

Extraordinary Council Meeting

Business Paper

Notice is hereby given that an Extraordinary Council Meeting of Parkes Shire Council will be held in the Parkes Council Chambers, 2 Cecile Street, Parkes, on Tuesday 6 May 2025 at 4:45pm.



Kent Boyd PSM
GENERAL MANAGER

Governing Body

Composition:	Ten (10) Councillors
Membership:	Councillor WP Jayet, Councillor KM McGrath, Councillor LA O'Leary, Councillor J Paddison, Councillor DJA Pout, Councillor GW Pratt, Councillor MK Scherer, Councillor GS Wilson
Quorum:	6 Councillors
Chairperson:	Chairperson, Councillor NC Westcott
Deputy Chairperson:	Deputy Chair, Councillor MA Applebee

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

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

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

Council Chambers

Seating Plan



Guiding Principles

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

Councils should recognise diverse local community needs and interests.

Councils should consider social justice principles.

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

Councils should consider the principles of ecologically sustainable development.

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

Statement of Ethical Obligations

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

Oath or Affirmation of Office

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

Conflicts of Interest

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

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

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

Order of Business

1	OPENING OF MEETING	6
2	ACKNOWLEDGEMENT OF COUNTRY.....	6
3	PRAYER.....	7
4	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE.....	7
5	APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK	7
6	DISCLOSURES OF INTERESTS	8
7	LATE BUSINESS	9
8	ADOPTION OF MULTIPLE ITEMS OF BUSINESS.....	9
9	REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY	10
9.1	Draft Operational Plan and Budget 2025-2026 for Public Exhibition	10
9.2	Draft Delivery Program 2025-2029 for Public Exhibition	270
9.3	Draft Long Term Financial Plan 2025-2035 for Public Exhibition	368
10	REPORT OF CONFIDENTIAL RESOLUTIONS	391

1 OPENING OF MEETING

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

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

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

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

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

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

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 PRAYER

4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

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

5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

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

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

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

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

6 DISCLOSURES OF INTERESTS

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

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

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

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

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

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

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

9 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY

9.1 DRAFT OPERATIONAL PLAN AND BUDGET 2025-2026 FOR PUBLIC EXHIBITION

IP&R Linkage: Pillar: Leadership

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

Strategy: Provide clear long-term direction for the community through the development of the Integrated Planning and Reporting framework.

Author: Teresa Cooper, Corporate Planning and Performance Coordinator

Authoriser: Patrick Williams, Acting Director Customer, Corporate Services and Economy

Annexures: A. Draft Operational Plan and Budget 2025-26 [↓](#)

RECOMMENDATION

That Council:

1. Endorse the Draft Operational Plan and Budget 2025-26 appended at *Annexure A* for public exhibition, pursuant to section 4.9 of the Integrated Planning and Reporting Guidelines.
2. Place the Draft Operational Plan and Budget 2025-26 on public exhibition for 28-days.
3. Report to Council after the public exhibition period advising any submissions received, before the report is finally adopted by Council.

BACKGROUND

Under the Integrated Planning and Reporting (IP&R) provisions of the Local Government Act 1993, Council must develop and adopt an Operational Plan before each financial year. This plan outlines the activities and actions for the year to achieve the commitments in the Delivery Program, developed each election cycle.

The Operational Plan must address the activities in the Delivery Program and identify the services, projects, programs, and events for the financial year. It must be prepared according to the IP&R Guidelines, updated in 2021 and available on the Office of Local Government's website. The Local Government Act and IP&R Guidelines provide robust direction on the elements to be included in this document to ensure it meets community need.

The draft Operational Plan for 2025-26 details the services, projects, programs, and events Council proposes to undertake to meet the objectives in the Delivery Program, aligned with the four strategic outcomes in the Community Strategic Plan. The 2025-26 Operational Plan and Budget are part of the Parkes Shire 2035+ Delivery Program, outlining the specific projects, actions, and budget for the year. Council reports on these measures every six months.

ISSUES AND COMMENTARY

The draft Operational Plan 2025-26 ("the draft Operational Plan") appended at *Annexure A* has been prepared to ensure compliance with the requirements set out in the Guidelines.

Consistent with the legislative requirements, the draft Operational Plan comprises the proposed:

1. Operational Plan,
2. Budget, and
3. Statement of Revenue Policy ("Revenue Policy").

Commentary on each component is detailed below:

Draft Operational Plan 2025-26

Each action programmed for delivery has a clear measure and target and has been assigned to a Council Officer for delivery. Progress on delivering each action will be reported to Council and the Parkes Shire community via 6-monthly progress reports.

Council is proposing to undertake 456 actions in 2025-26. Highlights include:

- An emphasis on core function delivery and project management to ensure financial sustainability of Council in the long-term.
- 13 Core Functions of Council
- Improvement of Liveability through Continued operation of our four libraries and four swimming pools across the Shire and support for childcare with our Family Day Care operations.
- Improved residential housing accessibility through planned development and sales.
- Maintenance and development to Council operations through Business Systems and Technology and Fleet capital works investments.
- Implementing Stage 1 of the Parkes Shire Signage and Wayfinding Strategy
- Development of Parkes SES Shed with joint grant funding to improve Emergency Services.
- Parkes Wetlands Stage 2 and Stage 3A development to enhance Parkes' environmental attractions.
- Environment and sustainability differentiated as a core function encompassing Biosecurity, Climate Change, Biodiversity and Urban Greening and Net Zero and Carbon Neutrality.
- Parkes CBD flood mitigation works and urban stormwater drainage.
- Maintenance across a full range of critical facilities, such as our water infrastructure, to ensure our water quality and security is improving, and ensure sustainable wastewater use.
- Road improvements with grants assistance to upgrade rural assets, such as the Bogan Road upgrade, Peak Hill Road, Baldry Road and Graddle Creek Bridge.

The draft Operational Plan is currently being professionally designed. As such, the version of the document provided to Council for adoption will be styled differently to what is appended to this report.

LEGISLATIVE AND POLICY CONTEXT

Council is required under the Local Government Act and IP&R Guidelines to review and develop the Operational Plan and Budget annually prior to the commencement of each financial year.

[Local Government Act 1993, Section 405 - Operational Plan](#)

[Integrated Planning and Reporting Guidelines for Local Government in NSW \(Office of Local Government, September 2021\)](#)

FINANCIAL IMPLICATIONS

This report proposes a draft for Council's budget for the 2025-26 Financial Year.

RISK IMPLICATIONS

Adoption of the draft Operational Plan and Budget, as recommended, ensures Council complies with its legislative requirements under section 405 of the Act.

Failure to review and adopt this Plan and Budget could have potentially major risk implications for Council.

Robust Integrated Planning and Reporting (IP&R) frameworks play a crucial role in mitigating the risks of misuse and mismanagement of public funds. By ensuring that all activities and expenditures are transparently planned and reported, these frameworks help maintain accountability and trust within the community.

Aligning the annual Operational Plan and Budget with the Delivery Program, Resource Strategy and Community Strategic Plan, in particular, is essential to ensure that resources are allocated efficiently and effectively towards achieving the community's priorities and goals.

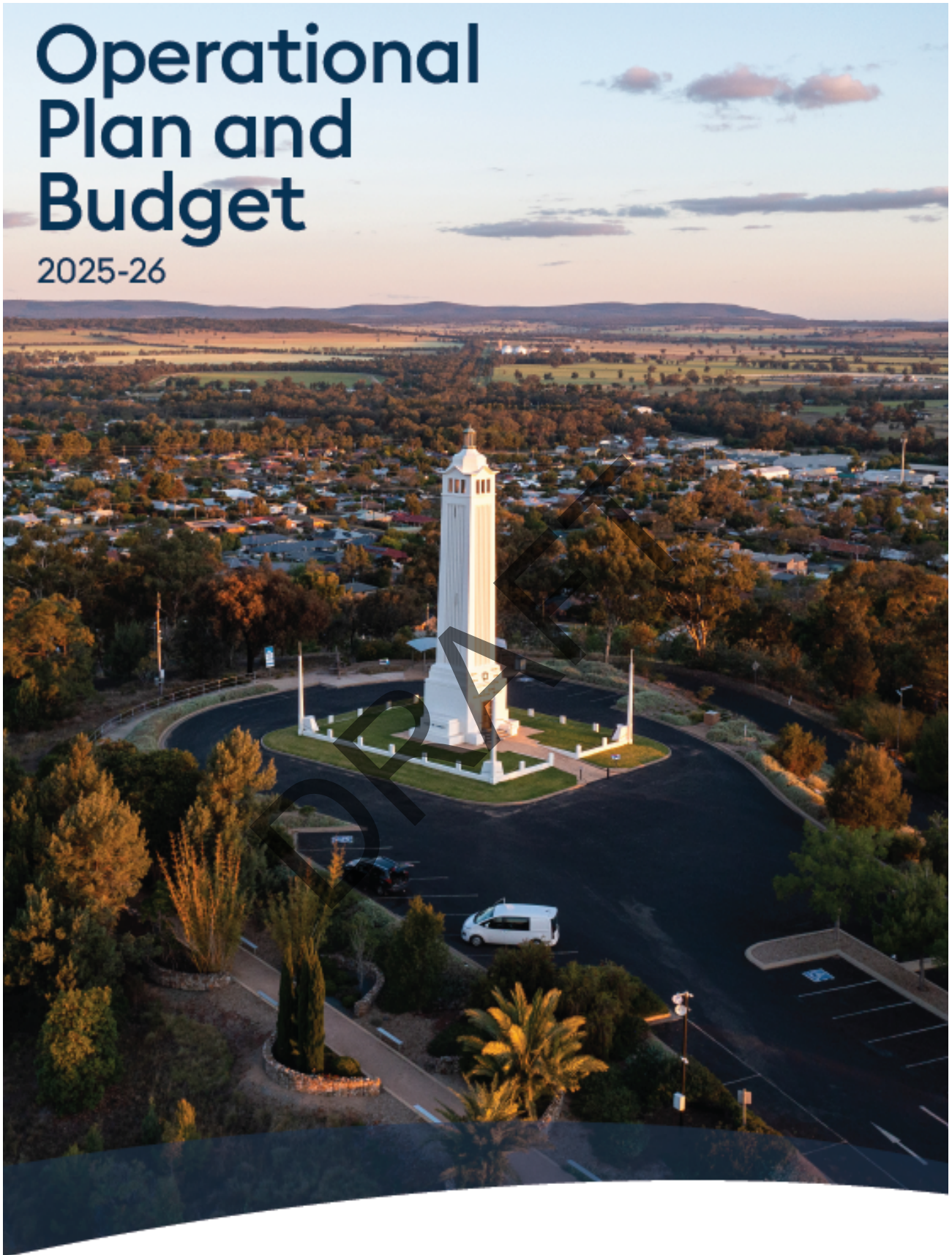
COMMUNITY CONSULTATION

Prior to adoption, Council's draft Operational Plan and Budget must be publicly exhibited for at least 28 days, and any submissions received during that period must be considered by Council before the final Operational Plan and Budget is adopted.

The exhibition period will be publicised on Council's website, and social media channels, as well as by direct correspondence to Council's various Community Consultative Committees. Hard copies will be available at the Council's Administration Centre and the four Shire libraries.

Operational Plan and Budget

2025-26



parkes.nsw.gov.au



Parkes

Shire Council

Parkes Shire Council
2 Cecile Street (PO Box 337)
PARKES NSW 2870

-  02 6861 2333
-  council@parkes.nsw.gov.au
-  www.parkes.nsw.gov.au

Front Cover Photo

Controlled Document Information

Document History	
Date	Details / Comments
2025/2026	Operational Plan 2025/26



Operational Plan and Budget 2025/26

Contents

1.	Introduction	8
	Message from the General Manager	9
	Our Integrated Planning and Reporting Framework.....	11
	About this Plan.....	12
	Why the Operational Plan connects its function links to the Community Strategic Plan	13
	Guiding principles	14
	Quadruple Bottom Line.....	14
	About the Parkes Shire.....	15
	Our Community Vision	16
	Our Community.....	17
	Community Profile	18
	Our Council.....	19
	Our Councillors.....	20
	Organisation Structure.....	21
	Executive Leadership Team.....	22
2.	Developing the 2025-26 Operational Plan.....	23
	About this Plan.....	24
	How We Plan and Report.....	26
	Operational Plan and Budget.....	28
	Sustainable Development Goals	29
3.	2025-26 Operational Plan.....	30
	Funding summary.....	31
	How we will measure our success?.....	32
	How to read this plan.....	33
4.	Certification and regulation.....	36
	CR1 Local Strategic Land Use Planning.....	37
	CR2 Development Assessment	38
	CR3 Building Certification	39
	CR4 Environmental Health and Ranger Services.....	41
	Financial projections for operational activities.....	42
5.	Community and Culture.....	44
	CM1 Central West Childcare Services	45
	CM2 Library Services.....	47
	CM3 Arts and Culture.....	49
	CM4 Social Justice.....	51
	Financial projections for operational activities.....	52
6.	Commercial and other	54
	CE1 Regional Airport	55
	CE2 Caravan Parks.....	56
	CE3 Rental and Leasing	57
	CE4 Land Development and Sales.....	58
	Financial projections for operational activities.....	59
7.	Council and Corporate	61
	CC1 Business Systems and Technology	62
	CC2 Governance and Strategy.....	64



CC3 Civic.....	68
CC4 People, Safety and Culture.....	70
CC5 Finance.....	74
CC6 Fleet	76
CC7 Council Land and Buildings	78
CC8 Grants	79
CC9 Customer Experience	81
CC10 Community Services and Wellbeing	83
CC11 Communication and Engagement.....	85
CC12 Information Management, Records and Privacy	88
Financial projections for operational activities.....	92
8. Economy, Visitors and Events	94
EE1 Economic Development	95
EE2 Events and Festivals	97
EE3 Tourism and Destination Marketing.....	99
Financial projections for operational activities.....	101
9. Emergency Services	106
EM1 Emergency Services Support.....	107
Financial projections for operational activities.....	109
10. Environment and Sustainability	110
ES1 Climate Change Mitigation and Adaptation	112
ES2 Net Zero and Carbon Neutrality	114
ES3 Biodiversity and Urban Greening	115
ES4 Biosecurity.....	117
ES5 Council Environment Management.....	118
Financial projections for operational activities.....	119
11. Flooding and Drainage	120
FD1 Flooding and drainage	121
Financial projections for operational activities.....	122
12. Open space and recreation.....	123
OS1 Parks and Gardens.....	124
OS2 Sports Fields.....	127
OS3 Open Space Facilities, Amenities and Public Toilets	128
OS4 Cemeteries.....	129
OS5 Swimming Pools.....	130
Financial projections for operational activities.....	132
13. Sewerage	136
S1 Sewerage System	137
Financial projections for operational activities.....	139
14. Transport	140
T1 Sealed Roads	141
T2 Unsealed Roads.....	143
T3 Regional Roads.....	144
T4 Other Transport and Overheads	145
T5 Road Council Contract.....	147
T6 Road Safety	148
Financial projections for operational activities.....	149
15. Water supply.....	152



WS1 Water supply.....	153
WS2 Water Security Project.....	156
Financial projections for operational activities.....	157
16. Waste management	159
W1 Domestic Waste Management	160
W2 Commercial Waste	162
W3 Waste Education.....	163
Financial projections for operational activities.....	164
17. Governance, Monitoring and Review	165
Governance, monitoring and review	166
Community Engagement.....	167
Contact Us.....	168
18. 2025-26 Budget	169
Executive Summary.....	170
Our draft Income Statement.....	171
Our Capital Plan	175
19. Statement of Revenue Policy.....	176
20. Fees and charges 2025-26	186
PLANNING AND ENVIRONMENTAL FEES AND CHARGES.....	187
WASTE COLLECTION CHARGES.....	216
GARBAGE DEPOT TIPPING CHARGES.....	218
OPERATIONS & INFRASTRUCTURE FEES AND CHARGES	227
CORPRATE SERVICES FEES AND CHARGES	235
BUSINESS UNDERTAKINGS FEES AND CHARGES	242
LIBRARY & MARRAMARRA FEES AND CHARGES	246
WATER FUND FEES AND CHARGES	250
SEWER FUND FEES AND CHARGES.....	254

DRAFT

9.2 DRAFT DELIVERY PROGRAM 2025-2029 FOR PUBLIC EXHIBITION**IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is sustainable and plans for the future.**Strategy:** Provide clear long-term direction for the community through the development of the Integrated Planning and Reporting framework.**Author:** Teresa Cooper, Corporate Planning and Performance Coordinator**Authoriser:** Patrick Williams, Acting Director Customer, Corporate Services and Economy**Annexures:** A. Draft Delivery Program 2025-2029 [↓](#)

RECOMMENDATION

That Council:

1. Endorse the Draft Delivery Program 2025-2029 attached at *Annexure A* for public exhibition, pursuant to section 4.9 of the Integrated Planning and Reporting Guidelines.
2. Place the Draft Delivery Program 2025-2029 on public exhibition for 28-days.
3. Report to Council after the public exhibition period advising any submissions received, before the report is finally adopted by Council.

BACKGROUND

Under the Integrated Planning and Reporting (IP&R) framework provisions of the Local Government Act 1993, Parkes Shire Council ("Council") must develop and adopt a four-year Delivery Program following each local government ordinary election. This program details the principal activities to be undertaken over the current Council term to perform its functions, including implementing the strategies set out in the Community Strategic Plan, within the limits of the resources available under the Resourcing Strategy.

Section 404 of the Act mandates that Council's IP&R framework must include interrelated plans to guide its strategic planning and reporting activities. The Delivery Program must directly address the objectives and strategies of the Community Strategic Plan and identify the principal activities that Council will undertake over its term to meet those objectives. Additionally, the Delivery Program must address ongoing improvements in efficiency, productivity, financial management, and governance of Council's operations, and identify the services that Council will review during its term.

The IP&R Guidelines, issued by the Office of Local Government and prescribed under section 23A of the Act, provide robust direction on the elements to be included in the Delivery Program to ensure it meets community needs. Prior to adoption, Council's draft Delivery Program must be publicly exhibited for at least 28 days, and any submissions received during that period must be considered by Council before the final Delivery Program is adopted. The Delivery Program must be published on Council's website within 28 days following adoption.

The Delivery Program is an essential component of Integrated Planning and Reporting for Council as it is essential for the development of the annual Operational Plan and Budget, to ensure alignment with community strategic objectives and resource availability.

ISSUES AND COMMENTARY

Following a comprehensive community engagement process undertaken in 2024, Council developed a draft Community Strategic Plan identifying the main priorities and aspirations of the Parkes Shire

community, structured around the four Quadruple Bottom Line themes of Social Sustainability, Environmental Sustainability, Economic Sustainability and Civic Leadership.

At its Ordinary Meeting held Tuesday, 18 February 2025, Council resolved to place the draft Community Strategic Plan on public exhibition, with submissions closing Friday, 15 April 2025 [OCM 040/25]. The finalised Community Strategic Plan with amendments based on submissions is due to return to Council on 20 May 2025.

Noting that Council must adopt its full suite of revised IP&R framework strategic documents by 30 June 2025; Council has progressed with the preparation of the remaining IP&R documents, including the Delivery Program.

The draft Delivery Program is attached at *Annexure A* to this report and has been structured into the following 13 core functions, each with various principal activities aligned:

1. Certification and Regulation
2. Commercial and Other
3. Community and Culture
4. Council and Corporate
5. Economy and Events
6. Emergency Services
7. Environment and Sustainability
8. Flooding and Drainage
9. Open Space and Recreation
10. Sewerage
11. Transport
12. Water Supply
13. Waste Management

The draft Delivery Program is currently being professionally designed. As such, the version of the document provided to Council for adoption will be styled differently to what is appended to this report.

LEGISLATIVE AND POLICY CONTEXT

Council is required under the Local Government Act and IP&R Guidelines to review and develop the Delivery Program before 30 June in the year following an ordinary election.

[Local Government Act 1993 No 30 - NSW Legislation \(Delivery Program\)](#)

[Integrated Planning and Reporting Guidelines for Local Government in NSW \(Office of Local Government, September 2021\)](#)

FINANCIAL IMPLICATIONS

Financials within this report are modelled in Council's Long-term Financial Plan in its Resourcing Strategy. Some assumptions are based on these financials provided.

RISK IMPLICATIONS

Failure to review and adopt this Delivery Program could have potentially major risk implications for Council.

Robust Integrated Planning and Reporting (IP&R) frameworks play a crucial role in mitigating the risks of misuse and mismanagement of public funds. By ensuring that all activities and expenditures are transparently planned and reported, these frameworks help maintain accountability and trust within the community.

Aligning the 4-year Delivery Program with the Resourcing Strategy and Community Strategic Plan, in particular, is essential to ensure that resources are allocated efficiently and effectively towards achieving the community's priorities and goals.

COMMUNITY CONSULTATION

Prior to adoption, Council's draft Delivery Program must be publicly exhibited for at least 28 days, and any submissions received during that period must be considered by Council before the final Delivery Program is adopted.

The exhibition period will be publicised on Council's website, and social media channels, as well as by direct correspondence to Council's various Community Consultative Committees. Hard copies will be available at the Council's Administration Centre and the four Shire libraries.

9.3 DRAFT LONG TERM FINANCIAL PLAN 2025-2035 FOR PUBLIC EXHIBITION**IP&R Linkage:** Pillar: Leadership**Goal:** Our local government is sustainable and plans for the future.**Strategy:** Provide clear long-term direction for the community through the development of the Integrated Planning and Reporting framework.**Author:** Teresa Cooper, Corporate Planning and Performance Coordinator**Authoriser:** Patrick Williams, Acting Director Customer, Corporate Services and Economy**Annexures:** A. [Draft Long-Term Financial Plan 2025-2035](#) **RECOMMENDATION**

That Council:

1. Endorse the Draft Long Term Financial Plan 2025-2035 attached at *Annexure A* for public exhibition, pursuant to section 4.9 of the Integrated Planning and Reporting Guidelines.
2. Place the Draft Long Term Financial Plan 2025-2035 on public exhibition for 28-days.
3. Report to Council after the public exhibition period advising any submissions received, before the report is finally adopted by Council.

BACKGROUND

The Local Government Act 1993 ("the Act") mandates that all councils engage in long-term community and corporate planning and reporting through the Integrated Planning and Reporting (IP&R) framework. This framework ensures the interrelationship between the Community Strategic Plan, Delivery Program, Resourcing Strategy, and annual Operational Plans. These documents must be reviewed and updated by the incoming council following an ordinary local government election.

Under the IP&R framework provisions of the Act, Parkes Shire Council ("Council") must develop and adopt a Resourcing Strategy, which includes a Long-Term Financial Plan, Workforce Management Plan, and Asset Management Plan. These plans detail the resources required to implement the strategies set out in the Community Strategic Plan and the Delivery Program.

The Long-Term Financial Plan, a ten-year plan part of the Resourcing Strategy, informs decision-making during the preparation and finalisation of the Community Strategic Plan and the Delivery Program. In developing the Long-Term Financial Plan, due regard must be given to promoting the financial sustainability of the Council through:

- the progressive elimination of operating deficits,
- the establishment of a clear revenue path for all rates linked to specific expenditure proposals,
- ensuring that any proposed increase in services and/or assets is within the financial means of the Council including a proposed Special Rate Variation ("SRV"),
- ensuring the adequate funding of infrastructure maintenance and renewal,
- the use of borrowing, where appropriate and financially responsible, and;
- the fair and equitable distribution of the rate burden across all rate payers.

In preparing and reviewing its Long-Term Financial Plan, Council must comply with section 403 of the Act and the IP&R Guidelines issued by the Office of Local Government under section 23A of the Act. The Guidelines require the Long-Term Financial Plan to be publicly exhibited for at least 28 days before adoption, with any submissions received during this period considered by the Council prior to adoption.

ISSUES AND COMMENTARY

Following a comprehensive community engagement process undertaken in 2024, Council developed a draft Community Strategic Plan identifying the main priorities and aspirations of the Parkes Shire community, structured around the four Quadruple Bottom Line themes of Social Sustainability, Environmental Sustainability, Economic Sustainability and Civic Leadership.

At its Ordinary Meeting held Tuesday, 18 February 2025, Council resolved to place the draft Community Strategic Plan on public exhibition, with submissions closing Friday, 15 April 2025 [OCM 040/25]. The finalised Community Strategic Plan with amendments based on submissions is due to return to Council on 20 May 2025.

Noting that Council must adopt its full suite of revised IP&R framework strategic documents by 30 June 2025; Council has progressed with the preparation of the remaining IP&R documents, including the Long-Term Financial Plan.

The draft Long-Term Financial Plan is appended at *Annexure A* to this report and has been structured into five sections, including:

- Introduction
- Forecast Financial Statements and Assumptions for the General Fund
- Forecast Financial Statements and Assumptions for the Water Fund
- Forecast Financial Statements and Assumptions for the Sewer Fund
- Governance, Monitoring and Review

The draft Long-Term Financial Plan is currently being professionally designed. As such, the version of the document provided to Council for adoption will be styled differently to what is appended to this report.

LEGISLATIVE AND POLICY CONTEXT

[Local Government Act 1993, Section 403 - Resourcing Strategy Integrated Planning and Reporting Guidelines for Local Government in NSW \(Office of Local Government, September 2021\)](#)

FINANCIAL IMPLICATIONS

The lack of a robust Long-Term Financial Plan could have severe financial implications for Council. Without a robust plan, the council may face persistent operating deficits, inadequate funding for infrastructure maintenance and renewal, and an unsustainable increase in services or assets. This can lead to financial instability, increased borrowing costs, and an unfair distribution of the rate burden among ratepayers. Assumptions based on the financials provided in the council's Long-Term Financial Plan within its Resourcing Strategy are crucial for informed decision-making. Failure to adhere to these assumptions can compromise the council's ability to meet its strategic objectives and maintain financial sustainability.

RISK IMPLICATIONS

Failure to review and adopt this Long-Term Financial Plan could have potentially major risk implications for Council, particularly financial.

Robust Integrated Planning and Reporting (IP&R) frameworks play a crucial role in mitigating the risks of misuse and mismanagement of public funds. By ensuring that all activities and expenditures

are transparently planned and reported, these frameworks help maintain accountability and trust within the community.

COMMUNITY CONSULTATION

Prior to adoption, Council's draft Long Term Financial Plan must be publicly exhibited for at least 28 days, and any submissions received during that period must be considered by Council before the final Long Term Financial Plan is adopted.

The exhibition period will be publicised on Council's website, and social media channels, as well as by direct correspondence to Council's various Community Consultative Committees. Hard copies will be available at the Council's Administration Centre and the four Shire libraries.

