Ordinary Council Meeting

Business Paper

Pursuant to section 9 of the *Local Government Act 1993*, notice is hereby given that an Ordinary Council Meeting of Parkes Shire Council will be held in the Parkes Council Chambers, 2 Cecile Street, Parkes on Tuesday 21 October 2025 at 3:00 PM.



Kent Boyd PSM

GENERAL MANAGER

Governing Body

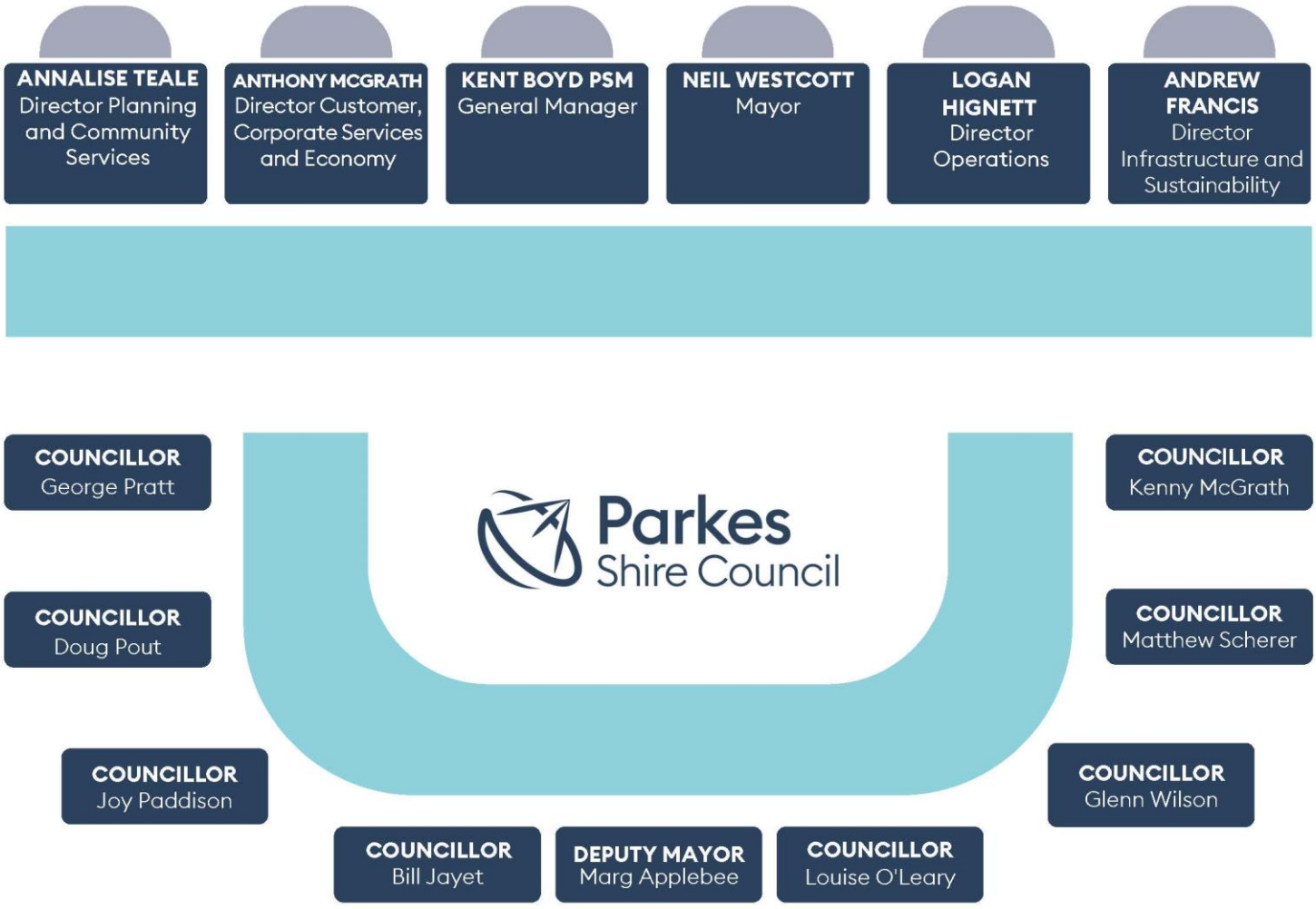
Composition:	Ten (10) Councillors
Membership:	Councillor WP Jayet, Councillor KM McGrath, Councillor LA O'Leary, Councillor J Paddison, Councillor DJA Pout, Councillor GW Pratt, Councillor MK Scherer and Councillor GS Wilson
Quorum:	6 Councillors
Chairperson:	Chairperson, Councillor NC Westcott
Deputy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



Parkes Shire Council
ABN 96 299 629 630
2 Cecile Street (PO Box 337)
Parkes NSW 2870
T 02 6861 2333
F 02 6862 3946
council@parkes.nsw.gov.au
parkes.nsw.gov.au

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.

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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 devised are turned off or are in silent mode for the duration of the meeting.

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 PRAYER

4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

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

5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

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

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

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

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

6 CONFIRMATION OF MINUTES

6.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 16 SEPTEMBER 2025

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

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

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

Annexures: **A. Ordinary Council Meeting Minutes - 16 September 2025**

RECOMMENDATION

That Ordinary Council Meeting:

1. Receive and confirm the Minutes of the Ordinary Council Meeting held on Tuesday 16 September 2025 appended at *Annexure A.*

Ordinary Council Meeting

Minutes

Tuesday 16 September 2025

Minutes of the Ordinary Council Meeting

Held on Tuesday, 16 September 2025 at the

Parkes Council Chamber, 2 Cecile Street, Parkes

Present:

Cr Neil Westcott	Councillor (Chairperson)
Cr Marg Applebee	Councillor (Deputy Chair)
Cr William Jayet	Councillor
Cr Ken McGrath	Councillor
Cr Joy Paddison	Councillor
Cr Doug Pout	Councillor
Cr George Pratt	Councillor
Cr Matthew Scherer	Councillor
Cr Glenn Wilson	Councillor

Council Officers in Attendance:

Mr Graeme Bayliss	Acting Director Infrastructure and Sustainability
Mr Logan Hignett	Director Operations
Mr Andrew Francis	Acting General Manager
Mr Anthony McGrath	Director Customer, Corporate Services and Economy
Mrs Annalise Teale	Director Planning and Community Services
Mr Jaco Barnard	Chief Financial Officer
Mrs Nikki Bevan	Procurement, Contracts and Insurance Coordinator
Miss Bronte Thompson	Business Services Trainee

NOTES

The meeting commenced at 3.00pm and concluded at 4.55pm.

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1 OPENING OF MEETING

The Mayor declared the Ordinary Council Meeting of Tuesday 16 September 2025 open and welcomed Councillors, Council Officers and members of the public attending and listening to the meeting.

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

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

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

2 ACKNOWLEDGEMENT OF COUNTRY

The Mayor read the following Acknowledgement of Country:

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

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

3 PRAYER

The General Manager read the Prayer:

O God,
Inspire Council to make wise decisions,
Grant Integrity to face the truth,
Courage to make difficult choices,
And compassion for the needs of others,
We pray through Jesus Christ, Our Lord.

AMEN

4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

Cr Louise O'Leary Councillor

5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

Nil

6 CONFIRMATION OF MINUTES

6.1 MINUTES OF THE ORDINARY ORDINARY COUNCIL MEETING MEETING HELD ON 19 AUGUST 2025

MOTION

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Ordinary Council Meeting receive and confirm the Minutes of the Ordinary Council Meeting held on Tuesday 19 August 2025 appended at *Annexure A.*

7 DISCLOSURES OF INTERESTS

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

Nil interests were disclosed.

8 LATE BUSINESS

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

9 ADOPTION OF MULTIPLE ITEMS OF BUSINESS

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

9.1 ADOPTION OF MULTIPLE ITEMS OF BUSINESS

RESOLVED OCM 301/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council adopt the recommendation as listed in the Agenda for the following items and that the order of business be adjusted accordingly.

10.1 Country Mayor Association: Minutes from the Meeting 8 August 2025

10.2 CNSWJO Board Meeting held in Parkes on 31 July 2025

10.6 Meetings, Functions and Events Attended by Mayor and Councillors

12.1 Minutes of the Audit, Risk and Improvement Committee Meeting held on 23 July 2025

12.2 Minutes of the Parkes Sports Council Meeting held on 9 September 2025

14.2 Request to Use Bogan Gate Town Improvement Reserve to Support a Grant for a Toilet Block in Burrawang Park

14.3 Request for Financial Assistance - Bogan Gate Town Improvement Reserve - Purchase Fire Equipment for the Bogan Gate Hall

14.4 Request to Use Peak Hill Town Improvement Funds to Install Additional CCTV Cameras in the CBD

14.6 Application for Public Holidays for Parkes Shire District Shows - 2026 and 2027

14.7 Audit, Risk and Improvement Committee Annual Report 2024-25

14.9 Pecuniary Interest Returns for Councillors and Designated Persons for the period 01 July 2024 to 30 June 2025

14.10 Adoption of Council Policies

14.12 Delegations Register Review

15.3 Tidy Towns 2025 - Sponsorship Update

15.4 Waste Education Update

CARRIED

10 MAYORAL MINUTE(S)

10.1 COUNTRY MAYOR ASSOCIATION: MINUTES FROM THE MEETING 8 AUGUST 2025

RESOLVED OCM 302/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and note the report on the Country Mayors Association Meeting held on 8 August 2025.

CARRIED

10.2 CNSWJO BOARD MEETING HELD IN PARKES ON 31 JULY 2025

RESOLVED OCM 303/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and note the information about the CNSWJO Board meeting and Quarterly Newsletter.

CARRIED

10.3 OFFICAL OPENING OF THE NORTH-SOUTH ROAD LINK (MR350)

RESOLVED OCM 304/25

Moved: Cr Neil Westcott
Seconded: Cr Doug Pout

That Council:

1. Receive and note the report on the official opening of the Parkes Shire North-South Link (MR350) project.

CARRIED

10.4 VALE BARONESS GARDNER

RESOLVED OCM 305/25

Moved: Cr Neil Westcott
Seconded: Cr Marg Applebee

That Council:

1. Note the information in the report.
2. The Mayor to write a letter of thanks to The Hon. Sarah Joiner thanking her for the donation of the Portrait of her mum, Baroness Trixi Gardner (AM) so that we can display it in Parkes.

CARRIED

10.5 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS

RESOLVED OCM 306/25

Moved: Cr Neil Westcott
Seconded: Cr George Pratt

That Council:

1. Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 12 September 2025 to 17 October 2025:

CARRIED

10.6 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS

RESOLVED OCM 307/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Note the report on the Meetings functions and events attended in an official capacity, by the Mayor and Councillors during the period 15 August 2025 through to 12 September 2025.

CARRIED

11 COUNCILLOR REPORT(S)

11.1 NEWELL HIGHWAY TASKFORCE MEETING (NHTF) IN SYDNEY ON 9 SEPTEMBER 2025

RESOLVED OCM 308/25

Moved: Cr Ken McGrath
Seconded: Cr William Jayet

That Council:

1. Receive and note the information about the Newell Highway Taskforce (NHTF) meeting that was attended by Cr McGrath via teams on 9 September 2025 at Parliament House in Sydney.

CARRIED

12 REPORTS OF COMMITTEES

12.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 23 JULY 2025

RESOLVED OCM 309/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and note the Minutes of the Audit, Risk and Improvement Committee Meeting held on Wednesday 23 July 2025 appended at *Annexure A*.

CARRIED

12.2 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 9 SEPTEMBER 2025

RESOLVED OCM 310/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 9 September 2025 appended at *Annexure A*.

CARRIED

13 REPORTS OF THE GENERAL MANAGER

13.1 MONTHLY FINANCIAL REPORTS AS AT 31 AUGUST 2025

RESOLVED OCM 311/25

Moved: Cr Marg Applebee
Seconded: Cr George Pratt

That Council:

1. Receive and note the year-to-date financial reports for the period up to 31 August 2025.

CARRIED

13.2 INVESTMENTS AND BORROWINGS REPORT AS AT 31 AUGUST 2025

RESOLVED OCM 312/25

Moved: Cr Marg Applebee
Seconded: Cr Doug Pout

That Council:

1. Receive and note the Statement of Investments and Borrowings as on 31 August 2025

CARRIED

14 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY

14.1 MAJOR PROJECTS AND CURRENT WORKS - CUSTOMER, CORPORATE SERVICES & ECONOMY - SEPTEMBER 2025.

RESOLVED OCM 313/25

Moved: Cr William Jayet
Seconded: Cr Doug Pout

That Council:

1. Receive and note the status report of Major Projects within Parkes Shire Council's Customer, Corporate Services and Economy Directorate.

CARRIED

At 3.29pm Logan Hignett Left the meeting.

14.2 REQUEST TO USE BOGAN GATE TOWN IMPROVEMENT RESERVE TO SUPPORT A GRANT FOR A TOILET BLOCK IN BURRAWANG PARK

RESOLVED OCM 314/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Approve the allocation of up to $10,000 from the Bogan Gate Town Improvement Fund Reserve to support a grant to install a toilet block in Burrawang Park.

CARRIED

14.3 REQUEST FOR FINANCIAL ASSISTANCE - BOGAN GATE TOWN IMPROVEMENT RESERVE - PURCHASE FIRE EQUIPMENT FOR THE BOGAN GATE HALL

RESOLVED OCM 315/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and note the letter from the Bogan Gate Community Memorial Hall Inc. Committee appended as Annexure A.
2. Provide public notice of its intention to provide up to $1,000 in financial assistance to the Committee for the purchase of replacement fire extinguishers.
3. Approve the allocation of up to $1,000 from the Bogan Gate Town Improvement Fund Reserve to the Bogan Gate Memorial Hall Inc. Committee to purchase replacement fire equipment for the Bogan Gate Hall.

CARRIED

14.4 REQUEST TO USE PEAK HILL TOWN IMPROVEMENT FUNDS TO INSTALL ADDITIONAL CCTV CAMERAS IN THE CBD

RESOLVED OCM 316/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Approve the allocation of up to $11,000 from the Peak Hill Town Improvement Fund Reserve to supply and install three additional CCTV cameras in the Peak Hill CBD.

CARRIED

14.5 SELECTION OF SHIRE FLAG WITH NEW BRANDING

RESOLVED OCM 317/25

Moved: Cr George Pratt
Seconded: Cr Marg Applebee

That Council:

1. Adopt option three (3) as the preferred new flag from the list of four options provided in Annexure A.

CARRIED

At 3.29pm Logan Hignett rejoined the meeting.

14.6 APPLICATION FOR PUBLIC HOLIDAYS FOR PARKES SHIRE DISTRICT SHOWS - 2026 AND 2027

RESOLVED OCM 318/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council

1. Make application to the NSW Premier's Department of Industrial Relations for the gazettal of public holidays and half holidays for the Shows in the Parkes District for 2026 and 2027 as requested by the various PA&H Associations with the respective times and boundaries defined as follows:

Trundle

Public Holiday from 9.00am - 5.00pm Wednesday 12 August 2026 and Wednesday 11 August 2027 to be declared for Suburb of Trundle along with neighbouring Suburb of Bogan Gate and Suburb Bruie Plains. As per boundaries detailed on the Parkes Shire Council website.

Peak Hill

Public Holiday from 9.00am - 5.00pm Wednesday 19 August 2026 and Wednesday 18 August 2027 to be declared for Suburb of Peak Hill. As per boundaries detailed on the Parkes Shire Council website.

Parkes

Public Holiday from 12.00pm noon - 5.00pm Tuesday 1st September 2026 and Tuesday 31st August 2027 to be declared for Parkes Suburb, Suburb Tichborne, Suburb Nelungaloo, Suburb Gunningbland, Suburb Cooks Myall, Suburb Goonumbla, Suburb Alectown: along with neighbouring part Suburb Mandagery and part Suburb Cookamidgera within the Parkes Local Government Area. As per boundaries detailed on the Parkes Shire Council website.

CARRIED

14.7 AUDIT, RISK AND IMPROVEMENT COMMITTEE ANNUAL REPORT 2024-25

RESOLVED OCM 319/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Endorse the Audit, Risk and Improvement Committee Annual Report 2024-25 appended at *Annexure A* and approve its posting to the Council's website.

CARRIED

14.8 ADOPTION OF EXTERNAL COMMITTEE DELEGATES

RESOLVED OCM 320/25

Moved: Cr Doug Pout
Seconded: Cr William Jayet

That Council:

1. Adopt the External Committee Council delegates and amendments at *Annexure A*.
2. Communicate the External Committee changes to relevant parties.

The external committees with representative vacancies have been filled as follows:

Committee	Representative
Trundle Community Consultative Committee	– Deputy Mayor Applebee – Cr Jayet (Alternate) – Cr O'Leary (Alternate)
Arts Out West	– Kerryn Jones
Australia Day Committee	– Deputy Mayor Applebee – the alternate position will remain vacant
Central West Lachlan Landcare	– Cr Jayet – Mayor Neil Westcott (Alternate)
Northparkes Mine Community Consultative Committee	– Mayor Neil Westcott, – Cr Doug Pout – Cr Glenn Wilson (Alternate)
Western Regional Joint Planning Panel alternate	– Mayor Westcott – Deputy Mayor Applebee – Cr Scherer (Alternate)
Liquor Accord	– Cr Pout – Cr McGrath (Alternate) – Cr Pratt (Alternate)

CARRIED

14.9 PECUNIARY INTEREST RETURNS FOR COUNCILLORS AND DESIGNATED PERSONS FOR THE PERIOD 01 JULY 2024 TO 30 JUNE 2025

RESOLVED OCM 321/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Formally note the annual tabling of the Disclosure of Pecuniary Interest Returns by Councillors, Senior Staff and designated persons.
2. The information be de-identified as per *Public Interest Disclosures Act 2022* (PID Act) and placed on Councils Website as per Government Information (Public Access) Act 2009 and Government Information (Public Access) Regulation 2018.

CARRIED

14.10 ADOPTION OF COUNCIL POLICIES

RESOLVED OCM 322/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Adopt the policies included as *Annexure A-C* to this report.
2. Publish the adopted policy on Council's Website and intranet.

CARRIED

14.11 DRAFT CODE OF MEETING PRACTICE - 2025 UPDATE

RESOLVED OCM 323/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Receive and note the circular from the Office of Local Government about the new Model Code of Meeting Practice and the associated FAQ, included as *Annexure A*.
2. Endorse the draft Code of Meeting Practice (*Annexure B*) for placement on public exhibition for 28 days to seek feedback from the public for 42 days after the initial placement on public exhibition.
3. Receive a future report to consider any feedback before adopting the updated Code of Meeting Practice.

CARRIED

14.12 DELEGATIONS REGISTER REVIEW

RESOLVED OCM 324/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Adopt the updated Delegations Register in accordance with Section 380 of the Local Government Act 1993 (NSW).
2. Publish the adopted delegations on Council's Website and intranet and update them as required.

CARRIED

15 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY

15.1 MAJOR PROJECTS AND CURRENT WORKS - INFRASTRUCTURE AND SUSTAINABILITY

RESOLVED OCM 325/25

Moved: Cr Ken McGrath
Seconded: Cr Doug Pout

That Council:

1. Receive and note the Infrastructure and Sustainability Major Projects and Current Works Report for August 2025, appended at *Annexure A*.

CARRIED

15.2 PROPOSED FEES AND CHARGES - GARBAGE AND DEPOT TIPPING CHARGES

RESOLVED OCM 326/25

Moved: Cr Ken McGrath
Seconded: Cr William Jayet

That Council:

1. Adopt the proposed amendments to the 2025/26 Fees and Charges for the revised tipping charges.
2. Amend the 2025/26 Operational Plan accordingly, and update councils website.

CARRIED

15.3 TIDY TOWNS 2025 - SPONSORSHIP UPDATE

RESOLVED OCM 327/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

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

CARRIED

15.4 WASTE EDUCATION UPDATE

RESOLVED OCM 328/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That:

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

CARRIED

16 REPORTS OF THE DIRECTOR OPERATIONS

16.1 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS

RESOLVED OCM 329/25

Moved: Cr Joy Paddison
Seconded: Cr Marg Applebee

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for August 2025, appended at *Annexure A*.

CARRIED

At 4.08pm Cr Doug Pout Left the meeting.
At 4.10pm Cr Doug Pout rejoined the meeting.

16.2 PROPOSED - FEES AND CHARGES FOR PARKES AQUATIC CENTRE AND ISSUING OF COUNCIL KEYS

RESOLVED OCM 330/25

Moved: Cr William Jayet
Seconded: Cr Marg Applebee

That:

1. Council adopt the proposed amendments to the 2025/26 Fees and Charges for the Parkes Aquatic Centre, and Council keys and fobs.

2. Amend the 2025/26 Operational Plan accordingly.

CARRIED

16.3 OPERATING HOURS - PEAK HILL MEMORIAL POOL

RESOLVED OCM 331/25

Moved: Cr William Jayet
Seconded: Cr Marg Applebee

That:

1. Council, having considered the submissions received, resolve to retain the current operating hours for Peak Hill Memorial Pool for the 2025/2026 season.

CARRIED

At 4.24pm Cr George Pratt Left the meeting.
At 4.26pm Cr George Pratt rejoined the meeting

16.4 PARKES SHIRE NHVR CONDITIONS

RESOLVED OCM 332/25

Moved: Cr Doug Pout
Seconded: Cr George Pratt

That Council:

1. Conduct Community Consultation with Bus companies/operators and residents of the shire proposing the removal of the condition *"No access 7:30–9:00 am and 3:00–4:30 pm on school days."* for Class 2 Vehicles on all roads, noting that the 80km/hour speed limit would remain in place.
2. Receive a future report on the results of the consultation before considering whether to change the condition.

CARRIED

17 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES

17.1 AUGUST 2025 BUILDING STATISTICS UPDATE

RESOLVED OCM 333/25

Moved: Cr Doug Pout
Seconded: Cr Marg Applebee

That Council:

1. Receive and note the August 2025 Building Statistics Report.

CARRIED

18 NOTICES OF MOTION/QUESTIONS WITH NOTICE

Nil

19 CONFIDENTIAL MATTERS

MOTION

Moved: Cr William Jayet
Seconded: Cr Doug Pout

That Ordinary Council Meeting:

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

   19.1 PURCHASE OF GROUND WATER ACCESS LICENCE

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

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

   19.2 WESTERN SEWER AUGMENTATION STAGE 2 - PSC2025028

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

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

2. Exclude the media and public from the meeting on the basis that the business to be considered is classified as confidential, pursuant to 10A(1), 10(2) and 10A(3) of the *Local Government Act 1993*.

3. Withhold reports and correspondence relevant to the subject business be withheld from the media and public as provided by section 11(2) of the *Local Government Act 1993*.
4. Make public resolutions made by the Council in Closed Session after the conclusion of the Closed Session, and record such resolutions in the minutes of the Council meeting.

At 4.39pm, the Meeting went into Closed Session.

RESOLVED OCM 334/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Ordinary Council Meeting:

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

CARRIED

At 4.53pm, the Council in Closed Session returned to Open Session.

20 REPORT OF CONFIDENTIAL RESOLUTIONS

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

19.1 PURCHASE OF GROUND WATER ACCESS LICENCE

RESOLVED OCM 335/25

Moved: Cr Marg Applebee
Seconded: Cr William Jayet

That Council:

1. Resolve to purchase the ground water access licence in accordance with this report and appropriate due diligence checks.
2. That the necessary documentation to facilitate the purchase and transfer of the water access licence be signed under the seal of Council as required.
3. That the GM and Director Infrastructure be empowered to negotiate future water purchases up to a limit of $2M should they arise, based on the time-sensitive nature of such negotiations.

CARRIED

19.2 WESTERN SEWER AUGMENTATION STAGE 2 - PSC2025028

RESOLVED OCM 336/25

Moved: Cr Ken McGrath
Seconded: Cr Marg Applebee

That Council:

1. Award the Western Sewer Augmentation Contract to Chiverton Estate Pty Ltd t/a Thompsons Irrifab for the lump sum value of $999,473.01.
2. Award the separable portion for trenchless crossing of the railway line at the corner of Hooley Street and Hartigan Avenue to Chiverton Estate Pty Ltd t/a Thompsons Irrifab for the lump sum value of $501,686.71, subject to final approval from the UGL/Transport for NSW

CARRIED

21 CONCLUSION OF MEETING

The meeting concluded at 4.55pm.

This is the final page of the minutes comprising 19 pages numbered 1 to 19 of the Ordinary Council Meeting held on Tuesday, 16 September 2025 and confirmed on Tuesday, 21 October 2025.

MAYOR

7 DISCLOSURES OF INTERESTS

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

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

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

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

Obligations	
Pecuniary Interests	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. The Councillor must not be present at, or in sight of, the meeting: (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	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.
Significant Non-Pecuniary Conflicts of Interest	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.
Less than Significant Non-Pecuniary Interests	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.

8 LATE BUSINESS

9 ADOPTION OF MULTIPLE ITEMS OF BUSINESS

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

10 MAYORAL MINUTE(S)

10.1 ROAD AND PLACE NAMING

IP&R Linkage: **Pillar:** Community

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

Strategy: Encourage, support and recognise community participation including volunteers.

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

1. Develop a policy and procedure to ensure that Road and Place Naming methodology is clear, consistent and fair.
2. The procedure should include the method to ensure the historic relevance of selected names are recorded and accessible.

REPORT

Council regularly receives requests from the community to name roads, laneways, and places within the Shire. To support this, Council maintains an internal list of proposed names derived from community submissions, historical research, and internal staff or councillor suggestions.

While this list provides a valuable resource for future naming, there is currently no clearly established method to determine how names are prioritised or allocated once added.

This can lead to inconsistent application, varying documentation standards, and instances where names are nominated “from the floor” without reference to the established list or GNB criteria.

I would also like to see a method to ensure the historic significance is properly recorded and accessible, for example a QR code on the sign nameplate which directs the reader to the history of the associated name.

I think it is an appropriate time to review the procedures and policies to ensure a clear, consistent methodology going forward.



Cr Neil Westcott

MAYOR

10.2 KEEP AUSTRALIA BEAUTIFUL: TIDY TOWNS SUSTAINABILITY AWARDS HOSTED BY PARKES

IP&R Linkage: **Pillar:** Community

Goal: Our community is liveable, growing and connected.

Strategy: Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places.

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

1. Receive and note the report on the Keep Australia Beautiful Tidy Towns Awards, which were hosted by Parkes Shire Council on 10-12 October 2025.

REPORT

Parkes was the 2024 Overall Winner of the 2024 NSW Keep Australia Beautiful Tidy Towns Sustainability Awards – this prestigious honour reflected our town's strong community spirit and dedication to sustainability and innovation.

As Parkes was the Overall Winner, we were then able to host the Keep Australia Beautiful Tidy Towns Sustainability Awards held on 10-12 October 2025. This event welcomed representatives from towns across New south Wales to celebrate achievements, share innovative ideas and inspire future projects. Hosting this event presented an opportunity to showcase Parkes' achievements and promote a shared commitment to sustainable development. It also reinforced the need for collective action in addressing the challenges of an ever-changing climate.

During the weekend, the representatives had the opportunity to tour the Parkes Wetlands, Splash Park, The Dish (Murriyang – CSIRO's Parkes Radio Telescope) and be entered by Elvis at a special Tribute Performance by Paul Fenech.

During the weekend I was honoured to make two speeches, one at the Friday night event and one at the Saturday night dinner.

My speech for the Dinner was as follows:

Good evening, everyone.

As Mayor of Parkes, it is my pleasure to extend a heartfelt welcome to all delegates who have travelled from across New South Wales to join us this weekend.

A special welcome also goes to the Keep Australia Beautiful representatives and judges, our distinguished dignitaries, and to my fellow mayors and councillors from across the state - it's wonderful to have you all here in our vibrant regional community.

I'd like to thank the hardworking staff of Parkes Shire Council and the Keep Australia Beautiful NSW team for organising what promises to be an inspiring weekend of activities, networking, and celebrations. This event is a true showcase of the outstanding efforts being made across the state to improve the liveability, sustainability, and attractiveness of regional NSW.

Last year, Parkes had the honour of being named the Overall NSW Tidy Town Winner - a moment of immense pride for our town. That recognition highlighted not just our innovative approach to community development and environmental sustainability, but the deep sense of pride and collaboration that defines the Parkes community.

Without sounding too boastful, I'm proud to say that Parkes was recognised in every category we entered. Our winning projects included:

- ***Parkes Wetlands** – a transformative initiative converting our former wastewater ponds into a thriving, naturalistic ecosystem. This fantastic project was included in today's tour program, so hopefully many of you got to see it for yourself.*

- ***Lake Endeavour Places to Swim Project** - a significant enhancement to one of our most beloved freshwater areas, located approximately 25 minutes east of Parkes. If you're heading back towards Sydney on Sunday, it's well worth a visit.*

- ***Raw Water Storage Lagoon** - affectionately known as our Big Battery, this project earned the 2025 National Award for Climate Change Resilience and Adaptation.*

- ***Kelly Reserve Splash Park** - a fun and educational outdoor water play space that fosters environmental awareness and community connection.*

- ***Homegrown Market Day** - a fantastic community-led initiative organised by Central West Lachlan Landcare in partnership with Parkes Shire Council.*

Something I'm sure a lot of you have heard about – we're famous for our annual Parkes Elvis Festival, which returns in January 2026. It's one of the most unique and entertaining events in regional Australia, and we'd love to welcome you back for the Festival in a few months. I hear there may even be a special visit from The King himself tonight - so stay tuned!

To all the finalists and communities represented in this year's awards: congratulations. Your dedication, innovation, and passion for creating more sustainable and connected communities is what this weekend is all about.

Finally, thank you to Keep Australia Beautiful NSW for your continued leadership and inspiration. We're honoured to host this celebration of community excellence and environmental stewardship.

Wishing everyone a memorable, rewarding, and enjoyable weekend here in beautiful Parkes.

Thank you.

By hosting this Tidy Towns Sustainability Awards it gave Parkes the opportunity to show off our beautiful Shire.

I'd like to thank the Keep Australia Beautiful Committee and members of Parkes Shire Council for all their hard work in ensuring this event was well organised, with special thanks to Manager Environment and Sustainability Michael Chambers and Environmental and Biosecurity Specialist Hannah Farant-Jayet. Everyone who attended had a wonderful time in Parkes.



Overall winners Orange City Council pictured with Cr Bill Jayet, Phil Donator Member for Orange, Orange City Council Representatives, Cr Marg Applebee and Mayor Neil Westcott.



New sign located on the Northern approach to Parkes.

Cr Neil Westcott

MAYOR

10.3 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS

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

Goal: Our Local Government is open, accountable and representative.

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

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

1. Note the report on the Meetings functions and events attended in an official capacity, by the Mayor and Councillors during the period 12 September 2025 through to 18 October 2025.

REPORT

Table 1: lists the Meetings, functions and events attended by the Mayor and Councillors during the period 12 September 2025 through to 18 October 2025:

Table 1: Meetings, Functions and Events attended by Mayor and Councillors

Date	Function
Sunday 14 September	Royal Far West, Trundle High Tea **Deputy Mayor Marg Applebee** **Apology: Cr Louise O'Leary and Cr Joy Paddison**
Tuesday 16 September	Economy, Destination and Events Advisory Committee Meeting **Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Doug Pout, Cr Bill Jayet and Cr Joy Paddison** **Apology: Cr Glenn Wilson** Ordinary Council Meeting, Council Chambers **All Councillors and Directors** **Apology: Cr Louise O'Leary**
Wednesday 17 September	Meals on Wheels Information Session, Forbes **Deputy Mayor Marg Applebee and Cr Doug Pout** **Apology: Mayor Neil Westcott** Kids in Space, Parkes Services Club **Mayor Neil Westcott**

Friday 19 September	2026 Parkes Elvis Festival Launch, Cooke Park Pavillion **Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Doug Pout, Cr Bill Jayet, Cr Joy Paddison and Cr Kenny McGrath** Central West Zone Meeting, Admin Training Room **Cr Bill Jayet** **Apology: Mayor Neil Westcott** CBD Vibrancy Walking Meeting, Parkes **Mayor Neil Westcott**
Saturday 20 September	Parkes NAIDOC Family Fun Day, Bushman's Hill Parkes **Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Doug Pout, Cr Bill Jayet**
Friday - Sunday 19 - 21 September	Art Exhibition at the Buchanan, Parkes **Cr Bill Jayet**
Monday 22 September	Peak Hill Community Consultative Committee Meeting **Cr Louise O'Leary**
Tuesday 23 September	Qourn Park Solar Farm – NAIDOC Day Event, Parkes **Cr Bill Jayet and Cr George Pratt** **Apologies: Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Louise O'Leary, Cr Joy Paddison, Cr Kenny McGrath, Cr Doug Pout, Cr Matthew Scherer and Cr Glenn Wilson** Rose Street Tour, Parkes **Mayor Neil Westcott, Cr Bill Juayet, Cr Joy Paddison, Cr George Pratt and Cr Gleen Wilson** **Apologies: Deputy Mayor Marg Applebee, Cr Doug Pout and Cr Glenn Wilson**
Wednesday 24 September	Audit, Risk and Improvement Committee Meeting, Committee Room **Apologies: Deputy Mayor Marg Applebee Cr Joy Paddison**

Thursday 25 September	Parkes High School Term 3 Recognition Assembly **Cr Kenny McGrath and Cr Matthew Scherer** NSW SES Binda Cluster and Lachlan Capability Unit Awards Presentation Ceremony, Parkes Services Club **Cr Joy Paddison** SES Sod Turn and Fleet Handover, Parkes **Mayor Neil Westcott, Director Operations Logan Hignett, Chief Financial Officer Jaco Barnard, Project Manager Duncan Blair, Senior Grants Specialist Sally Chapman and Corporate Communications and Media Officer Georgia Woods** Trundle Community Consultative Committee Meeting **Apologies: Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Bill Jayet, Cr Joy Paddison and Cr Louise O'Leary**
Saturday 27 September	AstroFest Civic Reception, Bushman's Motor Inn **Mayor Neil Westcott and Deputy Mayor Marg Applebee** **Apologies: Cr Bill Jayet, Cr Doug Pout, Cr Joy Paddiosn, Cr Louise O'Leary and Cr Glenn Wilson** AstroFest Dinner, Bushman's Motor Inn **Deputy Mayor Marg Applebee and Mr Luke Clyne** **Apology: Mayor Neil Westcott**
Monday 29 September	National Police Remembrance Day Service, Forbes **Deputy Mayor Marg Applebee and Cr George Pratt** **Apologies: Mayor Neil Westcott, Cr Bill Jayet, Cr Louise O'Leary, Cr Joy Paddison, Cr Doug Pout and Cr Glenn Wilson**
Tuesday 7 October	Tullamore Site Visit **All Councillors** **Apologies: Cr Bill Jayet, Cr Glenn Wilson, Cr Matthew Scherer and Cr Louise O'Leary** Councillor Workshop, Council Chambers **All Councillors & Directors** **Apologies: Cr Bill Jayet and Cr Louise O'Leary**
Wednesday 8 October	Tullamore Community Consultative Committee Meeting **Apology: Cr George Pratt**

Thursday 9 October	Royal Far West Ride for Country Kids, Committee Room **Deputy Mayor Marg Applebee** **Apology: Mayor Neil Westcott**
Friday 10 October	Tidy Towns Welcome Celebration, Cooke Park Pavilion **Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Bill Jayet and General Manager Kent Boyd**
Saturday 11 October	Tidy Towns Case Studies and Presentation, Parkes Services Club **Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Bill Jayet** Homegrown, Cooke Park **Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Joy Paddison** **Apology: Cr George Pratt and Cr Doug Pout** Tidy Town Tours, Parkes **Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Bill Jayet** Arki Nopoly Game, Cooke Park **Cr Joy Paddison** Tidy Towns Main Dinner, Parkes Services Club **Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Bill Jayet and General Manager Kent Boyd**
Sunday 12 October	Tidy Towns Farewell Breakfast, Cooke Park Pavilion **Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Bill Jayet**
Monday 13 October	Briefing on Reforms for Shared e-bikes and Scooters, Parliament House, Theatrette, Sydney **Deputy Mayor Marg Applebee** **Apology: Mayor Neil Westcott** Local Government New South Wales Flood Recovery Forum, Parliament House, Theatrette, Sydney **Deputy Mayor Marg Applebee** **Apology: Mayor Neil Westcott and General Manager Kent Boyd** Bogan Gate Community Consultative Committee Meeting **Cr George Pratt**

Tuesday 14 October	Official BP Opening on the Bypass **Deputy Mayor Marg Applebee, Cr Bill Jayet, Cr Joy Paddison, Cr George Pratt, Cr Kenny McGrath, General Manager Kent Boyd, Director Infrastructure and Sustainability Andrew Francis, Director Operations Logan Hignett, Chief Financial Officer Jaco Barnard, Senior Grants Specialist Sally Chapman, Corporate Communications and Media Officer Georgia Woods** **Apologies: Mayor Neil Wetcott, Cr Louise O'Leary, Cr Doug Pout and Acting Director Planning & Community Services Scott Brakenridge**





Deputy Mayor Marg Applebee enjoyed her time at the Royal Far West Trundle High Tea. What a fabulous afternoon it was spent with all.







Deputy Mayor Marg Applebee and Councillor Doug Pout enjoyed their morning at the Meal on Wheels Information Session.





Mayor Neil Westcott had the privilege of being a judge at the Kids in Space event. This event is a key supporter of the Andy Thomas Space Foundation. It gave the children the opportunity to use their design thinking skills to come up with solutions that might help solve problems on Earth using space technologies or innovative ideas to help astronauts do their work in space. A big congratulations to all those involved in this amazing event, and for giving children this opportunity.





Mayor Neil Westcott and Deputy Mayor Marg Applebee enjoyed their morning at the David Maslin Awards and Civic Reception as part of the AstroFest weekend. Congratulations to all award recipients.









Mayor Neil Westcott pictured at the sod turning ceremony for the NSW SES Parkes Unit Headquarters. This marked the start of construction on a new space for the SES to store resources and provide more space for their team to help continue their vital work protecting the Parkes Shire Community.

Pictured in the photos: Mayor Neil Westcott, Honourable Mr Stephen Lawrence MLC, Mr Phil Donato MP, NSW SES Commissioner Mike Wassing AFSM, Honourable Mr Jihad Dib and SES Staff and Volunteers.







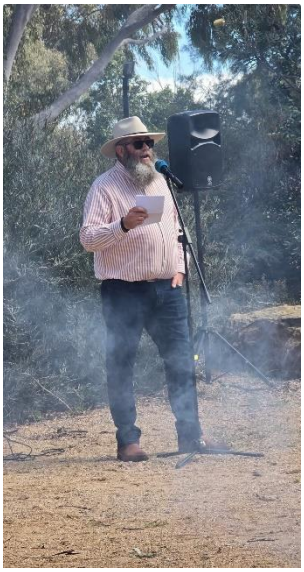






Wow! What a morning it was at the 2026 Elvis Launch. Everyone looked fabulous and brought the good vibes. Plenty is happening at the 2026 Elvis Festival that is not to be missed.







Mayor Neil Westcott, Deputy Mayor Marg Applebee, Councillors Bill Jayet and Doug Pout, along with Mr Philip Donato MP enjoyed their morning at the NAIDOC Family Fun event.






Councillors Bill Jayet and George Pratt enjoyed their day at the Qourn NAIDOC Day celebration. These photos were taken by an amazing local, Laura Jelbart Photography. Such great photos that represented an amazing celebration.









What a Weekend!! We had the privilege to host the Tidy Towns Awards in Parkes. It was an incredible weekend shared by all. During the celebrations, we had a special guest, Paul Fenech, perform in his true Elvis style. A big congratulations to all who received an award, and a big congratulations to Orange City Council for winning the overall Keep Australia Beautiful NSW Tidy Towns Sustainability Award for 2025. It was definitely a weekend that will be remembered.









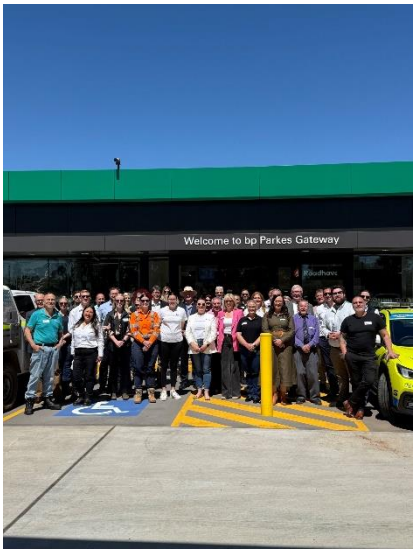
Councillor Joy Paddison attended the NSW SES Binda Cluster and Lachlan Capability Unit Awards Presentation Ceremony. It was a night to celebrate the incredible SES Volunteers across the Central West. A big congratulations to all award recipients and all volunteers who give their time, skills and hearts to protect their communities. Cr Paddison was accompanied by: SES Commissioner Mike Wassing AFSM, SES Assistant Commissioner Colin Malone, SES Southern Zone Commander, Chief Superintendent Ben Pickup, SES Deputy Zone Commander Kira Leonard, Forbes Mayor Phyllis Miller OAM and Forbes Acting General Manager Richard Jane.



Councillor Bill Jayet pictured with Fiona Francis, Veevian Higgins, Gavin and Ellen Tom at the opening night of the Art Exhibition held for the first time at The Buchanan. What an incredible exhibition, so many talented artists showcased their amazing work.

Such a beautiful photo taken by Christine Little from the Parkes Champion Post.







Deputy Mayor Marg Applebee, Councillors George Pratt, Joy Paddison, Kenny McGrath and Bill Jayet pictured at the Official Opening of the new BP on the Parkes ByPass.

Cr Neil Westcott

MAYOR

10.4 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS

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

Goal: Our Local Government is open, accountable and representative.

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

Author: **Cr Neil Westcott**

Annexures: **Nil**

MOTION

That Council:

1. Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 17 October 2025 through to 14 November 2025:

REPORT

Table1. below, lists the upcoming meetings, functions and events requiring the attendance of the Mayor or Councillors in relation to community or civic matters during the period 17 October 2025 through to 14 November 2025:

Table 1: Known upcoming Meetings, Functions and Events for Mayor and Councillors

Date	Function
Monday 20 October	**Parkes Shire Australia Day Meeting, Committee Room** Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Louise O'Leary and Cr Doug Pout
Tuesday 21 October	Ordinary Council Meeting, Council Chambers **All Councillors and Directors**
Thursday 23 October	Meals on Wheels AGM Meeting, Parkes Services Club **Cr Doug Pout** Trundle Community Consultative Committee Meeting **Deputy Mayor Marg Applebee**
Monday 27 October	Peak Hill Community Consultative Committee Meeting **Cr Louise O'Leary**
Tuesday 28 October	Royal Australian College of GPs Event, Parkes Services Club **Mayor Neil Westcott, Deputy Mayor Marg Applebee and General Manager Kent Boyd**
Thursday 30 October	Inspired Women's Speed Networking Councillor Engagement, Cooke Park Pavilion

	Deputy Mayor Marg Applebee and Cr Louise O'Leary
Friday 31 October	The Dish Event, Parkes **Cr Bill Jayet**
Tuesday 4 November	Arts Advisory Committee Meeting, Committee Room **Mayor Neil Westcott, Cr Louise O'Leary, Cr Joy Paddison, Cr Doug Pout and Cr Bill Jayet** Community, Liveability and Access Advisory Committee Meeting, Committee Room **Mayor Neil Westcott, Deputy Marg Applebee, Cr Louise O'Leary, Cr George Pratt, Cr Doug Pout and Cr Bill Jayet** Wiradjuri Elders Meeting, Committee Room **Mayor Neil Westcott, Cr Dog Pout, Cr Louise O'Leary and Cr Bill Jayet** Councillor Workshop, Council Chambers **All Councillors and Directors**
Wednesday 12 November	Meals on Wheels Volunteer Morning Tea, Parkes **Cr Doug Pout** Central NSW Joint Organisation Board Meeting Parliament House, Sydney **Deputy Mayor Marg Applebee and General Manager Kent Boyd** **Apology: Mayor Neil Westcott** Tullamore Community Consultative Committee Meeting **Cr George Pratt**
Thursday 13 November	Floodplain Management Committee Meeting, Committee Room **Deputy Mayor Marg Applebee, Cr George Pratt and Cr Glenn Wilson** Country Mayors Association Dinner, Sydney **Mayor Neil Westcott and Deputy Mayor Marg Applebee**

Friday 14 November	Country Mayors Association AGM and Housing, Skills and Education, Parliament House, Sydney **Mayor Neil Westcott and Deputy Mayor Marg Applebee**



Cr Neil Westcott

MAYOR

11 COUNCILLOR REPORT(S)

11.1 LOCAL GOVERNMENT NSW FLOOD RECOVERY FORUM 2025

Author: **Marg Applebee, Deputy Mayor**
Authoriser: **Kent Boyd PSM, General Manager**
Annexures: **Nil**

RECOMMENDATION

That:

1. That the information about the Local Government NSW Flood Recovery Forum held on13 October 2025 be received and noted.

ISSUES AND COMMENTARY

I was invited to attend and speak at the Local Government NSW (LGNSW) Flood Recovery Forum on 13 October 2025 which was held at the Theatrette at NSW Parliament House.

The Forum was an opportunity for Mayors of the NSW regions hardest hit by flood in recent years to speak with a united voice to the NSW Government to ensure the recovery needs of our communities are met and improvements are made for future disasters.

The Forum program included a 20 minute session for each region, Northern Rivers, Mid-North Coast and Central West. Mayors and Deputy Mayors from each region were invited to present for up to 10 minutes on their communities' experiences with flood recovery, what's working and what needs improvement.

The Minister for Emergency Services and the Minister for Disaster Recovery both also attended this forum.

My speech to the forum was as follows:

> *Good morning Ministers, colleagues, and guests,*
>
> *Thank you for the opportunity to speak today on behalf of the Parkes Shire and the broader Central West region. I also extend apologies on behalf of Mayor Neil Westcott, who unfortunately could not be here today.*
> *I want to begin by acknowledging the outstanding leadership of Mayor Phyllis Miller OAM, Mayor Kevin Beatty, and our own Mayor Neil Westcott. In the wake of the catastrophic floods, these leaders have shown what true local government leadership looks like, unwavering commitment, deep compassion, and relentless resolve. Their advocacy has been tireless, their presence reassuring, and their leadership nothing short of exemplary. Their sharing today has also been precisely our experience.*
>
> *Even today's forum is a reflection of that leadership, instigated by Mayor Miller OAM, whose initiative and determination continue to drive meaningful conversations and action across our sector. It's a powerful reminder of the strength and influence of local government when we stand together.*

Too often, councils, and especially mayors, are the first to face the community's pain, frustration, and confusion during disasters. We are the ones on the ground, answering the calls, coordinating the response, and sometimes, unfairly, absorbing the blame. But despite that, we show up, we lead, and we carry our communities forward.
In the Central West, we are incredibly fortunate. The calibre of leadership we have is exceptional. I cannot overstate how proud and grateful I am to work alongside mayors and councillors who embody the very best of public service.

And as I look across other regions facing all manner of challenges, from floods to fires to economic hardship, I am reminded again of the strength of local government. It is not just a tier of governance; it is the backbone of resilience. It is powered by people, by mayors and councillors, who lead with heart, with grit, and with an unshakable commitment to their communities.

Now to the topic at hand…The flood event that struck our community in November 2022 was nothing short of catastrophic. It was a once-in-a-lifetime disaster, an event that defied all previous records and expectations. Entire suburbs that had never flooded before were suddenly underwater. Families woke up with floodwater in their homes. No warning, no precedent, just devastation.

This was not a typical flood. It was a violent, unpredictable storm system that overwhelmed our infrastructure and our people, and while our community is resilient, the scars, both physical and emotional, remain.

We were incredibly grateful for the $100 million in joint funding from the Albanese and Minns Governments announced in November 2023. It was a lifesaver for many. But I must be honest, it came neatly 12 months after the event. While the support was deeply appreciated, the delay meant that many were left in limbo during the most critical recovery period.

One pressing issue we now face is insurance. Areas that had never been flood-prone are now categorised as flood zones. This has created enormous uncertainty and financial stress for residents who are now struggling to insure their homes, despite the fact that this was a once-in-living-memory event. We must find a way to ensure that insurance frameworks reflect reality, not just risk models. I must also provide a shout-out to the Legal-aid organisations, they have been very successful getting insurance agencies back to the table, where at first claims were denied.

For Parkes Shire Council, the most significant financial impact was to our water infrastructure. Our water supply pipeline from Lake Endeavour was destroyed. The Beargamil Dam wall, one of our town's water source, was severely damaged. These are not minor repairs, there was over $20m in damage. Our neighbouring councils also experienced significant water/sewer damage. In our view water and sewer are essential public assets that underpin the health and functioning of our community, but they are not covered under the Disaster Recovery Funding Arrangements (DRFA).

We were recently advised that funding for these assets has been approved, and for that, we are enormously grateful. I want to particularly acknowledge the tenacity of Minister Janelle Saffin. Without her advocacy, I'm not sure we would be standing here with that funding secured.

The Disaster Recovery Funding Arrangements (DRFA) have been a lifeline for transport infrastructure, but as mentioned they do not cover water and sewer assets. This gap has left councils exposed, and communities vulnerable. We need clarity. We need consistency. And we need a framework that recognises water and sewer infrastructure as essential public assets, because they are.

We also need a more responsive system. One that doesn't require councils to fight for recognition or wait a year for support. We do not want to see other regions waiting years for funding to be announced. The funding process is also arduous and data intensive. The engineers must provide endless amounts of evidence to substantiate damage claims, and the absence of betterment funding means the same damage occurs time and time again.

Whereas, the Local Government Engineers that have been about for a while, tell me that in times gone by, the approach to flood repair was simple, TfNSW (or its then equivalent) would do a joint inspection and resolve funding for each piece of damaged infrastructure as they went. Today, that process takes month and months and months, we should be partners not adversaries.
In summary,

- *Disaster affected residents need to be at the centre of what we do and the decisions we make*
- *The agencies and local government need to work more as trusted partners, not adversaries*
- *The complexity of claiming needs to be streamlined*
- *Funding needs to be quick and certain*
- *Water and Sewer should be explicitly included in the DRFA guidelines*
- *DRFA Guidelines should include betterment where it is sensible to do so*
- *Insurance in flood areas is a major problem and may need government intervention*

In closing, I want to thank LGNSW for convening this forum. It is vital that we speak with one voice. Our communities deserve a recovery system that is timely, fair, and future-focused. Let's work together to ensure that no council, and no community, is left to face the next disaster alone.
Thank you.

It was a privilege to be invited to speak on behalf of Parkes Shire Council and represent Parkes at the Flood Recovery Forum.

Deputy Mayor Marg Applebee

COUNCILLOR

11.2 OFFICIAL OPENING OF BP SERVICE CENTRE ON PARKES BYPASS - 14 OCTOBER 2025

Author: **Marg Applebee, Deputy Mayor**
Authoriser: **Kent Boyd PSM, General Manager**
Annexures: **Nil**

RECOMMENDATION

That Council:

1. Receive and note the information about the official opening of the BP Service Centre on the Parkes Bypass held on 14 October 2025.

ISSUES AND COMMENTARY



It was my pleasure, along with my fellow Councillors, Pratt, Paddison, McGrath and Jayet to attend the official opening ceremony of the BP Service Centre on the Parkes Bypass, which was held on 14 October 2025.

The Stevens Group BP Highway Service Centre, which will be co-located with McDonalds and a diner, is an exciting new business to call the Parkes Special Activation Precinct home.

Combined, the Service Centre and McDonalds are expected to create 120 new jobs for the Central West region.

With 26 heavy vehicle parking spots, showers, lounge area and a laundry, the service centre will help improve safety for truck drivers along the Newell Highway, one of Australia's most important freight corridors.

This project has benefited from the streamlined planning process, which fast tracks planning and construction approvals, reduces red tape, and provides greater certainty for industry and investors.

The Parkes Special Activation Precinct covers an area of 4,800 hectares in the Central West region of NSW. It is situated at the only junction of Australia's two rail lines, the Inland Rail and the TransAustralian Railway.

The Parkes Precinct will continue to build on private and government investments, creating up to 3,000 jobs across a range of industries over the next 40 years.

Special Activation Precincts are funded by the billion Snowy Hydro Legacy Fund, dedicated to major and transformative infrastructure projects that will benefit regional NSW.

Cr Marg Applebee

COUNCILLOR

12 REPORTS OF COMMITTEES

12.1 MINUTES OF THE ECONOMY, DESTINATION AND EVENTS ADVISORY COMMITTEE MEETING HELD ON 16 SEPTEMBER 2025

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

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

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

Author: **Hamish Ritchie, Economic Development Specialist**

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

Annexures: **A. Economy, Destination and Events Advisory Committee Meeting Minutes - 16 September 2025**

RECOMMENDATION

That Council:

1. Receive and confirm the Minutes of the Economy, Destination and Events Advisory Committee Meeting held on Tuesday 16 September 2025 appended at *Annexure A*.
2. Adopt the recommendations of the committee including:
   (a) Review the Digital Playbook and the reactivation of the Shop Parkes Facebook page. Intent for the Shop Parkes Facebook page to be reactivated within the next two weeks.
   (b) Look to update the Visit Parkes Region Website, specifically the listing of businesses that are a part of the Shop Parkes Gift Card program.
   (c) Continue to pursue avenues around addressing the aesthetics of empty shop fronts with a focus on more prominent ones. Council to consider financial vs non-financial possibilities.
   (d) Council to review CID Grant to explore possibilities of using fund to help facilitate a larger meeting as discussed in point 7.3. Larger meeting to include Council, Chambers, and Businesses from Parkes Shire to try and network and create a collaborative group and approach to benefit everyone.

Economy, Destination and Events Advisory Committee

Minutes

Tuesday 16 September 2025

Minutes of the Economy, Destination and Events Advisory Committee

Held on Tuesday, 16 September 2025 at the

Parkes Council Chambers, 2 Cecile Street, Parkes

Present:

Cr Neil Westcott	Mayor
Cr Marg Applebee	Deputy Mayor
Cr William Jayet	Councillor
Cr Doug Pout	Councillor
Mr Andrew Rice	Chair
Mr Steve Lindsay	Deputy Chair
Ms Kristy Berry	
Mr Peter Giles	
Mr Andrew Hall	
Ms Kelly Hendry	
Mr Greg Nash	
Ms Treen Swift	

Council Officers in Attendance:

Mr Anthony McGrath	Director Customer, Corporate Services and Economy
Mr Hamish Ritchie	Economic Development Specialist
Mr Andrew Francis	General Manager (Acting)

NOTES

The meeting commenced at 10:30am and concluded at 12:00pm.

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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.

Apologies from:

- Cr Joy Paddison
- Cr Glenn Wilson
- Ms Tracie Robertson
- Mrs Marty Sammut-Paul

- Mr Kent Boyd	General Manager
- Mr Brendan Shipley	Manager Events and Tourism

Nil

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE ECONOMY, DESTINATION AND EVENTS ADVISORY COMMITTEE HELD ON 15 JULY 2025

RECOMMENDATION

That the Committee receive and confirm the Minutes of the meeting held on Tuesday 15 July 2025 appended at *Annexure A.*

Discussion

No additional changes requested at time of committee meeting.

Amendment proposed via e-mail prior to meeting:

Item 7.1 - Replace “Not discussed due to time constraints” with

“Chair asked if any feedback from committee members on the SEARs circulated, no comments offered. In lieu of this, Chair requested that members email any subsequent feedback to Hamish to pass onto Kent Boyd.”

Changes agreed by committee.

Chair sought clarity on if any action items were missed from the previous meeting.

Committee confirmed the only action item was related to Shop Parkes which was an agenda item in this meeting.

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.

No disclosures were made.

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

No Disclosures of Interest.

6 LATE BUSINESS

7 OFFICERS' REPORTS

7.1 LOCAL ECONOMY UPDATE

RECOMMENDATION

That the Committee:

1. Note the update on local economic conditions and consider any insights relevant to the other agenda items. This report is for informational purposes only.

Committee confirmed nothing further to be discussed.

7.2 COUNCIL BUSINESS COMMITTEE DISCUSSION

RECOMMENDATION

That:

1. The Committee note this standing agenda item as an opportunity to raise and discuss matters relevant to recent or upcoming Council Meetings.

Committee confirmed nothing to be discussed.

7.3 SHOP PARKES REVITALISATION

RECOMMENDATION

That the Committee:

1. Participate in a structured discussion to explore the goals, scope, and components of a revitalised *Shop Parkes* program, including gift cards, digital presence, event activations, coordination models, and shopfront revitalisation.
2. Considers the merits of progressing the initiative and discusses potential approaches to delivery.
3. Identifies possible next steps or structures to support continued progress beyond the meeting.

Discussion

All committee members discussed how to revitalise the Shop Parkes program with mention of long and short term aims.

The discussion included

- Recap of the items included in the discussion were given to initiative and frame the discussion and different aspects of the Shop Parkes program.

- Suggestion made to discuss responsibilities first before going into specific items.

- Noted that it was unfortunate that the member that initially raised the item, as well as the member that is also part of the Business Parkes (i.e. Parkes' Chamber of Commerce, ongoing referred to as "Chamber") were not in attendance.

- Chamber seen by committee as the ideal entity to function as a conduit between Council and the businesses in Parkes. Issue cited that a large percentage of businesses are not part of the Chamber and therefore that would need to be taken into consideration with an idea that part of any solution would require the building up of the Chamber in terms of numbers of associated businesses.

- Outlined that initiatives need to be driven by the businesses themselves to be most successful.

- Context given to the Shop Parkes Gift Cards around it originally being a response to a drought. It functioned as a mechanism to get cash back into the local economy. Deemed the most fair and equitable way to do this as it removed any potential negative perceptions on their use.

- Question raised whether Hamish (Economic Development Specialist at Council) was the conduit to help "recreate" the Chamber. Noted in relation to cards that the council through their Economic Development Department should look back on the cards and be able to see a measurable outcome. This outcome then needs to be considered in the current environment and determine if it is still working as intended.

- Conversation switched to Social Media playing a large role in everything. Mention of the ShopParkes Facebook page being highly beneficial and it would be good to get it back up and running.

- Cited that one major benefit was the neutrality it had as it wasn't just one business and was moderated by a more independent person.

- Clarification given around whom has access. Access currently sits entirely with council.

- Discussion brought back to implementation due to high levels of interest in doing something within the scope of the Shop Parkes program. Question posed what it should be. Does it need to be independent or collective? Could council play a role in support a reset and establishment of something. Chamber brought up again and its heavy reliance on three individuals. Is this the best situation? What can be done to support them or is there a group that want a change?

- Cited that any initiative around business engagement lead by council will have the same issues as the Chamber has had. We need to look at what that issue is and solve that root problem, then ideally create a strong body that can support other businesses in getting involved.

- Suggest that the Chamber's focus on the main street could have resulted in low membership. Perception that they had no interest in representing anything outside the CBD. The top two industries in Parkes had no representation. If we are to go forward, we need to keep in mind that there is a lot more in relation to business in the Parkes Shire

than just the Main Street in Parkes. Any initiatives would need to be able to help all businesses. Shop Parkes for example may help retailers but that is only one portion.

- Pointed out that we need to determine what businesses actively want. What are the needs across all business sectors. Example given of initiatives to support local suppliers in connecting with emerging businesses like renewable energy projects.
- Next step posed as inviting the Chamber and see what they think, and their vision is.
- Discussion brought back to need. To determine a specific need that can then be responded to as opposed to create something and then find a need for it to solve. Referenced current activities as an opportunity to get local businesses involved. It would be good to get them in.
- Agreed by Chair that potentially a business engagement activity should not be an agenda item in this meeting but a dedicated session solely to them and the Chamber. Potential for it to be an intermediary session.
- Preference for being able to get something implemented before Christmas.
- Concern raised about the same people constantly being the ones involved. Question raised as to how we can extend it to get new individuals involved.
- Committee members expressed views that they believe there are people that would want to get involved in a Shop Parkes initiative. Acknowledged that often industrial areas can be forgotten in such initiatives but potentially a Shop Parkes social media page may be a catalyst for more broader interest.
- Discussion around time frames and how broad consultation, then narrowing down to key players might be difficult prior to Christmas.
- Statement that by doing a social media page is will be quick and simple.
- Question raised over whom would be shouldering the burden of running any such program, engagement, or running a social media page.
- Council cited having had difficulty in recent engagement activities with only 6 businesses in the CBD showing interest. Acknowledged the approach taken by council was not ideal.
- Quick back and forth discussion occurred revolving around the desire to focus on the Shop Parkes social media page as the starting point for getting something up for Christmas. Council department to take on administration burden. Belief among committee that once a reshare of Facebook posts system is established if will gather momentum becoming self-sustaining.
- Premise of self-sustaining momentum question as the current Shop Parkes social media page stopped being effective in 2023. This would indicate the belief of a self-sustaining momentum didn’t hold true then, so what is different.
- Committee spoke to a previous media rulebook that was created for council that could help with the administration of the Shop Parkes social media page. In relation to 2023, observed that if council stopped following the media rulebook in 2023 then likely the program stopped being effective due to council ceasing to administrate it. If the Social Media page is run through council they will have to administrate it.

- Viewpoint of council that realistically if something were to happen this year, Council would need to resource it. Long term it would then be about bringing the businesses back on board. This could then function as a test to determine if it is worthwhile to continue when long term planning occurs in January.

- Committee member pointed out that we do not want to neglect print media. There are potential opportunities with Champion Post to reach an audience that doesn't engage with social media.

- Recollection from a member that Christmas promotions used to always be done in conjunction with the Champion Post. There was also then a $1,000 prize draw each day. Discussion brought back to how the committee could help in creating a large engagement event that would involve businesses and the Chamber to get what is being discussed here and the opportunities out to the rest of the Parkes Shire business community.

- Committee discussed different ways they could help including taking on extra responsibilities, doing flyer drops.

- Discussion shifted to Shop Parkes gift cards. Established that the Economic Development department at council currently controls the system. The administrative burden to have the system is minimal from a basic end. Any uplift spoken of would sit with a promotional lens, not a structured administrative lens.

- Discussion shifted back to the Shop Parkes social media page. Emphasis on a lot of individuals being willing to run it. A need to start something is important, content is just currently being reshared, not created.

- Discussion around councils ability to reactivate the Shop Parkes social media page. Does it need councillor approval, could it be done without it. Belief being it does not need councillor approval to reinstate the website as it is alright a live asset of councils.

- Desire expressed for something up and running in two weeks in relation to the Shop Parkes social media page.

- Council expressed they would like to review the Social Media rulebook to determine level of work required to effectively reengage a Shop Parkes social media page.

- Quick discussions point around connection of Shop Parkes Cards to Shop Parks social media page and potential requirements for businesses. Idea being you can only gain advertising through the webpage if you become part of the Shop Parkes Cards. Issues cited with this due to nature of some businesses, cited example Airbnb. Exemptions would need to exist. Consensus that while a system to encourage uptake of systems is beneficial it would need to ensure it does not unfairly affect certain business types.

- Operational concern cited by council in relation to changes in Social Media Law and the owner of a social media page being liable for everything posted on it. Might impact timeline based on Social Media rulebook content.

- Question posed about whether the purpose is to market as a unified brand, or it merely promotes others. Committee agrees it should do both.

- Transparency concerns cited in relation to the program and how to ensure a rigorous framework around it. Question posed as to how.

- Councillors offered to take on part of the responsibility in their monthly meetings. Intention being to slowly create over 3 months. Reemphasised a viewpoint that we need to be focusing on engaging people that are keen. Additionally, we should not conflate the Parkes Card with the Shop Parkes activity focusing on promoting our community. Priority should be to get Shop Parkes going again, start sharing half a dozen posts, then in two weeks 20. There will then be information to consider. Time cited as being the primary issue as next meeting scheduled for December.

- Discussion around different aspects of a Shop Parkes activation, through discussion consensus reached on focusing on the promotional aspects through social media and build from there.

- Concerns around Champion Post and other equivalent businesses potentially having reservations with the proposal as businesses would be able to obtain free advertising through the reactivated Shop Parkes social media page instead of through them. Noted as something to speak about next time.

- Suggested idea of trying to engage Youths with the Shop Parkes social media page. Is it possible to engage with schools?

- Discussion pivoted to the other aspect included in the agenda topic of empty shop fronts. Enquiring to council about what power there is to influence the appearance of empty shops.

- Response from council was that it is very limited due to it being a privately owner asset. Typically, what power there is, is related to the structural aspects of safety.

- Question asked in relation to Council's CBD Vibrancy Strategy and the level of detail it goes into citing an empty building.

- Council outlined that the strategy would be similar in nature and level as the current CBD Vibrancy Strategy. It typically would not go into detail about specific stores (E.g. clean X building) but could absolutely put forward strategies around beautifying the area. Specific example of graffiti in some urban environments.

- Specific examples discussed in relation to what options are available and the difficulties in implementing anything to improve the presentation of empty shops. The ability to contact the owner is a limiting factor as well as the cost involved in any activity.

- Recommendation that council continue to pursue options around managing the negative aspects of empty shops in the CBD.

- Negative discussion they generated talk about with cited example of a Facebook post in relation to the Light Up Parkes activities.

- Proposal to focus on the ANZ building as it attracts a lot of feedback from the public. Explore solutions to that building alone with a second view for options on a larger scale for all empty shop fronts. Suggested ideas included nice photos, marketing space, or a pop-up store.

7.4 BUSINESS COLLABORATION AND ALIGNMENT ACROSS KEY ENTITIES

RECOMMENDATION

That the Committee:

1. Considers strategies to strengthen alignment, communication, and engagement across all entities involved in economic and business development.
2. Explores ways to build the capacity of organisations like the Chamber to contribute meaningfully and sustainably to the local business environment.
3. Identifies opportunities for practical steps forward or pilot actions to test improved engagement models.

Discussion

Committee noted this agenda item was included in discussions of 7.3. Opened discussion to the committee about any additional aspects of this item they wish to discuss.

- Committee asked council whether there was funding in the CID Grant to help coordinate a workshop that could bring the businesses together for a discussion.
- The CID Grant has a narrow scope of the Parkes CBD which we don't want to risk undermining the goal of including all businesses. Council to review options as confident something could be done here.
- Committee member made note of having tried to join the Chamber but was unable to.

7.5 COMMUNITY IMPROVEMENT DISTRICT: LIGHT UP PARKES

RECOMMENDATION

That the Committee:

1. Note the following information on activities relating to the Community Improvement District (CID) Pilot Program. This is for information purposes only, with no decision or formal agreement sought.
2. Provide feedback and engagement activities and how we can best promote the activities taking place.

Council outlined the different aspects of the Light Up Parkes project. Content included in agenda.

7.6 IMPACTS AND OPPORTUNITIES ARISING FROM THE PROPOSED ENERGY FROM WASTE FACILITY

RECOMMENDATION

That the Committee:

1. Considers what role the Committee may play in addressing or responding to these impacts.
2. Identifies any specific ideas or concerns to be explored further or developed into future recommendations or actions.

Item not directly discussed. General feeling that discussions in point 7.3 spoke to the ways to explore aspects of Parkes and drive positive action more generally.

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.

CONCLUSION OF MEETING

The following item was discussed:

- Next meeting in December determined to be too far away in relation to Shop Parkes social media page.
- Proposal to bring forward 2nd of December meeting to 18th November.

Consensus of the Committee was that Council:
1. Review the Digital Playbook and the reactivation of the Shop Parkes Facebook page. Intent for the Shop Parkes Facebook page to be reactivated within the next two weeks.
2. Look to update the Visit Parkes Region Website, specifically the listing of businesses that are a part of the Shop Parkes Gift Card program.
3. Continue to pursue avenues around addressing the aesthetics of empty shop fronts with a focus on more prominent ones. - Council to consider financial vs non-financial possibilities.
4. Council to review CID Grant to explore possibilities of using fund to help facilitate a larger meeting as discussed in point 7.3. - Larger meeting to include Council, Chambers, and Businesses from Parkes Shire to try and network and create a collaborative group and approach to benefit everyone.

Actions from meeting	Responsible Department
“Energise Parkes Shire” to be included as an agenda in the next meeting with a large portion of time allocated to it. To include items from the Shop Parkes programs including the social media page and cards.	Economic Development
Council to determine viability of bringing forward 2nd December meeting to 18th November.	Economic Development

12.2 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 24 SEPTEMBER 2025

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

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

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

Author: **Veronica Shaw, Manager Governance, Risk and Corporate Performance**

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

Annexures: **A. Audit, Risk and Improvement Committee Meeting Minutes - 24 September 2025**

RECOMMENDATION

That Council:

1. Receive and confirm the Minutes of the Audit, Risk and Improvement Committee Meeting held on Wednesday 24 September 2025 appended at *Annexure A*.

Audit, Risk and Improvement Committee Meeting

Minutes

Wednesday 24 September 2025

Minutes of the Audit, Risk and Improvement Committee Meeting

Held on Wednesday, 24 September 2025

Online and at the

Parkes Council Chamber, 2 Cecile Street, Parkes

Present:

Mr Stephen Horne	Councillor (Chairperson)
Mr Tony Harb	Member
Dr Meredith Caelli	Member

Council Officers in Attendance:

Mr Kent Boyd PSM	General Manager
Mr Anthony McGrath	Director Customer, Corporate Services and Economy
Mr Andrew Francis	Director Infrastructure and Sustainability
Mr Logan Hignett	Director Operations
Mr Jaco Barnard	Chief Financial Officer
Mr Luke Nash	Executive Manager Finance
Ms Bianca Hinton	Manager Customer and Information Services
Ms Kylie Trueber	Risk and Emergency Management Coordinator
Mrs Veronica Shaw	Manager Governance, Risk and Corporate Performance

Guests

Paul Quealey	Lambourne Partners *(Internal Auditor)*
Jordan Welden-Iley	CNSWJO Chief Information Security Officer *(CISO)*

NOTES

The meeting commenced at 8:59am in-camera with an 18 minute in-camera session with the Committee and the General Manager to discuss item 8.1.

The Director Customer, Corporate Services and Economy, Manager Governance, Risk and Corporate Performance, General Manager, Executive Manager Finance, External Auditor, Internal Auditor and Risk and Emergency Management Coordinator attended the meeting from 9:25am.

The meeting commenced at 9:20am and concluded at 12:59pm.

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1 OPENING OF MEETING

The Chairperson declared the Audit, Risk and Improvement Committee Meeting of Wednesday, 24 September 2025 open and welcomed Council Officials in attendance.

2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson read the following Acknowledgement of Country:

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

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

3 APOLOGIES

Cassie Malone and Desmond Quach of the Audit Office *(External Auditor)*

Councillor Marg Applebee, Councillor Non-Voting Member

Councillor Joy Paddison, Councillor Non-Voting Member (alternate)

4 CONFIRMATION OF MINUTES

4.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 23 JULY 2025

RECOMMENDATION

That the Committee receive and confirm the Minutes of the meeting held on Wednesday 23 July 2025 appended at *Annexure A.*

Discussion

The Committee discussed the following:

- The Committee spoke to the previous minutes noting that they were received outside of session and that they were extensive.
- The Chair briefly spoke about the importance of the minutes as a tool for the Councillor representatives to connect ARIC with the Councillors.

5 DISCLOSURES OF INTERESTS

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

Meredith Caelli advised she has been appointed to the Audit, Risk and Improvement Committee at Weddin Shire in July this year.

Tony Harb advised that the company he runs, InConsult has as a client CivicRisk Mutual, mentioned at item 7.6.

Stephen Horne advised he has been appointed as Chair of the Audit, Risk and Improvement Committee at the City of Sydney and the City of Parramatta.

6 LATE BUSINESS

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

7 OFFICERS' REPORTS

Before the first item, the Chairperson spoke briefly on the strategic risks and different perspectives ARIC have been briefed on by the General Manager and noted they will help however they can to manage strategic risks and that suggestions and comments have been made to the General Manager.

Two matters the Chair noted on the strategic front that could impact Council significantly were the:

- New code of conduct, which each Council will need to work through in its own way noting that it changes the environment the business of how council is conducted.
- Planning changes, with the Chair noting that the minister messaged councils in relation to DA times and looking at taking away arrangements from councils to speed up processes.

The Chair also noted that an update of outstanding meeting actions were provided out of session and that they would follow this up and will get these included in the next agenda.

7.1 INTERNAL AUDIT - PROGRESS REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT PROGRAM ACTIONS

RECOMMENDATION

That the Committee:

1. Receive and note the update provided on the implementation of consolidated Internal Audit Program agreed actions.

Discussion

The committee discussed the following:

- The Chair confirmed that he had met with the General Manager and Acting Director Customer, Corporate Services and Economy to discuss the backlog of outstanding internal audit action items.
- The Director Customer, Corporate Services and Economy spoke to the report noting the large decrease in outstanding action items since the last report.
- The Committee noted that it was important for this list to go to leadership and for them to make decisions on how to plan to remove each of these items.
- The Director Corporate Services and Economy mentioned three actions in relation to Microsoft M365 are suggested to be removed as Council cannot currently finance these actions.
- The Manager Governance, Risk and Corporate Performance noted that many of the outstanding items were still relevant and had received increased resourcing from council, these included risk and procurement.
- The Committee noted that leadership needed to talk about the risk associated with each outstanding action and create a strategy/plan to action them in a different way or accept

the risk and propose how to close them out to ARIC. E.g. 'we will review register in 2 years and will include this update at that time?'

- The Committee noted that there was an item on page 39 in relation to contract management which was assigned to the General Manager and commented that assigning items to General Managers may be an issue.
- Council noted that this is a clerical issue due to issues with the register which Governance were working with IT to correct which was detailed in the report. This item has the Director Customer, Corporate Services and Economy as the responsible director.
- The Committee suggested that low risk and quality assurance actions were best placed being removed and going to ongoing monitoring.
- The Director Customer, Corporate Services and Economy suggested adding a column for Executive Leadership Team (ELT) comments.
- The Director Customer, Corporate Services and Economy noted that the delegations register went to council last meeting indicating that some items may be yet to be cleared out.
- The Committee recommended council develop an internal protocol, process or guideline that outlines what how audit actions are assigned to persons responsible and what occurs to audit actions after they are provided and the triggers for closing them out as Council are now at a level of maturity to do that.
- The Committee also made the point that recommendations are a means to an end, a facilitation process to have Council look at something that auditors thought was worthwhile which management may assess as a different risk depending on the controls Council already has in place. The conversations around audit actions is more meaningful when discussing the risk.
- The Committee noted that a more elegant process would help create better outcomes and prevent overwhelm for managers who may also receive actions from service reviews and from other assurance activities.
- The Committee noted that they think internal audit is improving and to work on a process for discussion in the next meeting.
- The Committee mentioned the attestation and the associated timeframes which they can see the maturity growing as they can see the actions are clearing and can see the risk maturity.

7.2 INTERNAL AUDIT - WHS MANAGEMENT SYSTEM (ISO45001) AND CHEMICAL AUDIT

RECOMMENDATION

That the Committee:

1. Receive and note the outcomes of the Internal Chemical Storage Audit and Internal WHS Management System Audit which were conducted in May and June 2025.

Discussion

The committee discussed the following:

- The Chair spoke about the importance of the second line of defence of internal assurance checks being and balances which were discussed in the report in relation to WHS.
- The Committee also noted that it is important to have assurance checks as business as usual (BAU) in high risk areas.
- The Director Customer, Corporate Services and Economy spoke to the report noting that the assurance checks on Chemicals and the WHS assurance audit, were completed by

Council's internal safety team. It was also noted that Council had recently completed its WHS accreditation audit with the results not available in time for this meeting.

- The Director Customer, Corporate Services and Economy highlighted that Council were able to identify several issues which they addressed at the time or are following up.
- The Chair noted the importance of regular checks due to changes in staff and processes.
- The Chair asked if the actions from the assurance and WHS accreditation are tracked and how they are oversighted and processed.
- The Director Customer, Corporate Services and Economy noted that since the last few months or so that the action items are stored and tracked by the same system as the internal and external audit actions but that they are identified and can be pulled out separately.
- The Committee were pleased to hear that the same system was being used.
- The Director Customer, Corporate Services and Economy asked if the Committee would like a separate report on WHS audit actions.
- The Committee responded that they did not require a separate report on safety actions as there is a system in place but noted that a potential internal audit in future could focus on seeing if the second line reports are being tracked in an effective way.
- The Committee noted that they would benefit from receiving a list of Council's planned second level assurance activities at the beginning of the financial year so that the Committee can ensure that the internal audit doesn't double up in the same calendar year.
- The Chair noted that this is an important part of planning and may would help prevent duplication of audits and help reduce related complaints from staff.
- The Chair noted that he would talk to the internal auditor in relation to being mindful of Council's existing assurance schedule when planning internal audit.
- The Committee asked what the chemical QR code is which was referred to in the report.
- The Director Customer, Corporate Services and Economy replied that it was a way for staff to track the MSDS for up to date data.
- The Committee noted that it looked as though the WHS team were thorough.
- The Committee also noted that some of these risks were in different areas and asked if someone is responsible for WHS at each site to do weekly or daily walkthroughs or inspections to make sure processes were working.
- The Risk and Emergency Management Coordinator noted that there were HSRs who are responsible for different areas who have a certain area but noted that the checklist does not currently include chemicals which they will take back to the WHS team.
- The Chair noted that regular internal and external checks are great with great examples in the health space.
- The Committee noted that these audits traditionally would see go to a WHS committee to track and monitor.
- The Committee also noted that it was important for responsibilities of ongoing monitoring and checking as weekly work arounds to be assigned to a position and built into position description (PD) rather than a person so that it is done in a culturally safe way that prevents issues occurring when staff leave and to ensure accountability.

Paul Quealey left the meeting at 9:57am

7.3 EXTERNAL AUDIT - PROGRESS REPORT ON THE IMPLEMENTATION OF EXTERNAL AUDIT PROGRAM ACTIONS

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the update provided on the implementation of consolidated External Audit actions.

Discussion

The committee discussed the following:

- The Chair spoke on the process of external audits and repeat findings noting that if a repeat finding comes up twice that it goes in a management letter and you get named in parliament.
- The Chair thanked staff for the update.
- The Chief Financial Officer noted that he was confident finance's action would be resolved in this audit.
- The Chair spoke to the number of policies councils have recommending that staff review these and potentially changing some to procedures.
- The Committee asked if there was a strategy to reduce the number of out of date policies, such as reviewing which policies were older or of more risk and needed prioritisation.
- The Manager Governance, Risk and Corporate Performance noted that the priority policies were those raised by the external auditor, then policies that needed to be renewed as per OLG requirements, other legislative requirements and then working with individual teams to address their overdue operational policies.
- The Manager Governance, Risk and Corporate Performance noted that a policy on how and when a policy or procedure was to be created and maintained was also being developed to help prevent issues in future.
- The Committee spoke to how they would be doing it, noting that a clear strategy is needed to identify which policies are the most important, considering risk and legislative responsibilities.
- The Director Infrastructure and Sustainability asked the Committee what their position was in relation to Council's obligation to address audit actions produced by other external regulatory auditors, particularly as auditors may have a different context for high risk.
- The Chair noted that the risk belongs to management, if Council choose to manage a risk differently to how is preferred by the audit office or another regulator that there is a consequence but management still retain the control.
- The Chair note that there are of course exceptions where some regulators have particular powers.
- The Chair noted that management may need to make difficult decisions and that they need to accept a level of risk. An auditor may pick that up and that needs to feed into Council's risk appetite before you make a choice.
- The Chair noted that an audit should be advice except in instances such as Safe Work where there are particular regulatory powers where serious legal penalties exist.
- The Committee noted that the ARIC should always be made aware of audits or assurance reviews that are completed by external service advisors, such as CivicRisk Mutual, a regulator or an organisation, Department etc.
- The Committee recommended that Council should have a process for managing the actions from these bodies and go through same process for all recommendations in the system.

- The Committee requested reports on any such reviews to include a couple pages on the review, key findings and the material, high actions and how Council will manage them going forward.

7.4 FRAUD AND CORRUPTION - FRAUD AND CORRUPTION CONTROL UPDATE

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the Fraud and Corruption Control Update.

Discussion

The committee discussed the following:

- The Chair noted the importance of fraud and corruption control highlighting that it is a specific item on ARICs charter and that in the public sector it carries very high reputational risk.
- The Chair noted that ICAC spoke at the Corruption Prevention Network (CPN) annual forum and that Council need to be mindful of fraud and corruption prevention and the depth of it.
- The Chair noted that there was a fraud control Australian standard that Council could use as well as the framework from the auditor general which the health check was taken from for this report.
- The Chair noted that fraud and corruption prevention was not about the artefacts but whether it is making a difference and there was awareness which required a culture test to check.
- The Chair noted that the completed health check asks does anyone know about the policies or use them, if they don't know then it is not making a difference.
- The Chair also noted that the health check gives Council an idea of where you need to focus.
- The Manager Governance, Risk and Corporate Performance spoke to the process noting that 10% of staff completed the survey in this first instance and how helpful the results were to know where to target next.
- The Chair noted that ICAC regularly check Councils and commented that reputationally an ICAC enquiry is quite damaging.
- The Committee noted it is the first step and provided lots of guidance in relation to what to do moving forward, including ensuring a fraud and corruption plan is in place to note Council's milestones and to organise fraud and corruption training for high risk staff including ethical scenarios.
- The Committee noted the need for training to have budget allocated towards it annually to allocate training to each of the high risk areas that are identified on an ongoing basis.
- The Committee noted that ICAC have a training arm that can support workshops in person or online and can provide resources as well.
- The Committee suggested Council reach out to ICAC as well.
- The Committee also suggested Council refer to the Audit Office's fraud and control report and roadmap from 2018.
- The Committee also advised Council not to use the ICAC fraud and corruption maturity assessment at this time as it is too complex for current circumstances.

7.5 MONTHLY FINANCIAL REPORTS AS AT 31 AUGUST 2025

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the year-to-date financial reports for the period up to 31 August 2025.

Discussion

The committee discussed the following:

- The Chief Financial Officer provided an update noting the speed in which Council are able to complete a monthly financial after year end.
- The Chief Financial Officer noted that Council was still in the process of getting wages capitalised as projects progress and keeping Opex in line.
- The Chief Financial Officer noted that depreciation was note yet due to the auditor as it is currently being revalued and will likely be much higher.
- The Chief Financial Officer noted that the finance team still conducting monthly meetings with all directors and their teams from month one onwards.

7.6 RISK MANAGEMENT - INSURANCE PORTFOLIO REVIEW

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the Insurance overview.

Discussion

The committee discussed the following:

- The Director Customer, Corporate Services and Economy spoke to the report noting it was provided as assurance of our insurances as it was a particularly large cost highlighting the interesting reduction in a few areas after a large increase last year.
- The Chair noted that they like to see the process.
- The Committee asked if Council share this information with the Councillors as it is good information to provide Councillors to keep them in the loop and because they potentially do not realise the substantial coverage and cost involved.
- The Director Customer, Corporate Services and Economy noted we have not shared this but noted we have councillor workshops with Civic risk mutual annually.

7.7 RISK MANAGEMENT - MAJOR PROJECTS AND CURRENT WORKS REPORT

RECOMMENDATION

That the Audit Risk and Improvement Committee:

1. Receive and note the information provided in the report and at the meeting.

Discussion

The committee discussed the following:

- The Chair thanked the Directors for their report and asked for commentary on projects with exceptions.
- The Director Infrastructure and Sustainability provided the following updates on major projects:
    - Safe and secure remains behind time as Council are waiting on water grid announcement, working monthly with the department to get updates on that. Council have been informally updated that the department are happy to progress further variations as required to work in with water grid funding. Council noted that they have until 2028 when safe and secure funding will cease with the risk of note delivering possibly lower than the report represents. The Committee asked what the hold up was and Council noted that the next potential announcement opportunity is the mid-year fiscal review in December/January. The Committee asked if the wait was costing money. Council noted that it was and that it had a contract team but currently no external costs were related with some internal resourcing of administrative reporting to the funding body and shoring up easements for the pipeline. The Committee asked if Council will reevaluate after a decision was made in regards to funding. Council confirmed that they would and that there was a potential plan B if Council received no extra funding or less then expected. Council will then conduct risk engineering exercises to bring that within that budget. The Committee asked if the plan was to keep this in red until something happens in regards to the funding. The Director Infrastructure and Sustainability noted that Council will look at this in relation to the mitigations in place and amend this moving forward.
    - Regional recovery partnerships approaching target date for tenders to market. Finalising tender documentation and IFC plans in three separable portions. This will allow for three separate tenders or one big one that covers all three depending on the tenders received in order to get value for money as the estimates are well over approved budget. Council just completed milestone review with grant body and are tight on time which is why this project is yellow. Two milestones are non-financial milestones with the next in Q3 next year which Council are confident will be achieved.
    - Boardwalks and bird hides is all green with project managers engaged, on budget and looking to deliver well before time.
- The Director Operations provided the following updates on major projects:
    - Rose St has a deadline of December with estimates indicating it is more likely to be delivered end of January or early February. Working with the grants team to discuss with funding body as Council are confident the funding will be spent by December with our contribution and final delivery coming after the deadline.
    - Graddle Creek bridge going well with bridge contractor commencing after long weekend in October. Currently reviewing detail design with nothing major to report.
    - MR350 completed and fully acquitted with this being its last report. This has been a project over many years that has been delivered on budget.
    - Bogan Road Upgrade was delivered last week before deadline with the concrete being poured. Some funding remains to be used for minor defects and outstanding commitments.
    - SES facility going well and currently under budget with our commitments and actuals. Council are managing contractor closely with predicted expedited completion date of February 2026
    - Mainstreet flooding mitigation from resources for regions has commended with the croaker basin due for completion next week. The Victoria St project is due to finish around early December. This project is currently amber due to potential issues from weather. Budget will be reviewed after receiving the final road design with a potential shortfall of $300,000. Council will review the current capital works program to potential push back a project and reassign the funds here to ensure this is completed at the quality required. The Chair noted that this project has lots

of community visibility and interest thus is not surprising if the budget might be pushed out to ensure it is done right.

- The Chair commented that the Director's reports and comments show the Committee Council's risk maturity and thanked the directors for their insight and reports.
- The Chair noted that there is a sense in the OLG guidance that councils are being dragged into larger and more complex projects which is a whole different dimension of risk to what councils might have historically been used to.
- The Director Customer, Corporate Services and Economy provided the following updates on major projects:
    - Parkes Elvis Festival 2026 is looking quite different with lots of income after we received a major grant which has been invoiced but that we haven't necessarily received the money for yet. Renegotiation of the contract with Transport NSW for the train has been completed which did result in late advice due to a few changes, including the train arriving earlier and tickets being released late which did affect some attendee's flights and hotel arrangements. Most people have worked around the problem. The team has been struggling resource wise, with lots of additional help from other teams leading up to the launch to ensure tickets were released. Tickets appear to be tracking well. Working internally as well with internal works team for resourcing staff across the festival delivery.
    - CID Pilot Program is tracking well with mainly engagement so far with current focus on Parkes CBD Vibrancy Strategy.
    - Fresh Start Program is now in round 3. Council have applied for apprenticeships but haven't heard back yet. Council have started receiving income for trainees we earlier engaged.
    - CiA Live is awaiting engagement from TechnologyOne.
- The Chair noted strong interest from the committee in relation to Elvis due to the importance of strict deadlines to deliver. Council have previously completed lots of work systematising it and making it repeatable. How Elvis is being governed is what is of interest to the committee.
- The Director Customer, Corporate Services and Economy said it is absolutely maturing with this risk reporting commencing in the last few months being indicative of that fact.

7.8 SERVICE REVIEWS - MONTHLY AREA REVIEWS - WATER SUPPLY AND FLOODING AND STORMWATER

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the presentation from the Water Supply and Flooding and Stormwater services attached at *Annexure A and B*.

Discussion

The committee discussed the following:

- The Director Infrastructure and Sustainability spoke to the Water Supply presentation noting the following:
    - Ensuring safe, secure, reliable and efficient water supply was the focus of the presentation.
    - Significant water demand is estimated with projects needing funding and completion to deliver this.
    - Ongoing management of system integrity was also required.
    - How council plans to do this is through potable operations, recycled operations, maintenance, strategic planning and capital works.

    - It was noted that Council are losing 10% of water in raw water infrastructure and 5% to infrastructure, working to find and manage leaks.
    - Town growth is estimated from 1200 to 2800 people which are the upper and lower grounds we are working towards in our planning for water supply.
- The Director Infrastructure and Sustainability also spoke to the Flooding and Stormwater presentation noting the following:
    - Two key goals in this space – resilience and reliability.
    - A major issue in this space is a significant gap in funding.
    - From an urban perspective, mitigating flooding, the main system runs down the old Newell Highway, limited resilience and ongoing maintenance required. After it tops bank the flooding spreads with a significant increase in height in the last few years.
    - Land use planning is linking with flood studies to prevent future issues, significant disaster planning preparedness and planning.
    - Each flood study has some significant capital plans.
    - House lifting which we have applied for grants for is an option.
    - $5.9 million alone is required to upgrade the main road into Trundle to ensure their access to Parkes during some of those flooding events.
- The Committee asked where all the water in the catchment goes and whether it was Lake Endeavour.
- The Director noted that Parkes had multiple sub-catchments. At the western end, Trundle has 3 sub-catchments and 3 tributaries. In Bogan Gate, the water winds up in Goobang Creek. On the Eastern side there are 5 smaller catchments that drove the flooding in 2022. Eventually this water goes to the Lachlan, 60km west of Parkes. This is a third order system which means that it is peaky fast and ungauged so there is no early warning for events which are fast acting. There may be 12 hours from where the water lands to where we could monitor in damns before it hits town. If it happens overnight, which it did in 2022, there may not be much time to warn or act.
- The Chair spoke about the different approaches councils have to service reviews noting that is about checking if business as usual is good enough and seeing what are the realities.
- The Chair noted that this can be concerning to see but that it helps the funding body a lot and gives risk based insight to the Committee.
- The Chair commented that these service reviews demonstrate how much budget councils don't have to deal with the challenges they have.
- The Chair noted that it is important for the IPR framework and service reviews to call out that you can't just keep doing what you have been doing, can't govern well if you don't know what it looks like.
- The Chair noted that the committee hadn't previously thought of Parkes as a flood shire as they don't have a river.
- The Committee thanked council for the interesting and useful work.
- The Committee noted that the auditor general over the next 3 years will be focusing on how councils are managing risks of climate change including fire, drought and flooding.
- The Committee noted that risk assessments should be done across climate change impacts.
- The Committee noted that some councils they are on have climate change statements in their annual papers.
- The Committee discussed ensuring a climate change related audit was on their four year strategic workplan program.
- The Committee noted that these service reviews were complex and presented extremely well.
- The Director Infrastructure and Sustainability noted that they would amend the report in future.

7.9 IPR - 2024-2025 OPERATIONAL PLAN PROGRESS REPORT (1 JANUARY TO 30 JUNE 2025)

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Note the 2024-2025 Operational Plan Progress Report (1 January to 30 June 2025), pursuant to section 4.9 of the Integrated Planning and Reporting Guidelines, which has been placed on council's website.

Discussion

The committee discussed the following:

- The Chair took the report as read noting that it was good evidence that the Integrated Planning and Reporting processes are in place and occurring.
- The Chair noted that when Councils are being criticized that one of the main accusations is that the community didn't know.
- The Chair noted that this process is designed to give comprehensive information, targets and tracking and that the reporting is fantastic and extraordinary but that the fact is that people do not read it and that there is a communications issue.
- The Chair noted that the documents are potentially too big to swallow and that a potential option is for the Council communication's teams to take slices of the document and distribute it around the shire.
- The Chair noted that community satisfaction surveys results reflect that the information is not being communicated.
- The committee acknowledged the contribution of the staff member reiterating the extensive work completed.
- The Committee suggested getting a communications strategy to break this type of document down in sections with a banner on the Council homepage each week or month with information on where they can find out more and to align it with specific themes throughout the year.
- The Committee also cautioned against overdressing this reporting too much giving the example that some councils put a great reporting out before requesting a Special Rates Variation (SRV).
- The Committee noted that the auditor general's plan included reviewing Integrated Planning and Reporting to see how it is working and if it is working correctly.

7.10 INTERNAL CONTROLS - DELEGATIONS REGISTER REVIEW

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Note the progress of the Delegations Register Review here.

Discussion

The committee discussed the following:

- The Chair took the item as read.
- Members of the Committee noted that they had had difficulty accessing the document.
- The Chair asked for the register to be shared with the committee out of session.

7.11 PERFORMANCE AND REVIEW - ARIC FOUR YEAR STRATEGIC WORKPLAN - 2024-28

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the Audit, Risk and Improvement Committee Four Year Strategic Workplan 2024-2028, appended at *Annexure A*.

Discussion

The committee discussed the following:

- The Chair spoke to the report noting that at the end of the Four year Strategic workplan term and term of Council that Council will need to review ARIC.
- The Chair noted that this workplan will be key to what Council will be reviewing against.
- The Chair noted that the draft workplan is aspirational rather than just the charter, saying here's what we are trying to do over the period at a high level and which includes KPIs.
- The Chair noted that this workplan highlights objectives as the future state ARIC are trying to create rather than just an output.
- The Chair utilised best practice of what others have done to produce the workplan which is a road map for each year of council but also noted it is a living document that we will review each year so that it can differ a bit over each year based on Council's risk profile.
- The Chair also noted that Council were presented to during the process to develop their understanding of the strategic workplan and to get their input, concerns and views.
- The Chair noted the workplan will continue to evolve.
- The Chair noted there was no specific guidance from the OLG on what the workplan should look like and that this will likely be utilised during a planned review by the auditor general.
- The Committee recommended aligning the strategic workplan with a QAIP of internal audit functions every term would be beneficial to get independent assurance that this is working effectively.
- The Chair noted that they would look into how ARIC will do the internal review and how that could inform the review of ARIC.
- The Committee noted the difficulty to objectively check the workplan against anything as each ARIC is coming up with their tools separately and that it will vary enormously from council to council.
- The Chair confirmed they were happy to go forward with this strategic workplan as the committees broad roadmap.
- The Committee agreed and noted that it would continue to improve every year.
- The Committee thanked Council for their assistance producing the document.

7.12 REVIEW - PROGRESS TOWARD OLG GUIDELINES

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Note the progress undertaken to implement the guidelines for Risk Management and Internal Audit for Local Government in NSW up to September 2025.

Discussion

The committee discussed the following:

- The Chair noted that this review of the guidelines was timely in relation to the attestation being due for the Annual report.
- The Manager Governance, Risk and Corporate Performance spoke to the update noting that mainly the items on the risk management framework and ARICs Four Year Strategic Workplan had been noted as completed.
- The Committee noted that some of the items Council had potentially been hard on themselves about with some items potentially completed or not due to start which the Committee will raise in the item on the draft attestation.
- The Committee noted that this document helps Council and the Committee keep track and help explain where we are on everything.
- The Chair noted that once the ARIC Four-Year Strategic Workplan is worked through that more items will develop or be completed with lots of items not yet due.

7.13 DRAFT ATTESTATION AND NON-COMPLIANCE STATEMENT FOR ANNUAL REPORT 2024-25

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Review and advise on Council's Draft Attestation and Non-Compliance Statement for the Annual Report 2024-25 attached at *Annexure A*.

Discussion

The committee discussed the following:

- The Chair noted that the template provided by the Office of Local Government (OLG) includes the requirements under the Local Government Act but also some aspects from the guidelines (which are not mandatory).
- The Chair noted that Council cannot be non-compliant to the guidance in the guidelines.
- The Committee noted that compliance with the attestation does not necessarily mean that a Council's systems are working, noting that a risk management framework may be adopted but may not necessarily be working.
- The Committee noted that Compliance, Risk and Fraud and Corruption are reported on four times a year and then go to annual attestation.
- The Chair noted that Council's draft attestation was quite literally honest in its assessment noting that these are managements view and not the Committee's view.
- The Committee recommended Council to view the Non-Compliant items as "Compliant by", "Compliant, not due yet" or just Compliant as previous documents existed before they were updated, such as the Risk Management Framework.
- The Chair noted they are supportive of what Council have said but that how Council expresses it is up to them noting that the essence of compliance has been achieved and that the Committee are satisfied it is a reasonable representation.
- The Committee noted that the Chair can go to the OLG with a different attestation if they believe it is contrary to the truth.

7.14 REVIEW - AUDIT, RISK AND IMPROVEMENT COMMITTEE DATES FOR 2026

RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Review and endorse the dates suggested for the Audit, Risk and Improvement Committee for 2026.

Discussion

The committee discussed the following:

- The Chair asked the Committee to address any issues with the proposed dates outside of the meeting.
- Meredith Caelli noted that she will definitely be unavailable for the May date with alternative dates to be provided outside of session.

8 CONFIDENTIAL MATTERS

RECOMMENDATION

That Audit, Risk and Improvement Committee:

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

   8.1 RISK MANAGEMENT - GENERAL MANAGERS UPDATE

   8.2 RISK MANAGEMENT - CYBER SECURITY AND INCIDENT REPORT

   8.3 RISK MANAGEMENT - INFORMATION MANAGEMENT, PRIVACY, RECORDS

At 12:26pm, the Meeting went into Closed Session.

MOTION

That the Audit, Risk and Improvement Committee:

1. Resume in Open Session and note the Chairperson’s report on Confidential Resolutions.

At 12:35pm, the Committee in Closed Session returned to Open Session.

9 REPORT OF CONFIDENTIAL RESOLUTIONS

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

8.1 RISK MANAGEMENT - GENERAL MANAGERS UPDATE

RECOMMENDATION

That the Committee:

1. Received and note the General Manager's Update report.

8.2 RISK MANAGEMENT - CYBER SECURITY AND INCIDENT REPORT

RECOMMENDATION

That the Audit Risk and Improvement Committee:

1. Receive and note the information provided in the report and at the meeting.

8.3 RISK MANAGEMENT - INFORMATION MANAGEMENT, PRIVACY, RECORDS

RECOMMENDATION

That the Audit Risk and Improvement Committee:

1. Receive and note the information provided in the report and at the meeting.

10 CONCLUSION OF MEETING

General matters raised:

- The CNSWJO Chief Information Security Officer (CISO) had some general commentary for the committee noting:
    - They appreciated joining this and the previous ARIC meeting to give an update and that they appreciated the support from the committee.
    - Why they wished to attend going forward noting cyber as a standing agenda item and the importance of uplifting broader posture and governance and risk management.
    - They would benefit from a greater understanding of ARICs and how they are different.
    - They would bring artefacts too the committee for testing and feedback and to ensure the Committee are informed of what is happening in the landscape.
    - Appreciation for comments about the ARIC wanting to expand assurance mapping which they will do through their program.
    - That artefacts like roadmap and plan of ARIC and maturity of risk management framework has been operational as to date and make sure cyber is integrated into that.

- ARIC encouraged a regular report which they were happy to be confidential if required to get insights from him on a regular basis for at least the foreseeable future.
- The CNSWJO CISO provided updates in the cyber space key risks noting the following:
    - That they were looking to align and augment a focus on building capabilities to fulfil ARICs oversight.
    - A more detailed strategy and roadmap for cyber.
    - Looking at strengthening risk and response treatment with GMS so it isn't stuck at operational layer.
    - Working with Parkes around attendance at ARIC and ELTs and establishing top 5 strategic risks so next year can work on operational risk assessment and build out the council risk assessment.
    - Critical infrastructure risks e.g. Apple zero day which would allow an attacker to execute code.
    - Starting to see movement in AI space.
    - Ransomware has changed, ransom with additional threat to leak data on net and into AI training models as the information can wind up across the globe.
    - Looking at AI agent workflow program to install malicious prompts.
    - AI sales chatbots integrated into Amazon and Google which have been targeted and exploited.
    - Geopolitical still a concern from Russia, North Korea etc.
- The Chair noted that something on the radar is the business model that the ransomware actors are playing with is the metrics on how much they charge and how reliable they are in stopping their attack. In the private sector this is causing interesting issues. It is an issue that needs to be taken by the GMs to OLG for guidance so they are not left to their own devices to answer ransom requests.
- The Committee suggested it is important for Councils to contact their cyber insurer who will make that call which needs to be included in council's cyber threat play book.
- The Committee noted it would be good to have Jordan attend in person when the committee were having a face to face sessions.

Actions from meeting	Responsible Department
Chair and Manager Governance, Risk and Corporate Performance to go through previous meeting actions and arrange to have these included in the next meeting agenda.	DCCSE
Manager Governance, Risk and Corporate Performance to provide the delegations register out of session.	DCCSE
Manager Governance, Risk and Corporate Performance to provide alternate dates to the Committee for May 2026.	DCCSE
Manager Governance, Risk and Corporate Performance to add a column in the internal audit report for Executive Leadership Team (ELT) comments.	DCCSE
Council to develop an internal protocol, process or guideline that outlines what how audit actions are assigned to persons responsible and what occurs to audit actions after they are provided and the triggers for closing them out and management discussions on outstanding items.	DCCSE

Provide list of proposed Council assurance tasks to the ARIC before each financial year.	DCCSE
The Chair noted that he would talk to the internal auditor in relation to being mindful of Council's existing assurance schedule when planning internal audit.	ARIC
Risk and Emergency Management Coordinator will organise with the WHS team to update the HSR checklist to include checking chemicals.	DCCSE
The Director Infrastructure and Sustainability noted they would amend the Service Review report.	DIS

This is the final page of the minutes comprising 20 pages numbered 1 to 20 of the Audit, Risk and Improvement Committee Meeting held on Wednesday, 24 September 2025 and confirmed on Wednesday, 26 November 2025.

Mr Stephen Horne
CHAIRPERSON

12.3 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 9 OCTOBER 2025

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

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

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

Author: **Anthony McGrath, Director Customer, Corporate Services and Economy**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **A. Minutes of the Sports Grants Selection Committee held on 9 October 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and confirm the minutes of the Parkes Sports Council Grants Selection Committee appended at *Annexure A*.

9 October 2025 Sports Grant Selection Committee Minutes

Thursday, 9 October 2025 4:00 PM

Meeting Formalities

Meeting Structure

Grants Selection Committee Meeting Structure

Location, Date and Time

Teams and face-to-face meeting in the Parkes Shire Council Committee Room commencing at 4:05PM

Attendees

Michael Greenwood (Community Representative), Kassidy Martin (Evolution Mining - Northparkes Operations), Brooke Plunkett (Evolution Mining - Northparkes Operations), Anthony McGrath (Parkes Sports Council)

Minutes by
Anthony McGrath (Secretary Parkes Sports Council)

Apologies

Luke Nash (Sports Council), Al Gersbach (Chair Parkes Sports Council), Cr Louise O'Leary, Cr Doug Pout, Gail Richardson (Sporting Groups Representative) could not attend in person but sent through some notes for consideration by the Committee.

Declaration of Interest

Luke Nash declared significant non-pecuniary interest as a member of the Parkes Soccer Executive. Luke did not take part in the meeting.

1. Review of Previous Actions

Item #	What	Who	By Wh
~~1~~	~~That the groups and individuals selected for grants be offered the amounts as listed in the minutes and that those who were not successful be advised.~~	~~Anthony~~	~~14/4/2025~~
~~2~~	~~That the presentation of funds be arranged, ensuring that representatives from CMOC Northparkes and Parkes Shire Council are available to present the cheques.~~	~~Anthony~~	~~14/4/2025~~
~~3~~	~~That the funds are transmitted to the groups and individuals as listed in the minutes~~	~~Luke~~	~~2/5/2025~~
~~4~~	~~That the next round be advertised including the funds carried forward as indicated in the minutes.~~	~~Anthony~~	~~Sept 2025~~

Discussion

Tasks listed above were confirmed as being completed by Anthony.

2. Grant Funds Available for this Round

The funds currently available for distribution in the **2025 Round 2** allocations of grants is as follows:

Item	Total Available This Round
Facility	15,000.00
Participation #	15,000.00
Rising Star	5,000.00
Grand Totals	**35,000.00**

Grant funding agreement allows for additional funds to be allocated to participation projects should facility project total not be fully allocated.

For the information of the Committee.

3. Sports Grant Applications Received and Evaluation

The following groups submitted applications for grants:

Title	Project Type	Project Title	Funds Request	Funds Org	Funds Project Total	Meet Criteria & Eligible
Parkes and District Amateur Soccer Association Inc.	Facilities	to purchase and install a new set of soccer goal posts at Harrison Park to replace the existing posts that are aged and have a number of safety concerns. The new posts will meet FIFA and Australian Standards, ensuring player safety, compliance and supporting the growth of community soccer in Parkes.	**3,950.00**	$ 3,690.00	7,640.00	Yes
Parkes and District Netball Association Inc.	Facilities	to construct a Netball Rebound Training Wall to enhance technical skills, improve reaction time, and build confidence in ball handling—ideal for both individual and team practice. This will benefit Netball players of all ages across the Parkes shire, improving participation rates in the sport.	**15,000.00**	$ 6,798.00	21,798.00	Yes
Parkes Australian Rules Football Club	Facilities	to instal a ball net on the southern end of their home ground Northparkes Oval to stop balls from going down the hill.	**8,000.00**	$ 4,100.00	23,100.00	Yes
Parkes Golf Club Inc.	Facilities	to build fencing that is required to commence operation of the Parkes Driving Range. The driving range will be open to the public and will provide a facility during daylight hours to allow for the practice of golf and will allow more people easy access to the sport.	**11,000.00**	$ -	11,000.00	Yes
Parkes Croquet Club	Facilities	to install reverse-cycle air-conditioning at the Parkes Croquet clubhouse to improve conditions for our mostly elderly players.	**2,355.00**	$ -	2,705.00	Yes
Parkes Jockey Club	Facilities	to replace the current agricultural tractor tyres with turf tyres, which are better suited for maintaining the racetrack without damaging the surface. This upgrade will improve safety, reduce	**5,000.00**	$ 2,000.00	7,000.00	Yes

		maintenance costs, and ensure the track remains compliant with Racing NSW standards.				
Peak Hill Roosters Rugby League Football Club	Facilities	to buy storage containers to store equipment.	**9,196.00**	$ -	9,196.00	Yes
Police Citizens Youth Clubs NSW (PCYC Parkes)	Participation	to purchase equipment and subsidise passes for 'Active Afternoons', which is a vital one-hour, once-per-week, after-school program running throughout Term. It is designed to get students enthusiastically moving through a diverse range of games, activities, and sports that promote teamwork and boost overall well-being. By offering this high-quality, supervised program immediately after school, we provide a convenient and enriching solution for parents' after-school care needs.	**3,577.00**	$ -	3,577.00	Yes
Parkes and District Netball Association Inc.	Participation	to provide vital sports equipment including balls, posts and pads, to allow quality netball competitions to the Parkes shire including Senior, Junior, schools and all abilities.	**3,531.00**	$ 343.00	3,874.00	Yes
Parkes District Cricket Association	Participation	to purchase new cricket balls for our senior and junior teams, and to acquire wicket covers to protect playing surfaces during wet weather. We are also preparing to host a Central West Premier League match in October and it is a requirement of the competition to have the wickets covered prior to the match.	**5,000.00**	$ 2,396.00	7,396.00	Yes
Parkes Tennis Club	Participation	to have an adequate range of our own equipment so our 4 coaches can provide quality lessons, squads, school holiday clinics and competitions, introduce pickleball and have the right gear for different organisations that use the facility regularly e.g. Currajong Disability, local schools, Cardio Tennis and Raly4Eva and School holiday events.	**6,000.00**	$ 10.00	6,010.00	Yes
Parkes and District Kennel	Participation	to purchase a GALICAN Lite Tyre ANKC Model to enhance the Parkes and District Kennel Club's dog	**1,322.00**	$ -	1,322.00	Yes

Club Inc.		agility training equipment, ensuring it meets Australian National Kennel Council (ANKC) standards.				
Parkes Little Athletics Centre Inc.	Participation	to upgrading and replace equipment to allow our young athletes to achieve their full potential in a healthy and safe environment.	**2,640.00**	$ -	2,640.00	Yes
Parkes and District Amateur Soccer Association Inc.	Participation	to subsidise up to 10 team nomination fees, while also creating a family friendly competition environment through community activation activities and providing quality match balls to support safe and enjoyable play.	**3,620.00**	$ -	3,620.00	Partially
Green Shield Squash Association	Participation	to upskill volunteers associated with the program. We would use the funds to achieve accredited referees and coaches within Parkes and the Western Region.	**4,500.00**	$ -	4,500.00	Partially
Holy Family Primary School Parents and Friends Association	Participation	to purchase new sporting equipment and upgrade the school's cricket pitch. It aims to foster active participation, teamwork and a love of sport within the Holy Family school community.	**10,000.00**	$ 2,278.00	12,278.00	Partially
			94,691			

Discussion

The committee was pleased with the high number of applications, however this meant that there would be difficulty in allocating grants to all applicants. The following groups were **not allocated** any funds:

Organisation	Project	Reason
Green Shield Squash	Upskill volunteers and achieve accreditation for coaches and referees	Other projects ranked higher. Governance issue with ABN. Quote for service was from the applicant. Grant recipient in 2024R2.
Holy Family School P&F Assoc.	Replace artificial turf wicket and purchase equipment	Other projects ranked higher. Recent recipient in 2025R1.
Parkes Soccer Association	Purchase new goals.	Previous recipient in 2025R1.
Parkes Kennel Club	Dog agility equipment	Previous recipient in 2025R1
Parkes Croquet Club	Air conditioner	Other projects more closely met the objectives
Parkes Golf Club	Fencing for driving range	Previous recipient in 2025R1
Parkes Jockey club	Tractor turf typers	Other projects more closely met the objectives
Parkes Little As	Training equipment	Previous recipient in 2025R1
Parkes PCYC	After school program	Previous recipient in 2025R1

Committee Recommendation

1. That the following groups be offered grant funds from the Evolution Mining - Northparkes Operations / Parkes Shire Council Sports Grant Scheme as indicated in the following table.

Group	Type	Project (Modified)	Granted
Parkes and District Amateur Soccer Association Inc.	Participation	to provide quality match balls to support safe and enjoyable play.	$ 1,000.00
Parkes and District Netball Association Inc.	Participation	to provide vital sports equipment including balls, posts and pads, to allow quality netball competitions to the Parkes shire including Senior, Junior, schools and all abilities.	$ 3,500.00
Parkes and District Netball Association Inc.	Facilities	to construct a Netball Rebound Training Wall to enhance technical skills, improve reaction time, and build confidence in ball handling—ideal for both individual and team practice- and to consider using the PSC CIP program.	$ 4,500.00
Parkes Australian Rules Football Club	Facilities	to instal a ball net on the southern end of their home ground Northparkes Oval to stop balls from going down the hill and to consider using the PSC CIP program.	$ 6,000.00
Parkes District Cricket Association	Participation	to purchase new cricket balls for our senior and junior teams, and to acquire wicket covers to protect playing surfaces during wet weather. We are also preparing to host a Central West Premier League match in October and it is a requirement of the competition to have the wickets covered prior to the match.	$ 5,000.00
Parkes Tennis Club	Participation	to have an adequate range of our own equipment so our 4 coaches can provide quality lessons, squads, school holiday clinics and competitions, introduce pickleball and have the right gear for different organisations that use the facility regularly e.g. Currajong Disability, local schools, Cardio Tennis and Raly4Eva and School holiday events.	$ 5,500.00
Peak Hill Roosters Rugby League Football Club	Facilities	to buy 1 storage container to store equipment.	$ 4,500.00

4. Rising Star Grant Applications Received and Evaluation

The following individuals submitted applications for grants:

Nominee	Sport	Previous Recipient
Noah Jayet	Golf	No
Sienna Eve Taylor	Performing Arts - Dance	No
Henry Kross	Squash	Yes
Maureen Massey	Hockey	No

DAISY RICE	Hockey	No
Ewan Moody	Rugby Union	No
Tori Bennett	Equestrian	No
Emanual Townsend	Karate	No
Joselyne Folau	Rugby Union	No
Harlen Corney	Athletics	No
Toby Morgan	Athletics	Yes
Malia Morrison	Rugby League	No

Discussion

The following Rising Star Applicants were not allocated any funds because the recipients were ranked higher in terms of need and potential, had previously received grants or did not provide enough detail:

Nominee	Sport	Reason
Henry Kross	Squash	Previous winner
Maureen Massey	Hockey	Did not meet the objectives of the program
Daisy Rice	Hockey	Others ranked higher
Ewan Moody	Rugby Union	Others ranked higher
Toby Morgan	Athletics	Previous winner

Committee Recommendation

1. That the following individuals be offered Rising Star grant funds from the Evolution Mining - Northparkes Operations / Parkes Shire Council Sports Grant Scheme as indicated in the following table.

Nominee	Sport	Grant Amount
Noah Jayet	Golf	400
Sienna Eve Taylor	Performing Arts - Dance	1500
Tori Bennett	Equestrian	400
Emanual Townsend	Karate	400
Joselyne Folau	Rugby Union	400
Harlen Corney	Athletics	1500
Malia Morrison	Rugby League	400

5. Grant Fund Reconciliation

Following the allocation of grant funds as per Item 2 above, the grant funds that will be available for next round is as follows:

Item	Total Available This Round	Funds Granted	Total Carried Forward	Top Up Funds	Total Available Next Round
Facility	15,000.00	15,000.00	0.00	15,000.00	**15,000.00**
Participation #	15,000.00	15,000.00	0.00	15,000.00	**15,000.00**
Rising Star	5,000.00	5,000.00	0.00	5,000.00	**5,000.00**
Grand Totals	**35,000.00**	35,000.00	0.00	**35,000.00**	**35,000.00**

Grant funding agreement allows for additional funds to be allocated to participation should facility grants remain unallocated.

Discussion
Nil.

6. Other Business

The information about the grant allocations was distributed to all members of the committee for a final review.

7. Meeting Actions

Item #	What	Who	By Wh
1	That the groups and individuals selected for grants be offered the amounts as listed in the minutes and that those who were not successful be advised.	Anthony	10/10/202
2	That the presentation of funds be arranged, ensuring that representatives from Northparkes and Parkes Shire Council are available to present the cheques.	Anthony	10/10/202
3	That the funds are transmitted to the groups and individuals as listed in the minutes	Luke	31/10/202
4	That the next round be advertised including the funds carried forward as indicated in the minutes.	Anthony	March 202

8. Next Meeting Date
April 2026.

9. Meeting Close
5:10pm

12.4 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 14 OCTOBER 2025

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

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

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

Author: **Anthony McGrath, Director Customer, Corporate Services and Economy**

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

Annexures: **A. Minutes of the Parkes Sports Council Meeting Held on 14 October 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 14 October 2025 appended at *Annexure A*.

14 Oct 2025 Sports Council Mintues

Tuesday, 14 October 2025 6:00 PM

Welcome
Al Gersbach welcomed all to the meeting.

Attendance
Al Gersbach (Chair), Anthony McGrath (Secretary), Gail Richardson (Community Representative), Greg Morrissey (Mr Cricket), Andrew Thomas (Senior Rugby League)

Online
Cr Louise O'Leary (Councillor Representative), Linda Snyman (Dragon Boating),

Guests
Geoff Finn (Sports Fields Supervisor, Parkes Shire Council)
Sarah Adams - Good Sports Regional Manager (online)

Apologies
Luke Nash (Finances), Wilbur Harris (Netball), Michael Greenwood (Senior League), Doug Moore (Little Athletics), Cr Doug Pout

Ken Keith (Golf), Gordon Pritchard (Horse Racing), Wayne Osbourne (Soccer), Andrew Daley (Hockey), Cody Reynolds (Touch), Jay Kross (Squash).

Confirmation of Previous Minutes
The previous minutes were distributed with the agenda, moved by A McGrath seconded by Cr O'Leary that they are a true and correct record. Carried

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General Meeting

Notable Sporting Performances or Events

Cricket

- Eamon Moody, Zac Guy & Harry Yelland represented Western Zone in the Brian Booth Trophy (U/16's) - defeating St George Cricket Club to claim the trophy

Athletics

- At the recent NSW All Schools event Toby Morgan broke the National Record for his classification in Long Jump U15/17/20, Discus U15/U17 and his own 100m National record all ages.

Dragon boating

- Participating with a representative team at the Australian Masters Games

Rugby League

- Western Rams U18 trials - Oakley Fleidner, Geoge Thomas and Lachlan Thomas selected in the side. Paying Warrington Wolves this weekend.

Review of Outstanding Actions

13/8/2019	1	Sports Legends Board at Parkes Leagues Club to be reviewed and alternatives considered.	Alan Macdonald
14/10/2020	2	Dedication ceremony for the Cheney family trophy to be conducted before the first Grinsted Cup match this season	Luke Nash
12/03/2024	3	Investigate switchboard upgrade at SDF. Also lights out on Miriah Williams filed (SW)	Geoff
~~11/3/2025~~	~~4~~	~~Groups to be advised when the masterplans will go out on public exhibition~~	~~Anthony~~
8/04/2025	5	Investigate relocation of the Park Run sign to the start of the park run track adjacent to the storage shed on the path.	Tim
10/6/2026	6	SMS lighting system at Lindner Oval is not working consistently	Anthony
9/8/2025	7	Request report on the activities of the rangers in relation to dogs on sports fields.	Anthony

Discussion / Action Taken
Update provided on the outstanding tasks as follows:

4. Advice of public exhibition of masterplans sent out to groups
7. A report has been prepared and will be distributed to sporting groups before the next meeting.

Correspondence

The following items of correspondence was received or sent

1. Advice of meeting and minutes sent out to groups.
2. Advice of the next round of sports grants sent out to groups
3. Advise of the masterplans on public exhibition sent out to groups

Action
1,2,3 For information.

Grants Received
Grant for a boat launch area at Lake Endeavour $100k

Sports Projects Update (Geoff Finn)
Geoff was provided the following update for the meeting.

- Touch PA system switch installed to improve its operation
- SDF switchboard is compliant, however the box is rusted out. Geoff seeking a quote to upgrade it.
- MWF lights replacement on hold but scheduled around Christmas
- Lindner Oval irrigation upgrade planned after Council approval at Tuesday's meeting.
- Croaker Basin has been completed, associated works to start in November. Used spoil to extend and level an area to the west of the long jump pit on Northparkes. Irrigation and turf to follow. Andrew Thomas expressed concern about how long it will take to drain. Anthony to follow up with Council's engineering team.

Around the Grounds

Netball

- Summer competition starts tonight

Cricket

- Junior Competitions will officially commence next weekend. Draws will be finalised in the coming days - low registrations is creating challenges in forming teams and determining competition structures.
- Under 14 Lachlan Representative fixture will be played at Spicer this Sunday
- 2 senior teams will now be playing in the Forbes competition along with teams from Condo & Trundle. Competition commences this Saturday. Still awaiting copy of draw from Forbes Cricket Assoc.
- Senior Rep Team commences Western Zone Premier League competition this Sunday, away game in Bathurst. At home, the following Sunday for round 2.

Athletics

- Held their first comp night yesterday, was a great success with over 150 athletes participating with more expected next week
- The fill at Northparkes adjacent to Pioneer looks great and we look forward to more flat grass
- Parkes are hosting the first **Region 3 trial carniva**l which is another qualifying opportunity similar to zone, scheduled for 1-2 Nov. 100 registered so far, more expected
- Parkes LAC won't participate in the Masters Games this year but are interested in exploring this further for next year as we are hoping to expand our age groups
- The 3rd shot put area was used yesterday, thanks to Council for providing it

Peak Hill

- Have held several meetings on the Linder Oval masterplan. Will send in updates for the Open Spaces Strategy.

Dragon boating

- Season has started
- Come and try event to be held in November.

Rugby League

- AGM held with Andrew Thomas now president. Derick Hoe VP, Riley Thomson JVP, Treasurer Kath Parsons, Secretary Emma Cox, Bella Thompson - social media, Kate Thomas Registrar.
- All Coaches and most players have been signed.

- Preparing for Elvis.
- Training starting soon for another West Wyalong knockout
- Coaches are Sam Dwyer, Will Wardle, Jimmy Clyburn, John Chrisp
- Considering a girls tackle side but concern that they are very young.

Financial Report - Operational and Capital Works Projects

Luke advised the following through the secretary prior to the meeting:

- Recognition of income noted in September which reflects the user charges/levies & affiliation fee invoices which were sent out to sporting associations. Thanks to those that have already paid.
- Operating expenditure tracking in line with budget.
- Both capital projects are underway - with contracts/tenders awarded. Demolition of existing surface and fencing has been completed at Trundle with base work now underway.

Luke can respond to any questions via email tomorrow if any arise.

Anthony delivered the financial report information and moved for it to be received and noted. Seconded by Gail Richardson. Carried.

Sporting Grounds - Operational Revenue

	Budget	Actual	% Budget Received
Sports Council -Levies/Usage Charges	$51,731	$32,950	64%
Sports Council - SMS Lighting	$16,210	$6,752	42%
	$67,941	**$39,702**	**58%**

Sporting Grounds - Operational Expenditure

	Budget	Actual	Committed	A + C	% Spent	Bu Rem
Sporting Grounds Operating	$293,701	$67,010	$0	$67,010	23%	$22
	$293,701	**$67,010**	**$0**	**$67,010**	**23%**	**$22**

Sporting Grounds - Capital Expenditure

Capital Expenditure Projects	Budget	Actual	Committed	A + C	% Spent	Bu Rem
Berryman Oval - Trundle (Flood Repairs) - Carpark, Tennis Courts & Pool Pump Shed **(NSW Govt)**	$636,300	$50,805	$148,115	$198,920	31%	$4
Cheney Park - Lighting Upgarde **(ClubsGrant $210.5k & PMJRL $75k)**	$285,580	$8,698	$189,205	$197,903	69%	$
	$921,880	**$59,502**	**$337,320**	**$396,822**	**43%**	**$52**

General Business

Good Sports

Sarah provided a presentation on the Good Sports program and the benefits available to sporting groups. Sporting Groups wanting to know more can contact Sarah direct.

Sarah Adams | **Senior Community Development Officer**

02 8123 2704
0448 470 070

Sarah advised that the program is free to join.
Currently running an Awards program for member groups to nominate

Louise asked about whether PMG could join. Sarah confirmed that any group with an ABN can join.

Sports Grants and Rising Star Awards Offered

There were 16 applications under the group program. The following sporting groups successful with grant applications under the 2025R2 program:

Group	Project (Modified)	Offered
Parkes and District Amateur Soccer Association Inc.	to provide quality match balls to support safe and enjoyable play.	$ 1,000.00
Parkes and District Netball Association Inc.	to provide vital sports equipment including balls, posts and pads, to allow quality netball competitions to the Parkes shire including Senior, Junior, schools and all abilities.	$ 3,500.00
Parkes and District Netball Association Inc.	to construct a Netball Rebound Training Wall to enhance technical skills, improve reaction time, and build confidence in ball handling—ideal for both individual and team practice- and to consider using the PSC CIP program.	$ 4,500.00
Parkes Australian Rules Football Club	to instal a ball net on the southern end of their home ground Northparkes Oval to stop balls from going down the hill and to consider using the PSC CIP program.	$ 6,000.00
Parkes District Cricket	to purchase new cricket balls for our senior and junior teams, and to acquire wicket	$ 5,000.00

Association	covers to protect playing surfaces during wet weather. We are also preparing to host a Central West Premier League match in October and it is a requirement of the competition to have the wickets covered prior to the match.	
Parkes Tennis Club	to have an adequate range of our own equipment so our 4 coaches can provide quality lessons, squads, school holiday clinics and competitions, introduce pickleball and have the right gear for different organisations that use the facility regularly e.g. Currajong Disability, local schools, Cardio Tennis and Raly4Eva and School holiday events.	$ 5,500.00
Peak Hill Roosters Rugby League Football Club	to buy 1 storage container to store equipment.	$ 4,500.00

There were 12 applications for a Rising Star program with the following offers made:

Nominee	Sport
Noah Jayet	Golf
Sienna Eve Taylor	Performing Arts - Dance
Tori Bennett	Equestrian
Emanual Townsend	Karate
Joselyne Folau	Rugby Union
Harlen Corney	Athletics
Malia Morrison	Rugby League

Masters Games
Soccer interested in walking soccer. Athletics has advised that they won't be participating this time.
Louise will contact groups direct.

Elvis Festival - Camping at Pioneer
Andrew Thomas asked about Elvis Caravan parking areas at Pioneer and that they seemed to have lost a lot of spaces. Also there are sites shown on the plan that can't be used following the earth works on the Croaker Basin. Andy and Anthony to follow up with the Elvis Events team.

Alcohol at Pioneer
Andy asked about how to manage the use of alcohol at the ground. Particularly, when patrons bring it in, which is against the licensing rules. Anthony to investigate what Council's position on alcohol. Andy to follow up with Sarah at Good Sports.

Summer meeting time
Those present discussed a change to the summer meeting time to be 7pm. Moved by Alan, seconded by Andrew Thomas that the summertime meetings start at 7pm. Carried

Next Meeting
11 November 2025 at 7pm.

Meeting Actions

14/10/2025	1	How long will the Croaker Basin take to drain out once it is full of water.	Anthony

Attachments
Nil

13 REPORTS OF THE GENERAL MANAGER

13.1 ENERGY FROM WASTE (EFW) – PARLIAMENTARY INQUIRY SUBMISSION AND LGNSW CONFERENCE MOTION

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: **Kent Boyd PSM, General Manager**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures:
- **A. Final-Draft Submission - NSW Parliamentary Inquiry into Proposed Energy from Waste Facilities** ⇩
- **B. Mayoral Cover letters to Ministers - EfW Submission** ⇩
- **C. Draft LGNSW Motion - Proposed EfW Community Hosting Levy** ⇩

RECOMMENDATION

That Council:

1. Reaffirms that these actions do not constitute support for the Parkes Energy Recovery – Energy from Waste Project (PERP) proposal but are intended to ensure safeguards and community protections are in place should the project proceed.
2. Endorses the attached draft submission to the NSW Parliamentary Inquiry into Proposed Energy from Waste Facilities, including the 34 recommendations within.
3. Forward the attached submission to the NSW Parliamentary Inquiry into Proposed Energy from Waste Facilities to the Hon. Penny Sharpe, Minister for the Environment, accompanied by the attached cover letter, requesting urgent and immediate consideration and action on the recommendations relevant to her portfolio.
4. Forward the attached draft submission to the Hon. Paul Scully, MP, Minister for Planning and Public Spaces, with the attached cover letter, requesting urgent and immediate consideration and action on the recommendations relevant to his portfolio, particularly referral of the project to the Independent Planning Panel.
5. Forward the attached draft submission to the local member Mr Philip Donato, MP, requesting support for the recommendations in the submission.
6. Endorses the proposed motion to the 2025 LGNSW Annual Conference advocating for a $15/tonne community-hosting levy.
7. If the PERP has not been referred to the Independent Planning Commission (IPC) by the Minister prior to public exhibition, that Council lodge an objection to the project to trigger referral to the IPC, to ensure independent scrutiny.

BACKGROUND

To inform Council of recent advocacy actions regarding the proposed Parkes Energy from Waste (EfW) facility, including the submission to the NSW Parliamentary Inquiry and a proposed motion to the 2025 LGNSW Annual Conference, and to seek Council's endorsement of the motion.

These actions are not an endorsement of the project, but rather a proactive effort to ensure that appropriate safeguards, protections, and community benefits are in place should the project proceed, which may well be outside Councils control.

ISSUES AND COMMENTARY

The Parkes Energy Recovery – Energy from Waste Project (PERP) continues to progress through the early stages of the NSW planning process. The proponent is currently establishing a local office and engaging with the NSW Department of Planning and Environment regarding the Secretary's Environmental Assessment Requirements (SEARs).

At this stage, as far as we are aware, no formal applications have been lodged. The project remains subject to extensive assessment, including environmental, health, and economic considerations, and may or may not proceed.

However, the final decision is likely to be outside both Council's and the community's control. This report is not a reflection of Council's support for the proposal, but rather a recognition of its duty to act in the best interests of the community. Council's role is to hold both the proponent and State agencies to account, ensuring that if the project does proceed, it does so under the highest standards of planning integrity, safety, and transparency. Council is committed to advocating for strong safeguards and equitable outcomes to protect the health, environment, and wellbeing of the Parkes community.

The draft submission is attached in full for Council's consideration. It includes 34 detailed recommendations aimed to ensure safety, fairness, and planning integrity. The submission is briefly summarised below.

Community Sentiment

- **Strong opposition** from many residents due to fears about health impacts, environmental degradation, and lack of consultation.
- Concerns include:
    - Toxic emissions and long-term health risks
    - Impacts on agriculture and Parkes' "clean and green" image
    - Perceived lack of transparency and predetermined outcomes
    - Parkes being used as a solution for Sydney's waste
    - Inadequate regulatory oversight and inconsistent safety standards

Supportive Views (minority)

- Some residents cautiously support the project, citing:
    - Global precedent for safe EfW operations
    - Potential for job creation and industrial growth
    - Economic benefit to community

Submission includes

- Safety must be independently and scientifically verified before any project proceeds.
- Planning integrity must be upheld through referral to the Independent Planning Commission (IPC) from the outset.
- Community engagement must be genuine, early, and led by government, not just proponents.
- Equity must be addressed: regional communities should not bear the burden of metropolitan waste without compensation.

Key Recommendations (Selected Highlights)

1. **Independent Oversight**: Refer the project to the Independent Planning Panel and extend the public exhibition period to at least 8 weeks.
2. **Highest standards**: The Chief Scientist and Engineer should be required to immediately review and update their EfW report of 2020, including all available information, to ensure the NSW Standards are at International-best and to determine if the facilities are indeed safe for people, agriculture and the environment.
3. **Whole-of-Government Taskforce**: Establish a taskforce to coordinate engagement, assessment, and communication with the community.
4. **Community Hosting Levy**: Introduce a $15/tonne levy on EfW waste, collected at the source and directed to host communities.
5. **Voluntary Planning Agreement (VPA)**: Require the proponent to negotiate a VPA with Council to secure local benefits.
6. **Health and Environmental Safeguards**:
    - Real-time emissions monitoring
    - Best Available Techniques (BAT) compliance
    - Independent health and agricultural risk assessments

Conclusion

Council reiterates that this submission does not indicate any form of tacit approval or support for the proposal. However, it recognises its responsibility to advocate for the community's interests. Should the project proceed, Council insists that it must:

- Not proceed unless, demonstrably safe,
- Deliver tangible benefits to the host community,
- Be subject to transparent, independent assessment,
- Treat regional communities as partners, not passive hosts.

LGNSW Conference Motion – Community-hosting levy

The attached draft NSW Parliamentary Inquiry into Proposed Energy from Waste Facilities submission suggests a community-hosting levy. This may involve establishing a community trust or similar to ensure the community direct the distribution of funds, if government ultimately agree to the proposal.

To support the case for a community-hosting levy, Council has prepared a motion for the 2025 LGNSW Annual Conference, attached. The motion calls on the NSW Government to introduce a $15/tonne levy on waste processed at EfW facilities, directed to host communities.

This motion is a policy measure to ensure fairness and recognition for host communities. It does not imply Council's support for the PERP proposal. Instead, it reflects Council's responsibility to advocate for safeguards and benefits in the event that the project proceeds.

LEGISLATIVE AND POLICY CONTEXT

Submissions and motions permitted with Council support.

FINANCIAL IMPLICATIONS

There will only be financial implications if suggested recommendations ever reach fruition. No direct costs associated with resolutions.

RISK IMPLICATIONS

EfW is highly contentious. Certainly the most significant number of representations to council are those that oppose the facility.

COMMUNITY CONSULTATION

There are recommendations within the report that identify deficiencies with community consultation and suggest improvements.

Parkes Shire Council

Submission to the

NSW Legislative Council Select Committee on

Proposed Energy from Waste Facilities

DRAFT

13 October 2025

1. Executive Summary

Parkes Shire Council submits this document in response to the NSW Government's proposal to establish an Energy-from-Waste (EfW) facility within the Parkes Special Activation Precinct (SAP). While Council acknowledges the constructive engagement of the proponent, Parkes Energy Recovery, and recognises the strategic importance of EfW infrastructure in addressing the state's waste crisis, it must be emphasised that community concerns remain significant, legitimate, and unresolved.

The absence of a coordinated, whole-of-government approach has left the Parkes community feeling excluded from decisions that potentially affect their health, environment, economy, and identity. The proposal has generated widespread anxiety, driven not by the actions of the developer, but by a lack of transparent information, limited consultation, and the perception that Parkes is being positioned as a dumping ground for Sydney's waste. Affirmative government leadership is urgently needed, not passive observation or policy rhetoric.

Given the NSW Government's direct involvement in the precinct and the project's strategic significance, Council strongly advocates for an appropriate degree of separation in the planning assessment process to uphold the integrity and impartiality of decision-making. Specifically, Council requests that the EfW proposal be referred to the Independent Planning Commission (IPC) from the outset, rather than relying on reactive triggers such as public objections. Furthermore, Council calls for an extended public exhibition period of no less than eight weeks to allow meaningful community review of a project of this scale and complexity.

Council does not oppose innovation or infrastructure development. However, it insists that any EfW facility must meet the highest standards of environmental and public health protection, be subject to rigorous independent assessment, and deliver tangible, lasting benefits to the host community. Most critically, **if the safety of the proposed EfW facility cannot be proven through independent, peer-reviewed scientific evidence, then it must not be allowed to proceed**. The health and wellbeing of residents, the integrity of agricultural production, and the reputation of Parkes as a clean and green region are non-negotiable.

This submission calls on the NSW Government to:

- Establish a **whole-of-government taskforce** to engage meaningfully with the Parkes community and ensure that is technology is deployed it is best-available.
- Provide **clear, evidence-based information** on the risks, benefits, and regulatory framework of EfW technology.
- Ensure **independent scientific review** of health and environmental impacts.
- Guarantee **local benefits** through a binding Community Benefits Agreement (CBA), including infrastructure investment, employment opportunities, and environmental safeguards.
- Implement a **statewide education campaign** to build public understanding and trust.
- Introduce a **community-hosting levy** to fairly compensate regional communities for their role in managing metropolitan waste.
- Refer the project to the **Independent Planning Commission** and extend the **public exhibition period** to a minimum of eight weeks.

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DRAFT

3. Introduction

Parkes Shire Council welcomes the opportunity to contribute to the NSW Legislative Council Select Committee's inquiry into proposed Energy-from-Waste (EfW) facilities. This submission reflects Council's role as both a stakeholder in the planning process and a representative of the Parkes community, which holds a diverse range of views on the proposed EfW development, proposed for the Parkes Special Activation Precinct (SAP).

Council acknowledges the strategic importance of EfW infrastructure in addressing the state's growing waste crisis, particularly in light of the projected shortfall in landfill capacity across Greater Sydney. The NSW Government has identified Parkes SAP as one of four priority precincts for EfW development, and Council recognises the potential for such infrastructure to contribute to circular economy goals and regional industrial growth.

However, the proposal has caused significant distress within the community, largely due to a lack of clear, consistent and accessible information from government agencies. Many residents have expressed deep concern about the potential health, environmental, agricultural, and reputational impacts of hosting an EfW facility. Others have acknowledged the potential benefits, including job creation, energy generation, and industrial symbiosis. Council's responsibility is to ensure that all voices are heard and that the planning process is transparent, evidence-based, and inclusive.

The purpose of this submission is to provide a balanced and constructive contribution to the inquiry, aligned with its terms of reference. It draws on community sentiment, technical analysis, and Council's experience as a local government authority directly impacted by the proposal. Most critically, Council maintains that if the safety of the proposed EfW facility cannot be demonstrated through independent, peer-reviewed scientific evidence, then it must not proceed.

Parkes Shire Council does not oppose innovation or infrastructure development. However, it insists that any EfW facility must meet the highest standards of safety and environmental performance, be subject to rigorous independent assessment, and deliver tangible, lasting benefits to the host community. Council also advocates for a whole-of-government approach to engagement, planning integrity, and equitable policy design, **ensuring that regional communities are treated as partners, not passive hosts**, in the state's waste strategy

DRAFT

4. Terms of Reference

The inquiry terms of reference are reproduced below.

(a) the performance of the technologies proposed for the Tarago and Parkes Energy Recovery Facilities as compared to leading thermal technologies employed in "state of the art" facilities internationally, noting such technologies as proposed are not employed anywhere else on the Eastern seaboard

(b) the spread of the emissions predicted and the quality of emissions to be generated

(c) health impacts from currently operating older technology waste incinerators as compared to the proposed newer technology

(d) impacts on human health including on regional town drinking water, rainwater harvesting and soil contamination.

(e) the impact on agriculture locally and across the wider region

f) alterations to the Parkes Special Activation Precinct specifically in relation to the proposed Energy Recovery Facility in that region

(g) impacts of waste-dumping over a number of decades in the Tarago region

(h) the methodology of emission monitoring employed by leading large scale waste-to-energy facilities in Australia and across the world

(i) alternative solutions to reduce and manage residual waste produced by Greater Sydney, and

(j) any other related matters

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5. Community Sentiment

Key concerns of Opponents of the Parkes EfW Proposal

Council has received over 130 submissions from the community opposing the proposed EfW plant in Parkes. The Key concerns raised by opponents to the development include;

1. **Impact on human health**: Residents are concerned about potential exposure to toxic emissions and long-term health risks, particularly for vulnerable populations.
2. **Impact on agricultural produce, particularly livestock**: There is fear of contamination and reputational damage to Parkes' clean and green agricultural brand.
3. **Lack of genuine consultation**: The community feels excluded from meaningful dialogue and decision-making processes.
4. **Transparency deficits**: There is a perception that critical information regarding the project's risks, benefits, and planning has not been openly shared.
5. **Pre-determined outcomes**: Many believe the project's approval is a foregone conclusion, undermining trust in the planning process.
6. **Concerns about regulatory oversight**: The NSW Environment Protection Authority (EPA) is viewed by some as lacking independence and reliability in its assessment role.
7. **Inconsistent safety standards**: EfW facilities are permitted in only four locations across NSW. If the technology is safe, the community questions why it is not proposed for metropolitan areas such as Sydney.
8. **Impact on land values**: Residents are concerned about potential devaluation of residential and farming properties due to proximity to the facility.
9. **Parkes being used as a metropolitan waste solution**: Many feel the issue is Sydney's problem and should be resolved within Sydney, not exported to regional NSW.
10. **Proximity to sensitive receptors**: The Parkes Christian School is located within 6km of the proposed site, raising concerns about exposure to emissions for children.
11. **Conflict with recycling**: EfW is seen by some as undermining recycling efforts and diverting focus from circular economy practices.
12. **EfW does not facilitate circular economy practices**: There is concern that the facility may contradict the principles of reuse, repair, and recycling.
13. **Disincentive to other industries and future residents**: The presence of an EfW facility may deter investment and population growth in Parkes.
14. **Insufficient monitoring and compliance**: There is a strong call for more rigorous oversight than current regulations provide.
15. **Cost of transporting the waste from Sydney to Parkes**: The economic burden of long-haul waste transport is seen as unjustified.
16. **Environmental impact of transporting waste from Sydney to Parkes**: Concerns include increased carbon emissions and road infrastructure strain.
17. **Impact on Parkes Water Supply**: Potential contamination and competition for water resources are key concerns.
18. **Impact on Parkes' reputation as clean and green**: The town's identity as a progressive, environmentally conscious regional centre is perceived to be at risk

Key issues raised by Supporters of the Parkes EfW Proposal

Council has received very few formal submissions supporting the proposed EfW plant in Parkes. There has however been a number of informal representations, with anonymity normally requested. While concerns about the proposed EfW facility are significant, there are community members that have expressed support or cautious optimism about the project. These perspectives are often grounded in confidence in modern technology, recognition of the broader waste management challenges, and belief in the potential local benefits. Key positive views include:

1. **Safety remains paramount**: Even among those not opposed to the project, there is unanimous agreement that safety must not be compromised under any circumstances.
2. **Global precedent**: There are over 2,000 EfW facilities operating successfully around the world, including in densely populated cities and adjacent to farmland (for example the Renergia[1] EfW plant in Luzern Switzerland where landfill has been prohibited for over 20 years), demonstrating that modern plants can operate safely and efficiently.
3. **Outdated health concerns**: Many health arguments against EfW are based on older technologies and do not reflect the performance of contemporary, best-practice facilities.
4. **EfW complements recycling**: Countries with the highest recycling rates also utilise EfW, indicating that both can coexist within a circular economy framework.
5. **Resource recovery opportunity**: EfW is viewed as the final opportunity to recover value from waste before it is sent to landfill.
6. **Stringent standards in NSW**: NSW is recognised as having some of the most rigorous EfW standards in the world, offering strong regulatory safeguards.
7. **Environmental benefit over landfill**: Thermal treatment of waste is considered superior to landfill, particularly in reducing methane emissions (a potent greenhouse gas).
8. **Robust regulatory oversight**: Any EfW facility will be subject to detailed scrutiny by NSW Planning, the EPA, and NSW Health, ensuring compliance with environmental and health standards.
9. **Community image concerns**: The proliferation of anti-incinerator signage is seen by some as damaging to the town's image and business confidence.
10. **Economic transformation**: The project is viewed as potentially transformational for Parkes, bringing jobs of the future, investment, and flow-on benefits to the local economy.
11. **Alignment with SAP vision**: The EfW proposal aligns with the Parkes Special Activation Precinct's eco-industrial precinct concept, supporting circular economy goals.
12. **Community awareness**: There have been multiple occasions where the community was informed of the potential for an EfW facility within the SAP, suggesting the concept is not new.
13. **Industrial attraction**: EfW facilities can attract complementary industries by supplying baseload steam and electricity, enhancing the precinct's appeal to manufacturers and the potential for industrial symbiosis.

This submission focuses on concerns raised by opponents of the proposal. While positive views have not been addressed herein, they are acknowledged as important and valid.

[1] https://www.youtube.com/watch?v=MPRaD3uCIcU

6. Consideration of Key Issues

1. Environmental and Health Risks

Terms of Reference

- *the spread of the emissions predicted and the quality of emissions to be generated*
- *health impacts from currently operating older technology waste incinerators as compared to the proposed newer technology*
- *impacts on human health including on regional town drinking water, rainwater harvesting and soil contamination.*

Community Concerns

- ***Impact on human health**: Residents are concerned about potential exposure to toxic emissions and long-term health risks, particularly for vulnerable populations.*
- ***Impact on agricultural produce, particularly livestock**: There is fear of contamination and reputational damage to Parkes' clean and green agricultural brand.*
- ***Inconsistent safety standards**: EfW facilities are permitted in only four locations across NSW. If the technology is safe, the community questions why it is not proposed for metropolitan areas such as Sydney.*
- ***Proximity to sensitive receptors**: The Parkes Christian School is located within 6km of the proposed site, raising concerns about exposure to emissions for children*
- ***Insufficient monitoring and compliance**: There is a strong call for more rigorous oversight than current regulations provide*
- ***Environmental impact of transporting waste from Sydney to Parkes**: Concerns include increased carbon emissions and road infrastructure strain*
- ***Impact on Parkes' reputation as clean and green**: The town's identity as a progressive, environmentally conscious regional centre is perceived to be at risk*

Commentary

By far the greatest concern to the people of the Parkes region is the health and environmental impact of an EfW facility.

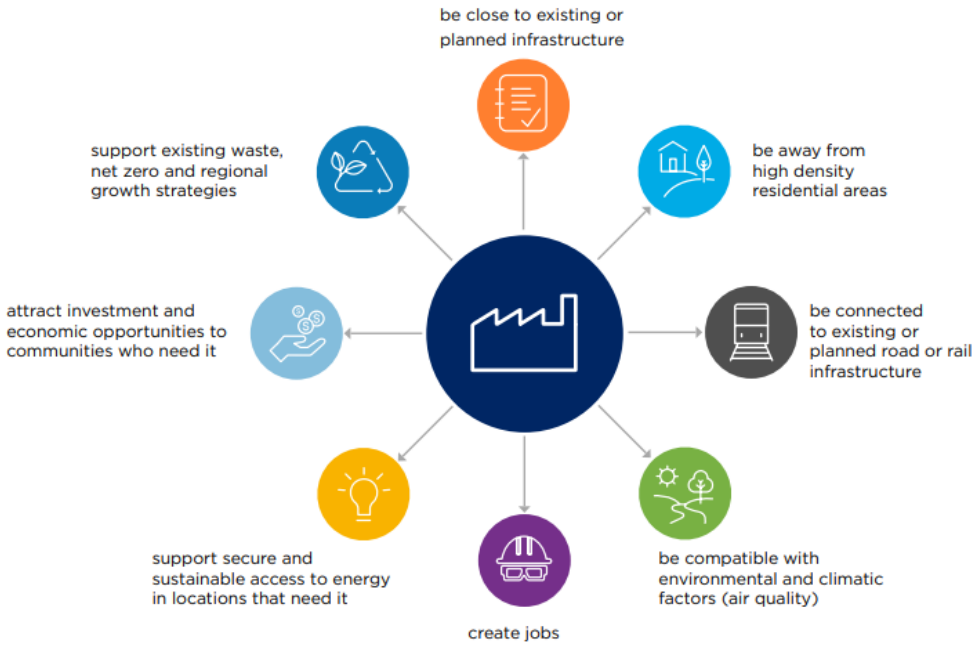
It is acknowledged that the proponent (Parkes Energy Recovery), has not yet received the Secretary's Environmental Assessment Requirements (SEARs) and consequently has not yet completed any of the requisite studies, where many of the Health and Environmental issues would be examined.

However, there is considerable information circulating in the community regarding the health risks of EfW facilities. These fears are in part supported by government authorities, for example the Chief Scientist has considered some of the more recent studies and provides;

"*In May, the Working Group concluded that additional literature was likely to remain scant. I note a more recent systematic review of health impacts (Tait et al, 2020) that concludes that older incinerator technology and infrequent maintenance are linked with adverse health effects, with fewer effects associated with more modern plants. As with the EnRisks review, the authors note study limitations preclude firmer conclusions, and recommend a precautionary approach. The authors make several recommendations, including design to world's best practice standards; adherence to upgrade and maintenance schedules and avoidance of proximity to food production. The first two can be addressed through the regulatory assessment and compliance process. The*

latter (exposure through food) should be addressed through the human health risk assessment (HHRA) that applicants are required to prepare."[2]

Further, the Environmental Protection Authority produced *the Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021* (the Regulation) under *the Protection of the Environment Operations Act 1997,* then the EfW Infrastructure Plan 2041 (the Plan) in September 2021. The Plan identified four (4) priority areas for the location of energy from waste facilities, being: West Lithgow; the Parkes Special Activation Precinct (SAP); the Richmond Valley Regional Jobs Precinct; and the Southern Goulburn Mulwaree Precinct. The diagram below, excerpt from the Plan, provides the criteria against which locations were assesses for selection.[3]



Most of the criteria are self-apparent and support the SAP location. However, concerning to the community is the provision that the EfW facility "**be away from high density residential areas**".

Council's position is clear and uncompromising: if EfW facilities can operate safely, then the NSW Government must provide the chief and evidence to prove it. If they cannot, then such facilities must not proceed, anywhere in the State.

Council will not support, endorse, or accept any facility that poses an unacceptable risk to:

- The health and wellbeing of our community
- The integrity of our environment
- Our reputation for clean, safe, and premium agricultural produce

[2] NSW Chief Scientist & Engineer, *Energy from Waste: Report to the NSW Government* (Report, May 2020) with additional advice as at November 2020 <https://www.chiefscientist.nsw.gov.au/__data/assets/pdf_file/0009/1431/FINAL-Report_EFW-with-additional-advice.pdf>

[3] NSW Environment Protection Authority, *Energy from Waste Infrastructure Plan: Supporting the NSW Waste and Sustainable Materials Strategy 2041* (Report, September 2021) <https://www.epa.nsw.gov.au/Publications/waste/Energy-from-Waste-Infrastructure-Plan>

The health of our residents is not negotiable. The community has a right to live free from fear of toxic emissions, air pollution, or long-term environmental degradation. If the government believes EfW is safe, it must publicly and transparently demonstrate that safety with independent, peer-reviewed evidence. If it cannot, then all EfW project must be halted.

The Parkes community has expressed deep and legitimate concerns regarding the proposed EFW facility in the Parkes Special Activation Precinct. These concerns align closely with the inquiry's terms of reference and reflect a broader unease about the environmental, health, and reputational risks associated with the project.

Human Health and Environmental Safety

Residents are concerned about the potential health impacts of emissions from the facility, particularly:

- Airborne pollutants and their spread across residential areas, including the Parkes Christian School located within 6km of the proposed site.
- Contamination risks to drinking water sources, rainwater harvesting systems, and agricultural soils.
- Long-term exposure to toxic compounds, especially given the lack of independent, peer-reviewed evidence demonstrating the safety of newer EfW technologies.

There also needs to be confidence that if EfW facilities do proceed that they are kept to a modern standard as technology evolves and permissible limits change. The Chief Scientist provides "Given the evolving nature of technology, the expert review concluded future reductions of maximum permissible limits should be feasible. It recommended the limits be reviewed again within three years, followed by reviews at five yearly intervals. I endorse this approach".[4] Yet despite this recommendation, 5-years have elapsed and as far as we are aware there has been no such review.

Agricultural and Economic Impacts

Parkes is known for its clean, green image and premium agricultural produce. The community fears:

- Damage to livestock and crops from airborne or soil-borne contaminants.
- Loss of market trust in Parkes-branded produce due to proximity to a waste incineration facility.
- Economic disadvantage, with no clear local benefit to offset the reputational and environmental risks.

Accordingly, Council has previously written to the Planning Secretary to suggest inclusion in the SEARs of provisions to assess;

- Cumulative Impacts on Agriculture
- Agricultural Risk and Market Perception
- Agricultural Supply Chain Impacts
- Enhance Monitoring Requirements specifically relating to agricultural produce such as livestock

Equity and Site Selection

[4] NSW Chief Scientist & Engineer, *Energy from Waste: Report to the NSW Government* (Report, May 2020) with additional advice as at November 2020, pp ii. <https://www.chiefscientist.nsw.gov.au/__data/assets/pdf_file/0009/1431/FINAL-Report_EFW-with-additional-advice.pdf>

The community questions why EfW facilities are banned in most of NSW, yet permitted in only four regional locations:

- Why Parkes? If EfW is truly safe, why is it not proposed for metropolitan areas like Sydney?
- Perceived inequity, where regional towns bear the environmental burden of urban waste without receiving proportional benefits.

Monitoring and Compliance

There is a strong call for:

- Stricter oversight than current regulatory standards.
- Transparent, real-time monitoring of emissions and environmental impacts.
- Independent audits and community access to environmental performance data.

Transport and Carbon Footprint

Transporting waste from Sydney to Parkes raises concerns about:

- Carbon emissions from long-haul freight.
- Road safety and infrastructure strain.
- Environmental hypocrisy, where a facility meant to reduce landfill contributes to increased transport-related pollution.

Recommendations

1. That the NSW Government immediately initiate a coordinated, whole-of-government engagement process with the Parkes community regarding the EfW proposal. That relevant agencies, including Planning, Environment, Health, and Regional Development, be tasked with providing clear, accessible information on the risks, benefits, and regulatory framework of EfW technology.
2. That independent experts be engaged to facilitate community forums and provide impartial assessments of the proposed facility.
3. That the Chief Scientist and Engineer be required to review the "2020 Energy from Waste" report, with particular attention to the information circulated withing the Parkes community on the adverse health effects of these facilities. The Chief Scientist and Engineer should make a determination if these facilities are indeed safe near food sources and communities such as Parkes (or anywhere else).
4. If an EfW plant proceeds, there should be a requirement that the EfW facility be fitted with **Best Available Techniques (BAT)** and required to continuously be upgraded to comply with **international best practice**, such as the **EU BAT** for waste incineration, as it changes from time to time.
5. If an EfW plant proceeds, there should be a requirement that **Real-time emissions data** be made publicly available, and that facilities be required to **monitor and report under "Other Than Normal Operating Conditions" (OTNOC)** such as start-up and shutdown periods.
6. That the Chief Scientist and Engineer also investigate **international best practice** emission monitoring requirements.
7. That the NSW Government publicly articulate its policy position on EfW infrastructure in regional NSW, including its role in addressing Sydney's waste crisis.

8. That future infrastructure proposals of this scale include mandatory early-stage community engagement led by government, not solely by private proponents.
9. Cumulative Impact Assessment: The Parkes EfW proposal must be assessed in the context of other State Significant Developments (SSDs) in the region, including the Parkes Special Activation Precinct (SAP) and large-scale renewable energy projects. Evaluating the project in isolation risks overlooking the broader cumulative impacts on land use, infrastructure, and regional industries, particularly agriculture.
10. Agricultural Risk and Market Perception: Council is concerned that agriculture is not explicitly addressed in other EfW SEARs. A targeted assessment is needed to evaluate both the physical risks of contamination and the reputational risks to agricultural outputs. This includes potential impacts on enterprise costs, productivity, and market access, especially in export markets where consumer perception can be as influential as scientific evidence.
11. Agricultural Supply Chain Impacts: The SEARs should require consideration of the full agricultural supply chain, including upstream and downstream infrastructure such as livestock saleyards, grain handling facilities, and specialised enterprises. These systems are integral to the regional economy and may be affected directly or indirectly by the EfW facility.
12. Application of Large-Scale Solar Guidelines: The NSW Large-Scale Solar Energy Guidelines provide a robust framework for assessing regional economic impacts. Council recommends that a Level 3 regional economic impact assessment, as outlined in the Solar Guidelines, be applied to the Parkes EfW project to ensure consistency and thoroughness in evaluating economic outcomes.
13. Enhanced Monitoring Requirements: Community confidence in the safety of EfW technology is closely tied to transparency and monitoring. Council notes that some substances, such as dioxins, are not currently subject to continuous monitoring. If technically feasible, continuous monitoring of all emissions should be mandated. This would significantly improve public trust and regulatory oversight.

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2. Waste Management and Recycling Integrity

Terms of Reference

- *impacts of waste-dumping over a number of decades in the Tarago region*
- *alternative solutions to reduce and manage residual waste produced by Greater Sydney,*
- *the performance of the technologies proposed for the Tarago and Parkes Energy Recovery Facilities as compared to leading thermal technologies employed in "state of the art" facilities internationally, noting such technologies as proposed are not employed anywhere else on the Eastern seaboard*
- *alterations to the Parkes Special Activation*
- *the methodology of emission monitoring employed by leading large scale waste-to-energy facilities in Australia and across the world Precinct specifically in relation to the proposed Energy Recovery Facility in that region*

Community Concerns

- **Parkes being used as a metropolitan waste solution**: Many feel the issue is Sydney's problem and should be resolved within Sydney, not exported to regional NSW
- **Conflict with recycling**: EfW is seen by some as undermining recycling efforts and diverting focus from circular economy practices.
- **EfW does not facilitate circular economy practices**: There is concern that the facility may contradict the principles of reuse, repair, and recycling

Commentary

There appears to be widespread agreement that Sydney and parts of regional NSW are facing a waste crisis, and that our efforts to recycle has resulted in little change in the percentage recycled in the past 10 years.

The recently released "Draft NSW Waste and Circular Infrastructure Plan" (draft plan), seeks to set out the strategy to address the looming crisis.

Minister Sharpe stated: *"Over the last 10 years, the amount of waste recycled in NSW has flatlined at an average of 65% of waste generated across the state. The waste that we don't recycle – around 7.7 million tonnes in 2022–23 – is sent to landfill for disposal."*

"NSW has a waste and recycling crisis. If we don't act now – by building new infrastructure and driving down our residual waste – red bins will not be able to be collected in Sydney and parts of regional NSW by 2030."

The Minister further warned that:

"This will result in an intolerable increase in the amount households pay for the collection of their red-lid kerbside bins, in the middle of a cost-of-living crisis," and

"It will also trigger a slowdown of critical infrastructure projects… This could lead to a $23 billion loss to the NSW economy and a significant decline in employment."[5]

The draft plan in essence proposes

[5] *NSW Environment Protection Authority, Draft NSW Waste and Circular Infrastructure Plan: Meeting Our Residual and Food and Garden Organic Waste Needs (Draft Plan, 2025) <https://yoursay.epa.nsw.gov.au/draft-nsw-waste-and-circular-infrastructure-plan>*

1) Streamlining Planning for Existing Landfills,

2) Enabling EfW Infrastructure,

3) Strategic Planning for Growing Populations.

In terms of transition to a Circular Economy the plan indicates that the overarching goal is to **keep waste out of landfill and in use for longer** by:

1) Reducing waste generation,

2) Increasing reuse, repair, and recycling,

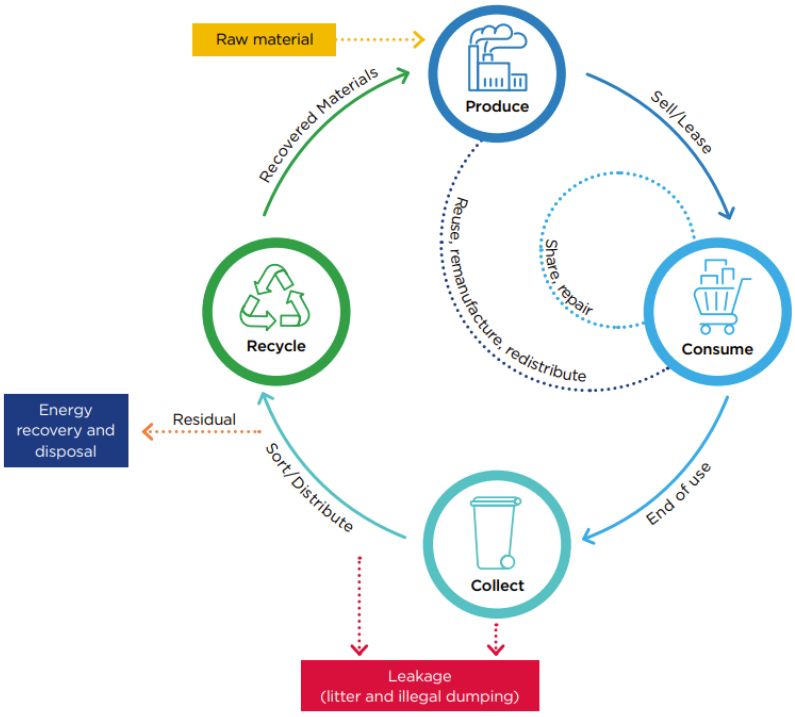
3) Diverting organic waste (FOGO) from landfill and

4) Ensuring safe management of residual waste during the transition.

"Once these landfills close, waste generated by households and businesses in Greater Sydney will have to be transported to other landfills, most of which are **in regional NSW or interstate**. The cost of doing this is expected to hike the household fee for a red-lid bin service by 20%".[6]

The NSW Government certainly see EfW as part of the Circular Economy, see figure 1 below[7], albeit as a transition to more sustainable practices.

Figure 1: Circular economy

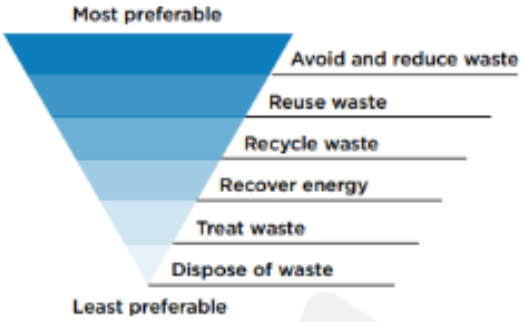


[6] *NSW Environment Protection Authority, Draft NSW Waste and Circular Infrastructure Plan: Meeting Our Residual and Food and Garden Organic Waste Needs (Draft Plan, 2025), pp6. <https://yoursay.epa.nsw.gov.au/draft-nsw-waste-and-circular-infrastructure-plan>*

[7] *NSW Department of Planning, Industry and Environment, NSW Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021–2027 (June 2021) <https://www.epa.nsw.gov.au/sites/default/files/nsw-waste-and-sustainable-materials-strategy-2041.pdf>*

The aim of course is to eliminate the need for EfW facilities using recycling, however, Australia is not a high-performing recycling country and even the best recycling countries in the world use EfW as part of waste management.

The EPA waste hierarchy provides the preferred approach to waste management.



The waste hierarchy underpins the objectives of the *Waste Avoidance and Resource Recovery Act 2001*. The waste hierarchy is a set of priorities for the efficient use of resources and provides a base to foster the transition to a circular economy.[8] 1 - Avoid & reduce waste, 2 - Reuse waste, 3 - Recycle waste, 4 - Recover Energy, 5 - Treat waste, 6 - Dispose of waste. *(EPA. (2019).* [9]

The unfortunate reality is that currently, and for the foreseeable future, unless there is consequential government intervention, residual waste will be destined for landfill, unless diverted to facilities such as EfW. There may be more desirable technologies than EfW, however these do not seem to be recognised in the various framework documents.

As shown above, energy recovery features mid-way on the hierarchy. However, the EPA suggest the real benefit is reducing landfill methane emissions. Methane is a potent greenhouse gas, with estimates ranging from it being 10-20% more potent as a global warmer than carbon dioxide. Again, impact estimates vary widely based on waste type etc, however publicly available information suggests (as an indication) that for every ton of waste that goes through an EfW facility, a ton of greenhouse gas emission is avoided.

It would therefore seem apparent that;

1. Sydney landfills will run out by 2030 and there is not another option presently available. So something must be done as a matter of urgency.
2. There is 7.7 million tonnes of landfill waste in NSW (2022-23 figure) [10]
3. The plan will streamline landfill approvals, which may provide a very short-term stop-gap solution to the waste crisis in the Sydney basin.
4. Once the Sydney landfills are full, regional NSW will be targeted for additional landfill capacity.
5. Recycling and reuse have flatlined over the past 10 years
6. NSW Government supports, at least notionally EfW as part of the waste crisis strategy
7. NSW Government initiatives over the past 10-years have done little to increase recycling
8. NSW Government sees EfW as part of the Circular Economy

[8] *EPA. (2019). Circular Economy Policy. Retrieved from https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final*

[9] *Circular Economy Policy. https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/recycling/19p1379-circular-economy-policy-final)*

[10] *NSW Environment Protection Authority, Draft NSW Waste and Circular Infrastructure Plan: Meeting Our Residual and Food and Garden Organic Waste Needs (Draft Plan, 2025) <https://yoursay.epa.nsw.gov.au/draft-nsw-waste-and-circular-infrastructure-plan>*

Running out of space for landfill in the Sydney basin is not an abstract risk, it is real, imminent and severe. Other than landfill the only proposal presently is EfW, yet, despite this urgency, the communities of **Parkes, Richmond Valley, Southern Goulburn Mulwaree, and West Lithgow, (**the only areas where EfW is currently permitted), have been left to manage the social and reputational consequences of these policy with little or no government support.

The designation of Parkes as a potential site for an EfW facility has raised serious concerns among our community. There is a strong perception that Parkes is being used to absorb Sydney's waste burden, with little consideration for the local impacts or benefits.

The environmental and health risks of EfW are discussed above in this submission, but in terms of waste management, the community sees no clear upside, no guaranteed local jobs, no reinvestment in infrastructure, and no direct economic or environmental benefits for Parkes. Without tangible local gains, the proposal appears completely one-sided.

One of the aspirations of the Parkes SAP is to be "The Central West's newest and most advanced enterprise precinct, producing high-value food and manufactured products for global and national markets", and "Australia first UNIDO eco-industrial park, and the nation's leading circular economy precinct", which if achieved creates very exciting opportunity for the youth of the region.

It is councils hope and aspiration that the jobs created are the jobs of the future, jobs that stand to create a renaissance in manufacturing, ie such things as artificial intelligence, automation, electrical, programable logic, robotics etc. Given the worker shortage, automation may just be the renascence of manufacturing.

The proponents have indicated that the Parkes plant will operate at international best practice, such as the EU Best Available Techniques, in which case automation and robotics may play a role. Notwithstanding that a government supported arrangement to ensure any EfW facility has a requirement to have 10% of its workforce as trainee/apprenticeship target and encouraged that in these be in new and emerging businesses.

We urge the NSW Government to provide transparent information about the expected benefits for Parkes, including job creation, infrastructure investment, and environmental safeguards. We also request meaningful community consultation and a commitment to reinvest a portion of any revenue or savings into local services and development."

If the EfW facility is to proceed, we ask that it be accompanied by a binding community benefits agreement, including local employment targets, air quality monitoring, and reinvestment in health, education, and environmental initiatives in Parkes.

Further, it is important that waste management always focus on the waste management hierarchy.

We believe Parkes deserves to be treated as a partner in NSW's waste strategy, not merely a destination for its waste. We welcome further dialogue and urge the Government to reconsider the current approach in light of the significant negative community sentiment.

Recommendations

In light of the urgent waste management challenges facing NSW, and the significant community concerns raised, particularly by regional communities such as Parkes, the following recommendations are proposed to ensure integrity, transparency, and sustainability in the deployment of EfW infrastructure:

1. All levels of government should consistently advocate the waste hierarchy as the preferred approach to waste management, with EfW considered only after all viable recycling and reuse options.
2. A comprehensive, evidence-based public information campaign is urgently needed to explain EfW's role in the waste management mix. If EfW is safe, this must be clearly and credibly communicated. If it poses unacceptable risks, it should be removed from the policy framework.
3. All EfW proposals in NSW must demonstrate that all waste, without exception, undergoes validated pre-treatment or sorting at off-site waste transfer stations prior to incineration. This ensures that recyclable and reusable materials are diverted from EfW and supports circular economy principles.
4. The NSW EPA must require EfW proponents to explicitly outline how they will meet the resource recovery criteria for mixed waste, as defined in the NSW Energy from Waste Policy Statement. This should include measurable targets and independent verification mechanisms.
5. To reduce landfill dependency and promote material recovery, EfW facilities should be required to implement on-site ash processing. This enables potential reuse of incinerator ash in construction or other industries and minimizes environmental impact.
6. The NSW Government must undertake a critical analysis of whether residual waste destined for landfill can be realistically managed through alternative technologies or enhanced recycling systems, before approving EfW projects. This includes revisiting the waste hierarchy and prioritizing waste avoidance, reuse, and recycling.
7. Regional communities such as Parkes must be treated as partners, not passive recipients of Sydney's waste. The Government should commit to ongoing dialogue, transparent planning, and equitable distribution of both the burdens and benefits of waste infrastructure
8. Establish a Community Consultative Committee (Similar to that required by Mines) with an independent chair and a binding Community Benefits Agreement (CBA) for any regional town hosting an EfW facility, including:
    - Local job creation
    - Targeted 10% trainee/apprentice program particularly in modern jobs
    - Infrastructure investment
    - Environmental safeguards
    - Community representation in oversight committees
9. If EfW facilities proceed they should be government supported to optimise regional benefits including;
    - Participate in any industrial symbiosis (such as steam distribution and behind the meter local electricity distribution)
    - Optimise industrial tourism opportunities, where students and researchers can visit the facilities for educational purposes.
    - Facilitate research. Provide facilities where researchers are able to conduct research on the EfW facility performance, the emissions, by product research and other recycling initiatives.

3. Economic and Infrastructure Considerations

Terms of Reference

- *the impact on agriculture locally and across the wider region*

Community Concerns

- **Impact on agricultural produce, particularly livestock**: There is fear of contamination and reputational damage to Parkes' clean and green agricultural brand.
- **Impact on land values**: Residents are concerned about potential devaluation of residential and farming properties due to proximity to the facility.
- **Disincentive to other industries and future residents**: The presence of an EfW facility may deter investment and population growth in Parkes.
- **Cost of transporting the waste from Sydney to Parkes**: The economic burden of long-haul waste transport is seen as unjustified.
- **Impact on Parkes Water Supply**: Potential contamination and competition for water resources are key concerns.

Commentary

The proposed EfW facility in Parkes presents a complex set of economic and infrastructure implications that must be carefully considered in the context of regional development, agricultural integrity, and long-term community wellbeing.

Agricultural Viability and Market Confidence

Parkes Shire is renowned for its clean, green image and premium agricultural produce. The proximity of an EfW facility raises concerns about:

- Airborne and soil-borne contaminants potentially affecting livestock and crops.
- Market perception risks, where buyers may associate Parkes produce with industrial pollution, regardless of actual safety standards.
- Loss of agricultural competitiveness, particularly in export markets that demand high environmental standards.

These concerns are amplified by the lack of independent, peer-reviewed studies specific to the Australian context, and the absence of clear government communication on agricultural safety.

Land Values and Investment Confidence

There are fears in the community that the introduction of an EfW facility may negatively impact:

- Residential and agricultural land values, due to perceived environmental risks and stigma.
- Investor confidence, particularly in sectors reliant on Parkes' reputation for environmental quality.
- Future residential growth, as families may be deterred by proximity to industrial waste infrastructure.

These impacts need to be explicitly addressed. Further, without a clear and enforceable Community Benefits Agreement, the economic upside for Parkes remains speculative and unbalanced.

Industrial Attraction and Regional Growth

While EfW facilities can support industrial symbiosis and provide baseload energy and steam, there is community concern that:

- The stigma of hosting Sydney's waste may deter other industries from locating in Parkes.
- The lack of guaranteed local benefits—such as discounted energy, infrastructure investment, or employment pathways—undermines the precinct's appeal.
- Circular economy aspirations may be compromised if the facility is perceived as a standalone incinerator rather than part of a broader eco-industrial strategy.

Transport Costs and Environmental Footprint

Transporting waste from Sydney to Parkes introduces:

- Significant logistical costs, which may undermine the economic viability of the facility.
- Increased carbon emissions, contradicting the environmental rationale for EfW.
- Road infrastructure strain, with potential damage from heavy vehicle movements and associated safety risks.

A comprehensive lifecycle assessment is needed to evaluate whether the environmental benefits of EfW outweigh the transport-related impacts.

Water Supply and Resource Security

The community has raised concerns about:

- Potential contamination of the Parkes water supply, particularly during abnormal operating conditions.
- Competing water demands, especially during drought periods, where industrial use may conflict with agricultural and residential needs.
- Lack of baseline data, making it difficult to assess the true risk to water resources.

These concerns warrant detailed analysis and transparent public reporting.

Early estimates suggest the EfW facility will need in the vicinity of 120ML/yr. If this is so the impact on the Parkes Water Supply will not be significant, given the annual water supplied to the Parkes network (including Northparkes Mines) is approximately 5500ML/yr.

Economic Equity and Hosting Burden

Parkes is one of only four locations in NSW where EfW facilities are permitted. This exclusivity raises questions of fairness:

- Why are metropolitan areas excluded if the technology is safe?
- What compensation is provided to regional communities bearing the environmental and reputational burden?
- How will the economic benefits be shared locally?

Council has proposed a hosting levy of $15 per tonne, to create a community fund for infrastructure, community projects, and circular economy initiatives. This would help offset the perceived inequity and build social licence.

Recommendations

1. Conduct a comprehensive agricultural impact assessment, including livestock and crop safety, market perception analysis, and long-term soil health monitoring.
2. Monitoring Requirements: There appears to be conjecture in relation to the ability to continuously monitor some substances, particularly dioxins. As we understand, tests will be conducted every three months for the first 12 months of operation and two measurements per year thereafter. If it is possible to continuously monitor all the substances, it would raise community confidence considerable, and we therefore ask that this be considered.
3. Commission an independent valuation study to assess the potential impact on land values and residential growth.
4. Undertake a full lifecycle environmental and economic analysis of waste transport from Sydney to Parkes, including carbon footprint and infrastructure wear.
5. Require baseline and ongoing water quality monitoring, with public reporting and contingency planning for contamination events.

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4. Community Engagement and Planning

Community Concerns

- **Lack of genuine consultation**: The community feels excluded from meaningful dialogue and decision-making processes.
- **Transparency deficits**: There is a perception that critical information regarding the project's risks, benefits, and planning has not been openly shared.
- **Pre-determined outcomes**: Many believe the project's approval is a foregone conclusion, undermining trust in the planning process.
- **Concerns about regulatory oversight**: The NSW Environment Protection Authority (EPA) is viewed by some as lacking independence and reliability in its assessment role.
- **Inconsistent safety standards**: EfW facilities are permitted in only four locations across NSW. This raises questions about why Parkes is deemed suitable while other regions, including Sydney, are excluded.

The proposed EfW facility in Parkes has caused significant distress within the community. This distress is not solely due to the nature of the infrastructure, but rather the feeling that there was a **lack of clear, consistent, unbiased and accessible information** particularly from government agencies. The absence of coordinated engagement has left residents feeling excluded from decisions that potentially affect their health, environment, economy, and identity.

Parkes Council has been included in this accusation. Council has endeavoured to provide all pertinent information on a dedicated web page[11] as a self-disclosure. It is also important to note that Council was not the agency handling the EfW project.

A comprehensive chronology is included at Appendix 1. In summary, the following outlines Councils early involvement in the SAP and EfW discussions.

1 August 2017	The elected Council was first introduced to the concept which eventually developed into the Special Activation Precinct (SAP) in a strategic workshop. Principles included large areas with adequate buffer zones for businesses to develop without affecting neighbours. It was initiated by an abattoir investor, who could not find land suitably zoned, with buffers and service. The initial principle was for agricultural value adding, as over 65% of local produce was transported out of the Shire with no-value-adding.
31 October 2017	The Hon John Barilaro & The Hon Rick Colless MLC visited Parkes to investigate Councils concept (at Councils invitation). As a result of the meeting, Mr Barilaro activated a number of senior bureaucrats to fully develop the concept.
30 July 2018	The Hon Gladys Berejiklian & Deputy Premier John Barilaro announced at Bathurst the NSW 20 year Economic Vision including "Parkes Special Activation Precinct". This was the initiation of the Parkes SAP and in essence the transfer of the concept from Council to the State Government.
May 2019	The recycling precinct and EfW facility was identified as a potential inclusion in the SAP, during State Government led Enquiry-by-Design workshop, where a room of experts

[11] https://www.parkes.nsw.gov.au/Council/News-media-and-projects/Projects-and-works/Energy-From-Waste-Facility

	(~60) gathered to help design the SAP. The resultant structure plan was then prepared and published.[12]
May 2019	A Community Statement was also published at that time which featured a full page on Energy from Waste.[13]
22 July 2020	The Hon. John Barilaro commitment of $185.4 million from the NSW Government to the Special Activation Precinct at the Pacific National terminal in Parkes, stating *"A vision of the Parkes Shire Council for over 20 years came to full realisation".*
December 2020	Regional Growth NSW Development Corporation (RGDC) calls Expressions of Interest for EFW facility at Parkes SAP closing Feb 2021. Council was excluded from participation on the tender.
4-5 May 2022	The RGDC held community drop-in sessions on 4-5 May 2022 at the Cooke Parke Pavillion, with representatives from EfW, also…Fulton-Hogan (SAP Contractors), Georgiou (Newell Highway Bypass contractors), Brightmark, Regional NSW, RGDC and Parkes Council.
28 July 2022	RGDC Media release naming three shortlisted consortia, with an accompanying information sheet (see also Appendix 2).[14] Also flagged 4 August online information session. The three consortia shortlisted to submit binding proposals in the Parkes precinct were: • New Energy Corporation Pty Ltd • Veolia Recycling & Recovery Pty Ltd, I-Environment Investments Pacific Pty Ltd • Tribe Infrastructure Australia Pty Ltd, Masdar Tribe Australia Pty Ltd, Acciona Concesiones S.L., John Beever (AUST.) Pty Limited and Acciona Construction Australia Pty Ltd
4 August 2022	Regional Growth NSW Development Corporation (RGDC) held a public online information session on EfW. Approximately 68 registrations, ~40 questions. Panel included RGDC, Dr Jackie Wright (EnRisk - Health Expert), Niels Jakobsen (Chief advisor on sustainable energy at Viegand Maagøe, Netherlands - International Expert on EfW), John King and Alex Upitis - Talis & Deborah Palmer (WSP) as facilitator (Session 5-6.30pm).
24 March 2025	Successful Consortium announced led by Tribe Infrastructure Group (Tribe) and including Tadweer Group, HiQ Group (HiQ) and Kanadevia Inova (KVI).

So from the early development of the SAP there was a number of occasions where the EfW concept was communicated to the public, however from the 4 August 2022 online session, until now, there has been very, very little communication by State Government on this issue with the public. **Council has asked on multiple occasions that education and engagement be undertakes, with no success (see Chronology at Appendix 1)**.

There remains very little engagement by the NSW Government with the Parkes Community on the EfW proposal.

Planning Integrity and Government Responsibility

Given the NSW Government's direct involvement in the Parkes Special Activation Precinct and the strategic significance of the EfW proposal, it is imperative that planning integrity be upheld through **independent and transparent mechanisms**. The Parkes EfW project is on State owned land, the

[12] https://shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com/master-test/fapub_pdf/A+Parks/Parkes+SAP+-+Structure+Plan.pdf
[13] https://www.nsw.gov.au/sites/default/files/2020-04/Regional-Snowy-Hydro-SAPS-Parkes-Community-Statement.pdf
[14] Circular economy vision for Parkes one step closer | NSW Government

project was called through a State government process, the proponent was selected by State Government, the project will help address a State issue (ie waste crisis in Sydney) and may well be assessed by State Government. From a governance and transparency perspective, Council requests:

- Referral of the project to the **Independent Planning Commission (IPC)** from the outset.
- An extended **public exhibition period of at least eight weeks** to allow meaningful review of the Environmental Impact Statement (EIS).
- Full transparency in IPC processes, including site inspections, public hearings in Parkes, and published stakeholder engagement records.

Whole-of-Government Taskforce

To restore trust and ensure equitable engagement, Council recommends the establishment of a **Whole-of-Government Taskforce** to oversee community engagement and planning integrity for the Parkes EfW proposal.

Suggested Composition

- Department of Planning, Housing and Infrastructure (Chair)
- NSW Environment Protection Authority (EPA)
- NSW Health
- Department of Regional NSW
- Infrastructure NSW
- Regional Growth NSW Development Corporation
- Parkes Shire Council representatives
- Community representatives
- Independent scientific and health experts

Mandate

- Ensure the best technology is deployed and associated benefits such as industrial symbiosis are maximised.
- Lead transparent engagement with the Parkes community, including public forums, information sessions, and ongoing dialogue.
- Coordinate independent assessments of health, environmental, and agricultural impacts, including baseline air and water quality studies.
- Develop a binding Community Benefits Agreement (CBA) with enforceable commitments for local employment, infrastructure investment, and environmental safeguards.
- Oversee real-time monitoring and public reporting of emissions and compliance data.
- Ensure planning integrity, including referral of the project to the IPC from the outset.
- Support education and communication, including a statewide campaign to explain EfW technology, risks, and benefits.

Recommendations

1. Establish a Whole-of-Government Taskforce to oversee community engagement and planning integrity for the Parkes EfW proposal.
2. Refer the project to the Independent Planning Commission (IPC) from the outset to ensure impartiality and public confidence.
3. Extend the public exhibition period for the Environmental Impact Statement to a minimum of eight weeks.
4. Mandate a Community and Stakeholder Engagement Plan (CSEP) as part of the Secretary's Environmental Assessment Requirements (SEARs).
5. Ensure community representation in all stages of planning and oversight, including participation in the IPC process.
6. Require transparent reporting of all community engagement activities and outcomes.

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5. Equity and Urgency in Waste Infrastructure: A Case for a Community-Hosting Levy and Voluntary Planning Agreement

Parkes Shire Council acknowledges the critical waste management challenges facing New South Wales. The Draft NSW Waste and Circular Infrastructure Plan (May 2025) makes clear that Greater Sydney is on track to run out of landfill capacity within the decade. There is 7.7 million tonnes of landfill waste in NSW, with more than half of that generated in Sydney.

The consequences of inaction are severe[15]:

- A 20% increase in household waste collection fees;
- A potential $23 billion loss to the NSW economy;
- Disruption to critical infrastructure projects, including housing;
- Increased illegal dumping and environmental degradation.
- Landfills in regional NSW will be the probable destination for Sydney waste if alternate solutions are not identified.

The NSW Government has identified EfW as a transitional solution to reduce reliance on landfill and build resilience in the waste system. However, under current policy, EfW facilities are only permitted in four regional precincts—Parkes, West Lithgow, Southern Goulburn Mulwaree, and (until recently) Richmond Valley. This concentration of infrastructure in rural communities has created a perception of inequity, where regional towns are asked to absorb the environmental and reputational burden of metropolitan waste, often without commensurate support or benefit.

Learning from the Renewable Energy Zones

Recent experience with Renewable Energy Zones (REZs) has shown that large-scale infrastructure projects, even those with environmental merit, can fracture communities when poorly managed. As reported in the federal parliamentary inquiry into climate change, landholders hosting wind and solar farms have faced **bullying, threats, and social ostracism** from opponents within their own communities. The lack of coordinated government engagement, misinformation, and perceived unfairness in benefit distribution have led to deep divisions.

Parkes Shire Council urges the NSW Government to avoid repeating these mistakes. EfW policy must be implemented as a **win-win**, not a **win-lose**. Communities must be treated as partners, not passive hosts, and must be supported with transparent information, meaningful engagement, and tangible benefits.

Technology Must Be Proven Safe

Parkes Shire Council is clear: EfW technology must be proven safe before any facility proceeds. The health and wellbeing of our residents, the integrity of our environment, and the reputation of our agricultural sector are not negotiable. The NSW Government must provide transparent, independent, and peer-reviewed evidence that EfW facilities can operate without adverse impacts on human health, air and water quality, or agricultural production.

[15] *NSW Environment Protection Authority, Draft NSW Waste and Circular Infrastructure Plan: Meeting Our Residual and Food and Garden Organic Waste Needs (Draft Plan, 2025) <https://yoursay.epa.nsw.gov.au/draft-nsw-waste-and-circular-infrastructure-plan>*

Until such evidence is publicly available and accepted by the community, any EfW proposal must be subject to the highest level of scrutiny, including referral to the Independent Planning Commission from the outset.

The Case for a Community-Hosting Levy

Assuming the technology is proven safe and the project proceeds, Parkes Shire Council proposes the introduction of a $15 per tonne community-hosting levy, indexed annually in line with the waste levy. This levy should be:

- State-administered, similar in structure to the existing landfill levy;
- Collected at the point of waste generation, not imposed on the EfW operator;
- Directed to host communities, to fund infrastructure, services, and circular economy initiatives.

This is not a commercial charge, it is a **policy instrument** to ensure fairness and equity in how the burdens of the waste crisis are shared across NSW.

A Modest and Reasonable Contribution

To contextualise the proposal:

- Households in the Sydney basin generate approximately 600 kg[16] of residual waste per year.
- A $15/tonne levy equates to $9 per household annually, or less than 20 cents per week.
- By comparison, the current landfill levy can be as high as $174 per tonne.

The proposed hosting levy reflects the principles of the waste hierarchy, which prioritises waste management strategies from most to least preferred: avoidance, reuse, recycling, energy recovery, and landfill. NSW's current landfill levy, up to $174 per tonne, is intentionally high to discourage disposal at the lowest tier of the hierarchy. In contrast, Energy EfW sits mid-tier, offering partial resource recovery through energy generation. As such, a lower levy is appropriate, recognising its reduced environmental impact compared to landfill. Recycled materials, being higher on the hierarchy, are exempt from levies, reinforcing their desirability. The proposed $15/tonne community-hosting levy for EfW waste is consistent with this framework, balancing environmental policy with fairness for host communities

This modest contribution reflects sound policy and social fairness. It acknowledges that while EfW may be necessary, its implementation must not come at the expense of regional wellbeing.

If Not EfW, Then What?

The Draft Plan makes clear that alternate technologies are not yet ready to meet the scale and urgency of the waste crisis. Without EfW, the only viable short-term alternative is to expand or **reopen landfills, many of which will be located in regional NSW**. This would further entrench the burden on rural communities and undermine the transition to a circular economy.

EfW, if proven safe and properly regulated, offers a more sustainable pathway. But it must be accompanied by equitable policy settings that recognise and compensate host communities.

[16] NSW Environment Protection Authority, *NSW Local Government Waste and Resource Recovery Data Report 2022–23*, EPA 2024P4569, December 2024, ISBN 978-1-923328-06-6, https://www.epa.nsw.gov.au/sites/default/files/24p4569-warr-data-report-2022-23.pdf.

Voluntary Planning Agreement (VPA) Requirement

The aforementioned hosting levy is an arrangement between the Parkes Community and the NSW Government, in addition given the scale, complexity, and potential long-term impacts of the proposed EfW facility, Parkes Shire Council strongly recommends that the Secretary's Environmental Assessment Requirements (SEARs) include a provision requiring the proponent to work directly with Council to negotiate and enter into a Voluntary Planning Agreement (VPA). This agreement should outline enforceable commitments to deliver local infrastructure, employment pathways, environmental safeguards, and community development initiatives. A VPA is a critical mechanism to ensure that host communities receive tangible and lasting benefits, from the proponent and that the planning process reflects genuine partnership and shared responsibility.

Recommendation

1. Council urges the NSW Government to develop a community fund by adopting a **$15/tonne Community-hosting levy**, structured similarly to the landfill levy and applied at the source of waste generation. This measure would:
    1. Demonstrate a commitment to fairness and regional inclusion;
    2. Strengthen community engagement and trust;
    3. Help avoid the community division seen in Renewable Energy Zones;
    4. Ensure that the transition to EfW is not a win-lose proposition, but a shared endeavour.
    5.

2. That the SEARs include a mandatory requirement for the proponent to work with Parkes Shire Council to negotiate and enter into a Voluntary Planning Agreement (VPA), with enforceable commitments to infrastructure, employment, environmental safeguards, and community development.

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7. Summary of Recommendations

1. That the NSW Government immediately initiate a coordinated, whole-of-government engagement process with the Parkes community regarding the EfW proposal. That relevant agencies, including Planning, Environment, Health, and Regional Development, be tasked with providing clear, accessible information on the risks, benefits, and regulatory framework of EfW technology.
2. That independent experts be engaged to facilitate community forums and provide impartial assessments of the proposed facility.
3. That the Chief Scientist and Engineer be required to review the "2020 Energy from Waste" report, with particular attention to the information circulated withing the Parkes community on the adverse health effects of these facilities. The Chief Scientist and Engineer should make a determination if these facilities are indeed safe near food sources and communities such as Parkes (or anywhere else).
4. If an EfW plant proceeds, there should be a requirement that the EfW facility be fitted with **Best Available Techniques (BAT)** and required to continuously be upgraded to comply with **international best practice**, such as the **EU BAT** for waste incineration, as it changes from time to time.
5. If an EfW plant proceeds, there should be a requirement that **Real-time emissions data** be made publicly available, and that facilities be required to **monitor and report under "Other Than Normal Operating Conditions" (OTNOC)** such as start-up and shutdown periods.
6. That the Chief Scientist and Engineer also investigate **international best practice** emission monitoring requirements.
7. That the NSW Government publicly articulate its policy position on EfW infrastructure in regional NSW, including its role in addressing Sydney's waste crisis.
8. That future infrastructure proposals of this scale include mandatory early-stage community engagement led by government, not solely by private proponents.
9. Cumulative Impact Assessment: The Parkes EfW proposal must be assessed in the context of other State Significant Developments (SSDs) in the region, including the Parkes Special Activation Precinct (SAP) and large-scale renewable energy projects. Evaluating the project in isolation risks overlooking the broader cumulative impacts on land use, infrastructure, and regional industries, particularly agriculture.
10. Agricultural Risk and Market Perception: Council is concerned that agriculture is not explicitly addressed in other EfW SEARs. A targeted assessment is needed to evaluate both the physical risks of contamination and the reputational risks to agricultural outputs. This includes potential impacts on enterprise costs, productivity, and market access, especially in export markets where consumer perception can be as influential as scientific evidence.
11. Agricultural Supply Chain Impacts: The SEARs should require consideration of the full agricultural supply chain, including upstream and downstream infrastructure such as livestock saleyards, grain handling facilities, and specialised enterprises. These systems are integral to the regional economy and may be affected directly or indirectly by the EfW facility.
12. Application of Large-Scale Solar Guidelines: The NSW Large-Scale Solar Energy Guidelines provide a robust framework for assessing regional economic impacts. Council recommends that a Level 3 regional economic impact assessment, as outlined in the Solar Guidelines, be

applied to the Parkes EfW project to ensure consistency and thoroughness in evaluating economic outcomes.

13. Enhanced Monitoring Requirements: Community confidence in the safety of EfW technology is closely tied to transparency and monitoring. Council notes that some substances, such as dioxins, are not currently subject to continuous monitoring. If technically feasible, continuous monitoring of all emissions should be mandated. This would significantly improve public trust and regulatory oversight.

14. All levels of government should consistently advocate the waste hierarchy as the preferred approach to waste management, with EfW considered only after all viable recycling and reuse options.

15. A comprehensive, evidence-based public information campaign is urgently needed to explain EfW's role in the waste management mix. If EfW is safe, this must be clearly and credibly communicated. If it poses unacceptable risks, it should be removed from the policy framework.

16. All EfW proposals in NSW must demonstrate that all waste, without exception, undergoes validated pre-treatment or sorting at off-site waste transfer stations prior to incineration. This ensures that recyclable and reusable materials are diverted from EfW and supports circular economy principles.

17. The NSW EPA must require EfW proponents to explicitly outline how they will meet the resource recovery criteria for mixed waste, as defined in the NSW Energy from Waste Policy Statement. This should include measurable targets and independent verification mechanisms.

18. To reduce landfill dependency and promote material recovery, EfW facilities should be required to implement on-site ash processing. This enables potential reuse of incinerator ash in construction or other industries and minimizes environmental impact.

19. The NSW Government must undertake a critical analysis of whether residual waste destined for landfill can be realistically managed through alternative technologies or enhanced recycling systems, before approving EfW projects. This includes revisiting the waste hierarchy and prioritizing waste avoidance, reuse, and recycling.

20. Regional communities such as Parkes must be treated as partners, not passive recipients of Sydney's waste. The Government should commit to ongoing dialogue, transparent planning, and equitable distribution of both the burdens and benefits of waste infrastructure

21. Establish a Community Consultative Committee (Similar to that required by Mines) with an independent chair and a binding Community Benefits Agreement (CBA) for any regional town hosting an EfW facility, including:

    1. Local job creation
    2. Targeted 10% trainee/apprentice program particularly in modern jobs
    3. Infrastructure investment
    4. Environmental safeguards
    5. Community representation in oversight committees

22. If EfW facilities proceed they should be government supported to optimise regional benefits including;

    - Participate in any industrial symbiosis (such as steam distribution and behind the meter local electricity distribution)

- Optimise industrial tourism opportunities, where students and researchers can visit the facilities for educational purposes.
- Facilitate research. Provide facilities where researchers are able to conduct research on the EfW facility performance, the emissions, by product research and other recycling initiatives.

23. Conduct a comprehensive agricultural impact assessment, including livestock and crop safety, market perception analysis, and long-term soil health monitoring.
24. Commission an independent valuation study to assess the potential impact on land values and residential growth.
25. Undertake a full lifecycle environmental and economic analysis of waste transport from Sydney to Parkes, including carbon footprint and infrastructure wear.
26. Require baseline and ongoing water quality monitoring, with public reporting and contingency planning for contamination events.
27. Establish a Whole-of-Government Taskforce to oversee community engagement and planning integrity for the Parkes EfW proposal.
28. Refer the project to the Independent Planning Commission (IPC) from the outset to ensure impartiality and public confidence.
29. Extend the public exhibition period for the Environmental Impact Statement to a minimum of eight weeks.
30. Mandate a Community and Stakeholder Engagement Plan (CSEP) as part of the Secretary's Environmental Assessment Requirements (SEARs).
31. Ensure community representation in all stages of planning and oversight, including participation in the IPC process.
32. Require transparent reporting of all community engagement activities and outcomes.
33. Council urges the NSW Government to develop a community fund by adopting a **$15/tonne Community-hosting levy**, structured similarly to the landfill levy and applied at the source of waste generation. This measure would:
    - Demonstrate a commitment to fairness and regional inclusion;
    - Strengthen community engagement and trust;
    - Help avoid the community division seen in Renewable Energy Zones;
    - Ensure that the transition to EfW is not a win-lose proposition, but a shared endeavour.
34. That the SEARs include a mandatory requirement for the proponent to work with Parkes Shire Council to negotiate and enter into a Voluntary Planning Agreement (VPA), with enforceable commitments to infrastructure, employment, environmental safeguards, and community development.

8. Conclusion

Parkes Shire Council appreciates the opportunity to contribute to this important inquiry and reiterates its commitment to constructive engagement, evidence-based planning, and community wellbeing. The proposed Energy from Waste (EfW) facility in Parkes presents both potential opportunities and significant risks. Council does not oppose innovation or infrastructure development, but insists that safety, transparency, and equity must be the foundation of any decision.

This submission has outlined the community's concerns regarding health, environmental integrity, agricultural viability, and planning transparency. It has also acknowledged the broader waste management challenges facing New South Wales and the strategic role EfW may play in addressing them. However, Council maintains that no EfW facility should proceed unless its safety can be independently and scientifically verified, and unless host communities are treated as genuine partners in the process.

Council calls on the NSW Government to adopt a whole-of-government approach, ensure independent oversight, and implement a fair and transparent community-hosting levy to support impacted communities. The people of Parkes deserve clarity, respect, and meaningful participation in decisions that affect their future.

Parkes Shire Council stands ready to work collaboratively with government, industry, and the community to ensure that any EfW proposal is assessed with integrity, implemented with fairness, and delivers lasting benefits to the region

9. Authorisation

The above submission was considered by Parkes Council at the ordinary meeting held on 21 October 2025, where council resolved to...

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10. Appendices

Appendix 1 – Chronology of Parkes Special Activation Precinct and EfW

Event Date	Event
1 August 2017	Parkes SAP - The elected Council was first introduced to the concept which eventually developed into the Special Activation Precinct (SAP) in a strategic workshop. Principle included large areas with adequate buffer zones for businesses to develop without affecting neighbours. It was initiated by an abattoir investor, who could not find land suitably zoned, with buffers and service. The initial principle was for agricultural value adding, as over 65% of local produce was transported out of the Shire with no-value-adding.
15 September 2017	Parkes SAP - The SAP concept was introduced to The Hon Rick Colless MLC, Duty MLC for Central West. After the presentation an undertaking was made to bring the Deputy Premier to the region to see the concept.
31 October 2017	The Hon John Barilaro & The Hon Rick Colless MLC visited Parkes to investigate Councils concept. As a result of the meeting Mr Barilaro activated a number of senior bureaucrats to fully develop the concept.
5 June 2018	Council was first introduced to the EfW concept in a presentation from a proponent on EfW. That development did not proceed as EPA advised the proponent that there was no framework and the approval process would take a number of years. The concept was based on using the Parkes National Logistics HUB to aggregate waste and recyclables. The project was a concept only, nothing formal was lodged.
30 July 2018	Parkes SAP - The Hon Gladys Berejiklian & Deputy Premier John Barilaro announced at Bathurst the NSW 20 year Economic Vision including "Parkes Special Activation Precinct". This was the initiation of the Parkes SAP and in essence the transfer of the concept from Council to the State Government.
28/9/2018	2017 Parliamentary Inquiry - Parliamentary EfW inquiry government response - predominately accepting recommendations.
May 2019	Parkes SAP - The recycling precinct and EfW facility was identified as a potential inclusion in the SAP, during State Government led Enquiry-by-Design workshop, where a room of experts (~60) gathered to help design the SAP. The resultant structure plan was then prepared and published. https://shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com/master-test/fapub_pdf/A+Parks/Parkes+SAP+-+Structure+Plan.pdf
May 2019	Parkes SAP - A Community Statement was also published at that time which featured a full page on Energy from Waste. A full copy available at; https://www.nsw.gov.au/sites/default/files/2020-04/Regional-Snowy-Hydro-SAPS-Parkes-Community-Statement.pdf
September 2019	Parkes SAP - A Draft Masterplan for the SAP was then prepared and published, which created sub-precincts including the Resource Recovery and Recycling Sub-Precinct. The draft Master Plan, which was underpinned by a community

	engagement program and was put on public exhibition from 20 September until 20 October 2019, is available at; https://shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com/master-test/fapub_pdf/A+Activation/2.+Parkes+SAP+-+draft+master+plan.pdf).
September 2019	Parkes SAP - During this time, landowners, stakeholders and the wider community were invited to provide submissions. At the same time, the Department also exhibited the Explanation of Intended Effects (EIE) for a new State Environmental Planning Policy (SEPP) that enables the planning and delivery of the Special Activation Precincts; https://shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com/master-test/fapub_pdf/A+Activation/1.+Explanation+of+Intended+Effect+-+Activation+Precincts+SEPP.pdf
December 2019	2017 Parliamentary Inquiry - In response to the Legislative Councils recommendation, Minister for Energy and Environment, the Hon Matt Kean MP requested the NSW Chief Scientist & Engineer establish a working group to undertake a review of Energy from Waste in NSW, to ensure proposals adopt international best practice standards and controls to protect human health and environment.
May 2020	NSW Chief Scientist & Engineer handed down report on Energy from Waste, Identifying departures from International best practice.
June 2020	Parkes SAP - The final precinct Masterplan was published in June 2020; https://shared-drupal-s3fs.s3-ap-southeast-2.amazonaws.com/master-test/fapub_pdf/00+-+Parkes+SAP/Parkes+Master+Plan Other documents can be found at.. https://www.planningportal.nsw.gov.au/activation-precincts
22 July 2020	Parkes SAP – Media Statement, John Barilaro at the Pacific National terminal in Parkes *A vision of the Parkes Shire Council for over 20 years came to full realisation on Wednesday with the commitment of $185.4 million from the NSW Government to the Special Activation Precinct.* *"I am really excited to be here today to see this vision come to fruition," said Deputy Premier, John Barilaro at the Pacific National terminal in Parkes.* *He said the funding would kick-off the delivery of the precinct and fund vital infrastructure to make it easier and more attractive for businesses to set up in Parkes.* *With the prospect of creating 3,000 direct jobs, the Deputy Premier predicted the ripple effect would transform Parkes from a sleepy rural town into a cosmopolitan city of the future, as it happened in Orange when the NSW Department of Industry was moved there.*

	"The exciting part about the Special Activation Precinct (SAP) is that the investment is not about politics, but it is the right thing to do for the future of this region, the Central West and the state of NSW.
November 2020	NSW Chief Scientist & Engineer handed down report on Energy from Waste, with additional advice on research completed since the May reports release. https://npd-web.matrix.squiz.cloud/__data/assets/pdf_file/0009/1431/FINAL-Report_EFW-with-additional-advice.pdf
November 2020	EPA response to the NSW Chief Scientist & Engineer report, supports the recommendations and commits to implementation. The final standards were reported to be the most stringent in the world and reflected international best practice.
December 2020	RGDC calls Expressions of Interest for EFW facility at Parkes SAP closing Feb 2021. Council was excluded from participation on the tender panel.
June 2021	NSW EPA – release NSW Energy from Waste Policy Statement. The NSW Energy from Waste Policy statement sets out the policy framework and overarching criteria that apply to facilities in NSW proposing to thermally treat waste or waste-derived materials for the recovery of energy
June 2021	Department of Planning, Industry and Environment – NSW Waste and Sustainable Materials Strategy 2041 - The purpose of NSW Waste and Sustainable Materials Strategy 2041 is to guide NSW's transition to a circular economy by reducing waste, improving resource efficiency, and ensuring safe waste management over the next 20 years, including EfW.
10 September 2021	Media release - John Barilaro, Deputy Premier & Matt Kean, Minister for Energy and Environment advising Parkes was confirmed as one of four locations across NSW for EfW in the NSW Government's *Energy from Waste Infrastructure Plan* that supports the *NSW Waste and Sustainable Materials Strategy 2041. The NSW EPA Policy on Energy from Waste* was published in June 2021 and provides detail including resource recovery criteria.
15 March 2022	Report to Open council on Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021 & Joint Submission See agenda item 9.3. Councils response to Energy from Waste Infrastructure Plan. **Recommendation That Council,** 1. Acknowledges the Parkes Special Activation Precincts inclusion in the EPA Energy from Waste Infrastructure Plan 2041, and the Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021. 2. Supports the Draft Joint submission - On the NSW Governments Energy from Waste Infrastructure Plan 2041, by Goulburn Mulwaree Council, Lithgow City Council, Parkes Shire Council and Richmond Valley Council, including, a) **The need for a state-initiated education/communication campaign on EfW,** b**) The need to establish a Community Impact/Economic Innovation Fund ensuring economic benefit (based on tonnage) flows through to affected communities,**

c) The need for NSW Government to work with the Councils to develop a framework for any Voluntary Planning Agreement associated with an EfW proposal,

d) Support the Mayor signing the Joint Submission on behalf of Council,

e) Support the Mayor & General Managers inclusion in a delegation to discuss the submission with relevant State Ministers.

3. Makes a submission to the EPA on the Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021, consistent with this report.

4. Request the Secretary's Environmental Assessment Requirements (e.g. SEARs) for any proposed project, include the provision for a comprehensive Community and Stakeholder Engagement Plan (CSEP) as part of EIS preparation.

https://www.parkes.nsw.gov.au/files/assets/public/v/1/council/meeting-business-papers/2022/march-15/agenda-for-ordinary-council-meeting-15-march-2022.pdf

March 2022 — Parkes Council formal submission to NSW Government requesting establishment of Community fund for impacted communities and state education campaign.

March 2022 — Letters to various Ministers seeking support of Joint Submission requests

The Hon. Paul Toole MP, Member for Bathurst, Deputy Premier
The Hon. James Griffin MP, Minister for Environment and Heritage
The Hon. Matt Kean MP, Treasurer, and Minister for Energy
The Hon. Wendy Tuckerman MP, Member for Goulburn
The Hon. Sam Farraway MLC, Member of the Legislative Council
Mr Philip Donato, MP, Member for Orange
Mr Christopher Gulaptis, MP, Member for Clarence

4-5 May 2022 — The RGDC held community drop-in sessions on 4-5 May 2022, with representatives from EfW, also…Fulton-Hogan (SAP Contractors), Georgiou (Newell Highway Bypass contractors), Brightmark, Regional NSW, RGDC and Parkes Council.

June 2022 — Joint submission to Government (Richmond Valley Council, Lithgow Council and Parkes Council). Seeking Government support and statewide education campaign and establishment of Community fund for affected communities. Prepared by MRA Consulting Group and H4CO.

28 July 2022 — RGDC Media release naming three shortlisted consortia, with an accompanying information sheet. Also flagged 4 August online information session.

Circular economy vision for Parkes one step closer | NSW Government

The three consortia shortlisted to submit binding proposals in the Parkes precinct are:

- New Energy Corporation Pty Ltd
- Veolia Recycling & Recovery Pty Ltd, I-Environment Investments Pacific Pty Ltd
- Tribe Infrastructure Australia Pty Ltd, Masdar Tribe Australia Pty Ltd, Acciona Concesiones

	S.L., John Beever (AUST.) Pty Limited and Acciona Construction Australia Pty Ltd
4 August 2022	RGDC public online information session on EfW. Approximately 68 registrations, ~40 questions. Panel included RGDC, Dr Jackie Wright (EnRisk - Health Expert), Niels Jakobsen (Chief advisor on sustainable energy at Viegand Maagøe, Netherlands - International Expert on EfW), John King and Alex Upitis - Talis & Deborah Palmer (WSP) as facilitator (Session 5-6.30pm).
13 March 2024	Letter to Hon. Tara Moriarty MLC – Handed to Minister during a meeting at parliament house. Raised various SAP issues but stressed the importance of Social licence for EfW.
12 November 2024	Letter to Hon. Penny Sharpe MLC, asking for a whole-of-government approach, including education campaign, hosting levy. Pointing out the looming waste crisis and the need to work together to avoid losing community support.
25 February 2025	NSW EPA announced a review of its Energy from Waste (EfW) Framework. An Options Paper has been released with comments being accepted up until 8 April 2025.
4 March 2025	Letter to Hon. Penny Sharpe MLC – Asking for some proactive opportunities to get in front of EfW information and be proactive.
18 March 2025	Report to Open council on EPA EfW Option report, with draft submission. See agenda item 13.1.

RECOMMENDATION That:

1. Council endorses the attached submission on the Environment Protection Authority (EPA) Energy from Waste (EfW) - Options Paper (March 2025), significantly summarised in the points below;

(a) Council is supportive of the permissibility of EfW facilities in the Parkes Special Activation Precinct.

(b) Council will be absolutely uncompromising to ensure that any facility complies with the standards and controls to protect human health and the environment.

(c) Council is aware that the NSW Energy from Waste Policy Statement reflects the latest advice on air emissions standards from the NSW Chief Scientist and Engineer, to ensure proposals adopt international best practice standards and controls to protect human health and the environment.

(d) **A state level education campaign to assist communities understand the impacts of EfW would be valuable**.

(e) While the proponents of these facilities must meet their social responsibility obligations, it is our view that the source of the generation must also contribute, albeit in a small way, to help meet the social licence obligations to the hosting community. The onus should not be on the developer alone.

(f) **Council proposes a State Government hosting levy of approximately $10 per tonne** on waste diverted to EfW facilities from large metropolitan centres. Particularly to recognised that recycling (which does not attract a levy) is the preferred ultimate option for all waste, however EfW is much preferred over waste going to landfill (which currently attracts a large levy).

(g) That 50% of the levy be diverted to the hosting local government and the residual to the State to administer the process.

(h) Households in the Sydney basin generate on average around 600kg/household/yr of residual waste. Instead of being buried in landfill and producing methane emissions, that waste could generate baseload power for the State at an EfW facility. Consequently, we are certain that with this knowledge, households of the Sydney Ordinary Council Meeting Agenda 18 March 2025 Item 13.1 Page 87 basin would be satisfied to know that their county cousin receiving large volumes of metropolitan waste at an EfW facility, were being compensated in a small way for an outlay of less than 12c per week.

(i) The objective of the hosting levy would be to support community projects, generate employment opportunities through economic development activities, allow the employment of a circular economy expert, seek to build a legacy fund for post-closure of the facility and critically, help gain social license

https://parkes.infocouncil.biz/Open/2025/03/OCM_20250318_AGN_219_AT.PDF

FMarch 2025	Council makes formal submission to EPA on EfW Options Paper December 2024, confirming points above from Council meeting of 18 March 2025.
19 March 2025	Letter to Hon. Tara Moriarty MLC – Handed to the Minister during a meeting. Requested State-level education campaign, Shared responsibility, Hosting levy. Asking the Minister to support our request to Letter to Hon. Penny Sharpe MLC.
19 March 2025	Letter to Hon. Penny Sharpe MLC – Seeking a meeting to discuss social licence, hosting levy and working together.
24 March 2025	Successful Consortium announced led by Tribe Infrastructure Group (Tribe) and including Tadweer Group, HiQ Group (HiQ) and Kanadevia Inova (KVI).
28 March 2025	Mayor and Deputy Mayor travel to Sydney to meet with Minister for the Environment, with local Member Phil Donato, asking for EPA EfW Options paper submission period to be extended. Also, that a statewide education campaign be provided to provide unbiased information on EfW and also if EfW is ultimately established in Parkes a community fund should be established to acknowledge the community impacts.
4 April 2025	Mayoral letter to EPA CEO Tony Chappel, seeking reassurance that the EPA will protect the community with is handling of EfW assessment
9 April 2025	Mayoral Letter to Secretary Department of Planning, Housing and Infrastructure, Kiersten Fishburn - seeking reassurance that the Dept Planning will protect the community with is handling of EfW assessment.
22 April 2025	Letter to Secretary Department of Planning, Kiersten Fishburn, seeking clarification of a number of points made by Anti-incinerator advocate Jane Bremmer.
30 April 2025	Request to Chief Scientist & Engineer to discuss the EfW and possibility of a community information session.
May 2025	Draft NSW Waste and Circular Infrastructure Plan (see submission 25 June 2025) https://hdp-au-prod-app-nswepa-yoursay-files.s3.ap-southeast-2.amazonaws.com/6217/4925/1672/25p4590-draft-waste-infrastructure-plan.pdf

2 May 2025	EPA Reply to Mayors letter of 4 April 2025.
8 May 2025	Chief Scientist & Engineer – indicated its an EPA issue and they would work with them.
22 May 2025	Response to Mayors letter of 22 April – Department of Planning Housing and Infrastructure.
25 June 2025	Councils' response to the Draft Waste and Circular Infrastructure Plan – Stressing the need for 1) State-wide education campaign, Public clarification of the government position on EfW, Hosting levy.
23 July 2025	Hon Scott Barrett call for Parliamentary Inquiry
26 July 2025	No Parkes Energy-From-Waste Incinerator Community Information Night, including inuendo by Mr Maynard that Council corruption is involved.
29 July 2025	Mayoral Media release supporting Barrett's Parliamentary Inquiry
30 July 2025	Referral of Maynard allegations to ICAC
30 July 2025	Mayoral letter to premier supporting Parliamentary Inquiry and asking for a hearing to be held in Parkes.
30 July 2025	Letter to Department of planning asking for Agriculture etc to be included in SEAR's – Initiated by the Economic Development Committee
6 August 2025	Parliamentary Inquiry debated and supported by all major parties https://youtu.be/RjInm9Nyyk4
7 August 2025	Mayor met with Hon. Penny Sharpe MLC, outlined Council concerns about lack of government information and requested a Parliamentary inquiry hearing be held in Parkes.
12 August 2025	Reply to Mayoral letter to premier Minns supporting Parliamentary Inquiry, via The Hon Penny Sharpe
21 August 2025	Mayoral letter to The Hon. Paul Scully, MP, Minister for Planning and Public Spaces, requesting 1) EfW development application be directed to the Independent Planning Pannel for determination from the outset. 2) that the 28-day exhibition period be extended to 8 weeks, 3) that a hearing be held in Parkes.
18 September 2025	ICAC advised in relation to Maynard allegations, "We have determined that we will not be investigating the issues raised, as the information before the Commission is not sufficient to indicate a reasonable likelihood that corrupt conduct might have occurred."
22 September 2025	Mayoral letter to The Hon. Paul Scully, MP, Minister for Planning and Public Spaces, reiterating request of 21 August 2025.

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Appendix 2 – Media Release and Fact Sheet – EfW (28/7/2022)

Regional Growth NSW Development Corporation
Department of Regional NSW

NSW GOVERNMENT

Thursday, 28 July 2022

Media Release

*****EMBARGOED UNTIL THURSDAY, 28 JULY 2022*****

ENERGY FROM WASTE SHORTLIST FOR PARKES

The NSW Government has shortlisted three groups to submit proposals to deliver an energy from waste facility as part of the Parkes Special Activation Precinct's circular economy, to drive jobs in new industries in the central west.

The government is taking a considered approach to establish a facility that considers the priorities of the Parkes community and reduces carbon emissions by diverting waste from landfill, supports investment in the area and meets international standards for eco-industrial precincts.

The proposed facility was identified during the precinct's master planning as a key part of attracting ongoing investment into the precinct through the supply of reliable energy to support heavy energy users and achieve the precinct's sustainability goals.

The three consortia shortlisted to submit binding proposals in the Parkes precinct are:

1. New Energy Corporation Pty Ltd
2. Veolia Recycling & Recovery Pty Ltd, I-Environment Investments Pacific Pty Ltd
3. Tribe Infrastructure Australia Pty Ltd, Masdar Tribe Australia Pty Ltd, Acciona Concesiones S.L., John Beever (AUST.) Pty Limited and Acciona Construction Australia Pty Ltd

The proposed energy from waste facility would be part of the dedicated resource recovery and recycling sub-precinct that is located to minimise noise, air quality, odour and dust generating impacts on the community.

In NSW, proposed energy from waste facilities are required to comply with strict new emissions standards set out in the NSW Environment Protection Agency (EPA) Energy from Waste Policy Statement, that meet and exceed world's best practice.

The strict emission limits, and monitoring requirements to demonstrate compliance, will be included in an Environment Protection Licence (issued by the NSW EPA) that any energy from waste facility requires to operate in NSW.

The government expects to award the tender in late-2022 at which time the successful proponent will proceed to apply for the relevant planning and environmental approvals required.

An online Q&A session with energy from waste experts is being held for the Parkes community on Thursday, 4 August from 5-6pm. The government will continue to work closely with Parkes Shire Council, stakeholders and the community throughout this process.

Energy from waste has been safely and effectively used around the world for the past 50 years, with over 2,000 plants operating worldwide including over 1,000 in Japan, over 400 across Europe and at least 80 in the United States.

There are three large-scale energy from waste facilities proceeding in Western Australia and a further three approved in Victoria.

For more information on energy from waste and the Parkes precinct visit:
rgdc.nsw.gov.au/precincts/parkes.

Media: Antonia Muir Mobile Number: 0438 310 830

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Energy from waste

New South Wales is transitioning to a circular economy over the next 20 years. This means we will continue to minimise what we throw away, and use and reuse our resources efficiently, making them as productive as possible.

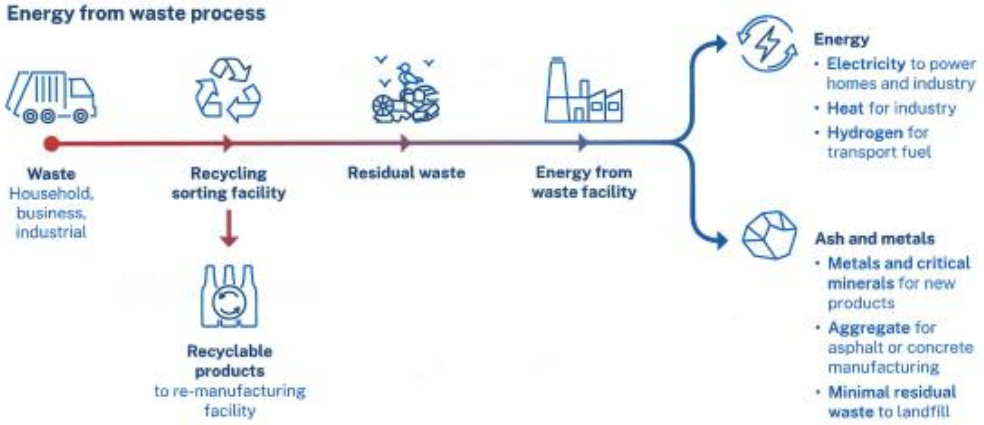
We will end up with less waste, less emissions and less harm to our environment while boosting innovation, to help drive our economy and create more jobs.

To achieve this, we need to have the services and infrastructure in place to deal with our waste safely and efficiently, to ensure it does not become a problem for future generations. We also need to work together with consumers, industries, and other governments to make the circular economy a reality.

Energy from waste is an effective way to manage residual waste that cannot be recycled. This waste is diverted from landfill and used to create energy, delivering positive outcomes for the community and the environment.

The NSW Government supports energy from waste in the right locations and where it is used to manage genuine residual waste – not as an alternative to waste reduction or recycling.

Energy from waste process



What is energy from waste?

Energy from waste is a process where residual waste (that cannot be recycled) is converted into energy through a biological or a thermal process to create heat, electricity or gas/liquid fuels.

The energy from waste process produces some waste, as ash, which may then be reused for road construction purposes and recovering metals for recycling.

What is residual waste?

Residual waste is the waste left over after all recyclable or re-usable material has been removed following a resource recovery process or source separation collection system. Residual waste is the waste that is currently sent to landfill.

Fast facts

Proven technology
Globally over 2,000 energy plants operating

Negative air pressure
The facility is designed so air pollutants and odours can't escape

Waste volume reduction
An energy from waste facility combusts waste under controlled conditions that reduce the waste volume by about 90 per cent.

nsw.gov.au

NSW GOVERNMENT

What about pollution? Is it safe?

The NSW Environment Protection Authority (EPA) Energy from Waste Policy Statement requires proven technology, proven operator and a proven waste stream and provides some of the strictest requirements in the world for protection of human health. Any energy from waste facility in NSW would be required to have an Environment Protection Licence (EPL) that sets maximum emission limits in emissions from the facility, that cannot be exceeded. These emission limits are set under the Energy from Waste Policy.

Modern pollution control equipment for industrial plants, such as energy from waste facilities, use a variety of measures to control and measure particulate and other gaseous emissions.

For example, using the best available controls, as required by the approval conditions, can see 99 per cent or more of fine particulates removed from emissions.

Ongoing sampling, monitoring and reporting of pollutants in emissions will be a condition of approval for any energy from waste facility in NSW. This will ensure best practice in health risk management well into the future of operations.

Improved technology means lower emissions

The technology used to control or prevent emissions from energy from waste facilities has improved significantly over the past 25 years, in line with the enforcement of increasingly strict emissions standards worldwide.

For instance, Japan has over 1,000 energy from waste facilities, where the technological improvements and emission controls saw a 99% reduction in emissions from their facilities between 1997 and 2010.

Emissions from proposed NSW energy from waste facilities are required to be no greater than the emissions standards set in the NSW EPA Energy from Waste Policy Statement, that meet and exceed world's best practice.

Emission comparisons



For more information, please contact:

1300 REGION (734466)

activationprecincts@regional.nsw.gov.au

NSW GOVERNMENT

The Hon. Nichole Overall MLC
Chair
NSW Legislative Council Select Committee
Inquiry into Proposed Energy from Waste Facilities
Parliament of New South Wales
Macquarie Street
Sydney NSW 2000

Dear Ms Overall,

Submission to the Inquiry into Proposed Energy from Waste Facilities

Parkes Shire Council is pleased to provide the attached submission to the NSW Legislative Council Select Committee's inquiry into proposed Energy from Waste (EfW) facilities, which includes 34 recommendations. This submission reflects Council's considered position on the proposed EfW development within the Parkes Special Activation Precinct (SAP) and has been formally endorsed at Council's Ordinary Meeting held on 21 October 2025.

Above all, community safety is Council's foremost concern. The proposed EfW facility has generated significant anxiety across the Parkes region, particularly regarding potential health impacts, environmental risks, and the proximity to sensitive receptors such as schools and agricultural land. Council's position is clear and uncompromising: **if the safety of the proposed EfW facility cannot be unequivocally demonstrated through independent, peer-reviewed scientific evidence, then it must not proceed**. The health and wellbeing of our residents, the integrity of our environment, and the reputation of Parkes as a clean and green agricultural region are non-negotiable.

While the NSW Government has identified EfW as a strategically important transitional solution to address the state's growing waste crisis, it has done very little to support the Parkes community with clear, consistent or reassuring information, if that is indeed available. Despite the significance of the proposal, there has been a lack of coordinated engagement, public education, and transparent communication from government agencies. This absence has contributed to widespread community concern and eroded public confidence in the planning process.

Parkes is one of only four locations across New South Wales where EfW facilities are currently permitted, a designation made under the previous government. The current government has inherited this framework, and Council acknowledges that both sides of politics have contributed to the policy landscape. Council believes it is unproductive to assign blame or politicise the issue. What matters now is how we move forward together. Equity must prevail, regional communities like Parkes should not be expected to carry the burden of metropolitan waste without safety reassurance, commensurate support, safeguards, and benefits. From the perspective of the Parkes community, there appears to have been little effort by the government to engage meaningfully or establish a social licence with our community.

It is imperative that any such development is subject to rigorous independent assessment, transparent planning processes, and genuine community engagement. The submission outlines significant community concerns regarding health, environmental integrity, agricultural viability, and planning transparency, and consequently calls **for a whole-of-government approach and an urgent update of the Chief Scientist EfW Report,** to ensure that regional communities are safe and treated as partners, not passive hosts in the state's waste strategy. Further, given the NSW Government's direct involvement in the precinct and the proposal, Council believes the **Parkes EfW proposal should be referred from the outset to the Independent Planning Commission**.

We thank the Committee for the opportunity to contribute to this important inquiry and respectfully request that a public hearing be held in Parkes to ensure local voices are heard directly.

Should you require any further information or clarification, please do not hesitate to contact me.

Yours sincerely,

Neil Westcott
Mayor
Parkes Shire Council

DRAFT

The Hon. Paul Scully, MP
Minister for Planning and Public Spaces
GPO Box 5341
SYDNEY NSW 2001

Dear Minister,

Parkes Energy Recovery Proposal – Immediate Action Requested on Council Submission

I write to you again on behalf of Council and the Parkes community regarding the proposed Energy-from-Waste (EfW) facility within the Parkes Special Activation Precinct. Council has now formally endorsed the submission to the NSW Legislative Council Select Committee's inquiry into proposed EfW facilities. A copy of this submission is enclosed for your consideration. It outlines 34 recommendations addressing planning integrity, health and environmental safeguards, agricultural risk, and community equity.

While Council welcomes the establishment of the parliamentary inquiry, we respectfully urge you to take immediate action on matters within your jurisdiction, without waiting for the inquiry's findings. Particularly, we request:

1. **Safety First:** Above all, community safety is Council's foremost concern. The proposed EfW facility has generated significant anxiety across the Parkes region, particularly regarding potential health impacts, environmental risks, and the proximity to sensitive receptors such as schools and agricultural land. Council's position is clear and uncompromising: **if the safety of the proposed EfW facility cannot be unequivocally demonstrated through independent, peer-reviewed scientific evidence, then it must not proceed**. The health and wellbeing of our residents, the integrity of our environment, and the reputation of Parkes as a clean and green region are non-negotiable.

2. **Referral to the Independent Planning Commission (IPC):** The Parkes EfW project is on State owned land, the project was called through a State government process, the proponent was selected by State Government, the project will help address a State issue (ie waste crisis in Sydney) and presently will be assessed by State Government. Given the NSW Government's direct involvement in the precinct and the proposal, Council calls on you to exercise your ministerial discretion to refer the Parkes Energy Recovery proposal to the IPC from the outset. If this is not within your current Ministerial powers, then the legislation should be changed to facilitate this referral. This is essential to uphold public confidence in the impartiality and integrity of the planning process.

   Council wishes to advise that a resolution has been passed to lodge an objection to the Parkes EfW proposal if it is not referred to the IPC prior to public exhibition.

3. **Whole-of-government approach**: The submission outlines significant community concerns regarding health, environmental integrity, agricultural viability, and planning transparency. There is clearly a waste crisis in Sydney and Parkes appears to be targeted as part of the solution. Surely it is not too much to expect that government take a **whole-of-government approach?** A taskforce of this nature could lead community engagement, coordinate regulatory oversight, and ensure planning integrity. This taskforce should include representatives from Planning, Environment, Health, Regional NSW, Infrastructure NSW, and independent experts, alongside Council and community stakeholders. The Parkes community deserve this level of respect from Government, and we respectfully request that together with your ministerial colleagues that this taskforce be

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convened as a matter of urgency to ensure that regional communities are treated as partners, not passive hosts in the state's waste strategy.

4. **Extension of the Public Exhibition Period:**
   The legislated 28-day exhibition period is inadequate for a project of this scale and complexity. Council requests that you direct the exhibition period be extended to a minimum of eight (8) weeks to allow meaningful community engagement and review.

5. **Inclusion of Submission Matters in SEARs:**
   Council strongly urges that key matters raised in our submission be explicitly incorporated into the Secretary's Environmental Assessment Requirements (SEARs). These include cumulative agricultural impacts, market perception risks, water security, community engagement protocols, the need for a binding Community Benefits Agreement and Voluntary Planning Agreement. These issues are critical to ensuring a comprehensive and transparent assessment process.

Minister, the Parkes community is not opposed to innovation. However, it insists on safety, transparency, and fairness. The time for passive observation has passed. We ask that you demonstrate leadership by taking proactive steps to address the concerns and recommendations outlined in our submission.

Should you require further information, I am available at your convenience.

Yours faithfully,

Cr Neil Westcott
Mayor
Parkes Shire Council

DRAFT

The Hon. Penny Sharpe MLC
Minister for Climate Change, Environment and Heritage
NSW Parliament
Macquarie Street
Sydney NSW 2000

Dear Minister Sharpe,

Re: Parkes Energy Recovery Proposal – Immediate Action Requested on Council Submission

I write to you again on behalf of Council and the Parkes community regarding the proposed Energy-from-Waste (EfW) facility within the Parkes Special Activation Precinct. Council has now formally endorsed the submission to the NSW Legislative Council Select Committee's inquiry into proposed EfW facilities. A copy of this submission is enclosed for your consideration. It outlines 34 recommendations addressing planning integrity, health and environmental safeguards, agricultural risk, and community equity.

While Council welcomes the establishment of the parliamentary inquiry, we respectfully urge you to take immediate action on matters within your jurisdiction, without waiting for the inquiry's findings. Particularly, we request:

1. **Safety First:** Above all, community safety is Council's foremost concern. The proposed EfW facility has generated significant anxiety across the Parkes region, particularly regarding potential health impacts, environmental risks, and the proximity to sensitive receptors such as schools and agricultural land. Council's position is clear and uncompromising: **if the safety of the proposed EfW facility cannot be unequivocally demonstrated through independent, peer-reviewed scientific evidence, then it must not proceed**. The health and wellbeing of our residents, the integrity of our environment, and the reputation of Parkes as a clean and green region are non-negotiable.

2. **Whole-of-government approach**: The submission outlines significant community concerns regarding health, environmental integrity, agricultural viability, and planning transparency. There is clearly a waste crisis in Sydney and Parkes appears to be targeted as part of the solution. Surely it is not too much to expect that government take a **whole-of-government approach?** A taskforce of this nature could lead community engagement, coordinate regulatory oversight, and ensure planning integrity. This taskforce should include representatives from Planning, Environment, Health, Regional NSW, Infrastructure NSW, and independent experts, alongside Council and community stakeholders. The Parkes community deserve this level of respect from Government, and we respectfully request that together with your ministerial colleagues that this taskforce be convened as a matter of urgency to ensure that regional communities are treated as partners, not passive hosts in the state's waste strategy.

3. **Immediate referral to the Chief Scientist and Engineer:** While the NSW Government has identified EfW as a strategically important transitional solution to address the state's looming waste crisis, there remains a critical lack of government assurance regarding its safety. No independent, peer-reviewed evidence has been provided to demonstrate that such facilities can operate safely near food production, schools, and residential areas. We therefore call for the formal referral of the Parkes EfW proposal to the NSW Chief Scientist and Engineer, to undertake a comprehensive review of health, environmental and agricultural risks as a matter of urgency. Notably, the Chief Scientist's 2020 Energy from Waste report recommended that best practice

air emission limits be reviewed again within three years, followed by five-yearly reviews. That three-year window has now long since passed, and a review is both timely and necessary

4. **Implementation of a Community-Hosting Fee:** In recognition of the disproportionate burden placed on regional communities, Council proposes the introduction of a $15/tonne community-hosting levy, collected at the point of waste generation and directed to host communities. This modest levy:

    - Aligns with the waste hierarchy, where EfW sits mid-tier between recycling and landfill;
    - Is proportionate to the existing landfill levy, which can exceed $170/tonne;
    - Equates to less than 20 cents per household per week in metropolitan areas—based on an average of 600 kg of residual waste per Sydney household per year;
    - Supports infrastructure, services and circular economy initiatives in host regions.

    This is not a commercial charge, but a policy instrument to ensure fairness and build social licence. Without such measures, regional communities' risk being positioned as passive recipients of Sydney's waste, rather than partners in the state's circular economy transition.

We also seek your cabinet support for:

- Referral of the Parkes EfW proposal to the Independent Planning Commission from the outset;
- A minimum eight-week public exhibition period for the Environmental Impact Statement;
- A binding Community Benefits Agreement to guarantee local employment, environmental safeguards and infrastructure investment.

Minister, we appreciate your previous engagement and respectfully request your leadership in ensuring that safety, equity and transparency are at the heart of NSW's waste infrastructure strategy. The people of Parkes deserve clarity, respect, and meaningful participation in decisions that affect their future.

Yours sincerely,

Cr Neil Westcott
Mayor
Parkes Shire Council

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Proposed Motion for LGNSW Annual Conference

Title:
Supporting Equity and Safety in Waste Infrastructure – Introduction of a $15/Tonne Hosting Levy for Energy from Waste (EfW)

Motion:
That Local Government NSW calls on the NSW Government to introduce a $15/tonne community-hosting levy for Energy from Waste (EfW) facilities, structured similarly to the existing landfill levy and applied at the point of waste generation. The levy should be directed to host communities to support infrastructure, services, and circular economy initiatives.

Background and Rationale:

New South Wales is facing a critical waste infrastructure crisis. The Draft NSW Waste and Circular Infrastructure Plan (May 2025) confirms:

- Greater Sydney is projected to run out of landfill capacity within the decade.
- In 2022–23, 7.7 million tonnes of residual waste were sent to landfill.
- Without intervention, Sydney households could face a 20% increase in red-bin collection fees, and the NSW economy could suffer a $23 billion loss, including 11,550 jobs and a 1.7% drop in average wages.

Once Sydney's landfills reach capacity, regional landfills will become the default destination for metropolitan waste. This shift places additional pressure on regional communities, who are often asked to absorb the environmental, reputational, and logistical burden of metropolitan waste without commensurate support.

The NSW Government has identified Energy from Waste (EfW) as a transitional solution to reduce landfill reliance. However, current policy restricts EfW facilities to a small number of regional precincts, further concentrating the burden.

The communities identified for these facilities have voiced serious concerns regarding safety, and several councils have formally opposed their development. Despite this, applications continue to advance through the planning system. While community opposition is clear, it remains likely that some facilities will proceed. In such cases, it is essential that the NSW Government acknowledges the significant burden placed on those host communities and the distress these proposals have caused.

Safety First:

Certainly all councils maintain that EfW technology must be proven safe before any facility proceeds. The health and wellbeing of residents, the integrity of the environment, and the reputation of agricultural sectors must be protected. Any EfW proposal should be subject to rigorous, independent, and peer-reviewed assessment, including referral to the Independent Planning Commission for the approval process.

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The Case for a Hosting Levy:

This motion proposes a **modest hosting levy of $15/tonne**, indexed annually and collected at the point of waste generation. It is not a commercial charge, but a policy instrument to:

- This proposal aligns with the waste hierarchy: landfill (least preferred) attracts the highest levy; recycling (most preferred) is exempt. EfW sits mid-tier yet currently attracts no levy, effectively placing it on par with recycling. A modest levy would better reflect its true position in the hierarchy.
- Recognise the contribution and impact on host communities.
- Provide partial reimbursement for the environmental and reputational burden they carry.
- Support local infrastructure and circular economy initiatives.

While the levy will not, of itself, resolve all equity concerns, it represents a small but meaningful step toward acknowledging and supporting regional communities that host critical waste infrastructure.

Why Metropolitan Councils Should Support This Motion:

- On average, households in the Sydney basin generate approximately 600 kg of residual waste per year.
- A $15/tonne levy equates to $9 per household annually, or less than 20 cents per week, a modest cost for a fairer system.
- The current landfill levy can be as high as $174/tonne, making the proposed hosting levy a proportionate and reasonable contribution.
- It helps ensure the continuity of essential waste services across NSW, including in metropolitan areas.
- It promotes shared responsibility and helps avoid repeating the community division seen in Renewable Energy Zones.
- It supports the transition to a circular economy, while maintaining public trust and social licence.
- It reinforces the principle that safety must come first, with EfW only proceeding where it is proven to be safe and publicly accepted
- It helps avoid the large cost burden on households and the broader economy, earlier mentioned.

Why Regional Councils Should Support This Motion:

- Once Greater Sydney's landfill capacity is exhausted, regional landfills will become the default destination for metropolitan waste, increasing pressure on local infrastructure and communities.
- The proposed levy provides a modest but meaningful recognition that regional communities are carrying a disproportionate share of the burden.
- It creates a policy precedent for fairer treatment of host communities, ensuring that future infrastructure decisions include regional voices and benefits.
- It supports local investment in infrastructure, services, and circular economy initiatives that can strengthen regional resilience.
- It helps avoid the social division seen in other infrastructure rollouts (e.g. Renewable Energy Zones) by embedding fairness and transparency from the outset.
- It reinforces the principle that EfW must be proven safe, with host communities empowered to demand rigorous, independent assessment and meaningful engagement.

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If Not EfW, Then What?

- The waste hierarchy should guide all waste management decisions.
- However, the Draft Plan makes clear that alternate technologies are not yet ready to meet the scale and urgency of the waste crisis. Without EfW, the only viable short-term alternative is to expand or reopen landfills, many of which will be located in regional NSW. This would further entrench the burden on rural communities and undermine the transition to a circular economy.
- EfW, if proven safe and properly regulated, offers a more sustainable pathway, and would provide time for other technologies to be developed. But it must be accompanied by equitable policy settings that recognise and compensate host communities.

Conclusion:

Certainly all councils maintain that EfW technology must be proven safe before any facility proceeds. The health and wellbeing of residents, the integrity of the environment, and the reputation of agricultural sectors must be protected.

Other technologies are being developed but are not yet operating at commercial scales. Without EfW, the only viable short-term alternative is to expand or reopen landfills, many of which will be located in regional NSW. This would further entrench the burden on rural communities and undermine the transition to a circular economy

The transition to EfW should not be a win-lose proposition, where regional communities carry the entire burden for metropolitan benefit. It must be somewhat more towards a **shared endeavour**, built on fairness, transparency, and safety. This motion offers a practical and principled step toward that goal.

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13.2 2025 LGNSW ANNUAL CONFERENCE MOTION – RESTORING EQUITY FOR MINING-IMPACTED COMMUNITIES

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

Goal: Our Local Government is sustainable and plans for the future.

Strategy: Operate in a financially sustainable and responsible manner.

Author: **Kent Boyd PSM, General Manager**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **A. LGNSW Motion - Restoring Equity for Mining-Impacted Communities** ⇩

RECOMMENDATION

That:

1. Council endorse the attached motion to the 2025 LGNSW Annual Conference, titled "Restoring Equity for Mining Impacted Communities"

BACKGROUND

Many regions across NSW host large mines, which demonstrably have an impact on the host towns and surrounding regions. In recognition of this impact the Resources for Regions (R4R) grant program was established.

However, the current NSW Government abolished the R4R program and replaced it with various grant schemes which access funding through the Regional Development Trust (RDT).

The RDT has been exceedingly slow to roll-out and is a much lesser annual grant program than R4R, and it does not recognise the mining impact in many communities.

In practical terms, many communities that formally received a small portion of the mining royalties now receive no grant assistance.

ISSUES AND COMMENTARY

There is no doubt that Mining brings economic benefits, however it also has impacts on the hosting community. For example, these may include:

- Environmental degradation (voids, mounds, unproductive land)
- Increased freight and passenger traffic
- Infrastructure wear and tear
- Housing volatility and planning challenges
- Pressure on amenities, health, education, and emergency services
- Economic vulnerability during mine closures
- Planning distortions due to underreported population growth
- Indirect impacts on neighbouring councils not hosting mines but affected by proximity

The cessation of R4R funding has left a critical gap. Without a replacement program, councils are left to manage these impacts without support, despite the NSW Government collecting billions in royalties annually.

The Resources for Regions (R4R) program was a vital funding stream for mining-impacted communities, recognising the unique pressures faced by councils hosting or affected by mining

operations. Parkes Shire Council received over $10 million in R4R funding between 2016 and 2023, supporting projects such as:

- Rose Street Residential Subdivision
- Family Day Care Facility Development
- Peak Hill Community Hall (Carrington)
- Main Street Flood Mitigation Works
- Sporting Facility Upgrades (e.g. Hockey Turf 1 Redevelopment)
- Various Masterplan and Business Case

LEGISLATIVE AND POLICY CONTEXT

Nil

FINANCIAL IMPLICATIONS

The cessation of the R4R grant program has had a profound effect on Councils ability to fund community capital works.

RISK IMPLICATIONS

As stated herein.

COMMUNITY CONSULTATION

None required

Proposed Motion to LGNSW Conference 2025

Restoring Equity for Mining-Impacted Communities

Motion:
That Local Government NSW:

1. Calls on the NSW Government to urgently develop and implement a replacement funding program that equitably returns a portion of mining royalties to impacted communities, acknowledging that:
    - Over $5.5 billion in mining royalties were collected in 2022–23.
    - Round 9 of R4R returned just $140 million, or 2.54% of total royalties.
    - The R4R program enabled councils to deliver critical community infrastructure.
2. Supports a grant funding model that ensures transparency, equity, and long-term sustainability, and recognises the economic contribution and social burden borne by mining regions and their impacted neighbours.
3. Recognises the significant and disproportionate impact that mining operations have on host communities and neighbouring councils across regional NSW, including environmental degradation, infrastructure strain, and socio-economic volatility.
4. Acknowledges the positive contributions of mining, including employment, economic growth, and regional investment, but emphasises that the localised impacts, both direct and indirect, must be addressed through dedicated funding and support.
5. Notes the detrimental effect caused by the cessation of the Resources for Regions (R4R) grant program, which previously provided vital infrastructure and amenity funding to 26 mining-impacted councils, including those that host mines and those affected by mining activity in their vicinity.

Parkes Shire Council, like a number of others across regional NSW, hosts significant mining operations that contribute billions in royalties to the NSW Government. Some of the communities are in remote or semi remote area where, where fly-in fly-out workforces are common.

While mining brings jobs and investment, it also leaves lasting impacts, many of which are borne by councils with limited resources.

These impacts include:

- Environmental degradation: massive voids and mounds render land unproductive.
- Transport pressure: heavy freight and passenger traffic from all directions.
- Infrastructure strain: roads, water systems, and amenities face increased demand.
- Housing volatility: boom-bust cycles tied to mining projects disrupt planning and affordability.
- Social expectations: workers expect high-quality amenities, placing pressure on small councils.

- Economic vulnerability: towns face downturns when mines close.
- Planning distortions: ABS population forecasts fail to reflect mining-driven growth, affecting grant eligibility and service planning.
- Indirect impacts: neighbouring councils often bear traffic, housing, and service pressures without hosting the mine itself.

The R4R program was a modest but vital recognition of these impacts. The R4R funding received by Parkes Council, enabling projects that would otherwise be impossible for a small council to deliver. These included housing developments, childcare facilities, flood mitigation, and community infrastructure.

The cessation of the R4R grant funding program leaves a funding vacuum, despite the continued collection of royalties and the continued impact on host communities.

The disparity between what is collected and what is returned is stark. We urge LGNSW to advocate strongly for a new, improved funding mechanism that restores fairness and supports the resilience of mining-impacted communities.

13.3 2025 LGNSW ANNUAL CONFERENCE MOTION - URGENT ACTION TO RESTORE AND REFORM RURAL HEALTH SERVICES IN NSW

IP&R Linkage: **Pillar:** Community

Goal: Our community is safe, active and healthy.

Strategy: Advocate for improved medical, health and wellbeing, allied services, programs, and initiatives in Parkes Shire.

Author: **Kent Boyd PSM, General Manager**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **A. LGNSW Conference 2025 Motion - Rural Health ⇩**

RECOMMENDATION

That:

1. Council endorses the attached motion titled, “Urgent Action to Restore and Reform Rural Health Services in NSW”, to the LGNSW 2025 Conference
2. Council endorses Dr Joe McGirr MP’s “*Better Care, Closer to Home”* Rural Health Action Plan

BACKGROUND

Access to essential health services in rural and regional NSW continues to deteriorate, with doctor shortages and the closure of maternity units placing significant strain on communities. Parkes Hospital, despite being a modern facility with state-of-the-art birthing suites, has not delivered a baby since 2019. This has led to a reduction of associated clinical services, including anaesthetics and midwifery, and has downgraded the hospital’s broader capacity. The Legislative Assembly Select Committee on Remote, Rural and Regional Health Report 2 (March 2025), chaired by Dr Joe McGirr MP, found that maternity services across rural NSW are in crisis, and called for urgent statewide planning to re-establish birthing services, attract and retain obstetric and midwifery staff, and improve culturally safe models of care. Dr McGirr has also developed a complementary Rural Health Action Plan, offering practical, community-driven reforms. Continued advocacy through LGNSW is essential to ensure these recommendations are implemented and rural communities receive the care they deserve.

ISSUES AND COMMENTARY

Dr Joe McGirr MP, State Member for Wagga Wagga, has been a long-time advocate for Rural Health, and recently chaired the Legislative Assembly Select Committee on Remote, Rural and Regional Health Report 2 – “The implementation of recommendations relating to the delivery of specific health services and specialist care in remote, rural and regional NSW”,

As the chair of the Select Committee and a practicing doctor, he has developed a separate Rural Health Action Plan that builds on the Committee’s work. His plan calls for decentralised decision-making, improved accountability, and better care closer to home. It is hoped that LGNSW’s endorsement of this plan, alongside the Committee’s recommendations, will strengthen the collective advocacy of local government in pushing for meaningful, lasting reform to rural health services.

Dr McGirr MP provides on his webpage “*The Better Care, Closer to Home Alliance’s Rural Health Action Plan is built on the recommendations of a major parliamentary inquiry by the NSW Legislative Assembly Select Committee on Remote, Rural and Regional Health, which I chaired.*

The Action Plan is a roadmap for turning things around — not with a big restructure with an unrealistic price tag, but simple, common-sense reforms that put people first and redirect funds to be more effective". The six-step plan is outlined below.

1 A GP Guarantee - Every town should have a doctor

→ Fund flexible, team-based models and train a local workforce

2. Birth Closer to Home - Safe, local maternity care

→ Reopen rural birthing units and expand midwife-led & culturally safe models

3. Local Staff, Not Fly-ins - End the $270M locum merry-go-round

→ Redirect funds to permanent staffing, housing, and support

4. Local Voices, Real Power - No more decisions made without the people affected

→ Mandate genuine consultation and embed communities in governance, including First Nations communities

5. A Watchdog for Rural Health - Accountability, not just promises

→ Create an independent Rural Health Commissioner

6. One System, Working Together - Stop the gaps and handballs

→ Fund Rural Health Precincts and require collaboration between hospitals, GPs, and community care

Dr McGirrs plan follows many parliamentary inquires. Between 2022 and 2025, the NSW Parliament conducted a series of inquiries into rural health through Portfolio Committee No. 2 and the Legislative Assembly Select Committee on Remote, Rural and Regional Health. The initial PC2 report, tabled in May 2022, made 44 recommendations to improve health outcomes in rural, regional, and remote (RRR) NSW. In response, the Select Committee was established in May 2023 and launched three follow-up inquiries. The first report (August 2024) focused on workforce, workplace culture, and funding. The second report (March 2025) examined specific health services including maternity, paediatrics, cancer, aged care, palliative care, mental health, Aboriginal health, and patient transport, highlighting persistent service gaps and workforce shortages. A third inquiry into primary care was planned for 2025.

The most recent report was from the Legislative Assembly Select Committee on Remote, Rural and Regional Health Report 2 – "The implementation of recommendations relating to the delivery of specific health services and specialist care in remote, rural and regional NSW", which was chaired by Dr Joe McGirr MP, and Deputy Chair Ms Janelle Saffin MP. In brief the report finds that despite some progress, many specialist services, particularly maternity, paediatric, cancer, aged care, palliative care, mental health, Aboriginal health, and patient transport, remain in crisis due to workforce shortages, service closures, inequitable funding, and poor coordination.

The Committee highlights gaps between NSW Health's reported actions and lived experiences in regional communities, and issues 32 targeted recommendations to improve service delivery, workforce retention, cultural safety, and access to care. Urgent statewide planning, better data transparency, and stronger collaboration with Aboriginal health organisations and local councils are central to the proposed reforms

The report highlights significant concerns regarding the deterioration of maternity services in remote, rural, and regional NSW, with Parkes serving as a stark example. Despite the construction of a state-of-the-art hospital in Parkes in 2015, complete with modern birthing suites, no babies have been delivered there for over six years. This closure has had cascading effects, including the reduction of of anaesthetists, midwives, and surgical capacity, effectively downgrading the hospital's broader service capability. The Committee heard that such closures force women to travel long distances to give birth, increasing risks and costs, and contributing to poorer health outcomes and mental distress for mothers.

To address these issues, the Committee recommends, amongst other things, that NSW Health urgently develop a statewide, publicly accessible plan to maintain and re-establish hospital birthing services in rural and regional areas. This plan should include performance indicators that reflect birth rates against catchment populations, a review of service changes over the past decade, and better use of tiered perinatal networks to support smaller units. The report also calls for targeted strategies to attract and retain obstetric and midwifery trainees, improve continuity of care models such as Birthing on Country for Aboriginal women, and remove barriers for privately practising midwives to work in public facilities

LEGISLATIVE AND POLICY CONTEXT

No legislative impact, however, health is a high priority for the community.

FINANCIAL IMPLICATIONS

No financial impact

RISK IMPLICATIONS

No significant risk impact as a consequence of this report, however, health is a high priority for the community

COMMUNITY CONSULTATION

Improved health services for the community have been a high priority in all community engagement activities.

Motion Title: Urgent Action to Restore and Reform Rural Health Services in NSW

Motion:

That Local Government NSW calls on the NSW Government to:

1. Fully implement the 32 recommendations of the Legislative Assembly Select Committee on Remote, Rural and Regional Health Report 2 (March 2025).
2. Urgently reinstate maternity services at regional hospitals where birthing services have been closed, or maintain existing services, by priority implementation of recommendations 1-5 from the Legislative Assembly Select Committee's Report 2.
3. Endorse and support Dr Joe McGirr MP's "*Better Care, Closer to Home"* Rural Health Action Plan, which aims to complement the Committee's recommendations and provides a practical, community-driven roadmap for reform.

Supporting Statement:

Between 2022 and 2025, the NSW Parliament conducted a series of inquiries into rural health, culminating in the Legislative Assembly Select Committee's second report in March 2025. The report found that many specialist services in rural, regional and remote NSW remain in crisis due to workforce shortages, service closures, inequitable funding, and poor coordination. It issued 32 targeted recommendations to improve service delivery, workforce retention, cultural safety, and access to care.

Parkes Shire Council highlights the closure of maternity services at Parkes Hospital as a clear example of this crisis. Despite the construction of a state-of-the-art facility in 2015, no babies have been delivered there since 2019. This has led to a reduction in anaesthetists, midwives, and surgical capacity, downgrading the hospital's broader service capability and forcing women to travel long distances to give birth, placing them at increased risk and contributing to poorer health outcomes.

Dr Joe McGirr MP, who Chaired the Select Committee and a practicing doctor, has also developed a separate **Rural Health Action Plan** that builds on the Committee's work. His plan calls for decentralised decision-making, improved accountability, and better care closer to home. It is hoped that LGNSW's endorsement of this plan, alongside the Committee's recommendations, will strengthen the collective advocacy of local government in pushing for meaningful, lasting reform to rural health services.

Dr McGirr MP, provides on his webpage "*The Better Care, Closer to Home Alliance's Rural Health Action Plan is built on the recommendations of a major parliamentary inquiry by the NSW Legislative Assembly Select Committee on Remote, Rural and Regional Health, which I chaired.*

The Action Plan is a roadmap for turning things around — not with a big restructure with an unrealistic price tag, but simple, common-sense reforms that put people first and redirect funds to be more effective". The six-step plan is outlined below.

1 A GP Guarantee - Every town should have a doctor

→ Fund flexible, team-based models and train a local workforce

2. Birth Closer to Home - Safe, local maternity care

→ Reopen rural birthing units and expand midwife-led & culturally safe models

3. Local Staff, Not Fly-ins - End the $270M locum merry-go-round

→ Redirect funds to permanent staffing, housing, and support

4. Local Voices, Real Power - No more decisions made without the people affected

→ Mandate genuine consultation and embed communities in governance, including First Nations communities

5. A Watchdog for Rural Health - Accountability, not just promises

→ Create an independent Rural Health Commissioner

6. One System, Working Together - Stop the gaps and handballs

→ Fund Rural Health Precincts and require collaboration between hospitals, GPs, and community care

13.4 LEAVE OF ABSENCE – COUNCILLORS O'LEARY AND POUT

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: **Kent Boyd PSM, General Manager**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **Nil**

RECOMMENDATION

That:

1. Councillor O'Leary be granted leave of absence from the Ordinary Council meetings in October, November and December 2025 and other associated Councillor duties during that period.
2. That Councillor Pout be granted leave of absence from the Ordinary Council meetings in October and November 2025 and other associated Councillor duties during that period.

BACKGROUND

A leave of absence is a formal permission granted by way of Council resolution to a Councillor excusing that Councillor's attendance at a particular meeting.

ISSUES AND COMMENTARY

Councillor O'Leary is seeking leave of absence for the Ordinary Council meetings in October, November and December 2025 and other associated Councillor duties during that period, due to family health issues.

Councillor Pout is seeking leave of absence for the Ordinary Council meetings in October and November 2025 and other associated Councillor duties during that period, due to a workplace injury which precludes him from secondary duties (such as his Councillor duties).

LEGISLATIVE AND POLICY CONTEXT

Leave of absence is sought by way of application to the Council and is recognised in clause 5.3 of the Code of Meeting Practice.

FINANCIAL IMPLICATIONS

No financial implications as a consequence of this report.

RISK IMPLICATIONS

No significant risks arise as a consequence of this report.

COMMUNITY CONSULTATION

No Community consultation is required.

13.5 ICAC REFERAL REGARDING POSSIBLE CORRUPTION

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: **Kent Boyd PSM, General Manager**

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **A. ICAC Reply to Councils self report** ⇩

RECOMMENDATION

That:

1. Council receive and notes the report.

BACKGROUND

On Saturday 26 July 2025, during the 'No Parkes Energy-From-Waste Incinerator Community Night' hosted by the Parkes Clean Future Alliance, concerns were publicly raised that implied potential misconduct involving Parkes Council.

In accordance with section 11 of the *Independent Commission Against Corruption Act 1988* ("the ICAC Act"), the matter was self-reported to the Independent Commission Against Corruption (ICAC), with all available information, including letters, newspaper articles, and contact details of all involved.

The ICAC reply is attached, which provides, *"We have determined that we will not be investigating the issues raised, as the information before the Commission is not sufficient to indicate a reasonable likelihood that corrupt conduct might have occurred."*

Accordingly, we now consider the matter concluded.

LEGISLATIVE AND POLICY CONTEXT

Under section 11 of the ICAC Act, a principal officer of a NSW public authority has a duty to report to the ICAC any matter where there is a reasonable suspicion that corrupt conduct has occurred or may occur.

As the event gave rise to the community of "reasonable suspicion" of potential misconduct, the matter was voluntarily referred to the ICAC, enabling the Commission to consider whether further investigation was warranted based on the information available.

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

Council was aware that no misconduct had occurred, however, the matter was referred to the ICAC to allow independent determination of the matter.

COMMUNITY CONSULTATION

The matter is herewith reported publicly.

ICAC
INDEPENDENT COMMISSION AGAINST CORRUPTION
NEW SOUTH WALES

Kent Boyd
General Manager
Parkes Shire Council

By Email: kent.boyd@parkes.nsw.gov.au

Your ref: KB:KB
Our ref: E25/1563
Contact: Tess Lui
Telephone: 8281 5936

18 September 2025

Dear Mr Boyd,

I refer to your report of 30 July 2025 and further correspondence of 8 August 2025 concerning comments made by Mr Bruce Maynard about Parkes Shire Council. We have now examined the information provided.

We have determined that we will not be investigating the issues raised, as the information before the Commission is not sufficient to indicate a reasonable likelihood that corrupt conduct might have occurred.

Although we are not taking any investigative action, thank you for bringing this matter to the Commission's attention.

[redacted]
Joanne Gamble
Manager Assessments

13.6 INVESTMENTS AND BORROWINGS REPORT AS AT 30 SEPTEMBER 2025

IP&R Linkage: **Pillar:** Leadership
Goal: Our Local Government is sustainable and plans for the future.
Strategy: Operate in a financially sustainable and responsible manner.

Author: **Luke Nash, Executive Manager Finance**

Authoriser: **Jaco Barnard, Chief Financial Officer**

Annexures:
A. Investment Register - 30 September 2025 ⇩
B. Loans Register - 30 September 2025 ⇩

RECOMMENDATION

That Council:

1. Receive and note the Statement of Investments and Borrowings as on 30 September 2025

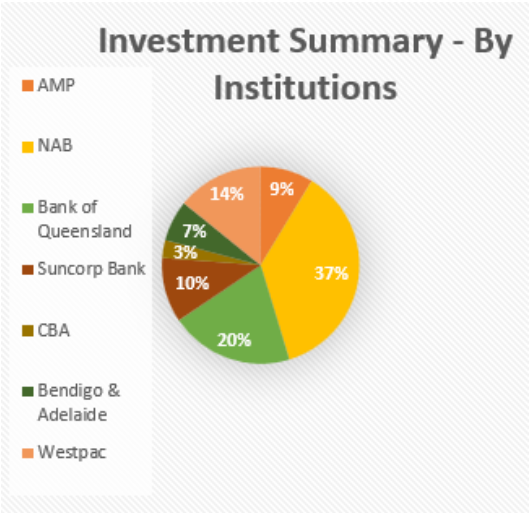
BACKGROUND

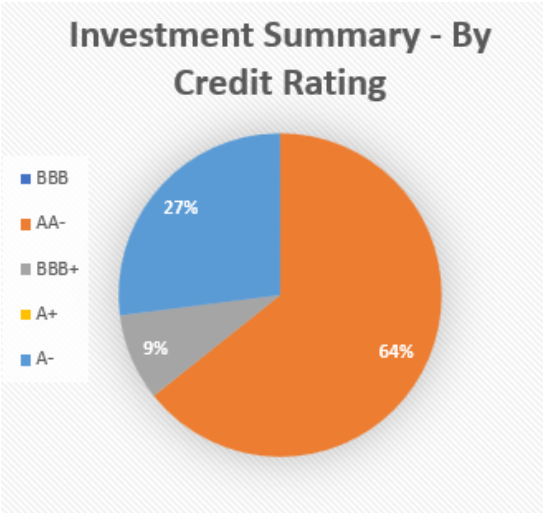
In accordance with clause 212 of the Local Government (General) Regulation 2021 ("the Regulations"), the Responsible Accounting Officer must provide Parkes Shire Council ("Council") with a monthly written report setting out details of Council's investments under section 625 of the Local Government Act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

ISSUES AND COMMENTARY

The balance of Council's investments as of 30 September 2025 stands at $51,882,643 and the principal outstanding on council's borrowings at $19,747,856. Council's investments decreased by $0.5 million in September, driven by an increase in outflows associated with capital works.

On 30 September 2025, Council's investment portfolio continues to yield 4.85 per cent per annum. Council's investments cover externally restricted cash reserves and internal restricted cash reserves. The following charts depict a summary of the investments held by Council based on the individual institutional exposure and credit rating of the institutions with which they are held.





LEGISLATIVE AND POLICY CONTEXT

Council's investments are held in accordance with Council's Investment Policy which accords with the requirements of the:
• Local Government Act 1993 ("the Act") - Section 625
• Local Government Act 1993 - Order (of Minister) dated 16 November 2020
• The Trustee Amendment (Discretionary Investments) Act 1997 - Sections 14A(2), 14C(1) and (2); and
• Local Government (General) Regulation 2021 ("the Regulation") - Clauses 212 and 215.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

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

CONCLUSION

The Chief Financial Officer has certified that the investments listed in the Investment Summary have been made in accordance with section 625 of the Act, clause 212 of the Regulation and Council's Investment Policy. Council's investments continue to focus on capital protection, as well as compliance with the Investment Policy, whilst actively seeking the best return allowable within these parameters. It is recommended that Council receive and note the Statement of Investments and Borrowings as on 30 September 2025.

Parkes Shire Council
Investment Register as at 31 August 2025

ADI/Issuer	Rating	Investment Type	Principal	Yield	Settlement Date	Maturity Date
AMP	BBB+	Term Deposit	1,500,000	5.05	9/01/2025	9/10/2025
AMP	BBB+	Term Deposit	1,000,000	4.50	15/05/2025	15/10/2025
Bank of Queensland	A-	Term Deposit	1,500,000	4.64	17/04/2025	17/10/2025
NAB	AA-	Term Deposit	1,500,000	4.25	29/05/2025	29/10/2025
NAB	AA-	Term Deposit	1,000,000	4.30	30/05/2025	30/10/2025
Bank of Queensland	A-	Term Deposit	2,000,000	4.44	15/05/2025	17/11/2025
Suncorp Bank	AA-	Term Deposit	1,000,000	4.98	23/01/2025	24/11/2025
NAB	AA-	Term Deposit	1,500,000	5.10	27/11/2024	27/11/2025
Suncorp Bank	AA-	Term Deposit	1,000,000	4.58	29/04/2025	28/11/2025
Bank of Queensland	A-	Term Deposit	1,500,000	4.29	29/05/2025	28/11/2025
NAB	AA-	Term Deposit	500,000	4.15	22/07/2025	19/12/2025
AMP	BBB+	Term Deposit	2,000,000	4.25	15/07/2025	15/01/2026
Bendigo & Adelaide	A-	Term Deposit	1,500,000	4.19	17/07/2025	19/01/2026
Bank of Queensland	A-	Term Deposit	1,500,000	4.34	19/05/2025	19/01/2026
Suncorp Bank	AA-	Term Deposit	1,500,000	4.41	19/06/2025	19/01/2026
NAB	AA-	Term Deposit	2,000,000	4.10	21/08/2025	21/01/2026
NAB	AA-	Term Deposit	1,000,000	4.30	15/05/2025	16/02/2026
NAB	AA-	Term Deposit	1,000,000	4.30	19/05/2025	19/02/2026
Suncorp Bank	AA-	Term Deposit	1,500,000	4.41	19/06/2025	19/02/2025
Suncorp Bank	AA-	Term Deposit	500,000	4.41	19/06/2025	19/02/2026
Bank of Queensland	A-	Term Deposit	2,000,000	4.14	28/08/2025	27/02/2026
NAB	AA-	Term Deposit	2,000,000	4.20	21/07/2025	27/02/2026
NAB	AA-	Term Deposit	2,500,000	4.10	21/08/2025	23/03/2026
NAB	AA-	Term Deposit	2,000,000	4.05	28/08/2025	28/05/2026
NAB	AA-	Term Deposit	3,000,000	4.10	30/06/2025	29/05/2026
Bendigo & Adelaide	A-	Term Deposit	2,000,000	3.89	29/08/2025	29/06/2026
NAB	AA-	Term Deposit	1,000,000	4.10	21/08/2025	21/08/2026
Bank of Queensland	A-	Floating Rate Note	2,011,740	4.99	21/04/2022	29/10/2025
CBA	AA-	Floating Rate Note	1,514,865	4.74	11/01/2022	14/01/2027
Westpac	AA-	Cash at Call - Main	3,660,932		***At Call***	
Westpac	AA-	Cash at Call - Maxi	4,200,005		***At Call***	
Total			**52,387,542**			

Investment Balances by Type			
Term Deposit	41,000,000		
Floating Rate Note	3,526,605	**44,526,605**	***Investments***
Cash at Call - Main	3,660,932		
Cash at Call - Maxi	4,200,005	**7,860,937**	***Cash***
Total Balance - 31/07/2025	**52,387,542**		

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

Signed: *Jaco Barnard*

Parkes Shire Council Loan Register as at 31 August 2025							
Borrower (by Purpose)	**Lender**	**System Loan No.**	**Loan Term Years**	**Date of Maturity**	**Interest Rate**	**Original Amount Borrowed $**	**Principal Outstanding as 31 August 2025**
General Fund							
Airport Runway Rehabilitation	NAB	1	20	2030	8.21%	$ 2,000,000	759,613.17
30 Welcome Street	NAB	3	20	2030	8.21%	$ 500,000	189,903.29
Henry Parkes Centre	NAB	4	20	2030	8.01%	$ 950,000	389,612.65
Community Infrastructure, Drainage Projects and IT	TCorp	10	10	2026	3.485%	$ 2,220,000	2,220,000.00
Transport Infrastructure	TCorp	11	10	2028	3.670%	$ 3,000,000	3,000,000.00
Land Development	TCorp	12	10	2044	5.730%	$ 4,000,000	3,889,046.28
Total General Fund						**$ 12,670,000**	**10,448,175.39**
Sewer Fund							
Parkes Sewer Treatment Plant	TCorp	7	10	2026	2.90	$ 4,000,000	4,000,000.00
Total Sewer Fund						**$ 4,000,000**	**4,000,000.00**
Water Fund							
Parkes Water Treatment Plant	TCorp	9	20	2036	3.045	$ 8,500,000	5,299,680.24
Total Water Fund						**$ 8,500,000**	**5,299,680.24**
Total All Funds						**$ 25,170,000**	**19,747,855.63**

13.7 MONTHLY FINANCIAL REPORTS AS AT 30 SEPTEMBER 2025

IP&R Linkage: **Pillar:** Leadership
Goal: Our Local Government is sustainable and plans for the future.
Strategy: Operate in a financially sustainable and responsible manner.

Author: **Luke Nash, Executive Manager Finance**

Authoriser: **Jaco Barnard, Chief Financial Officer**

Annexures: **A. Annexure A - Directors Report - September 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and note the year-to-date financial reports for the period up to 30 September 2025.

BACKGROUND

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

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

This report monitors the progress of the 2024-25 operational budget, which programs the plan to achieve the actions, and strategic objectives set within Council's delivery plan.

ISSUES AND COMMENTARY

Council has achieved a favourable consolidated net operating result of $11.8m at the end of September which is in line with the budget. The general fund reflected a profit of $12m, the water fund reflected a loss of $159k while the sewer fund reflected a profit of $9k. The year-to-date income was $2m more than budgeted, while the cash expenses were $453k more than budgeted.

Depreciation was $1.5m more than budget due to the road assets revaluation which was done in the 2024/25 financial year.

Annexure A provides more detailed commentary into the financial performance of the organisation for the period ending 30 September 2025 compared to the adopted budget.

LEGISLATIVE AND POLICY CONTEXT

Local Government Act (section 8B)

FINANCIAL IMPLICATIONS

The monthly financial report presented a comparison between actuals vs. budget for the period ending 30 September 2025.

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

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

CONCLUSION

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

PSC Income Statement 2025/2026
September Year to Date

	Consolidated			General Fund			Water Fund			Sewer Fund			
	Act $'000	Budget $'000	Variance $'000	Act $'000	Budget $'000	Variance $'000	Act $'000	Budget $'000	Variance $'000	Act $'000	Budget $'000	Variance $'000	Financial Commentary
Rates and annual charges	23,471	23,577	(107)	20,697	20,661	36	1,661	1,695	(34)	1,113	1,221	(108)	Waste (+$55k), Sewer (-$108k)
User charges and fees	2,961	2,651	310	1,313	952	360	1,490	1,523	(33)	159	176	(17)	Waste (+$401k) Asbestos and Inland rail, RMCC (-$235k), FDCare (+$169k).
Interest and investment revenue	555	272	283	457	137	319	78	90	(12)	20	45	(24)	Higher cash balance due to grants and increase in interest rates.
Other revenues	776	427	349	750	400	350	25	21	4	0	6	(6)	Elvis sponsorship (+$344k)
Grants and contributions provided for opex	2,522	1,310	1,211	2,522	1,310	1,211	0	0	0	0	0	0	Fresh Start (+$115k), FDCare (+$75k), FAGs (+$1.1m).
Income	**30,284**	**28,236**	**2,047**	**25,738**	**23,461**	**2,277**	**3,254**	**3,328**	**(75)**	**1,292**	**1,447**	**(155)**	
Employee Cost	5,953	5,160	(792)	5,064	4,395	(669)	478	413	(65)	410	352	(58)	Corp Services (-$67k), Works & Services (-$532k)
Materials & Consumables	256	966	711	151	734	583	79	125	47	27	108	81	Road maintenance (+$350k), Fleet & Depot (+$182k), WF (+$47k) SF (+$81k) Pool (-$23k)
External Services	3,539	3,257	(283)	3,086	2,724	(362)	405	308	(97)	48	224	176	Governance (-$54k), Road maintenance (-$190k) Events (+$137k), FDCare (-$233k), Pool (-$54k), Water (-$97k), Sewer (+$176k)
Water, Electricity & Statutory	1,056	875	(180)	470	270	(200)	555	545	(10)	30	60	30	Rates (-$319k).
IT & Communications	13	78	65	11	77	66	0	1	1	2	0	(2)	
Insurance	213	233	20	213	233	20	0	0	0	0	0	0	
Administration	1,241	842	(398)	1,034	737	(297)	180	98	(82)	27	8	(19)	Timing of IT subscriptions.
Travel & Entertainment	17	64	47	13	59	46	2	4	1	1	1	0	
Financials	53	131	78	53	131	78	0	0	0	0	0	0	
Internal Charges	(627)	(529)	98	(1,271)	(1,174)	97	403	427	24	241	218	(23)	
Interest Paid	210	200	(9)	134	130	(4)	45	41	(4)	31	29	(2)	
Cost of Assets Sold	206	180	(26)	206	180	(26)	0	0	0	0	0	0	Profit due to vehicle sales.
Sale Proceeds of Assets	(340)	(121)	219	(328)	(121)	207	(12)	0	12	0	0	0	
Expenses	**11,788**	**11,336**	**(453)**	**8,837**	**8,374**	**(462)**	**2,135**	**1,962**	**(173)**	**816**	**999**	**183**	
Cash profit for the year	**18,495**	**16,901**	**1,595**	**16,902**	**15,087**	**1,814**	**1,118**	**1,366**	**(248)**	**475**	**447**	**28**	
Depreciation	**6,654**	**5,102**	**(1,552)**	**4,910**	**3,482**	**(1,429)**	**1,277**	**1,182**	**(95)**	**467**	**438**	**(28)**	Increase due to revaluation of roads assets.
Net Operation result as at September	**11,841**	**11,798**	**43**	**11,991**	**11,605**	**386**	**(159)**	**184**	**(343)**	**9**	**9**	**(0)**	

14 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY

14.1 MAJOR PROJECTS AND CURRENT WORKS - CUSTOMER, CORPORATE SERVICES & ECONOMY - OCTOBER 2025.

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

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

Annexures: **A. Major Projects and Current Works - DCCSE - October 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and note the status report of Major Projects within Parkes Shire Council's Customer, Corporate Services and Economy Directorate.

BACKGROUND

A monthly status report of Major Projects within Parkes Shire Council's Customer, Corporate Services and Economy Department is tabled to keep Council abreast of projects being undertaken across the Parkes Shire.

ISSUES AND COMMENTARY

This report presents an update on the current major projects within the Parkes Shire being managed or undertaken by Council's Customer, Corporate Services and Economy Directorate. The report outlines work that has been carried out over the past month, together with work to be done in the next month and is provided for the information of Councillors.

The Directorate Major Projects and Current Works Report is appended at *Annexure A.*

Projects listed include:

1. Parkes Elvis Festival (PEF) 2026
2. The Community Improvement District (CID) Pilot Program
3. Fresh Start Program – New Cadets, Apprentices and Trainees
4. CiA Live Corporate Software System Upgrade.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

Projects have been allocated funding either from grants or Council funds as provided in the Operational Budget and indicated in the report.

RISK IMPLICATIONS

The Project risk status is indicated by the RAG (Red, Amber, Green) indicators as shown against each project in the report.

COMMUNITY CONSULTATION

Each project may have its own requirements for community consultation or notification in relation to the delivery of the project works.

Customer Corporate Services and Economy
Major Projects & Current Works - October 2025

Parkes Elvis Festival (PEF) 2026

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

	Budget	*This month*	*Total to date*	*Income Pipeline / Commitments*	*Actual + Commitments*	*Estimated total when works complete*
Income	1,093,457	0.00	457,648	327,503	785,151	1,093,457
Expenses	1,171,929	31,131	74,215	406,978	481,193	1,352,544 *
Totals (Loss)	(78,472)	(31,131)	383,433	(79,475)	303,958	**(259,087)**

** Includes event staff salaries of 180,615.*

Project Details

The Parkes Elvis Festival 2026 is a major cultural celebration that honours Elvis Presley's legacy while delivering substantial economic and community benefits to the region. Drawing thousands of visitors annually, the festival boosts local tourism and business activity through a diverse program of performances, competitions, workshops, and community events. Its success relies on strong stakeholder engagement, including sponsors, local businesses, artists, and government bodies, alongside a strategic marketing plan aimed at maximizing audience reach through digital and media channels.

Operational excellence is central to the festival's delivery, encompassing logistics, venue management, licensing, and risk mitigation. Coordinated event execution ensures smooth scheduling and staffing, while post-event evaluation provides insights for future improvements. Key outcomes include a vibrant and inclusive program, secured partnerships, effective marketing, and a comprehensive post-event report. The festival not only enhances regional tourism and economic growth but also strengthens cultural identity and community spirit. A wide network of stakeholders—from volunteers, council staff and attendees—plays a vital role in shaping the festival's enduring success.

Task Completed

- Strategic Theme Selected: "Love Me Tender" confirmed as the official 2026 Festival theme, guiding program, brand, and marketing development.
- Stakeholder Debriefs Completed: Post-PEF 2025 debriefs held with major sponsors, delivery partners, and internal teams to inform planning and improvements.
- Project Governance Activated
- Internal Improvement Actions Underway: High-priority recommendations from the Elvis Festival Review are being integrated into delivery planning
- Festival Program Framework Initiated: Over 20 artist and performances currently in the pipeline
- Stakeholder Engagement Initiated: Portfolio Holders, NSW Trainlink, venue managers
- Detailed budget and financial plan developed
- DNSW Event Investment Proposal Submitted
- Sponsorship and Partnership Strategy PEF 2026 developed
- Develop a marketing and promotion strategy
- Procurement workflow
- PEF Website live on 1 July 2025
- Created a Sponsorship and Funding Prospectus
- Festival Launch held and tickets are now on sale

Tasks forecast to be completed (next steps: 1 month)

- Risk management and safety planning
- Volunteer Program Strategy
- Submit permit and licence applications
- Programming finalised
- UETA shows to go on sale

Current Works

Customer Corporate Services and Economy
Major Projects & Current Works - October 2025

EPE (Elvis Presley Enterprises) who endorse the event and facilitate the approvals for the UETA heats and Finals are yet to forward a working agreement for the UETA competition.

Estimated budget expenses are being costed at the upper limit and will be adjusted once further quotes come in for review and approval. Progress ticket sales are listed under 'Income Pipeline' because 123Tix are holding the money until the event is held. The income total *excludes* the ticket fee. Sponsors listed below have agreed to participate but have not yet been invoiced:

Item	*Income*
Leagues Club Shows	204,816
Miss Priscilla Dinner	5,058
Elvis Express	73,595
Camping (council venues)	36,534
Sponsor (Miss Priscilla)	7,500
Total:	**327,503**

Over the past four months, the Events team has faced significant resourcing constraints due to a combination of ongoing staff absences, pre-approved and unscheduled leave, and key staff resignations. Operational capacity has been largely maintained by limited existing staff.

These staffing limitations are placing considerable pressure on the team and pose a material risk to the timely and effective delivery of key project outcomes including the securing of sponsorship and advertising revenue and meeting the DNSW milestones. Staff recruitment and additional support will be required to ensure successful delivery of the upcoming festival.

Marketing campaign moved to allow extension of marketing assets to still be proved by DNSW and Artists. Main Stage Artist and Contracts deadlines extended in line with programming deadline. Accommodation finalisation is ongoing and major festival components deadline updated 15th of November.

The Festival Launch was held on 19 September and was an outstanding success.

Progress Photos – Elvis Festival Launch



Customer Corporate Services and Economy
Major Projects & Current Works - October 2025

The Community Improvement District (CID) Pilot Program

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

Approved Budget	Expenditure this Month	Total Expenditure to Date	Outstanding Commitments	Estimated Total when Works Complete
300,000 (Ops)	27,239.54	32,239.54	113,638.69	300,000
60,000 (Cap)	0	0	0	60,000

Project Details

The Parkes Community Improvement District (CID) Pilot Program is a NSW Government–funded initiative aimed at testing business-led, place-based revitalisation in the Parkes CBD. Parkes Shire Council is one of a limited number of participants across NSW, with $360,000 in funding to deliver a comprehensive two-year pilot exploring governance, engagement, planning, branding, and activation.

Scope and Deliverables
The program delivers a blend of non-physical and physical interventions:

Non-Physical Deliverables include
- the development of a **CBD Vibrancy Strategy** (via an external consultant),
- creation of a **governance model**,
- a suite of training and development **workshops for local businesses**, and
- accessible **branding assets** that businesses can adopt and adapt.

Physical Deliverables include
- a **temporary lighting** installation,
- delivery of a **place-based community event**, and
- both **temporary and permanent street closures** with vehicle management to support safe, welcoming activations.
-

Task Completed

- Agreement executed by the Recipient and provided to the Agency
- An agreed draft Project Plan (Annexure A) including a list of anticipate expenditures budget.
- Release of RFQ for Strategic Place Plan for Parkes CBD Vibrancy Strategy (non-physical intervention stream).
- Comms Plan Created (relative to upcoming deliverables)
- Milestone 1 data compiled
- Parkes: Small Business Edition's bookings confirmed.
- Evaluation of RFQ completed
- Strategic Planner engaged for CBD Vibrancy Strategy

- Various engagement activities including Nadioc and Homegrown
- Small business workshop marketing
- Initial event planning completed

Tasks forecast to be completed (next steps 1-3 months)

- Preliminary findings about the CBD Vibrancy strategy due.
- Appointment of branding consultant
- Redesign of business engagement committee due to low interest
- Small business workshops 20-30 October.
- Installation of Clarinda and Cooke Park lighting.

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- Purchase of traffic management items

Current Works

Engagement from the business community, particularly in relation to the free workshops, has been disappointing. Mitigations include a review of the business engagement and marketing strategies and a manual flyer drop to all CBD and Industrial area businesses.

A consultant for the branding work will be appointed soon and the preliminary findings from the CBD Vibrancy activities will be received.

Progress Photos – CBD Vibrancy Engagement Activity.



Customer Corporate Services and Economy
Major Projects & Current Works - October 2025

Fresh Start Program – New Cadets, Apprentices and Trainees (CATs)

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

Due Date	Approved Budget	Expenditure this Month	Total Expenditure to Date	Outstanding Commitments	Estimated Total when Works Complete
31 July 2026	73,903.60	0	27,403.20	0	It depends on the number of CATs

Project Details

The Fresh Start Program (the Program) funding is part of a commitment from the NSW government that was negotiated by the Unions to increase the NSW local government workforce by 15%. Under the Program, $252.2 million is being invested over six years to provide direct support to local councils across the state in wage support for 1,300 new apprentices, trainees and cadets.

There are four rounds of funding:

- 1 - January 2025 to 8 November 2024
- 2 - July 2025 to 31 March 2025
- 3 - January 2026 to 31 July 2025
- 4 - January 2027 to 31 July 2026

Task Completed

- Round 1 Submission
- Council received provisional approval for 8 positions:
  - Apprentice Plumber
  - Apprentice Electrician
  - Small Plant Apprentice
  - Parks and Gardens Apprentice
  - Work Health and Safety Trainee
  - Concrete Trainee
  - Cadet Planner
  - Civil Engineer Cadet
- Round 1 progress report completed by 30/3/2025
- Round 2 funding submission completed by 31/03/2025
- Council received approval for 3 positions:
  - Finance Trainee
  - Works Coordinator Trainee
  - Heavy Vehicle Mechanic Apprentice
- Round 1 progress report 2 completed 30/04/2025
- Round 3 funding submission submitted on 31 July 2027 for:
  - 7 Civil Construction Apprentices – Cert 3 (Plant Operator)
- Finance Trainee has now been appointed from Round 2
- Invoices sent in for grant payment for roles that have been recruited.

- Provisional approval for seven (7) Civil Construction Apprentices received.

Tasks forecast to be completed (next steps: 1 month)

- Interviews are being held for the following Round 1 and 2 positions

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- Cadet Planner
- Civil Engineer Cadet
- Works Coordinator Trainee

- These roles are being recruited again.
  - Heavy Vehicle Mechanic Apprentice
- Recruitment for the 7 Civil Construction apprentices will begin.

Current Works

Recruitment tasks and funding body reports are the primary area of work now.

So far, Council has received approval for 18 new trainees, apprentices and cadets. To date 6 roles have been appointed, 4 are still being actively recruited, 7 are about to be recruited, while the Apprentice Electrician role has been placed on hold until council can re-recruit an electrician to supervise their work.

Progress Photos – Round 1 Work Health and Safety Trainee Sophie Huckel Inspects an Evacuation Plan with WHS Officer, Cassandra Smith.



Customer Corporate Services and Economy
Major Projects & Current Works - October 2025

CiA Live - Corporate Software System Upgrade – Stage 2B Property

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

Due Date	Approved Budget	Expenditure this Month	Total Expenditure to Date	Outstanding Commitments	Estimated Total when Works Complete
30 June 2027	52,000	0	0	0	52,000

Project Details

Technology One has introduced an upgrade program, called CiA Live, to move all its existing customers from the older Ci system interface to the newer CiAnywhere browser-based system interface. Technology One is putting most of its R & D effort into the CiA product and sees no future in developing two interfaces. Moving to the CiAnywhere system has provided end users a more user-friendly experience of TechnologyOne products with enhanced performance, a simplified interface, and capability to streamline business processes.

Budget is based on fixed price contract over 5 years, payable annually. Adjustments may be made to the budget for workforce costs once scoping has been completed.

The first part of the project included the upgrade of the Financial based systems and has been completed. The next phase is to upgrade the property and rating systems then followed by the planning and regulatory systems.

Task Completed

- Financial Systems
- Stage 2A of the Property Systems (including customer requests and management)

Tasks forecast to be completed (next steps: 1 month)

- Stage 2B for the rest of the property systems is on hold until Technology One has the resources and software ready to proceed.

Current Works

The project is currently on hold until November 2025. The schedule will be determined once a kick off meeting has been scheduled after the early adopters have completed their Stage 2B transition.

Progress Photos

There are no photos available currently.

14.2 TRIAL OF VISUAL ACTIVATION FOR EMPTY SHOP FRONTS

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: **Hamish Ritchie, Economic Development Specialist**

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

Annexures: **Nil**

RECOMMENDATION

That Council:

1. Endorse a **trial program of visual activation** for vacant shopfronts in the Parkes CBD, using temporary treatments to improve appearance and reduce negative perceptions.
2. Allocate funding of up to $3,000 for the installation of one visual activation medium (selected from options below) at a priority shopfront location.
3. Receive a further report at the conclusion of the trial presenting outcomes, feedback, and recommendations.

BACKGROUND

Empty shopfronts in the Parkes CBD create negative perceptions for residents, visitors, and investors. While longer-term solutions may involve business or community activations, Council officers recommend starting with a **practical, low-risk trial of cosmetic improvements**. This approach delivers immediate amenity benefits while keeping costs and administrative requirements manageable.

ISSUES AND COMMENTARY

The trial will focus solely on **visual activation** of prominent vacant shopfronts. This requires only landowner consent and minimal negotiation, while visibly improving the main street environment.

While only a trial, consideration needs to be given to the benefits and concerns of the proposed idea:

Benefits of a Visual Activation

- **Masks empty shopfronts:** reduces the negative perception of vacancy in the CBD.
- **Improves town presentation:** makes the main street look cared for and welcoming to locals, visitors, and potential investors.
- **Supports place branding:** images can be aligned with Parkes Shire priorities (e.g. tourism icons, local heritage, or promotion of villages).
- **Immediate impact:** delivers quick, visible results without needing complex negotiations or long lead times.
- **Flexibility of content:** displays can be updated periodically to reflect events, campaigns, or seasons.

- **Minimal commitment from landowners:** only requires consent, not lease or ongoing agreements.

Concerns about Visual Activation

- **Public funding on private assets:** raises questions about the appropriateness of ratepayer money being used to directly improve privately owned buildings, particularly when the benefit to the broader community is indirect.
- **Incentivising neglect:** visual activations will naturally target the worst-looking shopfronts, meaning landowners who have allowed their buildings to deteriorate effectively receive a free upgrade/clean. Meanwhile, proactive landowners who invest in upkeep gain no direct support, creating a perception of rewarding bad behaviour.
- **Equity concerns:** business owners and landowners who are already maintaining or actively leasing their properties may see funds being spent on vacant premises instead of initiatives that could support them directly. While they benefit from an improved CBD environment, they may feel overlooked compared to less responsible owners.
- **Masking the real issue:** shopfront visuals improve appearance but do not address the underlying challenge of filling vacant tenancies or encouraging private investment.
- **Ongoing maintenance burden:** installations require cleaning, monitoring, and eventual replacement, meaning the program could create recurring costs if expectations grow.
- **Risk of staleness:** if designs are not regularly refreshed, they can quickly look dated or neglected, undermining the original goal of vibrancy.

Trial Options

Two medium options have been identified for testing each with their own unique benefits and concerns beyond the program itself.

Option 1: Vinyl Wraps

Vinyl wraps are large-scale adhesive graphics applied directly to the *exterior* of shopfront windows. They completely cover the glass and can feature photographic designs, branded imagery, or artworks.

Benefits of Vinyl Wrap

- **High visual impact:** creates an immediate, professional “finished” look.
- **No internal access required:** reduce liability risk.
- **Durability:** can last up to 2 years if maintained.
- **Weather resistant:** designed for outdoor use, holds up well against sun and rain.
- **One-off installation:** once in place, requires little ongoing attention beyond cleaning the exterior glass.

Concerns with Vinyl Wrap

- **Single-use only:** cannot be reused if removed. Of particular concern as leases could be signed day after install.
- **Removal cost:** adhesive removal requires extra labour and expense.
- **Potential conflict with real estate signage:** may block “For Lease” signs, meaning artwork must leave space for lease advertising or be redesigned.
- **Static content:** once installed, the image cannot be rotated or updated without incurring full replacement costs.

Option 2: Pull-up Banners

Pull-up banners are portable, free-standing displays placed just inside a vacant shopfront window. They sit independently and can be easily removed, replaced, or reused.

Benefits of Pull-up Banners

- **Reusable and portable:** banners can be stored and redeployed to other sites as needed.
- **No interference with leasing signage:** space remains clear for “For Lease” displays.
- **Lower cost per unit:** less expensive to trial across multiple shopfronts.
- **Flexible layout:** multiple banners can be arranged in sequence or spread across several windows.
- **Quick replacement:** if damaged or outdated, only a single banner needs to be replaced rather than the whole display.

Concerns with Pull-up Banners

- **Internal access required:** requires landowner permission to unlock premises.
- **Maintenance burden:** interiors must be kept clean, as dust or clutter inside the shop will be visible.
- **Visual disruption:** banners have a fixed height with visible gaps between them and a base which would be visible, which would reduce the overall seamless look compared to vinyl wraps.
- **Less impact from distance:** compared to full vinyl coverage, banners may appear smaller and less striking particularly from a distance.
- **Potential storage/handling issue:** requires staff or contractors to set up, move, and store banners when not in use.
- **Premises Access:** Banners need to be visually placed as close to the glass as possible resulting in logistical concerns for access through front door.

Reference Images



Image 1 – Sample Pull-up Banner (generated by AI).



Image 2 – Verto office, 195 Clarinda Street, Parkes, NSW, 2870 with pull-up banner (top left) and vinyl wrap below.

LEGISLATIVE AND POLICY CONTEXT

- Council may facilitate agreements but must ensure liability is clearly assigned:
  - Landowners retain structural/building insurance.
  - Contractors or service providers hold responsibility during installation.
- **Local ordinances or policy settings** could be developed in the future to establish minimum standards for the external presentation of shopfronts (e.g. requiring vacant premises to meet certain visual expectations or recover costs of cosmetic improvements).
- Programs align with Council's Community Strategic Plan priorities for CBD vibrancy, business support, and community wellbeing.

FINANCIAL IMPLICATIONS

Visual Activation (Stage 1 trial):

The initial cost for material and installation for the vinyl wrap is estimated to be $3,000 for a 7.2m glass shopfront. The cost of several pull-up banners is estimated to be $1,720 for a similar size shopfront ($215 per banner). Costs and other resources not included in these estimates are:

- Removal: Vinyl wrap only
- Artwork Creation
- Cleaning:
  - Exterior Cleaning
  - Interior Cleaning: Pull-up banner
- Set Up Labour: Pull-up banner
- Evaluation & Feedback Collection

The costs to implement the trial will be allocated from the Economic Development budget.

RISK IMPLICATIONS

The following risks have been identified in relation to the implementation of the trial:

- **Landowner participation:** Some owners may decline involvement due to low incentive.
- **Sustainability of outcomes:** Volume of full roll-out may be prohibitive in cost due to an inability to predict market turnover.
- **Insurance/liability:** remains with landowner; contractors cover installation risks.
- **Maintenance requirements:** If not maintained to a suitable quality will potentially create a more negative perception than the building itself.

COMMUNITY CONSULTATION

Required:

- Engagement with participating landowners to secure consent for activation.
- Engagement with real estate company to provide access if required and facilitate discussions.

Recommended:

- Consultation with local businesses (via Economic, Destination and Event Advisory Committee) to ensure alignment with broader economic development objectives.
- Public communication to highlight the improved appearance and purpose of the trial.

14.3 UPDATED ELVIS FESTIVAL MEMORIAL WALL GUIDELINES AND USE OF PARKES TI FUNDS TO RESTORE THE WALL AND SIGNAGE.

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

Authoriser: **Kent Boyd PSM, General Manager**

Annexures: **A. Updated Elvis Festival Memorial Wall Guidelines** ⇩

RECOMMENDATION

That Council:

1. Endorse the changes to the Guidelines for the Elvis Festival Memorial Wall to indicate that applicants will be responsible for the installation of the plaque once approved.
2. Endorse the use of the existing niche wall fee of **$187** for the use of the **Elvis Festival Memorial Wall**.
3. Approve the allocation of up to $9,000 to restore the Elvis Festival Memorial Wall, repair the gate and light, and install some new signage from the Parkes Town Improvement Reserve.

BACKGROUND

The Elvis Festival Memorial Wall is a dedicated space for commemorative plaques and tributes associated with the volunteers and fans of the Parkes Elvis Festival. To support ongoing maintenance and administration, Council proposes using an existing a fee for its use.

Council has previously adopted the Guidelines for the Elvis Festival Memorial Wall **[OCM 001/25].**

ISSUES AND COMMENTARY

It is proposed that the existing Cemetery Niche Wall fee of $187 is used to cover administrative processing and maintenance of plaques and the Memorial Wall. The fee is consistent with the current memorial wall fee for the niche wall at Peak Hill, Trundle and Tullamore.

The Guidelines for the Elvis Festival Memorial Wall included a statement that council would charge the applicant for the cost of supply and installation of the plaque. It is proposed that, once approved and the application fee is paid, then the applicant will organise and **install their own plaque**. This is consistent with the existing arrangements with the niche walls at the various shire cemeteries.

In summary, the process will be:



The Guidelines, which are included at *Appendix A*, have been adjusted to reflect the above process.

The existing wall does require some maintenance following the removal of the Wall of Fame plaques, which was largely unavoidable due to the method used to fix them. There has been some damaged caused to gates following an unauthorised attempt to remove them and the light requires repair. In addition, a new sign needs to be installed. The following photos indicate the current condition of the Wall.



LEGISLATIVE AND POLICY CONTEXT

The proposal is consistent with **Section 610F of the NSW Local Government Act 1993**, which requires Council to publicly exhibit proposed new fees and charges prior to adoption. In this case, it is proposed to **use an existing fee**. Council has previously adopted the Guidelines for the Elvis Festival Memorial Wall.

Council must vote to allocate funds from its reserves for projects not listed in its Operational Plan in accord with the Financial Reserves Policy.

FINANCIAL IMPLICATIONS

The use of the fee will provide a modest revenue stream to offset costs associated with the maintenance of the Elvis Festival Memorial Wall. The existing wall does require some maintenance to restore the surface of the bricks following the removal of the Wall of Fame plaques. This, together with the repair of the gate and light, and some new signage, could be funded from the Parkes Town Improvement Reserve for a total cost of no more than $9,000. The current uncommitted balance of the Parkes Town Improvement Reserve is $350,247.41.

RISK IMPLICATIONS

There are minimal risks associated with this proposal. Reputational risk is mitigated through clear communication and alignment with Council's adopted policies.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report. The information about the Memorial Wall and its use, including the updated Guidelines, will be included on Council's web site.



Elvis Festival Memorial Wall

Guidelines

parkes.nsw.gov.au

Parkes Shire Council

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

The Parkes Elvis Festival Memorial Wall, which is located at the South-Eastern corner of Bushmans Dam at Kelly Reserve, Parkes NSW.

Controlled Document Information

Document History	
Date	Details / Comments
18 March 2025	Draft document created and presented to Council for endorsement for public comment
15 April 2025	Consult with Elvis Festival Portfolio Holders and Event Team
20 May 2025	Adopted by Council
~~30 September 2025~~30 September 2025	~~Modified~~ Clarify that the payment of fee and responsibility for supply and install of plaque is with the Applicant upon approval.

Elvis Festival Memorial Wall Guidelines

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Acknowledgement of Country

Parkes Shire is in the land of the Wiradjuri nation – the largest Aboriginal territory at the time of European settlement, encompassing the Central West slopes and plains.

Wiradjuri Country extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to western NSW, encompassing around one fifth of NSW. The people of Wiradjuri Country are known as 'people of three rivers,' due to the three rivers that border their lands: the Wambool (Macquarie River), Galari (Lachlan River) and Marrambidya (Murrumbidgee River).

In the spirit of reconciliation, Parkes Shire Council acknowledges and the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Parkes Shire.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength, and pride of the Wiradjuri community.

1. Purpose

The purpose of these guidelines is to provide a standard for the process to have a plaque placed on the Parkes Elvis Festival Memorial Wall. To be honoured, the memorialised person must have had a clear and ongoing connection with the Parkes Elvis Festival.

2. Scope

These guidelines primarily deal with memorial plaques for fans of the Elvis Festival. In addition to the memorial plaques, the wall also contains name plates of former Elvis Festival voluneeers and committee members who had provided great service to the festival. The selection, purchase and installation of these name plates is currenlty managed by the Elvis Festival Port Folio Holders and council event staff and therefore outside of the scope of these guidelines.

3. Eligibility Criteria

To be eligible for a fan based memorial plaque, those to be memorialsed must have demonstrated a clear connection to the Parkes Elvis Festival. This may include attendance and volunteering at numerous festivals, participation in the events such as busking, look and sound alike competitions, cars of the era, street parade, etc.

4. Application and Approval Process

Applications are to be submitted using the online application form. The application must demonstrate a clear connection to the Parkes Elvis Festival, and meet the Eligibility Criteria.

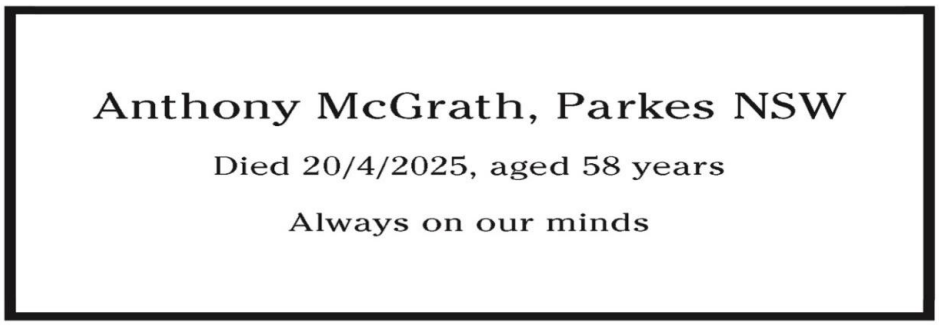
The application is then approved by the Elvis Festival Producer in consultation with the Festival Port Folio Holders.

The Memorial Wall fee is paid and a final approval is issued to the Applicant by the Cemetery Officer. ~~An approved Elvis Festival fan memorial plaque must be paid for before it can be ordered and fitted to the memorial wall.~~ The fee for the plaque, including fitting, will be ~~on a cost recovery basis and set by Parkes Shire Council~~at the cost of the Applicant.

5. Design and Placement

Plaques will be cast in bronze and will be 22.8cm L x 7.5cm H to match the size of the existing bricks. The layout with a suggested inscription is shown below. Each plaque can accommodate up to six (6) lines of text.

5.1. Suggested Plaque Layout and Inscription



Suggested taglines could also include

"You were always on our minds and forever in our hearts."
"Love me tender, love me true, you were our everything."
"Forever our King of Rock 'n' Roll, your spirit lives on."
"Thank you for the joy and love you brought into our lives."
"Your legacy of love and music will never fade."
"Wise men say only fools rush in, but we couldn't help falling in love with you."
"In the ghetto of our hearts, your light shines eternally."
"Though you've left the building, your spirit remains with us always."

6. Management of the Process

The Parkes Shire Council Elvis Festival event staff will manage the initial application and approval process. ,The Cemetery Officer, as with all niche wall applications, will arrange payment of the fee and final approval to the Applicant to arrange installation of the approved plaque.~~approval and installation process.~~

7. Maintenance and Upkeep

Parkes Shire Council's Parks and Gardens team will be responsible for the maintenance of the wall, paving and surrounds.

8. Contact Information

For further information regarding the Elvis Festival Memorial Wall, see Council's website or contact the Elvis Festival team by email at elvis@parkes.nsw.gov.au.

14.4 REQUEST TO USE PEAK HILL TOWN IMPROVEMENT FUNDS TO UPGRADE LINDNER OVAL IRRIGATION AND PURCHASE A PLAQUE

IP&R Linkage:	**Pillar:** Leadership **Goal:** Our Local Government is open, accountable and representative. **Strategy:** Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.
Author:	**Anthony McGrath, Director Customer, Corporate Services and Economy**
Authoriser:	**Anthony McGrath, Director Customer, Corporate Services and Economy**
Annexures:	**Nil**

RECOMMENDATION

That Council:

1. Approve the allocation of up to $3,800 from the Peak Hill Town Improvement Fund Reserve to supply and install a memorial plaque to Dud and Toni Francis in the Commercial Gardens.
2. Approve the allocation of up to $55,000 from the Peak Hill Town Improvement Fund Reserve to upgrade the irrigation system on Lindner Oval.

BACKGROUND

Parkes Shire Council ("Council") is guided by the advice provided by the various Community Consultative Committees ("CCC") in determining the most appropriate projects to be included in their Town Improvement Fund (“TIF”) Allocations, however, the final decision concerning the expenditure of the funds remains with Council.

ISSUES AND COMMENTARY

The Peak Hill Community Consultative Committee Inc (“CCC”) has met and discussed the following projects in relation to the Peak Hill community.

Plaque and Tree - Dud and Toni Francis

Council has received an email request from the Peak Hill CCC for Council to provide a tree and plaque in the Commercial Gardens, Caswell St., Peak Hill in honour of Dud and Toni Francis. Dud and Toni were both former employees of Parkes Shire Council and highly respected members of the Peak Hill Community.

Cr Louise O’Leary has been liaising with the family and the plaque provider on the appropriate wording and plaque type. The sample below is an earlier draft and not the final design but is provided to indicate what is being developed. An appropriate tree has been planted in the gardens ready for the plaque to be mounted nearby. A small dedication ceremony is planned to dedicate the plaque to Dud and Toni.

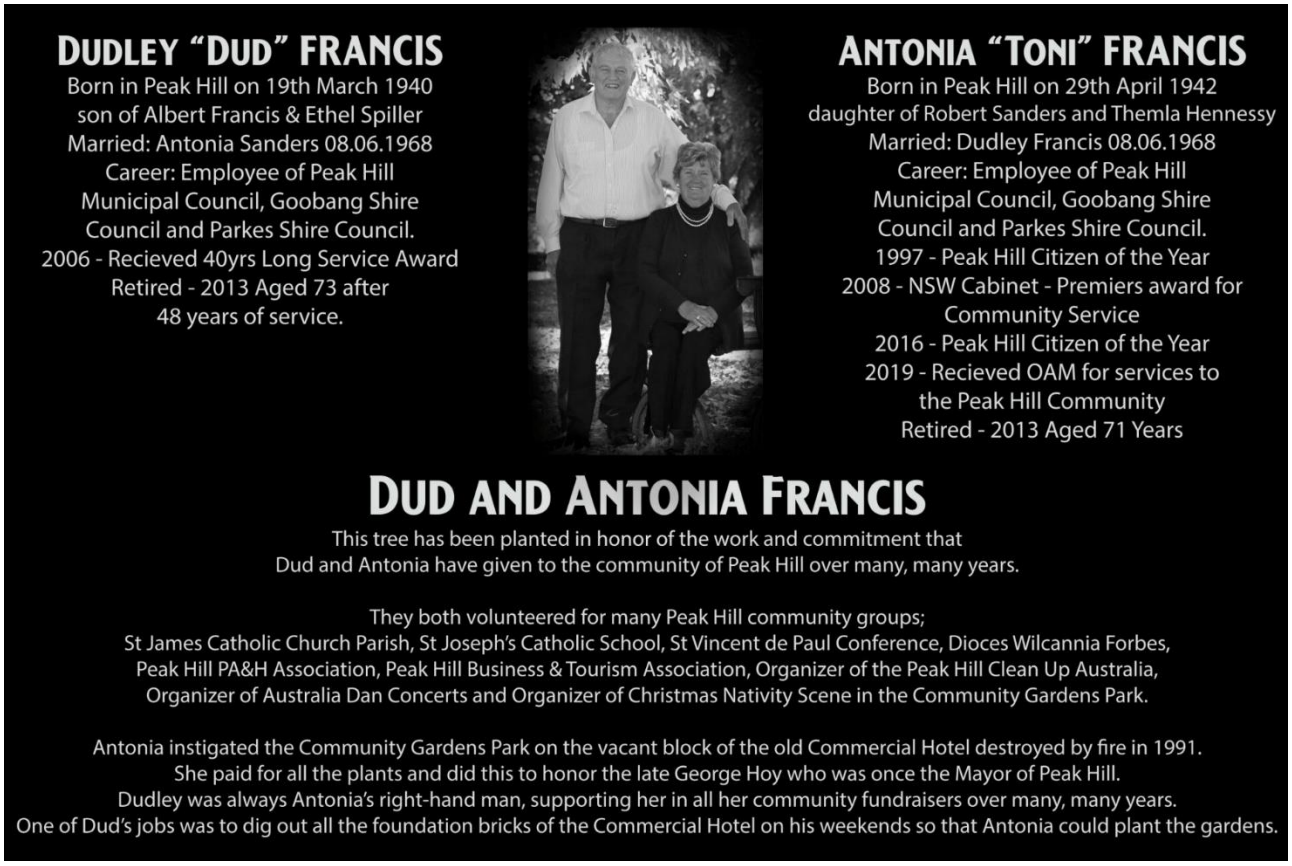


Figure 1: Sample of the proposed laser etched plaque for a tree dedicated to Dud and Toni at the Commercial Gardens.

Lindner Oval Irrigation Upgrade

The CCC recently discussed the condition of the irrigation system on Lindner Oval. The current system has been modified and extended over the years to the point where it is now not effectively watering the whole oval. At the request of the CCC, Council's Open Space Supervisor obtained a quote from Mid-West Irrigation to upgrade the entire system. The CCC has now written to Council to request that the upgrade be funded through the Peak Hill Town Improvement Reserve.

LEGISLATIVE AND POLICY CONTEXT

Section 405 of the Local Government Act 1993 ("the Act") states that Council must have an Operational Plan, which includes a detailed annual budget, detailing the activities to be engaged as part of the Delivery Program for that year. In addition, that plan must be publicly exhibited.

Council must vote to allocate funds from its reserves for projects not listed in its Operational Plan in accord with the Financial Reserves Policy.

FINANCIAL IMPLICATIONS

Councillor O'Leary had obtained a price earlier this year of $3,500 for the supply and installation of the Plaque from Central West Funerals. The tree has already been installed; therefore, the total estimated cost for the plaque, given inflation and incidentals, is $3,800.

A detailed and design has been obtained from Mid-West Irrigation to upgrade the Linder Oval system. The total estimated cost, including staff time and contingencies is $55,000.

The Peak Hill TIF had an uncommitted balance of $210,844 at the end of September 2025 and can support the allocation of up to $3,800 for the plaque acknowledging the work of Dud and Toni Francis and a further $55,000 for an upgrade to the Lindner Oval irrigation system.

RISK IMPLICATIONS

Compliance: The adoption of the recommendations for the report will ensure that Council will comply with section 356 of the Act and allow the transfer of funds from its reserves to support the project in accord with its Financial Reserves Policy.

COMMUNITY CONSULTATION

The Peak Hill CCC is recognised by Council as the peak consultative body for the Peak Hill community and surrounding areas. The Peak Hill CCC has met and agreed to formally endorse the allocation of funding from the Peak Hill TIF.

14.5 REQUEST FOR FINANCIAL ASSISTANCE - RACGP EVENT

IP&R Linkage: **Pillar:** Community

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

Strategy: Support and deliver events, festivals and local celebrations that support community connectivity, citizenship and pride.

Author: **Brendan Shipley, Manager Events & Tourism**

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

Annexures: **Nil**

RECOMMENDATION

That Council:

1. Approve the transfer of up to $5,000.00 from the Community Events to the Economic Events budget to support the Royal Australian College of General Practice RACGP.

BACKGROUND

The Royal Australian College of General Practice (“RACGP”) have approached Council to support their upcoming event, which is a tour of the Central West including an overnight stay and dinner in Parkes. The RACGP are seeking financial assistance from Council to hold their event in Parkes.

ISSUES AND COMMENTARY

In June 2024, Parkes Shire Council ("Council") endorsed the new Events Financial Assistance Program ("EFAP") to support community and destination events in the Parkes Shire. While Council receives numerous event assistance requests, resources are limited, necessitating a consistent, transparent, and equitable allocation approach. Applications are assessed based on merit, budget availability, Financial Assistance Policy guidelines (Section 6.5), and the *Local Government Act 1993*.

A request has been received from RACGP to assist with their event, which is to be held on 28 October 2025. The RACGP are conducting a tour of the Central West with an overnight stopover in Parkes. They are seeking assistance with the networking dinner of the Registrars on Tuesday evening. They are also requesting a presentation and have invited the Mayors, Deputy Mayors, one other Councillor and GMs of Parkes, Forbes and Lachlan Shires to attend. Also invited are the State and Federal Members and external stakeholders. The estimated number of guests is 110.

The request from the RACGP was not received in time for it to be evaluated under the EFAP program, however, an analysis under the General Financial Assistance program was conducted instead.

The following table details the assessment of the project against the Financial Assistance Grants general assessment criteria.

Criteria	Assessment	Comment
Budget Compliance: Ensure the request falls within Council's budget.	Complies	There are sufficient funds available in the Parkes TI Reserve.
Community Accessibility: Verify that the facility, activity or event is open to the Parkes Shire community.	Non-compliant	The various activities are not open to the community.

Criteria	Assessment	Comment
Participation Costs: Assess whether the costs for patrons to use a facility, attend or participate are reasonable.	Complies	The cost of the event is reasonable.
Local Government Area: Confirm that the activity or event takes place within the Parkes Shire Local Government Area.	Complies	The primary overnight activities will take place in Parkes, complemented by additional events and experiences throughout the broader region.
Period: Ensure that the activity or event occurs, or the funds are spent, within 12 months of notification of approval.	Complies	The event is scheduled for October 2025, aligning with the 12-month timeframe.
Community Benefit: Evaluate how any excess proceeds or project outcome will benefit the Parkes Shire community, particularly if proceeds are for charity.	Complies	This event is expected to generate an economic uplift through accommodation bookings, engagement with local services, and patronage of hospitality businesses.
Request-Outcome Alignment: Assess how the requested amount compares with the stated outcomes of the activity or event.	Complies	Council's financial investment of $5,000.00 algins with the economic benefit expected from hosting the event.
Strategic Goal Alignment: Determine how the objectives or outcomes align with one or more of Council's strategic goals.	Complies	Aligns with goal to “Advocate for improved medical, health and wellbeing, allied services, programs, and initiatives in Parkes Shire.” The other relevant goal is to "Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy".
Public Liability Insurance: Verify that public liability insurance is required and current for the activity or event.	Complies	Not applicable.

The assessment, therefore, is that this project regularly meets the guidelines for the provision of funds under the Financial Assistance Policy for general requests.

LEGISLATIVE AND POLICY CONTEXT

In accordance with section 356 of the *Local Government Act 1993*, Council can provide financial assistance through a specific program, providing the details of the program have been included in Council's draft Operational Plan for the year in which the financial assistance is proposed to be given. Council's EFAP includes two separate funds:

1. Community Events Fund
2. Destination Events Fund

Applications for the Destination Event Fund are accepted throughout the year with no set rounds in place. The maximum funding per application is $10,000.00.

FINANCIAL IMPLICATIONS

The Destination event funding program has $25,000 available for destination events. So far, the following events have been funded: this has been allocated to the following events thus far:

- Goodness Gravel Parkes - $6,500
- Trundle Bush Tucker Day - $10,000
- All Roads Lead to Trundle - Requested $10,000

Note: The request for the All-Roads Lead to Trundle is for the supply and delivery of 5 Portaloos and the actual costs are not yet known.

Council is aware of one other application under the destination events assistance fund, which may require assistance of up to $9,500 if approved. Therefore, the destination event budget is likely to be exhausted.

Other Funding Sources

However, Round 2 of the community events program attracted two submissions (each requesting $10,000), so there may be an opportunity to transfer funds from the Community Events budget to support Destination Event initiatives if required.

RISK IMPLICATIONS

The provision of additional funds to the represents a positive civic risk opportunity to increase the economy of the Parkes Shire and improve awareness of what the Parkes Shire has to offer to prospective doctors.

COMMUNITY CONSULTATION

No further community consultation is required if the funding is provided under the existing Events Financial Assistance Program.

14.6 AMENDED APPLICATION FOR PUBLIC HOLIDAYS FOR PARKES SHIRE DISTRICT SHOWS - 2026 AND 2027

IP&R Linkage: **Pillar:** Community

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

Strategy: Encourage, support and recognise community participation including volunteers.

Author: **Veronica Shaw, Manager Governance, Risk and Corporate Performance**

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

Annexures: **Nil**

RECOMMENDATION

That Council

1. Amend/Confirm the recommended dates provided in the 16 September 2025 Council Meeting *(OCM 318/25)* to make application to the NSW Premier's Department of Industrial Relations for the gazettal of public holidays and half holidays for the Shows in the Parkes District for 2026 and 2027 as requested by the various PA&H Associations with the respective times and boundaries defined as follows:

   Trundle

   Public Holiday from 9.00am - 5.00pm Wednesday 19 12 August 2026 and Wednesday 18 11 August 2027 to be declared for Suburb of Trundle along with neighbouring Suburb of Bogan Gate and Suburb Bruie Plains. As per boundaries detailed on the Parkes Shire Council website.

   Peak Hill

   Public Holiday from 9.00am - 5.00pm Wednesday 26 19 August 2026 and Wednesday 25 18 August 2027 to be declared for Suburb of Peak Hill. As per boundaries detailed on the Parkes Shire Council website.

   Parkes

   Public Holiday from 12.00pm noon - 5.00pm Tuesday 1st September 2026 and Tuesday 31st August 2027 to be declared for Parkes Suburb, Suburb Tichborne, Suburb Nelungaloo, Suburb Gunningbland, Suburb Cooks Myall, Suburb Goonumbla, Suburb Alectown: along with neighbouring part Suburb Mandagery and part Suburb Cookamidgera within the Parkes Local Government Area. As per boundaries detailed on the Parkes Shire Council website.

BACKGROUND

In June 2025, correspondence was received from the NSW Premier's Department outlining the administrative process and guidelines for local Councils to apply to the Minister of Industrial Relations for the declaration of any local public holidays and local event days for 2026 and 2027 under the *Public Holidays Act 2010*.

Councils are invited to submit dates to be observed as public holidays and half holidays within their respective Council area. All local holidays in New South Wales for the forthcoming calendar year are then considered and appointed by the Minister in the one Government Gazette notice. This notice is published in the Government Gazette in December. Confirmation advice of the Minister's approval is forwarded to Council in advance of the Gazette publication date.

Historically, Council has sought the advice of local Pastoral, Agricultural and Horticultural (PA&H) Associations for days to be gazetted as local public holidays for their respective show days.

Council has previously applied on behalf of the respective PA&H Associations, for a full day *(9.00am - 5.00pm)* public holiday for the second day of the Peak Hill Show and second day of the Trundle Show, and a half day *(12 noon to 5.00pm)* public holiday for the second day of the Parkes Show. As Councillors are aware the annual Tullamore Show is also on the District Show circuit and is traditionally held on a Saturday.

ISSUES AND COMMENTARY

At Council's Ordinary Meeting on 16 September 2025 the following dates were approved for submission to the NSW Premier's Department.

- Trundle: 12 August 2026 and 11 August 2027.
- Peak Hill: 19 August 2026 and 18 August 2027.
- Parkes: 1 September 2026 and 31 August 2027.

Since this meeting, the Peak Hill and Trundle Show societies have notified Council that in order to match the Show Group circuit that their dates will likely require to be amended to the following to ensure their dates do not clash with other Shows and events in the region during August:

- Trundle: 19 August 2026 and 18 August 2027.
- Peak Hill: 26 August 2026 and 25 August 2027.
- The dates provided by the Parkes Show Society are unchanged.

The societies will not be able to confirm these dates until the Show Group circuit meeting on Saturday 19th October 2025, which is why the recommendation dates will be confirmed at this meeting. In the recommendation, the previous dates are in red and potential new dates are in black.

LEGISLATIVE AND POLICY CONTEXT

The provision and gazettal of public holidays is legislated by NSW Government Public Holidays Act 2010. Council is required to notify the department prior to 31 October 2025 to ensure the appropriate gazettal information is in place for publication 2026.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

There are no risks foreseen in remaining with the status quo for public holidays proposed on behalf of Shire Show Associations for 2026 and 2027.

COMMUNITY CONSULTATION

During the initial public exhibition period, public notices and flyers were placed at the Council Chambers, in the local media, Council's website and Facebook platforms inviting submissions or comment on the granting of a public holiday for the Shire's Show days. Comments were also sought from the Parkes, Peak Hill and Trundle PA&H Associations. Individual emails were also forwarded to all local bank branches and local schools inviting their submissions or comments. A survey seeking comments was also available at Council's stand at the respective 2025 Shows. This feedback was received previously by Council at the 16 September 2025 Ordinary Council meeting and showed overwhelming support for public holidays for Show days in the Shire.

In addition to this feedback, new feedback was sought from the Show societies, schools and major businesses in the Peak Hill community seeking consultation on the proposed change to date.

Comments Supporting the Amended Show Holiday Dates

Parkes P.A. &H. Association

"I'm writing to provide some background on the proposed Peak Hill Show dates for 2026 and 2027, and why those dates are important to maintain.

Our Treasurer has contacted the other Shows within our Group to confirm their planned dates for the coming years. As you'll see below, the Group coordinates these carefully to avoid any overlap. This ensures that rides, sideshows, attractions, and exhibitors can travel smoothly from one Show to the next, and that our communities can attend multiple events without clashing dates.

The proposed dates for each Show are as follows:

***Tullamore:** 14–15 August 2026 | 13–14 August 2027*

***Trundle:** 18–19 August 2026 | 17–18 August 2027*

***Bedgerebong:** 22 August 2026 | 21 August 2027*

***Peak Hill:** 25–**26** August 2026 | 24–**25** August 2027*

***Condobolin:** 28–29 August 2026 | 27–28 August 2027*

***Parkes:** 31 August–2 September 2026 | 30 August–1 September 2027*

We recognise that not all of these Shows fall within Parkes Shire Council's boundaries, but as part of the same Show Group, our scheduling works in sequence to benefit the entire region.

*The final confirmation of these dates will take place at the Group meeting on **19 October**, where all Shows agree on the coordinated calendar.*

*In addition, we would like to request a **local public holiday on the second day of our Show**. Because the Show is held mid-week, the public holiday allows the entire community to take part. Our local school teachers volunteer on the gates and at stalls, and students attend throughout the day as part of the town's long-standing tradition of supporting the Show. We couldn't run the event without the support of our whole community. Having the public holiday ensures strong community involvement and allows families, businesses, and schools to participate fully.*

We appreciate Council's understanding and ongoing support of the Peak Hill Show and our neighbouring agricultural societies. Aligning these dates ensures the continued success of our local events and strengthens tourism and economic activity across the district.

Best,

Stephanie Williams

Secretary, Peak Hill Show Committee"

14.7 ARIC FOUR YEAR STRATEGIC WORKPLAN - 2024-28

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: **Veronica Shaw, Manager Governance, Risk and Corporate Performance**

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

Annexures: **A. ARIC Four Year Strategic Workplan 2024-28** ⇩

RECOMMENDATION

That Council:

1. Endorse the Audit, Risk and Improvement Committees Four Year Strategic Workplan 2024-28, appended at *Annexure A*.
2. Publish the endorsed Strategic Workplan on Council's website and intranet.

BACKGROUND

The Audit, Risk and Improvement Committee (ARIC) plays a critical role in supporting Council's governance, accountability, and continuous improvement. Established under section 428A of the *Local Government Act 1993*, ARIC is an advisory committee that promotes good corporate governance and provides independent assurance and assistance to the General Manager and elected Council.

To effectively fulfil its statutory responsibilities, ARIC is required to develop a Four Year Strategic Workplan that aligns with the current term of Council. This requirement is outlined in the *Guidelines for Risk Management and Internal Audit for Local Government in NSW*, issued by the Office of Local Government (OLG). The strategic plan ensures that ARIC's work is structured, purposeful, and aligned with Council's broader strategic direction. It provides a framework for the Committee to systematically address its legislative obligations, including oversight of compliance, risk management, fraud control, financial management, governance, and performance monitoring.

The development of a Four Year Strategic Workplan enables ARIC to take a proactive and risk-based approach to its activities. By identifying priorities and expected outcomes over the Council term, the Committee can ensure that its efforts are focused on areas of greatest strategic and operational importance. This approach supports the internal audit function in designing a program of work that is both responsive and aligned with Council's evolving risk profile.

Furthermore, the plan enhances transparency and accountability by documenting ARIC's objectives, planned activities, and performance indicators. It is reviewed annually to ensure it remains relevant and dynamic, adapting to changes in Council's operations, priorities, and external environment. The plan is developed in consultation with Councillors, the General Manager, the head of the internal audit function, and senior managers, ensuring it reflects a shared understanding of Council's governance and risk landscape.

ISSUES AND COMMENTARY

This Four-Year Strategic Workplan attached at *Annexure A* outlines the Committee's priorities and planned activities for the period 2024 to 2028. It aligns with the current term of Council, as required

by the Office of Local Government (OLG), and is integrated with the Parkes Shire 2035+ suite of planning documents, including the Community Strategic Plan, Delivery Program, Operational Plan, and Budgets.

The plan has been developed in accordance with the *Local Government Act 1993* and the prescribed *Guidelines for Risk Management and Internal Audit for Local Government in NSW*. It reflects consultation with Parkes Shire Council's Councillors, General Manager, the head of the internal audit function, and senior managers.

To ensure it remains dynamic and relevant, the Strategic Workplan is reviewed annually evolving in alignment with Council's changing risk profile and strategic priorities.

It is structured around the Quadruple Bottom Line Community, Economy, Environment, and Leadership and reflects the principles of equity, access, participation, and rights. This alignment ensures that ARIC's work contributes meaningfully to Council's long-term vision and strategic outcomes.

The high-level objectives of the Committee for this current term of Council are as follows:

Aspirations

- To position ARIC as a strategic partner in Council's transformation and innovation journey.
- To mature the risk culture throughout Council so that consideration of risk becomes business as usual and informs all decision making.
- To build a culture of learning and improvement through evidence-based reviews and insights.
- To increase visibility and understanding of ARIC's role across Council and the community.

The Committee's specific strategic objectives and how this will be achieved are outlined in the document, including how ARIC will report to Council throughout the period and what mechanisms are in place to review the Committee's performance.

LEGISLATIVE AND POLICY CONTEXT

Section 428A of the Local Government Act 1993

Risk Management and Internal Audit Guidelines for local government in NSW (draft) - Office of Local Government (December 2022)

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

RISK IMPLICATIONS

The development of a Four Year Strategic Workplan by the Audit, Risk and Improvement Committee carries significant risk implications, both in terms of mitigation and exposure. A well-structured strategic workplan enables the Committee to proactively identify, monitor, and respond to emerging risks across Council's operations, ensuring that governance, compliance, and internal controls remain robust and adaptive. Without such a plan, there is a heightened risk of fragmented oversight, reactive audit scheduling, and misalignment with Council's evolving risk profile and strategic objectives. The absence of a forward-looking framework may also result in gaps in assurance coverage, reduced accountability, and diminished capacity to address systemic issues such as fraud, cyber threats, financial sustainability, and service delivery pressures. Moreover, failure to align the plan with Council's Integrated Planning and Reporting documents could lead to duplication of effort, inefficient resource allocation, and missed opportunities for continuous improvement. The strategic workplan therefore acts as a critical risk management tool, ensuring that ARIC's work is

comprehensive, coordinated, and capable of providing timely and independent advice to Council on matters that directly impact its performance and reputation.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with this report; however, the adopted policy will be placed on Council's website.



Audit, Risk and Improvement Four Year Strategic Workplan

2024-28

parkes.nsw.gov.au

Parkes Shire Council

Parkes
Shire Council

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Controlled Document Information

Document History	
Date	Details / Comments
10 September 2025	*Provided to the Audit, Risk and Improvement Committee Independent Chair for review and feedback.*
24 September	*Endorsed by Audit, Risk and Improvement Committee*
21 October	*Endorsed by Parkes Shire Council*

Audit, Risk and Improvement Committee Four Year Strategic Workplan

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1. Acknowledgement of Country

Parkes Shire is part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement. Parkes Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the Land and pays respect to the Elders both past and present of the Wiradjuri nation.

The Wiradjuri are the largest group in central New South Wales (NSW) by area and population, with lands stretching from Coonabarabran in the North to the Great Dividing Range and out to Western NSW, encompassing one fifth of NSW and are known as the people of the three rivers: the *Wambuul* (now known as the Macquarie River), the *Galari* (the Lachlan River), and the *Marrambidya* (the Murrumbidgee River).

The Wiradjuri people live in harmony with the Country, they believe they don't own the land, but that they are responsible for looking after it. The Gugaa (Goanna) is the overarching totem for the Wiradjuri Nation. It is the symbol that connects all people, past and present, of Wiradjuri land.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers and recognise the resilience, strength, and pride of the Wiradjuri community.



2. Message from the Audit, Risk and Improvement Committee Chair

It is my pleasure to present the Parkes Shire Council Audit, Risk and Improvement Committee's (ARIC) Four Year Strategic Work Plan for the 2024–2028 Council term.

This plan is one of the recommended elements of good practice in the Risk Management and Internal Audit Guidelines (the Guidelines) issued by the Office of Local Government, which states:

It is essential that the work of the audit, risk and improvement committee is thoroughly planned and executed to ensure that no council activity or function is missed by the committee and that councils receive value for money from their assurance investment. (p33)

In developing this plan, the ARIC has sought input from a wide range of sources, including:

- Councillors
- Council's approved Community Strategic Plan, Delivery Program, Operational Plan and Budget
- senior staff of Council
- Council's risk management function
- Council's internal audit function
- Council's Service Review program
- Council's external audit function, embracing both financial statement audits and performance audits
- our obligations under the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*
- recommended guidance in the Guidelines
- relevant publications by other watchdog bodies such as the NSW Independent Commission Against Corruption and the NSW Ombudsman.

This process supports our intention that the ARIC's focus and priorities are risk based, and informed both by historical insights and current strategic directions.

This 4-year Strategic Workplan will inform our Annual Workplan, which we use to determine the specific scope and focus of the agenda for each ARIC meeting.

We also note that the Guidelines propose that at least once each Council term the Council ought to conduct a review of the effectiveness of the ARIC. This Plan provides a key component to support such review.

Stephen Horne
Parkes Shire Council
Audit Risk and Improvement Committee Chair

3. About the Audit, Risk and Improvement Four Year Strategic Plan

The Audit, Risk and Improvement Committee (ARIC) plays a critical role in supporting Council's governance, accountability, and continuous improvement. This Four Year Strategic Plan aligns with the current term of Council as the OLG requires. It outlines the Committee's priorities and planned activities from 2024 to 2028, aligned with the Parkes Shire 2035+ Integrated Planning and Reporting suite of documents, including the Community Strategic Plan, the Delivery Program, and the Operational Plan and Budgets.

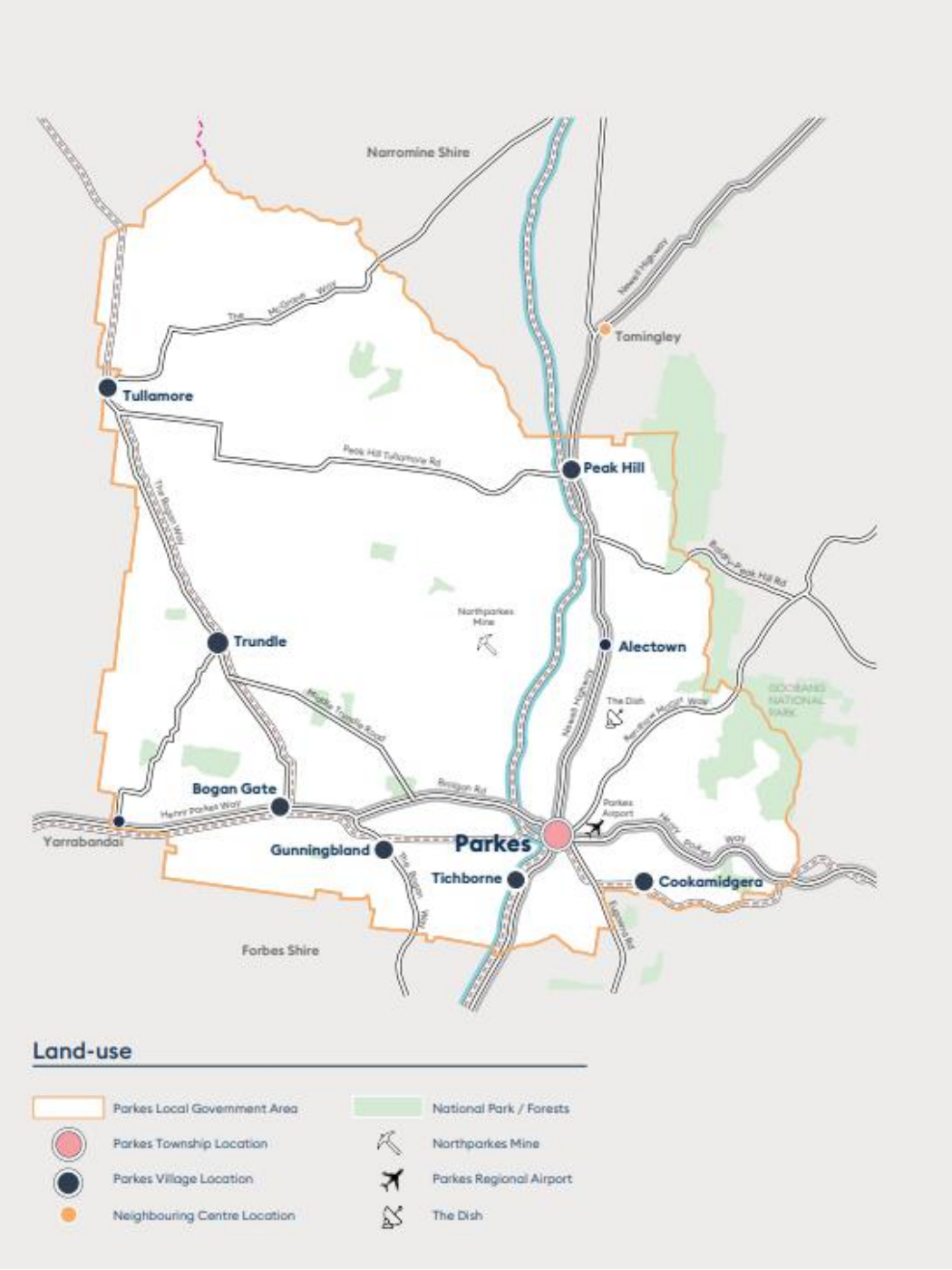
This plan is a requirement of the Local Government Act 1993 and the prescribed Guidelines for Risk Management and Internal Audit for Local Government NSW and has been developed by the ARIC in consultation with Parkes Shire Council's Councillors, General Manager, the head of the internal audit function and seniors managers.

This Four Year Strategic Plan is reviewed annually to ensure that it is dynamic, relevant and aligns with Council's risk profile as it evolves over time.

In line with Council's suite of Integrated Planning and Reporting documents, it is also structured around the Quadruple Bottom Line (Community, Economy, Environment, and Leadership) and reflects the principles of equity, access, participation, and rights.

Community Strategic Plan Theme	ARIC Contribution
Community	Oversight of service reviews and community-facing compliance (e.g. child safety, social justice, complaints handling)
Economy	Assurance over procurement, grants, and economic development risk
Environment	Review of environmental compliance, climate risk, and sustainability reporting
Leadership	Governance, risk management, internal audit, financial sustainability, equitable resource allocation, and continuous improvement

4. Parkes Shire Profile



5. Parkes Shire Community Profile

Geographical area

5,919 sq kms

Population

Shire: 14,256

Parkes: 11,162
(incl. Cookamidgera, Alectown and Tichborne)

Bogan Gate: 269

Trundle: 568

Tullamore: 369

Peak Hill: 1,162

Diversity

Indigenous population: 10%

Born overseas: 5.4%

Non-english-speaking background: 5.7%

Gender

Male: 49.2%

Female: 50.8%

Age

Pre-school children (0–4 years): 6.4%

Primary school (5–11): 9.9%

Secondary schoolers (12–17): 8.1%

Tertiary education / Independence (18–24): 8.2%

Young workforce (25–34): 10.5%

Parents / homebuilder (25–49): 16.9%

Older works and pre-retirees (50–59): 13.6%

Empty nester and retirees (60–69): 12.1%

Seniors (70+): 14.2%

Projected trends

Projected Shire population in 2036: 14,800

Projected dwellings in 2036: 7,500

Projected households in 2036: 6,500

Overview

Shire population 14,256

Median age 41 Years

Couples with children 39.7%

Dwellings in Shire 6,750

Households in Shire 5,837

Employment

In 2016 % of population had the following occupation:

Managers 17.4%

Professionals 14.7%

Technicians and trades workers 24.3%

Unemployed 7.4%

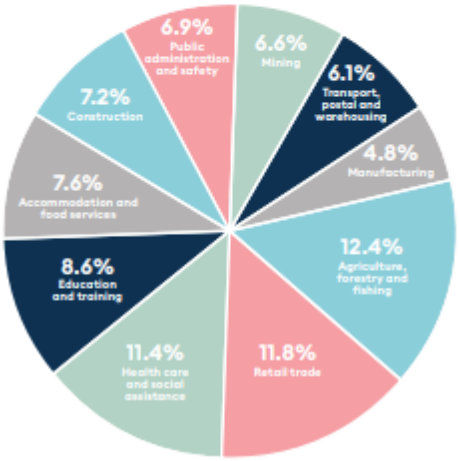
Average income p/w $1088

Undertake voluntary work 24.3%



6,303 labour force
3,644 full time workers
2,065 part time workers

Industries by employment



6. Parkes Shire Community

Parkes Shire sits at the heart of Central West NSW, taking in some of the richest and most productive agriculture farming and grazing lands in NSW. Parkes Shire is renowned for its stunning natural beauty, our unique diversity of economy with a welcoming and friendly community.

What makes Parkes Shire unique?

Economy	Parkes Shire boasts a strong, diverse economy, with a Gross Regional Product ("GRP") of $858 million in 2021. Our economy is underpinned by the agriculture and mining industries and strengthened by the transport and logistics industries also including retail and public administration sectors. Just over 1,400 local business operate in Parkes Shire, with 6,526* residents - around 57 per cent of our population - in the workforce.
Towns and Villages	Parkes Shire is made up of a network of Towns and Villages, with plenty to discover across the Shire. Parkes is our largest town with many of our attractions in and around Parkes. However, our other towns, Trundle, Tullamore, Peak Hill, and Bogan Gate are also worth the pause and visit too with picturesque natural and historic features. Parkes Shire has six villages. These are Alectown, Cookmidgera, Gunningbland, Nelungaloo, Tichborne, and Trewilga. While small they each have their own history to explore.
Open Spaces	The natural environment in Parkes Shire, including our network of parks and open spaces, is highly valued by residents and visitors. The Lake Endeavour recreational precinct providing excellent opportunities for both passive and active recreation and biodiversity. Several highly valued community and tourism assets exist and various sporting fields and parks. The quality of our existing open space is generally high, providing the opportunities to connect with our neighbourhoods, liveability standards for improved health and wellbeing meeting current and future needs.
Social Infrastructure	Parkes Shire is serviced by a range of community services, schools and childcare centres. Many of our youth, senior, disability and health services are located within the local area, including a newly established hospital.
Resilience	Our future directions entail one of reflection, investment and preparedness as a community. A collaborative and inclusive approach with our communities, businesses and all levels of government is key to our success. Disaster risk reduction is a shared responsibility. Everyone has a role to play, and Councils are well placed to facilitate and advocate for change being the closest level of Government to the community. Natural hazards will continue to exist, but disasters are preventable and at all levels of Government, we are responsible for the safety of our communities, current and future generations.

7. About the Audit, risk and Improvement Committee

Council's current ARIC commenced from 1 June 2022. It was established in line with the draft *Risk Management and Internal Audit Guideline for Local Councils in NSW*, published by the Office of Local Government in August 2021, which include model Terms of Reference for Audit, Risk and Improvement Committees that clearly outline the objective, authority, composition, role, responsibilities and administrative arrangements of the Committee and its members.

The Audit, Risk and Improvement Committee (ARIC) is an advisory committee that was established under section 428A of the Local Government Act 1993 that promotes good corporate governance and provides independent assurance and assistance to the General Manager and elected Council on:

- Compliance,
- Risk management,
- Fraud control,
- Financial management,
- Governance,
- Implementation of the Integrated Planning and Reporting (IP&R) framework,
- Service reviews,
- Collection of performance management data by Council, and
- Any other matters prescribed by legislation.

The ARIC meets at least four times each year, with the agenda for each meeting being guided by this workplan.

After the 2024 NSW Local Government Elections, the newly elected Council, at its Ordinary Council Meeting in November 2024, appointed a Non-voting Councillor Member and alternate to the Committee [OCM 346/24].

At its Meeting in November 2024, ARIC reviewed and updated the Terms of Reference (ToR) as required following the election.

8. Audit, Risk and Improvement Committee Members

The ARIC consists of an independent chair and two independent members who have voting rights and one non-voting Councillor member. The Mayor cannot be appointed as the Councillor member.

Members are appointed by resolution of Council for up to four years and may be reappointed for a further four years, however, members can only hold a position for a maximum of eight years in a ten-year period.

The Mayor, General Manager and the Internal Audit Coordinator should attend Committee meetings as non-voting observers. Councillors can request to attend ARIC meetings as an observer.

The Parkes Shire Council ARIC has the appropriate mix of skills, knowledge and experience necessary to successfully implement the guidelines and value add to Council. The term of each of the members is managed in line with the ToR.

Independent Chair

Following a selection process, Mr. Stephen Horne was appointed as the independent Chair for a four (4) year term commencing 1 June 2022 and concluding 30 May 2026 *[Res 22-147]*.

Independent Members

Following a selection proces, Council appointed two (2) independent members to the ARIC in 2022 *[Res 22-147]*:

- Mr. Tony Harb, four (4) year term from 1 June 2022 to 30 May 2026.
- Dr Meredith Caelli, three (3) year term from 1 June 2022 to 30 May 2025.

Following an assessment of performance in 2025, Council reappointed Dr Meredith Caelli for a second and final term *[EMCC 013/25]*:

- Dr Meredith Caelli, three (3) year term from 1 June 2025 to 30 May 2028

Non-Voting Councillor Member

Council appointed Cr Marg Applebee as a non-voting member (Council delegate) of the committee and Cr Joy Paddison as the alternate representative.

Member Profiles

Stephen Horne (Chair)



Serving as a non-executive director since 2015, Stephen has developed a portfolio of audit committee experience spanning the Commonwealth, NSWG, NSW Local Government and Victorian Local Government sectors.
Stephen has served on 23 different audit & risk committees since 2016, and has trained over 300 people in best practices for ARCs since 2018. Stephen previously served for 38 years in the NSW public sector, including roles of NSW Assistant Auditor-General (Performance Audit) and Chief Executive of the Internal Audit Bureau (IAB).
Stephen is a qualified Company Director (GAICD), Governance Professional (FGIA, FCG, CGP), certified internal auditor (PFIIA, CIA, CGAP), is certified in risk management assurance (CRMA), and has a business degree and postgraduate qualifications in management, management communications and fraud control.

Tony Harb (Independent Member)



Tony Harb is an accountant and risk management professional with over 30 years' experience in internal and external audit, enterprise risk management, financial control, corporate change and strategic management.

Tony is a Charted Accountant and the founding Director of InConsult, a risk management and internal auditing firm.

Prior to establishing InConsult, Tony Harb held senior roles in the private sector, including at Ernst & Young, Allianz and Combrook. Mr Harb has considerable experience working in the local government sector, and currently serves on the Audit, Risk and Improvement Committees of several councils. He also holds a Bachelor of Accounting and Master of Business Administration.

Meredith Caelli (Independent Member)



Dr Meredith Caelli is a seasoned governance and risk professional with a breadth of knowledge from over 25 years of experience in the NSW Public Sector. This has included work as the Disaster Coordinator for NSW Health Pathology and six years as Manager Audit and Risk. She holds a Graduate Certificate in Business Administration and Graduate Certificate in Internal Auditing, as well as a Doctor of Philosophy in Community Medicine and Clinical Epidemiology.
Prior to joining NSW Health in 2002, Dr Caelli was a lecturer in public health at the University of New South Wales and later, an Infection Control specialist with the Royal Newcastle Hospital.
Dr Caelli currently serves on the Audit, Risk and Improvement Committee of one other council. She holds a Graduate Certificate in Business Administration and Graduate Certificate in Internal Auditing, as well as a Doctor of Philosophy in Community Medicine and Clinical Epidemiology.

Cr Marg Applebee
Non-voting Council delegate



Councillor Marg Applebee was elected for her second term as Deputy Mayor at the Special Council Meeting held on 8 October 2024. Cr Applebee has served as Councillor since the 2021 elections and was an alternate non-voting Council delegate in her previous term.
After moving to Parkes in 1989 as a high school student, where she completed her secondary education and went on to study at Parkes TAFE, Marg has since completed studies in project management, event management and governance.
Cr Applebee has been fortunate to work in areas that she has had a passion for, including working with people with disabilities and the environment. She has served as a director on several boards over the past 15 years and is currently a Director for Currajong Disability Services.
Marg is also the Local Landcare Coordinator for Central West Lachlan Landcare (CWLL), overseeing regional and local projects.

Cr Joy Paddison
Alternate non-voting Council delegate



Cr Paddison moved to Parkes in 1981 to marry her husband, local man Garry Paddison. They have three adult children - Lisa, married to Craig O'Shannessy (grandparents to their children Milla and Finn) - along with Andrew and Megan.
A former owner of local business Ozfarm Services, Cr Paddison also holds qualifications in finance and business administration, NSW Government OHS, Business Leadership Mastery and Women in Business programs.
She is also a published children's book author, a registered civil celebrant, a Parkes M & D Society member, and a volunteer palliative care support worker.

9. Key Priorities, Aspirations and Concerns

This Strategic Work Plan was developed through a collaborative process involving consultation with Councillors, senior management, liaison with Internal Audit, External Audit and risk management, a review of previous ARIC reports and outstanding actions.

Key Priorities

- **Enhancing Strategic Alignment**
  Ensuring ARIC activities are integrated with the Community Strategic Plan, Delivery Program, and Operational Plan.
- **Embedding Risk Culture**
  Promoting a proactive approach to risk identification, management, and mitigation across all levels of Council, including fraud and corruption prevention.
- **Strengthening Governance and Accountability**
  Ensuring robust oversight of internal controls, compliance, and audit processes to support transparent decision-making.
- **Driving Continuous Improvement**
  Supporting service reviews and performance monitoring to enhance efficiency, effectiveness, and community outcomes.

Aspirations

- To position ARIC as a strategic partner in Council's transformation and innovation journey.
- To mature the risk culture throughout Council so that consideration of risk becomes business as usual and informs all decision making.
- To build a culture of learning and improvement through evidence-based reviews and insights.
- To increase visibility and understanding of ARIC's role across Council and the community.

Key Concerns

- **Rapidly Evolving Risk Landscape**
  Emerging risks such as cyber threats, climate change, and regulatory shifts.
- **Resourcing and Capacity**
  Adequacy of resources and expertise are available to deliver the internal audit and service review programs.
- **Legacy Risks and Outstanding Actions**
  Unresolved audit findings and systemic risks identified in ARIC reports.

This plan strategically distributes service reviews, audits, and improvement activities across Council's business units. Prioritisation is risk-based, ensuring focus on high-impact areas while balancing operational demands.

10.Strategic Objectives

Building on the key priorities and concerns identified through consultation and review, the following strategic objectives define the Committee's core areas of focus for the 2024–28 period.

Governance and Oversight

- Develop this Four Year Stratgic Workplan 2024-2028
- Review and endorse the Internal Audit Charter and Four Year Internal Audit Plan, and oversight the operation of the internal audit activity
- Monitor implementation of internal and external audit recommendations
- Oversee compliance with legislative and regulatory obligations
- Conduct annual ARIC self-assessments for years 1-3 of this plan, with Council undertaking a final assessment of the ARIC at the end of Council's term

Risk Management

- Review Council's Risk Management Framework and Risk Register annually
- Monitor Council's response to emerging risks including cyber, climate, and fraud and corruption
- Monitor the operation of business continuity and disaster recovery arrangements

Service and Performance Improvement

- Oversee the Service Review Program (aligned with Operational Plan actions)
- Monitor implementation of business improvement initiatives
- Review performance reporting frameworks and KPIs

Financial and Compliance Assurance

- Monitor Council's financial management arrangements.
- Review external audit reports and management responses
- Monitor financial sustainability indicators
- Monitor the operation of the control environment.

11.Service Reviews

Service reviews are a key mechanism for driving continuous improvement, ensuring that Council services remain efficient, effective, and aligned with community needs and strategic priorities. They provide an opportunity to assess whether services are being delivered in the most appropriate way, whether resources are being used optimally, and whether outcomes are meeting expectations.

Through service reviews, Council can identify opportunities for innovation, cost savings, improved customer experience, and better alignment with legislative and policy requirements. They also support transparency and accountability by providing evidence-based insights into service performance.

Service reviews are particularly important in the context of the Audit, Risk and Improvement Committee's role, as they intersect with governance, risk management, and performance monitoring functions.

The following service review schedule has been developed in consultation with the Executive Leadership Team and aligned with Council's Community Strategic Plan and Delivery Program. Reviews have been prioritised based on assessed risk, ensuring that areas of greatest strategic, operational, or compliance concern are addressed first.

Service Area	Review Year	Lead Directorate
Organisation-wide review	2024-25	Customer, Corporate Services and Economy
Area Service Reviews (high-level reviews of each service area with a view to identifying high risk areas for further deep-dive reviews)	2025-26	Every Directorate
To be determined from the 2025-26 reviews	2026-28	

12.Four Year Internal Audit Plan

Council's Internal Audit Charter was reviewed by ARIC and adopted by Council at the 16 September 2025 Council meeting.

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
WHS Management System Accreditation Audit	Review the conformance to, and implementation of Parkes Shire Council's Occupational Health and Safety Management System to ensure compliance with the requirements of ISO 45001:2018 Occupational health and safety management systems - Requirements with guidance for use.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to staff, contractors, and volunteers. Inadequate management could result in significant fines and penalties, or serious injury.	SAI Global	✓	✓	✓	✓
WHS Management System Audit	Review the conformance to, and implementation of, Parkes Shire Council's WHSMS against the requirements of ISO 45001 for the purpose of providing advice on strategies for improvement where gaps are identified.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to staff, contractors, and volunteers. Inadequate management could result in significant fines and penalties, or serious injury.	Parkes Shire Council	✓	✓	✓	✓
Contractors Volunteers and Working with Children	Operational review of the management of contractors and volunteers across Council. This included considering compliance requirements with Working with Children (including Council employees), confidentiality and work health and safety requirements.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to contractors, volunteers and Working with Children certification across Council. Inadequate management could result in significant fines and penalties.	Lambourne Partners	✓			
Staff Attraction and Retention	Assessment of the Council's framework for the attraction and retention of staff. The scope considered, but was not limited to remuneration packages offered, employee benefits, training and development and alignment of Council with key industry bodies and educational institutions, to increase the opportunities for identifying potential future employees.	Attract & Retain Staff Significant competition in the attraction of new staff to Council, with significant competition from mining and agricultural sectors and other regional centres in proximity to Council. Ensuring the Council remains competitive in the marketplace with regards to compensation, is considering all employee benefits at its discretion, and ensure sufficient consideration is given to training and development.	Lambourne Partners	✓			

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Plant and Fleet Utilisation	A review of Council's management of machinery utilisation to assess its effectiveness and efficiency. This included a focus on accuracy in the capturing and recording of plant utilisation time, information available to Council, such as GPS data, charge-out rates and planning for the replacement of Plant and Fleet.	Failure to achieve designated goals With the significant amount of maintenance work expected to be completed across Council in the coming months, as a result of a series of weather events, efficient and effective scheduling of plant and equipment across the Council is critical to ensure all equipment is being utilised to its full potential and works completed as efficiently as possible.	Lambourne Partners	✓			
Sundry Income and Cash Handling	Review of Council's sundry income and cash handlining process focusing on receipt and recognition of income sources, reconciliation and secure handling of cash takings and management reporting and monitoring of income sources. The audit also considered misappropriation of cash based income and failure to recognise all revenue from sundry sources.	Failure to achieve sustainable financial position Cash is highly susceptible to fraud and misappropriation. In addition, the inappropriate security and handling of cash could increase the risk of theft or armed holdup, placing Council employee's health and safety at risk. These risks are increased for Council given cash handling is completed at multiple locations.	Lambourne Partners	✓			
Environmental Management Framework	Assessment of Council's current environmental management framework across multiple departments to ensure it meets requirements.		Lambourne Partners		✓		
Building Maintenance	Consider the Council's building maintenance framework for planned, preventative and unplanned maintenance on Council's assets across the Local Government Area. The assessment to consider community facilities and assets across the Local Government area, including the identification and management of associated risks with the buildings (access and security, asbestos, damage etc).	Manage assets for the future Structure planned and preventative maintenance of Council assets ensures assets are maintained at their most optimum state and delays major capital works costs for the Council.	Lambourne Partners		✓		

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Privacy Management	Compliance review of the management and security of approved employer and customer information to determine adequate physical and virtual security exists and compliance with privacy laws and regulations, including the Australian Privacy Principles. Privacy management procedures and behaviours are established through formalised and structured employee induction processes; ongoing and regular training and awareness; policies and monitoring of external devices; and activities and controls to enhance employee engagement. Additionally, there were changes to the Privacy Act which introduced Data Breach reporting requirements, which Council needed to embed within policies and procedures.	Failure to manage risks As a Public Entity, there is a social expectation that data relating to employers and employees retained by Council is secure. Adequate procedures and physical and virtual controls can ensure this expectation is fulfilled. Additionally, changes to the Privacy Act regarding identification and reporting of data breaches came into effect in 2018. The review would assess processes and procedures put in place to ensure compliance with the additional reporting obligations.	Lambourne Partners		✓		
Ranger Services	Assessment of the integration of legislative requirements, particularly legislative changes in parking tickets and hidden fees; animal management; and conservation, into the policies and procedures for ranger services by Council.		Lambourne Partners		✓		
Business Continuity Maturity Assessment	Assessment of the procedures and effectiveness regarding Council's plan in the event of a disaster, including the re-establishment of employees, critical services, and recovery of critical data in the event of disaster. Review will entail an assessment of the overall maturity of the Council's Business Continuity Plan and Disaster Recovery Plan against the Australian Standard ISO 22301:2020 Security and Resilience – Business Continuity Management Systems and the Information Systems Audit and Control Association (ISACA) framework.	Failure to manage risks For Council to continue to meet its commercial obligations, it must be able to adequately respond in the event of a major disruption and/or disaster. Additionally, given the services provided by Council, the need for an effective Business Continuity and Disaster Recovery Plans is critical to ensure such events have minimal service disruptions.	Lambourne Partners			✓	

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Sustainability and ESG	Assessment of Council's assessment and plans for the maintenance of a sustainable operations, considering the impacts of climate change, energy consumption, and use of alternate power supply towards a carbon sustainable operations. Additionally, consider Council's frameworks towards the proactive completion of Environmental, Social and Governance (ESG) reporting, as issue by the International Sustainability Standards Board (ISSB) in 2021.		Lambourne Partners			✓	
Payroll	Detailed assessment of policy and controls with respect to: Calculation, review, approval and payment of payroll; Application of entitlements and benefits (allowances etc), including any changes to entitlement and/or benefit policy; and Inspection of process with respect to calculation of redundancy payments. Review also to consider scalability of existing payroll processes, including assessment of the use of IT and automation solutions		Lambourne Partners			✓	
Risk Management	Assessment of Council's Risk Management Framework and procedures against the best practice guidelines, ISO 31000 – Risk Management and the Office of Local Government Guidelines on Risk Management and Internal Audit. Consideration of the risk management procedures to ensure Council is adequately monitoring risks across the Organisation and identifying new and emerging risks, given the mandatory risk management requirements have been in place for almost two years.		Lambourne Partners				✓

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Cyber Security Maturity Assessment	Maturity assessment of Council's cyber risk mitigation strategies to prevent, detect, isolate and remediate threats to information through a potential cyber security attack. The audit will consider the relevant government cybersecurity requirements as issued by the Australian Cyber Security Centre and the Essential Eight Maturity Model. The assessment will consider the people, processes and technology utilised by Council in managing cyber risks. The Audit will be completed in conjunction with our IT Audit Partner, Dynamic Business Technologies (DBT).	Failure to manage risks There is a social responsibility on Council to reassure stakeholders that appropriate safeguards are in place to prevent inappropriate access to information through cyber related attacks. Additionally, the NSW Audit Office has identified a planned review of Cyber Security as part of its future areas of focus	Lambourne Partners				✓
Water meters (billing)			Lambourne Partners				✓

13. Audit Office Client Service Plan for 2024-25

The Audit Office of NSW (AO NSW) are the appointed financial auditors for Parkes Shire Council. AO NSW have a schedule for focus areas when undertaking the financial audits.

The Audit Office provide Council with an annual client service plan early in each calendar year. That plan provides a risk assessment which the audit office have conducted to identify the nature and level of risks in relaion to the financial statements of Council. Based on that risk assessment the Audit Office indicate the approach they will use to the audit for this year and any areas of focus. They include a budget for that work and an indicative time table as set out below.

Audit Action	Date
Audit Office issues management letter detailing issues from the interim audit by	15 July 2025
Audit team attends Audit, Risk and Improvement Committee meeting to present the interim management letter	23 July 2025
Audit, Risk and Improvement Committee reviews the draft Financial Statements	August 2025
The Council approves financial statements for referral to the Audit Office	19 August 2025
Audit team starts audit of financial statements	25 August 2025
Audit team attends Audit, Risk and Improvement Committee meeting	24 September 2025
Audit clearance meeting	3 October 2025
Audit Office issues Engagement Closing Report	7 October 2025
Audit Office reports any identified significant issues to the Minister in accordance with section 426 of the LG Act By	31 October 2025
Audit team attends Audit, Risk and Improvement Committee meeting	26 November 2025
Audit Office issues final Management Letter By	15 December 2025

In addition to undertaking financial audits, the Audit Office undertakes a program of performance audits across the entire local government jurisdiction. On some occasions these audits may include Parkes Shire Council. Regardless, these performance audits are of great value to the ARIC as they examine key risk areas for all councils. As a result, ARIC reviews all of these and where appropriate engages council staff to undertake a GAP analysis against the findings of these audits. These audits thus provide additional insights for the ARIC and serve as a component of the improvement dimension of our work. A link to the current program of such audits is provided below:

Annual Work Program 2025-28 | Audit Office of New South Wales

Planned Performance Audits 2024 - 2025 include:

- Governance of AI and automation
- Long-term financial planning
- Grants administration
- Cyber security
- Modern slavery
- Climate risks to local government assets and services
- Performance management and monitoring
- Waste management
- Management of major capital projects
- Audit, Risk and Improvement Committees

14.Audit, Risk and Improvement Committee Four Year Workplan

Taking into consideration the mandatory requirements for the ARIC as set out in the legislation, and the various other components as set out earlier in this plan, the ARIC has determined a detailed schedule of matters to be examined at each of its meetings over this reporting period. This is set out in the following tables.

Parkes Shire Council — **Audit, Risk and Improvement Committee Meeting Plan**

Online Meeting | In Person Meeting | Hybrid Meeting

Committee Responsibilites - Terms of Reference - Schedule 2 (Click to View)			Considerations	Responsible Executive	2024 21 Feb	10 Apr	24 Jul	25 Sep	27 Nov
				Total Reports	*18*	*14*	*15*	*17*	*18*
AUDIT	*Internal Audit*	•	Review Internal Audit Program	**Audit Int**	✓				
		•	Review Internal Audit Charter	**DCCSE**	✓				
		•	**2024-25 Contractors Volunteers and Working with Children** Internal Audit Final Report and recommendations and management response	**Audit Int**			✓		
		•	**2024-25 Staff Attraction and Retention** Internal Audit Final Report and recommendations and management response	**Audit Int**			✓		
		•	**2024-25 Plant and Fleet Utilisation** Internal Audit Final Report and recommendations and management response	**Audit Int**					✓
		•	**2024-25 Sundry Income and Cash Handling** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2025-26 Environmental Management** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2025-26 Building Maintenance** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2025-26 Privacy Management** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2025-26 Ranger Services** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2026-27 Business Continuity Maturity Assessment** Internal Audit Final Report and recommendations and n	**Audit Int**					
		•	**2026-27 Sustainability and ESG** Internal Audit Final Report and recommendations and management respons	**Audit Int**					
		•	**2026-27 Payroll** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2027-28 Risk Management** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2027-28 Cyber Security Maturity Assessment** Internal Audit Final Report and recommendations and manag	**Audit Int**					
		•	**2027-28 Water Meters** Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**2028-29** TBC Internal Audit Final Report and recommendations and management response	**Audit Int**					
		•	**NAMF** findings, recommendations and management response	**DISF**		✓			
		•	**WHS Management System** findings, recommendations and management response (Annually)	**DCCSE**					
		•	**CRIP Audit** findings, recommendations and management response (3 Yearly)	**DCCSE**					
		•	Aquatic Facility Safety Assessment (Completed by facility annually)	**DO**					✓
		•	Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	**DCCSE**	✓	✓	✓	✓	✓
	External Audit	•	External Audit Annual Engagement Plan	**DCCSE**	✓				
		•	External Audit Client Engagement Plan and Audit Program	**Audit Ext**				✓	
		•	Presentation Client Engagement Managemenet Letter and Closing Report - Finance	**Audit Ext**				✓	
		•	Independent Members meet with External Auditor	**Audit Ext**				✓	
		•	**WHS Management System Accreditation** Audit findings,recommendations and management response	**DCCSE**					✓
		•	Receive progress report on implementation of consolidated External Audit Agreed Actions	**DCCSE**	✓	✓	✓	✓	✓
RISK	*Risk Management*	•	Review Risk Management Framework (see also CRIP Audit)	**DCCSE**				✓	
		•	Business Continuity Plan	**DCCSE**	✓				
		•	Insurance Portfolio Review	**DCCSE**	✓				✓
		•	Organisational Risks and Issues Briefing	**GM**	✓	✓	✓	✓	✓
		•	Risk Management Plan and Roadmap	**DCCSE**					
		•	Major Projects (PMO) - Risks and Controls Review	**DISF**	✓	✓	✓	✓	✓
		•	Climate (To get the conversation started) As needed	**DISF**	✓	✓	✓	✓	✓
		•	Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	**DCCSE**	✓	✓	✓	✓	✓
		•	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	**DCCSE**	✓	✓	✓	✓	✓
		•	Cyber Risk (Statistics on Cyber breaches (incidents) As needed	**DCCSE**	✓	✓	✓	✓	✓
		•	Area reviews e.g. Airport	**DCCSE**	✓	✓	✓	✓	✓
	Internal Controls	•	Policy Register Review (Annual)	**DCCSE**	✓				
		•	Delegations Register Review (Annual)	**DCCSE**					✓
	Compliance	•	Legislative Compliance Framework (Beginning of new Council year) annually	**DCCSE**					
	Fraud & Corruption	•	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	**DCCSE**					
		•	ICAC Corruption Prevention Recommendations Audit (As required)	**DCCSE**					
	Financial Management	•	Quarterly Budget Review / Cash flow	**CFO**	✓		✓		✓
		•	Investments and Borrowings	**CFO**	✓		✓		✓
		•	Draft Operational Plan	**CFO**			✓		
		•	Draft Financial Statements Review	**CFO**					
		•	External Audit Management Letter and Council Management Responses	**Audit Ext**					✓
IMPROVEMENT	*Strategic Planning*	•	Operational Plan Progress Report Review	**DCCSE**	✓			✓	
		•	Draft Annual Report Review	**DCCSE**				✓	
		•	Integrated Planning and Reporting (IP&R) Update	**DCCSE**				✓	✓
	Service Reviews	•	Service Review Program	**DCCSE**		✓			
			2024-25 Organisation Wide Service Review Final Report and recommendations and management response	**Service**					
		•	**2025-26 Area Service Reviews** Final Report and recommendations and management response	**Service**					
		•	**2026-27 TBC** Service Review Final Report and recommendations and management response	**Service**					
		•	**2027-28 TBC** Service Review Final Report and recommendations and management response	**Service**					
		•	**2028-29 TBC** Service Review Final Report and recommendations and management response	**Service**					
	Performance Data & Measurement	•	Corporate Performance Dashboard Report	**DCCSE**		✓		✓	
REVIEW	*ARIC Performance and Review*	•	Endorse/revise Annual Meeting Plan	**DCCSE**		✓			
		•	Review Committee Terms of Reference	**DCCSE**		✓			
		•	Review Strategic Workplan	**Chair**					
		•	ARIC Annual Report	**Chair**			✓		
		•	ARIC Strategic Workplan (In response to CSP in new Council Term)	**Chair**					
		•	Draft attestation (Annually, before annual report)	**Chair**					
		•	Progress toward OLG Guidelines.	**Chair**					

Parkes Shire Council

Audit, Risk and Improvement Committee Meeting Plan

Online Meeting
In Person Meeting
Hybrid Meeting

2025

Committee Responsibilites - Terms of Reference - Schedule 2 (Click to View)			Considerations	Responsible Executive	26 Feb	28 May	23 Jul	6 Aug	24 Sep	26 Nov
				Total Reports	*22*	*21*	*19*	*1*	*22*	*21*
AUDIT	*Internal Audit*	•	Review Internal Audit Program	**Audit Int**	✓					
		•	Review Internal Audit Charter	**DCCSE**			✓			
		•	**2024-25 Contractors Volunteers and Working with Children** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Staff Attraction and Retention** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Plant and Fleet Utilisation** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Sundry Income and Cash Handling** Internal Audit Final Report and recommendations and management response	**Audit Int**	✓					
		•	**2025-26 Environmental Management** Internal Audit Final Report and recommendations and management response	**Audit Int**			✓			
		•	**2025-26 Building Maintenance** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Privacy Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Ranger Services** Internal Audit Final Report and recommendations and management response	**Audit Int**						✓
		•	**2026-27 Business Continuity Maturity Assessment** Internal Audit Final Report and recommendations and n	**Audit Int**						
		•	**2026-27 Sustainability and ESG** Internal Audit Final Report and recommendations and management respons	**Audit Int**						
		•	**2026-27 Payroll** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Risk Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Cyber Security Maturity Assessment** Internal Audit Final Report and recommendations and manag	**Audit Int**						
		•	**2027-28 Water Meters** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2028-29** TBC Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**NAMF** findings, recommendations and management response	**DISF**						
		•	**WHS Management System** findings, recommendations and management response (Annually)	**DCCSE**		✓				
		•	**CRIP Audit** findings, recommendations and management response (3 Yearly)	**DCCSE**						
		•	Aquatic Facility Safety Assessment (Completed by facility annually)	**DO**						✓
		•	Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
	External Audit	•	External Audit Annual Engagement Plan	**DCCSE**	✓					
		•	External Audit Client Engagement Plan and Audit Program	**Audit Ext**	✓				✓	
		•	Presentation Client Engagement Managemenet Letter and Closing Report - Finance	**Audit Ext**						✓
		•	Independent Members meet with External Auditor	**Audit Ext**					✓	
		•	**WHS Management System Accreditation** Audit findings,recommendations and management response	**DCCSE**						✓
		•	Receive progress report on implementation of consolidated External Audit Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
RISK	*Risk Management*	•	Review Risk Management Framework (see also CRIP Audit)	**DCCSE**						✓
		•	Business Continuity Plan	**DCCSE**	✓					
		•	Insurance Portfolio Review	**DCCSE**						✓
		•	Organisational Risks and Issues Briefing	**GM**	✓	✓	✓		✓	✓
		•	Risk Management Plan and Roadmap	**DCCSE**	✓	✓	✓		✓	✓
		•	Major Projects (PMO) - Risks and Controls Review	**DISF**	✓	✓	✓		✓	✓
		•	Climate (To get the conversation started) As needed	**DISF**	✓	✓	✓		✓	✓
		•	Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Cyber Risk (Statistics on Cyber breaches (incidents) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Area reviews e.g. Airport	**DCCSE**	✓	✓	✓		✓	✓
	Internal Controls	•	Policy Register Review (Annual)	**DCCSE**	✓					
		•	Delegations Register Review (Annual)	**DCCSE**					✓	
	Compliance	•	Legislative Compliance Framework (Beginning of new Council year) annually	**DCCSE**		✓				
	Fraud & Corruption	•	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	**DCCSE**	✓					
		•	ICAC Corruption Prevention Recommendations Audit (As required)	**DCCSE**	✓	✓	✓		✓	✓
	Financial Management	•	Quarterly Budget Review / Cash flow	**CFO**	✓	✓	✓		✓	✓
		•	Investments and Borrowings	**CFO**	✓		✓			✓
		•	Draft Operational Plan	**CFO**		✓				
		•	Draft Financial Statements Review	**CFO**				✓	✓	
		•	External Audit Management Letter and Council Management Responses	**Audit Ext**						✓
IMPROVEMENT	*Strategic Planning*	•	Operational Plan Progress Report Review	**DCCSE**	✓				✓	
		•	Draft Annual Report Review	**DCCSE**					✓	
		•	Integrated Planning and Reporting (IP&R) Update	**DCCSE**		✓				
	Service Reviews	•	Service Review Program	**DCCSE**			✓			
			2024-25 Organisation Wide Service Review Final Report and recommendations and management response	**Service**			✓			
		•	**2025-26 Area Service Reviews** Final Report and recommendations and management response	**Service**						
		•	**2026-27 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2027-28 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2028-29 TBC** Service Review Final Report and recommendations and management response	**Service**						
	Performance Data & Measurement	•	Corporate Performance Dashboard Report	**DCCSE**		✓			✓	
REVIEW	*ARIC Performance and Review*	•	Endorse/revise Annual Meeting Plan	**DCCSE**		✓				
		•	Review Committee Terms of Reference	**DCCSE**		✓				
		•	Review Strategic Workplan	**Chair**		✓				
		•	ARIC Annual Report	**Chair**			✓			
		•	ARIC Strategic Workplan (In response to CSP in new Council Term)	**Chair**					✓	
		•	Draft attestation (Annually, before annual report)	**Chair**					✓	
		•	Progress toward OLG Guidelines.	**Chair**	✓	✓	✓		✓	✓

Audit, Risk and Improvement Committee Meeting Plan

Online Meeting | In Person Meeting | Hybrid Meeting

Committee Responsibilites - Terms of Reference - Schedule 2 (Click to View)			Considerations	Responsible Executive	2026 25 Feb	27 May	29 Jul	Aug	23 Sep	25 Nov
				Total Reports	*21*	*21*	*17*		*19*	*20*
AUDIT	*Internal Audit*	•	Review Internal Audit Program	**Audit Int**	✓					
		•	Review Internal Audit Charter	**DCCSE**	✓					
		•	**2024-25 Contractors Volunteers and Working with Children** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Staff Attraction and Retention** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Plant and Fleet Utilisation** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Sundry Income and Cash Handling** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Environmental Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Building Maintenance** Internal Audit Final Report and recommendations and management response	**Audit Int**	✓					
		•	**2025-26 Privacy Management** Internal Audit Final Report and recommendations and management response	**Audit Int**		✓				
		•	**2025-26 Ranger Services** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2026-27 Business Continuity Maturity Assessment** Internal Audit Final Report and recommendations and n	**Audit Int**			✓			
		•	**2026-27 Sustainability and ESG** Internal Audit Final Report and recommendations and management respons	**Audit Int**						✓
		•	**2026-27 Payroll** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Risk Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Cyber Security Maturity Assessment** Internal Audit Final Report and recommendations and manag	**Audit Int**						
		•	**2027-28 Water Meters** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2028-29** TBC Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**NAMF** findings, recommendations and management response	**DISF**						
		•	**WHS Management System** findings, recommendations and management response (Annually)	**DCCSE**		✓				
		•	**CRIP Audit** findings, recommendations and management response (3 Yearly)	**DCCSE**		✓				
		•	Aquatic Facility Safety Assessment (Completed by facility annually)	**DO**						✓
		•	Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
	External Audit	•	External Audit Annual Engagement Plan	**DCCSE**	✓					
		•	External Audit Client Engagement Plan and Audit Program	**Audit Ext**	✓				✓	
		•	Presentation Client Engagement Managemenet Letter and Closing Report - Finance	**Audit Ext**						✓
		•	Independent Members meet with External Auditor	**Audit Ext**					✓	
		•	**WHS Management System Accreditation** Audit findings,recommendations and management response	**DCCSE**						✓
		•	Receive progress report on implementation of consolidated External Audit Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
RISK	*Risk Management*	•	Review Risk Management Framework (see also CRIP Audit)	**DCCSE**						✓
		•	Business Continuity Plan	**DCCSE**	✓					
		•	Insurance Portfolio Review	**DCCSE**						✓
		•	Organisational Risks and Issues Briefing	**GM**	✓	✓	✓		✓	✓
		•	Risk Management Plan and Roadmap	**DCCSE**	✓	✓	✓		✓	✓
		•	Major Projects (PMO) - Risks and Controls Review	**DISF**	✓		✓			✓
		•	Climate (To get the conversation started) As needed	**DISF**	✓	✓	✓		✓	✓
		•	Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Cyber Risk (Statistics on Cyber breaches (incidents) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Area reviews e.g. Airport	**DCCSE**	✓	✓	✓		✓	✓
	Internal Controls	•	Policy Register Review (Annual)	**DCCSE**	✓					
		•	Delegations Register Review (Annual)	**DCCSE**					✓	
	Compliance	•	Legislative Compliance Framework (Beginning of new Council year) annually	**DCCSE**						
	Fraud & Corruption	•	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	**DCCSE**						
		•	ICAC Corruption Prevention Recommendations Audit (As required)	**DCCSE**	✓	✓	✓		✓	✓
	Financial Management	•	Quarterly Budget Review / Cash flow	**CFO**	✓	✓	✓		✓	✓
		•	Investments and Borrowings	**CFO**	✓		✓			✓
		•	Draft Operational Plan	**CFO**		✓				
		•	Draft Financial Statements Review	**CFO**				✓		
		•	External Audit Management Letter and Council Management Responses	**Audit Ext**						✓
IMPROVEMENT	*Strategic Planning*	•	Operational Plan Progress Report Review	**DCCSE**	✓				✓	
		•	Draft Annual Report Review	**DCCSE**					✓	
		•	Integrated Planning and Reporting (IP&R) Update	**DCCSE**		✓				
	Service Reviews	•	Service Review Program	**DCCSE**			✓			
			2024-25 Organisation Wide Service Review Final Report and recommendations and management response	**Service**						
		•	**2025-26 Area Service Reviews** Final Report and recommendations and management response	**Service**			✓			
		•	**2026-27 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2027-28 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2028-29 TBC** Service Review Final Report and recommendations and management response	**Service**						
	Performance Data & Measurement	•	Corporate Performance Dashboard Report	**DCCSE**		✓			✓	
REVIEW	*ARIC Performance and Review*	•	Endorse/revise Annual Meeting Plan	**DCCSE**		✓				
		•	Review Committee Terms of Reference	**DCCSE**		✓				
		•	Review Strategic Workplan	**Chair**		✓				
		•	ARIC Annual Report	**Chair**			✓			
		•	ARIC Strategic Workplan (In response to CSP in new Council Term)	**Chair**						
		•	Draft attestation (Annually, before annual report)	**Chair**					✓	
		•	Progress toward OLG Guidelines.	**Chair**		✓			✓	

Parkes Shire Council

Audit, Risk and Improvement Committee Meeting Plan

Online Meeting
In Person Meeting
Hybrid Meeting

Committee Responsibilites - Terms of Reference - Schedule 2 (Click to View)			Considerations	Responsible Executive	2027 Feb	May	Jul	Aug	Sep	Nov
				Total Reports	*20*	*20*	*16*	*2*	*19*	*20*
AUDIT	*Internal Audit*	•	Review Internal Audit Program	**Audit Int**	✓					
		•	Review Internal Audit Charter	**DCCSE**	✓					
		•	**2024-25 Contractors Volunteers and Working with Children** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Staff Attraction and Retention** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Plant and Fleet Utilisation** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Sundry Income and Cash Handling** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Environmental Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Building Maintenance** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Privacy Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Ranger Services** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2026-27 Business Continuity Maturity Assessment** Internal Audit Final Report and recommendations and n	**Audit Int**						
		•	**2026-27 Sustainability and ESG** Internal Audit Final Report and recommendations and management respons	**Audit Int**						
		•	**2026-27 Payroll** Internal Audit Final Report and recommendations and management response	**Audit Int**		✓				
		•	**2027-28 Risk Management** Internal Audit Final Report and recommendations and management response	**Audit Int**				✓		
		•	**2027-28 Cyber Security Maturity Assessment** Internal Audit Final Report and recommendations and manag	**Audit Int**						✓
		•	**2027-28 Water Meters** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2028-29** TBC Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**NAMF** findings, recommendations and management response	**DISF**						
		•	**WHS Management System** findings, recommendations and management response (Annually)	**DCCSE**		✓				
		•	**CRIP Audit** findings, recommendations and management response (3 Yearly)	**DCCSE**						
		•	Aquatic Facility Safety Assessment (Completed by facility annually)	**DO**						✓
		•	Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
	External Audit	•	External Audit Annual Engagement Plan	**DCCSE**	✓					
		•	External Audit Client Engagement Plan and Audit Program	**Audit Ext**	✓				✓	
		•	Presentation Client Engagement Managemenet Letter and Closing Report - Finance	**Audit Ext**						✓
		•	Independent Members meet with External Auditor	**Audit Ext**					✓	
		•	**WHS Management System Accreditation** Audit findings,recommendations and management response	**DCCSE**						✓
		•	Receive progress report on implementation of consolidated External Audit Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
RISK	*Risk Management*	•	Review Risk Management Framework (see also CRIP Audit)	**DCCSE**						✓
		•	Business Continuity Plan	**DCCSE**	✓					
		•	Insurance Portfolio Review	**DCCSE**						✓
		•	Organisational Risks and Issues Briefing	**GM**	✓	✓	✓		✓	✓
		•	Risk Management Plan and Roadmap	**DCCSE**	✓	✓	✓		✓	✓
		•	Major Projects (PMO) - Risks and Controls Review	**DISF**	✓		✓			✓
		•	Climate (To get the conversation started) As needed	**DISF**	✓	✓	✓		✓	✓
		•	Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Cyber Risk (Statistics on Cyber breaches (incidents) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Area reviews e.g. Airport	**DCCSE**	✓	✓	✓		✓	✓
	Internal Controls	•	Policy Register Review (Annual)	**DCCSE**	✓					
		•	Delegations Register Review (Annual)	**DCCSE**					✓	
	Compliance	•	Legislative Compliance Framework (Beginning of new Council year) annually	**DCCSE**						
	Fraud & Corruption	•	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	**DCCSE**						
		•	ICAC Corruption Prevention Recommendations Audit (As required)	**DCCSE**	✓	✓	✓		✓	✓
	Financial Management	•	Quarterly Budget Review / Cash flow	**CFO**	✓	✓	✓		✓	✓
		•	Investments and Borrowings	**CFO**	✓		✓			✓
		•	Draft Operational Plan	**CFO**		✓				
		•	Draft Financial Statements Review	**CFO**				✓		
		•	External Audit Management Letter and Council Management Responses	**Audit Ext**						✓
IMPROVEMENT	*Strategic Planning*	•	Operational Plan Progress Report Review	**DCCSE**	✓				✓	
		•	Draft Annual Report Review	**DCCSE**					✓	
		•	Integrated Planning and Reporting (IP&R) Update	**DCCSE**		✓				
	Service Reviews	•	Service Review Program	**DCCSE**			✓			
			2024-25 Organisation Wide Service Review Final Report and recommendations and management response	**Service**						
		•	**2025-26 Area Service Reviews** Final Report and recommendations and management response	**Service**						
		•	**2026-27 TBC** Service Review Final Report and recommendations and management response	**Service**			✓			
		•	**2027-28 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2028-29 TBC** Service Review Final Report and recommendations and management response	**Service**						
	Performance Data & Measurement	•	Corporate Performance Dashboard Report	**DCCSE**		✓			✓	
REVIEW	*ARIC Performance and Review*	•	Endorse/revise Annual Meeting Plan	**DCCSE**		✓				
		•	Review Committee Terms of Reference	**DCCSE**		✓				
		•	Review Strategic Workplan	**Chair**		✓				
		•	ARIC Annual Report	**Chair**			✓			
		•	ARIC Strategic Workplan (In response to CSP in new Council Term)	**Chair**						
		•	Draft attestation (Annually, before annual report)	**Chair**					✓	
		•	Progress toward OLG Guidelines.	**Chair**		✓			✓	

Parkes Shire Council

Audit, Risk and Improvement Committee Meeting Plan

Online Meeting | In Person Meeting | Hybrid Meeting

Committee Responsibilites - Terms of Reference - Schedule 2 (Click to View)			Considerations	Responsible Executive	2028 Feb	May	Jul	Aug	Sep	Nov
				Total Reports	*20*	*19*	*17*	*1*	*19*	*19*
AUDIT	*Internal Audit*	•	Review Internal Audit Program	**Audit Int**	✓					
		•	Review Internal Audit Charter	**DCCSE**	✓					
		•	**2024-25 Contractors Volunteers and Working with Children** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Staff Attraction and Retention** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Plant and Fleet Utilisation** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2024-25 Sundry Income and Cash Handling** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Environmental Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Building Maintenance** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Privacy Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2025-26 Ranger Services** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2026-27 Business Continuity Maturity Assessment** Internal Audit Final Report and recommendations and n	**Audit Int**						
		•	**2026-27 Sustainability and ESG** Internal Audit Final Report and recommendations and management respons	**Audit Int**						
		•	**2026-27 Payroll** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Risk Management** Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**2027-28 Cyber Security Maturity Assessment** Internal Audit Final Report and recommendations and manag	**Audit Int**						
		•	**2027-28 Water Meters** Internal Audit Final Report and recommendations and management response	**Audit Int**			✓			
		•	**2028-29** TBC Internal Audit Final Report and recommendations and management response	**Audit Int**						
		•	**NAMF** findings, recommendations and management response	**DISF**						
		•	**WHS Management System** findings, recommendations and management response (Annually)	**DCCSE**		✓				
		•	**CRIP Audit** findings, recommendations and management response (3 Yearly)	**DCCSE**						
		•	Aquatic Facility Safety Assessment (Completed by facility annually)	**DO**						✓
		•	Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
	External Audit	•	External Audit Annual Engagement Plan	**DCCSE**	✓					
		•	External Audit Client Engagement Plan and Audit Program	**Audit Ext**	✓				✓	
		•	Presentation Client Engagement Managemenet Letter and Closing Report - Finance	**Audit Ext**						✓
		•	Independent Members meet with External Auditor	**Audit Ext**					✓	
		•	**WHS Management System Accreditation** Audit findings,recommendations and management response	**DCCSE**						✓
		•	Receive progress report on implementation of consolidated External Audit Agreed Actions	**DCCSE**	✓	✓	✓		✓	✓
RISK	*Risk Management*	•	Review Risk Management Framework (see also CRIP Audit)	**DCCSE**						✓
		•	Business Continuity Plan	**DCCSE**	✓					
		•	Insurance Portfolio Review	**DCCSE**						✓
		•	Organisational Risks and Issues Briefing	**GM**	✓	✓	✓		✓	✓
		•	Risk Management Plan and Roadmap	**DCCSE**	✓	✓	✓		✓	✓
		•	Major Projects (PMO) - Risks and Controls Review	**DISF**	✓		✓			✓
		•	Climate (To get the conversation started) As needed	**DISF**	✓	✓	✓		✓	✓
		•	Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Cyber Risk (Statistics on Cyber breaches (incidents) As needed	**DCCSE**	✓	✓	✓		✓	✓
		•	Area reviews e.g. Airport	**DCCSE**	✓	✓	✓		✓	✓
	Internal Controls	•	Policy Register Review (Annual)	**DCCSE**	✓					
		•	Delegations Register Review (Annual)	**DCCSE**					✓	
	Compliance	•	Legislative Compliance Framework (Beginning of new Council year) annually	**DCCSE**						
	Fraud & Corruption	•	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	**DCCSE**						
		•	ICAC Corruption Prevention Recommendations Audit (As required)	**DCCSE**	✓	✓	✓		✓	✓
	Financial Management	•	Quarterly Budget Review / Cash flow	**CFO**	✓	✓	✓		✓	✓
		•	Investments and Borrowings	**CFO**	✓		✓			✓
		•	Draft Operational Plan	**CFO**		✓				
		•	Draft Financial Statements Review	**CFO**				✓		
		•	External Audit Management Letter and Council Management Responses	**Audit Ext**						✓
IMPROVEMENT	*Strategic Planning*	•	Operational Plan Progress Report Review	**DCCSE**	✓				✓	
		•	Draft Annual Report Review	**DCCSE**					✓	
		•	Integrated Planning and Reporting (IP&R) Update	**DCCSE**		✓				
	Service Reviews	•	Service Review Program	**DCCSE**			✓			
			2024-25 Organisation Wide Service Review Final Report and recommendations and management response	**Service**						
		•	**2025-26 Area Service Reviews** Final Report and recommendations and management response	**Service**						
		•	**2026-27 TBC** Service Review Final Report and recommendations and management response	**Service**						
		•	**2027-28 TBC** Service Review Final Report and recommendations and management response	**Service**			✓			
		•	**2028-29 TBC** Service Review Final Report and recommendations and management response	**Service**						
	Performance Data & Measurement	•	Corporate Performance Dashboard Report	**DCCSE**		✓			✓	
REVIEW	*ARIC Performance and Review*	•	Endorse/revise Annual Meeting Plan	**DCCSE**		✓				
		•	Review Committee Terms of Reference	**DCCSE**		✓				
		•	Review Strategic Workplan	**Chair**		✓				
		•	ARIC Annual Report	**Chair**			✓			
		•	ARIC Strategic Workplan (In response to CSP in new Council Term)	**Chair**						
		•	Draft attestation (Annually, before annual report)	**Chair**					✓	
		•	Progress toward OLG Guidelines.	**Chair**		✓			✓	

15.Measuring Our Success

The Audit, Risk and Improvement Committee (ARIC) plays a vital role in supporting the integrity, transparency and continuous improvement of Parkes Shire Council's operations. Just as the Community Strategic Plan (CSP) Parkes Shire 2035+ belongs to all residents and relies on collective effort to achieve its vision, the ARIC contributes to this shared journey by ensuring Council's governance, risk management, and performance frameworks are robust and effective.

The ARIC's success is not measured in isolation, but in how well it enables Council to deliver on the objectives and strategies outlined under the four key themes of the CSP. These themes reflect the aspirations of the Parkes Shire community, and the ARIC helps ensure that Council's actions are aligned, accountable, and continuously improving in pursuit of those outcomes.

To assess the effectiveness of the ARIC, we consider:

- Strategic alignment: How well the Committee's oversight supports Council's delivery of CSP objectives.
- Governance and risk maturity: The extent to which Council's systems and controls are strengthened through ARIC's guidance.
- Performance and improvement: Evidence of enhanced service delivery, operational efficiency, and responsiveness to community needs.
- Stakeholder confidence: The trust placed in Council's processes by residents, partners, and regulators, informed by ARIC's assurance activities.

Just as the CSP includes outcome measures and community satisfaction indicators to track progress, the ARIC uses a combination of internal audit findings, risk assessments, compliance reviews, and performance reporting to evaluate its impact. These measures help ensure that Council remains on track, responsive to emerging risks, and committed to continuous improvement.

The ARIC's work is reported to the community through key documents such as:

-
- Internal Audit Reports and Annual Audit Plans
- Risk Management Framework reviews
- Six-monthly Delivery Program progress reports
- Annual Reports and State of the Shire Reports
- Recommendations and resolutions presented to Council

By fostering a culture of accountability and improvement, the ARIC contributes meaningfully to the realisation of Parkes Shire's shared vision.

16.Key Performance Measures

In measuring our success the following indicators are used:

Focus Area	Key Performance Indicator
Governance & Compliance	% of internal audit recommendations implemented within agreed timeframes
	Number of legislative compliance breaches reported and addressed
	Annual attestation of compliance with ARIC guidelines included in Council's Annual Report
Risk Management	Risks registers are refreshed atleast annually
	Number of risks outside of appetite without actions plans in place
Internal Audit	Completion rate of the approved Internal Audit Plan
	% of audits completed on time and within budget
	Stakeholder satisfaction with internal audit process
Performance & Improvement	Service review program completed as intended
	Evidence of improvements in service delivery or efficiency following ARIC recommendations
	Alignment of audit topics with CSP themes and Delivery Program priorities
Financial Oversight	Timely review of quarterly budget and financial reports
	Number of financial irregularities or control weaknesses resolved
	Annual review of fraud and corruption control measures
	Draft and final financial statements reviewed annually
Committee Operations	Meetings held as per the workplan
	Attendance rate of members at scheduled meetings
Strategic Alignment & Community Value	Evidence of ARIC's contribution to CSP objectives under the four themes
	Inclusion of ARIC outcomes in State of the Shire and Annual Reports
	Feedback from Council and executive leadership on ARIC's value and impact
Reporting to Council	Completion of annual self-assessment of ARIC performance
	Annual review of strategic workplan
	Four Year Annual Strategic Workplan
	Annual Workplan – Internal Audit Plan – KPIs – ARIC reports schedule
	Confidential agendas available on LG Hub
	Meeting minutes to Council and available on LG Hub

Focus Area	Key Performance Indicator
	Annual Report in November each year
	Chair annual update at Councillor Workshop
	Four year review of ARIC

17.Contact Information

For further information regarding the Audit, Risk and Improvement Committee Four Year Strategic Workplan, please contact:

Manager Governance, Risk and Corporate Performance
2 Cecile Street, PARKES NSW 2870
PO Box 337, PARKES NSW 2870
P: (02) 6861 2333
E: council@parkes.nsw.gov.au

14.8 ADOPTION OF COUNCIL POLICIES - RELATED PARTY DISCLOSURE

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

Goal: Our Local Government is contemporary, effective and effecient.

Strategy: Ensure compliance with statutory requirements and ensure Council's operations are supported by good corporate governance and effective risk management.

Author: **Veronica Shaw, Business Support Officer**

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

Annexures: **A. Council Policy - Related Party Disclosure** ⇩

RECOMMENDATION

That Council:

1. Adopt the Related Party Disclosure policy included as *Annexure A* to this report.
2. Publish the adopted policy on Council's Website and intranet.

BACKGROUND

As part of Council's commitment to continuous improvement, all Council policies receive minor amendments from time to time as required and are on a review schedule to ensure that they comply with current legislation and local government best practice. In addition, the Office of Local Government recommends that council's review all relevant policies in the first twelve months of office.

The following policy have been reviewed and is presented at *Annexure A* for Council's adoption:

- Council Policy – Related Party Disclosure Policy

ISSUES AND COMMENTARY

The method of development and amendments for consideration of the Council Policy appended at *Annexure A* is described below.

Related Party Disclosure (Annexure A)

The original Related Party Disclosure Policy attached at *Annexure A* was created in 2017 utilising Australian Accounting Standard AASB 124 Related Party Disclosures which the Australian Accounting Standards Board has determined applies to local governments effective from 01 July 2016. From June 2017 Financial Statements from local governments had to declare related party relationships, transactions and outstanding balances, including commitments.

The updated version of Parkes Shire Council's Related Party Disclosure at *Annexure A* has undergone the following amendments:

- Converted to new Council Policy template
- Updated Acts and Regulations
- Amended Policy to clarify policy
- Updated roles throughout

LEGISLATIVE AND POLICY CONTEXT

The key legislation and regulation for all council policies is the Local Government Act 1993 No 30 and Local Government (General) Regulation 2021.

Additional legislation considerations include:

Government Information (Public Access) Act 2009 No 52

Privacy Act 1988

Privacy and Personal Information Protection Act 1998

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

Adoption and adherence to the attached policy ensures Council is compliant with a wide range of Acts and Regulations.

Failure to adopt and adhere to this policy could result in disruption to business, risk to staff and community safety, degradation of the public view of council and breaches of the legislation could incur fines or disciplinary action.

The policy has been updated to ensure it abidea by the relevant legislation and regulations.

COMMUNITY CONSULTATION

Community consultation was not required in the development of this policy; however, the adopted policy will be placed on Council's website.

Parkes Shire Council

Council Policy

Related Party Disclosure



Council Policy
Related Party Disclosure

Parkes Shire Council

CONTROLLED DOCUMENT INFORMATION

ECM Number	970149
Document Owner	Director Customer, Corporate Services and Economy
Document Development Officer	Manager Governance, Risk and Corporate Performance
Risks Managed	[TBC]
Consulting Stakeholders	Finance
Review Timeframe	Every 2 years
Last Review Date	8 October 2025
Next Scheduled Review	8 October 2027

Document History		
Date	**Resolution No.**	**Details/Comments**
14 June 2017	17-115	Policy created and adopted by Council
August 2020		Reviewed with no amendments required
October 2025		Updated policy template Updated Acts and regulations Amended Policy Statement to clarify policy Updated roles throughout

Further Document Information and Relationships	
Related Legislation*	Local Government Act 1993 Local Government (General) Regulation 2021
Related Policies	Code of Conduct Fraud and Corruption Policy and Plan Gifts, Benefits and Bribes Policy Public Interest Disclosures Policy
Related Documents	Australian Accounting Standard AASB124 related party disclosures (AASB124) Australian Accounting Standard AASB10 consolidated financial Statements (AASB10)
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

Related Party Disclosure

Parkes Shire Council

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Council Policy
Related Party Disclosure

Parkes Shire Council

1. Purpose

The purpose of this policy is to define the parameters for Related Party Transactions and the level of disclosure and reporting required for Council to achieve compliance with the Australian Accounting Standard AASB 124 - Related Party Disclosures.

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

This Policy applies to the Mayor, Councillors and all Key Management Personnel (KMPs), of Parkes Shire Council. KMPs include the General Manager and Directors of Parkes Shire Council.

4. Definitions

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

Term	Definition
Act	Means the Local Government Act 1993
AASB 124	means the Australian Accounting Standards Board, Related Party Disclosures Standard.
Business Day	means a day that is not a Saturday, a Sunday, 27/28/29/30/31 December, nor a public holiday in Sydney.
Close members of the family of a person	are those family members who may be expected to influence, or be influenced by, that person in their dealings with the Council and include: a) that person's children and spouse or domestic partner; b) children of that person's spouse or domestic partner; and c) dependants of that person or that person's spouse or domestic partner.
Control	means the ability to direct the business' activities of an entity through rights or exposure to returns from its involvement with the entity.
Council	means Parkes Shire Council.
Entity	can include a body corporate, a partnership or a trust, incorporated association, or unincorporated group or body.

Financial Benefit	A financial benefit includes giving a financial benefit indirectly through an interposed entity, making an informal, oral or non-binding agreement to give the benefit, and giving a benefit that does not involve paying money. Examples (not limited) of "giving a financial benefit" to a Related Party include the following: • Giving or providing the Related Party finance or property. • Buying an asset from or selling an asset to the Related Party. • Leasing an asset from or to the Related Party. • Supplying services to or receiving services from the Related Party. • Issuing securities or granting an option to the Related Party. • Taking up or releasing an obligation of the Related Party.
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
Key Management Personnel (KMP)	as defined in Section 6.1 of this Policy.
KMP Compensation	means all forms of consideration paid, payable, or provided in exchange for services provided, and may include: • Short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit sharing and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees; • Post-employment benefits such as pensions, other retirement benefits, postemployment life insurance and post-employment medical care; • Other long-term employee benefits, including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, profit sharing, bonuses and deferred compensation; and • Termination benefits

Council Policy
Related Party Disclosure

Parkes Shire Council

Material	(materiality) means the assessment of whether the transaction, either individually or in aggregate with other transactions, by omitting it or misstating it could influence decisions that users make on the basis an entity's financial statements. For the purpose of this policy, it is not considered appropriate to set either a dollar value or a percentage value to determine materiality.
Ordinary Citizen Transaction	means a transaction that an ordinary citizen of the community would undertake in the ordinary course of business with Council.
Possible (Possibly) Close members of the family of a person	are those family members who could be expected to influence, or be influenced by, that person in their dealings with the Council and include: (a) that person's brothers' and sisters'; (b) aunts', uncles', and cousins' of that person's spouse or domestic partner; (c) dependants of those persons' or that person's spouse or domestic partner as stated in (b); and (d) that person's or that person's spouse or domestic partners', parents' and grandparents'.
Related Party	defined in Section 6.2 of this Policy.
Related Party Transaction	is a transfer of resources, services or obligations between Council and a related party, regardless of whether a price is charged.
Regulation	means the Local Government (General) Regulation 2005

Senior Executive	means an employee of the Council who reports directly to the General Manager and whose position would be considered to be a senior position in the Council's corporate structure.
Significant	(significance) means likely to influence the decisions that users of the Council's financial statements make having regard to both the extent (value and frequency) of the transactions, and that the transactions have occurred between the Council and related party outside a public service provider/ taxpayer relationship.
Remuneration	means remuneration package and includes any money. Consideration or benefit received or receivable by the person but excludes reimbursement of out-of-pocket expenses, including any amount received or receivable from a related party transaction.

5. Background and Objective

All Councils in New South Wales must produce annual financial statements that comply with Australian Accounting Standards.

The Australian Accounting Standards Board has determined that AASB 124 Related Party Disclosures will apply to government entities, including local governments effective for annual reporting periods beginning on or after 01 July 2016. For June 2017 Financial Statements onwards Local Governments must declare related party relationships, transactions and outstanding balances, including commitments. This information will be audited.

The objective of the accounting standard is to ensure that annual financial statements contain disclosures necessary for stakeholders to draw attention to the possibility that the financial position and financial performance may have been affected by transactions and outstanding balances with related parties.

Council recognises that Related Party transactions can present potential or actual conflicts of interest and may raise questions about whether they are in the best interests of the Council.

It is therefore important that Councillors and Key Management Personnel act honestly and with reasonable care and diligence whilst avoiding improper use of their

position and information. It is equally important that Councillors and Key Management Personnel of the Council are subject to a high level of accountability, including appropriate disclosure of their transactions with the Council in the annual financial statements.

6. Policy Statement

Council acknowledges that Related Party relationships are a normal feature of commerce and business, particularly where entities operate through subsidiaries, joint ventures, or associates. These relationships may influence Council's financial and operational decisions, even in the absence of direct transactions. For example, Council may receive goods or services on terms not available to unrelated parties, or other entities may alter their dealings with Council due to the influence of a Related Party.

To ensure transparency, integrity, and compliance with Australian Accounting Standards, specifically AASB 124 Related Party Disclosures, Council is committed to identifying and disclosing Related Party relationships, transactions, and outstanding balances (including commitments) involving Key Management Personnel (KMP). These disclosures are essential for stakeholders to assess the financial position and performance of Council and will be subject to audit as part of the annual financial statements.

Council requires all KMP to act with honesty, diligence, and accountability, and to avoid improper use of their position or information. Accurate disclosure of Related Party relationships supports good governance and reinforces public trust in Council's operations.

6.1. Identification of Key Management Personnel (KMP)

AASB 124 defines KMP's as "those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly".

KMP's for the Council are considered to include:

- Councillors (including the Mayor);
- General Manager;
- Directors

6.2. Identification of Related Parties

A related party is a person or entity that is related to the entity that is preparing its financial statements.

For the purposes of this Policy, related parties of Council are:

- Entities related to Council;
- Key Management Personnel (KMP) of Council
- Close family members of KMP;

- Possible close family members of KMP's; and
- Entities or persons that are controlled or jointly controlled by KMP, or their close family members, or their possible close family members.

Also, a person or entity is a related party of Council if any of the following apply:

- they are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
- they are an associate or belong to a joint venture of which Council is part of;
- they and Council are joint ventures of the same third party;
- they are part of a joint venture of a third party and council is an associate of the third party;
- they are a post-employment benefit plan for the benefit of employees of either Council or an entity related to Council;
- they are controlled or jointly controlled by Close members of the family of a person;
- they are identified as a close or possibly close member of the family of a person with significant influence over Council or a close or possibly close member of the family of a person who is a KMP of Council; or
- they or any member of a group of which they are a part, provide KMP services to Council.

6.3. Identification of Control or Joint Control

A person or entity is deemed to have control if they have:

- power over the entity;
- exposure, or rights, to variable returns from involvement with the entity; and
- the ability to use power over the entity to affect the amount of returns.

To jointly control, a person or entity must have contractual rights or agreed sharing of control of the entity, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

6.4. Related Party Transactions Disclosures

All transactions between Council and related parties, whether monetary or not, are required to be identified. Such transactions may include:

- Purchase or sale of goods;
- Purchase or sale of property and other assets;
- Rendering or receiving services;
- Leases;
- transfers of research and development;
- transfers under licence agreements;
- transfers under finance arrangements (including loans and equity contributions in cash or in kind);
- provision of guarantees or collateral;
- commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised);
- Quotations and/or tenders;
- Commitments; and

- Settlements of liabilities on behalf of Council or by Council on behalf of the related party.

Related party transactions excluded from disclosure requirements on the basis of Ordinary Citizen Transactions are;

- Any valid discounts and fee waivers that are available to the party as an ordinary citizen and is available to any ordinary citizen in the same circumstance, and
- Any service or benefit occurring within normal employee, customer or supplier relationships and at arm's length; and
- are not material or significant;

Council must disclose all material and significant Related Party Transactions in its annual financial statements and include the following detail:

- The nature of the related party relationship; and
- Relevant information about the transactions including:
    - The amount of the transaction;
    - The amount of the outstanding balances, including commitments,
    - Provision for doubtful debts related to the amount of outstanding balances; and
    - The expense recognised during the period in respect of bad or doubtful debts due from related parties.

Materiality thresholds are reviewed annually as part of the audit process and reported related party disclosures will be in compliance with the framework of the Australian Accounting Standard AASB124 and other relevant standards, as required.

The following matters must be considered in determining the materiality and significance of any related party transactions:

- Significance of transaction in terms of size;
- Whether the transaction was carried out on non-market terms;
- Whether the transaction is outside normal day-to-day business operations, such as the purchase and sale of assets;
- Whether the transaction is disclosed to regulatory or supervisory authorities;
- Whether the transaction has been reported to senior management; and
- Whether the transaction was subject to Council approval.

Regard must also be given for transactions that are collectively, but not individually significant.

Disclosures that Related Party Transactions were made on terms equivalent to those that prevail in arm's length transactions can only be made if such terms can be substantiated.

6.5. Identifying Related Parties

The method for identifying the close family members and associated entities of KMP will be by KMP self-assessment. KMP have an ongoing responsibility to advise Council immediately of any Related Party Transactions.

The preferred method of reporting is for KMP to provide details of Related Parties and Related Party Transactions to the General Manager.

Information provided will be reviewed in accordance with the Council's operational requirements and held on a centralised register.

Should a KMP have any uncertainty as to whether a transaction may constitute a related party transaction they should contact the General Manager for clarification.

6.6. Privacy

Information provided by KMP and other related parties shall be held for the purpose of compliance with Council's legal obligation and shall be disclosed where required for compliance or legal reasons only.

Information contained in returns made and lodged under *clause 4.21* of the *Code of Conduct* 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.

The Information and Privacy Commission *Guideline 1 Returns of Interests* prescribes that councillors and designated persons returns of interest must be made publicly available free of charge on council's website.

Section 14 of the GIPA Act 2009 lists as a consideration against disclosure the fact that information may reveal someone's personal information or would contravene an information privacy principle under the *Privacy and Personal Information Protection Act 1998* (NSW).

An individual has a right to protect the privacy of their personal information. Given the amount of personal information that may be contained in the returns, special care will be taken to protect this right.

The type of matter which might be redacted from a return in these circumstances will vary depending on the public interest considerations applied. However, examples might include the signature or residential address of the individual making the return.

Releasing the information contained in the returns of councillors and designated persons in this manner facilitate the legitimate public interest in having access to the information, while respecting other considerations against disclosure including privacy.

A redacted copy of KMPs Pecuniary Interest Disclosures is updated on Council's website annually, here.

6.7. Review of Related Party Transactions

The Disclosure of Pecuniary Interest Returns is in compliance with *Clause 4.21* of the *Code of Conduct*:

A councillor or KMP must make and lodge with the general manager a return disclosing the councillor or KMP's interest within 3 months after:

1. becoming a councillor or KMP, and
2. at the 30 June each year, and
3. the councillor or KMP becoming aware of an interest they are required to disclose that has not been previously disclosed in a return lodge.

A review of Councillors and KMP's and their related parties will be completed annually in intervals not exceeding twelve months utilising the forms in the Annexures.

6.8. Training and Communication

This policy will be provided to KMP in the initial awareness raising and data collection and as part of Councillor inductions.

Internal training on supporting this policy shall be scheduled as required.

7. Annexures

7.1. Form A1 Close Family Members/Entities Disclosure Certificate

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: ……

1. Close Family Members

Please provide details of all your close family members.

First Name	Last Name	Date of Birth	Relationship to You

2. Entities controlled/jointly controlled by yourself and/or your close family members

Please provide details of all entities controlled /jointly controlled by either yourself or your close family members.

Entity Name	ABN	ACN (if applicable)	Nature of Interest

7.2. Form A2 Transactions Disclosure Certificate

Please complete the following table to the best of your knowledge. If you are unsure whether a close family member or entity controlled/ jointly had dealings with **PARKES SHIRE COUNCIL,** *we strongly recommend you include their details for completeness*.

QUESTION	YES	NO	GUIDANCE
During the stated period, in respect of PARKES SHIRE COUNCIL			
Were any of your close family members employed in a senior position?			If you have answered 'yes', please complete Attachment A.3
Did you/ a close family member/ any entity controlled/jointly controlled by you and/or a close family member have any transaction or arrangement on terms or conditions that were more favourable than those entered into at an arm's length?			If you have answered 'yes', please complete Attachment A.3
Did you/ a close family member/ an entity controlled or jointly controlled by you and/or a close family member receive any grants, subsidies, ex-gratia payments or loans?			If you have answered 'yes', please complete Attachment A.3
Did you/ a close family member/ an entity controlled or jointly controlled by you and/or a close family member have any debts forgiven or partially forgiven?			If you have answered 'yes', please complete Attachment A.3
Did you/ a close family member/ an entity controlled or jointly controlled by you and/or a close family member provide or receive any collateral, guarantee, indemnity or commitment (including executory contract)?			If you have answered 'yes', please complete Attachment A.3.
Did you/ a close family member/ an entity controlled or jointly controlled by you and/or a close family member enter into any contractual arrangements to purchase, sell, lease or transfer assets and licenses; or to provide, purchase or transfer goods and services with a total contract value greater than			If you have answered 'yes', please complete Attachment A.3.
Are there any outstanding balances above $100,000 (excl. GST) brought forward from a transaction or arrangement entered into prior to 1 July 2016, between you/ a close family member/ any entity controlled/jointly controlled by you and/or a close family member and **PARKES SHIRE COUNCIL**			If you have answered 'yes', please complete Attachment A.3.

Key Personnel Sign-Off and Declaration: I have made inquiries of my close family members and to the best of my knowledge; the information accurate for the period defined in form A1. I understand this information is collected for the purpose of preparing note disclosures for Parkes Shire Council.

Print and Sign Name and Position:

7.3. Form A3 Transactions and Outstanding Balances Disclosure Certificate

Please complete the table below for each individual transaction that has, or may have, occurred during the stated period; and outstanding balances for period (i.e. prior to 1 July and still outstanding). If you are unsure of a transaction, *we strongly recommend* that you include them please state that you are unsure. If additional space is required, please insert additional rows where applicable.

	Transaction 1
Type of transaction *Please provide details and nature of the transaction. Example of types of transactions* *– Employment* *- Provision of goods (finished or unfinished) or services* *- Purchase, sale or transfer of property, other assets or licenses* *- Leasing arrangement* *- Provision of guarantee or collateral* *- Settlement of liabilities* *- Outstanding balance brought forward from prior financial period relating to transactions in a prior financial period*	
Is the transaction/outstanding balance **directly between <u>you</u> and the PARKES SHIRE COUNCIL**	
If not, please provide details of the related party, their relationship with you, and PARKES SHIRE COUNCIL **involved** *Please provide details of: person's name, entity name and ABN/ACN (if* *applicable), relationship with person and/or entity.*	
Transaction Amount (relating to the stated period) excl. GST	
Total Agreed/Contracted Amount (if it extends beyond stated period) excl. **GST**	
Terms and Conditions of the Transaction *Please provide details of the significant terms and conditions including whether it is secured, and the nature of the* *consideration to be provided in settlement.*	

7.4. Form A4 Close Family – Consent Form

The following is to be completed by each family member whose information is disclosed in this certificate. If additional copies of the form are required, please make copies for each close family member.

I authorise the Councillor or KMP noted at form A1 to provide personal information about me in respect of transactions between me, or entities controlled/ jointly controlled by me, and Parkes Shire Council.

For the purposes of s26(2) of the Privacy and Personal Information Protection Act 1998, I hereby consent to Parkes Shire Council collecting, using and disclosing my personal information for the purposes of meeting its financial reporting obligations.

Full Name (print):

Signature:

Date:

For your information:

If you wish to access the information provided in the certificate, or make changes to it, please contact Parkes Shire Council at 2 Cecile Street, Parkes, NSW 2870 or council@parkes.nsw.gov.au.

A full copy of the Privacy and Personal Information Protection Act 1998 can be accessed at the NSW Legislation website: http://legislation.nsw.gov.au/

8. Review

As part of Council's commitment to good governance and continuous improvement, this Policy must be reviewed and re-adopted by Council not less than once every four years or as Council otherwise determines in line with legislative requirements and policy changes.

15 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY

15.1 MAJOR PROJECTS AND CURRENT WORKS - INFRASTRUCTURE AND SUSTAINABILITY

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

Goal: Our Local Government is open, accountable and representative.

Strategy: Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives.

Author: **Sue McGrath, Business Support Coordinator**

Authoriser: **Andrew Francis, Director Infastructure and Sustainability**

Annexures: **A. Infrastructure Sustainability - Major Projects Current Works - September 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and note the Infrastructure and Sustainability Major Projects and Current Works Report for September 2025, appended at *Annexure A*.

BACKGROUND

A monthly status report of Major Projects and Current Works within Parkes Shire Council's Infrastructure and Strategic Futures directorate is tabled to keep Council abreast of projects being undertaken across the Parkes Shire.

ISSUES AND COMMENTARY

This report presents an update on the current major projects within the Parkes Shire being managed or undertaken by Council's Infrastructure and Strategic Futures Department. The report outlines work that has been carried out over the past month and is provided for the information of Councillors.

The Major Projects and Current Works Report is appended at *Annexure A*.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

Projects have been allocated funding either from grants or Council funds as provided in the 2024/25 Operational Budget.

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

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

CONCLUSION

The Major Projects and Current Works Report, appended at *Annexure A*, provides Council with a briefing on major projects and works underway within the organisation's Infrastructure and Strategic Futures directorate. It is recommended that Council formally resolve to receive and note the report.

Infrastructure & Sustainability
Major Projects & Current Works – September 2025

Regional Recovery Project (RRP-002) - Water Security Project

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/2026	$9,063,012	$104,071.13	$991,547	$132,865	$14,870,593
Akuna Road Pump Station	$2,469,087	$45,222.50	$419,838	$64,163	To be confirmed
New Eugowra Road Pump Station	$2,501,333	$49,236,63	$521,597	$66,290	To be confirmed
Akuna Road Pump Station Solar System	$1,010,000	$9,612	$50,112	$2,412	To be confirmed

Project Status (RAG - Report):

Critical (Red) / At Risk (Amber) / On Track (Green)					
Budget	Resources	Schedule	Risks	Scope	Benefits

Project Details

The Project Implementation Phase of Parkes Shire Council's, Parkes Water Security Program Package 2A - Regional Recovery Partnership is progressing, the scope of works includes:

- Akuna Road Pump Station
- New Eugowra Road Pump Station
- Akuna Road Pump Station Solar System

Task Completed

- Concept designs completed.
- Preliminary environmental assessments completed.
- No NWG funding is now required for the RRP project.
- Gap analysis completed on the GHD Detail Designs to be able to progress the project.
- Action Plan developed to uplift the current Detail Design to IFT / IFC.
- DGP Water has been engaged to uplift the current designs to IFT / IFC.
- Roadmaps have been refreshed for the Environmental & Planning Approvals and Access / Construction Easement Acquisitions.
- Capital Intensity process completed, including a Level 3 budget estimate review, Minimum Via Capital Cost (MVCC) process, and CAPEX planning.
- Project Control Group meeting with Stakeholders held in August 2025.
- Complete Minor Works Review of Environmental Factors (MW REFs) based on updated designs and funding arrangements.
- Complete Activity 7 Milestone actions.
- Design for pump station completed
- Request for Tender for the Akuna Road and New Eugowra Road Pump Stations has been submitted on Tenderlink

Infrastructure & Sustainability
Major Projects & Current Works – September 2025

Tasks forecast to be completed (next steps: 1-3 months)
• Evaluation of tender submissions be completed by 25/11/25 • Milestone Activity 8 to be completed 28/11/25 • Submission of Milestone Activity 8 to be completed by 19/12/2025 • Design for High Voltage to be completed (ARPS by 17/10/25, NERPS 24/10/25) • Design for Solar to be completed 31/10/25 • Tender documents to be online (Tenderlink) by 17/10, 24/10 and 31/10 as designs are received
Progress Photos
Nil photos

Infrastructure & Sustainability
Major Projects & Current Works – September 2025

Safe & Secure - Water Security Project

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
15/12/2027	$39,170,000	$28,642.84	$2,693,218	$99,435	$61,266,245
Eugowra Road Pump Station Pipeline	-	$23,593,84	$2,120,908	$75,175	To be confirmed
Akuna Road Pump Station Pipeline	-	$5,049	$572,310`	$24,260	To be confirmed

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

Project Details

The Project Implementation Phase of Parkes Shire Council's, Parkes Water Security Program is progressing with the support of the SSWP426 Funding.

The scope of works includes:

- The 35km pipeline duplication from the New Eugowra Road Pump Station (NERPS) to the Raw Water Storage Lagoon (RWSL), capacity was determined at 400L/s in the 2023 IWCM.

Task Completed

- Survey has been completed from the LRP to the RWSL.
- Progressing an Early Contractor Involvement (ECI) / Request for Information (RFI) process to better understand market status.
- Letters sent to Landowners providing project update.
- Specific communication with residents and landowners to address any specific enquiries and interests.
- Responses to NWG RFIs have been completed.
- Gap analysis completed on the GHD Detail Designs to be able to progress the project.
- Action Plan developed to uplift the current Detail Design to IFT / IFC.
- DGP Water has been engaged to uplift the current designs to IFT / IFC.
- Roadmaps have been refreshed for the Environmental & Planning Approvals and Access / Construction Easement Acquisitions.
- Capital Intensity completed, including a Level 3 budget estimate review, Minimum Via Capital Cost (MVCC) process, and CAPEX planning.

Tasks forecast to be completed (next steps: 1-3 months)

- Review of deed, milestones and key dates

Progress Photos

Nil

Infrastructure & Sustainability
Major Projects & Current Works – September 2025

Boardwalks and Bird Hides: Elevating Parkes Wetlands

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/01/2027	$1,887,476	$19,401.50	$52,249.03	$38,575.00	$1,887,476

Project Status (RAG - Report):	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

Project Details

This project will activate Parkes Wetlands into a vital ecological site that will also provide a new recreational and tourism offering for the Parkes community. This project will further allow the wetlands to support native wildlife, provide infrastructure for residents and visitors to enjoy the space, support local/regional/global biodiversity, and increase liveability of the region.

By transforming the site into an immersive, multipurpose aquatic space, Parkes Wetlands will be ideal for birdwatching, active and passive recreation, outdoor education, citizen science, and conservation research.

Key deliverables:

- Construction and installation of two double-story bird-hides
- Construction and installation of an aquatic boardwalk incorporating two large viewing platforms.
- Habitat creation including revegetation and nesting box installation
- Design and installation of interpretive signage around the wetlands
- Commissioning and installation of sculptural artwork.

Tasks Completed

- Engage consultant to design aquatic boardwalk (concept design)
- Release RFQ for project management (specifically for boardwalk and birdhides construction)
- Project Manager engaged
- Stakes and guards ordered for 2025 / 2026 revegetation activities
- Contractor engaged for 2025 revegetation activities
- Preliminary works for 2025 revegetation works undertaken
- Contractor engaged for nest box supply and installation
- Quote sought for hollow augmentation activities
- Quote sought and received for 2025 revegetation activities
- Risk Assessment Workshop for boardwalk
- 2025 revegetation works commenced
- Place tubestock order for 2026
- Finalise survey and drawing of boardwalk/birdhide footprint for tender docs
- Finalise concept designs of boardwalk/birdhide for tender docs

Tasks forecast to be completed

- Develop tender documentation for design / fabrication / installation of aquatic boardwalk
- Develop tender documentation for design / fabrication / installation of bird hides
- Release above tender package/s
- Develop EOI for artwork
- Release EOI for artwork

Progress Photos

Nil

15.2 KERBSIDE COLLECTION REVIEW - ALECTOWN RESIDENTIAL

IP&R Linkage: **Pillar:** Environment

Goal: Our community reduces, reuses and recycles waste

Strategy: Provide waste services, minimise waste to landfill and promote the widespread adoption of recycling and waste reduction.

Author: **Sharyn Ware, Waste Management Coordinator**

Authoriser: **Andrew Francis, Director Infastructure and Sustainability**

Annexures: **A. Sample letter and survey sent to Alectown residents.** ⇩

RECOMMENDATION

That Council:

1. Does not proceed with a kerbside collection service for the Alectown community.

BACKGROUND

Council's Waste Management Coordinator attended an Alectown Community Inc. meeting on 21 July 2025 to discuss options for the future of the over-capacity Alectown landfill. This landfill is currently fenced, unmanned and free for residents who have been issued with a key to access the facility for their own use.

Approximately 50 people attended this meeting and voted unanimously to proceed with the old landfill closure to be replaced with a transfer station - a manned facility opened twice a week for 3 hours. Waste disposal fees would also be payable according to Parkes Shire Council Fees & Charges.

Parkes Shire Council has since been successful in securing $210,400 in grant funding through the NSW Environment Protection Authority's Landfill Consolidation and Environmental Improvements grants to introduce a transfer station on site at Alectown Landfill.

ISSUES AND COMMENTARY

A complementary option presented to the community was to take up the 3-bin kerbside collection service for residential properties in the immediate Alectown town area. This totalled 23 properties, 3 of which were outside the zone, but within the 60km zone on the Newell Highway (see map below).

A survey was sent out to the 23 residents identified to be within the town of Alectown during mid-August with a response to be received by Council by 30 September 2025 (*Annexure A*). As with the existing residential services in the Shire, there would be no option to opt out of the service if it was introduced. That is, residents are either all in or all out.

The results were 7 'Yes' votes and 3 'No' votes plus 13 'no response' votes for a total of 16 'No' votes. (It was made clear in the survey that 'no response' would be taken as a 'No' vote).



LEGISLATIVE AND POLICY CONTEXT

Local Government Act 1993 (NSW)

- **Section 496 & 504**: Councils are empowered to provide domestic waste management services and to levy charges for these services.
- **Section 504(3)**: Charges must not exceed the **reasonable cost** of providing the service.
- Councils must ensure transparency, equity, and accountability in service provision and charging.

FINANCIAL IMPLICATIONS

Cost to residents would be in line with the existing residential service charge of $536 per annum, charged with their general rates. Cost to Council would be in line with JR Richards' current contract costs for bin collection and one bulky waste pickup per year in Alectown.

RISK IMPLICATIONS

JR Richards works within the 50km zone due to safety requirements for frequent roadside stopping. An exception could be made for the 60km zone on the Newell Highway through Alectown, but the constant stopping, starting and re-entry onto the highway could pose a risk with high levels of traffic. Public toilets are also located in this area with the possibility of vehicles/pedestrians parking/walking to access the toilets.

COMMUNITY CONSULTATION

A letter was sent to 23 residents within the RU5 zone. The letter stated that residents would need to respond with a yes. A pre-paid envelope was sent with the survey, plus the option of advising via email. It was noted in the letter that no response would count as a "No", and that 75% of residents would need to request the service. The results were 7 'Yes' votes and 3 'No' votes plus 13 "no response" votes for a total of 16 'No' votes.

Parkes Shire Council

date

The Resident

Dear

WASTE KERBSIDE COLLECTION SERVICE – ALECTOWN RESIDENTIAL

Council recently attended the Alectown Community Inc. meeting at Alectown Hall on 21 July, 2025, and a motion was moved to request consideration of provision of the residential kerbside collection service for Alectown residents within the 50km zone for a **fortnightly** red (mixed waste) and **fortnightly** yellow (recycling) bin and a **weekly** green (food and organics) bin. This also includes provision of a kitchen caddy and an annual bulky waste collection.

Whilst Council policy is to provide a waste service to as many properties as possible, it is acknowledged that Alectown has not been offered this service in the past. Council is therefore providing you the opportunity to complete the attached survey to give your opinion. If the option is taken up by 75% of residents it will become a permanent service as provided under the Local Government Act. There is no option to not pay it, not use it or opt out of it. Bins are required to be presented out the front of your residence. The proposed Domestic Waste Management charge that would be applied in addition to the General rate for this service, in 2025/26 is $536.00 per rateable property.

You are requested to nominate your decision by completing the attached form and returning it to Council, by post or email, prior to 30 September 2025. **NO REPLY will count as a no**.

Please contact Sharyn Ware via email sharyn.ware@parkes.nsw.gov.au if you have any questions or need further information.

Yours faithfully

[redacted]

Andrew Francis
DIRECTOR ENVIRONMENT & SUSTAINABILITY

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ABN 96 299 629 630
2 Cecile Street (PO Box 337)
Parkes NSW 2870
T 02 6861 2333
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The General Manager
Parkes Shire Council
PO Box 337
PARKES NSW 2870

ATTN: Waste Management Coordinator

Dear Sharyn

Waste Collection Service – Alectown Residential

Property Address - ……..

……

Owner: ……

I refer to your advice that a kerbside waste collection service is available to my/our property. As requested I/we advise that:

( ) I/we wish to have a kerbside waste collection service.

( ) I/we DO NOT wish to have a kerbside waste collection service.

Signed: ……..…

Print: ……..……

Date: ……..

RESPONSES can be mailed as above or ermailed to sharyn.ware@council.nsw.gov.au

15.3 ADOPTION OF UPDATED COUNCIL POLICY - LIQUID TRADE WASTE

IP&R Linkage: **Pillar:** Environment

Goal: Our utilities are well planned and effeciently managed.

Strategy: Provide essential water and sewer infrastructure to meet the needs of our growing community.

Author: **Hannah Farrant-Jayet, Environment and Sustainability Project Officer**

Authoriser: **Andrew Francis, Acting General Manager**

Annexures: **A. Operational Policy - Discharge of Liquid Trade Waste to the Sewerage System (under separate cover)** ⇨

RECOMMENDATION

That:

1. Adopt the updated Discharge of Liquid Trade Waste to the Sewerage System operational policy, included as *Annexure A* to this report.

BACKGROUND

As part of Council's commitment to continuous improvement, all policies undergo minor amendments from time to time as required and are on a review schedule to ensure that they comply with current legislation and local government best practice. Additionally, the Office of Local Government recommends that Council review all relevant policies in the first twelve months of office.

ISSUES AND COMMENTARY

Council's liquid trade waste policy was previously developed for and adopted at Council's Ordinary Council Meeting on 6 October 2015. This policy has been updated to ensure it is consistent with the Liquid Trade Waste Management Guidelines 2021, developed by the Water Utilities branch of the NSW Department of Planning and Environment. Key amendments include:

- Updated acceptance limits for inorganic compounds (Table 2).
- Updated acceptance limits for organic compounds (Table 3).
- Updated acceptance limits for metals (Table 4).
- Addition of PFAS and disposable products prohibited from discharge to sewer (Table 5).
- Additional discharges that Council may approve without seeking DCCEEW concurrence (Appendix D).
- Addition of Category 2S discharger charges.
- Addition of notice offenses and associated penalties.

The Discharge of Liquid Trade Waste to the Sewerage System policy specifies how Council will regulate liquid trade waste discharges to its sewerage system in accordance with the NSW Framework for Regulation of Liquid Trade Waste, Section 7.1 of the Regulatory and Assurance Framework for Local Water Utilities.

LEGISLATIVE AND POLICY CONTEXT

The key legislation and regulation for all council policies is the Local Government Act 1993, Local Government (General) Regulation 2021, Water Management (General) Regulation 2018, and Protection of the Environment Operations Act 1997.

Other relevant legislation includes:

- Water Management Act 2000
- Public Health Act 2010
- Environmental Planning and Assessment Act 1979
- Work Health and Safety Act 2011
- Plumbing and Drainage Act 2011
- Protection of the Environment Operations (General) Regulation 2022
- Protection of the Environment Operations (Waste) Regulation 2014

FINANCIAL IMPLICATIONS

This policy is concerned with the charge of commercial rates associated with managing trade waste, ensuring that Council recoups the costs associated with processing liquid trade waste discharged to Council's sewerage system.

RISK IMPLICATIONS

Liquid trade wastes can exert high demands on sewerage systems and, if uncontrolled, can pose serious risks to public health, worker safety, the environment and Council's sewerage infrastructure. A liquid trade waste policy is a mandatory requirement to manage the control of potentially harmful substances from local businesses.

- Public and worker health- untreated trade waste can contain toxic substances, harmful bacteria and other contaminants that pose serious health risks to council workers, the public and the environment.
- Infrastructure damage- high-demand, corrosive or toxic liquid trade waste can damage sewer mains, pumping stations and treatment facilities, leading to costly repairs and system failures.
- Environmental pollution- pollutants can pass through treatment plants, accumulate in the environment, harm aquatic ecosystems and negatively impact the quality of recycled water and biosolids.
- Increased operational costs- managing the problems caused by uncontrolled liquid trade waste, such as corroded or blocked systems, overflows and system damage, significantly increases maintenance and operational costs for the Council.

COMMUNITY CONSULTATION

Community consultation was not required in the development of this policy. However, the adopted version will be published on Council's website for ease of public access.

16 REPORTS OF THE DIRECTOR OPERATIONS

16.1 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS

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

Goal: Our Local Government is open, accountable and representative.

Strategy: Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives.

Author: **Sue McGrath, Business Support Coordinator**

Authoriser: **Logan Hignett, Director Operations**

Annexures: **A. Major Projects and Current Works - September 2025** ⇩

RECOMMENDATION

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for September 2025, appended at *Annexure A*.

BACKGROUND

A monthly status report of Major Projects and Current Works within Parkes Shire Council's Operations Department is tabled to keep Council abreast of projects being undertaken across the Parkes Shire.

ISSUES AND COMMENTARY

This report presents an update on the current major projects within the Parkes Shire being managed or undertaken by Council's Operations Department. The report outlines work that has been carried out over the past month and is provided for the information of Councillors.

The Major Projects and Current Works Report is appended at *Annexure A.*

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

Projects have been allocated funding either from grants or Council funds as provided in the 2024/25 Operational Budget.

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

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

CONCLUSION

The Major Projects and Current Works Report, appended at *Annexure A*, provides Council with a briefing on major projects and works underway within the organisation's Operations Department. It is recommended that Council formally resolve to receive and note the report.

Operations
Major Project & Current Works – September 2025

Peak Hill Baldry Road – Stage 2

Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
October 2026	$7,760,000	$48,355	$969,496	$32,917	$7,760,000

Description of the Project

The project involves widening and overlay of the existing unsealed pavement with bitumen sealing and improvements of longitudinal and cross drainage upgrades and other road safety related issues for approx. This is the next stage of the total project out of the original 15km we have 10.5km length remaining to provide access for Higher Productivity Vehicles.

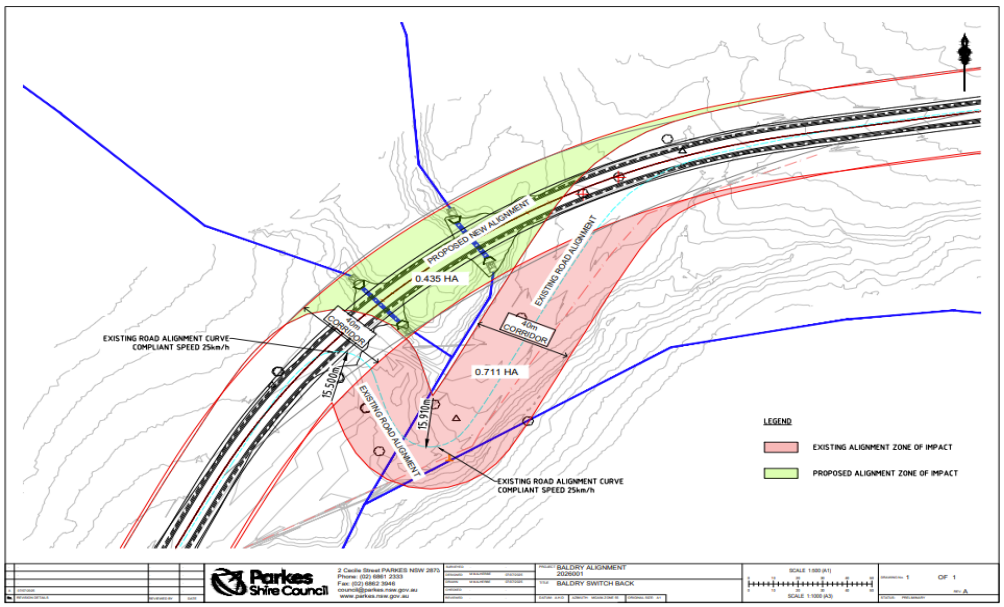
Task Completed

- Stage 2 has progressed with survey verification of the detailed design.
- Design drawings have been prepared to illustrate the proposed road alignment encroachment through the switchback area, supporting ongoing discussions with National Parks.
- Surface works around a large culvert structure have been completed to allow for preloading of the surface, helping to minimise future settlement.

Tasks forecast to be completed (next steps: 1-3 months)

- Council is awaiting feedback from the funding body regarding the requested variation to construct a bridge for the switchback. This variation is intended to enable the construction of an 80 km/h road corridor and ensure the overall safety of the road corridor.
- The start of construction for Baldry Stage 2 has been delayed due to adjustments within the Capital Works Program. Works are now anticipated to commence by the end of September, subject to operational priorities.
- Discussions continue with National Parks regarding the potential land acquisition needed for the switchback alignment.

Progress Photos



Operations
Major Project & Current Works – September 2025





Operations
Major Project & Current Works – September 2025

Realignment and New Bridge at Graddle Creek, The McGrane Way

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
August 2026	$8,143,655	$82,532	$312,444	$2,381,910	$8,143,655

Description of the Project

The works include construction of a bridge with a length of 45m with a width of 9m. The bridge will be constructed of prefabricated concrete sections to be assembled on site.

The bridge will remove the need to cross the creek on a low-level causeway. Road realignment on either side of the bridge will eliminate issues currently caused by the tight dog-leg turn where the crossing is currently located. Unbound granular pavement DGB 20 with 7/14mm seal will be laid 455m to the west of the bridge and 1420m to the east of the bridge. Road width will be 8.5m. AC 14 will be laid for approaches to the bridge. Bridge construction and road realignment confirmed to Australian roads guide and to bridge technology standards.

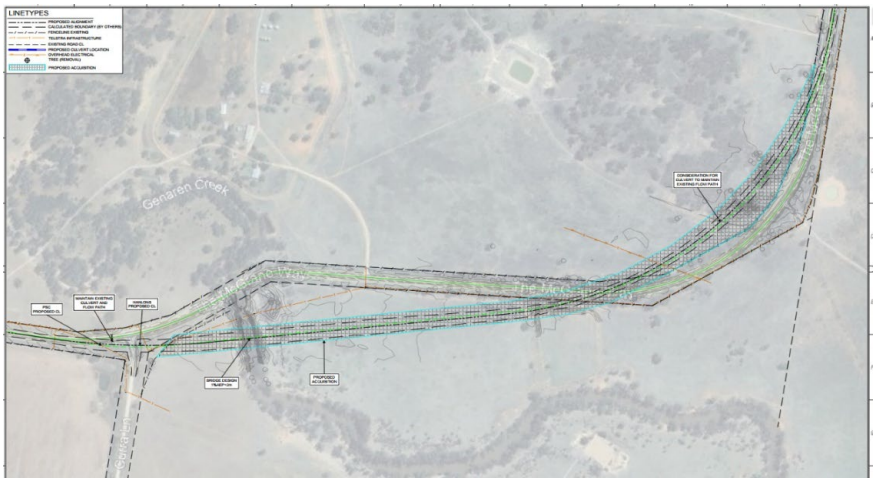
Task Completed (last month)

- Contract for Bridge Design and Construction awarded to Dearnu Pty Ltd
- Contract signed by contractor
- Concept footing design provided and accepted
- Install new boundary fence for new alignment – partial to stockproof paddocks

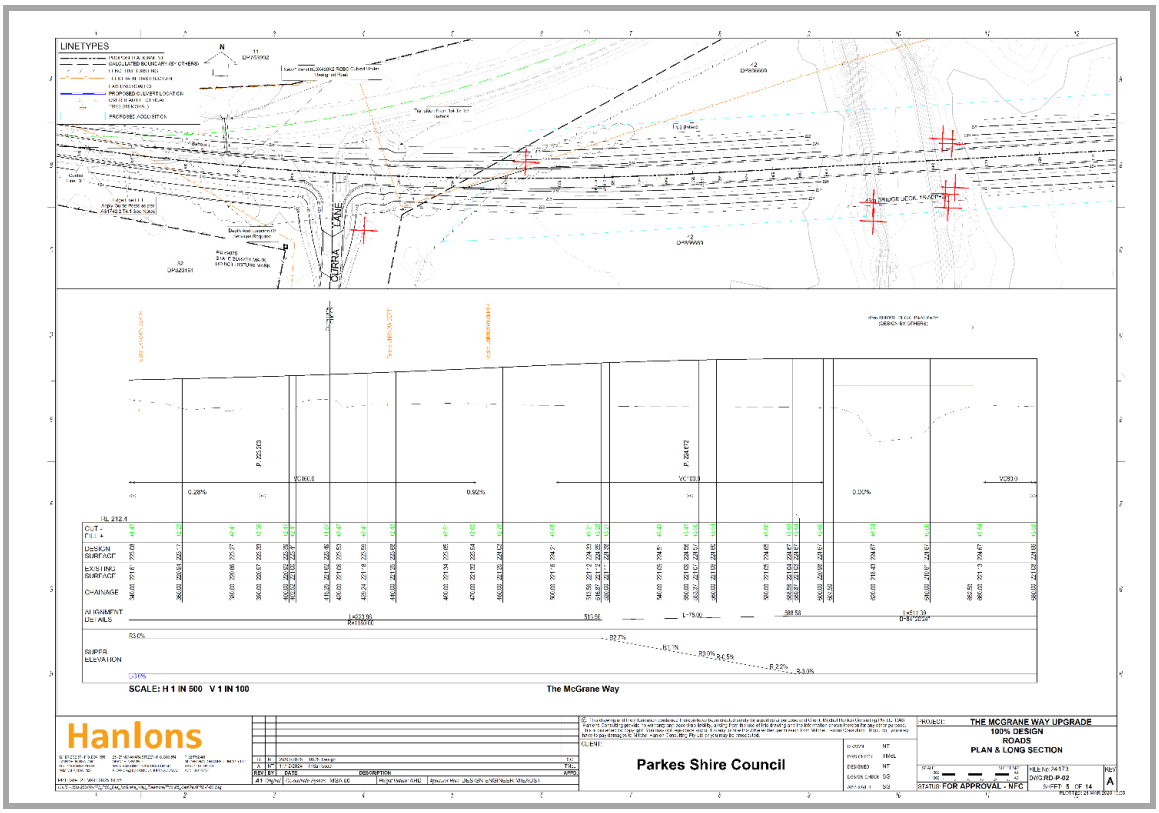
Tasks forecast to be completed (next steps: 1-3 months)

- Sign contract and return executed copy to contractor
- Tree removal in preparation for construction of approaches.
- Construct construction access along western approach to bridge
- Receive draft proposed bridge design
- Approval of proposed bridge design
- Commencement of bridge construction
- Finalisation of land acquisition

Progress Photos



Operations
Major Project & Current Works – September 2025



Operations
Major Project & Current Works – September 2025

New Facility for NSW SES Parkes Unit

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
March 2026	$4,810,530	$171,405	$1,179,483	$2,653,863	$4,810,530

Description of the Project

The existing SES facility in Parkes, situated on the corner of Clarke and Alluvial streets is outdated, undersized for today's demands on the services and was also flood affected in recent natural disasters. The new proposed facility to be situated at lot 4 Boyd Circuit, Parkes will provide the SES the required headquarters to respond to any natural disasters in a timely manner

Task Completed

- Structure- footings, slab and framework
- Off site fabrication of structural steel and light weight frames/ trusses
- Install inground services

Tasks forecast to be completed (next steps: 1-3 months)

- Off site fabrication of main switchboard
- Off site fabrication of windows and doors
- Install light weight frame
- Roofing and cladding
- Rough in of services

Progress Photos



Operations
Major Project & Current Works – September 2025





Operations
Major Project & Current Works – September 2025

Croaker Park Detention Basin

Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
Dec 2025	$1,744,759 (Funded through R4R)	$58,449	$985,327	$577,142	$1,744,759

Description of the Project

This project involves the implementation of key flood mitigation measures aimed at reducing the impact of overland flow within the Parkes Central Business District (CBD), particularly along Main Street. The scope of works includes the following components:

Detention Basin Construction – "Croaker Basin":

- Construction of a new detention basin designed to capture and temporarily store stormwater runoff from the surrounding catchment.
- Integration of the basin with surrounding drainage systems to improve stormwater management capacity.

Surface Drainage Works:

- Construction of surface flow paths to intercept and direct overland flow into Croaker Basin.
- Works will extend to the entry points of North Parkes Oval and Pioneer Oval.
- Reprofiling and reshaping of the access road to Spicer Oval to support redirection of overland flow toward the basin.

These combined works aim to reduce flooding risk, improve public safety, and increase the resilience of Parkes CBD to future storm events.

Task Completed

- Croaker Basin construction completed
- Fill placed at Rose Street

Tasks forecast to be completed (next steps: 1-3 months)

- Hydroseeding at the basin
- Drainage surface works at Croaker basin

Operations
Major Project & Current Works – September 2025

Progress Photos





Operations
Major Project & Current Works – September 2025



Operations
Major Project & Current Works – September 2025

Victoria & Clarinda Street Intersection Upgrade

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/25	$939,485 (Funded through R4R) $325,515 (funded through FAGS)	$55,959	$195,172	$52,120	$1,265,000

Description of the Project

This project involves the implementation of key flood mitigation measures aimed at reducing the impact of overland flow within the Parkes Central Business District (CBD), particularly along Main Street. The scope of works includes the following.

Stormwater Diversion Roadworks – Victoria Street:

- Roadworks along Victoria Street to redirect stormwater away from the Parkes CBD.
- Stormwater will be diverted eastward toward Bogan Street, reducing pressure on existing drainage within the CBD.
- Surface drainage improvements at the intersection of Victoria Street and Currajong Street.
- Additional drainage works at the intersection of Victoria Street and Clarinda Street to support the overall flood mitigation strategy.

These combined works aim to reduce flooding risk, improve public safety, and increase the resilience of Parkes CBD to future storm events.

Task Completed (last month)

- Lowering, replacement and relocation of services within the intersection has been completed
- 250m of kerb and gutter has been completed on the north side of Victoria Street
- Driveway levels has been altered to allow for stormwater overland flow paths to stay within the road corridor, preventing flooding in private property.

Tasks forecast to be completed (next steps: 1-3 months)

- Road surface works at the intersection of Victoria and Clarinda Intersection, reducing the crown of the road to allow for stormwater to be restricted to the road corridor.
- Kerb and gutter works to be completed on the southern side of Victoria Street
- Verge shaping to restrict stormwater overland flow to remain in the road corridor, reducing the impact to private property

Operations
Major Project & Current Works – September 2025

Progress Photos





Operations
Major Project & Current Works – September 2025

Enabling Infrastructure for New Housing Development - Stage 1 Rose Street Parkes

Due Date	Approved Budget	Expenditure This Month	Total Expenditure To Date	Outstanding Commitments	Estimated Total When Works Complete
Dec 2025	$1,500,000	$27,368	$412,798	$348,502	$1,500,000

Description Of The Project

Stage 1 Current Project (Lots 12-15 and 26-30)

Deliver 9 lots on the with the existing infrastructure in the area along the frontages of rose street and Ainsworth Street

- Obtain da mod for stage 1 of the subdivision (lots 12-15 and 26-30)
- Complete detailed design and obtain subdivision works certificate
- Construct the OSD for the full subdivision if funding permits
- Upgrade any sewer or potable water to services for the all the lots
- Construct other utilities required e.g. power, lighting, NBN and inter-allotment drainage for stage 1
- Construct other retaining walls/ swales in future stages to direct flows to the OSD
- Construct footpaths and landscaping in accordance with urban design plan

Stage 2 – Future Works (Lots 1-11 and 16-21)

- Construct the new roads and infrastructure
- Construct remaining utilities to service the lots e.g. power, lighting, sewer, water, NBN and inter-allotment drainage
- Construct remaining retaining walls for stage 2
- Earthworks for remaining lots
- Footpaths and landscaping

Task Completed (Last Month)

- Resolve to select a retaining wall system- Redi Rock RFT electrical
- Issue electrical design to EE for approval- Certified
- Finalise IFC and SWC Plans
- Release Civil Construction Tender to open market
- Import of fill for stage 1 completed

Tasks Forecast To Be Completed (Next Steps: 1-3 Months)

- Refine draft construction program
- Complete casting of redi rock wall system
- Assess tenders, select contractors and execute the contract
- Commence civil works

Operations
Major Project & Current Works – September 2025

Progress Photos





Operations
Major Project & Current Works – September 2025



Operations
Major Project & Current Works – September 2025

Bogan Road Upgrade – Remote Roads Pilot Program

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
Dec 2025	$3,986,000	$177,323	$3,092,544	$424,907	$3,986,000

Description of the Project

Extension of seal for approximately 4kms including horizontal and vertical alignment improvements, upgrade of 3 causeways to improve freight efficiency and HML access and resheet 16kms unsealed road to improve drainage, horizontal and vertical alignment and pavement profile.

Task Completed (last month)

- Causeway to be built over 3 cell culverts

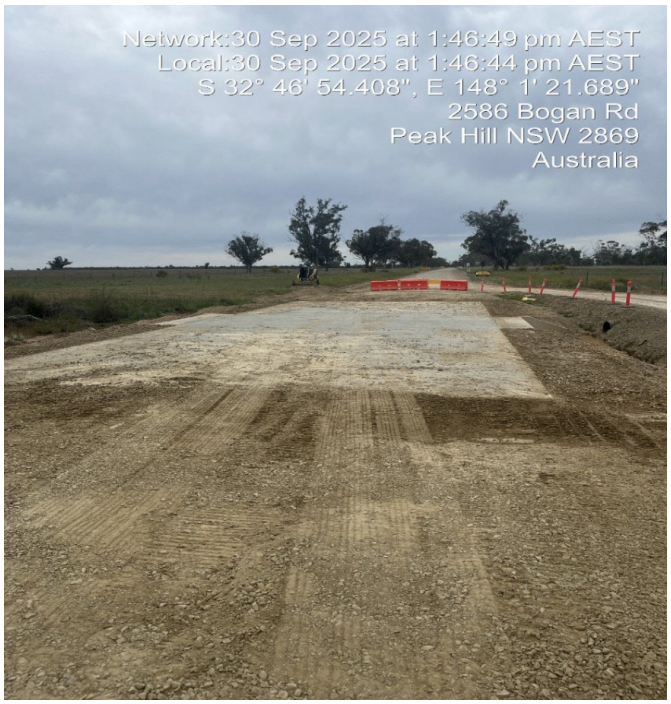
Tasks forecast to be completed (next steps: 1-3 months)

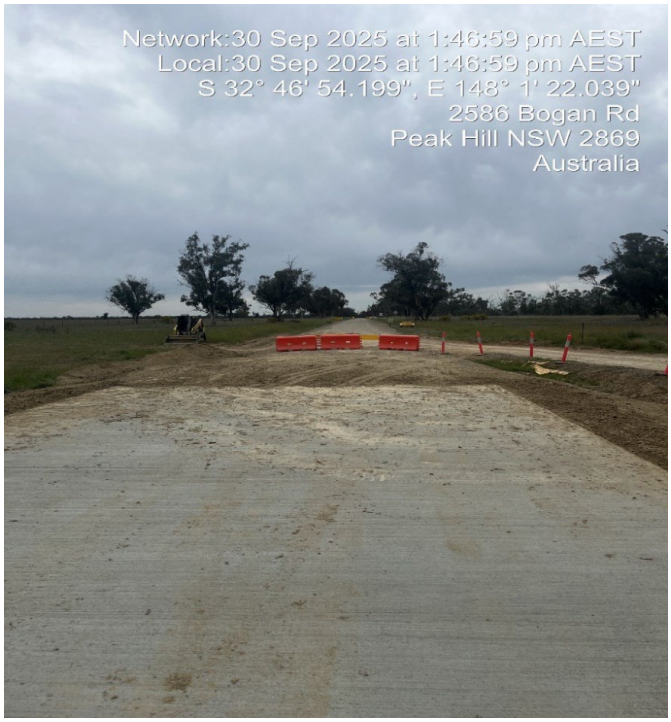
- Seal the approaches to the bridge
- Re-sheeting on remainder 4km
- Table drain surface works

Progress Photos



Operations
Major Project & Current Works – September 2025





16.2 TRANSFER OF CROWN ROADS TO COUNCIL

IP&R Linkage: **Pillar:** Economy

Goal: Our economy is supported by well-planned and safe transport infastructure

Strategy: Ensure local and regional roads are safe, well-constructed and maintained.

Author: **Taylah Burt, Business Support Officer**

Authoriser: **Logan Hignett, Director Operations**

Annexures:

A. **Map of Coleman Road, Parkes (adjacent to Lot 545 DP 750152 & Lot 1147 DP 823428)** ⇩
B. **Map of Lagoon Street, Bogan Gate (adjacent to Lots 17, 18, 23 & 27 DP 752095)** ⇩
C. **Letter from Department of Planning, Housing and Infrastructure dated 21 July 2025 regarding transfer of Crown Roads, Bogan Gate** ⇩

RECOMMENDATION

That:

1. Council endorses the transfer of the following Crown Roads to Parkes Shire Council ownership:
   - Part Coleman Road north of Reymond Road, Parkes, adjacent to Lot 545 DP 750152 and Lot 1147 DP 823428.
   - Lagoon Street north of Bogan Street, Bogan Gate, adjacent to Lots 17, 18, 23, and 27 DP 752095.

BACKGROUND

Coleman Road, Parkes

Part Coleman Road north of Reymond Road, Parkes, adjacent to Lot 545 DP 750152 and Lot 1147 DP 823428 (refer to Annexures for maps).

The proposed transfer of this section of Crown Road to Council ownership is required to facilitate essential drainage works along Coleman Road. As part of these works, stormwater discharge will be directed towards land currently under Crown tenure. Transferring this land to Council will enable appropriate management, maintenance, and operation of the required drainage infrastructure, ensuring effective stormwater management and public safety.

Lagoon Street, Bogan Gate

Lagoon Street north of Bogan Street, Bogan Gate, adjacent to Lots 17, 18, 23, and 27 DP 752095 (refer to Annexures for maps).

Council has received correspondence dated 21 July 2025 from the Department of Planning, Housing and Infrastructure requesting the transfer of Crown Roads at Bogan Gate to Council. This transfer will formalise Council's responsibility for the management and maintenance of these sections of road reserve, aligning with existing operational practices and supporting future infrastructure planning.

ISSUES AND COMMENTARY

The transfer of the Crown Roads is necessary to enable effective infrastructure management. For Coleman Road, the transfer facilitates essential drainage works, while for Lagoon Street, it clarifies Council's maintenance responsibilities. The transfers are consistent with Council's obligations for local infrastructure management, and there are no known objections or impediments.

LEGISLATIVE AND POLICY CONTEXT

The transfer is governed by Section 150 of the Roads Act 1993, which allows Crown roads to be transferred to local councils for management and maintenance. The transfer aligns with Council's statutory obligations and supports proper operation and maintenance of road and drainage assets.

FINANCIAL IMPLICATIONS

The transfer of these Crown Roads to Council is governed by Section 150 of the Roads Act 1993. There are no immediate financial costs to Council associated with the transfer; however, Council will assume responsibility for the ongoing management, maintenance, and operation of the roads.

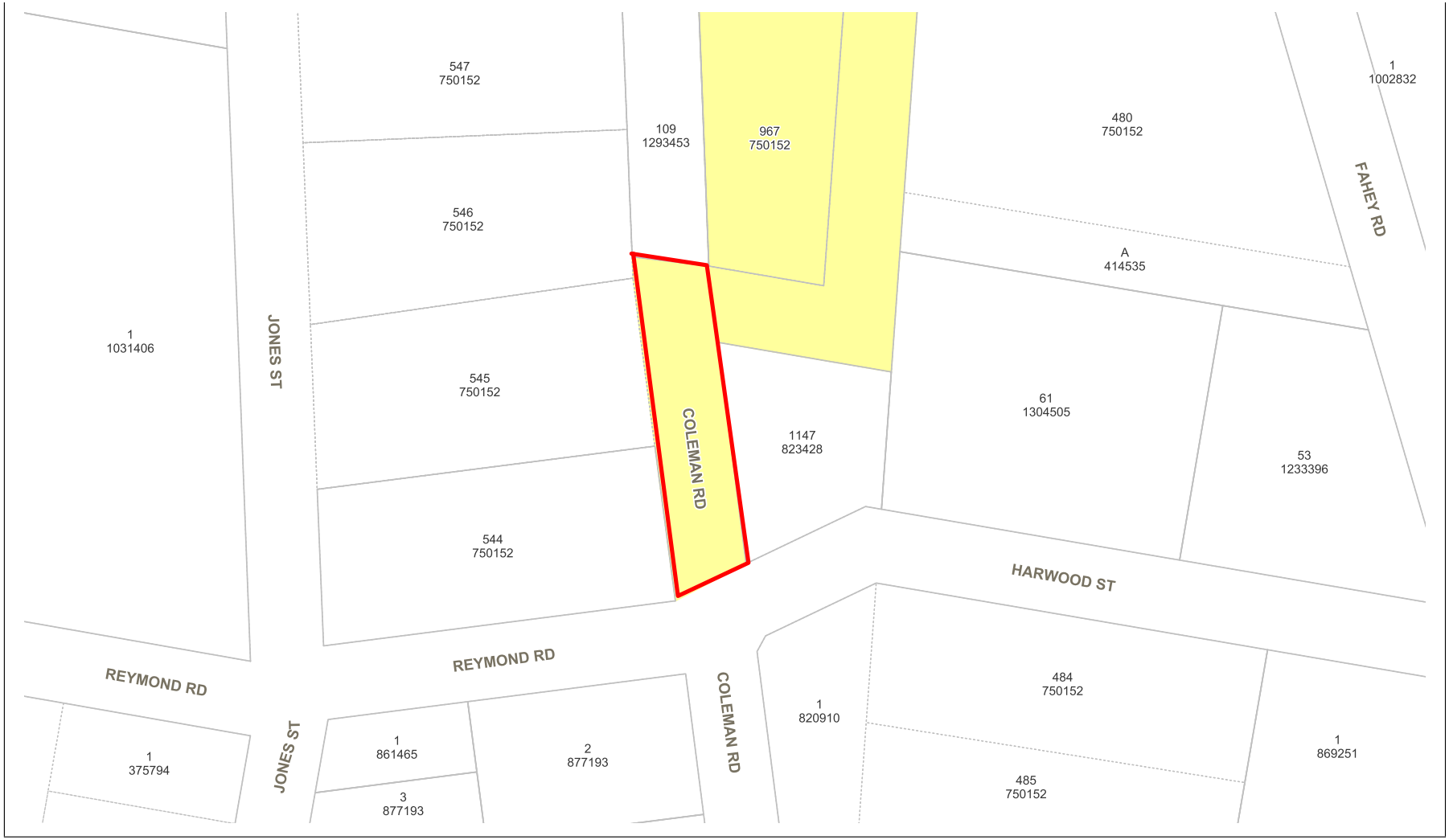
RISK IMPLICATIONS

Transferring Crown roads to council management provides several key advantages. Local accountability and responsiveness are improved, as councils typically have a better understanding of local conditions and community needs. This localised control enables tailored maintenance and improvement initiatives that directly address the area's priorities.

Furthermore, many existing council services, such as water and sewer infrastructure, are located within the road corridor. Owning the corridor provides unfettered access to these critical assets, allowing for more effective coordination of maintenance and upgrades.

COMMUNITY CONSULTATION

There are no community consultation requirements associated with the proposed transfer of these Crown Roads to Council.



Parkes Shire Council
PO Box 337
2 Cecile Street
PARKES NSW 2870
Telephone: 02 6861 2333
Fax: 02 6862 3946

Important Notice!
This map is not a precise survey document. Accurate locations can only be determined by a survey on the ground.
This information has been prepared for Council's internal purposes and for no other purpose. No statement is made about the accuracy or suitability of the information for use for any purpose (whether the purpose has been notified to Council or not). While every care is taken to ensure the accuracy of this data, neither the Parkes Shire Council nor the LPI makes any representations or warranties about its accuracy, reliability, completeness or suitability for any particular purpose and disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages (including indirect or consequential damage) and costs which you might incur as a result of the data being inaccurate or incomplete in any way and for any reason.
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Date: 16/10/2025
Drawn By: Taylah Burt

Map Scale: 1:1418 at A4



Parkes Shire Council
PO Box 337
2 Cecile Street
PARKES NSW 2870
Telephone: 02 6861 2333
Fax: 02 6862 3946

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Projection: GDA2020 / MGA zone 55

Date: 16/10/2025

Drawn By: Taylah Burt

Map Scale: 1:3537 at A4

Department of Planning, Housing and Infrastructure

NSW GOVERNMENT

Mr Kent Boyd
General Manager
Parkes Shire Council
PO Box 337
PARKES NSW 2870
Via email only: kent.boyd@parkes.nsw.gov.au cc'd: council@parkes.nsw.gov.au

Our ref: DOC25/139908

21 July 2025

Subject: Transfer of Crown roads, Bogan Gate

Dear Mr Kent,

The Department of Planning, Housing and Infrastructure – Crown Lands (the Department) has received representations from Ms Susan Charlton concerning access to her property being Lot 7 Section 4 DP 758125, located at 84 Bogan Street, Bogan Gate.

Ms Charlton has been in contact with the Department seeking that maintenance works be undertaken to Crown roads that provide access to her property. Ms Charlton advised that she originally raised her query with Council and was informed that the roads in question are mostly Crown roads.

Upon investigation of Crown roads in Bogan Gate, it is identified that several Crown roads form part of the local road network with residences relying on these Crown roads to access properties. The roads are formed and provide legal, practical access to these properties (*see Diagram A below*). The Department cannot locate any records of being referenced regarding the developments undertaken on these properties. If referenced, the Department would have informed Council of the requirement to transfer the roads to Council control prior to any works being undertaken.

Roads that service Council approved developments or residences owned by rate payers within the Parkes LGA should be transferred pursuant to Section 152(1) of the *Roads Act 1993*. This legitimately places Council in a position to manage the roads in accordance with the requirements of Development Consents it has issued and is consistent with Department's policy for road transfers. Accordingly, the Department seeks Council's concurrence to transfer those sections of Crown roads shown in yellow outline on the attached 'Diagram A.'

The Department looks forward to receiving Council's reply by Monday, 15 September 2025 to facilitate notification of the agreed transfer. Should Council disagree, the Department awaits Council's response as to the compelling reasons why transfer should not occur.

4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150
Locked Bag 5022, Parramatta NSW 2124
www.dphi.nsw.gov.au

Department of Planning, Housing and Infrastructure

NSW GOVERNMENT

I have asked Mrs Vicky Lyons, Group Leader- Property Management be available to discuss this matter, should Council have any further questions. Mrs Lyons can be contacted on 0429 156 720 (phone) or at vicky.lyons@crownland.nsw.gov.au (email).

Yours sincerely,

[redacted]

Sharon Hawke
Director Regional Operations West
DPHI – Crown Lands

Department of Planning, Housing and Infrastructure

NSW GOVERNMENT

Attachment A: Map of roads to transfer to Parkes Shire Council (yellow outline)



17 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES

17.1 (DCPS) QUARTERLY RANGERS REPORT JULY TO SEPTEMBER 2025

IP&R Linkage: **Pillar:** Community

Goal: Our community is safe, active and healthy.

Strategy: Provide and support effective regulatory, compliance and enforcement services.

Author: **Georgia Smith, Administration Officer**

Authoriser: **Annalise Teale, Director Planning and Community Services**

Annexures: **Nil**

RECOMMENDATION

That:

1. The report be noted.

BACKGROUND

Council responsibilities carried out by Ranger staff have been discharged effectively during the quarter. An overview of the activities carried out by the Rangers is provided for Council's information.

ISSUES AND COMMENTARY

There has been a notable rise in the number of animals impounded, particularly dogs and roaming livestock (including sheep). The increase in animal intake has placed pressure on available pound capacity and staff time, especially in managing unclaimed animals and organising veterinary care or rehoming. Extended holding times due to delays in reclaim or surrender also contribute to resource strain.

LEGISLATIVE AND POLICY CONTEXT

Ranger activities are undertaken in accordance with a range of legislative frameworks and Council adopted policies. These provide the legal authority for enforcement actions, compliance monitoring, and community education initiatives. Key legislation includes: Companions Animals Act, 1998, Local Government Act, 1993 and Public Spaces (Unattended Property) Act 2021.

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

Ranger services play a critical role in protecting public safety, maintaining amenity, and ensuring compliance with legislative requirements. The following risks should be considered in relation to this report: Public Safety, Environmental, Operational and Workforce, and Legal and Compliance.

COMMUNITY CONSULTATION

Companion Animals Act

The table provides a breakdown of the companion animal impounding activities over the quarter, noting that some animals seized in this quarter may be released in the following quarter.

DOGS	Parkes	Peak Hill	Tullamore	Trundle	Bogan Gate	Alectown	Cookamidgera	TOTAL
Seized	36	2	1					39
Dumped at Pound	25							25
Surrendered by owner	2							2
Released to owner	14		1					15
Euthanised	5							5
Sold	2							2
Released for rehoming	35							35
Died at Pound								
Stolen/escaped								
Holding pending Court								
Still in Pound	3	2						5

CATS								
	Parkes	Peak Hill	Tullamore	Trundle	Bogan Gate	Alectown	Cookamidgera	TOTAL
Seized	2							2
Dumped at Pound	44							44
Surrendered by owner								
Released to owner	2							2
Euthanised	2							2
Sold								
Released for rehoming	36							36
Died at Pound	3							3
Stolen/escaped	3							3
Holding pending Court								
Still in Pound								

The table provides a breakdown of the large animal impounding activities over the quarter.

Impounding Act

Area Impounded								
	Parkes	Peak Hill	Tullamore	Trundle	Bogan Gate	Alectown	Cookamidgera	Disposal Method
Cattle								
Sheep								
Horses								
Trolleys	5							Tip

Shire Patrols Program

Small towns are regularly patrolled including both scheduled patrols and response to complaint actions.

The table provides a breakdown of small town patrols during the quarter.

Small Towns Patrolled								
	Yarrabandai	Peak Hill	Tullamore	Trundle	Bogan Gate	Alectown	Cookamidgera	Gunningbland
Number of Patrols	4	20	3	5	10	20	5	8
Approx. kms travelled	464	2320	600	830	960	1160	260	520

Parking

Parking patrols focussing on safety issue such as no stopping and school zones have been conducted during the period.

The table provides an overview of the patrols and Penalty Infringement Notices issued during the quarter.

Parking Patrol Parkes	
Full Day Patrols CBD & Disabled	
Random Number of Patrols CBD & Disabled	10
Number of Patrols School Zones	10
Number of Penalty Infringement Notices Issued	
Number of Court Appeals	

Overgrown Untidy Block Program

The table provides an overview of the complaints received during the quarter.

Overgrown/Untidy Blocks Program								
	Parkes	Peak Hill	Tullamore	Trundle	Bogan Gate	Alectown	Cookamidgera	Gunningbland
Number of Complaints Received	6		2					
Number of Patrols and Monitoring of blocks (including previous complaints)	16		4					
Number of Blocks Mown during quarter	3		0					

Attachments

Nil.

Parkes Sports Council

In response to concerns raised by Parkes Sports Council, Council's rangers have been undertaking additional patrols, supported by a social media campaign to discourage dogs on sporting ovals.

At the latest Parkes Sports Council meeting held 10 June 2025 it was resolved that:

- The feasibility and requirements for closing certain sporting fields to dogs be investigated. This includes Harrison-Parker-stone, Cheney & Woodward Fields in Parkes and potentially Peak Hill Sporting Field, Lindner Oval, for inclusion in a proposed ban on dogs at these sites. A proposed solution is to be taken to the Parkes Sports Council for consideration.
- A staged approach to the implementation of the plan is recommended. This would include:
    1. Development and adoption of the plan.
    2. Community education and warnings issued for violations of existing bylaws.
    3. Introduction of fines following an initial education period.
    4. Ongoing review in consultation with sporting groups.
- Feedback be provided to Ranger Services that a staged approach should be used when implementing any proposed changes related to the exclusion of dogs from sporting fields.

Responsible Dog Ownership Promotion

Council Rangers have recently installed signage to remind residents of their obligation to clean up after their dogs while using parks and sporting fields. Signage has been installed at the following locations:

- Cooke Park
- Keast Park
- Pioneer Oval
- Harrison Park
- Woodward Oval
- Cheney Park
- Memorial Hill
- Bushman's Dam off leash area
- Bushman Street off Leash Area

Rangers have also increased and will continue to monitor these areas to enforce compliance with the Companion Animals Act.



Figure 1: Spicer Oval



Figure 2: Kelly Reserve Dog park



Figure 3: Keast Park



Figure 4: Harrison Park



Figure 5: McGlynn Park

17.2 UPDATE REPORT - DOGS ON SPORTING FIELDS

IP&R Linkage: **Pillar:** Community

Goal: Our community is safe, active and healthy.

Strategy: Provide and support effective regulatory, compliance and enforcement services.

Author: **Scott Brakenridge, Executive Manager Planning and Certification**

Authoriser: **Scott Brakenridge, Executive Manager Planning and Certification**

Annexures: **Nil**

RECOMMENDATION

That Council:

1. Receive and note the update report on the management of dogs on sporting fields.

BACKGROUND

Council has previously resolved to increase Ranger patrols at sporting fields and promotion around responsible dog ownership following concerns raised by the Parkes Sports Council in relation to an increased amount of dog waste being left at some sporting fields.

Consideration was also given to banning dogs on sporting fields and at the Parkes Sports Council meeting held 10 June 2025 it was resolved that:

- The feasibility and requirements for closing certain sporting fields to dogs be investigated. This includes Harrison-Parker-stone, Cheney & Woodward Fields in Parkes and potentially Peak Hill Sporting Field, Lindner Oval, for inclusion in a proposed ban on dogs at these sites. A proposed solution is to be taken to the Parkes Sports Council for consideration.
- A staged approach to the implementation of the plan is recommended. This would include:
    1. Development and adoption of the plan.
    2. Community education and warnings issued for violations of existing bylaws.
    3. Introduction of fines following an initial education period.
    4. Ongoing review in consultation with sporting groups.
- Feedback be provided to Ranger Services that a staged approach should be used when implementing any proposed changes related to the exclusion of dogs from sporting fields.

ISSUES AND COMMENTARY

Council Rangers have increased patrols at the following sporting venues:

- Harrison Park
- Keast Park
- Woodward Oval
- Cheney Park

Patrols have also been carried out randomly to include early mornings, during business hours, evenings and of a weekend. During these patrols, the Rangers have on a few occasions found dogs being exercised without a lead, however, there has been no occasions where the Rangers

have witnessed dog owners not collecting their dog waste. Warnings were given to the owners of dogs without a lead.

The Rangers have also been promoting responsible dog ownership by handing out waste bags to dog owners and signage has now also been installed at several sporting fields and popular dog exercise locations.

Council Rangers will continue to monitor and patrol sporting venues and with the introduction of daylight savings and the increased sunlight of an evening, additional patrols will also be carried out of an evening to enforce compliance with the Companion Animals Act.

LEGISLATIVE AND POLICY CONTEXT

Companion Animals Act 1998 (NSW)

- **Section 14(2)** prohibits dogs from entering certain public places, including **Sporting fields** *but only if the Council has ordered so*.
- **Section 13** requires dogs to be under **effective control** in public places, typically by leash.
- **Section 20** – Dogs Defecating in Public Place:
    - Requires the owner or person in charge of a dog (aged 16 or over) to immediately remove and properly dispose of faeces deposited by the dog in a public place.
- **Sections 33–36** empower Council to issue **nuisance orders** for dogs that repeatedly cause disturbances, including chasing people or animals or defecating in public areas.

Local Government Act 1993 (NSW)

- Provides Council with authority to manage public land and enforce local orders policies.
- Enables the appointment of authorised officers (rangers) to enforce relevant legislation.

Council Policy and Enforcement

- Council may adopt or amend a **Local Orders Policy** under Section 159 of the Local Government Act to:
    - Prohibit dogs from sporting fields during scheduled use.
    - Designate off-leash areas and install appropriate signage.
    - Establish enforcement protocols for ranger patrols and complaint response.

Operational Considerations

- Council rangers are authorised to:
    - Issue **penalty infringement notices** for breaches of the Companion Animals Act.
    - Investigate complaints and issue **nuisance orders**.
    - Seize dogs under certain conditions (e.g. aggressive behaviour, roaming).

FINANCIAL IMPLICATIONS

The cost of the additional Ranger patrols was met by the existing operational budget.

RISK IMPLICATIONS

Dogs on sporting fields may pose risks to players and spectators, including physical injury from dog interactions and health hazards from dog faeces on playing surfaces.

Enforcement activity supports safe and hygienic use of public recreational assets.

COMMUNITY CONSULTATION

A communications plan has also been implemented and will continue for a 6-month period which will include social media posts, newspaper and radio adverts. Council's website will also be updated to incorporate further information on responsible pet ownership.

17.3 SEPTEMBER 2025 BUILDING STATISTICS UPDATE

IP&R Linkage: **Pillar:** Environment

Goal: Our built environment is functional, sustainable and meets the needs of our growing community.

Strategy: Manage our built environment in line with the Local Environmental Plan (LEP) and relevant legislation.

Author: **Cordelia Moon, Development-Certificates Coordinator**

Authoriser: **Scott Brakenridge, Executive Manager Planning and Certification**

Annexures: **Nil**

RECOMMENDATION

That Council:

1. Receive and note the September 2025 Building Statistics Report.

BACKGROUND

The Building Statistics Report is furnished to Council on a monthly basis and provides a snapshot of development activity in the Shire during that period.

ISSUES AND COMMENTARY

During the month of September 2025 there were twelve (12) Development Applications received totalling $6,019,522.89 and eight (8) consents were issued. There were three (3) Complying Development Certificates received totalling $816,055.00 and one (1) Private Certifier Complying Development Certificate totalling $0.00. One (1) Private Certifier consent was issued.

The figures shown *Table 1* below are for Development Applications received during September 2025 with respect to the specified building types and a comparison to the September 2024 figures.

Table 1: Development Applications				
Development Category	September 2025		September 2024	
	No.	Estimated Value	No.	Estimated Value
Commercial	1	$1,789,153.00	-	-
Community Facilities	-	-	-	-
Industrial	1	$36,497.90	1	$434,500.00
Infrastructure	-	-	-	-
Tourist Development	1	$2,020,700.00	-	-
Single Dwelling-house	2	$1,164,184.52	3	$322,700.00
Residential Alterations and Additions inc. ancillary / outbuildings	6	$788,987.47	3	$210,691.00
Residential Other	-	-	-	-
Multi-Residential	-	-	-	-
Seniors Living	-	-	-	-
Subdivision only	-	-	-	-
Secondary Dwelling	-	-	-	-
Other inc. demolition, earthworks, advertising structure	1	$220,000.00	-	-
Mixed Development	-	-	-	-
Totals	**12**	**$6,019,522.89**	**7**	**$967,891.00**
FYTD Totals	**31**	**$8,019,487.77**	**29**	**$4,145,253.49**

Table 2, below, lists the Development Consents that were issued in the month of September 2025.

Table 2: Development Consents		
Application No.	**Address**	**Description**
DA2025/0048	7 Melbourne Street, PARKES	Part Demolition and Alterations & Additions to Dwelling and Erection of New Structure - Shed
DA2025/0049	2 Want Street, PARKES	Demolition and Erection of a New Structure - Shed
DA2025/0050	46 Deep Lead Road, PARKES	Erection of a new Structure - Shed and Rainwater Tanks
DA2025/0052	5 Gobondery Street, TRUNDLE	Erection of a New Structure - Shed
DA2025/0053	298-302 Clarinda Street, PARKES	Alterations to Commercial Premises - Internal Fit Out
DA2025/0054	52-58 Coronation Avenue, PARKES	Swimming Pool & Child Restraint Barrier
DA2025/0055	20 Cecile Street, PARKES	Alterations or Additions to Existing Dwelling
DA2025/0062	52 Old Pines Road, PARKES	Erection of a New Structure - Shed

The figures shown in *Table 3*, below, are for Complying Development Certificates received during September 2025 with respect to the specified building types and a comparison to the September 2024 figures.

Table 3: Complying Development Certificates				
Development Category	September 2025		September 2024	
	No.	Estimated Value	No.	Estimated Value
Commercial	-	-	-	-
Community Facilities	-	-	-	-
Industrial	-	-	-	-
Infrastructure	-	-	-	-
Tourist Development	-	-	-	-
Single Dwelling-house	1	$715,000.00	-	-
Residential Alterations and Additions inc. ancillary / outbuildings	2	$46,055.00	-	-
Residential Other			-	-
Multi-Residential	-	-	-	-
Seniors Living	-	-	-	-
Subdivision only	-	-	-	-
Secondary Dwelling	-	-	-	-
Other inc. demolition, earthworks, advertising structure	1	$55,000.00	-	-
Totals	4	$816,055.00	0	$0.00
FYTD Totals	8	$5,545,756.00	2	$97,031.09

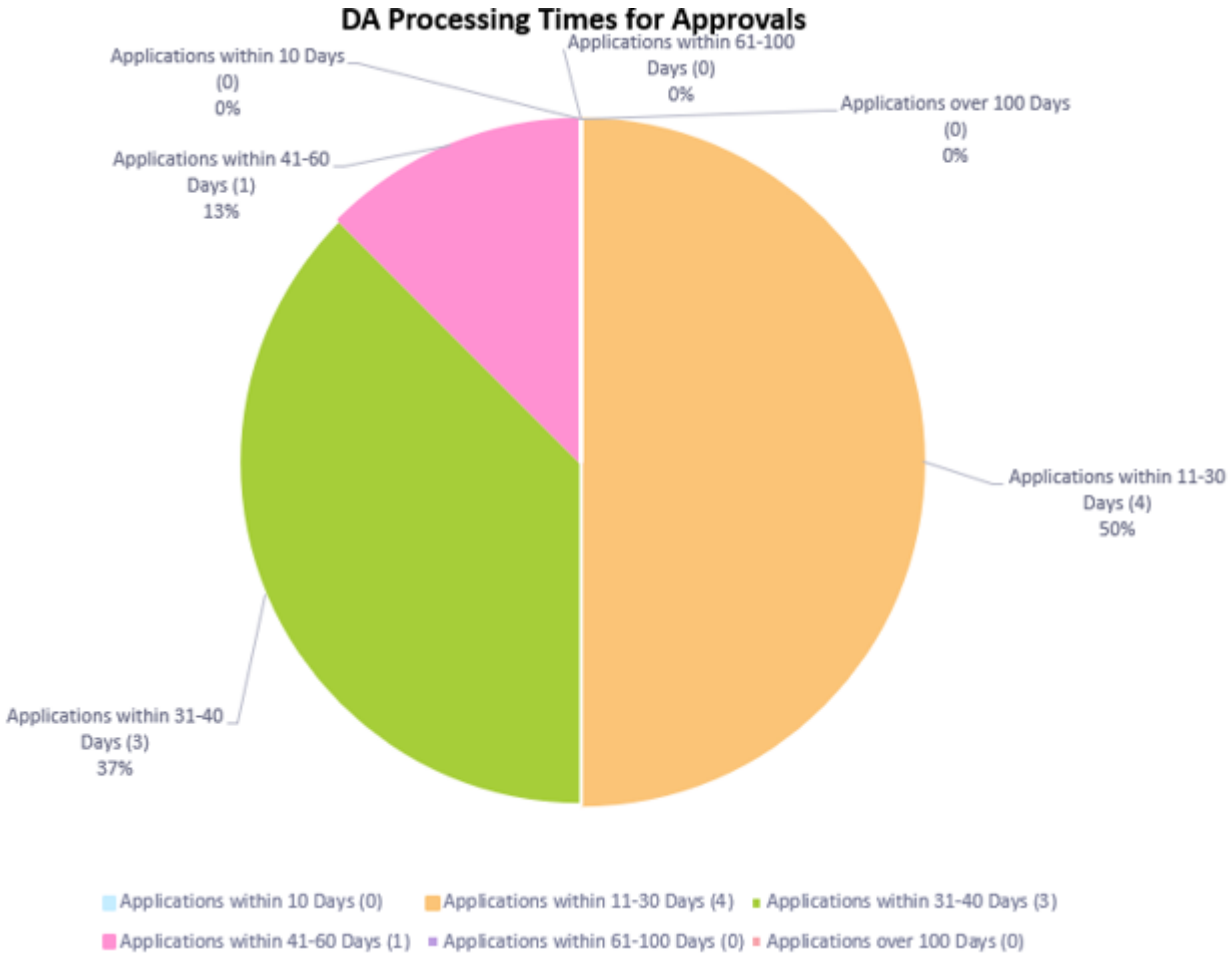
Table 4, below, provides a list of Complying Development Certificates which were issued in the month of September 2025.

Table 4: Complying Development Certificates			
Application No.	Address	Description	Certifying Authority
CDC2025/0019	15 Glengowrie Close, PARKES	Swimming pool or spa pool and child-resist barrier	Private

DA Processing Times for Approvals

The information shown in the pie chart below is Development Application approvals issued for the period 1 September 2025 to 30 September 2025. It should be noted that a total eight (8) Development Applications have been approved with an average of 28.17 days.

The average timeframe in which the internal referrals to the Technical Services and/or Infrastructure Departments were completed was 14.09 days.



Activation Precinct Certificate Determinations

There were no new Activation Precinct Certificate determinations.

LEGISLATIVE AND POLICY CONTEXT

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

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

Where a Development Application or Modification Development Application is required to be publicly exhibited, the application was made available for inspection at the Parkes Shire Council Administration Centre commencing from the date on which the public notice was placed in the local newspaper. The application was also included on the Parkes Shire Council website.

For Development Applications requiring neighbour notification, written notification of the proposed development was provided to the owner(s) of land immediately adjoining or adjacent to the subject land (as shown on Council's Property and Rating System at the time of notification) including land

that is separated from the subject land by watercourse, road, pathway, driveway, railway or similar thoroughfare.

Where more than one person is listed as the owner, written notification to one of the owners, is taken to be a notice to all of the registered owners.

CONCLUSION

During the month of September 2025 there were twelve (12) Development Applications received totalling $6,019,522.89 and eight (8) consents were issued. There were three (3) Complying Development Certificates received totalling $816,055.00 and one (1) Private Certifier Complying Development Certificate totalling $0.00. One (1) Private Certifier consent was issued.

Parkes Shire Council

Development Activity Report

September 2025

Development Applications and Complying Development Certificates lodged and approved in the Parkes Shire.

LODGED

12 Development Applications

4 Complying Development Certificates

DETERMINED

8 Development Applications

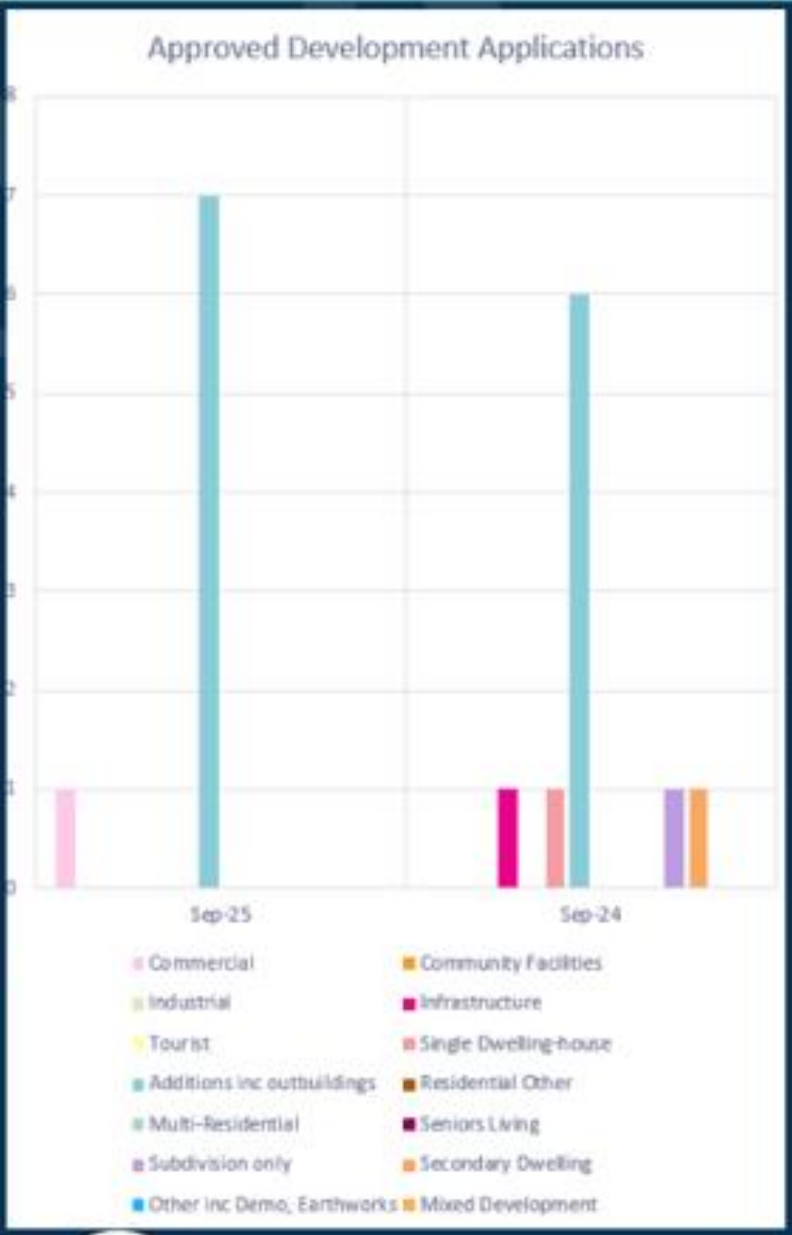
0 Complying Development Certificates

1 Private Certifier Complying Development Certificates

AVERAGE DEVELOPMENT APPLICATION PROCESSING TIME

THIS MONTH

28.17



VALUE OF APPLICATIONS RECEIVED

$6,835,577.89

18 NOTICES OF MOTION/QUESTIONS WITH NOTICE

18.1 NOTICE TO ALTER OR RESCIND RESOLUTION OCM 331/25 - OPERATING HOURS - PEAK HILL MEMORIAL POOL.

Councillor: **Cr Joy Paddison**

Annexures: **A. Item 16.3 - 16 September 2025 Operating Hours - Peak Hill Pool** ⇩

MOTION

That Council:

1. Rescind resolution **[OCM 331/25]** regarding Item 16.3 from the Ordinary Council meeting held on 16 September 2025, which was "That Council, having considered the submissions received, resolve to retain the current operating hours for Peak Hill Memorial Pool for the 2025/2026 season.″
2. Further consider the operator's proposal and community feedback, and endorse the following operating hours for the Peak Hill Memorial Pool for the 2025/2026 season as follows:

   Total contract hours: 38

   Operating times:

   Monday 1 Hour for aquatic aerobics (at no cost)

   Wednesday 12 pm to 7 pm (7)

   Thursday 12 pm to 7pm (7)

   Friday 12pm to 7pm (7)

   Saturday 10.30am to 7pm (8.5)

   Sunday 10.30am to 7pm (8.5)

   Total operating hours: 39
3. Note the pool operator has agreed to open the facility on Monday mornings to accommodate the existing Aqua Aerobics program, with lifeguard supervision provided at no additional cost to Council.
4. Advise the pool operator accordingly and update public information materials to reflect the endorsed hours.

BACKGROUND

At the Ordinary Council Meeting held on 26 November 2024, Council considered **Item 16.3 – Operating Hours – Peak Hill Memorial Pool.** The original report is included for reference at Annexure B.

Following the meeting, Councillors Paddison, McGrath and Wilson submitted a letter requesting that the original decision be rescinded. They had received feedback that the Operator had held further discussions and has agreed to include an additional hour of operation on a Monday to accommodate the Aqua Aerobics program at no additional cost.

OFFICER'S COMMENT

Author: **Kent Boyd PSM, General Manager**

Commentary:

The notice to alter or rescind a motion was received in accord with section 17.6 of the Code of Meeting practice.

16.3 OPERATING HOURS - PEAK HILL MEMORIAL POOL

IP&R Linkage: **Pillar:** Community

Goal: Our community is safe, active and healthy.

Strategy: Enhance recreation and culture, provide sport, recreation and play space facilities that encourage participation, connection and support for healthy and wellbeing lifestyles.

Author: **Sue McGrath, Business Support Coordinator**

Authoriser: **Logan Hignett, Director Operations**

Annexures: **A. Peak Hill Memorial Pool - Proposed Operating Hours**

RECOMMENDATION

That:

1. Council, having considered the submissions received, resolve to retain the current operating hours for Peak Hill Memorial Pool for the 2025/2026 season.

BACKGROUND

At Councils Extraordinary Council Meeting held on 5 August 2025 the following was tabled:

Variation No.	Proposed Variation	Summary	Officer Recommendation
2	**Amend Peak Hill Pool Operating Hours**	Align Peak Hill pool hours with Trundle: a) Wed–Fri: 1:00pm–7:00pm b) Sat–Sun: 11:00am–7:00pm c) Closed: Christmas Day & Good Friday	**Support conditional on community consultation** – changes may impact service accessibility and require public input.

ISSUES AND COMMENTARY

Council went out for public consultation from the 28 August to the 10 September 2025, proposing to amend the operating hours for the Peak Hill Memorial Pool.

Operating Hours – Peak Hill Memorial Pool

Total Submission is 12

Submissions	Support	Against	Comments
12	0	12	Community comments attached to the report

Below is a summary of the community comments for the operating hours to the Peak Hill Memorial Pool

1. Limited Local Facilities and Equity with Parkes

(a) Residents emphasised that Peak Hill has very few recreational outlets for children, youth, and families. The swimming pool is considered a vital facility, particularly in summer.

(b) Concerns were raised that Parkes has received significant recreational upgrades in recent years (e.g., water parks, playgrounds), whereas Peak Hill has not.

(c) Many community members believe Peak Hill pool should have operating hours equal to or better than Parkes pool, given both communities are within the same Shire and contribute rates.

(d) Some residents noted the Peak Hill pool also opens later in the season than Parkes, which they feel is inequitable given Peak Hill's hotter climate.

2. Reduced Accessibility for Working Families and Community Groups

(a) The proposed earlier closing time of 6:00pm would prevent many working residents from using the pool after work.

(b) Later hours (until 7:00pm) are valued for:

(i) family swimming,

(ii) birthday parties and BBQs,

(iii) after-work exercise, and

(iv) general social activities.

(c) Several residents stressed that late afternoons are the hottest part of the day, when families are most likely to attend.

3. Loss of Important Community Programs

(a) Aqua aerobics and water fitness sessions, particularly on **Monday evenings at 6:00pm**, attract strong participation (20+ attendees).

(b) Peak Hill Community Health has coordinated Aqua Fitness classes for 18 years and has recently secured grant funding to expand programs, including men's-only and high-intensity classes. These rely on later evening times to maximise participation.

(c) Lap swimming, learn-to-swim classes, school programs, and squad training also require flexible hours, including mornings.

(d) Residents noted that cancelling Monday access would directly undermine these established and successful programs.

4. Health, Safety, and Wellbeing Concerns

(a) The pool is described as a safe and positive environment, particularly for children and teenagers.

(b) Reduced hours may push children to swim at the local weir or river, raising significant safety risks.

(c) The facility provides important mental health and social benefits, serving as a hub for residents of all ages. For some, the pool is described as a "haven" away from unsafe or isolating home environments.

5. Community and Visitor Needs

(a) Residents and local business owners noted that visitors frequently enquire about pool access, with limited and inconsistent hours deterring travellers from staying in town.

(b) Suggestions were made to adopt models from neighbouring councils (e.g., Cabonne Council), which allow supervised and unsupervised access to extend pool availability while managing staffing hours.

(c) Several residents argued that operating hours could be structured more flexibly to maintain access outside of school and work times, without increasing staffing costs.

6. Preference for Extended, Not Reduced, Access

(a) Strong opposition was expressed to the proposal, with many residents calling for:

(i) the pool to be open **seven days per week**,

(ii) retention of later evening hours (until 7:00pm),

(iii) and the addition of morning sessions.

(b) Some suggested reinstating entry fees or season passes if financial sustainability is an issue.

(c) Several noted that 38 total operating hours could be achieved with more balanced distribution across the week, rather than concentrating only on Wednesday to Sunday.

LEGISLATIVE AND POLICY CONTEXT

Nil.

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

The proposed amendments to operating hours at the Peak Hill Memorial Pool went out for public consultation from 28 August to the 10 September 2025.

It is recommended that Council formally resolve to retain existing operating hours at the Peak Hill Memorial Pool, as stated below;

Monday 2.00pm – 7.00pm

Wednesday 11.00am – 7.00pm

Friday 11.00am – 6.00pm

Saturday & Sunday 10.00am – 7.00pm.

19 CONFIDENTIAL MATTERS

RECOMMENDATION

That Ordinary Council Meeting:

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

   19.1 SALE OF INDUSTRIAL ESTATE LAND - LANGLANDS/HANLON STREET PARKES

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

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

   19.2 2025047 - ENABLING INFRASTRUCTURE FOR NEW HOUSING DEVELOPMENT - STAGE 1 SUBDIVISION WORKS - ROSE STREET

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

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

   19.3 DISPUTED WATER ACCOUNT

   This matter is considered to be confidential under Section 10A(2) - g of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

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

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

BACKGROUND, ISSUES AND COMMENTARY

In accordance with section 10A(2) of the *Local Government Act 1993*, Council may close part of its meeting to deal with business of the following kind:

(a) Personnel matters concerning particular individuals (other than councillors).

(b) Personal hardship of any resident or ratepayer.

(c) Information that would, if disclosed, confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business.

(d) Commercial information of a confidential nature that would, if disclosed:

  (i) Prejudice the commercial position of a person who supplied it: or

  (ii) Confer a commercial advantage on a competitor of Council;

  (iii) Reveal a trade secret.

(e) Information that would, if disclosed, prejudice the maintenance of law.

(f) Matters affecting the security of Council, Councillors, Council staff and Council property.

(g) Advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.

(h) Information concerning the nature and location of a place or an item of Aboriginal significance on community land.

(i) Alleged contraventions of any Code of Conduct requirements applicable under section 440.

It is my opinion that the business listed in the recommendation is of a kind referred to in section 10A(2) of the *Local Government Act 1993* and, under the provisions of the Act and the *Local Government (General) Regulation 2021*, should be dealt with in a part of the meeting that is closed to members of the public and the media.

Pursuant to section 10A(4) of the Act and clauses 14.9–14.10 of Council's Code of Meeting Practice, members of the public may make representations to the meeting immediately after the motion to close part of the meeting is moved and seconded, as to whether that part of the meeting should be closed.

20 REPORT OF CONFIDENTIAL RESOLUTIONS

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