

Economy, Destination and Events Advisory Committee

Business Paper

Notice is hereby given that an Economy, Destination and Events Advisory Committee of Parkes Shire Council will be held at Cooke Park Pavilion, 17 Welcome Street, Parkes, on Tuesday 1 April 2025 at 10:30am.



Kent Boyd PSM
GENERAL MANAGER

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1 OPENING OF MEETING

The Chairperson will declare the meeting open.

Meeting of Council committees are not recorded or streamed to the internet.

2 ACKNOWLEDGEMENT OF COUNTRY

Parkes Shire Council acknowledges the Wiradjuri People who are the Traditional Custodians of the Land. I 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 APOLOGIES

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.

4 CONFIRMATION OF MINUTES

Nil.

5 DISCLOSURES OF INTERESTS

All Council Officials 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.

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: Council Officials who declare an Interest at the Meeting are also required to complete a Declaration of Interest form.

6 LATE BUSINESS

7 OFFICERS' REPORTS

7.1 COMMITTEE TERMS OF REFERENCE

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: Carrie Olsen, Executive Manager Economy and Engagement

Authoriser: Anthony McGrath, Director Customer, Corporate Services and Economy

Annexures: A. Economy, Destination and Events Advisory Committee Terms of Reference (Draft) [↓](#)

RECOMMENDATION

That the Economy, Destination and Events Advisory Committee:

1. Adopt the draft Terms of Reference for the Economy, Destination and Events Advisory Committee, appended at *Annexure A*.
-

BACKGROUND

The *Local Government Act 1993* ("the Act") provides a framework for local councils to establish committees to inform their strategy development and decision-making processes and provide a mechanism for community involvement in the provision of services.

Parkes Shire Council ("Council") traditionally reviews its Committee Framework at its Ordinary Meeting each September, but this was delayed in 2024 to accommodate the newly elected Council.

At its Ordinary Meeting held 26 November 2024, Council resolved to adopt a Council Policy and Committee Framework, incorporating several Advisory Committees that include external members in the composition of their membership. This decision of Council also included approval for the merging of the Destination and Major Events Advisory Committee and the Business and Investment Advisory Committee to form the Economy, Destination and Events Advisory Committee ("the Committee") [**res. 346/24**].

At its Ordinary Meeting held 17 December 2024, Parkes Shire Council ("Council") confirmed the appointment of Councillor Committee Delegates to the Economy, Destination and Events Advisory Committee [**res. 386/24**].

At its Ordinary Meeting held 18 March 2025, Parkes Shire Council ("Council") resolved to appoint the following list of people as Community Members to the Economy, Destination and Events Advisory Committee [**res. 096/25**]:

1. Kristy Berry
2. Peter Giles
3. Andrew Hall
4. Kelly Hendry
5. Steve Lindsay
6. Greg Nash

7. Andrew Rice
8. Tracie Robertson
9. Marty Sammut-Paul
10. Treen Swift

ISSUES AND COMMENTARY

Council's template Terms of Reference has been used to construct the draft Terms of Reference for the Economy, Destination and Events Advisory Committee, appended at *Annexure A*.

A notable variation to the usual approach is the recommendation for the Committee Chairperson to be elected from among the Community Members, rather than from among the Councillor Members.

The contributing driver to this change is from a recent strategy outcome:

[Parkes Shire Destination Management Plan](#), action 1.4:

Review the Terms of Reference for Council's Destination and Major Events Advisory Committee to meet four times per year and advise on the implementation of the PSDMP. Representatives should be selected based on their knowledge and expertise The Chair of the Committee should be from the business community. Councillors should be observers to Committee meetings.

LEGISLATIVE AND POLICY CONTEXT

For the purposes of the Committee and its Terms of Reference, the *Council Policy - Committee Framework*, provides:

6 Types of Committees

6.3 Advisory Committees

Advisory Committees engage with community representatives to seek advice and provide guidance on the development and implementation of Council's strategic plans, priorities and programs.

7 Committee Terms of Reference

Each Committee will review its terms of reference at the first meeting held after the council election.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report. Membership of an Advisory Committee is voluntary and not remunerated.

RISK IMPLICATIONS

The Terms of Reference have been drafted to clearly define the functions and administrative systems and structures for the Advisory Committee (refer *Annexure A*). The Terms of Reference are intended to provide a robust framework to support the proper conduct and functioning of the Advisory Committee and mitigate any risks that may arise through the absence of appropriate governance arrangements.

COMMUNITY CONSULTATION

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

Terms of Reference

Economy, Destination and Events Advisory Committee

Date Adopted by Council	17 December 2024
Resolution No.	386/24
Next Scheduled Review	December 2026
Facilitator	Director Customer, Corporate Services and Economy
Administrator/s	Economic Development Specialist, Executive Manager Economy and Engagement

1. Establishment and Term

- 1.1. The Economy, Destination and Events Advisory Committee (hereafter "the Committee") is established by Parkes Shire Council under the *Local Government Act 1993* (hereafter "the Act") pursuant to Resolution 386/24 made 17 December 2024.
- 1.2. The Committee shall operate from the date Council adopts these Terms of Reference and will conclude at the date of the next Local Government ordinary elections, unless terminated earlier in accordance with these Terms of Reference.

2. Role and Purpose

- 2.1. The Committee is established for the purpose of providing advice and guidance to Council on the development of strategies, and identification of challenges and opportunities, in relation to:
 - (a) Economic development
 - (b) Tourism development and destination marketing, and
 - (c) Events and festivals
- 2.2. The role and purpose of the Committee may be varied by resolution of Council.

3. Authority and Delegations

- 3.1. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager, as provided in the Act.
- 3.2. Neither the Committee nor any of its Members may direct any Council staff member in his or her duties.
- 3.3. The Committee has no executive powers and cannot make decisions on behalf of Council. Furthermore, the Committee is not a committee delegated authority, and therefore cannot exercise powers under section 355 of the Act.
- 3.4. The Committee may make recommendations to Council on all relevant business presented before it. Such recommendations will be presented to Council in a report prepared by nominated Council Officers. Recommendations made by the Committee may or may not be adopted by Council.



- 3.5. The Committee does not have the authority to incur expenditure.
- 3.6. The Chairperson of the Committee may, if considered reasonably necessary and with the approval of the General Manager, request external professional advice to allow the Committee to meet its responsibilities. The General Manager may facilitate, and provide the necessary financial resources, to engage the provision of any such external professional advice required.
- 3.7. The Committee is not permitted to forward official correspondence to government officials, representatives, departments or agencies. All correspondence issued by Council must only be signed and issued by those Council staff with delegation to do so.
- 3.8. Committee members are not authorised to speak to the media or make public comment on any matters before the Committee. Consistent with the Act and Council's Media Policy, the Mayor and General Manager are Council's authorised spokespeople.

4. Membership

- 4.1. Membership of the Committee shall comprise:
 - (a) At least three (3) Councillors nominated by Council (hereafter "Councillor Members"), and
 - (b) At least three (3) members of the Parkes Shire community appointed by Council resolution (hereafter "Community Members").
- 4.2. The Mayor shall be an ex officio member of the Committee.
- 4.3. In appointing Community Members, Council will seek to achieve a mix of skills and experiences to facilitate the sound functioning of the Committee, and seek to represent the diversity within and interests of the Parkes Shire community.
- 4.3. Each Member shall remain a member of the Committee until:
 - (a) The Member resigns, or
 - (b) The Member's membership is terminated.
- 4.4. Membership of any Member of the Committee may be terminated by resolution of the Council due to:
 - (a) The Member's non-attendance at three (3) consecutive Committee meetings without prior notification of their non-attendance and the granting of leave by resolution of the Committee, or
 - (b) The Member's conduct being consistent with these Terms of Reference or Council's Code of Conduct.
- 4.5. Councillor membership terminates immediately upon a Councillor Member ceasing to be a Councillor.
- 4.6. If the membership of a Community Member is terminated, the vacancy will remain unfilled, providing the minimum Community Member representation is fulfilled. Should a Community Member termination result in the minimum Community Member representation being unfulfilled, the vacancy will either be filled for the remainder of the term, or if the term is less than three (3) months, remain unfilled.

5. Responsibilities of Members

- 5.1. Members are expected to:
 - (a) Understand the relevant legislative and regulatory requirements applicable to Council,
 - (b) Be able to contribute the time needed to understand the Committee's business papers and to attend Committee meetings, and



- (c) Provide advice and feedback on matters brought before the Committee.
- 5.2. Members must conduct themselves in accordance with Council's Code of Conduct.
- 5.3. Conflicts of interest must be declared and managed in accordance with the Code of Conduct. A record of a declared conflict of interest in the minutes is sufficient.
- 5.4. Pecuniary or significant, non-pecuniary conflicts of interest must be managed by the Member excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion should be recorded in the minutes.

6. Responsibilities of Chairperson

- 6.1. The Chairperson shall be elected by the Committee from among the Community members.
- 6.2. The Chairperson will remain until the dissolution date, unless the Chairperson resigns and in this case, a new Chairperson should be appointed in accordance with this clause.
- 6.3. If the Chairperson is absent from a Committee meeting, a Member of the Committee will be nominated by the Committee to chair the meeting.

7. Responsibilities of Facilitator

- 7.1. The Committee Facilitator shall be a suitably qualified Council Officer appointed by the General Manager with functional responsibilities for the Committee, who will undertake the following functions:
 - (a) Accept or reject (in consultation with the General Manager) items of business,
 - (b) Ensure Members are familiar with the Committee Terms of Reference and Council's Code of Conduct,
 - (c) Facilitate discussion at Committee meetings, provide input to meetings and be an active (non-voting) Member of the Committee,
 - (d) Focus the Committee on its responsibilities as outlined in these Terms of Reference and the meeting agenda items,
 - (e) Act as the principal communication link between the Committee and Council,
 - (f) Manage the resources available to the Committee,
 - (g) Manage the performance of the Committee,
 - (h) Where appropriate, liaise with the Facilitators of Council's other Committees to assist with the collaboration between Committees, the sharing of information and the efficient and effective use of Council and Committee resources; and
 - (i) Work closely with the Chairperson to administer the Committee and its meetings.

8. Responsibilities of Administrator

- 8.1. The Committee Administrator shall be a suitably qualified Council Officer appointed by the Facilitator with functional responsibilities for the Committee, who will undertake the following functions:
 - (a) Provide administrative support to the Committee, including coordinating meeting dates, room bookings and calendar invitations, and collating apologies.
 - (b) Provide secretariat support to the Committee, including preparing, circulating and publishing meeting agendas and minutes.

9. Meetings, Quorum and Voting

- 9.1. Meetings of the Committee shall be held as often as the Committee decides, but not less than three (3) meetings per year.



- 9.2. Members may attend and participate at Meetings either in-person or via audio-visual link.
- 9.3. At all meetings of the Committee, the Chairperson shall occupy the Chair and preside. In the absence of the Chairperson, the Committee shall elect one of its number to preside at the meeting.
- 9.4. A meeting shall not proceed unless a quorum of at least one (1) more than half the number of members are present, including at least two (2) Councillor Members and at least two (2) Community Members.
- 9.5. In addition to Members, the following may be in attendance at any meeting of the Committee as non-voting observers:
 - (a) Councillors not appointed as Members of the Committee,
 - (b) Council staff, and
 - (c) External personnel by invitation of the Committee.
- 9.6. Each Committee Member shall be entitled to one (1) vote in respect to any matters before the Committee. The Committee shall aim to make decisions by consensus where possible, and otherwise the decision of the Committee shall be by the majority of votes cast in favour. In the event of a tied vote, the Chairperson shall have the casting vote.

10. Business Papers, Minutes and Resolutions

- 10.1. The Facilitator will ensure that notice of meetings, including the agenda and business papers, are provided to the Committee and published to Council's website at least two (2) business days prior to the day of the meeting. These may be transmitted electronically.
- 10.2. The Committee's resolutions shall be clearly recorded in the Minutes of its meetings.
- 10.3. Draft Minutes will be distributed to the Committee and published to Council's website no later than five (5) business after the meeting.
- 10.4. Draft Minutes of the previous meeting are to be adopted by resolution of the Committee at the following meeting.
- 10.5. The General Manager (or delegate) may action resolutions as they deem appropriate in accordance with their individual delegations and authorisations.
- 10.6. A report to the Council for a decision will be required where resolutions fall outside the functions delegated to the General Manager.

11. Procedural Matters

- 11.1. The Committee shall operate in accordance with Council's Code of Meeting Practice. In relation to any procedural matter, the ruling of the Chair shall be final.

12. Amendment

- 12.1. These Terms of Reference may be added to, amended or repealed by resolution of the Council in consultation with, or upon the recommendation of, the Committee.

< END OF DOCUMENT >

7.2 ELECTION OF CHAIRPERSON**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:** **Carrie Olsen, Executive Manager Economy and Engagement****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil**

RECOMMENDATION

That the Economy, Destination and Events Advisory Committee:

1. Appoint _____ as Chairperson, pursuant to clause 6.1 of the Committee's Terms of Reference.
-

BACKGROUND

At its Ordinary Meeting held 17 December 2024, Parkes Shire Council ("Council") confirmed the appointment of Councillor Committee Delegates to the Economy, Destination and Events Advisory Committee **[res. 386/24]**.

At its Ordinary Meeting held 18 March 2025, Parkes Shire Council ("Council") resolved to appoint the following list of people as Community Members to the Economy, Destination and Events Advisory Committee **[res. 096/25]**:

1. Kristy Berry
2. Peter Giles
3. Andrew Hall
4. Kelly Hendry
5. Steve Lindsay
6. Greg Nash
7. Andrew Rice
8. Tracie Robertson
9. Marty Sammut-Paul
10. Treen Swift

ISSUES AND COMMENTARY

Consistent with clause 6.1 of the Terms of Reference, the Committee must appoint a Chairperson from among the Community Members, listed below (alphabetically):

1. Kristy Berry
2. Peter Giles
3. Andrew Hall
4. Kelly Hendry
5. Steve Lindsay

6. Greg Nash
7. Andrew Rice
8. Tracie Robertson
9. Marty Sammut-Paul
10. Treen Swift

The process for electing a Chairperson will be conducted in accordance with the provisions of Council's Code of Meeting Practice (detailed below).

The Director Customer, Corporate Services and Economy will facilitate the election process. Following election, the Chairperson will assume the chair for the remainder of the Committee meeting.

LEGISLATIVE AND POLICY CONTEXT

For the purposes of the election process, it is proposed that the process outlined in Council's Code of Meeting Practice (based on the *Model Code of Meeting Practice for Local Councils in NSW*) be utilised:

- 6.3 *If no chairperson is present at a meeting of the Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.*
- 6.5 *If, at an election of a Chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the Chairperson is to be the candidate whose name is chosen by lot.*
- 6.6 *For the purposes of clause 6.5, the person conducting the election must:*
 - (a) *arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and*
 - (b) *then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.*
- 6.7 *The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.*
- 6.8 *Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.*

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

Election of a Chairperson ensures that the Committee operates in accordance with its adopted Terms of Reference.

COMMUNITY CONSULTATION

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

7.3 CODE OF CONDUCT COUNCIL POLICY**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:** **Carrie Olsen, Executive Manager Economy and Engagement****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Council Policy - Code of Conduct** [↓](#)**RECOMMENDATION**

That:

1. The Committee receive and note the Code of Conduct Council Policy appended at *Annexure A*.
2. The Committee members acknowledge their obligations under the Code of Conduct Council Policy.

BACKGROUND

The Code of Conduct Council Policy ("Code of Conduct"), appended at *Annexure A*, is the principal governance policy of Parkes Shire Council ("Council") and provides the foundation for a strong ethical culture. The practice of good governance is critical for ensuring Council achieves legal and ethical compliances and that decisions are made in the best interests of the Parkes Shire community.

ISSUES AND COMMENTARY

The Terms of Reference for all Advisory Committees of Council, including for the Economy, Destination and Events Advisory Committee ("Committee"), provide:

- 5.2. *Members must conduct themselves in accordance with Council's Code of Conduct.*
- 5.3. *Conflicts of interest must be declared and managed in accordance with the Code of Conduct. A record of a declared conflict of interest in the minutes is sufficient.*
- 4.4 *Membership of any Member of the Committee may be terminated by resolution of the Council due to:*
 - (a) *The Member's conduct being consistent with these Terms of Reference or Council's Code of Conduct.*

As such, all Committee Members are obliged to familiarise themselves with the Code of Conduct.

The Code of Conduct provides the following:

Council Committee Member: means a person other than a Councillor or member of staff of a Council who is a member of a Council committee other than a wholly advisory committee, and a person other than a Councillor who is a member of the Council's Audit, Risk and Improvement Committee.

As the Economy, Destination and Events Advisory Committee is a wholly advisory committee, for the purpose of the Code of Conduct, Community Members of the Committee are deemed as Council Officials. The definition provided in the Code of Conduct is as follows:

Council Official: includes Councillors, members of staff of Council, administrators, Council committee members, delegates of Council and, for the purposes of clause 6.5.1, Council advisers.

The Code of Conduct sets the minimum standards of conduct for Council Officials and assists Council Officials to:

- Understand and comply with the standards of conduct that are expected of them;
- Enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439); and
- Act in a way that enhances public confidence in local government.

For the purpose of Council's Advisory Committees, the following sections within the Code of Conduct are of particular import:

- 5. General Conduct Obligations
- 6. Pecuniary Interests
- 7. Non-Pecuniary Conflicts of Interests
- 10. Access to Information and Council Resources
 - Use of Certain Council information
 - Use and security of confidential information
 - Council record keeping

The Committee Facilitator and/or Administrator, as laid out in the Committee Terms of Reference, are equipped to address any questions about the requirements laid out under the Code of Conduct.

LEGISLATIVE AND POLICY CONTEXT

Council's Code of Conduct incorporates the provisions of the *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct"), which is made under section 440 of the *Local Government Act 1993* ("the LGA") and the *Local Government (General) Regulation 2021* ("the Regulation").

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

Provision and discussion of the Code of Conduct Council Policy ensures that all Committee Members are aware of their associated obligations.

COMMUNITY CONSULTATION

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

Council Policy

Code of Conduct (Without Administrative Procedures)

Council Policy
Code of Conduct

CONTROLLED DOCUMENT INFORMATION

ECM Number	703991
Document Owner	Director Customer, Corporate Services and Economy
Document Development Officer	Manager Governance, Risk and Corporate Performance
Consulting Stakeholders	Human Resources Records and Information Management
Review Timeframe	Two (2) years
Last Review Date	November 2024
Next Scheduled Review	November 2026

Document History		
Date	Resolution No.	Details/Comments
19 July 2022	22-238	Adopted by Council.
26 November 2024	OCM 344/24	Adopted by Council Converted to new policy template. Numbering edited. Edits to clause 11.4.5 in line with Public Interest Disclosure Act. Disclosure of Pecuniary interests form updated

Further Document Information and Relationships	
Related Legislation*	Local Government Act 1993 No 30 Local Government (General) Regulation 2021
Related Policies	Customer Service and Customer Complaints Handling Councillor Access to Information and Interaction with Staff Councillor Expenses and Facilities Fraud and Corruption Policy and Plan Gifts, Benefits and Bribes Public Interest Disclosures Statement of Business Ethics Records and Information Management Framework
Related Documents	Procedures for the Administration of the Code of Conduct ECM 703988 Model Code of Conduct - Office of Local Government

Council Policy
Code of Conduct

Note: Any reference to Legislation will be updated in this Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

Council Policy
Code of Conduct

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Council Policy

Code of Conduct



1. Purpose

This Code of Conduct is Parkes Shire Council's principal governance policy and provides a strong foundation for a strong ethical culture. The practice of good governance is critical for ensuring that Council achieves legal and ethical compliances and that decisions are made in the best interests of the Parkes Shire community.

This Code of Conduct incorporates the provisions of the *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct"), which is made under section 440 of the *Local Government Act 1993* ("the LGA") and the *Local Government (General) Regulation 2021* ("the Regulation").

This Code of Conduct sets the minimum standards of conduct for Council Officials and assists Council Officials to:

- Understand and comply with the standards of conduct that are expected of them;
- Enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439); and
- Act in a way that enhances public confidence in local government.

As the central component of Council's governance framework, this Code of Conduct is supplemented by the Procedures for the Administration of the Code of Conduct and a series of policies that facilitate the administration of the Code as they relate to gifts and benefits, fraud and corruption prevention, complaints management and other key aspects of ethical behaviour. Failure to comply with the provisions of these policies could be considered a breach of this Code.

Note: In adopting the Model code of Conduct Parkes Shire council has substituted the term "chairperson" to "Mayor and "member to "Councillor".

2. Commencement and Review

This Policy is effective from date of adoption by Council resolution and shall remain in force until repealed by resolution of Council.

3. Scope and Application

Councillors, Administrators, members of staff of Council, delegates of Council, (including members of Council committees that are delegates of Council) and any other person working for Council must comply with the applicable provisions of Council's Code of Conduct. It is the personal responsibility of Council Officials to comply with the standards in the Code and to regularly review their personal circumstances and conduct with this in mind.

Failure by a Councillor to comply with the standards of conduct prescribed under this Code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on Councillors for misconduct, including suspension or disqualification from civic office.

Failure by a member of staff to comply with Council's Code of Conduct may give rise to disciplinary action.

Council Policy

Code of Conduct

This Policy applies to all Council Officials, including Councillors, Council staff, Council committee members, Council delegates, and volunteers of Council.

4. Definitions

In this Council Policy, the following terms shall be interpreted as having the following meanings:

Term	Definition
Administrator	means an administrator of Council appointed under the LGA other than an administrator appointed under section 66.
Business Day	means a day that is not a Saturday, a Sunday, 27/28/29/30/31 December, nor a public holiday in Sydney.
Committee	means the definition of "Council committee".
Complaint	means a Code of Conduct complaint made for the purposes of clauses 4.1 and 4.2 of the Procedures.
Conduct	includes acts and omissions.
Council	means Parkes Shire Council.
Council Committee	means a committee established by a Council comprising of Councillors, staff or other persons that the Council has delegated functions to and the Council's Audit, Risk and Improvement Committee.
Council Committee Member	means a person other than a Councillor or member of staff of a Council who is a member of a Council committee other than a wholly advisory committee, and a person other than a Councillor who is a member of the Council's Audit, Risk and Improvement Committee.
Council Official	includes Councillors, members of staff of Council, administrators, Council committee members, delegates of Council and, for the purposes of clause 6.5.1, Council advisers.
Councillor	means any person elected or appointed to civic office, including the Mayor.
Delegate Of Council	means a person (other than a Councillor or member of staff of a Council) or body, and the individual members of that body, to whom a function of the Council is delegated.
Designated Person	means a person referred to in clause 6.3.1.
Election Campaign	includes Council, state and federal election campaigns.
Environmental Planning Instrument	has the same meaning as it has in the Environmental Planning and Assessment Act 1979.

Council Policy
Code of Conduct

General Manager	means the General Manager of Parkes Shire Council appointed under section 334 of the Local Government Act 1993.
Governing Body	means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor.
LGA	means the Local Government Act 1993.
Local Planning Panel	means a local planning panel constituted under the Environmental Planning and Assessment Act 1979.
Mayor	means the Mayor of Parkes Shire Council.
Members of Staff of Council	includes employees, contractors and volunteers of Parkes Shire Council.
The Office	means the Office of Local Government.
Personal Information	means information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.
The Procedures	means the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW prescribed under the Regulation.
The Regulation	means the Local Government (General) Regulation 2021.
Wholly Advisory Committee	means a Council committee that the Council has not delegated any functions to.

Council Policy
Code of Conduct**5. General Conduct Obligations****General Conduct**

5.1.1 You must not conduct yourself in a manner that:

- a) is likely to bring the Council or other Council Officials into disrepute
- b) is contrary to statutory requirements or the Council's administrative requirements or policies
- c) is improper or unethical
- d) is an abuse of power
- e) causes, comprises or involves intimidation or verbal abuse
- f) involves the misuse of your position to obtain a private benefit
- g) constitutes harassment or bullying behaviour under this Code, or is unlawfully discriminatory.

5.1.2 You must act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act.
(section 439)

Fairness and Equity

5.2.1 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.

5.2.2 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.

5.2.3 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 5.2.1 or 5.2.2.

Harassment and Discrimination

5.3.1 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of age, disability, race (including colour, national or ethnic origin or immigrant status), sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding, sexual orientation, gender identity or intersex status or political, religious or other affiliation.

5.3.2 For the purposes of this Code, "harassment" is any form of behaviour towards a person that:

- a) is not wanted by the person
- b) offends, humiliates or intimidates the person, and
- c) creates a hostile environment.

Bullying

5.4.1 You must not engage in bullying behaviour towards others.

5.4.2 For the purposes of this Code, "bullying behaviour" is any behaviour in which:

- a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons, and
- b) the behaviour creates a risk to health and safety.

5.4.3 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:

- a) aggressive, threatening or intimidating conduct
- b) belittling or humiliating comments
- c) spreading malicious rumours
- d) teasing, practical jokes or 'initiation ceremonies'
- e) exclusion from work-related events

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- f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level
- g) displaying offensive material
- h) pressure to behave in an inappropriate manner.

5.4.4 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this Code. Examples of reasonable management action may include, but are not limited to:

- a) performance management processes
- b) disciplinary action for misconduct
- c) informing a worker about unsatisfactory work performance or inappropriate work behaviour
- d) directing a worker to perform duties in keeping with their job
- e) maintaining reasonable workplace goals and standards
- f) legitimately exercising a regulatory function
- g) legitimately implementing a Council policy or administrative processes.

Work Health and Safety

5.5.1 All Council Officials, including Councillors, owe statutory duties under the *Work Health and Safety Act 2011* (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety. Specifically, you must:

- a) take reasonable care for your own health and safety
- b) take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons
- c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by the Council to ensure workplace health and safety
- d) cooperate with any reasonable policy or procedure of the Council relating to workplace health or safety that has been notified to Council staff
- e) report accidents, incidents, near misses, to the General Manager or such other staff member nominated by the General Manager, and take part in any incident investigations
- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Land use planning, development assessment and other regulatory functions

5.6.1 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.

5.6.2 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

Binding Caucus Votes

5.7.1 You must not participate in binding caucus votes in relation to matters to be considered at a Council or committee meeting.

5.7.2 For the purposes of clause 5.7.1, a binding caucus vote is a process whereby a group of Councillors are compelled by a threat of disciplinary or other

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adverse action to comply with a predetermined position on a matter before the Council or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the Council or committee.

5.7.3 Clause 5.7.1 does not prohibit Councillors from discussing a matter before the Council or committee prior to considering the matter in question at a Council or committee meeting, or from voluntarily holding a shared view with other Councillors on the merits of a matter.

5.7.4 Clause 5.7.1 does not apply to a decision to elect the Mayor or Deputy Mayor, or to nominate a person to be a member of a Council committee or a representative of the Council on an external body.

Obligations in relation to meetings

5.8.1 You must comply with rulings by the chair at Council and committee meetings or other proceedings of the Council unless a motion dissenting from the ruling is passed.

5.8.2 You must not engage in bullying behaviour (as defined under this Part) towards the chair, other Council Officials or any members of the public present during Council or committee meetings or other proceedings of the Council (such as, but not limited to, workshops and briefing sessions).

5.8.3 You must not engage in conduct that disrupts Council or committee meetings or other proceedings of the Council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.

5.8.4 If you are a Councillor, you must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the Council, or of a committee of the Council. Without limiting this clause, you must not:

- a) leave a meeting of the Council or a committee for the purposes of depriving the meeting of a quorum, or
- b) submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another Councillor from submitting a rescission motion with respect to the same decision, or
- c) deliberately seek to impede the consideration of business at a meeting.

Council Policy
Code of Conduct**6. Pecuniary Interests****What is a pecuniary interest?**

6.1.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 6.1.3.

6.1.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 6.2.1.

6.1.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:

- a) your interest, or
- b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
- c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.

6.1.4 For the purposes of clause 6.1.3:

- a) Your "relative" is any of the following:
 - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii).
- b) "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.

6.1.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 6.1.3(b) or (c):

- a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
- b) just because the person is a member of, or is employed by, a Council or a statutory body, or is employed by the Crown, or
- c) just because the person is a member of, or a delegate of a Council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

What interests do not have to be disclosed?

6.2.1 You do not have to disclose the following interests for the purposes of this Part:

- a) your interest as an elector
- b) your interest as a ratepayer or person liable to pay a charge
- c) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this Code
- d) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by the Council in the same manner and subject to the same conditions as apply to persons who are not subject to this Code
- e) an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)

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- f) if you are a Council committee member, an interest you have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if you have been appointed to represent the organisation or group on the Council committee
- g) an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
- h) an interest you have arising from the proposed making by the Council of an agreement between the Council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership
- i) an interest you have arising from the making by the Council of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the Council in respect of similar matters with other residents of the area:
 - i) the performance by the Council at the expense of your relative of any work or service in connection with roads or sanitation
 - ii) security for damage to footpaths or roads
 - iii) any other service to be rendered, or act to be done, by the Council by or under any Act conferring functions on the Council, or by or under any contract
- j) an interest relating to the payment of fees to Councillors (including the Mayor and Deputy Mayor)
- k) an interest relating to the payment of expenses and the provision of facilities to Councillors (including the Mayor and Deputy Mayor) in accordance with a policy under section 252 of the LGA,
- l) an interest relating to an election to the office of Mayor arising from the fact that a fee for the following 12 months has been determined for the office of Mayor
- m) an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- n) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a Councillor or a Council committee member
- o) an interest arising from the appointment of a Councillor to a body as a representative or delegate of the Council, whether or not a fee or other recompense is payable to the representative or delegate.

6.2.2 For the purposes of clause 6.2.1, "relative" has the same meaning as in clause 6.1.4 but includes your spouse or de facto partner.

What disclosures must be made by a designated person?

6.3.1 Designated persons include:

- a) the General Manager
- b) other senior staff of the Council for the purposes of section 332 of the LGA
- c) a person (other than a member of the senior staff of the Council) who is a member of staff of the Council or a delegate of the Council and who holds a position identified by the Council as the position of a designated person

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because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest

- d) a person (other than a member of the senior staff of the Council) who is a member of a committee of the Council identified by the Council as a committee whose members are designated persons because the functions of the committee involve the exercise of the Council's functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.

6.3.2 A designated person:

- a) must prepare and submit written returns of interests in accordance with clauses 6.8.1, and
- b) must disclose pecuniary interests in accordance with clause 6.3.3.

6.3.3 A designated person must disclose in writing to the General Manager (or if the person is the General Manager, to the Council) the nature of any pecuniary interest the person has in any Council matter with which the person is dealing as soon as practicable after becoming aware of the interest.

6.3.4 Clause 6.3.3 does not require a designated person who is a member of staff of the Council to disclose a pecuniary interest if the interest relates only to the person's salary as a member of staff, or to their other conditions of employment.

6.3.5 The General Manager must, on receiving a disclosure from a designated person, deal with the matter to which the disclosure relates or refer it to another person to deal with.

6.3.6 A disclosure by the General Manager must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the Council and the Council must deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by Council staff other than designated persons?

6.4.1 A member of staff of Council, other than a designated person, must disclose in writing to their manager or the General Manager the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable after becoming aware of the interest.

6.4.2 The staff member's manager or the General Manager must, on receiving a disclosure under clause 6.4.1, deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by Council advisers?

6.5.1 A person who, at the request or with the consent of the Council or a Council committee, gives advice on any matter at any meeting of the Council or committee, must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. The person is not required to disclose the person's interest as an adviser.

6.5.2 A person does not breach clause 6.5.1 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

Council Policy
Code of Conduct**What disclosures must be made by a Council committee member?**

6.6.1 A Council committee member must disclose pecuniary interests in accordance with clause 6.9.1 and comply with clause 6.9.2.

6.6.2 For the purposes of clause 6.6.1, a "Council committee member" includes a member of staff of Council who is a member of the committee.

What disclosures must be made by a Councillor?

6.7.1 A Councillor:

- a) must prepare and submit written returns of interests in accordance with clause 6.8.1, and
- b) must disclose pecuniary interests in accordance with clause 6.9.1 and comply with clause 6.9.2 where it is applicable.

Disclosure of interests in written returns

6.8.1 A Councillor or designated person must make and lodge with the General Manager a return in the form set out in [Schedule 2](#) to this Code, disclosing the Councillor's or designated person's interests as specified in [Schedule 1](#) to this Code within three months after:

- a) becoming a Councillor or designated person, and
- b) 30 June of each year, and
- c) the Councillor or designated person becoming aware of an interest they are required to disclose under [Schedule 1](#) that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

6.8.2 A person need not make and lodge a return under clause 6.8.1, paragraphs (a) and (b) if:

- a) they made and lodged a return under that clause in the preceding three months, or
- b) they have ceased to be a Councillor or designated person in the preceding three months.

6.8.3 A person must not make and lodge a return that the person knows or ought reasonably to know is false or misleading in a material particular.

6.8.4 The General Manager must keep a register of returns required to be made and lodged with the General Manager.

6.8.5 Returns required to be lodged with the General Manager under clause 6.8.1(a) and (b) must be tabled at the first meeting of the Council after the last day the return is required to be lodged.

6.8.6 Returns required to be lodged with the General Manager under clause 6.8.1(c) must be tabled at the next Council meeting after the return is lodged.

6.8.7 Information contained in returns made and lodged under clause 6.8.1 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

Disclosure of pecuniary interests at meetings

6.9.1 A Councillor or a Council committee member who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a meeting of the Council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.

6.9.2 The Councillor or Council committee member must not be present at, or in sight of, the meeting of the Council or committee:

- a) at any time during which the matter is being considered or discussed by the Council or committee, or
- b) at any time during which the Council or committee is voting on any question in relation to the matter.

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6.9.3 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 6.9.1 and 6.9.2 where they participate in the meeting by telephone or other electronic means.

6.9.4 A disclosure made at a meeting of a Council or Council committee must be recorded in the minutes of the meeting.

6.9.5 A general notice may be given to the General Manager in writing by a Councillor or a Council committee member to the effect that the Councillor or Council committee member, or the Councillor's or Council committee member's spouse, de facto partner or relative, is:

- a) a member of, or in the employment of, a specified company or other body, or
- b) a partner of, or in the employment of, a specified person.

6.9.6 Such a notice is, unless and until the notice is withdrawn or until the end of the term of the Council in which it is given (whichever is the sooner), sufficient disclosure of the Councillor's or Council committee member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the Council or Council committee after the date of the notice.

6.9.7 A Councillor or a Council committee member is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the Councillor or Council committee member has an interest in the matter of a kind referred to in clause 6.2.1.

6.9.8 A person does not breach clauses 6.9.1 or 6.9.2 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

6.9.9 Despite clause 6.9.2, a Councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.

6.9.10 Clause 6.9.2 does not apply to a Councillor who has a pecuniary interest in a matter that is being considered at a meeting if:

- a) the matter is a proposal relating to:
 - (i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the Council's area, or
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the Council's area, and
- b) the pecuniary interest arises only because of an interest of the Councillor in the Councillor's principal place of residence or an interest of another person (whose interests are relevant under clause 6.1.3) in that person's principal place of residence, and
- c) the Councillor made a special disclosure under clause 6.9.11 in relation to the interest before the commencement of the meeting.

6.9.11 A special disclosure of a pecuniary interest made for the purposes of clause 6.9.10 (c) must:

- a) be in the form set out in [Schedule 3](#) of this Code and contain the information required by that form, and
- b) be laid on the table at a meeting of the Council as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.

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6.9.12 The Minister for Local Government may, conditionally or unconditionally, allow a Councillor or a Council committee member who has a pecuniary interest in a matter with which the Council is concerned to be present at a meeting of the Council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:

- a) that the number of Councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
- b) that it is in the interests of the electors for the area to do so.

6.9.13 A Councillor or a Council committee member with a pecuniary interest in a matter who is permitted to be present at a meeting of the Council or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 6.9.12, must still disclose the interest they have in the matter in accordance with clause 6.9.1.

Council Policy
Code of Conduct**7. Non-Pecuniary Conflicts of Interests****What is a non-pecuniary conflict of interest?**

7.1.1 Non-pecuniary interests are private or personal interests a Council Official has that do not amount to a pecuniary interest as defined in clause 6.1.1 of this Code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.

7.1.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.

7.1.3 The personal or political views of a Council Official do not constitute a private interest for the purposes of clause 7.1.2.

7.1.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of Council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this Code.

7.1.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

Managing non-pecuniary conflicts of interest

7.2.1 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 7.1.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of Council staff other than the General Manager, such a disclosure is to be made to the staff member's manager. In the case of the General Manager, such a disclosure is to be made to the Mayor.

7.2.2 If a disclosure is made at a Council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 7.2.1.

7.2.3 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.

7.2.4 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 6.1.1, but it involves:

- a) a relationship between a Council Official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 6.1.4 or another person from the Council Official's extended family that the Council Official has a close personal relationship with, or another person living in the same household
- b) other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.

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- c) an affiliation between the Council Official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a Council Official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
- d) membership, as the Council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the Council and the organisation are potentially in conflict in relation to the particular matter
- e) a financial interest (other than an interest of a type referred to in clause 6.2.1 that is not a pecuniary interest for the purposes of clause 6.1.1
- f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.

7.2.5 Significant non-pecuniary conflicts of interest must be managed in one of two ways:

- a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
- b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a Council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 6.9.1 and 6.9.2.

7.2.6 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

7.2.7 If you are a member of staff of Council other than the General Manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the General Manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the Mayor.

7.2.8 Despite clause 7.2.5 (b), a Councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.

7.2.9 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the Council committee.

Political donations

7.3.1 Councillors should be aware that matters before Council or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.

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- 7.3.2** Where you are a Councillor and have received or knowingly benefitted from a reportable political donation:
- a) made by a major political donor in the previous four years, and
 - b) the major political donor has a matter before Council,
- you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 6.9.1 and 6.9.2. A disclosure made under this clause must be recorded in the minutes of the meeting.
- 7.3.3** For the purposes of this Part:
- a) a “reportable political donation” has the same meaning as it has in section 6 of the Electoral Funding Act 2018
 - b) “major political donor” has the same meaning as it has in the Electoral Funding Act 2018.
- 7.3.4** Councillors should note that political donations that are not a “reportable political donation”, or political donations to a registered political party or group by which a Councillor is endorsed, may still give rise to a non-pecuniary conflict of interest. Councillors should determine whether or not such conflicts are significant for the purposes of clause 7.2.4 and take the appropriate action to manage them.
- 7.3.5** Despite clause 7.3.2, a Councillor who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

Loss of quorum as a result of compliance with this Part

- 7.4.1** A Councillor who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:
- a) the matter is a proposal relating to:
 - i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the Council’s area, or
 - ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the Council’s area, and
 - b) the non-pecuniary conflict of interest arises only because of an interest that a person has in that person’s principal place of residence, and
 - c) the Councillor discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 7.2.1.
- 7.4.2** The Minister for Local Government may, conditionally or unconditionally, allow a Councillor or a Council committee member who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the Council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- a) that the number of Councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - b) that it is in the interests of the electors for the area to do so.
- 7.4.3** Where the Minister exempts a Councillor or committee member from complying with a requirement under this Part under clause 7.21, the Councillor or committee member must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 7.2.1.

Council Policy
Code of Conduct**Other business or employment**

7.5.1 The General Manager must not engage, for remuneration, in private employment, contract work or other business outside the service of the Council without the approval of the Council.

7.5.2 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the Council that relates to the business of the Council or that might conflict with the staff member's Council duties unless they have notified the General Manager in writing of the employment, work or business and the General Manager has given their written approval for the staff member to engage in the employment, work or business.

7.5.3 The General Manager may at any time prohibit a member of staff from engaging, for remuneration, in private employment, contract work or other business outside the service of the Council that relates to the business of the Council, or that might conflict with the staff member's Council duties.

7.5.4 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the Council if prohibited from doing so.

7.5.5 Members of staff must ensure that any outside employment, work or business they engage in will not:

- a) conflict with their official duties
- b) involve using confidential information or Council resources obtained through their work with the Council including where private use is permitted
- c) require them to work while on Council duty
- d) discredit or disadvantage the Council
- e) pose, due to fatigue, a risk to their health or safety, or to the health and safety of their co-workers.

Personal dealings with Council

7.6.1 You may have reason to deal with your Council in your personal capacity (for example, as a ratepayer, recipient of a Council service or applicant for a development consent granted by Council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.

7.6.2 You must undertake any personal dealings you have with the Council in a manner that is consistent with the way other members of the community deal with the Council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this Code.

Council Policy
Code of Conduct**8. Personal Benefit****Gifts and benefits**

8.1.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a Council Official or someone personally associated with them for their personal use and enjoyment.

8.1.2 A reference to a gift or benefit in this Part does not include:

- a) items with a value of \$10 or less
- b) a political donation for the purposes of the Electoral Funding Act 2018
- c) a gift provided to the Council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual Council Official or someone personally associated with them
- d) a benefit or facility provided by the Council to an employee or Councillor
- e) attendance by a Council Official at a work-related event or function for the purposes of performing their official duties, or
- f) free or subsidised meals, beverages or refreshments provided to Council Officials in conjunction with the performance of their official duties such as, but not limited to:
 - i) the discussion of official business
 - ii) work-related events such as Council-sponsored or community events, training, education sessions or workshops
 - iii) conferences
 - iv) Council functions or events
 - v) social functions organised by groups, such as Council committees and community organisations.

8.1.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the Council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.

8.1.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

How are offers of gifts and benefits to be dealt with?

8.2.1 You must not:

- a) seek or accept a bribe or other improper inducement
- b) seek gifts or benefits of any kind
- c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
- d) subject to clause 8.2.3, accept any gift or benefit of more than token value as defined by clause 8.4.1
- e) accept an offer of cash or a cash-like gift as defined by clause 8.5.1, regardless of the amount
- f) participate in competitions for prizes where eligibility is based on the Council being in or entering into a customer–supplier relationship with the competition organiser
- g) personally benefit from reward points programs when purchasing on behalf of the Council.

8.2.2 Where you receive a gift or benefit of any value other than one referred to in clause 8.1.2, you must disclose this promptly to your manager or the General Manager in writing. The recipient, manager, or General Manager must ensure that, at a minimum, the following details are recorded in the Council's gift register:

- a) the nature of the gift or benefit
- b) the estimated monetary value of the gift or benefit

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Code of Conduct

- c) the name of the person who provided the gift or benefit, and
- d) the date on which the gift or benefit was received.

8.2.3 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the Council, unless the nature of the gift or benefit makes this impractical.

Gifts and benefits of token value

8.3.1 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$100.

They include, but are not limited to:

- a) invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$100
- b) gifts of alcohol that do not exceed a value of \$100
- c) ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
- d) prizes or awards that do not exceed \$100 in value.

Gifts and benefits of more than token value

8.4.1 Gifts or benefits that exceed \$100 in value are gifts or benefits of more than token value for the purposes of clause 8.2.1 (d) and, subject to clause 8.2.3, must not be accepted.

8.4.2 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$100, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.

8.4.3 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$100 in value.

8.4.4 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

“Cash-like gifts”

8.5.1 For the purposes of clause 8.2.1 (e), “cash-like gifts” include, but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

Improper and undue influence

8.6.1 You must not use your position to influence other Council Officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A Councillor will not be in breach of this clause where they seek to influence other Council Officials through the proper exercise of their role as prescribed under the LGA.

8.6.2 You must not take advantage (or seek to take advantage) of your status or position with Council, or of functions you perform for Council, in order to obtain a private benefit for yourself or for any other person or body.

Council Policy
Code of Conduct**9. Relationships Between Council Officials****Obligations of Councillors and administrators**

9.1.1 Each Council is a body politic. The Councillors or administrator/s are the governing body of the Council. Under section 223 of the LGA, the role of the governing body of the Council includes the development and endorsement of the strategic plans, programs, strategies and policies of the Council, including those relating to workforce policy, and to keep the performance of the Council under review.

9.1.2 Councillors or administrators must not:

- a) direct Council staff other than by giving appropriate direction to the General Manager by way of Council or committee resolution, or by the Mayor or administrator exercising their functions under section 226 of the LGA
- b) in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of the Council or a delegate of the Council in the exercise of the functions of the staff member or delegate
- c) contact a member of the staff of the Council on Council-related business unless in accordance with the policy and procedures governing the interaction of Councillors and Council staff that have been authorised by the Council and the General Manager
- d) contact or issue instructions to any of the Council's contractors, including the Council's legal advisers, unless by the Mayor or administrator exercising their functions under section 226 of the LGA.

9.1.3 Despite clause 9.1.2, Councillors may contact the Council's external auditor or the chair of the Council's audit risk and improvement committee to provide information reasonably necessary for the external auditor or the Audit, Risk and Improvement Committee to effectively perform their functions.

Obligations of staff

9.2.1 Under section 335 of the LGA, the role of the General Manager includes conducting the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council, implementing without undue delay, lawful decisions of the Council and ensuring that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.

9.2.3 Members of staff of Council must:

- a) give their attention to the business of the Council while on duty
- b) ensure that their work is carried out ethically, efficiently, economically and effectively
- c) carry out reasonable and lawful directions given by any person having authority to give such directions
- d) give effect to the lawful decisions, policies and procedures of the Council, whether or not the staff member agrees with or approves of them
- e) ensure that any participation in political activities outside the service of the Council does not interfere with the performance of their official duties.

Inappropriate Interactions

9.3.1 You must not engage in any of the following inappropriate interactions:

- a) Councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- b) Council staff approaching Councillors and administrators to discuss individual or operational staff matters (other than matters relating to

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- broader workforce policy), grievances, workplace investigations and disciplinary matters
- c) subject to clause 10.1.6 Council staff refusing to give information that is available to other Councillors to a particular Councillor
 - d) Councillors and administrators who have lodged an application with the Council, discussing the matter with Council staff in staff-only areas of the Council
 - e) Councillors and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the Councillor or administrator has a right to be heard by the panel at the meeting
 - f) Councillors and administrators being overbearing or threatening to Council staff
 - g) Council staff being overbearing or threatening to Councillors or administrators
 - h) Councillors and administrators making personal attacks on Council staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this Code in public forums including social media
 - i) Councillors and administrators directing or pressuring Council staff in the performance of their work, or recommendations they should make
 - j) Council staff providing ad hoc advice to Councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
 - k) Council staff meeting with applicants or objectors alone AND outside office hours to discuss planning applications or proposals
 - l) Councillors attending on-site inspection meetings with lawyers and/or consultants engaged by the Council associated with current or proposed legal proceedings unless permitted to do so by the Council's General Manager or, in the case of the Mayor or administrator, unless they are exercising their functions under section 226 of the LGA.

Council Policy
Code of Conduct**10. Access to Information and Council Resources****Councillor and administrator access to information**

10.1.1 The General Manager is responsible for ensuring that Councillors and administrators can access information necessary for the performance of their official functions. The General Manager and Public Officer are also responsible for ensuring that members of the public can access publicly available Council information under the *Government Information (Public Access) Act 2009* (the GIPA Act).

10.1.2 The General Manager must provide Councillors and administrators with the information necessary to effectively discharge their official functions.

10.1.3 Members of staff of Council must provide full and timely information to Councillors and administrators sufficient to enable them to exercise their official functions and in accordance with Council procedures.

10.1.4 Members of staff of Council who provide any information to a particular Councillor in the performance of their official functions must also make it available to any other Councillor who requests it and in accordance with Council procedures.

10.1.5 Councillors and administrators who have a private interest only in Council information have the same rights of access as any member of the public.

10.1.6 Despite clause 10.1.4, Councillors and administrators who are precluded from participating in the consideration of a matter under this Code because they have a conflict of interest in the matter, are not entitled to request access to Council information in relation to the matter unless the information is otherwise available to members of the public, or the Council has determined to make the information available under the GIPA Act.

Councillors and administrators to properly examine and consider information

10.2.1 Councillors and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

Refusal of access to information

10.3.1 Where the General Manager or Public Officer determine to refuse access to information requested by a Councillor or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the Councillor or administrator to perform their official functions (see clause 10.1.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 10.1.6). The General Manager or Public Officer must state the reasons for the decision if access is refused.

Use of certain Council information

10.4.1 In regard to information obtained in your capacity as a Council Official, you must:

- a) subject to clause 10.14, only access Council information needed for Council business
- b) not use that Council information for private purposes
- c) not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office or position with Council
- d) only release Council information in accordance with established Council policies and procedures and in compliance with relevant legislation.

Council Policy
Code of Conduct**Use and security of confidential information**

10.5.1 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.

10.5.2 In addition to your general obligations relating to the use of Council information, you must:

- a) only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
- b) protect confidential information
- c) only release confidential information if you have authority to do so
- d) only use confidential information for the purpose for which it is intended to be used
- e) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- f) not use confidential information with the intention to cause harm or detriment to the Council or any other person or body
- g) not disclose any confidential information discussed during a confidential session of a Council or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

Personal information

10.6.1 When dealing with personal information you must comply with:

- a) the Privacy and Personal Information Protection Act 1998
- b) the Health Records and Information Privacy Act 2002
- c) the Information Protection Principles and Health Privacy Principles
- d) the Council's Privacy Management Plan
- e) the Privacy Code of Practice for Local Government

Use of Council resources

10.7.1 You must use Council resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes, except when supplied as part of a contract of employment (but not for private business purposes), unless this use is lawfully authorised and proper payment is made where appropriate.

10.7.2 Union delegates and consultative committee members may have reasonable access to Council resources and information for the purposes of carrying out their industrial responsibilities, including but not limited to:

- a) the representation of members with respect to disciplinary matters
- b) the representation of employees with respect to grievances and disputes
- c) functions associated with the role of the local consultative committee.

10.7.3 You must be scrupulous in your use of Council property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.

10.7.4 You must avoid any action or situation that could create the appearance that Council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.

10.7.5 You must not use Council resources (including Council staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.

10.7.6 You must not use the Council letterhead, Council crests, Council email or social media or other information that could give the appearance it is official Council material:

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- a) for the purpose of assisting your election campaign or the election campaign of others, or
- b) for other non-official purposes.

10.7.7 You must not convert any property of the Council to your own use unless properly authorised.

Internet access

10.8.1 You must not use Council's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the Council's reputation.

Council record keeping

10.9.1 You must comply with the requirements of the *State Records Act 1998* and the Council's records management policy.

10.9.2 All information created, sent and received in your official capacity is a Council record and must be managed in accordance with the requirements of the *State Records Act 1998* and the Council's approved records management policies and practices.

10.9.3 All information stored in either soft or hard copy on Council supplied resources (including technology devices and email accounts) is deemed to be related to the business of the Council and will be treated as Council records, regardless of whether the original intention was to create the information for personal purposes.

10.9.4 You must not destroy, alter, or dispose of Council information or records, unless authorised to do so. If you need to alter or dispose of Council information or records, you must do so in consultation with the Council's records manager and comply with the requirements of the *State Records Act 1998*.

Councillor access to Council buildings

10.10.1 Councillors and administrators are entitled to have access to the Council chamber, committee room, Mayor's office (subject to availability), Councillors' rooms, and public areas of Council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the General Manager.

10.10.2 Councillors and administrators must not enter staff-only areas of Council buildings without the approval of the General Manager (or their delegate) or as provided for in the procedures governing the interaction of Councillors and Council staff.

10.10.3 Councillors and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence Council staff decisions.

Council Policy
Code of Conduct**11. Maintaining the Integrity of this Code****Complaints made for an improper purpose**

11.1.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this Code for an improper purpose.

11.1.2 For the purposes of clause 11.1.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:

- a) to bully, intimidate or harass another Council Official
- b) to damage another Council Official's reputation
- c) to obtain a political advantage
- d) to influence a Council Official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
- e) to influence the Council in the exercise of its functions or to prevent or disrupt the exercise of those functions
- f) to avoid disciplinary action under the Procedures
- g) to take reprisal action against a person for making a complaint alleging a breach of this Code
- h) to take reprisal action against a person for exercising a function prescribed under the Procedures
- i) to prevent or disrupt the effective administration of this Code under the Procedures.

Detrimental action

11.2.1 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this Code.

11.2.2 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.

11.2.3 For the purposes of clauses 11.2.1 and 11.2.2, a detrimental action is an action causing, comprising or involving any of the following:

- a) injury, damage or loss
- b) intimidation or harassment
- c) discrimination, disadvantage or adverse treatment in relation to employment
- d) dismissal from, or prejudice in, employment
- e) disciplinary proceedings.

Compliance with requirements under the Procedures

11.3.1 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.

11.3.2 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral submission invited under the Procedures will not constitute a breach of this clause.

11.3.3 You must comply with a practice ruling made by the Office under the Procedures.

Council Policy
Code of Conduct**Disclosure of information about the consideration of a matter under the Procedures**

11.4.1 All allegations of breaches of this Code must be dealt with under and in accordance with the Procedures.

11.4.2 You must not allege breaches of this Code other than by way of a complaint made or initiated under the Procedures.

11.4.3 You must not make allegations about, or disclose information about, suspected breaches of this Code at Council, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.

11.4.4 You must not disclose information about a complaint you have made alleging a breach of this Code or any other matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.

11.4.5 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 2022*. Parkes Shire Council encourages a speak up culture. For more information on this or Public Interest Disclosures consult the Public Interest Disclosures Policy.

Complaints alleging a breach of this Part

11.5.1 Complaints alleging a breach of this Part by a Councillor, the General Manager or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the Council for consideration in accordance with the Procedures.

11.5.2 Complaints alleging a breach of this Part by other Council Officials are to be managed by the General Manager in accordance with the Procedures.

Council Policy
Code of Conduct**12. Schedule 1: Disclosures of Interests and Other Matters in Written Returns
Submitted Under Clause 6.8.1****Part 1: Preliminary****Definitions**

1. For the purposes of the Schedules to this Code, the following definitions apply:

address means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the Councillor or designated person disclosing the address, or
- b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- c) in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the *Interpretation Act 1987*.

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- e) the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth.

occupation includes trade, profession and vocation.

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professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

property includes money.

return date means:

- a) in the case of a return made under clause 6.8.1(a), the date on which a person became a Councillor or designated person
- b) in the case of a return made under clause 6.8.1(b), 30 June of the year in which the return is made
- c) in the case of a return made under clause 6.8.1(c), the date on which the Councillor or designated person became aware of the interest to be disclosed.

relative includes any of the following:

- a) a person's spouse or de facto partner
- b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- d) the spouse or de facto partner of a person referred to in paragraphs (b) and (c).

travel includes accommodation incidental to a journey.

Matters relating to the interests that must be included in returns

- 2. *Interests etc. outside New South Wales:* A reference in this Schedule or in Schedule 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.
- 3. *References to interests in real property:* A reference in this Schedule or in Schedule 2 to real property in which a Councillor or designated person has an interest includes a reference to any real property situated in Australia in which the Councillor or designated person has an interest.
- 4. *Gifts, loans etc. from related corporations:* For the purposes of this Schedule and Schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a Councillor or designated person by two or more corporations that are related to each other for the purposes of section 50 of the *Corporations Act 2001* of the Commonwealth are all given, made or supplied by a single corporation.

Council Policy
Code of Conduct**Part 2: Pecuniary Interests to Be Disclosed in Returns****Real property**

5. A person making a return under clause 6.8.1 of this Code must disclose:
 - a) the street address of each parcel of real property in which they had an interest on the return date, and
 - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - c) the nature of the interest.
6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - b) as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
7. An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a Councillor or designated person.
8. For the purposes of clause 5 of this Schedule, “interest” includes an option to purchase.

Gifts

9. A person making a return under clause 6.8.1 of this Code must disclose:
 - a) a description of each gift received in the period since 30 June of the previous financial year, and
 - b) the name and address of the donor of each of the gifts.
10. A gift need not be included in a return if:
 - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - c) the donor was a relative of the donee, or
 - d) subject to paragraph (a), it was received prior to the person becoming a Councillor or designated person.
11. For the purposes of clause 10 of this Schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

12. A person making a return under clause 6.8.1 of this Code must disclose:
 - a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
 - b) the dates on which the travel was undertaken, and
 - c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.

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13. A financial or other contribution to any travel need not be disclosed under this clause if it:
- a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or Council vehicles), or
 - b) was made by a relative of the traveller, or
 - c) was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
 - d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
 - e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
 - g) subject to paragraph (d) it was received prior to the person becoming a Councillor or designated person.
14. For the purposes of clause 13 of this Schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

Interests and positions in corporations

15. A person making a return under clause 6.8.1 of this Code must disclose:
- a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
 - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
 - c) the nature of the interest, or the position held, in each of the corporations, and
 - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.
16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
- a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
 - b) required to apply its profits or other income in promoting its objects, and
 - c) prohibited from paying any dividend to its members.
17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a Councillor or designated person.

Council Policy
Code of Conduct**Interests as a property developer or a close associate of a property developer**

19. A person making a return under clause 6.8.1 of this Code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.

20. For the purposes of clause 19 of this Schedule:

close associate, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the *Electoral Funding Act 2018*.

property developer has the same meaning as it has in Division 7 of Part 3 of the *Electoral Funding Act 2018*.

Positions in trade unions and professional or business associations

21. A person making a return under clause 6.8.1 of the Code must disclose:

- a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
- b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
- c) a description of the position held in each of the unions and associations.

22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a Councillor or designated person.

Dispositions of real property

23. A person making a return under clause 6.8.1 of this Code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.

24. A person making a return under clause 6.8.1 of this Code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return obtained wholly or partly the use of the property.

25. A disposition of real property need not be disclosed if it was made prior to a person becoming a Councillor or designated person.

Sources of income

26. A person making a return under clause 6.8.1 of this Code must disclose:

- a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
- b) each source of income received by the person in the period since 30 June of the previous financial year.

Council Policy
Code of Conduct

27. A reference in clause 26 of this Schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:
- a) in relation to income from an occupation of the person:
 - (i) a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
 - b) in relation to income from a trust, the name and address of the settlor and the trustee, or
 - c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.
28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.
29. The source of any income received by the person that they ceased to receive prior to becoming a Councillor or designated person need not be disclosed.
30. A fee paid to a Councillor or to the Mayor or Deputy Mayor under sections 248 or 249 of the LGA need not be disclosed.

Debts

31. A person making a return under clause 6.8.1 of this Code must disclose the name and address of each person to whom the person was liable to pay any debt:
- a) on the return date, and
 - b) at any time in the period since 30 June of the previous financial year.
32. A liability to pay a debt must be disclosed by a person in a return made under clause 6.8.1 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.
33. A liability to pay a debt need not be disclosed by a person in a return if:
- a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
 - (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
 - (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
 - b) the person was liable to pay the debt to a relative, or
 - c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
 - d) in the case of a debt arising from the supply of goods or services:
 - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or

Council Policy
Code of Conduct

- (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
- e) subject to paragraph (a), the debt was discharged prior to the person becoming a Councillor or designated person.

Discretionary disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.

Council Policy
Code of Conduct**13. Schedule 2: Form of Written Return of Interests Submitted Under Clause
4.21 Model Code of Conduct for Local Councils NSW****'Disclosures by Councillors and designated persons' return**

1. The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the General Manager after becoming a Councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a Councillor or designated person.
3. If you have previously lodged a return with the General Manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the General Manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a Councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the General Manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Council Policy
Code of Conduct**Important information**

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the General Manager in a register of returns. The General Manager is required to table all returns at a Council meeting.

Information contained in returns made and lodged under clause 6.8.1 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

In accordance with Section 58 of the Privacy and Personal Information Protection Act 1998 (NSW) ("PPIPA") and Section 739 of the Local Government Act 1993 (NSW), a person may request of Council that their personal information be removed from, or not placed on the public register and subsequently not disclosed to the public. This request must be made to the General Manager, in writing, accompanied by a Statutory Declaration. The request must include particulars of the relevant risk that would place any persons' safety or well-being at risk should the information be placed on the public register.

The General Manager will determine whether to suppress the information taking into account the safety or well-being of the person and the public's interest in maintaining access to the information. If the General Manager is of the opinion that the public's interest in maintaining public access to the information outweighs any individual interest in suppressing the information, the request to suppress the information will not be approved. Any information that is suppressed from the public register may be kept on the register for other purposes.

Council Policy
Code of Conduct

Disclosure of pecuniary interests and other matters

By [full name of councillor or designated person]			
as at [return date]			
in respect of the period from		to	

Councillor's or designated person's signature:

Date:

A. Real Property	
Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest

B. Sources of income		
1 Sources of income I: <ul style="list-style-type: none"> reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June Sources of income I received from an occupation at any time since 30 June 		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)

Council Policy
Code of Conduct

2 Sources of income I: <ul style="list-style-type: none"> reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June Sources of income I received from a trust since 30 June 	
Name and address of settlor	Name and address of trustee

3 Sources of other income I: <ul style="list-style-type: none"> reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June Sources of other income I received at any time since 30 June 	
<i>[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]</i>	

C. Gifts	
Description of each gift I received at any time since 30 June	Name and address of donor

Council Policy
Code of Conduct

D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

E. Interests and positions in corporations			
Name and Address of each corporation in which I had an interest or held a position at the return date/ at any time since June 30	Nature of Interest	Description of position (if any)	Description of principle objects (if any) of corporation (except in case of Listed company)

F. Were you a property developer or a close associate of a property developer on the return date?
<input type="checkbox"/> Yes <input type="checkbox"/> No

G. Positions in trade unions and professional or business associations	
Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June	Description of position

Council Policy
Code of Conduct**H. Debts**

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

Name	Address

I. Dispositions of property

1. Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

2. Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

J. Discretionary disclosures

Council Policy
Code of Conduct**14. Schedule 3: Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37 Model Code of Conduct for Local Councils NSW**

1. This form must be completed using BLOCK LETTERS or typed.
2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a Councillor has in the Councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the Council or Council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

7.4 COMMITTEE OBJECTIVE AND STRATEGIC OVERSIGHT**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:** **Carrie Olsen, Executive Manager Economy and Engagement****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil****RECOMMENDATION**

That:

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

BACKGROUND

The *Local Government Act 1993* ("the Act") provides a framework for local councils to establish committees to inform their strategy development and decision-making processes and provide a mechanism for community involvement in the provision of services.

Parkes Shire Council ("Council") traditionally reviews its Committee Framework at its Ordinary Meeting each September, but this was delayed in 2024 to accommodate the newly elected Council.

At its Ordinary Meeting held 26 November 2024, Council resolved to adopt a Council Policy and Committee Framework, incorporating several Advisory Committees that include external members in the composition of their membership. This decision of Council also included approval for the merging of the Destination and Major Events Advisory Committee and the Business and Investment Advisory Committee to form the Economy, Destination and Events Advisory Committee ("Committee") [res. 346/24].

ISSUES AND COMMENTARY

The Committee Framework endorsed by Council at its Ordinary Meeting held 26 November 2024 provides the objective of the Economy, Destination and Events Advisory Committee as:

Provide advice and guidance on the development of strategies, and identification of challenges and opportunities, in relation to tourism development, destination marketing, economic activation, industry development, high-value investment and major events including the Parkes Elvis Festival.

The strategic oversight of the Committee encompasses the following strategies and plans:

- Economic Development Strategy (2012 - lapsed and scheduled for review)
- [CBD Vibrancy Strategy](#) (2016)
- [Destination Management Plan](#) (2024)
- [Henry Parkes Centre Masterplan](#) (2016 - scheduled for review)
- Parkes Shire Signage Manual (2024)
- Major Events and Festivals Strategy (in development)

Committee Members are encouraged to become familiar with the strategies and plans currently in place, as Council will at times provide updates and/or seek further advice on actions outlined within.

From time-to-time, the Committee may also be asked for advice on other strategies or plans of Council, which may have an impact on the service areas of economic development, tourism and/or events.

LEGISLATIVE AND POLICY CONTEXT

For the purposes of the Committee, the *Council Policy - Committee Framework*, provides:

6 Types of Committees

6.3 Advisory Committees

Advisory Committees engage with community representatives to seek advice and provide guidance on the development and implementation of Council's strategic plans, priorities and programs.

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

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

7.5 MAJOR EVENTS AND FESTIVALS STRATEGY**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:** **Carolina Cruz, Events and Festivals Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Parkes Shire Council Major Events and Festivals Strategy (Draft)** [↓](#)**RECOMMENDATION**

That:

1. The Committee receive and note the briefing on the development of the Major Events and Festivals Strategy, as detailed in this report.
2. The Committee resolve to take the draft Major Events and Festivals Strategy to Council for public exhibition and endorsement.

BACKGROUND

Parkes Shire Council's major events and festivals have long contributed to the Shire's regional identity, economic activity, and community cohesion. Signature events such as the Parkes Elvis Festival attract significant visitation and play a critical role in enhancing the Shire's cultural profile and local pride. In 2023, Council commissioned Silver Lining Strategy to develop a Major Events and Festivals Strategy (Strategy) to provide direction on sustainable delivery, investment frameworks, and stakeholder engagement.

The development of the Strategy followed the findings of the Parkes Elvis Festival Service Review and incorporated extensive internal and external stakeholder consultation, including survey feedback and regional benchmarking. The resulting Strategy provides a long-term framework for event investment that balances community expectations, economic return, and organisational sustainability.

ISSUES AND COMMENTARY

The events sector across Australia is facing considerable challenges. Rising costs, reduced volunteerism, increased compliance demands, and changing audience expectations have placed pressure on even the most well-established events. Locally, these trends have been felt in both operational capacity and internal delivery systems.

The Parkes Elvis Festival Service Review identified a series of practical and systemic issues impacting effectiveness. These included fragmented planning, reactive procurement processes, limited cross-organisational communication, and underdeveloped systems for knowledge transfer and compliance. These factors, combined with a small events team and an increasing portfolio scope, have elevated risks related to resourcing, delivery consistency and organisational resilience.

Community expectations also continue to evolve. The 2024 Community Tracker survey and consultation exercises indicated that while local residents strongly value major events, there is growing interest in diversifying offerings, fostering more regional collaboration, and improving delivery efficiency. At the same time, stakeholders across the Shire voiced support for Council's ongoing leadership in event facilitation, marketing, and impact measurement.

Silver Lining Strategy has now provided the draft of the Major Events and Festivals Strategy, appended at *Annexure A*. A representative from Silver Living Strategy will make a presentation to the Committee, during the meeting.

The draft Strategy responds directly to the issues at-hand. It introduces three strategic priorities: to clarify the rationale and return on investment for event funding; to strengthen local delivery capacity and collaboration; and to increase the proportion of events delivered by external stakeholders. These priorities are underpinned by new due diligence frameworks that quantify economic, community and marketing benefits, alongside structured evaluation tools to inform future decision making.

Council is also taking active steps to formalise governance structures through regular project reporting for signature events by integrating them into Council's existing Steerco / Major Projects forum, which will help improve the documentation of operational procedures. These actions are designed to support a more accountable, transparent and resilient events program.

LEGISLATIVE AND POLICY CONTEXT

Following adoption, as with all Council strategies, the Major Events and Festivals Strategy will form part of Council's Integrated Planning and Reporting ("IP&R") framework. Specific actions and projects identified in the Strategy will be programmed and funded for delivery via Council's Operational Plan and Budget.

FINANCIAL IMPLICATIONS

Council's investment in events and festivals is both significant and strategic. The 2023–2024 Events and Festivals operational budget included an allocation to develop the Major Events and Festivals Strategy.

The Parkes Elvis Festival, as Council's flagship event, has in recent years incurred direct costs exceeding 1.4 million dollars per year, offset by just over 1.1 million dollars in event-generated revenue. While this reflects a net cost to Council, the broader benefits to local business, tourism operators and brand positioning have been consistently validated by external studies.

Looking forward, financial investment will need to be guided by a more rigorous alignment of funding levels to the strategic benefits delivered. This will be achieved through the implementation of the newly adopted event assessment frameworks, which consider both immediate and long-term community returns. Funding decisions will also take into account the health and sustainability of event delivery models, community sentiment, and economic multiplier effects.

Council will need to plan for moderate increases in event delivery costs associated with rising vendor charges, insurance, compliance, and infrastructure demands. Additional resourcing may also be required to implement improved volunteer management, event data collection systems, and expanded stakeholder engagement initiatives. Opportunities for co-investment and sponsorship will be actively pursued to complement Council funding and improve financial sustainability.

RISK IMPLICATIONS

Several key risks have been identified and are being actively addressed through the Strategy. The most significant operational risk relates to human resourcing. A limited internal delivery team, combined with increasing scale and complexity of events, has placed pressure on workforce wellbeing and exposed Council to potential knowledge loss. This risk has been amplified by recent staff turnover within the Events and Festivals team.

Governance-related risks, including inconsistencies in procurement, asset control, contractor management and working with children protocols, were also identified. These have the potential to create financial, reputational and legal vulnerabilities. The absence of standardised project planning documentation, internal coordination frameworks and compliance reporting compounds these risks.

Council is responding through a suite of improvements, including the use of the existing Steerco / Major Projects forum for project governance, the introduction of consistent post-event reporting, better record-keeping systems, and planned investment in staff training. Volunteer coordination, contractor engagement and compliance monitoring will also be strengthened to reduce organisational exposure and enhance delivery reliability.

From a reputational standpoint, maintaining the distinctiveness and quality of Council's signature events is vital. Community feedback has highlighted the value placed on iconic events and the risks of reputational damage if standards slip. The Strategy positions Council to manage this risk by embedding systems for quality assurance, audience feedback, and continuous improvement.

COMMUNITY CONSULTATION

Community engagement has been central to the development of the Strategy. A range of mechanisms were employed to gather insights, including the 2024 Community Tracker survey, stakeholder interviews, and dedicated consultation workshops with event organisers, local businesses and Council staff. More than one hundred and fifty residents contributed to the survey, providing a representative view of community sentiment.

The community consistently reinforced the cultural, economic and social value of events in the Parkes Shire. Many identified the Parkes Elvis Festival as the most important civic asset, with others expressing interest in seeing increased support for smaller townships. Residents placed high importance on events that foster pride, build connections and stimulate economic activity. There was strong support for maintaining Council's leadership role in event delivery and facilitation, alongside calls for improved coordination, accountability and long-term planning.

Across the region, several communities demonstrated enthusiasm for deepening their events calendars, with locally driven festivals increasingly seen as a catalyst for renewal, local identity and visitor interest. Feedback also emphasised the importance of building collaborative relationships between Council and community groups to sustain volunteer-led events.

This Strategy reflects the aspirations and expectations of the Parkes community. It has been shaped by their voices and aims to protect and grow the events and festivals that contribute so significantly to local identity, economic development and quality of life. Council will continue to engage openly with stakeholders as the Strategy is implemented, with a commitment to transparency, shared responsibility and long-term community benefit.

It is intended that Council will place the draft Strategy on public exhibition for further feedback, prior to its endorsement.

7.6 2024 PARKES SHIRE BUSINESS "LISTENING REPORT"**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote opportunities for industry expansion, industry diversification and new investment via the Parkes Special Activation Precinct, Parkes Airport Business Park and Parkes Industrial Estate.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Economic Development - Local Business Listening Report** [↓](#)**RECOMMENDATION**

That:

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

BACKGROUND

In 2012, Parkes Shire Council developed an Economic Development Strategy to guide the initiatives, programs, and projects undertaken by the Economic Development Team. Since then, the local economy has undergone significant changes, including the continued development of Inland Rail, the NSW Government's establishment of the Special Activation Precinct, and demographic shifts within Parkes Shire.

In response to these changes, Parkes Shire Council has commenced work on a new Economic Development Strategy that reflects the current needs of businesses and residents while identifying future growth opportunities and challenges.

ISSUES AND COMMENTARY

To gain an updated understanding of the local economy and business sentiment, Parkes Shire Council conducted a local business survey in late 2024. The survey remained open for ten weeks, during which 80 respondents participated.

Concurrently, Council staff undertook a review of existing economic development initiatives and assessed changes in the local economy since the 2012 strategy.

The Economic Development - Local Business Listening Report, appended at *Annexure A*, presents the findings from both the local business survey and an analysis of current economic trends that may impact the Shire.

Moving forward, these findings—along with further community engagement, strategic document reviews, and economic trend analysis—will inform the development of the upcoming Economic Development Strategy.

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

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

Community consultation will however be undertaken throughout development of Council's Economic Development Strategy.

7.7 ECONOMIC TRACKING REPORT**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Promote opportunities for industry expansion, industry diversification and new investment via the Parkes Special Activation Precinct, Parkes Airport Business Park and Parkes Industrial Estate.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil**

RECOMMENDATION

That:

1. The Committee receive and note the briefing on the Shire's Economic Snapshot.
-

BACKGROUND

In December 2023, Parkes Shire Council (Council) sought available services for the provision of data and analytics to measure the economic health of the region and assess the impact of activities and events delivered and/or supported by Council.

After careful consideration, Council subscribed to the CommBank Council iQ data service and online platform. This decision was made due to the platform's ability to capture transactions made using Commonwealth Bank Cards or via Commonwealth Bank EFTPOS machines, and to create extrapolated projections on expenditure in the region.

Since the commencement of the subscription, Council has used the available data to gain a better understanding of the economic impact of the Parkes Elvis Festival and the Trundle ABBA Festival, as well as to analyse purchasing trends within the Shire.

Additionally, Council utilises a mix of internal and external data sources to gain further insights into the local economy and community.

ISSUES AND COMMENTARY

CommBank iQ provides Council with a monthly snapshot of economic data, which will be reviewed during the meeting. Due to confidentiality clauses surrounding the use of the data, it is not possible to formally append this information within the business paper and minutes.

Additionally, visitor numbers from the Parkes Visitor Information Centre and data related to the Why Leave Town - Shop Parkes gift cards will be presented during the meeting. This information contributes to a comprehensive understanding of local economic activity, particularly in relation to tourism and retail spending within the Shire.

LEGISLATIVE AND POLICY CONTEXT

The data in the report under review complies with all banking codes, ensuring that no granular information is provided at any point.

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

FINANCIAL IMPLICATIONS

This data subscription has been obtained through Council's General Fund operational budget. The subscription is currently in a bi-monthly on-going contract.

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.

7.8 COMMUNITY IMPROVEMENT DISTRICT GRANT FUNDING APPLICATION**IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support local agriculture, tourism, and retail sectors by promoting diversification, value-adding and capacity building.**Author:** **Katie Nash, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **Nil**

RECOMMENDATION

That:

1. The information contained within this report be noted by the Committee.
-

BACKGROUND

In October 2023, Transport for NSW (TfNSW) announced a new grant opportunity, the [Community Improvement District \(CID\) Pilot Program](#). The program aims to trial place-based partnerships that bring businesses together to support and grow local economies, high streets, and centres. Insights gained from the CID Pilot Program will contribute to the development of a State-wide policy on CIDs over the coming years.

Parkes Shire Council (Council) initially submitted an expression of interest for Round 1 of the program in November 2023, followed by a detailed application in February 2024. However, Council was unsuccessful in securing funding in the first round.

In December 2024, TfNSW invited Council to participate in [Round 2 of the Pilot Program](#). Council subsequently submitted a grant application in February 2025, with the outcome expected to be announced in the coming weeks.

Round 2 of the grant program offers funding between \$150,000 and \$400,000, with an equal allocation of funds between non-physical initiatives and physical interventions. Successful applicants will collaborate closely with TfNSW throughout the program, benefiting from additional resources and mentoring opportunities.

ISSUES AND COMMENTARY

Parkes Shire Council submitted a detailed application for Round 2 of the Community Improvement District (CID) Pilot Program in February 2025. This funding round was by invitation only, with applications limited to programs that remained consistent with their Round 1 proposals.

The nominated location for the Community Improvement District is the Parkes CBD, as defined in the [2016 Parkes CBD Vibrancy Strategy](#).

If successful, Parkes Shire Council will commence the project in late April 2025. Over the ensuing 12-month period, the following initiatives are expected to be implemented:

Physical Initiatives:

- Temporary light installations
- Safety upgrades, including temporary and permanent bollards
- A local event, similar to the recent series of *Sounds* events.

Non-Physical Initiatives:

- Branding development
- A Strategic Place Plan for the CBD
- Training and development workshops for local businesses.

These initiatives have been informed by community engagement, including findings from the 2023 Place Score Survey and the 2024 Business Survey, as well as responses to updated regulatory requirements, such as the Australia-New Zealand Counter-Terrorism Committee [Hostile Vehicle Guidelines for Crowded Places](#). They also align with previous work undertaken by the Business and Investment Advisory Committee and the Destination and Major Events Advisory Committee.

Should Council be successful in securing funding for the Community Improvement District Pilot Program, the Economy, Destination and Events Advisory Committee will be consulted at various stages throughout the program.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

Should Parkes Shire Council secure grant funding for the proposed Parkes CBD Community Improvement District, TfNSW will fund the intended initiatives to a value of \$360,000. There are no Council co-contributions required for the program.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with this report. However, Council will undertake community consultation with businesses, building owners and the broader community if the grant funding application is successful and the project progresses.

7.9 DESTINATION MARKETING UPDATE**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:** Bec James, Communications and Engagement Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** Nil**RECOMMENDATION**

That:

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

BACKGROUND

In 2022, Parkes Shire Council ("Council") received funding from Transport for NSW ("TfNSW") to develop the Parkes Shire Destination Management Plan and Bypass Strategy. Parkes Shire Council primarily sought this funding to plan for the perceived impact of the Parkes Newell Highway Bypass on local business activity and trade.

The resulting Parkes Shire Destination Management Plan ("DMP") was adopted by Council at its Ordinary Meeting held ... August 2024, following the initial recommendation from the Destination and Major Events Advisory Committee and the public exhibition period **[res. 251/24]**.

The DMP outlines five priority action areas:

- **Destination Management:** Strengthen Council's destination management arrangements for tourism and events to foster collaboration with local and regional stakeholders to ensure a sustainable, capable, and resilient community.
- **Destination Development:** Adopt a whole-of-destination approach to continue to plan and develop infrastructure and facilities to enhance the appeal and amenity of Parkes Shire as a must-stop destination for visitors and business travellers to the central west.
- **Event Development:** Continue to deliver and grow outstanding major and destination events to drive destination awareness and visitation to the Parkes Shire.
- **Destination Experience Development:** Enhance existing visitor attractions and develop new 'bucket-list' visitor experiences aligned to the positioning strengths of the Parkes Shire.
- **Destination Marketing:** Create a new destination brand identity and review destination marketing and visitor information service collateral to ensure a coordinated approach to promote the Parkes Shire as a vibrant, must-stop destination.

ISSUES AND COMMENTARY

Aligned with the Destination Marketing priority area of the DMP, Council is undertaking initiatives to strengthen the Parkes region brand presence and increase visitation.

Tourism Billboard Campaign

Following a 2024 Council resolution, a tourism billboard campaign is running from March to June 2025. Using a nostalgic postcards theme, the campaign highlights key attractions across the Shire

to encourage visitors to explore the region. The billboards are strategically placed to maximise exposure and influence travel decisions, with messaging tailored to each location:

- **Newell Highway South** - encouraging bypass traffic to stop and explore Parkes Shire.
- **Peak Hill** - featuring the Peak Hill Mine Open Cut Experience.
- **Lithgow** - showcasing the Parkes Region with a "2 hrs" travel message to encourage visitation.
- **Newell Highway North** - directing traffic to the Visitor Information Centre with a "10 mins on left" message.
- **Orange Road** - highlighting local attractions for travellers already in Parkes.

Tourism Digital Campaign

Complementing the billboard campaign, a targeted digital marketing campaign will run across Visit Parkes' social media platforms. Using the same postcards visual theme, the campaign will showcase locations in the Parkes Shire: Tullamore, Trundle, Peak Hill, Bogan Gate and Parkes, highlighting key attractions, experiences, and reasons to visit. Posts will link to the Visit Parkes website, directing users to information on accommodation, dining, and amenities. The campaign aims to increase online engagement, enhance visitor planning, and reinforce Parkes Shire's tourism appeal.

Place/Destination Brand Refresh

Council is preparing for a place/destination brand refresh to modernise and enhance its tourism identity. The contributing driver to this change is from a recent strategy outcome:

[Parkes Shire Destination Management Plan](#), action 5.1:

Review the destination brand to establish a new consumer-facing brand that articulates engaging brand identities and positioning stories for each town and village that aligns to the Shire's positioning strengths.

The DMP commentary points out that the current 'PARKES It All Adds Up' brand, developed in 2015, lacks strong connections to Parkes' iconic assets such as The Dish and the Parkes Elvis Festival. The corporate brand, which incorporates The Dish, has been more successful in positioning Parkes' identity.

Council Officers will prepare a request for quotation to engage a creative agency to:

- Audit the existing place/destination brand.
- Develop a cohesive place brand strategy and updated brand guidelines.
- Ensure the brand reflects the Parkes region's unique character and key attractions.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

The costs associated with the current tourism billboard and digital marketing campaigns are provided for within the current 2024/25 Visitor Economy operational budget (Council General Fund).

The costs for the place/destination brand refresh will be determined upon receiving quotations from suitably qualified creative agencies. It is anticipated that this will be provided for within the 2025/26 Visitor Economy operational budget (Council General Fund).

RISK IMPLICATIONS

Infrastructure and Economic Development Impact

Major infrastructure projects, including the Newell Highway Bypass, Parkes Special Activation Precinct, and Inland Rail, will significantly impact visitor access, travel patterns, and economic opportunities.

- Newell Highway Bypass - while improving traffic flow and pedestrian safety, it may affect visitor foot traffic to local businesses. Council is working with Transport for NSW to address potential impacts and opportunities.
- Parkes Special Activation Precinct and Inland Rail - these projects will solidify Parkes as a freight and logistics hub, with potential benefits for the visitor economy through increased business travel, events, and economic development.

Council is actively assessing opportunities to enhance visitor experiences, support local businesses, and capitalise on emerging markets driven by these major projects.

Budget Constraints

The continuation of billboard leases and other marketing initiatives is dependent on funding allocations, which are yet to be confirmed for the upcoming financial year. Without a dedicated and sustainable budget, there is a risk that current and future destination marketing efforts may be scaled back or discontinued. A lack of financial resources may also impact the place/destination brand refresh project, delaying the development of a stronger and more engaging tourism brand for Parkes.

Effectiveness of Billboard Campaign

The return on investment (ROI) for billboard advertising is inherently difficult to measure, as it is a passive marketing strategy that does not provide direct data on visitor conversions. Without clear performance indicators, it may be challenging to assess whether billboard advertising is the most effective marketing channel for driving tourism growth compared to alternative strategies, such as targeted digital campaigns or collaborative promotional efforts. Geographic placement of billboards could influence their effectiveness; if they are not located in high-impact areas where potential visitors are likely to engage with the messaging, their ability to influence travel decisions may be diminished.

Competition from Other Regional Destinations

The Parkes Shire competes with other regional destinations for visitors, particularly within the Central West NSW area. Without a compelling and distinctive destination brand and marketing strategy, Parkes Shire may struggle to differentiate itself from competitors.

COMMUNITY CONSULTATION

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

7.10 TRUNDLE ABBA FESTIVAL 2024: POST EVENT REPORT AND FUTURE RECOMMENDATIONS**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:** Carolina Cruz, Events and Festivals Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** A. TAF 2024 REPORT ABBA Festival - Financial Report - As at 14 February 2025 [↓](#)

RECOMMENDATION

That:

1. The information contained within this report be received and noted by the Committee.
-

BACKGROUND

The Trundle ABBA Festival ("Festival") was established in 2012 by Gary and Ruth Crowley and quickly became a well-recognised regional event celebrating ABBA's music and 1970s disco culture. The Festival brought economic and social benefits to the Trundle community, attracting visitors from across New South Wales and beyond.

In 2022, the Festival's original organisers approached Parkes Shire Council to take over its management due to concerns about financial sustainability. Council assumed responsibility for delivering the 2022 Festival, but severe wet weather and localised flooding forced its cancellation. Despite this setback, Council proceeded with the 2023 edition, which attracted 1,894 attendees and generated positive community engagement. However, the event operated at a financial deficit, raising concerns about its long-term viability.

The 2024 Trundle ABBA Festival was planned with a focus on cost reduction, increased sponsorship, and enhanced community involvement. Held at Berryman Oval, the event saw ticket sales increase by 9.5%, reaching 2,073 attendees, and bus ticket purchases rise by 53%, reflecting growing demand for transport options. Despite these successes, financial challenges remained, leading Council to reassess its role in funding the Festival beyond 2024.

Council is currently pursuing alternative funding options, including a pending grant application under the Transport for NSW Open Streets Program 2025-2028, requesting \$100,000 per year over three years. If successful, the Festival will relocate to Forbes Street (Main Street), shifting away from Berryman Oval, with events moving to February each year from 2026 to meet funding criteria. If the grant application is unsuccessful, future editions may be community-led with financial support from Council's Events Financial Assistance Program.

Given ongoing financial constraints and Council's broader strategic priorities, it is intended that the 2024 edition marks the final year of direct Council funding, with future iterations dependent on external funding and community-led initiatives. This will be confirmed upon adoption of Council's 2025/26 Operational Budget in June 2025.

ISSUES AND COMMENTARY

The 2024 Trundle ABBA Festival delivered strong attendance growth, high community engagement, and expanded event activations. However, key challenges impacted its long-term sustainability, prompting Council to reassess its future involvement.

Financial Sustainability

Despite a 9.5% increase in ticket sales, revenue remained insufficient to cover costs. Even with \$30,000 in grant funding from the Destination NSW Flagship Event Fund and \$22,300 from the Transport for NSW Vibrant Streets Package, the Festival operated at a significant financial deficit, requiring Council to absorb the shortfall.

Resourcing and Delivery Challenges

Staffing constraints posed difficulties, as team members were responsible for delivering multiple major events, including the Parkes Elvis Festival. The reliance on external contractors for event staging, production, and security created variability in service quality and cost, requiring additional oversight.

Venue and Infrastructure Considerations

Council is exploring relocating the Festival in future to Forbes Street (Main Street) through the Transport for NSW Open Streets Program, pending grant approval. This change aims to reduce infrastructure costs, improve accessibility, and enhance business participation.

Community and Business Engagement

The Festival received positive feedback from attendees and stakeholders, with strong participation in themed performances, dance workshops, and costume competitions. However, local businesses reported mixed economic benefits, as increased foot traffic did not always translate into higher sales.

The intention to discontinue direct Council funding beyond 2024 presents a transition challenge. While Council remains committed to supporting events that drive regional economic growth, Council is required to reduce operational expenditure to shore up long-term financial sustainability. Future iterations of the Festival will depend on external funding, sponsorships, and community-led initiatives, with potential assistance through Council's Events Financial Assistance Program.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

The 2024 Trundle ABBA Festival faced financial challenges, reinforcing the need for a revised approach to event funding. Despite efforts to increase revenue and secure sponsorships, expenses continued to exceed income, resulting in financial investment from Council's General Fund.

Income Overview (\$220,137 total revenue)

Ticket sales, travel sponsorship, and food vendors: \$192,948

Advertising, sponsorship, and merchandise: \$27,189

Destination NSW Flagship Funding: \$30,000 (pending invoice approval)

Expenditure Overview (\$499,050 total expenses)

Staffing and workforce costs: \$84,731

Performers: \$56,597

Production and staging: \$51,268

Infrastructure and event setup: \$50,908

Advertising and promotions: \$38,243

Internal salaries (Events Team): \$88,814

The final operating deficit was \$278,913, exceeding the originally budgeted shortfall of \$176,578. This continues a trend of financial losses, as the 2023 Festival also recorded a \$160,680 deficit.

To mitigate these financial risks, Council has applied for \$100,000 annually under the Transport for NSW Open Streets Program. If successful, the Festival will be relocated to Forbes Street, reducing costs and enhancing financial sustainability. If the application is unsuccessful, a community-led model with financial assistance from Council's Events Financial Assistance Program may be considered.

Given the ongoing financial burden, Council is likely to withdraw direct funding beyond 2024, shifting responsibility to external partnerships, grants and sponsorships.

RISK IMPLICATIONS

Financial Risks

The Festival's financial sustainability remains the primary concern, with an ongoing pattern of required funding investment by Council. The lack of guaranteed funding beyond 2024 increases the risk of future event cancellations or the need for alternative delivery models.

Operational and Event Risks

Managing large-scale outdoor events presents weather-related risks. The 2022 Festival was cancelled due to severe weather, and securing affordable event insurance remains a challenge. Staffing constraints and reliance on external contractors further complicated event logistics, increasing operational uncertainty.

To mitigate these risks, Council has explored relocating the Festival to Forbes Street under the Open Streets Program, which could lower costs and improve infrastructure reliability.

Community and Reputational Risks

The decision to discontinue direct funding beyond 2024 presents reputational risks, as some stakeholders may perceive this as a withdrawal of support. A post-event business survey revealed mixed economic impacts, with some businesses benefiting significantly, while others saw limited financial returns.

Future Considerations

Council will shift its role from direct funding to advisory and grant support, ensuring access to alternative funding streams. The Events Financial Assistance Program remains available for future community-led iterations, and ongoing stakeholder engagement will be essential to maintain the Festival's long-term success.

COMMUNITY CONSULTATION

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

7.11 PARKES ELVIS FESTIVAL 2026: PROJECT UPDATE**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:** Carolina Cruz, Events and Festivals Specialist**Authoriser:** Anthony McGrath, Director Customer, Corporate Services and Economy**Annexures:** A. Media Release - Foundation Events Framework [↓](#)**RECOMMENDATION**

That:

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

BACKGROUND

Recognised as one of the top three Festivals and Events in Australia, the Parkes Elvis Festival (Festival) attracts 25,000 fans with a global reach of 1.8 billion across over 3,000 media outlets. The 2026 Festival will be held 7-11 January and will celebrate its 33rd year.

ISSUES AND COMMENTARY

Artist programming and theming for the 2026 Parkes Elvis Festival are being shaped by the official branding guidelines aligned with this year's theme, *Love Me Tender*. Drawing inspiration from Elvis Presley's 1956 ballad and film debut, the theme introduces a romantic and nostalgic tone that blends rustic charm with cinematic warmth. The branding evokes earthy colours, vintage textures, and Southern Americana references, which are informing early considerations for artist selection and creative direction. Programming is expected to feature a balance of iconic Elvis Tribute Artists and supporting acts whose aesthetic and musical style align with the emotional and visual tone of the theme. This creates a cohesive narrative across performance, staging, and marketing. These initial concepts present a strong foundation, and there is an opportunity to collaborate further on refining the artist line-up and thematic elements to fully capture the spirit of *Love Me Tender* and enhance audience connection.

The Festival continues to be a cornerstone of Parkes Shire's regional identity and cultural economy. In 2025, it entered a new phase of strategic recognition, following the acceptance of an Expression of Interest from Destination NSW. The Events Team is now collaborating with the Grants Team to develop the full proposal, which represents a critical opportunity to strengthen the Festival's delivery model and long-term viability.

Further elevating the Festival's position is its official recognition as a **Foundation Event** under the NSW Government's major events program. This distinction places the Parkes Elvis Festival alongside high-profile events such as Vivid Sydney, Splendour in the Grass, and the Tamworth Country Music Festival. As a Foundation Event, Parkes Elvis Festival gains increased visibility, greater access to strategic investment, and inclusion in state-led tourism promotion, reinforcing its cultural value and expanding its reach to broader audiences and markets.

The 2026 planning process is being driven by a comprehensive **Event Management Plan** that sets out a streamlined delivery approach grounded in financial discipline, risk awareness, and stakeholder responsiveness. Real-time budget tracking tools, refined site layouts, and curated program content are being used to simplify delivery, reduce duplication, and enhance the quality of visitor experience. Notably, Cooke Park will undergo a layout revision to reduce infrastructure costs

while improving crowd movement and operational flow. The program has been purposefully consolidated, with a shift in focus from scale to impact, retaining the core Elvis Tribute Artist offerings while expanding family-friendly content.

In parallel with broader program and operational refinements, a revised **procurement and contracting process** is being introduced to improve efficiency, clarity, and supplier accountability. This includes tailored agreements for external service providers and a more structured workflow for contract drafting, internal review, approval, and execution by both parties. These enhancements are expected to reduce administrative burden, minimise delays, and ensure deliverables are clearly defined and achievable.

To further support planning and delivery, **Microsoft Project** is being introduced as a central tool for task tracking, team coordination, and milestone management. The platform will improve visibility across workstreams, enhance operational alignment, and strengthen the project management capability of the Events Team in real time.

This strategic recalibration reflects the lessons learned from previous editions of the Festival and demonstrates a clear commitment to operational excellence, creative integrity, and sustainable resource management. The 2026 edition prioritises artistic quality, refined logistics, and financial responsibility as guiding principles for delivery. This targeted, quality-focused approach aligns with Council's goal of making Parkes Shire an attractive place to live, work, visit and invest, and supports the strategy to promote the region as a premier tourist destination by reinforcing the cultural significance and national profile of the Parkes Elvis Festival.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

The financial framework for the 2026 Parkes Elvis Festival is based on preliminary planning data and is subject to refinement as broader operational budget decisions are confirmed. At present, total expenditure is projected at \$1.4 million. Forecast income is estimated at \$850,000, creating a preliminary net funding requirement of \$550,000. It is important to note that these figures remain indicative. The draft budget will be tabled to Council on 6 May 2025, at which point there will be a clearer understanding of the intended funding allocation for events in the 2025–26 financial year. This date represents a critical milestone in finalising the financial parameters within which the Festival will operate.

A key development is the acceptance of an Expression of Interest for funding from Destination NSW. The Events Team is currently working in collaboration with the Grants Team to prepare the full proposal for submission. If secured, this funding would significantly reduce the Festival's funding gap and support delivery at the standard expected of a recognised Foundation Event.

Diversification of income remains a financial priority. In addition to government support, the 2026 strategy includes a strengthened focus on corporate sponsorship, in-kind contributions, and local business engagement. A revised sponsorship framework is being developed to better align brand partnerships with audience interaction points, while additional revenue will be generated through merchandise sales, vendor participation, and curated experiences such as workshops and premium access offerings.

On the expenditure side, the Festival's delivery model has been strategically streamlined to manage costs while maintaining a high-quality audience experience. Venue layouts have been redesigned to reduce infrastructure requirements and improve site efficiency. Program volume has been consolidated to eliminate duplication and reduce overheads, while logistics have been optimised to better align with available resources. A contingency allocation will be embedded into the final budget to account for unforeseen costs, and real-time financial tracking systems will be deployed to support ongoing monitoring and adaptive budget control throughout the planning and delivery cycle.

This approach reflects a deliberate shift in focus from scale to sustainability. Rather than pursuing audience growth, the 2026 Festival will prioritise strategic investment, operational discipline, and high-impact programming within a financially responsible framework.

This integrated financial strategy not only promotes a more efficient and sustainable event model but also directly supports Council's goal of strengthening the visitor economy by ensuring the Festival continues to deliver significant cultural and economic value to the region.

RISK IMPLICATIONS

The delivery of a high-profile, multi-day event such as the Parkes Elvis Festival entails a complex risk environment that spans financial, operational, reputational, and environmental domains. The 2026 Event Management Plan has been structured to address these risks through a suite of mitigation strategies aimed at ensuring delivery integrity and public confidence.

Financial risk remains a key concern, particularly given rising service costs and the pending finalisation of Council's budget. The draft budget is scheduled for endorsement for public exhibition on 6 May 2025, with final adoption expected at the Council meeting on 17 June 2025. In the interim, expenditure decisions must remain cautious. To manage this uncertainty, the planning process includes strict procurement protocols, a dedicated contingency allocation, and real-time budget tracking mechanisms to enable adaptive resourcing as circumstances change.

Operational risks, including infrastructure failures, supplier shortages, and service delivery disruptions, are being addressed through refined programming, streamlined logistics, and revised site layouts. Lessons from the 2025 edition have informed this approach, which prioritises flexibility, cross-functional coordination, and reduced exposure to over-commitment.

Crowd safety, compliance, and emergency preparedness continue to be high-priority considerations. Updated risk assessments, venue capacity reviews, and revised emergency management plans will be implemented in consultation with local emergency services. Pre-event training for all staff and volunteers will ensure alignment with current safety standards and enhance readiness across the Festival workforce.

Reputational risk has also increased following the Festival's elevation to Foundation Event status. As a flagship cultural product for the region, public scrutiny, stakeholder expectations, and media interest will be heightened. The delivery team is responding through proactive stakeholder communication, a disciplined marketing approach, and a commitment to delivering a Festival experience that reflects the brand promise.

Environmental risks, including weather-related disruptions, remain an ongoing concern for outdoor events. Site planning will be adjusted to increase infrastructure resilience, with added shade, water stations, and transport access forming part of a broader focus on attendee wellbeing and operational adaptability.

This disciplined, forward-looking risk approach is critical to maintaining public trust and safeguarding the Festival's reputation as a leading regional event. It also reinforces Council's broader objective of positioning Parkes Shire as a reliable, attractive and professionally managed destination for tourism, cultural investment and community engagement.

COMMUNITY CONSULTATION

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

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.
