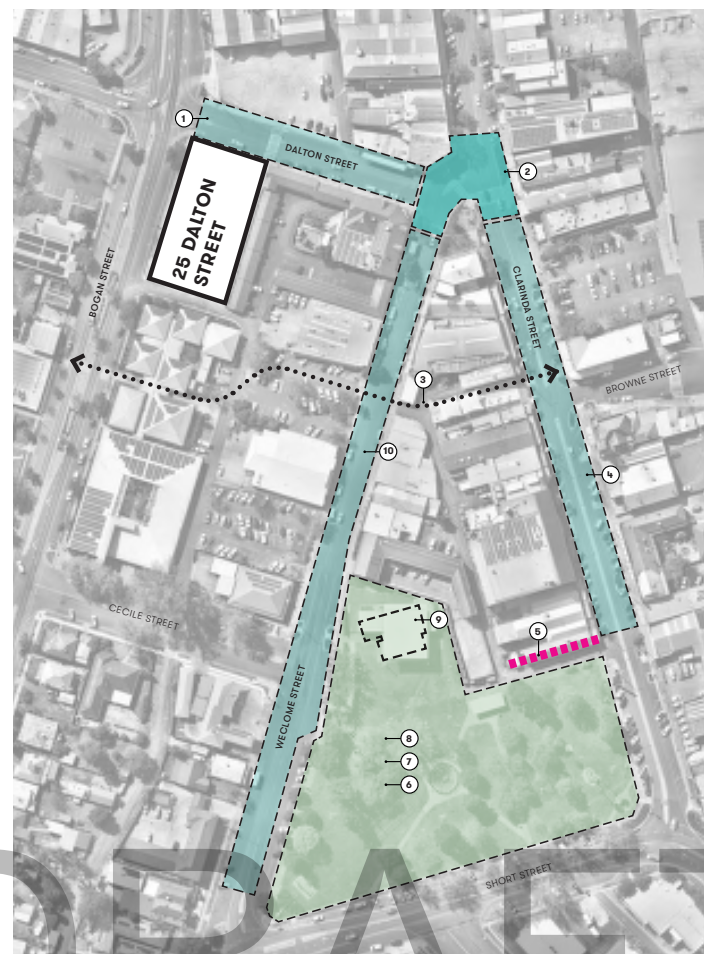
- + Economic development, including tourism, business development, employment, retail activity
- + Additional and improved services, facilities and activities
- + Roads and supporting infrastructure

In this spirit of growth and renewal, the new Parkes Entertainment Centre (PEC) provides a great opportunity to expand and diversify Parkes Shire cultural offer: the potential value add that PEC could bring to the community is not limited to the tourism and retail sectors, but can indirectly contribute to all local economy.

CBD VIBRANCY STRATEGY ACTIONS



1. The long term transformation of Dalton Street to a calmed traffic environment by improving the civic shared space & redeveloping properties in the precinct
2. Create a shared calm traffic space as Chamberlain Plaza with more tree plantings, enhanced pedestrian facilities and opportunity for market and general event functions.
3. The potential to provide a continuous pedestrian link from Bogan Street to Brownie Street.
4. Upgrading Clarinda Street between Dalton and Short Street with street trees, new furniture and footpaths.
5. Encourage existing buildings to redevelop and provide an active southern frontage to Cooke Park with outdoor dining space.
6. In Cooke Park additional tree plantings, seating, tables shelter and BBQ facilities.
7. The addition of a generous water feature as a strong visual focus and area for water play.
8. Providing generous open grassed spaces for a variety of uses: event gathering, markets and active play.
9. New multi-use community building which can be used as an event stage, function centre and community group venue
10. Upgrading Welcome street between Dalton and Short Street by retaining parking formats and adding street tree planting, new footpaths and furniture.



1.0 | CONTEXT

1.3 25 DALTON STREET

SITE LOCATION



25 Dalton Street is a gateway site for those entering the CBD from Bogan Street.

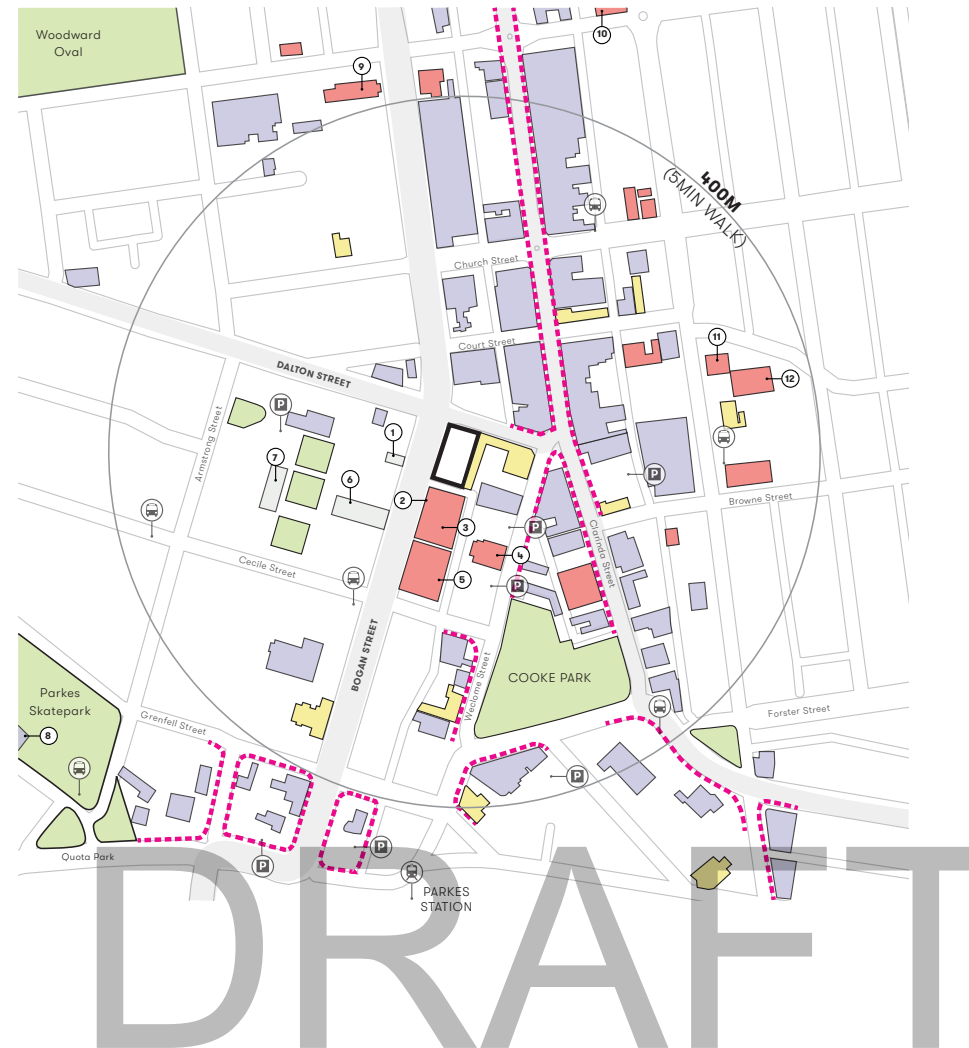
Located next to Parkes Civic precinct and close to public parking, the lot redevelopment has the potential to become a driver for a broader urban renewal of the town centre. This will reinforce the area as a focal point for cultural activity and entertainment, in alignment with the key objectives outlined in Council's strategic plans.

The size of the lot offers ample space for the functional requirements of the PEC and has 3 street frontages:

- + Dalton Street to the north, connecting the lot to the town centre, being identified as a strategic link that could be revitalised to offer enhanced pedestrian experience and public amenity;
- + Bogan Street, a larger artery running along the edge of the CBD, which separates the site from other facilities available to the west, like The Little Theatre, Parkes Swimming Pool and Sports Club
- + a rear lane wrapping around Parkes Shire Library and Council chambers

On the eastern side, the site abuts a single storey hotel with small commercial offers overlooking Dalton st.

- | | |
|---|--------------------------------------|
|  Site | 1. The Little Theatre |
|  Parks & Green Infrastructure | 2. Parkes Shire Library |
|  Hotels | 3. Coventry Room & Cultural Centre |
|  Commercial Buildings | 4. Australia Post - Parkes Post Shop |
|  Civic Buildings | 5. Parkes Shire Council |
|  Entertainment & Culture | 6. Parkes Swimming Pool |
|  Active Streetfronts | 7. Parkes Bowling and Sports Club |
|  Local Centre (B2 Land Zoning) | 8. Parkes Railway Bowling Club |
| | 9. TAFE NSW - Parkes |
| | 10. Parkes Local Court |
| | 11. Parkes Police Station |



1.0 | CONTEXT

1.3 25 DALTON STREET

OPPORTUNITIES & CONSTRAINTS

TITLE	10/DP1289249 1/DP1218752
TOTAL AREA	2,397 m ²
OWNERSHIP	COUNCIL OWNED (currently occupied by a charity organization)

KEY PLANNING CONTROLS

ZONE	E1 Local Centre
HEIGHT CONTROL	n/a
FLOOR SPACE RATIO	n/a
GROSS FLOOR AREA	n/a

KEY DCP REQUIREMENTS

Streetscape DCP - E.1.3
(b) Attractive street elevations towards the primary street frontage
(c) Corner lot to address both streets frontages

Setbacks DCP - E.1.4
(a) Buildings are constructed with frontages that extend to the street alignment

OBJECTIVES OF ZONE

- + To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area.
- + To encourage investment in local commercial development that generates employment opportunities and economic growth.
- + To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.
- + To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.
- + To preserve the dominance of the town centre of Parkes as the key subregional retail and commercial centre in Parkes.
- + To support the consolidation of commercial and retail development in the town centre of Parkes.
- + To encourage the expansion of post-secondary education and training facilities within the town centre of Parkes to service the education needs of the region.
- + To improve the quality of urban design in the town centre of Parkes to ensure that the pedestrian environment is attractive and safe.
- + To minimise conflict between land uses within the zone and land uses within adjoining zones.

OPPORTUNITIES

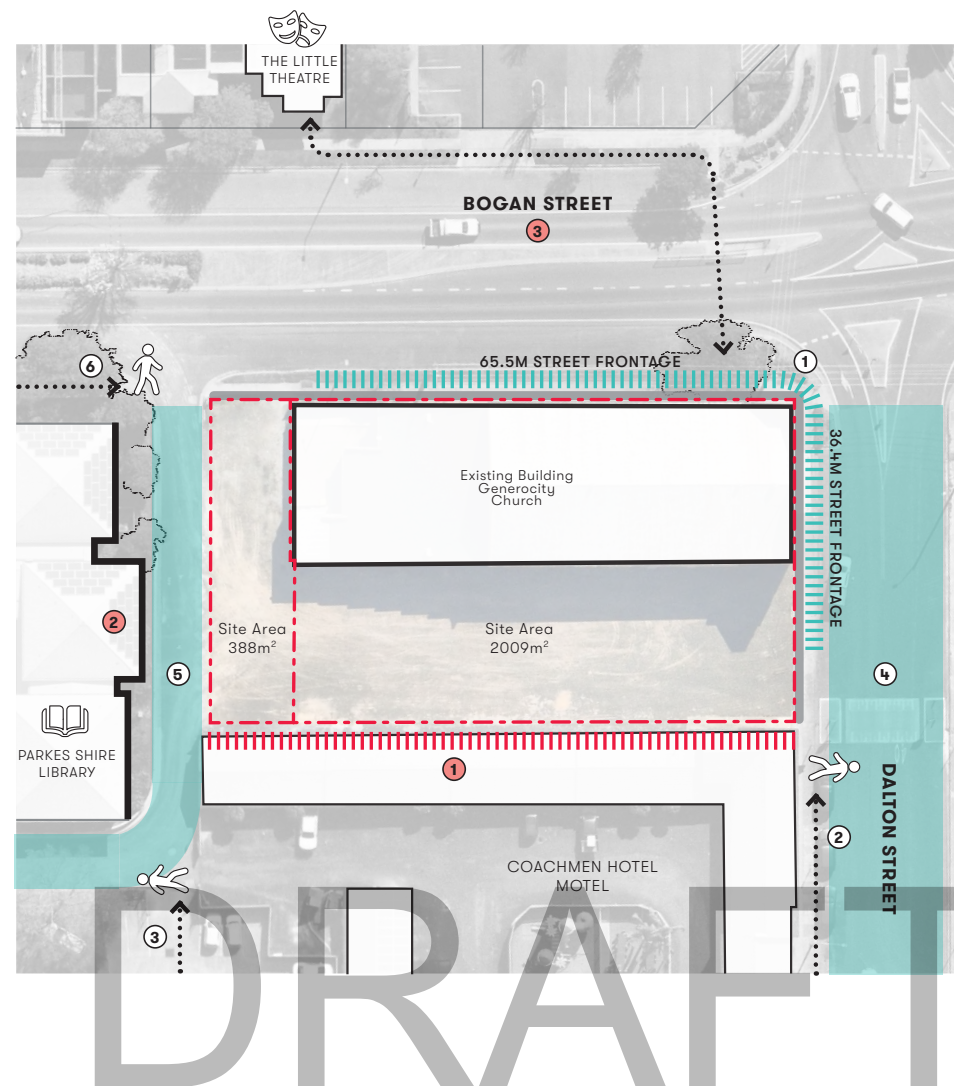
- 1 Corner site with good street presence on both Dalton & Bogan St
- 2 Proximity to town centre for improved pedestrian connectivity and relevance to the CBD activities
- 3 Proximity to public parking for improved services and access
- 4 Potential to integrate Dalton st upgrade with the venue design for an enhanced arrival experience
- 5 Potential to upgrade the rear lane and strengthen the connections from Bogan St to the town centre
- 6 Proximity to Parkes Shire Library, with opportunities for an integrated cultural offer
- 7 Connection to existing surface parking

CONSTRAINTS

- 1 Proximity to established Coachmen Hotel Motel (privacy & noise separation to be addressed)
- 2 Limited engagement with the library, with the site overlooking the rear of the building
- 3 Main artery that will limit the opportunity to expand west and link to the facilities across the road

20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

**scott
carver**



P - 8

**scott-
carver**

02

CONCEPT DESIGN

DRAFT

2.0 | CONCEPT DESIGN

**scott
carver**

2.1 FUNCTIONAL BRIEF

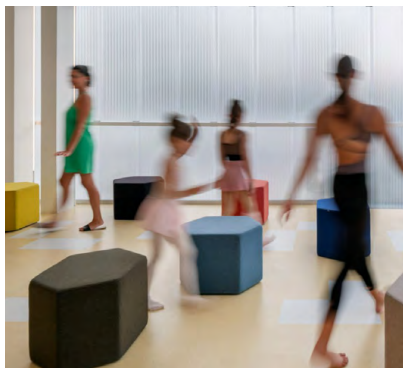
Theatres have the ability to capture our collective imagination and reflect the community's cultural strive within. Whilst the concept of theatre is timeless, the types of cultural pursuits are continually changing.

The traditional stage show or drama has been complimented by a broad array of performances - from digital shows, spoken word and creative thinking festivals, educational events to dance performances. These all demand a highly flexible back bone to the venue in terms of spatial allocation addressing operations, technology, bump in and bump out logistics, acoustics, as well as providing rehearsal and performers' areas.

The biggest challenge is to balance these needs with the public expectations of having access to a more dynamic entertainment precinct rather than a pure performing venue.

F&B offers and other supporting facilities can boost the success of a theatre, and become effectively a form of entertainment in their own right as well as a serious contributor to the local day and night economy.

DESIGN DRIVERS



INCLUSIVE

Theatres must be universally accessible. This relates to not only the physical aspects of accessibility but more holistically to the experience of going to the theatre - from purchasing a ticket online to being able to enjoy a drink in the foyer or an evening stroll to the venue.

In terms of broader community 'accessibility', PEC must aim to reach the largest and most diverse audience as possible. A space available for all age groups and creative types, attracting also those who would not traditionally go to the theatre. Ultimately, a space that is relevant to all.



FLEXIBLE

As a truly public building, theatres must be designed to be resilient and flexible over time. The design should account for adaptable use (plug and play) and be capable to adjust to future trends and changing technology.

Flexibility plays a big part in right sizing a theatre, the selection of equipment and its capacity to quickly change to accommodate different uses. This principle applies both to the foyers and auditorium, which should be able to accommodate a variety of events, seated or standing.

This business case explores a new Entertainment and Cultural Centre for Parkes Shire Council.

The design brief has been informed by the research conducted by Hawkridge Entertainment Services, which has identified a series of key offers to be included in the new venue:

- + a 500-seat auditorium with retractable seating
- + a rehearsal space / black box
- + meeting rooms and supporting spaces
- + 80 ppl cafe and amenities
- + staff & performers amenities

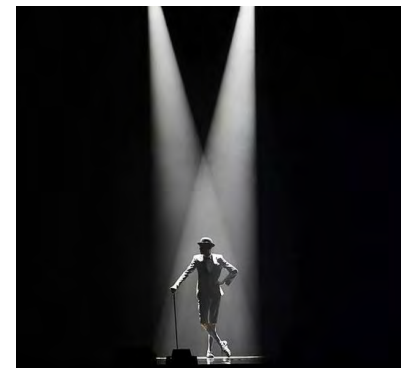
The schedule provided in the following pages outlines the spatial requirements for each use. These are nominal and have been used as a guideline only.



TAILORED

The venue design must aim for a seamless integration of back of house and front of house activities. This is addressed through careful planning of circulation patterns and routes, starting with the location of the main entry points, stage door and loading dock.

The final users' experience should be at the core of the PEC planning strategy, equally important when dealing with patrons, staff members or performers.



INSPIRING

PEC is envisaged as community focused venue where visitors, performers and artists should feel welcome at all times in a space that promotes social engagement and interaction.

The architecture is to reflect this social liveliness, be exciting and connected to its surroundings.

This openness towards the public domain is a key factor that helps redefine the traditional perception of theatres. Often seen as introverted and inaccessible buildings for most part of the day, the new PEC should aspire to greater dynamism and social engagement.

DRAFT

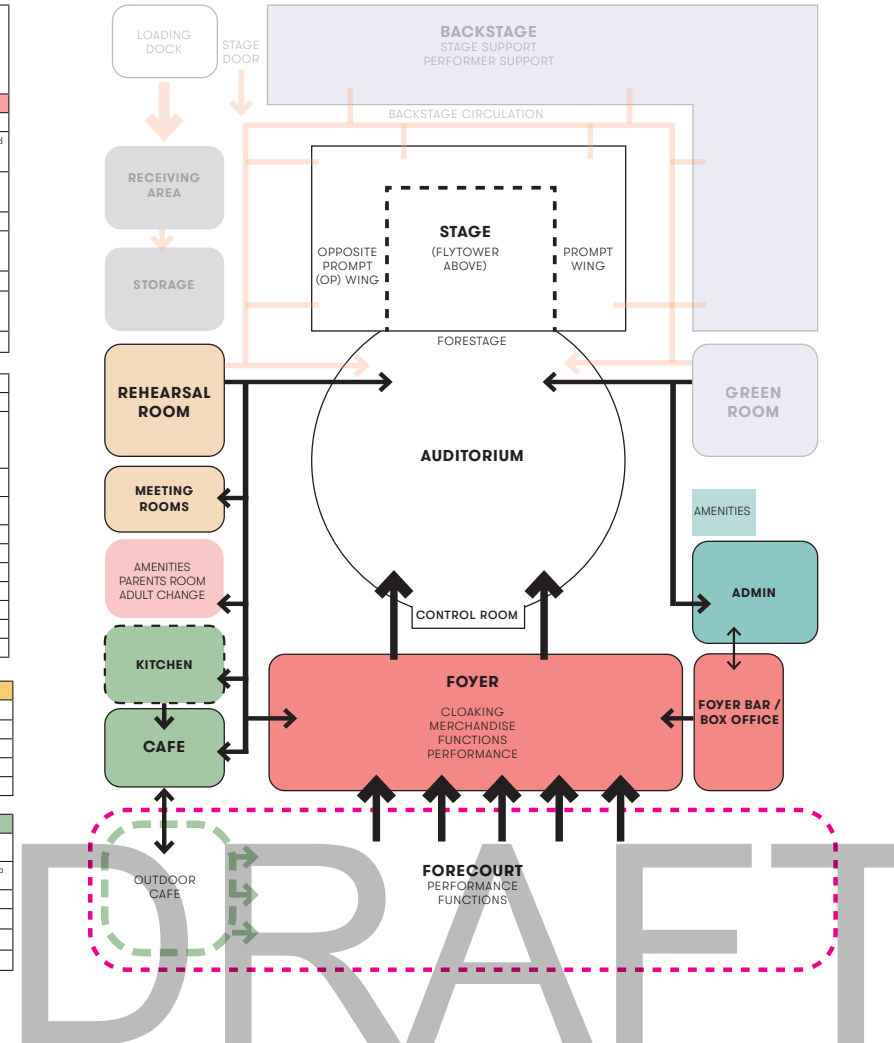
2.0 | CONCEPT DESIGN

2.2 AREAS SCHEDULE

Note: Areas are indicative and subject to detailed planning. Amenities and support spaces to be validated (to NCC requirements).

	NET AREA (M ²)	NO OF ROOMS	TOTAL AREA (M ²)	POPULATION	COMMENTS	BRIEF DESCRIPTION
FRONT OF HOUSE (FOH)						
PUBLIC ENTRANCE/S			incl.			Public Entrance/s to the Foyer space
FOYER	145	1	145	580	0.25m ² /person	Foyer space (excluding stairways and concession areas) must be provided on the basis of at least 0.25 m ² for each person that the auditorium accommodates
AMENITIES	82	1	82	500	1 toilet per 20 patrons - 3m ² per pan	Include provision for male, female, unisex accessible amenities with 1 toilet per 20 patrons (2/3 of the toilets allocated for female and 1/3 for male)
PARENTS ROOM	12	1	12		Nominal Allowance	
ADULT CHANGE ROOM	14	1	14			NCC (BCA) 2019 requires an Adult Change Room (Changing Places) for Theatres > 1500 patrons. As a public Council facility though we would recommend including it in the venue facilities
FOYER BAR	32	1	32	1		
BOX OFFICE ALLOWANCE	20	1	20	1		Multi-purpose customer service counter, suitable for box office ticket sales, cloakroom, general information and merchandise sales. 1x point of service. Could be integrated into the foyer bar
SUB TOTAL (m²)			305			
500 SEAT AUDITORIUM						
VESTIBULES	5	4	20			Sound and light lock vestibules to the auditorium
AUDITORIUM	500	1	500	500	1m ² /patron - seated	Flat floor auditorium with 500x operable seats including DDA spaces Opportunity for an increased standing capacity @ 0.5m ² /person for a max of 700 people (Note: additional amenities will be required to cater for higher occupancy)
CONTROL ROOM / BIOBOX	15	1	15	2	3m x 5m	Sound proofed room at the rear of the auditorium for audio, lighting and projection control
SOUND MIXING AREA			incl.		Within the auditorium	Sound control porch in front of the Control room for temporary sound mixing desk
LIGHTING BRIDGE			incl.		Within the auditorium	
FOLLOWSPOT ROOM	15	1	15	2	3m x 5m	Primary location for followspot operation in the theatre
STAGE	165	1	165		Stage of 11x15m	Flat floor stage area
STAGE - WINGS	40	2	80		4m each side	
BACKSTAGE - CROSS OVER	45	1	45		3m wide	
FLYTOWER			incl.		Over the stage	For flying scenery, including loading galleries, grid etc.
SUB TOTAL (m²)			840			
REHEARSAL AND MEETING						
MEETING ROOMS	30	2	60			
REHEARSAL ROOM	150	1	150			
STORAGE	10	1	10			
KITCHENETTE	20	1	20			
SUB TOTAL (m²)			240			
F&B (OFFER MAY VARY DEPENDING ON EXISTING ONSITE F&B)						
KITCHEN	25	1	25			the primary purpose is to serve functions and events in the auditorium, catering for up to 300pp
CAFE OFFER	160	1	160	80	Min.2 m ² pp	Theatre café. Ideally located in close proximity to the ground foyer with a direct internal connection. Space pp allows for seating + kitchen
F&B DOCK (BOH)	-					Utilise main dock
F&B GARBAGE ROOM	10	1	10			Adjacent to loading dock
AMENITIES	-					Utilise theatre facilities
SUB TOTAL (m²)			195			

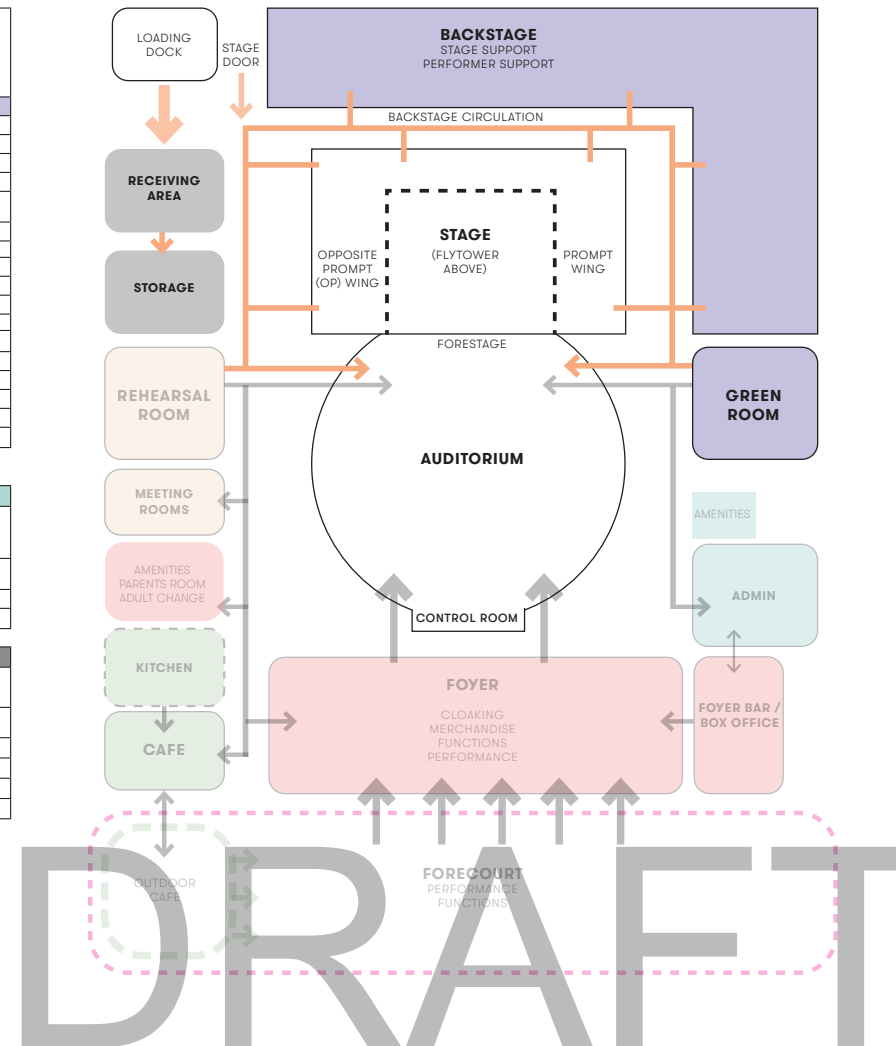
scott-carver



2.0 | CONCEPT DESIGN

**scott
carver**

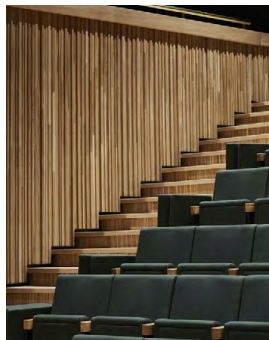
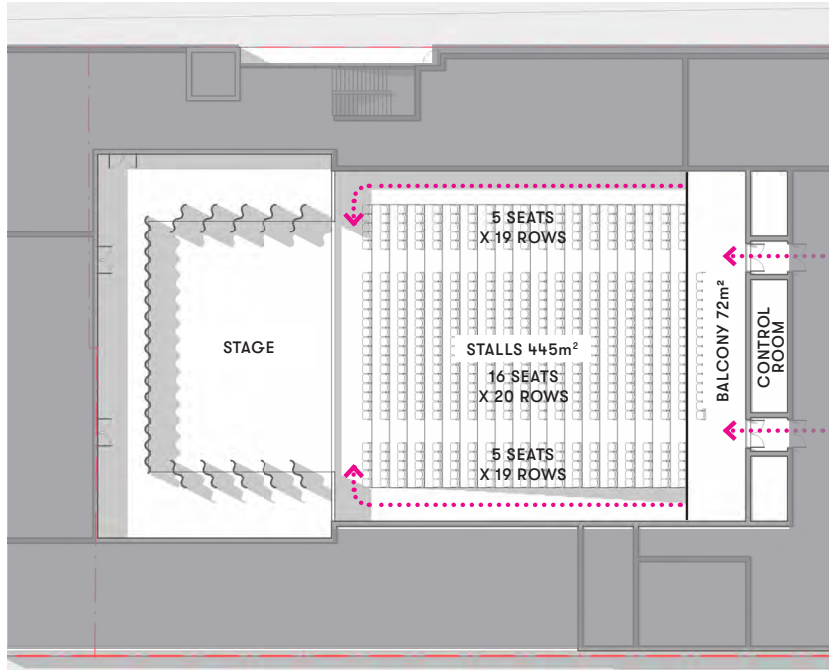
	NET AREA (m²)	NO OF ROOMS	TOTAL AREA (m²)	POPULATION	COMMENTS	BRIEF DESCRIPTION
THEATRE BACK OF HOUSE (BOH)						
STAGE DOOR	30	1	30			Stage Door and reception
DRESSING ROOMS - MEDIUM	30	2	60	40		Medium scale dressing rooms (max 20pax each)
DRESSING ROOMS - SMALL	15	2	30	4		Small dressing rooms with ensuite (max 2 pax each)
GREEN ROOM	120	1	120	80		Breakout space for performers with lounge area and kitchenette
BOH AMENITIES	19	1	19	80	1 toilet per 20 patrons - 3m² per pan	Include provision for male, female and DDA WC, including showers facilities
STAFF LOCKERS ROOM	20	1	20			Locker room for staff
GENERAL STORAGE	40	1	40			Storage for staging, sound, lighting and AV
FURNITURE STORE	30	1	30			Storage for Risers, Chairs and Tables
CLEANER STORE	20	1	20			Cleaners and Chemical Store
TECHNICAL OFFICE	45	1	45			
GENERAL OFFICE - SMALL	15	1	15			
DIMMER ROOM	15	1	15			A sound isolated room to house dimmer racks & stage electrical panels.
COMMS ROOM	20	1	20			
RACK ROOM	15	1	15			A sound isolated room to house theatre electro-acoustic & data racks
SUB TOTAL (m²)			479			
ADMINISTRATION						
ADMINISTRATION	60	1	60	6	Allowance of 10m²/ person	Administration / office space for PAC including executive office, programming, marketing/development, presenter services, venue operations management, facilities management. Include storage and meeting room
ADMINISTRATION AMENITIES	4	1	4	6	1 toilet per 5 patrons - 3m² per pan	
STAFF END OF TRIP FACILITIES	12	2	24			Allowance, M + F
SUB TOTAL (m²)			88			
DOCK AND STORE AREA						
MAIN LOADING			EXT.			The main loading dock is to allow for all Theatre Production Loading. Assumed external. Where built within the building envelope, 4.5m height required and circulation to HRV
THEATRE RECEIVING AREA	50	1	50			8m clear ceiling directly within the Loading Dock area for the receiving and packing of goods and materials.
TALL STORAGE	40	1	40			Double height storage space for tall items
WORKSHOP	20	1	20			Workshop area for set production and maintenance
WASTE ROOM	15	1	15			
SUB TOTAL (m²)			125			
TOTAL						
TOTAL INTERNAL AREAS	2,272					
CIRCULATION & SERVICES AREAS	341				estimated +15%	
TOTAL AREA	2,613 m²					
GROSS BUILDING AREA	3,266 m²				Internal area to GBA (target 80% efficiency)	



2.0 | CONCEPT DESIGN

2.3 THEATRE CAPACITY

**scott
carver**



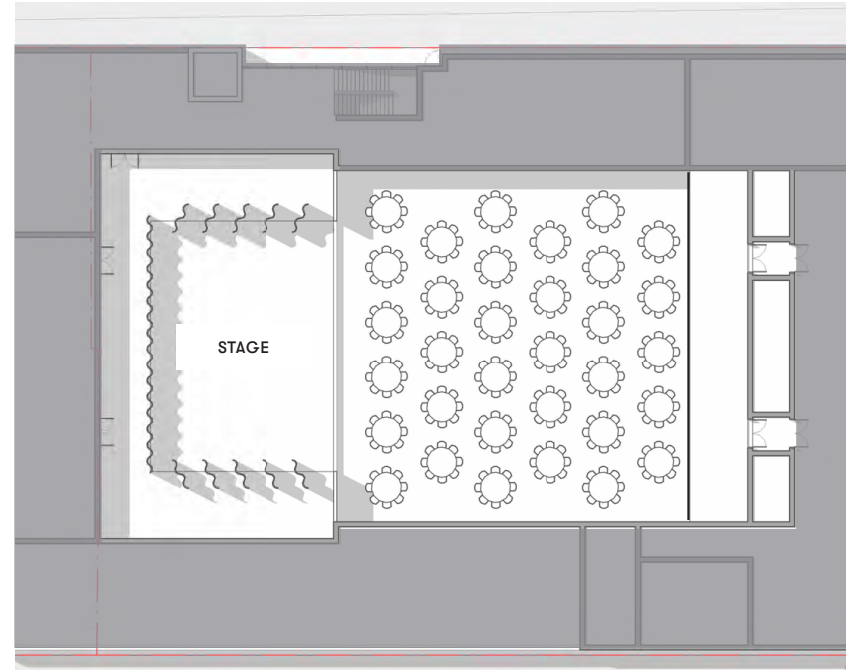
510
retractable tiered seating



890 stalls
140 balcony (optional)

rate: 1 person per 0.5m²

20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre



260-330
up to 33 table (8-10 pax per table)

DRAFT

P - 13

2.0 | CONCEPT DESIGN

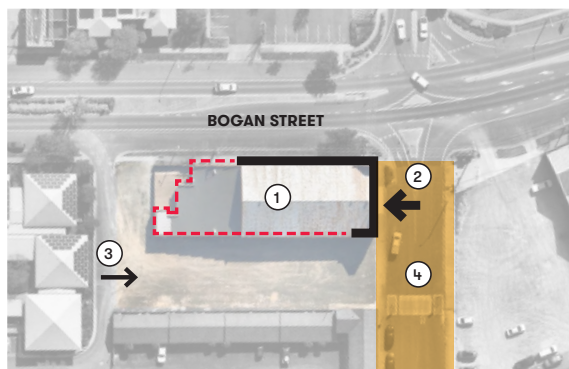
**scott
carver**

2.4 PLANNING APPROACH

The planning options below explore some of the key design moves that will help organize the approach to the site in relation to access, circulation and 'points of focus'.

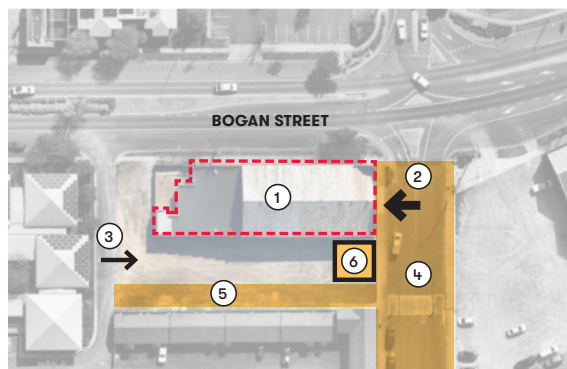
With three street frontages, there are in fact a number of ways that service and delivery can be arranged, as well as a level of flexibility in the location of the entry points for patrons or staff. Equally important is the placement of points of focus that can entice the broader community to visit the venue, in particular the F&B offer and rehearsal space which can more openly interact with the street and contribute to its liveliness.

These planning scenarios have been developed to a schematic level to showcase the merits and constraints of each approach.



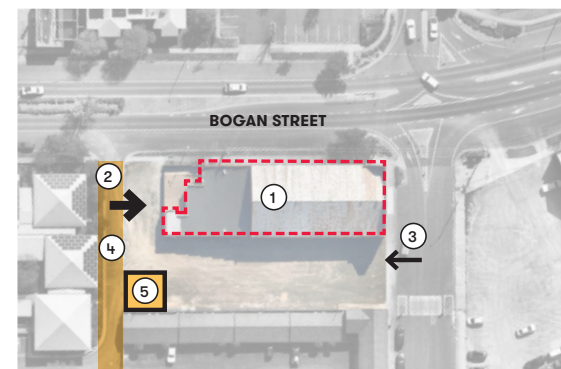
OPTION 1

- ① Existing building envelope partially retained
- ② Main access from Dalton Street
- ③ Loading access from rear lane
- ④ Enhanced streetscape for improved connectivity with the town centre



OPTION 2

- ① Full demolition of the existing building
- ② Main access from Dalton Street
- ③ Loading access from rear lane
- ④ Enhanced streetscape for improved connectivity with the town centre
- ⑤ New lane connecting Dalton Street to the library
- ⑥ Corner cafe for street and lane activation



OPTION 3

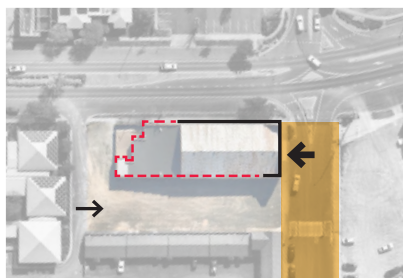
- ① Full demolition of the existing building
- ② Main access from the library side
- ③ Loading access from Dalton Street
- ④ Street upgrade with opportunity to connect with the library
- ⑤ Cafe for street activation throughout the day

DRAFT

2.0 | CONCEPT DESIGN

2.5 OPTION 1.A

**scott
carver**



Option 1A tests the opportunity of preserving part of the existing building brick facade.

Despite it not being heritage listed, the main frontage features some of the detailing that can be found in Parkes town centre. Its retention would add a layer of significance to the site re-development and create an interesting juxtaposition with its contemporary counterpart, providing an historical link for Parkes.

LAYOUT

The main entry is proposed in the same location as the original, opening onto the ground floor foyer activated throughout the day by a small bar / cafe.

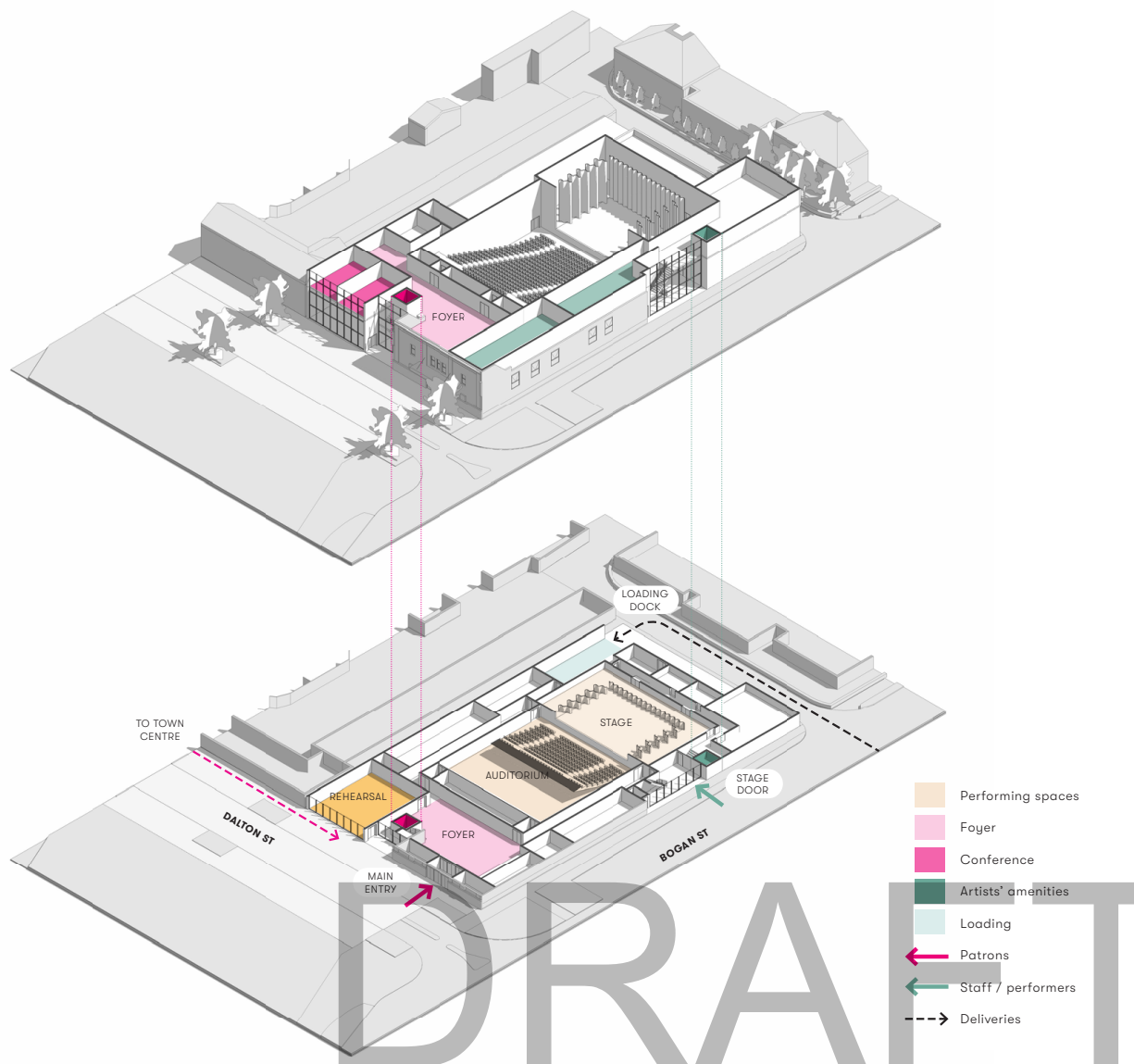
The foyer has direct access to the rear of the auditorium and a rehearsal space / black box. The black box placement - directly overlooking Dalton Street - will allow access from the public domain with opportunities to operate the space independently from the rest of the venue.

The main auditorium features a retractable tiered seating that can be stored at the back of the room, under a balcony connected to the control room. This section is linked to level 1 foyer, that can double up as a function / events space.

A series of facilities, including a kitchenette, storage and amenities, make the space on level 1 ideal to host corporate events, conferences or other events.

Performers and staff can access the venue from a stage door on Bogan Street. Dressing rooms, green room and other staff amenities are proposed at level 1 in order to free up space on ground floor for uses that require a direct link to backstage, like storage for AV equipment, furniture, services etc.

20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

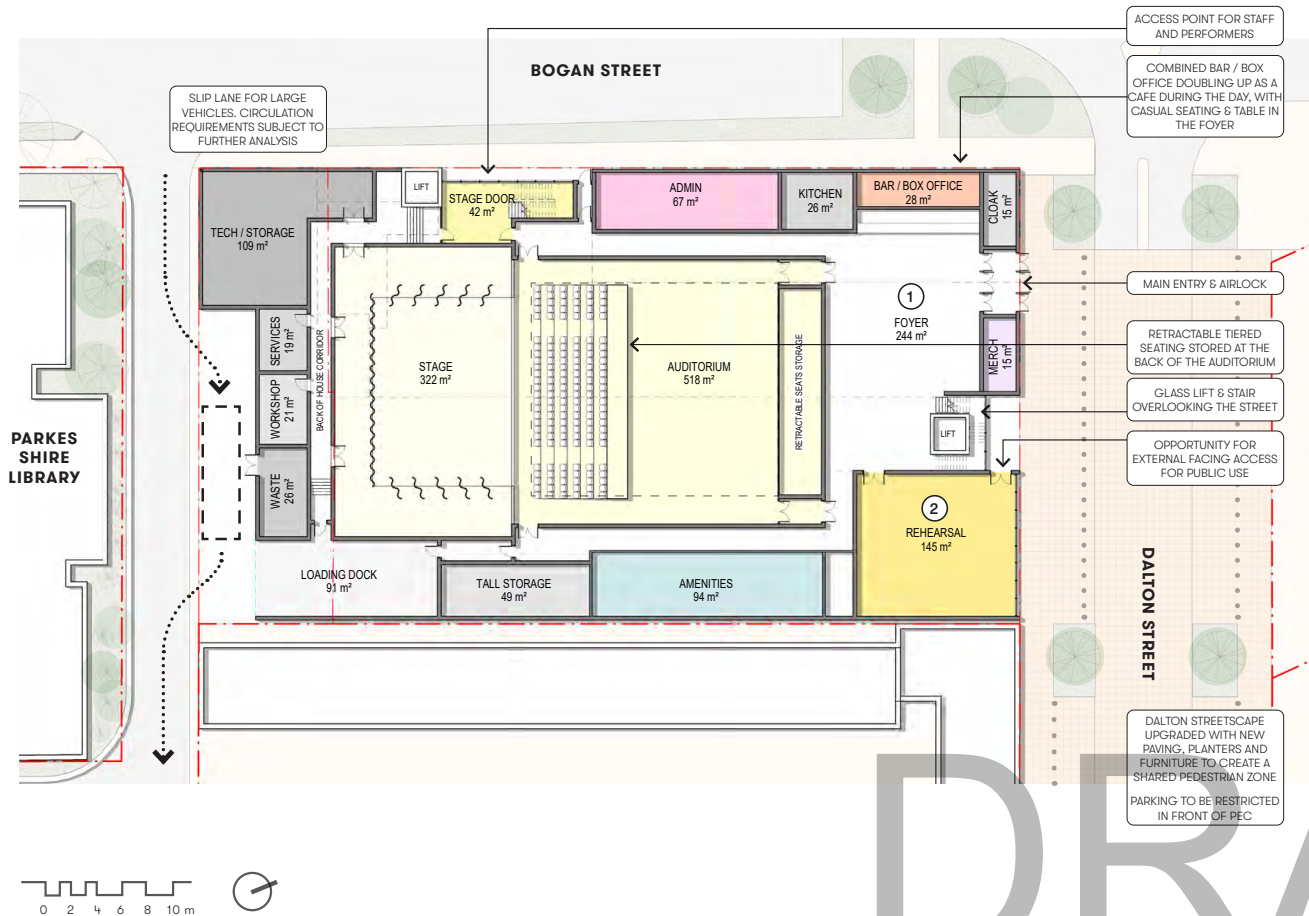


P - 15

2.0 | CONCEPT DESIGN

2.5 OPTION 1.A

GROUND FLOOR



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

scott-carver

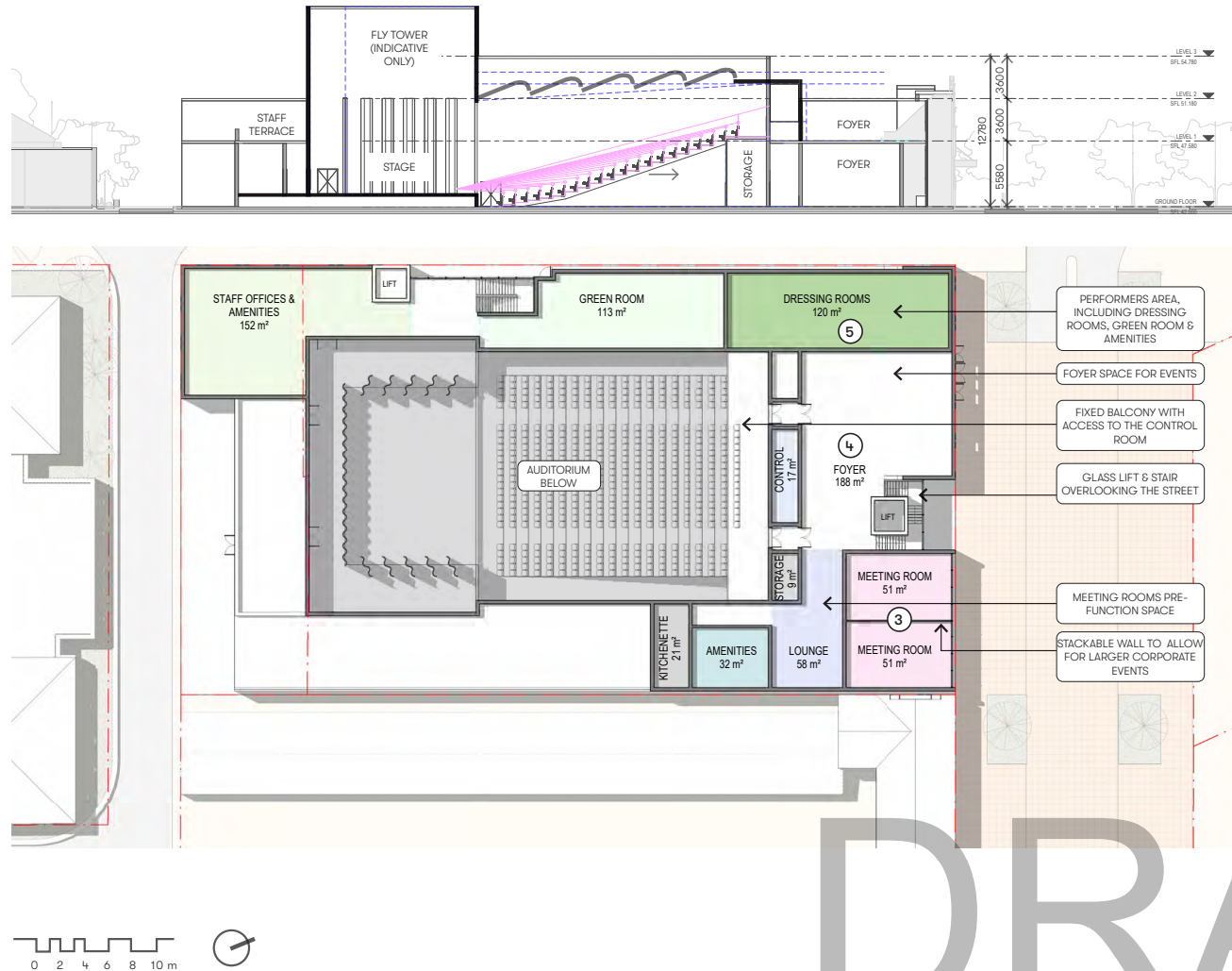


P - 16

2.0 | CONCEPT DESIGN

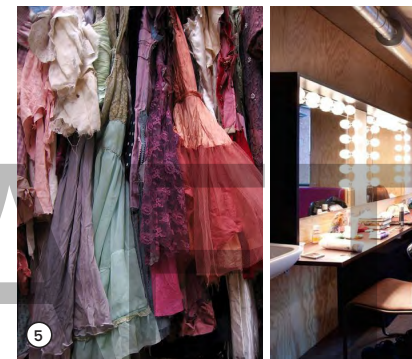
2.5 OPTION 1.A

LEVEL 1 & SECTION



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

**scott
carver**



P - 17

DRAFT

2.0 | CONCEPT DESIGN

2.5 OPTION 1.A

FACADE PRINCIPLES & INSPIRATION



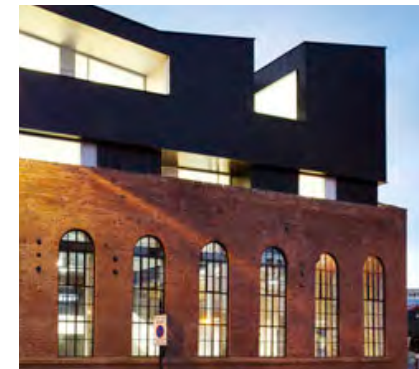
GLAZED OR TRANSLUCENT BOX FOR VISUAL CONNECTION TO THE STREET. PROVIDES GLIMPSES OF THE INTERNAL ACTIVITY AND CAN BE AS OPEN OR SCREENED AS NEEDED

EXISTING RENDERED FACADE AND ENTRY RETAINED (UPGRADED WITH NEW LIGHTING & SIGNAGE)

EXISTING BRICK FACADE RETAINED WITH NEW POP OUT WINDOWS

CONTEMPORARY EXTENSION WITH LIGHT WEIGHT CLADDING IN JUXTAPOSITION WITH THE ORIGINAL BRICK FACADE

**scott
carver**



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 18

2.0 | CONCEPT DESIGN

scott-carver

2.5 OPTION 1.A

	FUNCTIONAL AREA (m²)	OPTION 1.A	BRIEF DESCRIPTION
FRONT OF HOUSE (FOH)			
FOYER GROUND FLOOR	145	208	Larger foyer space combined with cafe offer
FOYER LEVEL 1	n/a	188	function/ event space
AMENITIES	82	106	
PARENTS ROOM	12		
ADULT CHANGE ROOM	14		
FOYER BAR	32	93	Integrated box office / theatre bar and cafe for day and night activation
BOX OFFICE ALLOWANCE	20		
SUB TOTAL (m²)	305	595	
500 SEAT AUDITORIUM			
VESTIBULES	20	518	Stalls 445m² Balcony 72m²
AUDITORIUM	500		
CONTROL ROOM / BIOBOX	15	17	
STAGE	165	322	incl. follow spot room, flytower etc
STAGE - WINGS	80		
BACKSTAGE - CROSS OVER	45		
SUB TOTAL (m²)	840	857	
REHEARSAL AND MEETING			
MEETING ROOMS	60	160	includes pre-function space
REHEARSAL ROOM	150	145	
STORAGE	10	9	
KITCHENETTE	20	21	
SUB TOTAL (m²)	240	335	
F&B			
KITCHEN	25	26	
CAFE OFFER	160	-	incl. in foyer bar
SUB TOTAL (m²)	195	26	
THEATRE BACK OF HOUSE			
STAGE DOOR	30	42	
DRESSING ROOMS - MEDIUM	60	120	
DRESSING ROOMS - SMALL	30		
GREEN ROOM	120	113	
STAFF OFFICES & AMENITIES	39	217	
STORAGE & TECH ROOMS	200		
SUB TOTAL (m²)	479	492	
ADMINISTRATION			
ADMINISTRATION	60	67	
ADMINISTRATION AMENITIES	4		incl in staff amenities
STAFF END OF TRIP FACILITIES	24		incl in staff amenities
SUB TOTAL (m²)	88	67	
DOCK AND STORE AREA			
MAIN LOADING	EXT.	EXT.	
THEATRE RECEIVING AREA	50	91	
TALL STORAGE	40	49	
WORKSHOP	20	21	
WASTE ROOM	15	26	incl. retail waste
SUB TOTAL (m²)	125	187	
	2,272m²	2,578m²	



4,073 m²
GROSS BUILDING AREA



3,066 m²
OVERALL INTERNAL AREA (75% EFFICIENCY)

THEATRE CAPACITY



510
retractable tiered seating



890
1 person per 0.5m²



260-330
up to 33 table (8-10 pax per table)

BUSINESS



102m²
Meeting rooms

58m²
Lounge

OTHER



118m²
L1 foyer / event space



145m²
Rehearsal Space / Blackbox



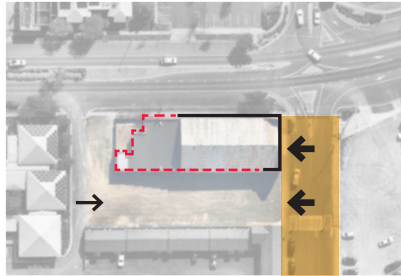
N/A
Cafe (included in main foyer)

DRAFT

2.0 | CONCEPT DESIGN

2.6 OPTION 1.B

**scott
carver**



Option 1B is a variation of 1A, looking at a similar approach in terms of facade retention and overall layout.

The key difference lies into the location of the rehearsal space - now proposed within the footprint of the existing building - and the new main entry via the contemporary addition. This provides a welcoming and attractive entrance to the venue, with a larger F&B offer facing Dalton Street.

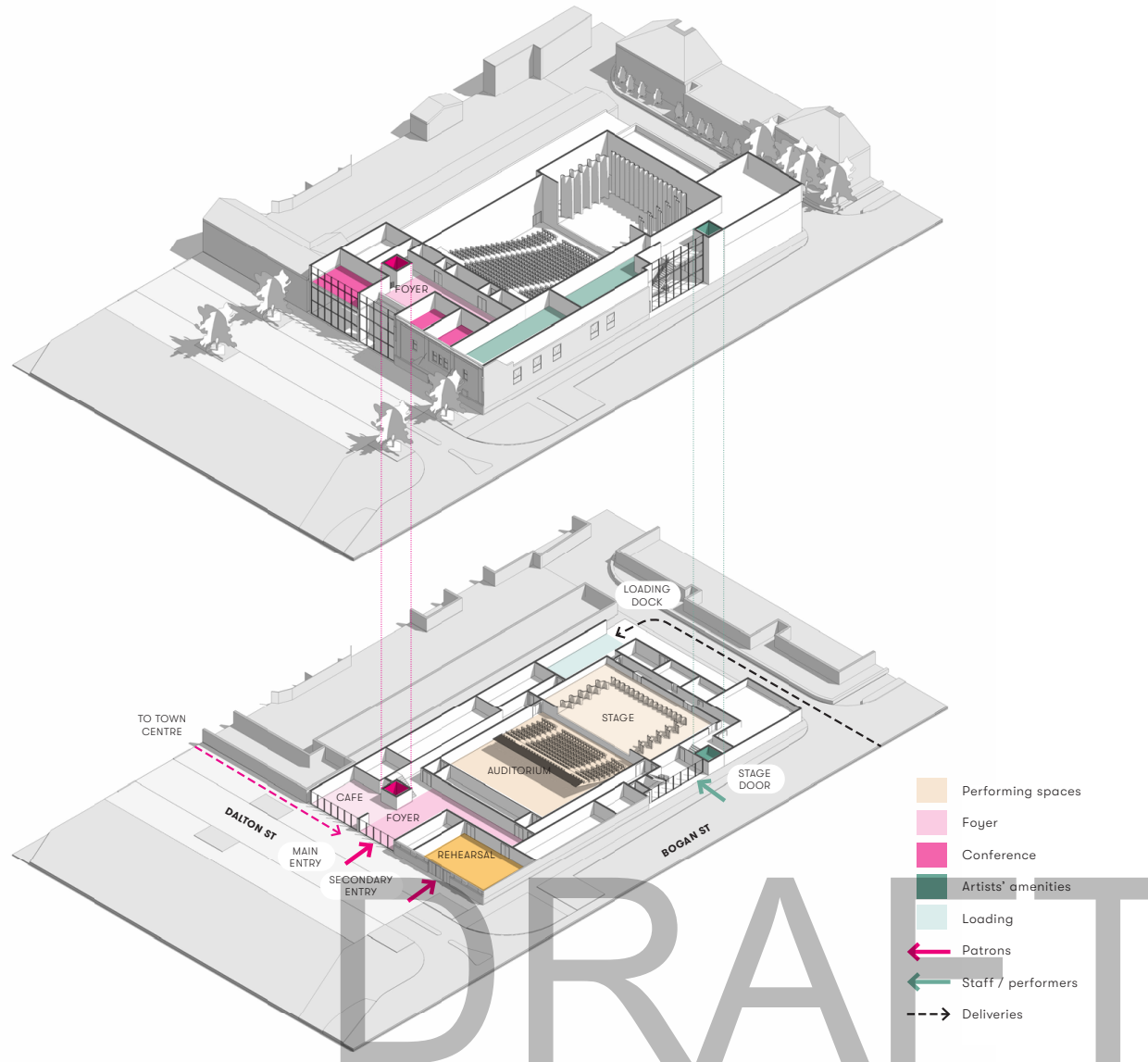
LAYOUT

The main entry through the new extension leads to a relatively smaller foyer with box office and theatre bar to the side. In this scenario the cafe is connected to the foyer, yet able to be sectioned off from the rest of the venue and operate independently due to its direct link to the street.

A similar principle can be applied to the rehearsal space, located at the corner with Bogan St and accessible from both the foyer and the street, via the existing entry doors.

The facilities at level 1 have been re-arranged to suit the revised core location. For this option, level 1 foyer has been tweaked to maximize the number of meeting spaces rather than the open space.

The auditorium, stage, backstage and performers' space layout are consistent with Option 1A.



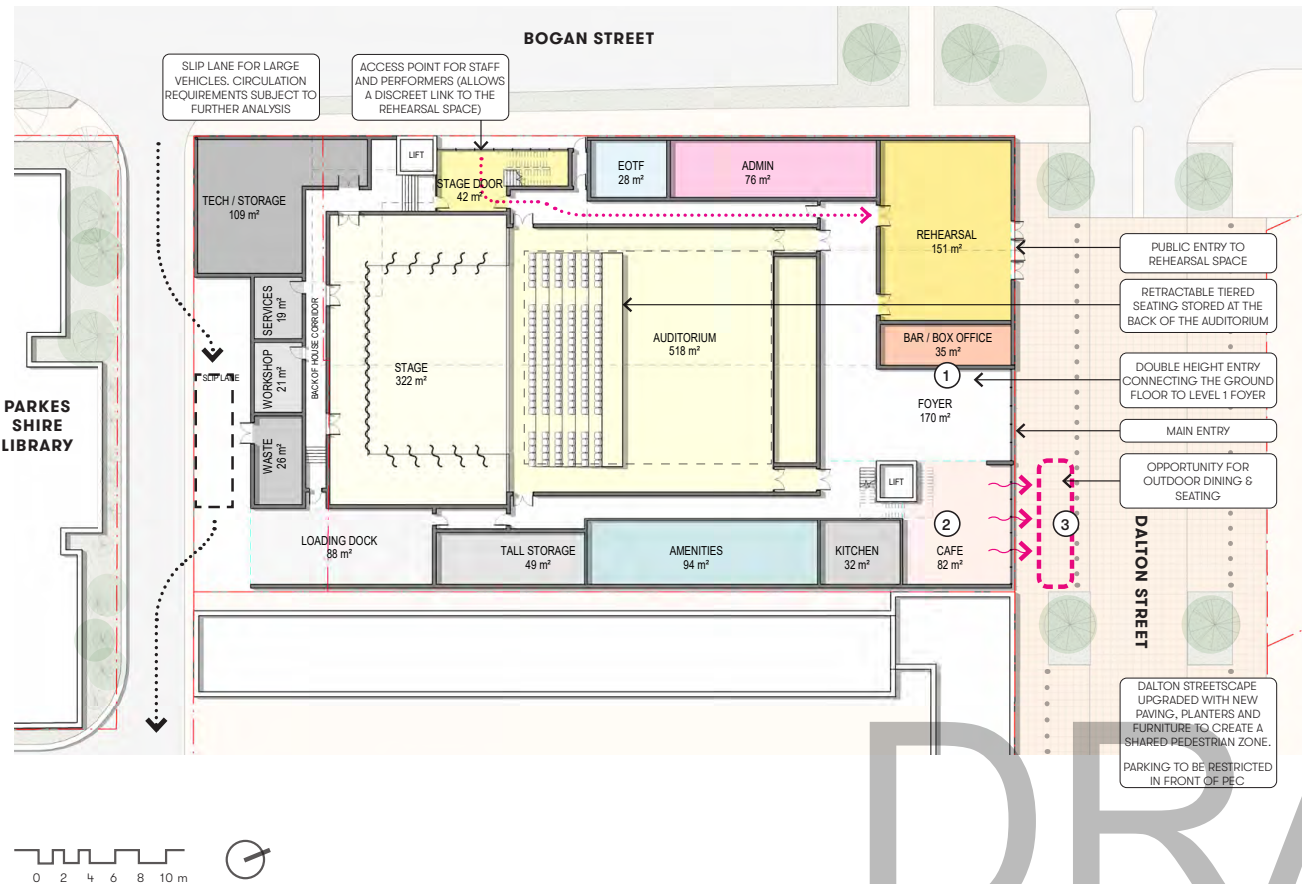
20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 20

2.0 | CONCEPT DESIGN

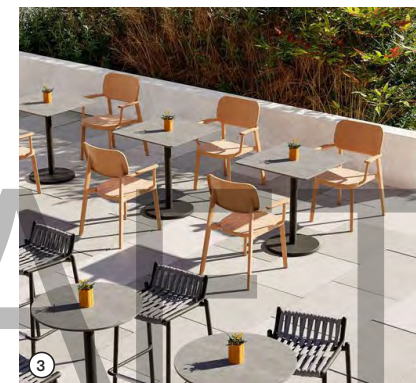
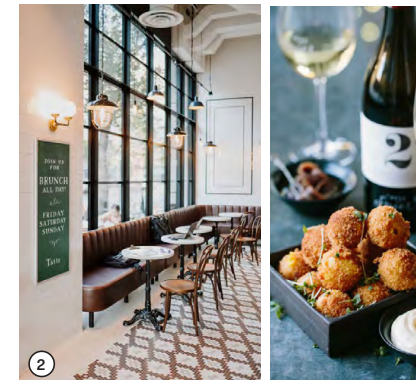
2.6 OPTION 1.B

GROUND FLOOR



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

scott-carver

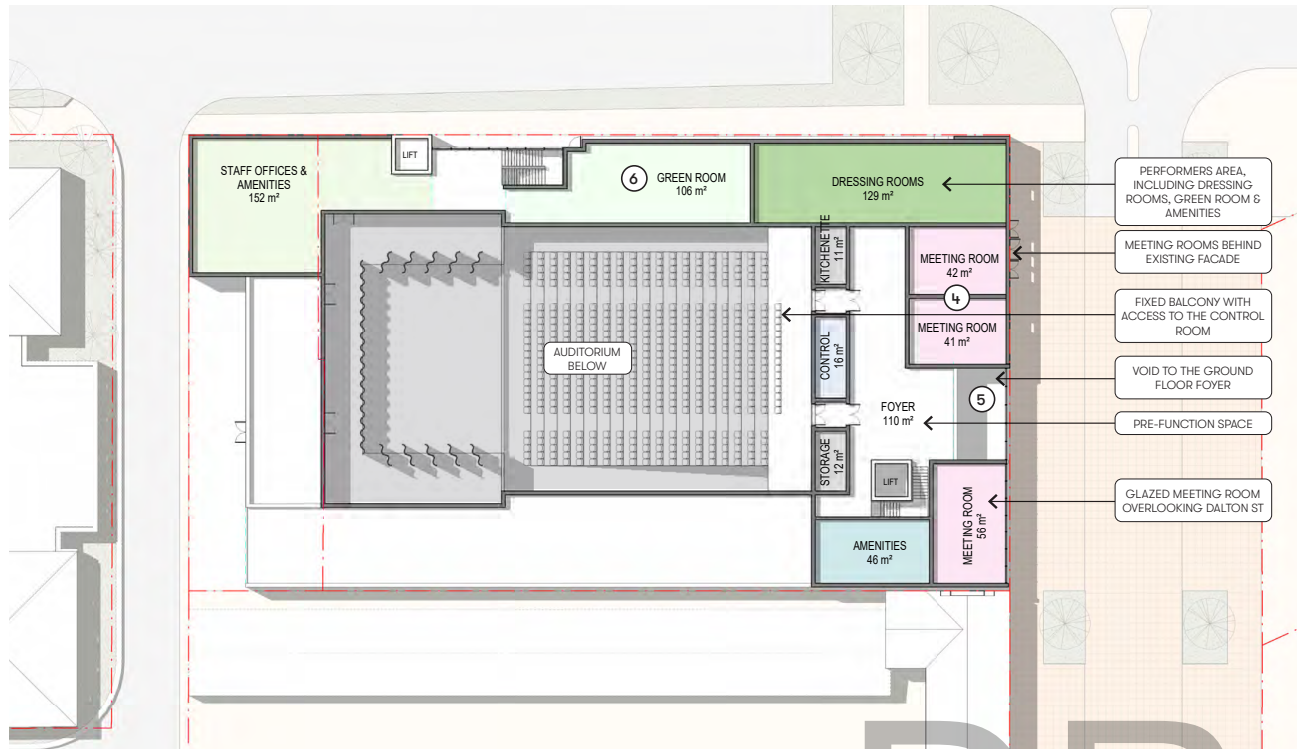


P - 21

2.0 | CONCEPT DESIGN

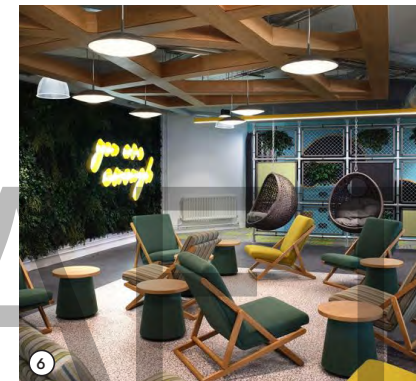
2.6 OPTION 1.B

LEVEL 1



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

**scott
carver**



P - 22

2.0 | CONCEPT DESIGN

2.6 OPTION 1.B

FACADE PRINCIPLES & INSPIRATION



GLAZED OR TRANSLUCENT
BOX WITH OPERABLE WALL AT
STREET LEVEL FOR IMPROVED
STREET ACTIVATION

MAIN ENTRY THROUGH
DOUBLE HEIGHT
GLAZED FOYER

EXISTING RENDERED
FACADE RETAINED
(SECONDARY ENTRY TO
REHEARSAL SPACE)

EXISTING BRICK FACADE
RETAINED WITH NEW POP
OUT WINDOWS

CONTEMPORARY EXTENSION
WITH LIGHT WEIGHT CLADDING
IN JUXTAPOSITION WITH THE
ORIGINAL BRICK FACADE

**scott
carver**



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 23

DRAFT

2.0 | CONCEPT DESIGN

scott-carver

2.6 OPTION 1.B

	FUNCTIONAL AREA (m²)	OPTION 1.B	BRIEF DESCRIPTION
FRONT OF HOUSE (FOH)			
FOYER GROUND FLOOR	145	170	
FOYER LEVEL 1	n/a	110	function/ event space
AMENITIES	82	94	
PARENTS ROOM	12		
ADULT CHANGE ROOM	14		
FOYER BAR	32	35	Integrated box office / theatre bar
BOX OFFICE ALLOWANCE	20		
SUB TOTAL (m²)	305	409	
500 SEAT AUDITORIUM			
VESTIBULES	20	518	Stalls 445m² Balcony 72m²
AUDITORIUM	500		
CONTROL ROOM / BIOBOX	15	17	
STAGE	165	322	incl. follow spot room, flytower etc
STAGE - WINGS	80		
BACKSTAGE - CROSS OVER	45		
SUB TOTAL (m²)	840	857	
REHEARSAL AND MEETING			
MEETING ROOMS	60	139	3x meeting rooms
REHEARSAL ROOM	150	151	
STORAGE	10	12	
KITCHENETTE	20	11	
SUB TOTAL (m²)	240	313	
F&B			
KITCHEN	25	32	
CAFE OFFER	160	82	
SUB TOTAL (m²)	195	114	
THEATRE BACK OF HOUSE			
STAGE DOOR	30	42	
DRESSING ROOMS - MEDIUM	60	129	incl. circulation
DRESSING ROOMS - SMALL	30		
GREEN ROOM	120	106	incl. circulation
STAFF OFFICES & AMENITIES	39	152	
STORAGE & TECH ROOMS	200	128	
SUB TOTAL (m²)	479	557	
ADMINISTRATION			
ADMINISTRATION	60	76	
ADMINISTRATION AMENITIES	4	-	incl in admin area
STAFF END OF TRIP FACILITIES	24	28	
SUB TOTAL (m²)	88	104	
DOCK AND STORE AREA			
MAIN LOADING	EXT.	EXT.	
THEATRE RECEIVING AREA	50	88	
TALL STORAGE	40	49	
WORKSHOP	20	21	
WASTE ROOM	15	26	incl. retail waste
SUB TOTAL (m²)	125	184	
	2,272m²	2,538m²	



4,042 m²
GROSS BUILDING AREA



3,037 m²
OVERALL INTERNAL AREA (75% EFFICIENCY)

THEATRE CAPACITY



510
retractable tiered seating



890
1 person per 0.5m²



260-330
up to 33 table (8-10 pax per table)

BUSINESS



139 m²
Meeting rooms

n/a
Lounge

OTHER



110 m²
L1 foyer / event space



151 m²
Rehearsal Space / Blackbox



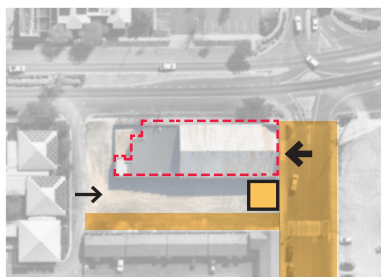
82 m²
Cafe

DRAFT

2.0 | CONCEPT DESIGN

2.7 OPTION 2

**scott
carver**



Option 2 looks at the full demolition of the existing building. This approach allows for more flexibility in the facade design and provides an opportunity to strengthen the PEC identity and street presence in particular along Bogan Street.

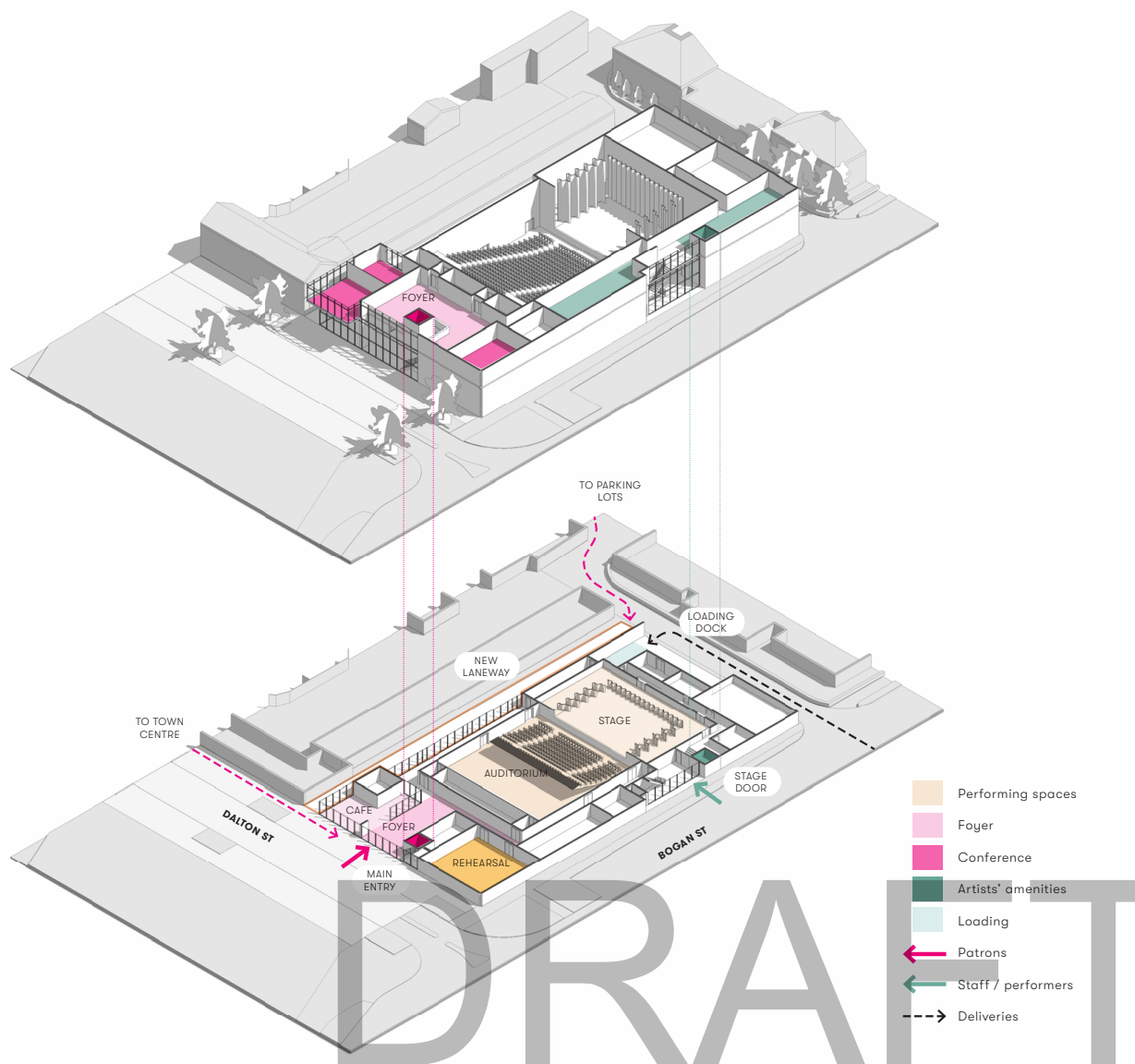
The scheme also introduces the idea of a laneway separating the venue from the neighbouring hotel. The lane functionally links Dalton Street to the library and parking lots at the rear however could become a destination in its own right if activated with outdoor dining, artwork and landscaping.

LAYOUT

As per option 1B, the main entry and foyer are sandwiched between the rehearsal space and cafe, which spills on the street and new laneway.

Access to the auditorium is provided from the rear of the stalls as well as from a linear lobby along eastern side. When walking down the lane, the lobby glazed facade will allow a sneak peek to the venue activity, enticing passersby to come in and explore.

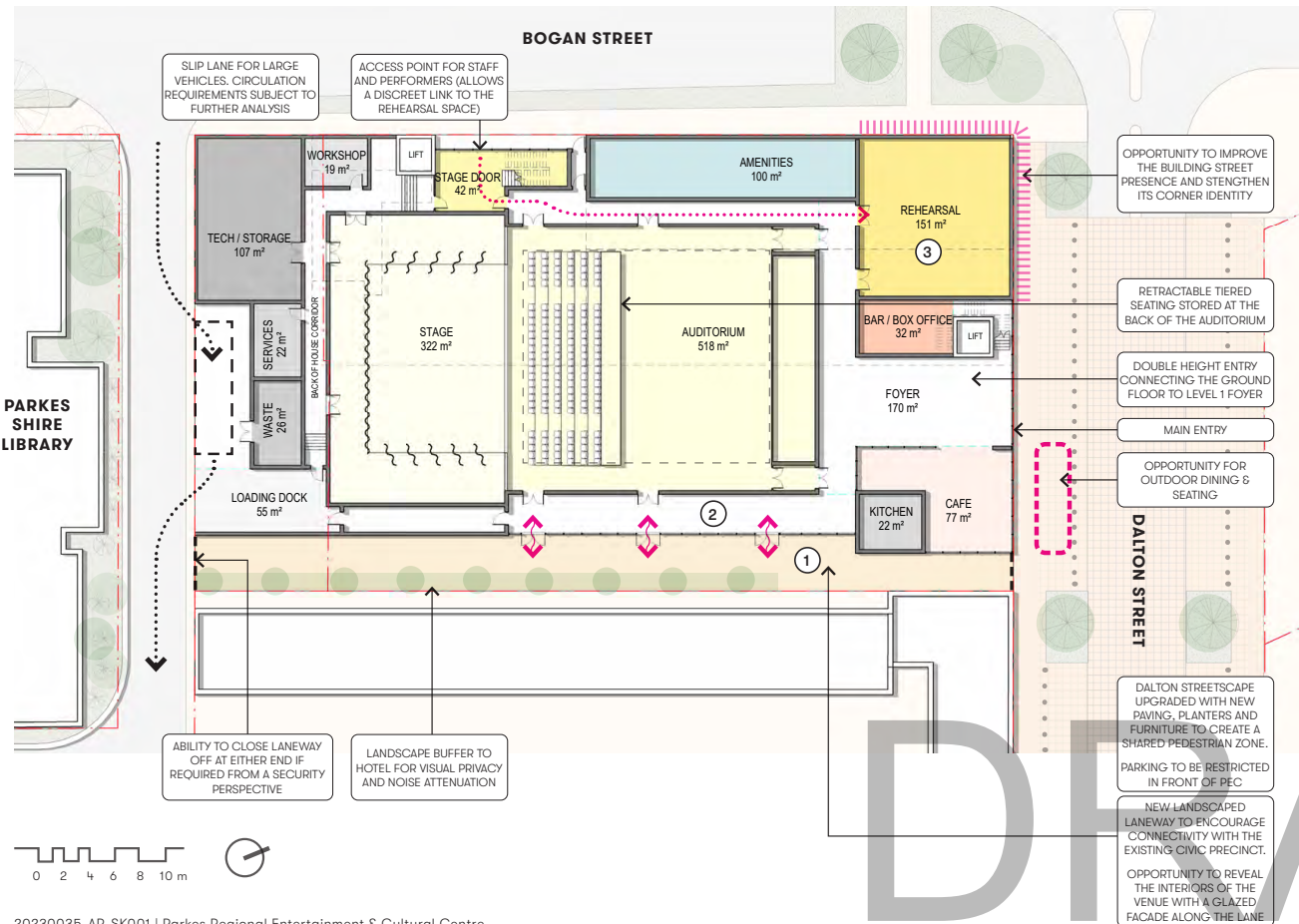
In order to make up for the loss of usable area on ground floor, the admin offices had to be moved to level 1 and are proposed on the back road, overlooking the library. Further tweaks to level 1 layout have resulted in a larger foyer with 3x generous meeting rooms, one of which jutting over Dalton Street.



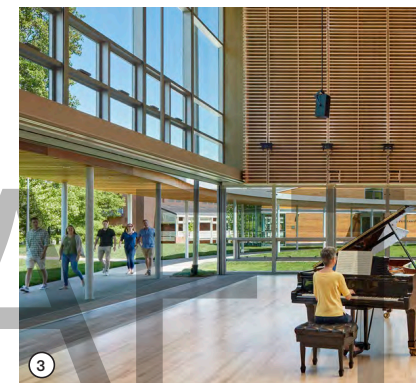
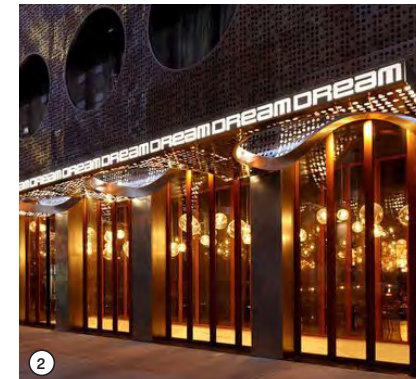
2.0 | CONCEPT DESIGN

2.7 OPTION 2

GROUND FLOOR



**scott
carver**

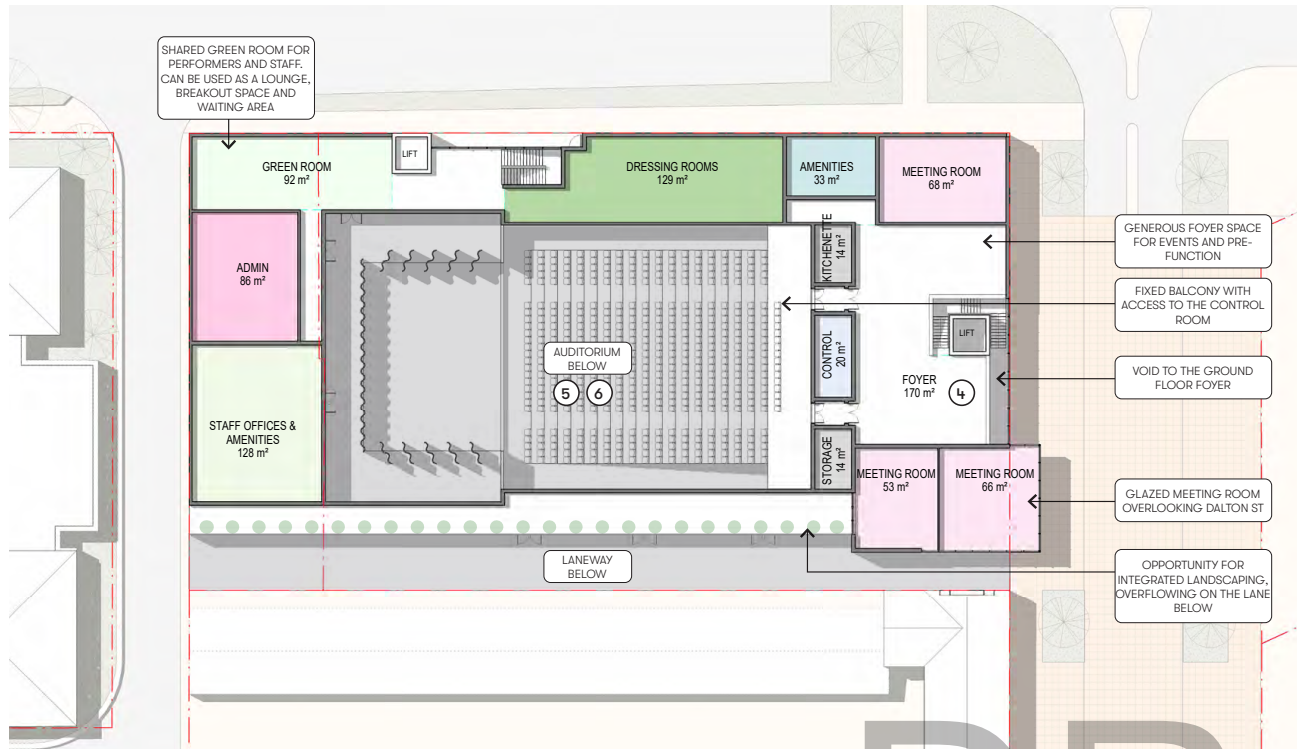


P - 26

2.0 | CONCEPT DESIGN

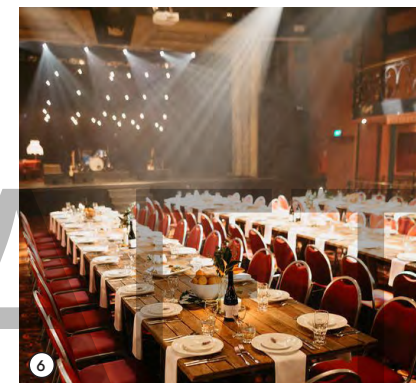
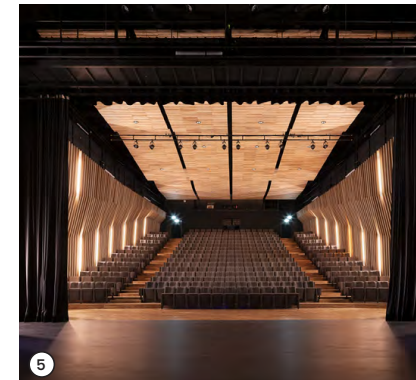
2.7 OPTION 2

LEVEL 1



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

**scott
carver**



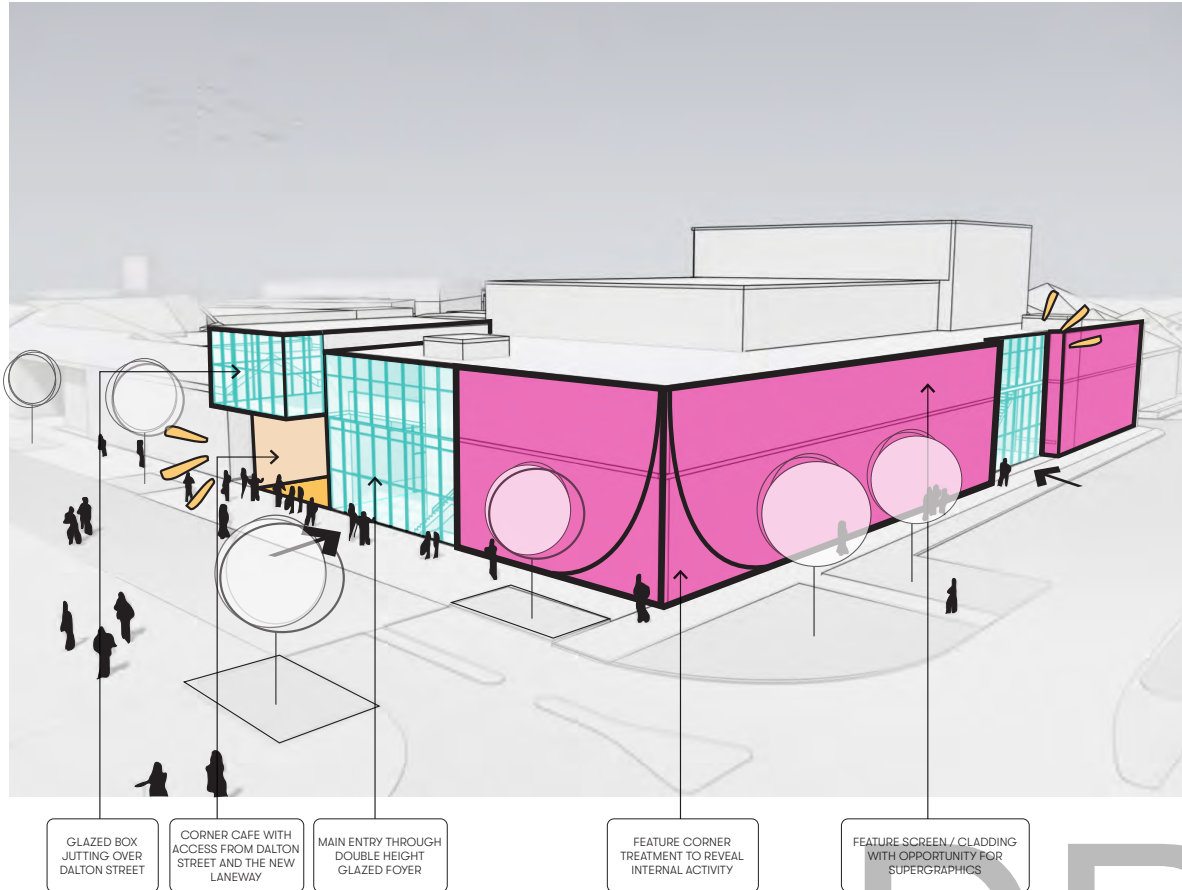
P - 27

2.0 | CONCEPT DESIGN

2.8 OPTION 2

FACADE PRINCIPLES & INSPIRATION

**scott
carver**



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 28

DRAFT

2.0 | CONCEPT DESIGN

**scott
carver**

2.7 OPTION 2

	FUNCTIONAL AREA (m²)	OPTION 2	BRIEF DESCRIPTION
FRONT OF HOUSE (FOH)			
FOYER GROUND FLOOR	145	170	
FOYER LEVEL 1	n/a	170	function/ event space
AMENITIES	82	100	
PARENTS ROOM	12		
ADULT CHANGE ROOM	14		
FOYER BAR	32	32	Integrated box office / theatre bar
BOX OFFICE ALLOWANCE	20		
SUB TOTAL (m²)	305	472	
500 SEAT AUDITORIUM			
VESTIBULES	20	518	Stalls 445m² Balcony 72m²
AUDITORIUM	500		
CONTROL ROOM / BIOBOX	15	17	
STAGE	165	322	incl. follow spot room, flytower etc
STAGE - WINGS	80		
BACKSTAGE - CROSS OVER	45		
SUB TOTAL (m²)	840	857	
REHEARSAL AND MEETING			
MEETING ROOMS	60	187	includes pre-function space
REHEARSAL ROOM	150	151	
STORAGE	10	14	
KITCHENETTE	20	14	
SUB TOTAL (m²)	240	366	
F&B			
KITCHEN	25	22	
CAFE OFFER	160	77	
SUB TOTAL (m²)	195	99	
THEATRE BACK OF HOUSE			
STAGE DOOR	30	42	
DRESSING ROOMS - MEDIUM	60	129	incl. circulation
DRESSING ROOMS - SMALL	30		
GREEN ROOM	120	92	
STAFF OFFICES & AMENITIES	39	128	
STORAGE & TECH ROOMS	200	107	
SUB TOTAL (m²)	479	498	
ADMINISTRATION			
ADMINISTRATION	60	86	
ADMINISTRATION AMENITIES	4		incl in staff amenities
STAFF END OF TRIP FACILITIES	24		incl in staff amenities
SUB TOTAL (m²)	88	86	
DOCK AND STORE AREA			
MAIN LOADING	EXT.	EXT.	
THEATRE RECEIVING AREA	50	55	
TALL STORAGE	40	-	
WORKSHOP	20	19	
WASTE ROOM	15	26	incl. retail waste
SUB TOTAL (m²)	125	100	
	2,272m²	2,478m²	



3,985 m²
GROSS BUILDING AREA



3,048 m²
OVERALL INTERNAL AREA (76% EFFICIENCY)

THEATRE CAPACITY



510
retractable tiered seating



890
1 person per 0.5m²



260-330
up to 33 table (8-10 pax per table)

BUSINESS



187 m²
Meeting rooms

n/a
Lounge

OTHER



170 m²
L1 foyer / event space



151 m²
Rehearsal Space / Blackbox



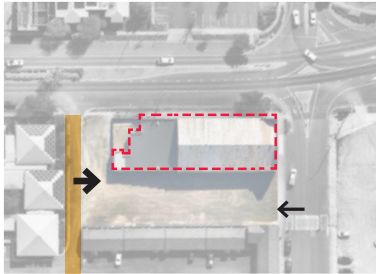
77 m²
Cafe

DRAFT

2.0 | CONCEPT DESIGN

2.9 OPTION 3

**scott
carver**



In option 3 the overall arrangement is 'mirrored' to have the main entry facing Parkes Shire Library and the loading off Dalton Street.

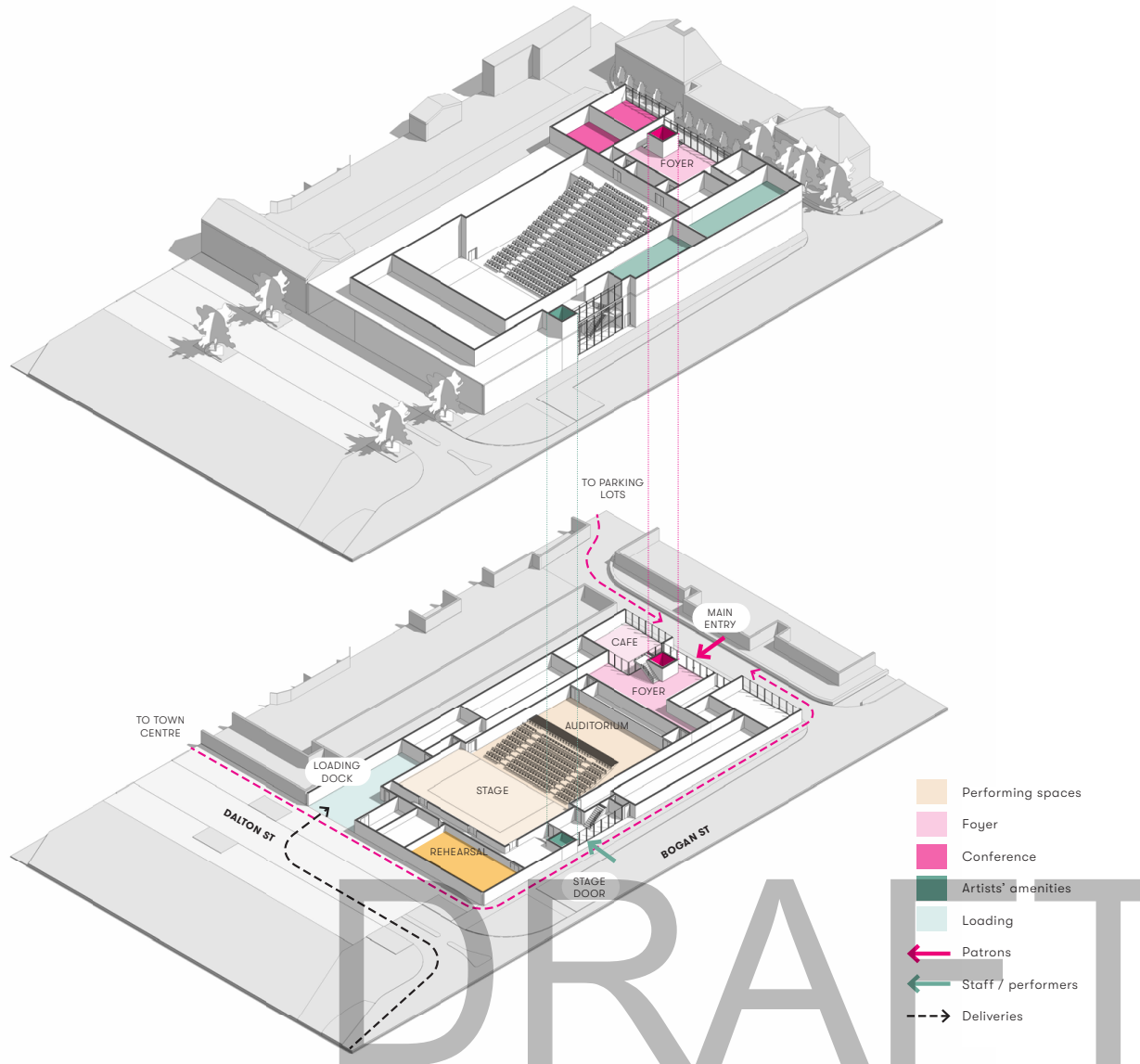
The aim of this scheme is to explore whether the layout has merit, noting that this approach is not in alignment with Council's vision of prioritizing Dalton street activation.

LAYOUT

The main entry is located off the lane adjoining the library. Being a secondary road with low foot traffic in comparison to Dalton Street, access to the venue will be less intuitive and likely fail to attract passersby into utilising the building's facilities.

A well curated F&B offer and potential upgrade of the lane could positively transform the area into a more dynamic and appealing destination, however the disconnect from Dalton Street feels like a missed opportunity and inferior arrival experience altogether. Patrons coming from the town centre will, in fact, have to walk past the loading dock (not recommended) and around the block in order to access the PEC.

The overall arrangement, albeit being mirrored, is generally consistent with the previous options with exception for the rehearsal room, which has been relocate to the corner facing the main road to retain a more public aspect.



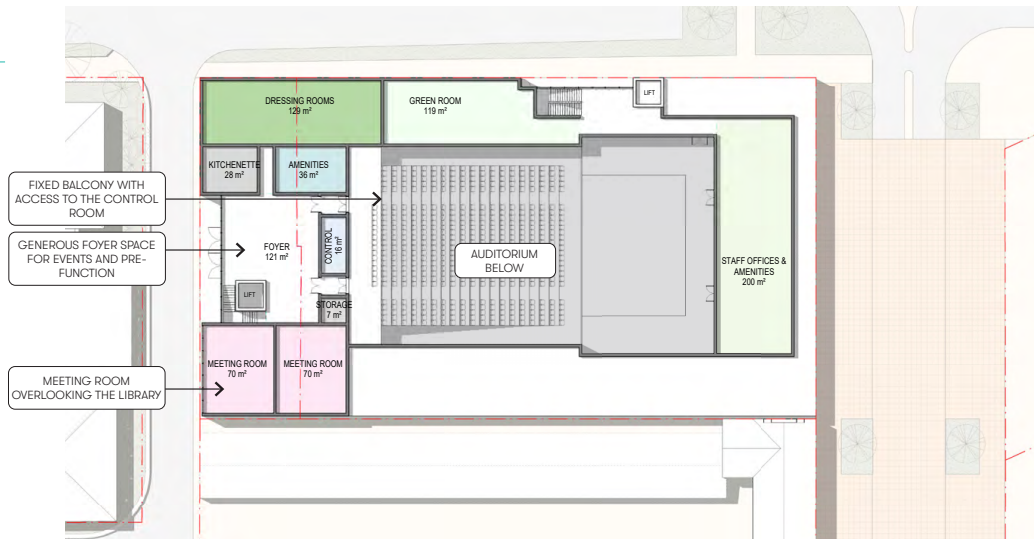
20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P - 30

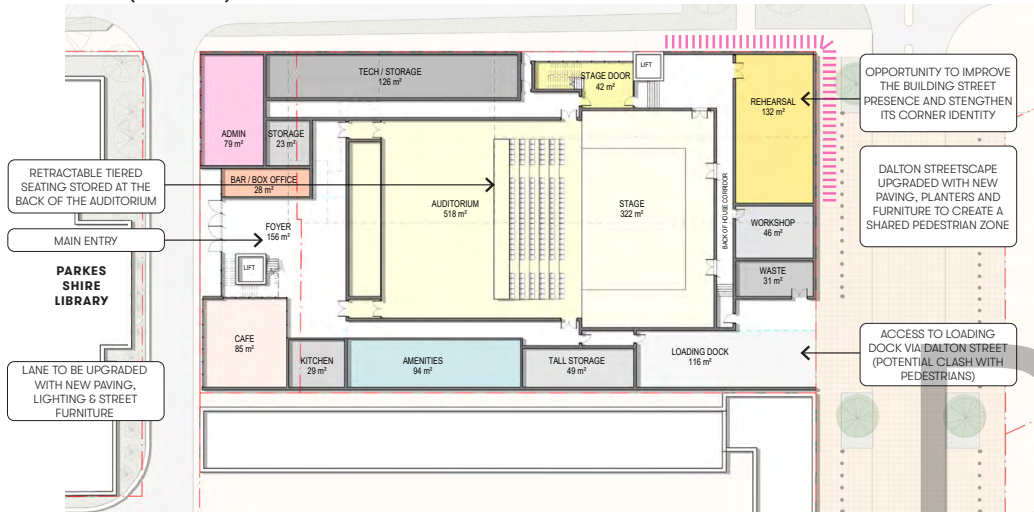
2.0 | CONCEPT DESIGN

2.9 OPTION 3

scott-carver



LEVEL 1 (not to scale)



GROUND FLOOR (not to scale)

20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

	FUNCTIONAL BRIEF AREA (m²)	OPTION 3	BRIEF DESCRIPTION
FRONT OF HOUSE (FOH)			
FOYER GROUND FLOOR	145	156	Larger foyer space combined with cafe offer
FOYER LEVEL 1	n/a	121	function/ event space
AMENITIES	82	94	
PARENTS ROOM	12		
ADULT CHANGE ROOM	14		
FOYER BAR	32	28	Integrated box office / theatre bar and cafe for day and night activation
BOX OFFICE ALLOWANCE	20		
SUB TOTAL (m²)	305	399	
500 SEAT AUDITORIUM			
VESTIBULES	20	518	Stalls 445m² Balcony 72m²
AUDITORIUM	500		
CONTROL ROOM / BIOBOX	15	17	
STAGE	165	322	incl. follow spot room, flytower etc
STAGE - WINGS	80		
BACKSTAGE - CROSS OVER	45		
SUB TOTAL (m²)	840	857	
REHEARSAL AND MEETING			
MEETING ROOMS	60	140	includes pre-function space
REHEARSAL ROOM	150	132	
STORAGE	10	7	
KITCHENETTE	20	28	
SUB TOTAL (m²)	240	307	
F&B			
KITCHEN	25	29	
CAFE OFFER	160	85	
SUB TOTAL (m²)	195	114	
THEATRE BACK OF HOUSE			
STAGE DOOR	30	42	
DRESSING ROOMS - MEDIUM	60	129	
DRESSING ROOMS - SMALL	30		
GREEN ROOM	120	119	
STAFF OFFICES & AMENITIES	39	200	
STORAGE & TECH ROOMS	200	126	
SUB TOTAL (m²)	479	616	
ADMINISTRATION			
ADMINISTRATION	60	79	
ADMINISTRATION AMENITIES	4	-	incl in admin area
STAFF END OF TRIP FACILITIES	24	-	incl in staff amenities
SUB TOTAL (m²)	88	79	
DOCK AND STORE AREA			
MAIN LOADING	EXT.	EXT.	
THEATRE RECEIVING AREA	50	116	
TALL STORAGE	40	49	
WORKSHOP	20	46	
WASTE ROOM	15	31	incl. retail waste
SUB TOTAL (m²)	125	242	

2,272m²

2,614 m²



4,083 m²
GROSS BUILDING AREA



3,114 m²
OVERALL INTERNAL AREA
(76% EFFICIENCY)

THEATRE CAPACITY



510
retractable tiered seating



890
1 person per 0.5m²



260-330
up to 33 table (8-10 pax per table)

BUSINESS



140m²
Meeting rooms



N/A
Lounge

OTHER



121m²
L1 foyer / event space



132m²
Rehearsal Space / Blackbox



85m²
Cafe

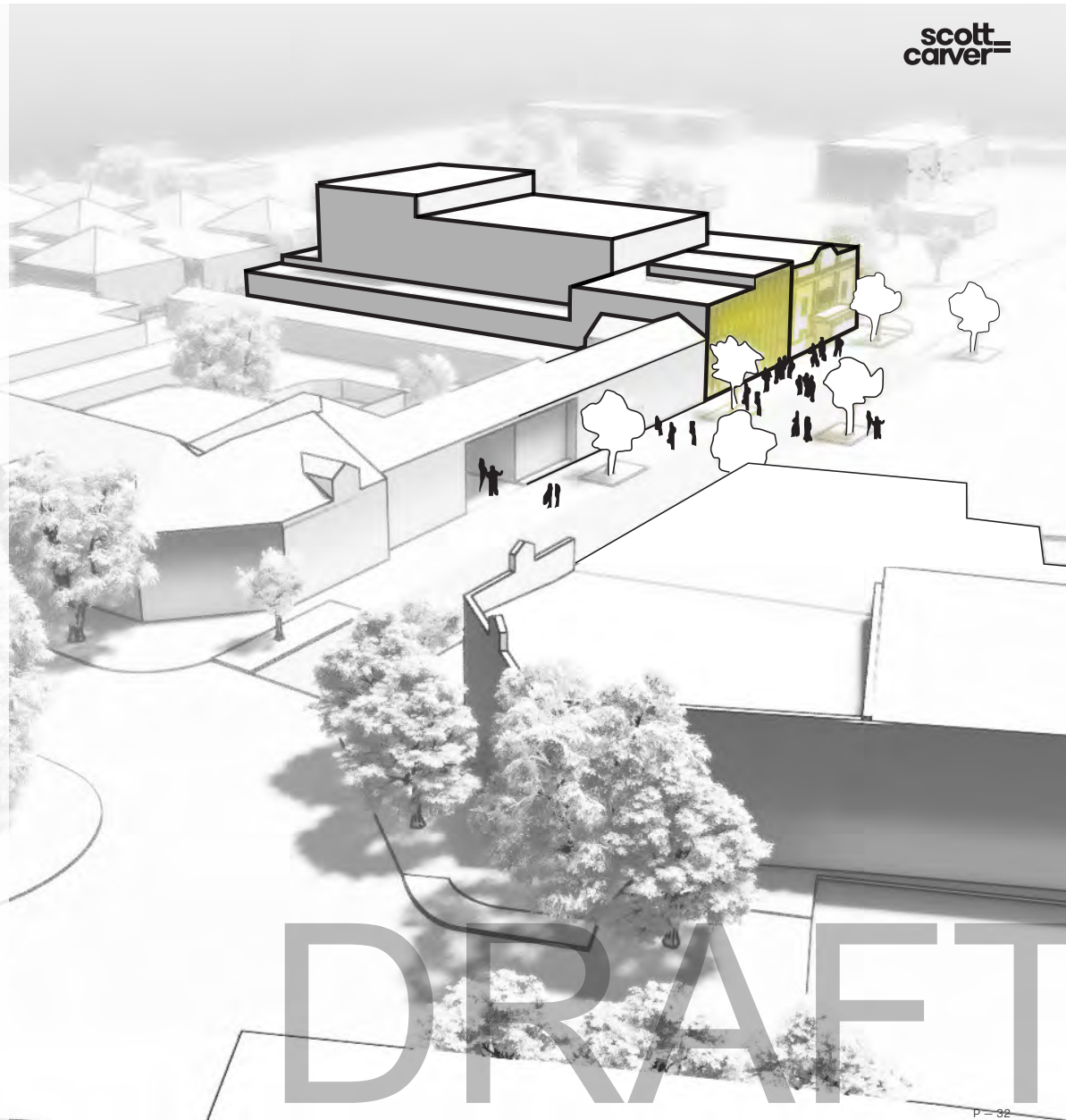
2.0 | CONCEPT DESIGN

RECOMMENDATIONS

All the design scheme are capable of addressing the core principles set in the functional brief in terms of providing a flexible and welcoming entertainment venue that can positively contribute to the revitalisation of the town centre.

Option 1.B is considered to represent an ideal arrangement for the new PEC:

- + the layout principles are in alignment with Parkes CBD Vibrancy Strategy, prioritizing the activation of Dalton Street with an expansive entry foyer and cafe spilling outside
- + the retention of the existing facade provides an additional layer of cultural interest and relevance to the development, offering great opportunities for creative design working in juxtaposition to the existing fabric
- + the movement of vehicles and people is organized so that the cross overs between back of house and front of house activities are minimal and discreet
- + the scheme allows for generous storage and services space at the rear to be able to cater for larger productions in the future
- + the meeting spaces are maximized in anticipation of higher demand of event spaces for local businesses, community groups and corporate entities



20230035-AR-SK001 | Parkes Regional Entertainment & Cultural Centre

P-32

scottcarver.com.au

**scott
carver**

DRAFT

15 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY**15.1 MAJOR PROJECTS AND CURRENT WORKS REPORT - INFRASTRUCTURE AND SUSTAINABILITY****IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is open, accountable, and representative.**Strategy:** Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives.**Author:** Sue McGrath, Business Support Coordinator**Authoriser:** Andrew Francis, Director Infrastructure and Sustainability**Annexures:** A. Infrastructure & Sustainability - Major Projects & Current Works - May [↓](#)

RECOMMENDATION

That Council:

1. Receive and note the Infrastructure and Strategic Futures Major Projects and Current Works Report for May 2024, appended at *Annexure A*.
-

BACKGROUND

A monthly status report of Major Projects and Current Works within Parkes Shire Council's Infrastructure and Strategic Futures directorate is tabled to keep Council abreast of projects being undertaken across the Parkes Shire.

ISSUES AND COMMENTARY

This report presents an update on the current major projects within the Parkes Shire being managed or undertaken by Council's Infrastructure and Strategic Futures Department. The report outlines work that has been carried out over the past month and is provided for the information of Councillors.

The Major Projects and Current Works Report is appended at *Annexure A*.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

Projects have been allocated funding either from grants or Council funds as provided in the 2023/24 Operational Budget.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

The Major Projects and Current Works Report, appended at *Annexure A*, provides Council with a briefing on major projects and works underway within the organisation's Infrastructure and Strategic Futures directorate. It is recommended that Council formally resolve to receive and note the report.

**INFRASTRUCTURE & STRATEGIC FUTURES
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Building Better Regions Fund (BBRF) - Water Security Project

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
27/12/2024	\$14,402,488	\$1,818,536	\$4,887,750	\$4,459,520	\$15,208,406* Revised budget to be approved

Task Completed

- The RWSL is advancing well. SME are delivering the civil works and MCA have delivered the initial SMP package.
- The LRPSA is advancing well, Killard are delivering the SMP package.

Tasks forecast to be completed (next steps: 1-3 months)

- Raw Water Storage Lagoon earthworks - Northern swale conditioning and compacting, Western swale bulk ripping and loading out.
- Approval from Council for direct negotiations with contractors for the Structural, Mechanical and Pipework package at the Raw Water Storage Lagoon.
- Ongoing earthworks at the Raw Water Storage Lagoon.
- Ongoing preliminaries.
- Works progressing for the Lachlan River Pump Station Power (Electrical) Augmentation.
- Works progressing for the Lachlan River Pump Station Augmentation.
- Ongoing procurement for the Raw Water Storage Lagoon and the Lachlan River Pump Station works packages.

Regional Recovery Project (RRP) - Water Security Project

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/2026	\$9,063,012	\$13,810	\$401,066	\$351,546	\$14,870,593* Revised budget to be approved

Task Completed

- EoT approved to December 2026.

Tasks forecast to be completed (next steps: 1-3 months)

- Value Engineering required to coordinate scope with budget.
- Budget increase required - linked with NWG Funding application.

**INFRASTRUCTURE & STRATEGIC FUTURES
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Safe & Secure - Water Security Project

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/2026	\$38,269,979	\$66,460	\$1,862,659	\$495,159	\$61,266,245* Revised budget to be approved

Task Completed

- EoT approved to December 2026.
- Initial survey has been completed from the Lachlan River Precinct to Akuna Road.

Tasks forecast to be completed (next steps: 1-3 months)

- Funding Deed Variation for an additional \$900K plus early Milestone Payment of \$2M.
- Value Engineering required to coordinate scope with budget.
- Design review to ensure a fit for purpose solution is developed.

Resource for Regions Round 9 (R4R9) - (Stormwater Mitigation - Project 1 - Stage 1A)

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/25	\$2,684,244	\$0	\$600,847	\$143,658	\$2,684,244

Task Completed

- Topographical survey, geotechnical investigation, cultural heritage, services search, environmental assessments have all been completed for the detention basin works.
- Procurement of the 600ID and 375ID concrete pipes for the detention basin works.

Tasks forecast to be completed (next steps: 1-3 months)

- Project is currently on hold and requires completing an assessment of the preferred prioritisation of the works (detention basis v's downstream).

**INFRASTRUCTURE & STRATEGIC FUTURES
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Department of Planning and Environment - Places to Swim Grant Program 2022-2023 - Activation of Lake Endeavour

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
01/05/2024	\$1,146,000	\$53,245	\$274,647	\$504,746	\$1,146,000
Task Completed					
<ul style="list-style-type: none"> Commence Construction Finalise telecommunications issues Complete toilet construction Award and commence path construction Commence manufacturing of floating blocks 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> Order and lay sand Commence installation of path Commence installation of pontoon Complete signage requirements Order and install buoys for swimming area Install telecommunications infrastructure 					

East Parkes Flood Study and Housing Strategy Review (Goobang Creek)

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
04/04/2025	\$250,000	\$0	\$0	\$29,000	\$250,000
Task Completed					
<ul style="list-style-type: none"> NSW Government Funding approved NSW PWA collected Council and community data for Flood Study NSW PWA completed RFQ and scope specification RA Project - Consultants engaged by RA to complete Flood Hazard assessment of Goobang / Billabong Creek to feed into Central West Housing Grant project RA Project - LiDAR undertaken by NSW Spatial Services for the study area and provided to the consultants RA Project - Consultants completed draft modelling and Flood Hazard assessment 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> Funding body to sign Deed and return to Council 					
Upcoming Milestones					
Milestone 1	Data collection				
Milestone 2	Model Build				
Milestone 3	Development of Mapping				
Milestone 4	Draft Flood Study				
Milestone 5	Revisions of Housing Strategy				
Milestone 6	Public Exhibition				
Milestone 7	Adoption of Strategy and Project Acquittal				

**INFRASTRUCTURE & STRATEGIC FUTURES
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**

Trundle Floodplain Mitigation Feasibility Study					
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
25/10/2024	\$193,214	\$6,645	\$113,744	\$177.30	\$193,214
Task Completed					
<ul style="list-style-type: none"> Model update Presentation to FMC and OEH RFQ selection of consultant SIQ for procurement of project management services RFQ for survey services Stage 2a Draft Report complete and under review by NSW PWA and NSW EHG Review of Council Design concept for MR350S culvert project by Consultants to determine suitability and impact 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> Finalise flood study update report Options assessment Community consultation - media release, community engagement activities to be completed when updates available Geotechnical investigation of the study area where roadworks are proposed for Stage 3 - Rhelm to prepare the survey brief Ground surveys to be completed for sections of road to be raised and lowered at Stage 3 					

Cookamidgera Flood Study and Floodplain Risk Management Plan					
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
04/10/2024	\$127,000	\$0	\$80,959	\$46,041	\$127,000
Task Completed					
<ul style="list-style-type: none"> RFQ for selection of consultant SIQ for procurement of project management services Panel selection for ground-based survey SIQ for procurement of aerial survey Consultant site visit and meeting with community Update to project milestones Data collection report Flood modelling 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> Finalise Draft Flood study report for submission in May 					

**INFRASTRUCTURE & STRATEGIC FUTURES
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**

Bogan Gate and Gunningbland Flood Study and Floodplain Risk Management Plan					
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
04/10/2024	\$104,800	\$0	\$75,220	\$30,780	\$104,800
Task Completed					
<ul style="list-style-type: none"> • Consultant site visit and meeting with community • Update to project milestones • RFQ for selection of consultant • SIQ for procurement of project management services • Panel selection for ground-based survey • Extension of Time has been approved from NSW Government • Hyrdologic (DRAINS) and hydraulic (TUFLOW) models are being created using the data that was collected during the December 2023 site meetings • Models have been calibrated to reproduce observed flood behaviour during the March 2012 and November 2022 flood events at Bogan Gate and the March 2017 and November 2022 flood events at Cookamidgera • Design discharge hydrographs have been derived using the hydrologic (DRAINS) model, noting that the design peak flow estimates derived from the model have been validated against those derived using other methods (ie Regional Flood Frequency Estimation Model (AAR 2019) and Probabilistic Rational Method (ARR 1987)) 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> • Interim draft of the Flood Study Report has been commenced by the Consultant - this document will show the data collection, community consultation, model development and calibration 					

15.2 INSTALLATION OF SMART METERS - PEAK HILL**IP&R Linkage:** **Pillar:** Environment**Goal:** Our utilities are well-planned and efficiently managed.**Strategy:** Provide essential water and sewer infrastructure to meet the needs of our growing community.**Author:** **Sue McGrath, Business Support Coordinator****Authoriser:** **Andrew Francis, Director Infrastructure and Sustainability****Annexures:** **Nil**

RECOMMENDATION

That:

1. The report be received and noted.
-

BACKGROUND

Parkes Shire Council is working with DPE in multiple fronts to minimise and control Non-Revenue Water. A component of the project involves testing existing meter for accuracy; as these tests on meters are destructive testing, these meters will need to be replaced. Parkes Shire Council see this as an opportunity to utilise smart metering as a tool for Non-Revenue Water monitoring and reduction. This project will be carried out as trial for Peak Hill Demand Management Area and has the potential for roll out throughout the shire if the objectives are met.

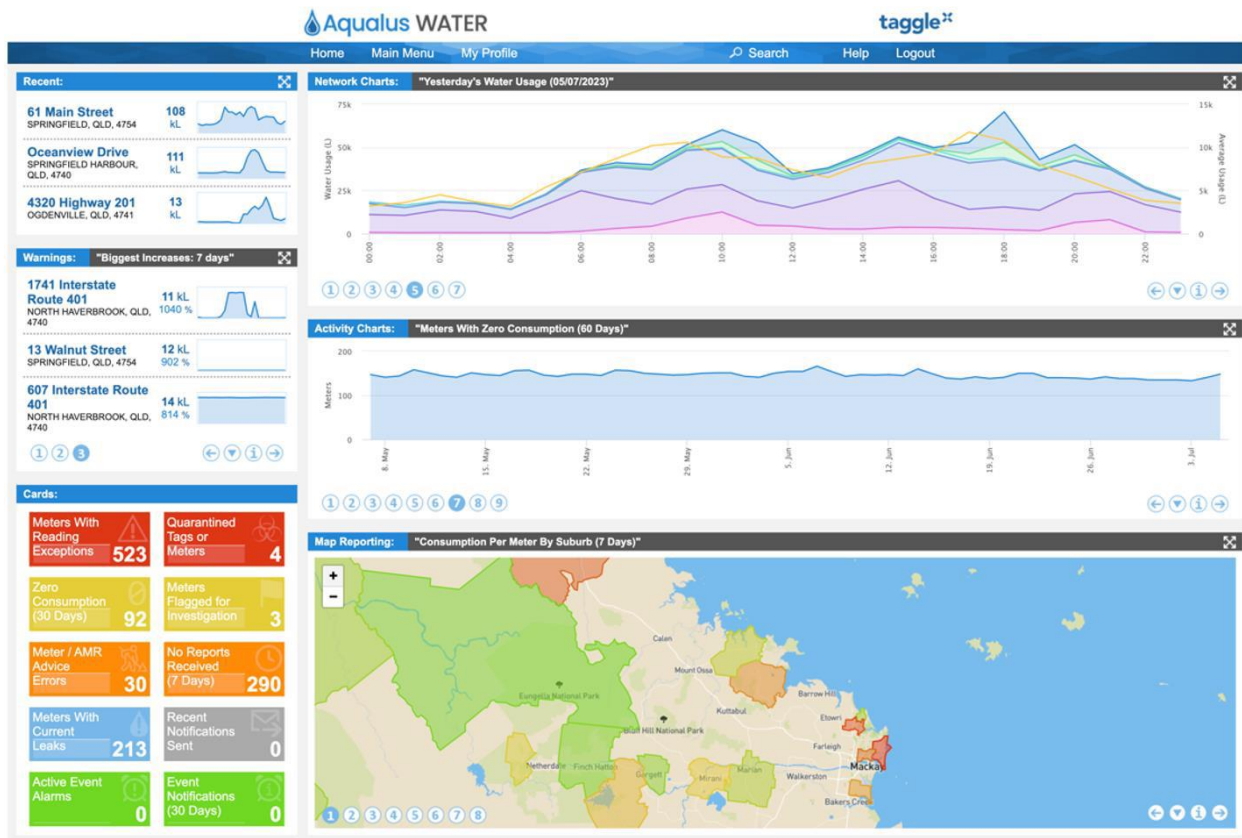
ISSUES AND COMMENTARY

Over the past decade, Council has subsidised around \$140,000 in water rates due to water lost through leakages. The implementation of smart water meters will mitigate these losses and redirect funds toward other initiatives.

Installation of smart meters also eradicate the need of the manual meter reads that happens every quarterly. This also provides us with instant information of the usage data if required.

Council can also realise the following benefits through the implementation of the smart meters -

- Improved network and operations efficiency
- Reduced customer complaints from bill shock
- Minimisation of disputed bills and rebates
- Overall increase in water security
- Cost savings by reducing non-revenue water



LEGISLATIVE AND POLICY CONTEXT

The following Standards, Acts and Regulations shall be adhered to at all times:

- PSC Policies, Procedures & Guidelines, including Project / Contractor Management Policies, PSC is the proponent local consent authority and owner / operator of the Parkes Water Infrastructure.
- Workplace Health and Safety Act & Regulation 2011 (NSW)
- Local Government Act 1993
- NSW Government, 2008, New South Wales Government Procurement System for Construction, Procurement Practice Guide, Procurement Method Selection, July 2008
- WSA02-Regional NSW edition
- Relevant Australian Standards
- Protection of the Environment Operations Act 1997
- AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines, Standards Australia Financial Implications

FINANCIAL IMPLICATIONS

Cost of the rollout of the smart meters has two stages -

Stage 1 - (2023/24)

- Meter Procurement and setup - \$192,138 (inc. GST)
- Meter Installation - \$40,000 (to be undertaken internally)

Stage 2 - (2024/25)

- Integration with TechOne incl. customer portal setup- \$47,528.80 (inc. GST)

RISK IMPLICATIONS

Risk ID	Description of Risk Event <i>This is a specific description of what could happen that would threaten the success of the project. It must address who, what, where, when, why and how the risk could occur – in order to be able to be controlled effectively</i>	Consequences 1. Very Minor 2. Minor 3. Significant 4. Serious 5. Very Serious	Likelihood <i>(note - likelihood of Risk event with that consequence rating occurring)</i> 1. Very Low 2. Low 3. Likely 4. High 5. Almost Certain	Mitigation Strategy <i>What can be done (if anything) to reduce the likelihood of the risk occurring?</i>	Contingency Plan <i>What can be done (if anything) to <u>reduce the impact</u> of the risk on the project, should it occur?</i>
R001	Weather events	2	1	Incorporate redundancy in the project scheduling	Project timeline extension
R002	Need to attend reactive work by work crew	4	3	Extensive planning around the availability of crew and accommodate in project scheduling	Project timeline extension/Consider external resource
R003	Project delays and Higher costs	4	3	Contingency use	Advise stakeholders and put forward case for increased budget support
R004	Greater than expected lead time on Materials	4	3	Plan procurement ahead	Consider alternative suppliers or alternative materials
R006	WHS Risks	4	3	Implement Council's WHS policy Procedure at all times	Stop, review changes needed, establish controls

COMMUNITY CONSULTATION

No community consultation is planned. However, communication to the residents of Peak Hill to be done via press release, letter drops and social media. All these to have FAQs attached to all above.

16 REPORTS OF THE DIRECTOR OPERATIONS**16.1 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS****IP&R Linkage:** **Pillar:** Leadership**Goal:** Our local government is open, accountable, and representative.**Strategy:** Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives.**Author:** **Sue McGrath, Business Support Coordinator****Authoriser:** **Logan Hignett, Acting Director Operations****Annexures:** **A. Operations - Major Projects & Current Works - May** [↓](#)**RECOMMENDATION**

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for May 2024, appended at *Annexure A*.

BACKGROUND

A monthly status report of Major Projects and Current Works within Parkes Shire Council's Operations Department is tabled to keep Council abreast of projects being undertaken across the Parkes Shire.

ISSUES AND COMMENTARY

This report presents an update on the current major projects within the Parkes Shire being managed or undertaken by Council's Operations Department. The report outlines work that has been carried out over the past month and is provided for the information of Councillors.

The Major Projects and Current Works Report is appended at *Annexure A*.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

Projects have been allocated funding either from grants or Council funds as provided in the 2023/24 Operational Budget.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

The Major Projects and Current Works Report, appended at *Annexure A*, provides Council with a briefing on major projects and works underway within the organisation's Operations Department. It is recommended that Council formally resolve to receive and note the report.

**OPERATIONS
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Complete Upgrade to Parkes Shire North South Freight Link (MR350)

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
Dec 2024	15,087,380	528,751	11,736,209	213,655	15,087,380
Task Completed					
Stage 1	Completed				
Stage 2	Completed 14/14km section for sealing along the Bogan Way. Construction crews are currently working on the intersection of Peak Hill Tullamore Road and The Bogan way with construction of channelised turn lanes. Project is expected be completed at the end of May 2024.				
Stage 3	Southern approach to Trundle – awaiting feedback from the hydraulic analysis completed by consultants. This will allow for appropriately sizing of the drainage structure underneath the road at this location prior to commencing construction.				
Stage 4	Completed.				
Stage 5	Conceptual design is being conducted, which includes kerb and gutter both sides of Hutton Street between Henry Parkes Way and Lachlan Street.				
Stage 6	Completed				
Stage 7	Detailed design completed, construction has commenced and should be completed at the end of June, weather permitting.				
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none">• Complete Stage 2• Complete Stage 7• Finalise the design for Stage 5• Land acquisition and fencing					

Design and Construction of East Bridge - Parkes

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
Apr 2024	2,541,120	190,240	2,556,731	426,325	2,983,000
Task Completed					
<ul style="list-style-type: none"> • Guard Rail • Footpaths and driveway reshaping on Woodward Street • Kerb and gutter, and rehabilitation of Woodward Street • Open to Traffic (OTT) 					
Tasks forecast to be completed (next steps: 1-3 months)					
<ul style="list-style-type: none"> • Complete drainage work - creek line widening and rock armouring • Footpath to be completed on East • Asphalt in rail corridor - waiting on rail approval • Carpark in Pac Park - waiting on rail approval 					

**OPERATIONS
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Peak Hill Baldry Road

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
Dec 2024	2,335,000	1,028	1,051,369	461,086	2,335,000

Task Completed

- Fencing of property acquisition
- Culvert construction completed between Newell Highway and Kadina Road
- Construction started on culverts, completed under half road closure

Tasks forecast to be completed (next steps: 1-3 months)

- Complete the build of the culverts and extensions required
- Finalise design for remaining 8km.
- Commence REF for remaining 8km (consultant previously engaged via tender).
- Consult with NPWS regarding effects of proposed works through Goobang National Park
- Construction of culverts for the 5km section
- Road works for 5km section

Realignment and New Bridge at Graddle Creek, The McGrane Way

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
08/2026	8,143,655	285	14,405	0	8,142,655

Task Completed

- Further contact and ongoing negotiations with landowner regarding the purchase of land for the new, proposed alignment
- Concept alignment completed
- Engaged conveyancer for land valuation
- Letter of offer forwarded to landowner for purchase of land

Tasks forecast to be completed (next steps: 1-3 months)

- Consent/negotiation with landowners on proposed alignment and subsequent acquisition of land.
- Commence land acquisition process
- Seek quotation for survey and design
- Engage consultant(s)
- Commence design

**OPERATIONS
MAJOR PROJECTS & CURRENT WORKS - MAY 2024**
Kelly Reserve – Telling the Story of Water in Parkes Shire through play

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
May 2024	1,550,000	259,193	1,118,198	231,048	1,550,000

Task Completed

- Concrete paths
- Concrete creek beds
- Concrete slab for new shelter
- New shelter and furniture installed
- BBQ's installed
- install of new BBQ cabinets, lights & GPO's to existing shelter
- Sand play area including excavator and interactive equipment
- Installation of water play elements and service connections
- Interpretive signage installed
- Shade sails installed
- Landscaping & irrigation completed
- Irrigation modifications to existing system completed
- Soft pour rubber, Harvey Ranges area completed
- Line marking on Path.
- Splash Pad water features installed, and pumps commissioned
- Fencing completed

Tasks forecast to be completed (next steps: 1-3 months)

- CCTV
- Entry signage
- Parkequip commission splash pad chemical dosing system and provide user training.
- Upgrade existing play space equipment (inclusive spinner & ninja course for higher age group)
- Plaque for acknowledgement of funding bodies State & NSW Gov, Nth Pks Mine, PSC and councillors

17 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES**17.1 DA2024/0007 MULTI-DWELLING HOUSING - STUDENT NURSE ACCOMMODATION (ANCILLARY TO HOSPITAL)****IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is open, accountable, and representative.**Strategy:** Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives.**Author:** Brendan Hayes, Director Planning and Community Services**Authoriser:** Brendan Hayes, Director Planning and Community Services**Annexures:** A. Request for Exemption [↓](#)**RECOMMENDATION**

That:

1. Council approves to waive Section 64 Headworks Developer Charges and Section 7.12 Developer Contributions for Development Application 2024/0007 for the Multi-dwelling housing for the purpose of Student Nurse Accommodation.

BACKGROUND

Council is in receipt of Development Application 2024/0007 for the Development of Multi-dwelling housing for the purpose of Student Nurse Accommodation (Ancillary to Hospital). The application has been assessed and recommended for approval subject to conditions.

ISSUES AND COMMENTARY

In conjunction with the requirements for conditional approval for Crown development, a draft set of conditions has been prepared and sent to the applicant (CSU) to review. The applicant has requested the waiving of Sect 7.12 Development Contributions and headworks charges to assist with the cost of the development.

The proposed development is valued over \$200,000.00 and therefore will be subject to the Section 7.12 Contributions plan and a contribution will be imposed in accordance with the appropriate rate. The proposed development is for multi-dwelling housing comprising four (4) individual units that will be utilised for student nursing accommodation.

Council's engineering (infrastructure) department have advised the development will generate a 1.32 ET and 2 ET for water and sewer respectively.

Conditions have been applied requiring the applicant to;

(ESW5.04) - Compliance Certificate for Developer Contributions

17. Prior to the occupation or use of the development a Certificate of Compliance in accordance with Section 307 of the Water Management Act 2000 is to be obtained from Parkes Shire Council, certifying that all contributions and charges, required in connection with the provision of the reticulated water supply and sewerage management system to the development have been undertaken and complied with in full.

Note: Sewer ET's for the development have been calculated to be 2ETs.

Note: Water ET's for the development have been calculated to be 1.32ETs.

The cost of the headworks charges are as follows;

\$ 13,910.00 is the current Section 64 water developer charge per ET set out in Council's published fees and charges for 2023/24. This charge is reviewed each financial year. The current contribution rate is to be confirmed prior to payment.

\$ 5,195.00 is the current Section 64 sewer developer charge per ET set out in Council's published fees and charges for 2023/24. This charge is reviewed each financial year. The current contribution rate is to be confirmed prior to payment.

Total headworks contribution cost for the development is \$34,6774.40.

(BW3.07) Section 7.12 Contributions (No CC)

- 7. Pursuant to Section 7.12 of the Environmental Planning and Assessment Act 1979, the monetary contribution set out in the following table is to be paid to Parkes Shire Council prior to works commencing. The contribution is current as at the date of this consent and is levied in accordance with the Parkes Shire Section 94A Contributions Plan 2016, in force from 5 August 2016, which may be viewed during office hours at Council's Customer Service Centre, 2 Cecile Street, Parkes, or on Council's website www.parkes.nsw.gov.au. The contribution payable will be calculated in accordance with the contributions plan current at the time of payment and will be adjusted at the time of payment in accordance with the Consumer Price Index (CPI) (All Groups Index for Sydney) published by the Australian Bureau of Statistic (ABS). Contribution amounts will be adjusted by Council each quarter.**

Contribution Type	Section 7.12
Proposed Cost of Development	\$548,176.20
Levy %	1% above \$200,000.00
Total Contribution	\$3,481.76
Contribution Rate remains current until	Next CPI Quarterly Adjustment

Total 7.12 contributions is \$3481.76.

Council does not impose a Section 94A levy on the following:

- Development valued up to \$200,000 (as per Parkes Shire Council Resolution No. 16-344);
- Development for the purpose of a single dwelling on a single allotment where a contribution under Section 94 of the Act was paid at subdivision stage.
- The fit out or refurbishment of an existing development, where there is no enlargement or intensification of the current land use.
- An application on or behalf of Council for community infrastructure, such as but not limited to libraries, community facilities, recreation areas, recreation facilities and car parks.
- An application by a NSW Government department to enable development defined as an 'Infrastructure Facility' under State Environmental Planning Policy (Infrastructure) 2007;
- An application for development that involves rebuilding or repair after natural disasters such as flooding or bushfires.

- An application for demolition (where there is no replacement building or development); and
- Where Council considers an exemption is warranted, and the decision is made by formal resolution of council at an Ordinary Council meeting.

To apply for an exemption to the payment of a Section 94A Levy, an application must be submitted to Council at development assessment stage, giving reasons and providing any necessary evidence for the exemption.

LEGISLATIVE AND POLICY CONTEXT

Nil

FINANCIAL IMPLICATIONS

Council would forgo the income for the contributions.

RISK IMPLICATIONS

Nil

COMMUNITY CONSULTATION

The recommendation to waive the contributions will provide support to the development in extending the availability of student nursing accommodation developed for CSU students.

**ANDREW CRUMP**
TOWN PLANNING

✉ PO Box 9060 Orange East, NSW 2800

@ info@andrewcrump.com.au

☎ 0408 446 429

2 May 2024

Our Ref: ADC_200223_ContributionsLetter

The General Manager
Parkes Shire Council
PO Box 337,
Parkes NSW 2870

By email: plans@parkes.nsw.gov.auCC: Brendan.hayes@parkes.nsw.gov.au; Grahame.fry@parkes.nsw.gov.au

Dear Mr Boyd,

**REQUEST FOR EXEMPTION OF SECTION 7.12 AND SECTION 64 CHARGES –
DA2024/0007 – HOSPITAL (STUDENT NURSE ACCOMMODATION) – 2 MORRISSEY
WAY, PARKES**

Reference is made to the abovementioned development application. Firstly, Charles Sturt University (CSU) appreciates the opportunity to present this request to Council. CSU has reviewed the draft conditions relating to the abovementioned Crown DA and requests that Council consider waiving the Section 7.12 and Section 64 charges for the development, given its nature.

By way of background, the development is situated within the Parkes Hospital site and will house students from CSU that are studying nursing and other allied health professions. The program provides work placements for students within health settings as part of their course.

The development will provide extensive positive externalities for the Parkes Community noting the following:

- In 2023 and 2024 (to date) a total of 54 students have completed placements in the Parkes LGA with a further 12 booked in for the remainder of 2024. This includes a combination of nursing and allied health. Placements range from 2-8 weeks in duration.
- Students have participated in various community activities while on placement.
- Students have visited several tourist attractions in the region, including the Dish and the Peak Hill Mine.
- Family and friends of the students have also spent time in Parkes and surrounds and have enjoyed the offerings of the Shire.
- All students participate in a First Nations Cultural Immersion, facilitated by a local First Nations representative.
- Students are supported by local clinical supervisors who are employed for the period of the placement.

www.andrewcrump.com.au

- Host organisations have included Currajong Disability Services, Peak Hill Preschool, Peak Hill Central School, Parkes Early Childhood Centre.
- Students are connected to other services in the town such as the Country University Centre and Project Sprouts. It's also noted that CSU's Clinical Educator recently presented at Parkes Shire Council's November 2023 meeting.

The opportunity to build this facility locally in Parkes will boost the potential for additional students to come to the region and there is a strong possibility that some of the future students that will stay in this facility during their placement will choose to return to live and work in Parkes on a permanent basis once qualified.

With the critical shortage of medical staff within regional locations, this development is essential public infrastructure, providing much-needed short-term housing for medical students/staff in regional areas while they gain important on the ground training, the broader community benefits of which would likely outweigh the minor loss of revenue from these charges for this development.

Council's favourable consideration of this request would be appreciated.

If you have any questions in relation to the above, please do not hesitate to contact the undersigned.

Yours sincerely,

Andrew Crump Town Planning Pty. Ltd.



Per:

Andrew Crump

Director

www.andrewcrump.com.au

17.2 CARRINGTON HOTEL - MANGEMENT AND DEVELOPMENT PLAN**IP&R Linkage:** **Pillar:** Community**Goal:** Our community is liveable, growing and connected.**Strategy:** Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places.**Author:** **Brendan Hayes, Director Planning and Community Services****Authoriser:** **Brendan Hayes, Director Planning and Community Services****Annexures:** **A. Carrington Hotel- Management and Development Plan** [↓](#)**RECOMMENDATION**

That:

1. Endorse the draft Carrington Hotel - Management and Development Plan and place on public exhibition for 28 days.
1. Consult directly with the appropriate local stakeholders.
2. Following exhibition of the plan, necessary amendments will be made to the document which will be subsequently reported back to Council for final adoption.

BACKGROUND

The Carrington is a landmark commercial building in the Main Street of Peak Hill. Following a fire that gutted the Hotel in 1997, Council and the local community have embarked on a restoration program that has rehabilitated most of the building to enable the space to be operational for meetings, events and community gatherings. The intent is to establish a strategic framework for The Carrington that:

- a) Establishes a clear Vision and Key Principles
- b) Outlines the strategic priorities
- c) Details the current and future development of the site.

ISSUES AND COMMENTARY

The draft document has been developed through an issues paper with extensive targeted consultation with stakeholders.

The flowing key strategic direction within the process recognises:

- I. The community and stakeholder support for the completed restoration works.
- II. Councils' significant contribution to the development, management, and operation of The Carrington.
- III. The significant historic nature of the building and its long-term importance as a critical public space.
- IV. The approach to date to establish partnerships between Council, the community and external funding and operational bodies.
- V. The opportunity to leverage the works completed to date to continue to develop and maximise the utilisation of The Carrington.

The key strategic actions are.

- Priority 1: A Sense of Community
- Priority 2: Being a Sustainable Organisation
- Priority 3: Building Sustainable Partnerships
- Priority 4: Facility Development and Management

It is proposed to place the plan on public exhibition for 28 days and have direct consultation with the major stakeholders in the Peak Hill community.

LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

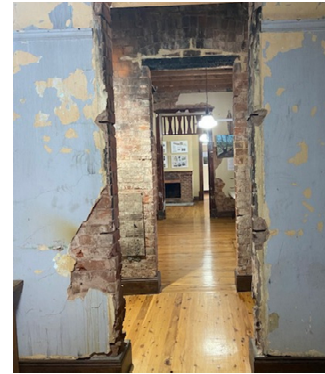
RISK IMPLICATIONS

Nil

COMMUNITY CONSULTATION

The drafty document will be placed on public exhibition and returned to council for final adoption.

The Carrington Management and Development Plan



PARKES SHIRE COUNCIL

Table of Contents

1. Introduction.....	- 2 -
1.1. Context	- 2 -
2. Purpose, Vision and Key Principles	- 3 -
2.1. Purpose	- 3 -
2.2. Vision.....	- 3 -
2.3. Key Principles.....	- 3 -
3. Key Strategic Priorities.....	- 8 -
3.1. Priority 1: A Sense of Community.....	- 9 -
3.2. Priority 2: Being a Sustainable Organisation	- 11 -
3.3. Priority 3: Building Sustainable Partnerships	- 13 -
3.4. Priority 4: Facility Development and Management	- 15 -
4. Development Plan	- 17 -
4.1. The Built Form.....	- 17 -
4.2. Facility Capital Development and Asset Management – Staged Restoration Approach	- 18 -
4.3. Landscape Concept Plan	- 21 -
4.4. Facility Capital Development and Asset Management	- 23 -
Appendices 1: Identified Development Plan Projects	- 24 -
Appendices 2: Demographic Profile	- 29 -
Appendices 3: Strategic Alignment	- 33 -

1. Introduction

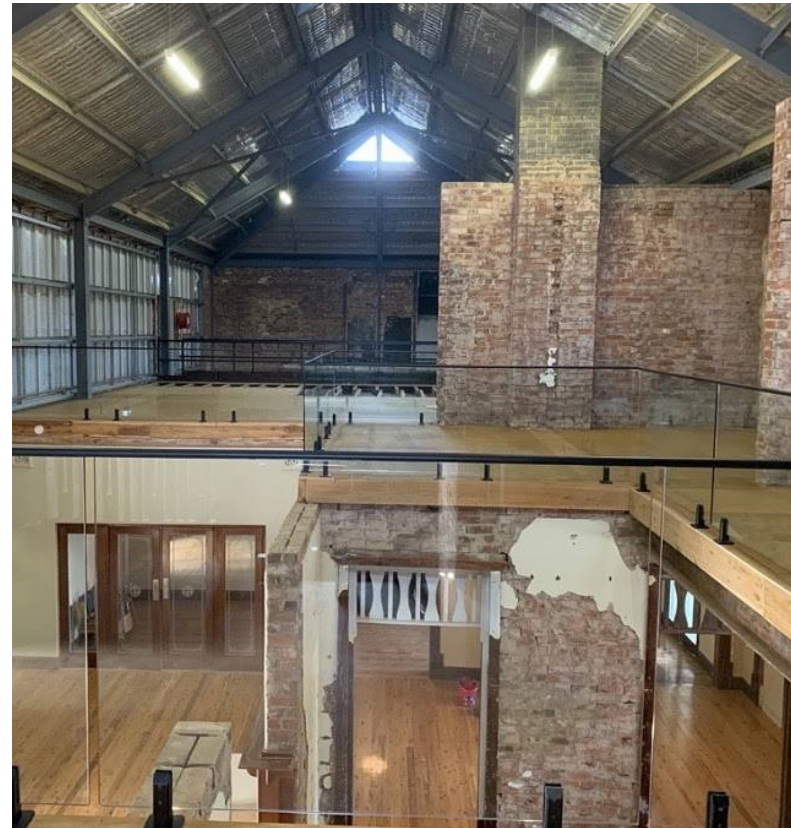
1.1. Context

The Carrington is a landmark commercial building in the Main Street of Peak Hill. Following a fire that gutted the Hotel in 1997, Council and the local community have embarked on a restoration program that has rehabilitated most of the building to enable the space to be operational for meetings, events and community gatherings. The intent is to establish a strategic framework for The Carrington that:

- a) Establishes a clear Vision and Key Principles
- b) Outlines the strategic priorities
- c) Details the current and future development of the site.

Any key strategic direction recognises:

- I. The community and stakeholder support for the completed restoration works.
- II. Councils significant contribution to the development, management and operation of The Carrington.
- III. The significant historic nature of the building and its long-term importance as a critical public space.
- IV. The approach to date to establish partnerships between Council, the community and external funding and operational bodies.
- V. The opportunity to leverage the works completed to date to continue to develop and maximise the utilisation of The Carrington.



2. Purpose, Vision and Key Principles

The purpose, vision and key principles supporting The Carrington have been developed based on stakeholder input and consideration of industry best practice approaches for supporting social infrastructure and its management and operation.

2.1. Purpose

To connect people with their community. To continually foster and encourage social cohesion and provision of opportunity within a caring, safe, friendly, inclusive, and non-discriminatory environment.





2.2. Vision

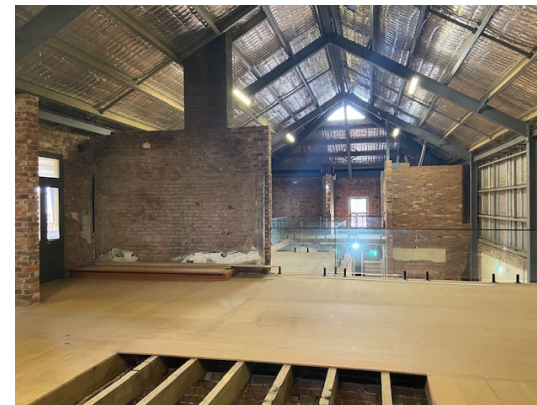
The Carrington is a safe, welcoming, inclusive, accessible and affordable public space for the whole community. It is a vibrant modern facility that recognises its historic importance and supports and enables activities that provide diverse opportunities for a rich social and cultural life, encouraging good health, social interaction, creativity and learning.

2.3. Key Principles

In considering the future management, operation and development of The Carrington, a number of key principles have been identified based on industry standards and benchmarks:

2.3.1. Address Community Needs and Promote Community Cohesion

-  A community centre should address the social needs of the community in which it is located in order to contribute to residents' and workers' health, wellbeing and quality of life.
-  Programs, activities and services offered should respond to the needs and interests of the people that live and work around it.
-  Programs, services and activities should foster long term social benefits for the community.
-  The planning and design of a community centre should reflect the potential programs, activities and services envisaged.





2.3.2. Provide a Range of Community Service, Activities and Programs

- ☞ Successful community centres should be well used, both day and night, throughout the week and weekend. This requires a range of activities that provide for the needs of a variety of user groups.
- ☞ Centres that are designed to be multi-purpose are generally better able to accommodate diverse groups and uses.
- ☞ A mix of uses helps to ensure that a centre is not labelled as a particular ‘type’ of facility or available only for a particular target group, and that it is perceived as a facility available for the whole community.

2.3.3. Contribute to the Public Domain and Sense of Place

- ☞ Community centres can act as important focal points and gathering places and provide important public spaces for a community.
- ☞ Whether a large, iconic building, or a smaller, more intimate place, a strong connection between a community centre, its users and the broader community can mean that the building is seen as a reflection of local culture and an intrinsic part of that community.

2.3.4. Adopt Sustainable Funding, Management and Maintenance Arrangements

- ☞ Sustainable funding, management and maintenance arrangements ensure that community centres will be both financially viable and responsive to community needs in the future.
- ☞ Funding sources for management and maintenance of centres need to be identified at the outset to ensure centres will be sustainable for the long term.
- ☞ Strategies for community involvement and resourcing and support for management structures and staffing are other factors important to long term sustainability.

2.3.5. Ensure Equitable Access

- ☞ As public facilities, community centres need to be welcoming and accessible to people of all ages, cultural backgrounds, abilities, income levels and interests. This principle should be embodied in the design, activities, programs, hiring policies and management of the centre.
- ☞ Centres should have equitable access for people with high social needs.
- ☞ Activities and spaces need to be affordable for local residents and community organisations.
- ☞ Facilities need to be safe for all users.

2.3.6. Support Community Cohesion

- ☞ Community centres have the potential to bring a variety of people with different circumstances and backgrounds together to build community cohesion.
- ☞ Community centres should facilitate social interaction between different groups in a community and help to nurture and develop networks, linkages and cooperation.

2.3.7. Develop a Strong Local Profile

- ☞ Successful community centres are well known in the community and recognised widely as a source of information and support.
- ☞ A strong local profile is important to ensure that there is high community awareness of what the centre does.
- ☞ Services provided at community centres need to be promoted and marketed to the local community to ensure high levels of community usage.



2.3.8. Involve the Community

- ☞ Successful community centres involve the local community in planning, design and delivery.
- ☞ Providing opportunities for local people to be involved in the life of their community, and to develop and use civic skills, are important functions of community centres.
- ☞ There may also be opportunities for local people to participate in centre management, as well as planning activities and daily operation.

2.3.9. Work Collaboratively

- ☞ Successful community centres are managed collaboratively with government, local community groups, organisations, services, and others to ensure the social needs of the area are identified and met.
- ☞ Collaboration should occur at the planning, design and delivery stages of a new community centre.
- ☞ Collaboration also involves consultation and co-ordination to encourage the equitable sharing of space, open and participatory management, partnerships with other facilities and services and community outreach activities.
- ☞ Community centres are part of a network of facilities which together meet a range of community needs.

2.3.10. Promote Physical Integration

- ☞ Successful community centres are positioned to integrate with other uses and services. Effective utilisation can be maximised by locating community centres with or near schools, shops, public transport or other community facilities such as libraries.
- ☞ By positioning a community centre within a hub of activity, the centre can help to create a true focal point for a community. Its useability is also improved when a range of services are situated together in a convenient location.
- ☞ Potential impacts such as noise and privacy need to be carefully considered.



2.3.11. Ensure Flexibility and Adaptability

- ☞ Successful community centres are designed to be flexible and adaptable in order to meet changing community needs and expectations.
- ☞ Community needs and expectations will change over time. Community centres that are too rigid or fixed in their purpose and programs will soon become redundant as local communities change.
- ☞ Flexibility and adaptability are critical in ensuring that community centres remain sustainable and responsive in the future.

2.3.12. Ensure Integrated Planning

- ☞ Successful community centres involve the integration of planning, design, delivery and operational processes. These factors are dealt with separately in these guidelines, but in practice they need to be considered interdependently.



3. Key Strategic Priorities

Based on the Vision and identified Key Principles the strategic priorities outline the activities that The Carrington is committing to over the following 10+ years:

Strategic Priority 1: A Sense of Community	Strategic Priority 2: Being a Sustainable Organisation	Strategic Priority 3: Building Strategic Partnerships	Strategic Priority 4: Facility Development and Operations
Increase awareness of The Carrington, its services and activities	Ensure financial sustainability, strong governance and the maximise utilisation to ensure longevity	Create partnerships to provide service which deliver best outcomes for the community and stakeholders	Continue to recognise the historic importance of the site and building
Increase participation by attracting and retaining new targeted individuals and groups	Employment of good governance and financial management practices	Target and develop relationships with partners who make a difference	Incorporate asset management of the facility into Councils planned and reactive maintenance programs
Increase and use range of services that support the community	Maximise the utilisation of existing assets and resources	Encourage growth and retention in long terms partnerships	Prioritise capital expenditure on increasing the capacity of the facility to maximise utilisation.
Measure levels of client, service provider and partnership satisfaction	Diversify the funding resources through events, grants, donations, social enterprises and other sources	Develop and increase alternative revenue streams	Implement (and review) and facility development plan, seeking external funding/ grants as available.

3.1. Priority 1: A Sense of Community

Our Goal	
The Goal is for The Carrington to be regarded as a community facility of choice for the community and key stakeholders. The Carrington will aim to attract and engage the community to use its range of facilities, programs and services to improve their quality of life by developing a social connection with other people whilst leveraging existing community organisations, activities and events.	
How will we achieve a sense of community?	
Increase awareness and access to The Carrington and its facilities, services and programs	
Focus Area	Actions
1.1 Increase The Carrington's profile and participation by attracting and retaining new targeted individuals and groups	<ul style="list-style-type: none"> Continue to support and encourage input by key local organisations including the Friends of The Carrington and the Carrington Craft and Tourism Centre. Develop and implement an information package for The Carrington that is inclusive of details of key site features, capacity, potential uses and booking processes. Incorporate the inclusion of the Peak Hill Craft and Tourism Centre as a key facility to distribute information on The Carrington and be a referred (via signage) location for enquiries. Stage regular open days for the broader community inclusive of site inspection and distribution of information (eg facility booking process). Invite key local stakeholder groups to an information session at The Carrington inclusive of Peak Hill Central School, Peak Hill Leisure Centre, local businesses and community organisations.
1.2 Increase and use range of services and activities that are relevant to the community	<ul style="list-style-type: none"> Continue to support the use of The Carrington as part of larger community events (eg Peak Hill Arts and Craft Festival). Invite key regional bodies and Government Agencies to an inspection of The Carrington to provide opportunity for consideration of future events and activities. Specific examples include Arts Out West; NSW Heritage Office and Regional NSW. Encourage regular program of activities at The Carrington.

1.3 Measure levels of local community, service provider and partnership satisfaction	<ul style="list-style-type: none"> Conduct annual survey to measure the level of local community, service provider and partner satisfaction. Use feedback to improve service delivery, programs and activities further.
1.4 Upgraded external signage	<ul style="list-style-type: none"> Upgrade the external signage with specific focus on: <ul style="list-style-type: none"> Re-branding from The Carrington Hotel to The Carrington. Provision of clear information as to how to access the facility and contact details.
Our Measures of Success	
<ul style="list-style-type: none"> Satisfaction rating from the community, service providers and partners Increased utilisation and access to The Carrington Increased in diversity of uses Use of The Carrington to support broader community events. 	





3.2. Priority 2: Being a Sustainable Organisation

Our Goal	
The Carrington will aim to deliver in a sustainable financial manner. The decision-making processes will be evidence-based, transparent driven by good governance with a focus on delivering outcomes and opportunities to the community.	
How will we achieve a sustainable operation?	
Have financial sustainability and good governance, and maximising opportunities for community and stakeholder access to The Carrington.	
Focus Area	Actions
2.1 Employment of good governance and financial management practices	<ul style="list-style-type: none"> Council is responsible for developing systems, policies and procedures that support best practice in governance, leadership, financial management and service delivery (across all of its community infrastructure portfolio). The supporting operating costs will be incorporated into Council Delivery Plan through the annual budget process. Capital investment (aligned with grant funding opportunities) will be considered and included within Councils Community Strategic Plan and supporting Delivery Plans. The Carrington meets all regulatory requirements as part of Councils community buildings assessment program. Council will co-ordinate bookings however work collaboratively with local stakeholder organisations (eg Friends of The Carrington) to facilitate the daily management and operations.
2.2 Maximise existing assets and resources	<ul style="list-style-type: none"> Leverage the completed works to facilitate regular use (and income). Target leasing of the 3 tenancies to offset the ongoing operational costs (including the ongoing lease to the Peak Hill Community Technology Centre(CTC) Utilise Councils corporate systems (eg bookings, customer requests) where possible to promote consistency within the LGA. Establish fees and charges that offset operational costs.

2.3 Diversify the funding sources	<ul style="list-style-type: none"> ☞ Leverage grant funded projects to date, to actively seek additional grants to support the ongoing operation and/ or development of The Carrington. ☞ Liaise with special interest groups to stay abreast of trends and opportunities (eg Arts Out West; NSW Heritage Office). ☞ Encourage increased community access and use of The Carrington
2.4 The Carrington as a key feature of the broader Peak Hill main street and economic development.	<ul style="list-style-type: none"> ☞ A key theme through the consultation process for The Carrington was an identified need to consider a broader framework for the current and future vision and development of Peak Hill. The key drivers and actions for this approach include: <ul style="list-style-type: none"> ○ The township appears to be well-serviced in terms of infrastructure and services however there is identified opportunity to improve the overall effectiveness and efficiency. ○ The Parkes Bypass (as part of the Newell Highway upgrade) provides a catalyst for Peak Hill to increase the number of travellers stopping at the township. Specifically roadside signage leading into the township is integral. ○ Consideration of options to invigorate the commercial centre noting the large number of empty premises and the current limitations towards accommodation/ housing planning. ○ Volunteerism is strong within the community however is aging and often volunteers support a number of local services and facilities.
Our Measures of Success	
<ul style="list-style-type: none"> ☞ Increased community and stakeholder access – linked to revenue generation and offsetting operational costs. ☞ Continued integration of The Carringtons operations within Councils systems, policies and procedures (with significant community and stakeholder input. ☞ Continuation and enhancement of revenue through diverse revenue streams (fees and charges; grants and sponsorships. ☞ Inclusion of The Carrington as part of any future planning for a Mainstreet Plan and/ or economic development strategy. ☞ Improved roadside signage leading into Peak Hill (aimed at increasing vehicular stops within the township) 	

3.3. Priority 3: Building Sustainable Partnerships

Our Goal	
<p>Build relationships that create partnerships with key stakeholders, including but not limited to the community services sector, arts community, Local, State and Commonwealth Governments, to expand our program of activities, services and programs to deliver the best outcomes for both the community and its stakeholders. Our partnership approach will:</p> <ul style="list-style-type: none"> - Establish formal and informal partnerships sustained and developed to provide services and facilities that deliver the best outcomes for the community and stakeholders. - Look to engage in partnerships that strengthen the capacity, position and standing of The Carrington as a social hub for the community. - Be adaptable and flexible in responding to the changing needs of the community and its stakeholders. - Be proactive, actively seeking out opportunities for partnerships, grants and sponsorships. 	
How will we achieve sustainable partnerships?	
Create partnerships to provide services and facilities which deliver the best outcomes for the community and stakeholders.	
Focus Area	Actions
3.1 Recognise and continue to support key organisations that have been integral to the restoration process of The Carrington	 Actively include local organisations and individuals in the continued management and operation of The Carrington including the Friends of The Carrington and Peak Hill Craft and Tourism Centre.
3.2 Target and develop relationships with partners that make a difference	 Target ongoing and long-term relationships with local and regional bodies including but not limited to: <ul style="list-style-type: none"> ○ Arts Out West - The organisations core business is to promote, educate, facilitate and advocate for arts and cultural development in the region. Arts Out West will be able to provide leverage and technical support for future targeted capital improvements and broader events (festivals). ○ Peak Hill Leisure Centre ○ Peak Hill Country Crafts and Information Centre ○ Local public and private schools

3.3 Encourage growth and retention in long-term partnerships	<ul style="list-style-type: none"> Partner with individuals, service providers and partners, to increase the range of activities, programs and services to fully utilise The Carrington. Specific examples in Local Businesses including but not limited to the Club House Hotel, Peak Hill Golf Club and the Peak Hill Ex services Club. Festival and event organisations including: Peak Hill Arts and Crafts festival, Parkes Elvis Festival (broader range) Key government agencies including NSW Regional Services, NSW Family and Community Services, Arts NSW.
3.4 Develop and increase alternative revenue streams	<ul style="list-style-type: none"> Actively seek regular users of the site for community-based activities (eg art classes; low impact leisure activities; training programs) Actively promote the venue for one-off events and annual events (school performing arts; art exhibitions; parties; indigenous activities)
Our Measures of Success	
<ul style="list-style-type: none"> Satisfaction rating from the community, service providers and partners Increased utilisation and access to The Carrington Increased in diversity of uses and income sources Obtaining grant funding and/ or sponsorships for the operation and/ or development of The Carrington. 	



3.4. Priority 4: Facility Development and Management

Our Goal	
Leverage the significant restoration works completed by Council (with support from the local community and funding bodies to establish a facility and surrounds that meet the current and future needs of the community and its stakeholders. The future development plans will acknowledge the heritage significance as well as the prominence within the CBD of Peak Hill.	
How will we develop and maintain The Carrington?	
The forward development works will aim to align with functionality and purpose whilst the asset management is established at Councils benchmark.	
Focus Area	Actions
4.1 Refinement of the building and site to align with future functionality – targeting maximising the use and access of the building	<ul style="list-style-type: none"> ☞ The Stage 1-3 works focused on the success restoration of The Carrington. The future stage works will target the improved functionality of the spaces to meet current and future needs. ☞ Incorporate the asset management and regulatory assessment of The Carrington into Councils broader portfolio of infrastructure. ☞ Improve the functionality through completing 1st floor flooring and wall cladding, removal of the rear verandah and ongoing monitoring of the asset condition.
4.2 Leverage completed refurbishment works (completed Stage 1-3 of the restoration of The Carrington).	<ul style="list-style-type: none"> ☞ Proactively seek grant funding and sponsorship to target future enhancements (as identified within the development plan). Key works include: <ul style="list-style-type: none"> ○ Upgrading kitchen facilities ○ Installation of a lift (and significantly improve access to the 1st floor) ○ Refurbish the rear of the premises (aiming to complement the restoration of the building with supporting outdoor spaces). ○ Establish modern art hanging and lighting systems to facilitate exhibitions ☞ Seek funding through a diversity of grant funding including but not limited to: <ul style="list-style-type: none"> ○ Stronger Country Communities Fund ○ Resources for Regions ○ Regional Tourism Activation Fund ○ Regional Events Acceleration Fund

	<ul style="list-style-type: none"> ○ NSW Heritage Fund ○ NSW Arts and Cultural Funding Program ○ Local Small Allocations Fund ○ Minister for Youth Discretionary Fund
4.3 Leverage the 'natural' opportunities of The Carrington	<p>The completed restoration works provide a sound base with identified opportunities to increase access and uses through leverage these works. Specific examples include:</p> <p>Vision art exhibitions</p> <p>Functions</p> <p>Supporting larger events and festivals (with specific reference to the front verandah, kitchen facilities and amenities).</p> <p>Integration of the rear outdoor space into the overall restoration project</p>
4.4 Upgrade the rear outdoor spaces and buildings (former accommodation and stables)	<p>Review and refine with Landscape Concept Plan to implementation phases with a focus on increasing the 'usability' of the space and support the overall utilisation of The Carrington. Engage with local Indigenous organisations to develop the Yarning Circle.</p>
Our Measures of Success	
<ul style="list-style-type: none"> Asset management standards are aligned to Councils overarching asset management policies and strategies. Development works are well scoped, managed and delivered with engagement with the local community. Obtaining grant funding and/ or sponsorships for the operation and/ or development of The Carrington. Where possible, works for The Carrington are considered as part of Councils budgeting processes. 	

4. Development Plan

The future development encompasses key asset management and capital developments that have been identified through assessment of the current built form, review of restoration/ upgrade works completed since 1997, stakeholder feedback and consideration of compliance and fit for purpose requirements to meet community expectations.

4.1. The Built Form

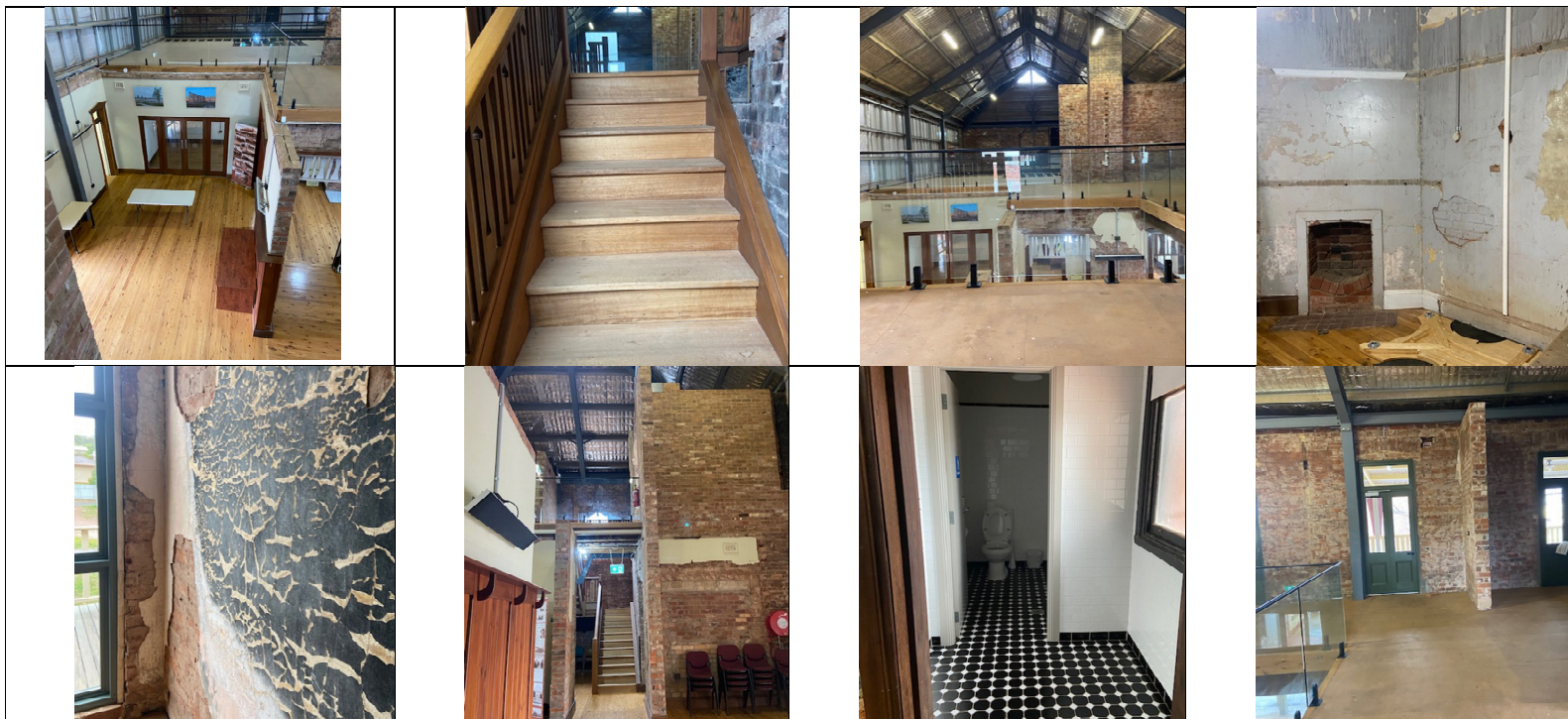
The Carrington Hotel is a 2-storey structure situated within the CBD of Peak Hill – Newell Highway/ Caswell Street.



4.2. Facility Capital Development and Asset Management – Staged Restoration Approach

The Carrington Hotel has been progressively refurbished since the fire in 1997. The majority of these works have been completed via three stages:

Year	Stage and Scope
2000-2002	Stage 1 Works: the exterior of the Hotel restored, the building stabilised and a new roof installed.
2009 - 2011	Stage 2 Works. A grant of \$150,000 was received from NSW Heritage Office and was matched by Parkes Shire Council. The works entailed: repair/replace timber floor; install disabled access and toilets; kitchen improvements and; radiant gas heaters; stairway and mezzanine including an upgrade of the verandah handrail.
2019 - 2023	Stage 3 Works. A grant of \$150,000 was received from the NSW Stronger Communities Fund and was matched by Parkes Shire Council. The works entailed: further upgrades to the upstairs area; internal walkways; upgrades to ambulant toilet facilities; and external stair installation (as part of broader safety compliance).



- 18 -

4.2.1. Exterior and Surrounds - existing

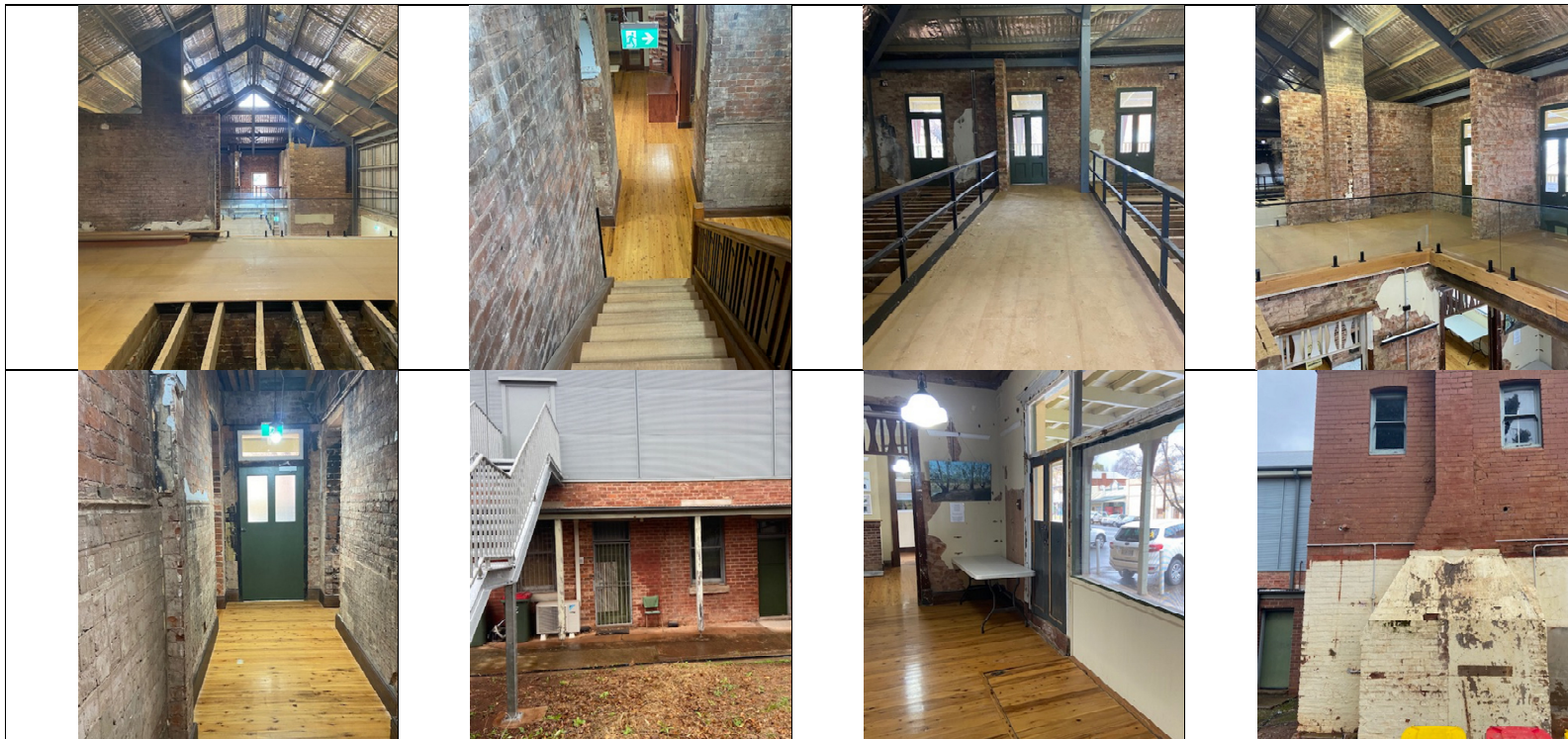
Limited works have been undertaken to the exterior, signage and rear courtyard (and former accommodation and stables).



4.2.2. Key Features – current

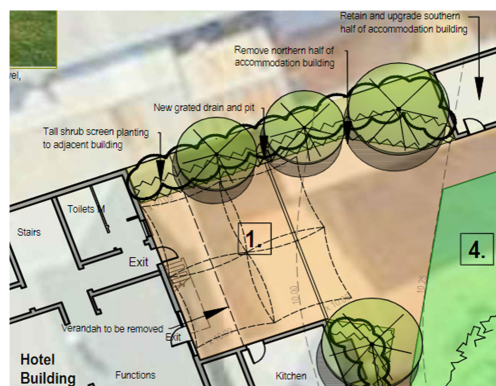
The Stage 1-3 works have primarily been focused on stabilising and securing the site and addressing compliance issues. The future works will target:

- Refinement of the building and site to align with functionality – use of the building and surrounds.
- Leverage completed refurbishments works (Stage 1-3).
- Leverage the ‘natural’ opportunities of the building structure and content.
- Upgrading the rear courtyard and buildings consistent with the landscape concept masterplan



4.3. Landscape Concept Plan

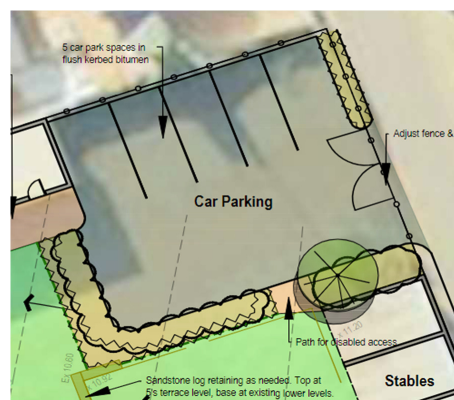
A Landscape Concept Plan has been developed to support the overall development of the site and increase both the capacity and utilisation of the area. Key features of the landscape plan include:



Courtyard outside of Functions area and kitchen. Fall away from building to grated drain and pit. Expansion of the space through removal of 2 of existing accommodation units and rear verandah. Paving of space and use of retaining walls for tiered seating. Space available for marque for events.



Tiered grassed areas with the use of sandstone blocks for retaining walls as well as tiered searing.



Formalise rear vehicular access to the site and establishment of a car park. Path system extending from car park through to rear of The Carrington. Surrounding landscaping.



Yarning Circle located south of the existing tree for shade. Use of surrounding indigenous plantings. Detailed design requiring input for local indigenous organisations.

LCG Solutions



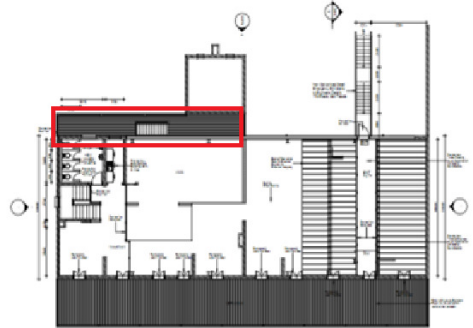


4.4. Facility Capital Development and Asset Management

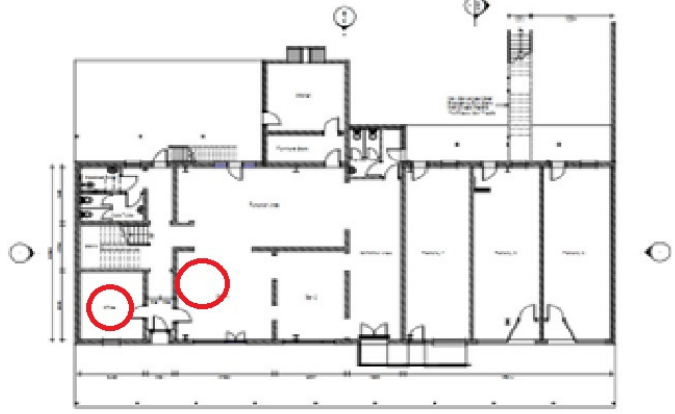

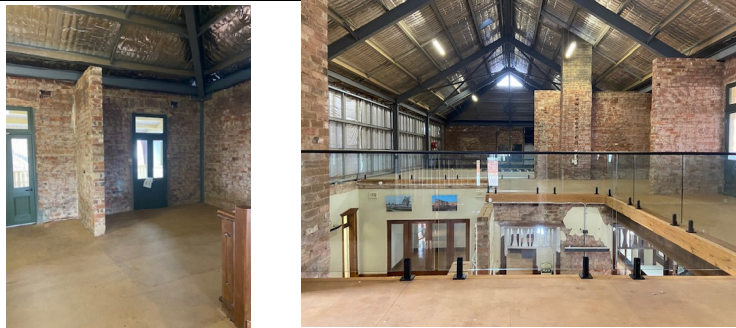
Proposed future works:



Project	Description	Nature	Priority	Estimate of Probable Cost
Removal of rear verandah	Removal of rear verandah	Remedial maintenance	Medium	\$5,000
Finalise 1 st floor flooring	Reinforce rafters and installation of structural standard glass or Perspex over existing flooring gap. Completion of works includes removal of existing handrails/ fencing.	Capital – completion of Stage 3 1 st floor works	High	\$7,500
Ongoing asset management	Inclusion of The Carrington within Councils asset management programs inclusive of regulatory assessments, planned and reactive maintenance.	Asset management	High	Ongoing
Installation of lift	Installation of lift to provide full access to the 1 st floor.	Capital	High	\$220,000
Upgrade the kitchen facilities	Modernise the kitchen space for commercial re-heating purposes. Stainless steel benching and improved air ventilation	Capital	Medium	\$50,000
Upgrading of external signage	Updating of external signage inclusive of naming and information as to access/ booking.	Capital	High	\$5,000
Landscaping at rear of premises	As per Landscape Concept Plan with key features including: formal courtyard; carpark and rear access; tiered lawn section; and yarning circle.	Capital	Medium (staged)	\$180,000
Installation of exhibition space on 1 st floor.	Cladding of internal walls and installation of wall railings and lighting system for use for visual displays and exhibitions	Capital	Medium	\$80,000


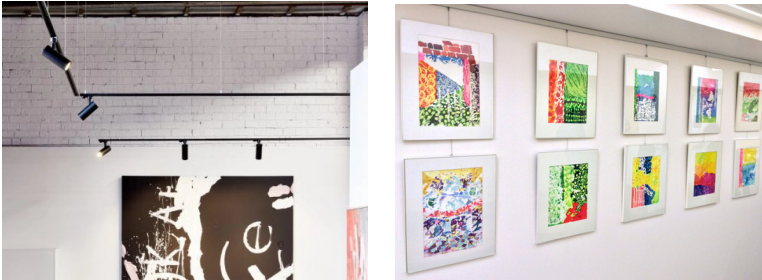

- 23 -

Appendices 1: Identified Development Plan Projects

Removal of rear verandah	
<p>Removal of rear verandah noting that the verandah is not accessible and in very poor/ end of life condition.</p>	 <p>Removal of rear verandah</p>
 <p>Existing verandah in poor condtion/ end of asset life.</p>	 <p>Former access has been replaced with fixed windows</p>

Installation of lift	
<p>Improved accessibility</p> <p>A lift is required to improve accessibility and to activate the 1st storey space.</p> <p>The existing stairway is sound and a good feature of the internal refurbishment.</p>	 <p>2 locations identified – Office or Bar 1</p>
 <p>Precedent – glass elevator at Hyde Park Barracks</p>	 <p>Office/ vacant</p> <p>Use void for access</p>

Upgrade of kitchen facilities	
<p>The existing kitchen space meets day to day operations however any significant increase in utilisation and/ or commercial catering requirements is a catalyst to increase the standard of the kitchen area. It is anticipated that a commercial re-heating space would be required – stainless steel counter space, additional heating facilities.</p> <p>Note that commercial catering capacity is considered integral to increasing the use for functions and exhibitions.</p>	 <p>Existing kitchen</p>
 <p>Precedent: North Sydney community centre re-heat kitchen</p>	 <p>Existing kitchen</p>

Exhibition space on 1 st Floor	
<p>Upgrading of 1st floor inclusive of cladding of interior walls and installation of specialist hanging rails and lighting aimed at significantly increase the opportunity to activate the space.</p> <p>Formalising the display areas on the ground floor would improve the overall layout and support the permanent displays in the foyer (terrace 2).</p> <p>The area naturally lends itself to exhibition spaces. Arts Out West can provide technical support and advice.</p>	 <p>Retainment of existing brick walls.</p>
 <p>Precedent examples</p>	 <p>Cladding of interior walls</p>

Finalise Stage 3 Works

Continue to finalise the refurbishment works with a focus on the 1st storey:

- Floor installation
- Wall cladding (referred to in exhibition space scope)
- Coating of floor panels (epoxy or similar) or laminate covering
- Removal of existing safety handrails



Finalise floor covering including



Precedent: glass panel flooring; yellow tongue flooring finish



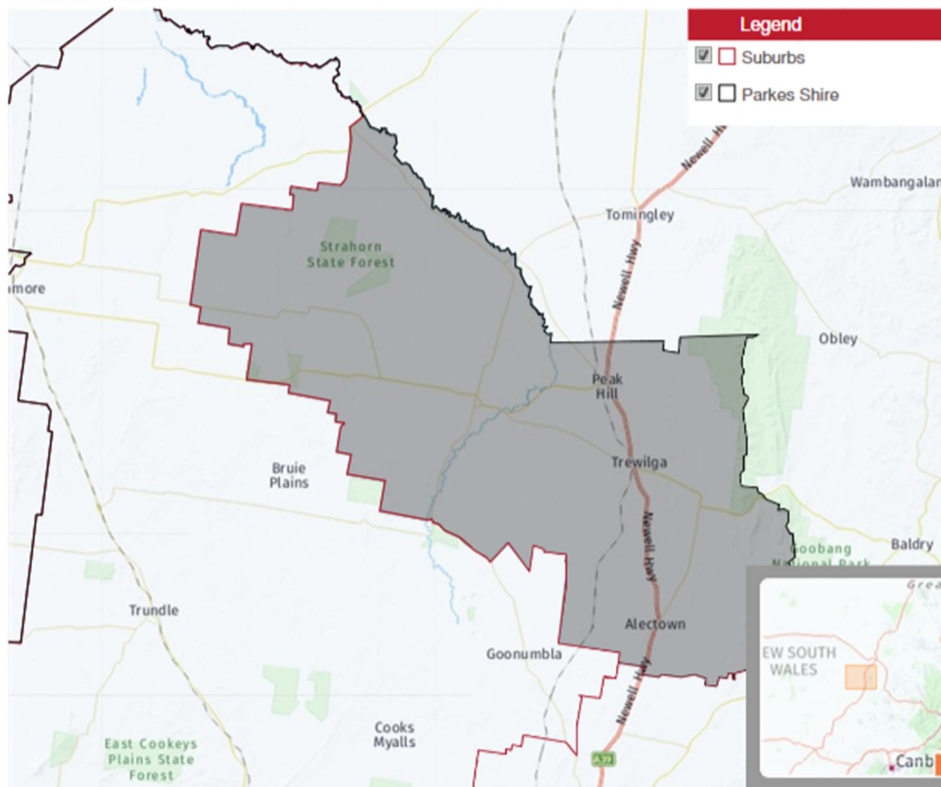
Removal of handrails, finalise flooring and internal wall cladding

Appendices 2: Demographic Profile

A review of the Peak Hill and District demographic area has been undertaken.

Profile areas

Peak Hill and District



Estimated Resident Population (ERP)

Year (ending June 30)	Number	Change in number	Change in percent	Parkes Shire change in percent
2017	1,362	--	--	--
2018	1,375	+14	+1.00	-0.42
2019	1,368	-7	-0.53	-0.45
2020	1,355	-13	-0.96	-0.90
2021	1,356	0	+0.03	-1.16
2022	1,310	-45	-3.34	-0.77

The population estimate for Peak Hill and District as of the 30th June 2022 is 1,310. Since the previous year, the population has declined by 3.34%.

Peak Hill and District

Population highlights

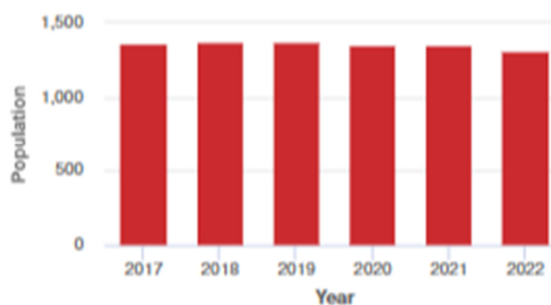
Population

1,310

ERP, 2022

▼ Declined by 45 from the previous year.

Estimated Resident Population Peak Hill and District



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0).
Compiled and presented by LCG (informed decisions)

2021 data with change from 2016 unless otherwise stated.

↔ No significant change since previous Census (less than +/-0.5%) ▲ Increased since previous Census
▼ Decreased since previous Census

Median age

48 ↔ (0)

Parkes Shire
Regional NSW
New South Wales

41 ↔
43 ↔
39 ▲

Aboriginal and Torres Strait Islander population

23.9% ▲ (3.8%)

Parkes Shire
Regional NSW
New South Wales

13.1% ▲
6.6% ▲
3.4% ▲

Couples with children

16% ▼ (-3.3%)

Parkes Shire
Regional NSW
New South Wales

23% ▼
25% ▼
31% ▼

Older couples without children

11% ↔ (0.4%)

Parkes Shire
Regional NSW
New South Wales

11% ▲
13% ▲
10% ▲

Lone person households

31% ▼ (-1.2%)

Parkes Shire	29% ▲
Regional NSW	26% ▲
New South Wales	24% ▲

Medium and high density Housing

5% ▲ (2.3%)

Parkes Shire	10% ↔
Regional NSW	17% ▲
New South Wales	35% ▲

Median weekly household income

\$1,085 ▲ (\$303)

Parkes Shire	\$1,368 ▲
Regional NSW	\$1,466 ▲
New South Wales	\$1,849 ▲

Median weekly mortgage repayment

\$200 ▲ (\$26)

Parkes Shire	\$300 ↔
Regional NSW	\$399 ▲
New South Wales	\$500 ▲

Median weekly rent

\$185 ▲ (\$48)

Parkes Shire	\$250 ▲
Regional NSW	\$330 ▲
New South Wales	\$420 ▲

Households renting

23% ▲ (3.1%)

Parkes Shire	27% ▲
Regional NSW	26% ↔
New South Wales	31% ▲

Households with a mortgage

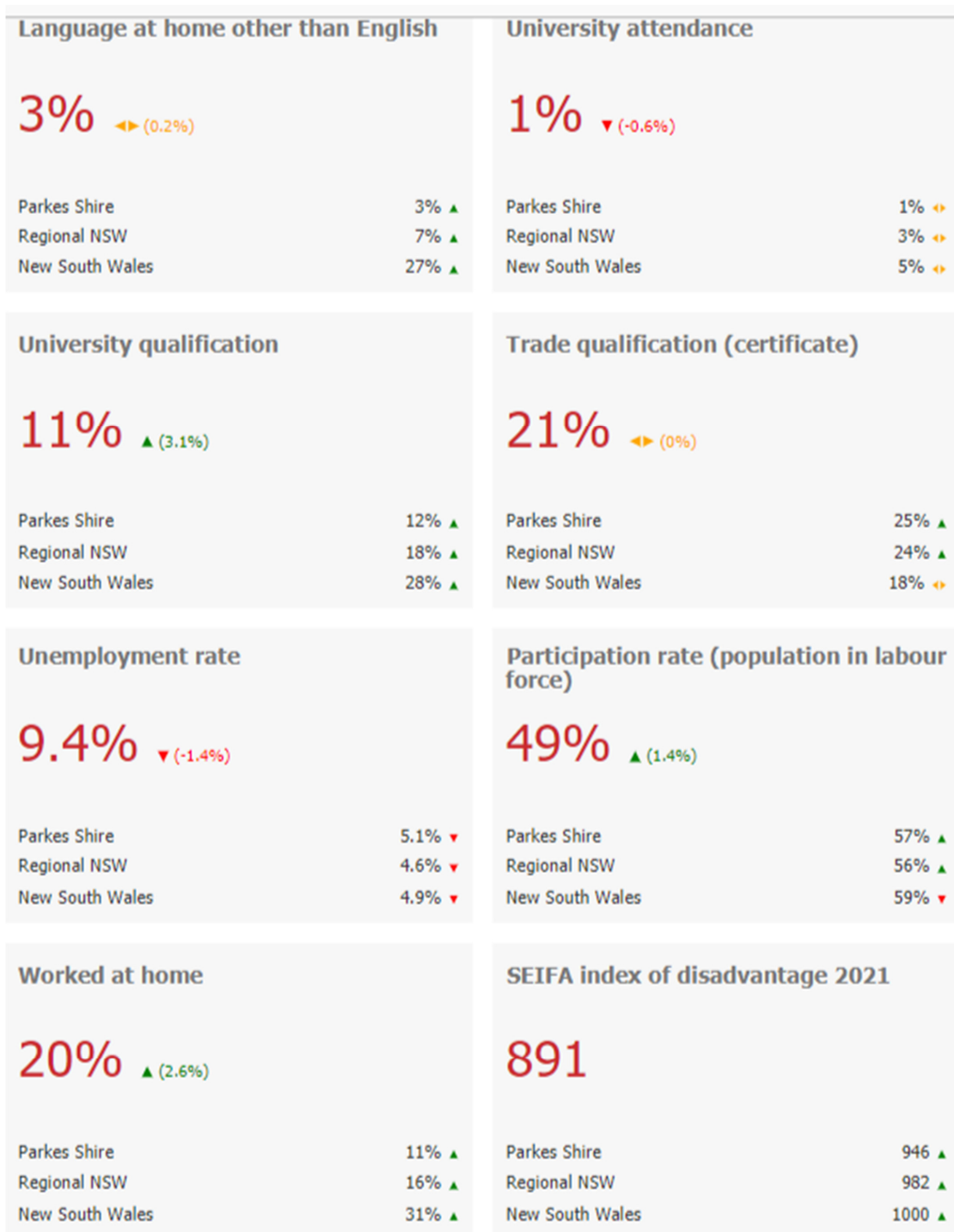
17% ▼ (-1.7%)

Parkes Shire	29% ▲
Regional NSW	29% ▲
New South Wales	31% ▲

Overseas born

6% ▼ (-0.5%)

Parkes Shire	6% ↔
Regional NSW	12% ▲
New South Wales	29% ▲



Appendices 3: Strategic Alignment

The existing and potential future development, management and operation of Carrington Hotel has been assessed from a strategic alignment perspective against key strategic frameworks:

Organisation	Strategy/ Plan/ Policy	Carrington Hotel Strategic Alignment
NSW Government	NSW State Infrastructure Strategy Infrastructure NSW “Deliver targeted upgrades to the State’s cultural, sporting and environmental infrastructure to drive growth in the visitor economy, realise the economic and social benefits of strong cultural and sporting sectors, and support local participation, creativity and liveability”.	The continued upgrading and operation of Carrington Hotel contributes to the delivery of this priority by: <ul style="list-style-type: none"> • Increasing participation in local events; • Creating opportunities to engage across cultural and under-represented community groups; • Events, recreation and socialisation options, cultivating stronger community cohesion.

Organisation	Strategy/ Plan/ Policy	Carrington Hotel Strategic Alignment
NSW Government	<p>Central West and Orana Regional Plan 2041</p> <p>NSW Department of Planning and Environment</p> <p>“The Central West and Orana Regional Plan 2041 aims to facilitate growth in a sustainable way by adapting to future challenges posed by changes in climate, housing markets and the economy.”</p>	<p>The 4,800 ha Parkes Special Activation Precinct will create jobs across freight and logistics, resource recovery, value-added agriculture, critical minerals processing and energy generation. By 2041, it is estimated that the Parkes SAP could generate up to 3,000 jobs and support additional employment and housing opportunities elsewhere in the region.</p> <p>Strategy 6.1: Undertake public space needs analyses and develop public space strategies by:</p> <ul style="list-style-type: none"> • exploring new public space opportunities and green infrastructure • using community feedback to identify the quantity, quality and type of public space and green infrastructure required • considering the needs of future and changing populations • identifying opportunities to prioritise new and improved quality public space to areas of most need <p>Strategy 6.2: Strategic planning and local plans should consider opportunities to demonstrate how the quantity of, and access to, high quality and diverse existing public space is maintained, embellished and improved.</p> <p>Strategy 7.1 Design communities that provide interactive public and open spaces to enhance a sense of place and social cohesion to enable communities to withstand and adapt to climate change and respond to natural hazard events.</p> <p>Strategy 7.3: Strategic planning and local plans should encourage energy efficient building design and practices that respond to the natural environment.</p> <p>Strategy 9.4: Identify, conserve and enhance Aboriginal and non-Aboriginal cultural heritage values through strategic planning and local plans by:</p> <ul style="list-style-type: none"> • engaging Traditional Owners and the community early in the planning process to understand cultural and heritage values • undertaking heritage studies to inform conservation and value add opportunities • adaptively re-using heritage items and heritage interpretation

Organisation	Strategy/ Plan/ Policy	Carrington Hotel Strategic Alignment
NSW Government	<p>NSW Cultural Plan Create NSW</p> <p>“Supporting a culture of creativity is essential for New South Wales to succeed, but for culture to truly flourish it needs a home—places where it can be created, shared and enjoyed.”</p>	<p>There are significant opportunities for cultural infrastructure to support the NSW Government’s commitment for regional economic and social development by creating jobs, attracting visitors and making our regional cities more liveable.</p> <p>Strategic Priority 1 : Cultural infrastructure supports strong communities and economies in New South Wales</p> <p>Goal 1: Integrate cultural infrastructure planning with land use and precinct planning</p> <p>Goal 2: Improve cultural infrastructure and precinct design to create better cultural spaces</p> <p>Strategic Priority 2: Access to space for community participation in culture</p> <p>Goal 4: Increase access to cultural infrastructure for all people of New South Wales</p> <p>Goal 6: Cultural infrastructure supports the economic and social participation of Aboriginal people</p> <p>Strategic Priority 3: Cultural infrastructure for a collaborative and thriving cultural sector</p> <p>Goal 7: Increase making space through adaptive re-use, expansion and maintenance of existing infrastructure</p> <p>Goal 8: Invest in new, fit-for-purpose infrastructure for the cultural sector</p> <p>Goal 9: Support and invest in sustainable cultural infrastructure</p> <p>Strategic Priority 4: Creating impact through partnerships and capacity building</p> <p>Goal 11: Build capacity for planning, funding and delivery of cultural infrastructure</p> <p>Geographic Priority 2: Cultural infrastructure leverages the diversity and unique cultural identities across New South Wales</p> <p>Goal 16: Support regional economic and social development</p>

Organisation	Strategy/ Plan/ Policy	Carrington Hotel Strategic Alignment
Parkes Shire Council	Parkes Shire Community Strategic Plan	<p>1.2 Our community is liveable, growing and connected</p> <p>1.2.1 Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places</p> <p>1.3 Our community is creative, proud and has a strong sense of belonging</p> <p>1.3.2 Deliver and support events, festivals and celebrations that promote engaged citizenship and foster community pride</p> <p>1.3.3 Encourage, support and recognise volunteerism and community participation</p> <p>1.3.4 Celebrate the history, heritage and culture of the Wiradjuri people and their connection to country, and provide opportunities for reconciliation, interpretation and understanding</p> <p>1.4 Our community is inclusive and accessible for people with disability</p> <p>1.4.2 Improve access to buildings, spaces, places, and activities for people with disability</p> <p>2.1 Our Shire is an attractive destination to live, work, visit and invest</p> <p>2.1.2 Support our visitor economy through the Promotion of our Shire and enabling the continuation the Elvis Festival and other local events</p> <p>2.1.3 Support local agriculture, tourism, and retail sectors by promoting diversification, value- adding and capacity building</p>
Parkes Shire Council	Parkes Shire Delivery Program	<p>Overview</p> <p>The council provides services, activities and facilities that provide outlets for the creation and appreciation of art, culture, and social justice within the community. The Council continues to support and facilitate these activities as it recognises their positive impact on the community.</p> <p>Principle Activity: We will provide accessible facilities, resources and services, enhancing the opportunities for creative arts and cultural activities within the community.</p>

Organisation	Strategy/ Plan/ Policy	Carrington Hotel Strategic Alignment
Parkes Shire Council	Parkes Shire Operational Plan and Budget 2023/24	<p>CC7.1 Ensure effective management of all Council-owned and Crown land parcels</p> <p>CC7.1.2 Development of business model for Carrington Hotel</p> <p>CC7.2 Foster relationships between Council and user groups in a bid to provide opportunities for the community to be involved in a wide range of activities and recreational program</p> <p>CE3.12 Issue formal lease or licence agreements for community groups without a formal agreement in place</p> <p>EE2.1 Promote and support grant opportunities within the Shire</p> <p>EE3.3 Improve the planning, delivery and evaluation of Council's Events and Festivals program</p> <p>EE3.5 Develop and implement a balanced program to support business and tourism events throughout the year</p> <p>EE4.1 Promote and engage Parkes Shire tourism opportunities with targeted visitor market segment</p> <p>L2.1 Support the continued operations of Cultural Spaces</p> <p>L2.2 Enable all members of the community to participate in Council led and supported cultural programs</p> <p>L2.3 Support and facilitate arts and cultural programs for community engagement</p>

17.3 APRIL 2024 BUILDING STATISTICS UPDATE

IP&R Linkage: **Pillar:** Environment

Goal: Our built environment is functional, sustainable and meets the needs of our growing community.

Strategy: Manage our built environment in line with the Local Environmental Plan (LEP) and relevant legislation.

Author: **Nerida Brown, Development Certificates Coordinator**

Authoriser: **Brendan Hayes, Director Planning and Community Services**

Annexures: **Nil**

RECOMMENDATION

That:

1. Receive and note the April 2024 Building Statistics Report.

BACKGROUND

The Building Statistics Report is furnished to Council on a monthly basis and provides a snapshot of development activity in the Shire during that period.

ISSUES AND COMMENTARY

During the month of April 2024 there were eleven (11) Development Applications received totalling \$494,755.60 and ten (10) consents were issued. One (1) Council Certifier Complying Development Certificate totalling \$137,918.18 and one (1) Private Certifier Complying Development Certificate totalling \$10,770,000.00 were received. One (1) Council Complying Development Certificate and one (1) Private Certifier Complying Development Certificate were issued.

The figures shown *Table 1* below are for Development Applications received during April 2024 with respect to the specified building types and a comparison to the April 2023 figures.

Table 1: Development Applications				
Development Category	April 2024		April 2023	
	No.	Estimated Value	No.	Estimated Value
Commercial	1	\$0.00	1	\$3,366,000.00
Community Facilities			1	\$5,000.00
Industrial			2	\$2,912,778.00
Infrastructure				
Tourist Development				
Single Dwelling-house			1	\$375,500.00
Residential Alterations and Additions inc. ancillary / outbuildings	9	\$391,355.60	8	\$361,259.00
Residential Other				

Multi-Residential			1	\$5,342,747.00
Seniors Living				
Subdivision only			1	\$18,000.00
Secondary Dwelling	1	\$103,400.00		
Other inc. demolition, earthworks, advertising structure			1	\$20,000.00
Mixed Development				
Totals	11	\$494,755.60	16	\$12,401,284.00
FYTD Totals	103	\$33,997,090.40	141	\$67,189,774.89

Table 2, below, lists the Development Consents that were issued in the month of April 2024.

Table 2: Development Consents		
Application No.	Address	Description
DA2024/0004	55B Goldrush Road, Parkes	Swimming Pool & Child Restraint Barrier
DA2024/0005	5 Hodges Street, Parkes	Demolition of Shed and Erection of a New Structure - Shed
DA2024/0010	19 Moulden Street, Parkes	Dwelling - Manufactured Home
DA2024/0012	126 Victoria Street, Parkes	Secondary Dwelling (Manufactured Home)
DA2024/0016	69 Page Street, Parkes	Erection of a New Structure (Shed & Studio)
DA2024/0017	8 Cookapie Street, Parkes	Change of Use (Shed/Dwelling)
DA2024/0019	Muzyczuk Drive, Parkes	Temporary Use of Land (Recreational Aviation Australia event at Parkes Regional Airport including temporary camping and caravan ground, entertainment, and market/food vendors)
DA2024/0029	War Memorial Hall, Lachlan Street, Bogan Gate	Change of Use (Temporary Post Office)
DA2024/0030	41 Clarinda Street, Parkes	Demolition of Existing Shed and Erection of a New Structure - Shed
DA2024/0031	21 Thomas Street, Parkes	Erection of a New Structure - Pergola

The figures shown in *Table 3*, below, are for Complying Development Certificates received during April 2024 with respect to the specified building types and a comparison to the April 2023 figures.

Table 3: Complying Development Certificates				
Development Category	April 2024		April 2023	
	No.	Estimated Value	No.	Estimated Value
Commercial	1	\$10,770,000.00	-	-
Community Facilities	-	-	-	-
Industrial	-	-	1	\$0.00
Infrastructure	-	-	-	-
Tourist Development	-	-	-	-
Single Dwelling-house	-	-	-	-
Residential Alterations and Additions inc. ancillary / outbuildings	1	\$137,918.18	1	\$350,000.00
Residential Other	-	-	-	-
Multi-Residential	-	-	-	-
Seniors Living	-	-	-	-
Subdivision only	-	-	-	-
Secondary Dwelling	-	-	-	-
Other inc. demolition, earthworks, advertising structure	-	-	-	-
Totals	2	\$10,907,918.18	2	\$350,000.00
FYTD Totals	27	\$21,702,521.18	23	\$8,579,648.00

Table 4, below, provides a list of Complying Development Certificates which were issued in the month of April 2024.

Table 4: Complying Development Certificates			
Application No.	Address	Description	Certifying Authority
CDC2024/0005	19 Coleman Road, Parkes	Swimming Pool & Child Restraint Barrier	Council
CDC2024/0006	Westlime Road, Parkes	Erection of a New Structure - Construction of a Service Station - Inclusive of Fuel Pumps for Cars and Trucks	Private

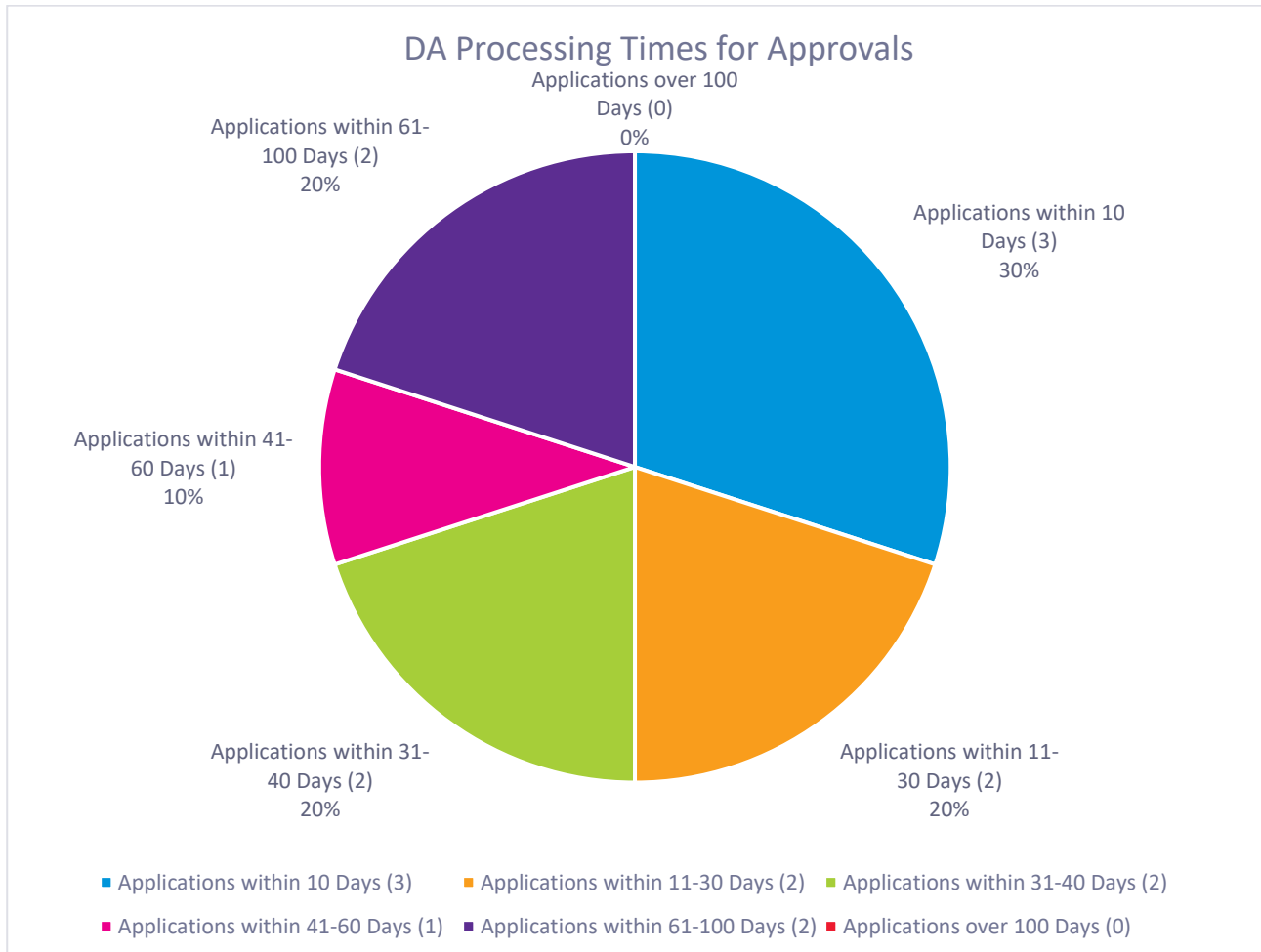
DA Processing Times for Approvals

The information shown in the pie chart below is Development Application approvals issued for the period 1 April 2024 to 30 April 2024. It should be noted that a total of ten (10) Development Applications have been approved with an average of 33.93 days.

The average timeframe in which the internal referrals to the Development Engineer were completed was 15.53 days.

Activation Precinct Certificate Determinations

There is one (1) new Activation Precinct Certificate determination. Appendix B



LEGISLATIVE AND POLICY CONTEXT

There are no legislative or policy considerations for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

Where a Development Application or Modification Development Application is required to be publicly exhibited, the application was made available for inspection at the Parkes Shire Council Administration Centre commencing from the date on which the public notice was placed in the local newspaper. The application was also included on the Parkes Shire Council website.

For Development Applications requiring neighbour notification, written notification of the proposed development was provided to the owner(s) of land immediately adjoining or adjacent to the subject land (as shown on Council's Property and Rating System at the time of notification) including land

that is separated from the subject land by watercourse, road, pathway, driveway, railway or similar thoroughfare.

Where more than one person is listed as the owner, written notification to one of the owners, is taken to be a notice to all of the registered owners.

CONCLUSION

During the month of April 2024 there were eleven (11) Development Applications received totalling \$494,755.60 and ten (10) consents were issued. One (1) Council Certifier Complying Development Certificate totalling \$137,918.18 and one (1) Private Certifier Complying Development Certificate totalling \$10,770,000.00 were received. One (1) Council Complying Development Certificate and one (1) Private Certifier Complying Development Certificate were issued.

Development Activity Report

April 2024

Development Applications and Complying Development Certificates lodged and approved in the Parkes Shire.



LODGED

11

Development Applications

2

Complying Development Certificates



DETERMINED

10

Development Applications

1

Complying Development Certificates

1

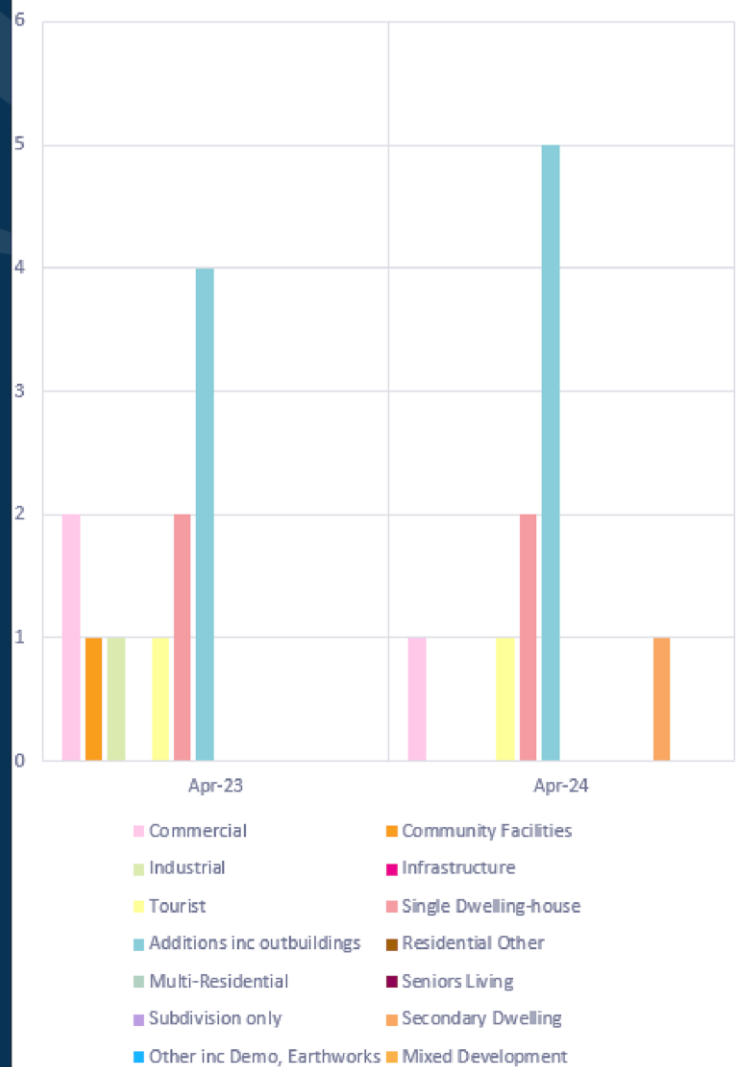
Private Certifier Complying Development Certificates



**AVERAGE
DEVELOPMENT
APPLICATION
PROCESSING TIME**

THIS MONTH
33.93 DAYS

Approved Development Applications



VALUE OF APPLICATIONS RECEIVED
\$11,198,983.00

Parkes Special Activation Precinct
Activation Precinct Certificate Determinations as at 13 May 2024
APPENDIX B

APC No.	Date Lodged	Date Issued	Legal Land Description	Applicant	Development Description	Issuing Authority
APC 33	9/06/2022	1/07/2022	Lot 1 DP 1246949	RGDC	Tree Removal	Department of Planning
APC 37	30/06/2022	1/08/2022	Lot 55 DP 1001012	E3Sixty c/o Esther Hughes	Change of Use (Resource Recovery Facility)	Regional Growth NSW Development Corporation
APC 43	1/08/2022	30/08/2022	Lot 1 DP 1251595	Pet Care Distributors c/o Michael Carter	Alterations and additions to industrial activity	Regional Growth NSW Development Corporation
APC 44	8/08/2022	30/08/2022	Lot 1 DP 1063136	Midway c/o Michael Carter	Alterations and additions to an industrial activity	Regional Growth NSW Development Corporation
APC 45	19/09/2022	13/12/2022	Part Lot 36 and Lot 37 DP 1266343, Lot 7332 DP 1147355 and Lot 7328 DP 1147447	Stevens Group	Subdivision of four lots into three Torrens title lots, including the construction and dedication of a public road.	Regional Growth NSW Development Corporation
APC 55	17/11/2022	5/12/2022	Lot 55 DP 1001012	E3Sixty	Modification to APC 37	Regional Growth NSW Development Corporation
APC 57	9/12/2022	14/12/2022	Lot 55 DP 1001012	E3Sixty	Concrete Slab	Regional Growth NSW Development Corporation
APC 50	11/11/2022	15/12/2022	Lot 573 DP 750179	SKM Planning	Bulk Earthworks	Regional Growth NSW Development Corporation
APC 59	13/12/2022	23/12/2022	Lot 20 DP 1256811 Lot 6 DP 1262977	Pacific National c/o UrbanCo	Freight Transport Facility (Rail Siding)	Regional Growth NSW Development Corporation
APC 65	9/02/2023	11/04/2023	Lot 2 DP 813769	Currajong	11 Lot Torrens title subdivision and construction of new road	Regional Growth NSW Development Corporation
APC 68	20/02/2023	14/04/2023	Lot 1 DP 1251595	Master Pet	Solar Farm	Regional Growth NSW Development Corporation
APC 94	28/04/2023	31/07/2023	Lot 1 DP 1251595	Master Pet	Two lot Torrens title Subdivision	Regional Growth NSW Development Corporation

APC 103	6/07/2023	9/08/2023	Part Lot 36 and Lot 37 DP 1266343, Lot 7332 DP 1147355, and Lot 7328 DP 1147447	Stevens Group	Subdivision of the lot into three (3) allotments and highway service centre	Regional Growth NSW Development Corporation
APC 249	29/02/2024	16/04/2024	Lot 505 & Lot 506 DP 750179	Currajong Planning	2 into 26 lot subdivision and creation of 4 roads and associated infrastructure	Regional Growth NSW Development Corporation

18 NOTICES OF MOTION/QUESTIONS WITH NOTICE

Nil

19 CONFIDENTIAL MATTERS

RECOMMENDATION

That Ordinary Council Meeting:

1. Moves into Closed Session to deal with the matters below, which are classified as confidential under section 10A(2) of *the Local Government Act 1993* for the reasons specified:

19.1 SPECIAL ACTIVATION PRECINCT DEVELOPMENT UPDATE

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.2 SUPPLY AND DELIVERY OF BITUMEN EMULSION (PSC2024/090)

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.3 SUPPLY, DELIVERY AND/OR INSTALLATION OF GUARDRAIL AND WIRE ROPE SAFETY FENCING (PSC2024/091)

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.4 BOUNDARY ADJUSTMENT - PARKES INDUSTRIAL ESTATE

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

19.5 PURCHASE OF LAND AT GRADDLE CREEK FOR MCGRANE WAY, TULLAMORE

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Further it is considered that discussions of this matter in open Council would, on balance, be contrary to the public interest as it would prejudice Council's ability to secure the optimum outcome for the community.

2. Exclude the media and public from the meeting on the basis that the business to be considered is classified as confidential, pursuant to 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*.
3. Withhold reports and correspondence relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.
4. Make public resolutions made by the Council in Closed Session after the conclusion of the Closed Session, and record such resolutions in the minutes of the Council meeting.

BACKGROUND, ISSUES AND COMMENTARY

In accordance with section 10A(2) of the *Local Government Act 1993*, Council may close part of its meeting to deal with business of the following kind:

- (a) Personnel matters concerning particular individuals (other than councillors).
- (b) Personal hardship of any resident or ratepayer.
- (c) Information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.
- (d) Commercial information of a confidential nature that would, if disclosed:
 - (i) Prejudice the commercial position of a person who supplied it: or
 - (ii) Confer a commercial advantage on a competitor of Council;
 - (iii) Reveal a trade secret.
- (e) Information that would, if disclosed, prejudice the maintenance of law.
- (f) Matters affecting the security of Council, Councillors, Council staff and Council property.
- (g) Advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.
- (h) Information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (i) Alleged contraventions of any Code of Conduct requirements applicable under section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the *Local Government Act 1993* and, under the provisions of the Act and the *Local Government (General) Regulation 2021*, should be dealt with in a part of the meeting that is closed to members of the public and the media.

Pursuant to section 10A(4) of the Act and clauses 14.9–14.10 of Council's Code of Meeting Practice, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

20 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.
