

# Ordinary Council Meeting

## Business Paper

Pursuant to section 9 of the *Local Government Act 1993*, notice is hereby given that an Ordinary Council Meeting of Parkes Shire Council will be held in the Parkes Council Chamber, 2 Cecile Street, Parkes, on Tuesday 17 March 2026 at 3:00 PM.



Kent Boyd PSM  
**GENERAL MANAGER**

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## Governing Body

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

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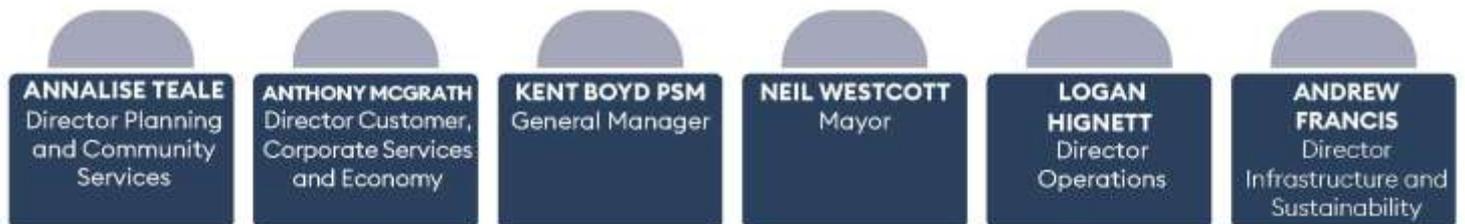
Pursuant to section 223 of the *Local Government Act 1993*, the role of Parkes Shire Council's governing body is:

- 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



**PUBLIC GALLERY**

## 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

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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.

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### Conflicts of Interest

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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**

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

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

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

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

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

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

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

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## **2 ACKNOWLEDGEMENT OF COUNTRY**

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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.

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### 3 PRAYER

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### 4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE

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In accordance with clauses 5.3, 5.5 and 5.7 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.

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### 5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK

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In accordance with clauses 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 where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

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 prevented 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 5.45 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.

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**6 CONFIRMATION OF MINUTES****6.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 17 FEBRUARY 2026****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 - 17 February 2026****RECOMMENDATION**

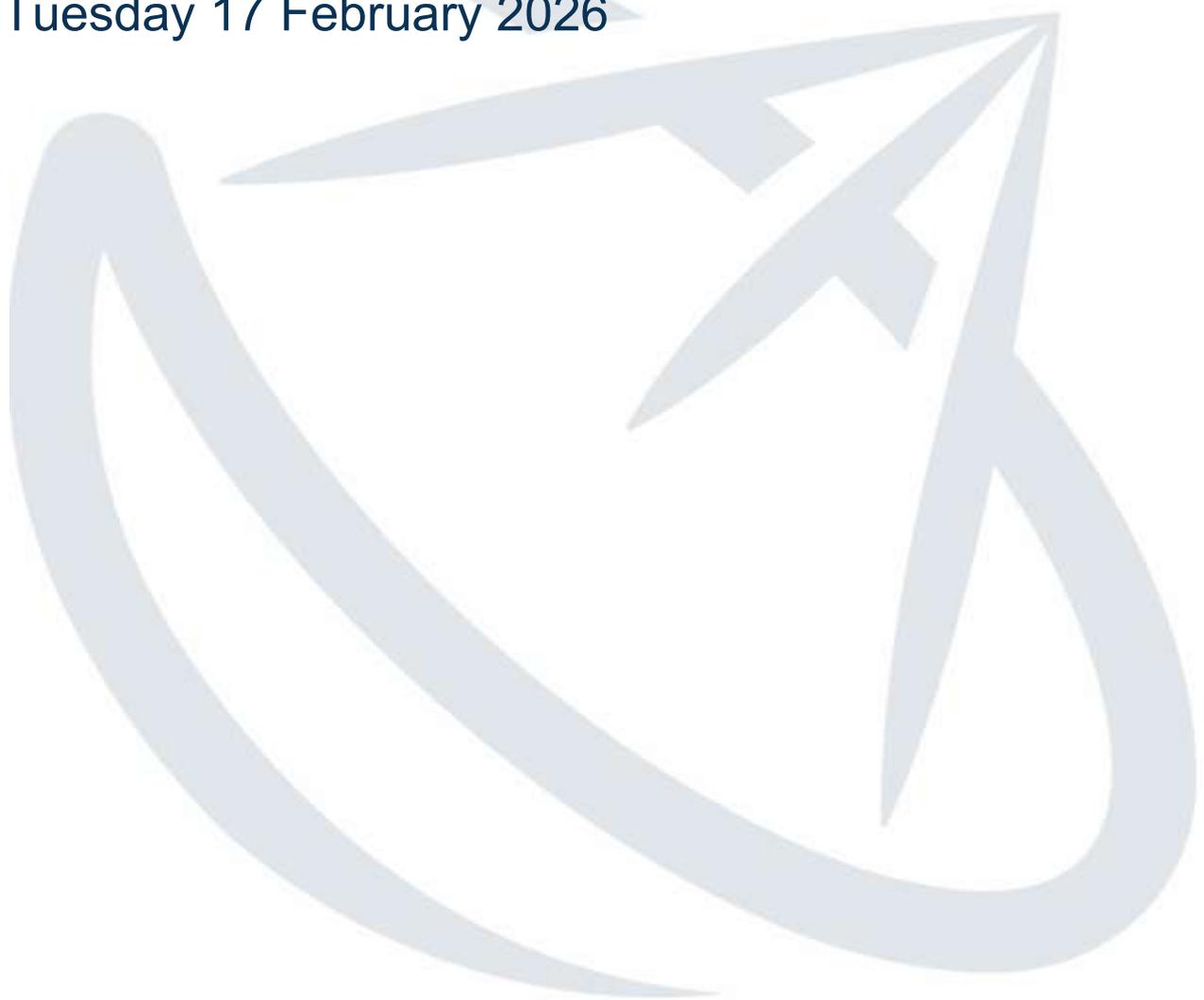
That Ordinary Council Meeting:

1. Receive and confirm the Minutes of the Ordinary Council Meeting held on Tuesday 17 February 2026 appended at *Annexure A*.

# Ordinary Council Meeting

Minutes

Tuesday 17 February 2026



**Minutes of the Ordinary Council Meeting**  
**Held on Tuesday, 17 February 2026 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 Kent Boyd PSM	General Manager
Mr Andrew Francis	Director Infrastructure and Sustainability
Mr Logan Hignett	Director Operations
Mr Anthony McGrath	Director Customer, Corporate Services and Economy
Mrs Annalise Teale	Director Planning and Community Services
Mr Jaco Barnard	Chief Financial Officer
Mrs Veronica Shaw	Manager Governance, Risk and Corporate Performance
Mrs Nikki Bevan	Procurement, Contracts and Insurance Coordinator (Minute Secretary)

**NOTES**

The meeting commenced at 3:15 pm and concluded at 5:53 pm.

## Order Of Business

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## **1 OPENING OF MEETING**

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The Mayor declared the Ordinary Council Meeting of Tuesday 17 February 2026 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.

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## **2 ACKNOWLEDGEMENT OF COUNTRY**

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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.*

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## **3 PRAYER**

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The General Manager read the Prayer:

O God,  
Guide the Council in the way of Thy divine wisdom,  
We Pray through Jesus Christ, Our Lord,

AMEN

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## **4 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE**

Cr Louise O'Leary is an apology for this meeting.

Cr Louise O'Leary has applied for leave as per item 14.1 - Leave of Absence Requests from Councillor Joy Paddison and Councillor Louise O'Leary.

## **5 APPLICATIONS TO ATTEND BY AUDIO-VISUAL LINK**

Nil

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## 6 CONFIRMATION OF MINUTES

### 6.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 20 JANUARY 2026

#### RESOLVED OCM 024/26

Moved: Cr Marg Applebee

Seconded: Cr Doug Pout

That Ordinary Council Meeting receive and confirm the Minutes of the Ordinary Council Meeting held on Tuesday 20 January 2026 appended at *Annexure A*.

**CARRIED**

## 7 DISCLOSURES OF INTERESTS

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

*Cr Glenn Wilson disclosed a less than significant non-pecuniary interest in relation to item 15.3 Request to use Parkes Town Improvement Reserve to fund Three Projects and chose to remain in the meeting, participate in debate and discussion on the matter, and vote on the matter. The reason provided was:*

*"Member of the Gun Club."*

*Cr Joy Paddison disclosed a significant non-pecuniary interest in relation to item 15.3 Request to use Parkes Town Improvement Reserve to fund Three Projects and chose to leave the meeting, not participate in debate and discussion on the matter, and not vote on the matter. The reason provided was:*

*"My Husband Garry is a Parkes Gun Club member and also on the Committee."*

## 8 URGENT BUSINESS

The Mayor advised that the following late urgent item of business had been submitted by Council Officers and invited a motion to enable the addition of the late item to the meeting Agenda.

1. 15.6 - Request for Financial Assistance - 2026 Trundle ABBA Festival

### 8.1 URGENT BUSINESS

#### RESOLVED OCM 025/26

Moved: Cr Ken McGrath

Seconded: Cr Marg Applebee

That Council:

1. Accept the urgent report 15.6 - Request for Financial Assistance - 2026 Trundle ABBA Festival on the basis that the event organisers need assurance of support from Council to assist with timely planning for the event.

**CARRIED**

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**9 ADOPTION OF MULTIPLE ITEMS OF BUSINESS**

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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).

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**9.1 ADOPTION OF MULTIPLE ITEMS OF BUSINESS****RESOLVED OCM 026/26**

Moved: Cr William Jayet  
Seconded: Cr Doug Pout

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

10.2 Meetings, Functions and Events Attended by Mayor and Councillors

10.3 Coming Known Events for Mayor and Councillors

14.1 Leave of Absence Requests from Councillor Joy Paddison and Councillor Louise O'Leary

15.5 Adoption of Council Policies - Code of Meeting Practice

18.1 January 2026 Building Statistics Update

**CARRIED**

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**10 MAYORAL MINUTE(S)****10.1 PARKES ENERGY FROM WASTE PROJECT****MOTION****Original Motion by Mayor Westcott as per the Agenda**

That Council:

1. Receive and note the report
  2. Formally object to the proposed Energy-from-Waste (EfW) facility within the Parkes Special Activation Precinct to:
    - enable the matter to be referred to the Independent Planning Commission for assessment under the established statutory process, and
    - ensure that the community's concerns are formally represented in the absence of comprehensive Government-supported information.
  3. Reiterates its request to the Minister for Planning, that the proposal be called-in as a State Significant Development (SSD) and be referred to the Independent Planning Commission (IPC) at the earliest possible stage, given Councils objection, the scale, complexity, and public interest associated with the project.
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4. Requests the NSW Government establish a coordinated, whole-of-government engagement process to provide clear, evidence-based information to the Parkes community regarding the proposal.
5. Maintain constructive engagement with both the proponent and the NSW Government, to ensure the communities interest are represented.
6. Continues to advocate for the introduction of a community-hosting-levy (similar to the NSW governments existing landfill waste levy), indexed annually, collected at the point of waste generation and directed to hosting communities.
7. Seeks to negotiate a Voluntary Planning Agreement with the applicant.
8. Authorise the General Manager to negotiate, prepare and submit all necessary correspondence, representations, and documentation to reflect Council's position and the issues outlined in this report.

**Alternate Motion put forward by Mayor Westcott at the meeting**

That Council:

1. Formally rejects and objects in the strongest possible terms to the proposed Energy-from-Waste (EfW) facility within the Parkes Shire.
2. Lobby the NSW Government in the strongest possible way to prevent the Energy-from-Waste (EfW) facility
3. Reiterates its request to the Minister for Planning, that the proposal be urgently called-in as a State Significant Development (SSD) and be referred to the Independent Planning Commission (IPC) at the earliest possible stage.

**Amended Motion put forward by Councillor Pout at the meeting**

That Council:

- 1 Formally rejects and objects in the strongest possible terms to the proposed Energy-from-Waste (EfW) displaying our clear opposition to any Energy-from-Waste (EfW) within the Parkes Shire,
2. Lobby the NSW Government in the strongest possible way to prevent the Energy from Waste facility progressing in the Shire.
3. Reiterates its request to the Minister for Planning, that the proposal be urgently called-in as a State Significant Development (SSD) and be referred to the Independent Planning Commission (IPC) at the earliest possible stage.
4. Pursue all lawful and reasonable avenues available to it within its statutory powers to oppose the proposal, including, but not limited to, the seeking of independent legal advice and the exploration of judicial or administrative review mechanisms available under State legislation, ensuring that any costs incurred are proportionate and do not place an unreasonable financial burden on Parkes Shire ratepayers.
5. Call upon the NSW Government to immediately impose a moratorium on the approval of new thermal Energy-from-Waste facilities across New South Wales pending the completion of an independent, statewide cumulative environmental and public health impact assessment, and to review the permissibility of such infrastructure within the Parkes Special Activation Precinct.

*The amendment was accepted by the Councillor (the Mayor) who moved the original Motion and therefore the amendment became the Motion without the need for debate (section 10.14).*

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**Amended Motion put forward by Councillor Paddison at the meeting with only one amendment to Councillor Pout's Motion is to add:**

6. Develop an action plan which will guide Council's future decisions regarding the EFW.

*This amendment was also accepted by the Councillor (the Mayor) who moved the original Motion noting Item 6 was included in the Motion and therefore the amendment became the Motion without the need for debate (section 10.14).*

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**RESOLVED OCM 027/26**

Moved: Cr Doug Pout

Seconded: Cr Neil Westcott

That Council:

- 1 Formally rejects and objects in the strongest possible terms to the proposed Energy-from-Waste (EfW) displaying our clear opposition to any Energy-from-Waste (EfW) within the Parkes Shire,
2. Lobby the NSW Government in the strongest possible way to prevent the Energy from Waste facility progressing in the Shire.
3. Reiterates its request to the Minister for Planning, that the proposal be urgently called-in as a State Significant Development (SSD) and be referred to the Independent Planning Commission (IPC) at the earliest possible stage.
4. Pursue all lawful and reasonable avenues available to it within its statutory powers to oppose the proposal, including, but not limited to, the seeking of independent legal advice and the exploration of judicial or administrative review mechanisms available under State legislation, ensuring that any costs incurred are proportionate and do not place an unreasonable financial burden on Parkes Shire ratepayers.
5. Call upon the NSW Government to immediately impose a moratorium on the approval of new thermal Energy-from-Waste facilities across New South Wales pending the completion of an independent, statewide cumulative environmental and public health impact assessment, and to review the permissibility of such infrastructure within the Parkes Special Activation Precinct.
6. Develop an action plan which will guide Councils future decisions regarding the EFW

In Favour: Crs Neil Westcott, Marg Applebee, William Jayet, Ken McGrath, Joy Paddison, Doug Pout, George Pratt, Matthew Scherer and Glenn Wilson

Against: Nil

**CARRIED 9/0**

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**10.2 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS****RESOLVED OCM 028/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

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 16 January 2026 to 12 February 2026.

**CARRIED****10.3 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS****RESOLVED OCM 029/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Council:

1. Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 16 February 2026 through to 12 March 2026:

**CARRIED****11 NOTICES OF MOTION/QUESTIONS WITH NOTICE****11.1 SHOPPING TROLLEYS - TOWN PRESENTATION AND PUBLIC SAFETY****RESOLVED OCM 030/26**

Moved: Cr Doug Pout

Seconded: Cr Joy Paddison

That Council:

1. Notes community concerns regarding the increasing number of abandoned shopping trolleys throughout Parkes, including in residential areas, roadways, and public spaces.
2. Notes the associated concerns relating to:
  - Town presentation and amenity
  - Public safety and road hazards
  - Costs and inconvenience borne by residents who relocate abandoned trolleys
  - Hygiene concerns relating to food contact surfaces
  - Environmental inconsistencies arising from increased single use plastics associated with hygiene concerns
3. Requests that Council engage with local supermarket and major retail operators, including Coles, Woolworths, and Big W, to discuss:

- Current trolley retrieval systems
  - Potential containment measures such as coin return systems, geo fencing, or wheel lock technology
  - Retailer responsibility for proactive management and retrieval
4. Requests a report be presented to Council within a reasonable timeframe, following engagement with local supermarket and major retail operators, outlining:
- Feedback from retailer engagement
  - Available containment and management options
  - Potential enforcement and cost recovery mechanisms available to Council should voluntary measures prove insufficient
  - Any relevant legislative considerations

**CARRIED**

At 3:48 pm, Logan Hignett left the meeting. At 3:51 pm, Logan Hignett returned to the meeting

## **12 COUNCILLOR REPORT(S)**

Nil

## **13 REPORTS OF COMMITTEES**

### **13.1 MINUTES OF THE LOCAL TRAFFIC FORUM MEETING HELD ON 4 FEBRUARY 2026**

#### **RESOLVED OCM 031/26**

Moved: Cr Ken McGrath

Seconded: Cr William Jayet

That Council:

1. Receive and confirm the Minutes of the Local Traffic Forum Meeting held on Wednesday 4 February 2026 appended at *Annexure A*.

**CARRIED**

At 4:03 pm, Andrew Francis left the meeting

At 4:05 pm, Andrew Francis returned to the meeting

**13.2 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 10 FEBRUARY 2026****RESOLVED OCM 032/26**

Moved: Cr Doug Pout  
Seconded: Cr William Jayet

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 10 February 2026 appended at *Annexure A*.
2. Provide notice of intention to close Woodward Oval, Harrison Park (including Parker-Stone Field) and Keast park to dogs in order to seek changes from dog owners and to report the results back to Council before proceeding with the closure.

**CARRIED**

**14 REPORTS OF THE GENERAL MANAGER****14.1 LEAVE OF ABSENCE REQUESTS FROM COUNCILLOR JOY PADDISON AND COUNCILLOR LOUISE O'LEARY****RESOLVED OCM 033/26**

Moved: Cr William Jayet  
Seconded: Cr Doug Pout

That Council:

1. Grant Councillor Louise O'Leary a leave of absence from the Ordinary Council meetings to be held on 17 February 2026 and 17 March 2026.
2. Grant Councillor Joy Paddison a leave of absence from the Ordinary Council meeting to be held on 17 March 2026.

**CARRIED**

**14.2 INVESTMENTS AND BORROWINGS REPORT AS AT 31 JANUARY 2026****RESOLVED OCM 034/26**

Moved: Cr Neil Westcott  
Seconded: Cr Doug Pout

That Council:

1. Receive and note the Statement of Investments and Borrowings as at 31 January 2026.

**CARRIED**

**14.3 MONTHLY FINANCIAL REPORT AS AT 31 JANUARY 2026****RESOLVED OCM 035/26**

Moved: Cr Matthew Scherer

Seconded: Cr Doug Pout

That Council:

1. Receive and note the year-to-date financial reports for the period up to 31 January 2026.

**CARRIED****14.4 QUARTERLY BUDGET REVIEW AS AT 31 DECEMBER 2025****RESOLVED OCM 036/26**

Moved: Cr Marg Applebee

Seconded: Cr Doug Pout

That Council:

1. Receive and note the budget review report to 31 December 2025
2. Adopt the budget variations proposed in the quarterly budget review to 31 December 2025

**CARRIED****15 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY****15.1 OPERATIONAL PLAN PROGRESS REPORT 2025/2026 - 1 JULY TO 31 DECEMBER 2025****RESOLVED OCM 037/26**

Moved: Cr Marg Applebee

Seconded: Cr William Jayet

That Council:

1. Adopt the 2025/26 Operational Plan Progress Report (1 July to 31 December 2025), linked at [Operational Plan Progress Report - July to December - 2025](#), pursuant to section 4.9 of the Integrated Planning and Reporting Guidelines.
2. Endorse the placement of the 2025/26 Operational Plan Progress Report (1 July to 31 December 2025) on Council's web site.

**CARRIED**

At 4:26 pm, Cr Doug Pout left the meeting.

**15.2 MAJOR PROJECTS AND CURRENT WORKS - CUSTOMER, CORPORATE SERVICES AND ECONOMY - JANUARY 2026****RESOLVED OCM 038/26**

Moved: Cr Doug Pout  
Seconded: Cr William Jayet

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 4:29 pm, Cr Doug Pout rejoined the meeting.

**15.3 REQUEST TO USE PARKES TOWN IMPROVEMENT RESERVE TO FUND THREE PROJECTS****RESOLVED OCM 039/26**

Moved: Cr Marg Applebee  
Seconded: Cr Doug Pout

That Council:

1. Approve the allocation of up to \$52,400 from the Parkes Town Improvement Reserve to seal 130 meters of Nanardine Lane adjacent to the Parkes Gun and Pistol Club grounds.
2. Approve the allocation of up to \$32,000 from the Parkes Town Improvement Reserve to upgrade the front row of sails at the Cooke Park Pavilion.
3. Approve the allocation of up to \$8,000 from the Parkes Town Improvement Reserve to upgrade the number panels on the Northparkes Oval Scoreboard.

**CARRIED**

At 4:33 pm, Cr Joy Paddison left the meeting. At 4:40 pm, Cr Joy Paddison rejoined the meeting.

At 4:41 pm, Cr George Pratt left the meeting.

**15.4 APPOINTMENT OF COUNCILLOR DELEGATES FOR 2026 CONFERENCES****RESOLVED OCM 040/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Council:

1. Endorse the attendance of the following Councillors at the conferences being held in 2026 which are the balance referred to in Item 14.10 of the 18 November 2025 Ordinary Council meeting [OCM 410/10] as follows:
  - (a) Institute of Public Engineering Australasia (IPWEA) NSW Local Roads Congress being held on 1 June 2026 at Parliament House Sydney: Mayor Neil Westcott and appoint one Councillor: Cr Joy Paddison.
  - (b) Australian Local Government Australia (ALGA) National General Assembly (NGA) of Local Government being held on 23-25 June 2026 in Canberra: Appoint Mayor and/or Deputy Mayor and one Councillor: Deputy Mayor Marg Applebee and Cr Bill Jayet (and Council staff generally the General Manager).
  - (c) LGNSW Water Management Conference being held on 2-4 September 2026 in Ballina: Appoint Mayor and/or Deputy Mayor and one Councillor or two Councillors: Cr Matthew Scherer (and Council staff)
  - (d) ALGA National Local Roads and Transport Congress to be held in August 2026 in Cairns: Appoint Mayor and/or Deputy Mayor and one Councillor or alternatively two Councillors: Cr Kenny McGrath (and Mayor Neil Westcott if available).
2. Approve reimbursement of out-of-pocket expenses by Councillor delegates in attending the above conferences, in accordance with the Councillor Expenses and Facilities Policy.

**CARRIED****15.5 ADOPTION OF COUNCIL POLICIES - CODE OF MEETING PRACTICE****RESOLVED OCM 041/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Council:

1. Adopt the Code of Meeting Practice included as *Annexure A* to this report.
2. Publish the adopted policies on Council's Website and intranet.

**CARRIED**

At 4:44 pm, Cr George Pratt rejoined the meeting.

**15.6 REQUEST FOR FINANCIAL ASSISTANCE - 2026 TRUNDLE ABBA FESTIVAL****RESOLVED OCM 042/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Council:

1. Approve the transfer of up to \$20,000 from the Trundle Town Improvement Reserve to support the 2026 ABBA Festival.

**CARRIED****16 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY****16.1 MAJOR PROJECTS AND CURRENT WORKS - INFRASTRUCTURE AND SUSTAINABILITY - JANUARY 2026****RESOLVED OCM 043/26**

Moved: Cr Marg Applebee

Seconded: Cr Ken McGrath

That Council:

1. Receive and note the Infrastructure and Sustainability Major Projects and Current Works Report for January 2026, appended at *Annexure A*.

**CARRIED****17 REPORTS OF THE DIRECTOR OPERATIONS****17.1 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS - JANUARY 2026****RESOLVED OCM 044/26**

Moved: Cr Doug Pout

Seconded: Cr William Jayet

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for January 2026, appended at *Annexure A*.

**CARRIED**

**17.2 SAFER LOCAL ROADS & INFRASTRUCTURE PROGRAM TRANCHE 3 -  
COOKAMIDGERA AND LAKE ENDEAVOUR ROAD - SUCCESSFUL OUTCOME****RESOLVED OCM 045/26**

Moved: Cr Marg Applebee

Seconded: Cr Ken McGrath

That Council:

1. Receive and note the information within the report.

**CARRIED****18 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES****18.1 JANUARY 2026 BUILDING STATISTICS UPDATE****RESOLVED OCM 046/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Council:

1. Receive and note the January 2026 Building Statistics Report.

**CARRIED****18.2 NSW STRATEGIC PLANNING REFORM - IMPACT ON PARKES SHIRE****RESOLVED OCM 047/26**

Moved: Cr Doug Pout

Seconded: Cr Marg Applebee

That Council:

1. Receive and note the information about the impact of the NSW Strategic Planning Reforms on Parkes Shire Council.
2. Make a submission to the Department of Planning, Housing and Infrastructure raising concerns for Parkes and Regional NSW as outlined in the report.

**CARRIED**

**18.3 JACK SCOBLE SCHOLARSHIP 2026****RESOLVED OCM 048/26**

Moved: Cr William Jayet  
Seconded: Cr Marg Applebee

That Council:

1. Notes the information on the 2026 Jack Scoble Scholarship

**CARRIED****18.4 NSW SENIORS FESTIVAL 2026 IN THE PARKES SHIRE****RESOLVED OCM 049/26**

Moved: Cr Joy Paddison  
Seconded: Cr Marg Applebee

That:

1. That Council notes the information provided in the report.

**CARRIED****19 CONFIDENTIAL MATTERS****RESOLVED OCM 050/26**

Moved: Cr Doug Pout  
Seconded: Cr Marg Applebee

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 PARKES AQUATIC CENTRE - LAND MATTERS**

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 TENDER EVALUATION - AKUNA ROAD AND NEW EUGOWRA ROAD PUMP STATIONS HIGH VOLTAGE PACKAGES**

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 SUPPLY AND DELIVERY OF COLDMIX ASPHALT (S2\_2025)**

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

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

### **19.4 SUPPLY AND DELIVERY OF CONCRETE STORMWATER DRAINAGE PIPES (S3\_2025)**

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.

**CARRIED**

At 5.13pm, the Meeting went into Closed Session.

## **19.1 PARKES AQUATIC CENTRE - LAND MATTERS**

### **RESOLVED OCM 051/26**

Moved: Cr Doug Pout  
Seconded: Cr George Pratt

That Council:

1. Allow the General Manager make inquiries as set out within this report and report back to Council.

**CARRIED**

**19.2 TENDER EVALUATION - AKUNA ROAD AND NEW EUGOWRA ROAD PUMP STATIONS HIGH VOLTAGE PACKAGES****RESOLVED OCM 052/26**

Moved: Cr Marg Applebee

Seconded: Cr George Pratt

That Council:

1. Accept the tender submitted by Central West Power Construction Pty Ltd for Akuna Road Pump Station High Voltage Package and the New Eugowra Road Pump Station High Voltage Package for the amount of \$637,007.60 (excluding GST), in accordance with clause 178(1)(a) of the Local Government (General) Regulation 2021, as it represents the most advantageous offer to Council based on the evaluation criteria.

**CARRIED****19.3 SUPPLY AND DELIVERY OF COLDMIX ASPHALT (S2\_2025)****RESOLVED OCM 053/26**

Moved: Cr Neil Westcott

Seconded: Cr William Jayet

That:

1. Accept and sign a contract with the following organisations for the Supply and Delivery of Coldmix Asphalt:
  - Downer EDI Works Pty Ltd – use for 10mm and 7mm;
  - Fulton Hogan Industries Pty Ltd – use for 10mm and 7mm;
  - Civil Independence Industries Pty Ltd – use for 10mm only; and
  - Bitupave Ltd – use for 5mm only; and
2. The term of the contract is 2 years, 1 March 2026 to 29 February 2028, with an optional 12-month extension.
3. Advise the Central NSW Joint Organisation of its decision.

**CARRIED**

**19.4 SUPPLY AND DELIVERY OF CONCRETE STORMWATER DRAINAGE PIPES  
(S3\_2025)****RESOLVED OCM 054/26**

Moved: Cr Doug Pout

Seconded: Cr Marg Applebee

That Council:

1. Accept and sign a contract with the Holcim (Australia) Pty Ltd for the Supply and Delivery of Concrete Stormwater Drainage Pipes.
2. Note that the value of the contract will depend on the Capital works program and that historically the annual spend is between \$250k and \$700k.
3. Advise the Central NSW Joint Organisation of its decision.
4. Note the term of the contract is 1 March 2026 to 29 February 2028, with an optional 12-month extension.

**CARRIED**

At 5.49pm, the Council in Closed Session returned to Open Session.

**RESOLVED OCM 055/26**

Moved: Cr William Jayet

Seconded: Cr Doug Pout

That Ordinary Council Meeting:

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

**CARRIED****20 REPORT OF CONFIDENTIAL RESOLUTIONS**

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

**21 CONCLUSION OF MEETING**

The meeting concluded at 5.53pm.

This is the final page of the minutes comprising 22 pages numbered 1 to 22 of the Ordinary Council Meeting held on Tuesday, 17 February 2026 and confirmed on Tuesday, 17 March 2026.



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MAYOR

## 7 DISCLOSURES OF INTERESTS

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

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

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

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

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

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

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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).

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## 10 MAYORAL MINUTE(S)

### 10.1 MEETINGS, FUNCTIONS AND EVENTS ATTENDED BY MAYOR AND COUNCILLORS

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

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

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

**Author:** **Cr Neil Westcott**

**Annexures:** **Nil**

#### MOTION

That Council:

- Note the report on the Meetings functions and events attended in an official capacity, by the Mayor and Councillors during the period 13 February to 11 March 2026.

#### REPORT

Table 1: lists the Meetings, functions and events attended by the Mayor and Councillors during the period 13 February to 11 March 2026:

<b>Table 1: Meetings, Functions and Events attended by Mayor and Councillors</b>	
<b>Date</b>	<b>Function</b>
Monday 16 February	Parkes Executive Board Meeting of the CWA of NSW <b>Mayor Neil Westcott</b>
Tuesday 17 February	Jack Scoble Presentation <b>All Councillors</b> <b>Apology: Cr Louise O’Leary</b>  Economy, Destination and Events Advisory Committee Meeting, Council Chambers <b>Mayor Neil Westcott, Deputy Mayor Marg Applebee and Councillor Bill Jayet</b> <b>Apologies: Cr Doug Pout and Cr Joy Paddison</b>  Ordinary Council Meeting, Council Chambers <b>All Councillors and Directors</b> <b>Apology: Cr Louise O’Leary</b>

<b>Table 1: Meetings, Functions and Events attended by Mayor and Councillors</b>	
<b>Date</b>	<b>Function</b>
Saturday 21 February	2026 Peak Hill CWLL Dinner with Mindy Woods <b>Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Bill Jayet</b>
Monday 23 February	Peak Hill Community Consultative Committee <b>Mayor Neil Westcott</b> <b>Apology: Cr Louise O'Leary</b>
Wednesday 25 February	Audit, Risk and Improvement Committee <b>Deputy Mayor Marg Applebee</b> <b>Apology: Cr Joy Paddison</b>
Thursday 26 February	Trundle Community Consultative Committee meeting <b>Deputy Mayor Marg Applebee</b>
Friday 27 February	The Bald Archy Prize Exhibition <b>Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Bill Jayet and Cr Doug Pout</b>
Saturday 28 February	Parkes Farmers Community March <b>Cr Joy Paddison</b>  Kiddie Academy Parkes Opening <b>Deputy Mayor Marg Applebee</b>  Mrs Melva Job 100 <sup>th</sup> Birthday Celebration <b>Mayor Neil Westcott</b>
Saturday 28 February to Sunday 1 March	SES Disaster Rescue Challenge <b>Deputy Mayor Marg Applebee</b>
Sunday 1 March	Clean up Australia Day <b>Deputy Mayor Marg Applebee</b>

<b>Table 1: Meetings, Functions and Events attended by Mayor and Councillors</b>	
<b>Date</b>	<b>Function</b>
Monday 2 March	NSW Seniors Festival - Official Opening and Seniors Week Expo  <b>Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Bill Jayet and Cr Joy Paddison</b>
Tuesday 3 March	Living Library Event <b>Cr Joy Paddison</b>  Sprouts Presentation, Council Chambers <b>All Councillors and Directors</b> <b>Apology: Cr Louise O’Leary, Cr Glenn Wilson and Cr Matthew Scherer</b>  Sunrise Mine Presentation, Council Chambers <b>All Councillors and Directors</b> <b>Apology: Cr Louise O’Leary</b>  Councillor Workshop, Council Chambers <b>All Councillors and Directors</b> <b>Apology: Cr Louise O’Leary</b>  Solar Mining Services (SMS) Information Meeting at Bogan Gate <b>All Councillors and Directors</b> <b>Apologies: Cr Glenn Wilson and Cr Louise O’Leary</b>
Wednesday 4 March	Local Senior of the Year Awards, Orange <b>Deputy Mayor Marg Applebee</b>  ALGWA NSW Webinar –Code of Meeting Practice with Kath Roach <b>Deputy Mayor Marg Applebee</b>

<b>Table 1: Meetings, Functions and Events attended by Mayor and Councillors</b>	
<b>Date</b>	<b>Function</b>
Thursday 5 March	Regional Health Workforce Policy Lab, Orange <b>Mayor Neil Westcott and Deputy Mayor Marg Applebee</b>  Sunrise Mine CCC Meeting, Condobolin <b>All Councillors</b> <b>Apologies: Mayor Neil Westcott and Cr Bill Jayet</b>
Friday 6 March	International Women's Day Lunch 2026, Sydney <b>Deputy Mayor Marg Applebee</b>
Saturday 7 March	NSW Seniors Festival – Screening of 'Sunstuck' <b>Cr Kenny McGrath</b> <b>Apologies: Cr Bill Jayet</b>
Sunday 8 March	Little A's Official Opening and Welcome <b>Cr Joy Paddison</b>
Tuesday 10 March	Plant Procurement Advisory Committee <b>Cr Kenny McGrath and Cr George Pratt</b>



*Pictured: Mayor Neil Westcott at Parkes Executive Board Meeting of the CWA of NSW on Monday 16th February.*



### Community News



*Pictured: Back Row: Ellie Parker's family member, Deputy Mayor Marg Applebbe, Cr Bill Jayet, Mayor Neil Westcott, Jeff Evans, and Cr Doug Pout*

*Fron Row: Ellie Parker, Lyn McLeod, Naomi Dunn's mother, Kylie, Cr Joy Paddison, Cr George Pratt and Cr Kenny Mcgrath at Jack Scoble Presentation on Tuesday 17<sup>th</sup> February.*



*Pictured Left: Mayor Neil Westcott with Lara Smith.*

*Pictured Right: Mayor Neil Westcott with Ellie Parker at Jack Scoble Presentation on Tuesday 17<sup>th</sup> February.*



*Pictured: Cr Bill Jayet, Sharon Degeling, Kerryn Jones, Mayor Neil Westcott, Deputy Mayor Marg Applebee and Cr Doug Pout at Bald Archy Prize Exhibition on Friday 27<sup>th</sup> February.*



*Pictured: Mayor Neil Westcott with Mrs Melva Job on her 100<sup>th</sup> Birthday Celebration on Saturday 28<sup>th</sup> February.*



*Pictured: Cr Kenny McGrath, Mr Philip Donato MP (State Member for Orange), Cr Joy Paddison, Cr Mathew Scherer, Mayor Neil Westcott and Cr Doug Pout with community members at Parkes Farmers Community March on Saturday 28<sup>th</sup> February.*



*Pictured: Cr Joy Paddison at Parkes Farmers Community March on Saturday 28<sup>th</sup> February.*



*Pictured: Mr Philip Donato MP (State Member for Orange) at Parkes Farmers Community March on Saturday 28<sup>th</sup> February.*



*Pictured: Opening of NSW Seniors Festival, Senior Choir at the Parkes Library on Monday 2<sup>nd</sup> March.*



*Pictured: Senior Festival Live Life in Colour Expo at the Parkes Library on Monday 2<sup>nd</sup> March.*



*Pictured: Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Joy Paddison and Cr Bill Jayet with fellow attendees at the Senior Festival Opening on Monday 2<sup>nd</sup> March.*



*Pictured: Lesley Crowe, Cr Joy Paddison, Tracy Dawson and Kim Shambrook at Seniors Festival Week 'Living Library' on Tuesday 3<sup>rd</sup> March.*



*Pictured: Kim Shambrook, Lesley Crowe, Mayor Neil Westcott and Cr Joy Paddison at Seniors Festival Week 'Living Library' on Tuesday 3<sup>rd</sup> March.*



*Pictured: Kim Shambrook, Lesley Crowe and Cr Joy Paddison at Seniors Festival Week 'Living Library' on Tuesday 3<sup>rd</sup> March*

  
**Cr Neil Westcott**  
MAYOR

**10.2 COMING KNOWN EVENTS FOR MAYOR AND COUNCILLORS**

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

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

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

**Author:** **Cr Neil Westcott**

**Annexures:** **Nil**

**MOTION**

That Council:

- Note the known upcoming meetings, functions and events for the Mayor and Councillors for the period 12 March 2026 through to 15 April 2026:

**REPORT**

*Table 1* below, lists the upcoming meetings, functions and events requiring the attendance of the Mayor or Councillors in relation to community or civic matters during the period 12 March 2026 through to 15 April 2026:

<b>Table 1: Known upcoming Meetings, Functions and Events for Mayor and Councillors</b>	
<b>Date</b>	<b>Function</b>
Thursday 12 March	Library Ambassador Induction, Parkes Library <b>Invited: All Councillors</b>
Saturday 14 March	Official Launch – Promise Faith Centre Churches International, Alectown <b>Invited: Deputy Mayor Marg Applebee</b>  Trundle Back in Time <b>Invited: All Councillors</b>
Tuesday 17 March	Ordinary Council Meeting <b>Invited: All Councillors, General Manager and Directors</b>
Wednesday 18 March	Elvis Visit to Bracken House <b>Invited: Mayor Neil Westcott</b>
<b>Date</b>	<b>Function</b>

Friday 20 March	Launch of Henry's Community Pantry <b>Invited: All Councillors and Directors</b>
Saturday 21 March	Homegrown Parkes <b>Invited: All Councillors</b>
Monday 23 March	Peak Hill Community Consultative Committee meeting <b>Invited: Mayor Neil Westcott and Cr Louise O'Leary</b>
Tuesday 24 March	Parkes Shire Australia Day Committee Meeting <b>Invited: Mayor Neil Westcott, Deputy Mayor Marg Applebee, Cr Doug Pout and Cr Louise O'Leary</b>
Thursday 26 March	Trundle Community Consultative Committee meeting <b>Invited: Deputy Mayor Marg Applebee</b>
Tuesday 31 March	Central West Police District Awards Ceremony <b>Invited: Mayor Neil Westcott</b>
Tuesday 7 April	Village Visit – Peak Hill <b>Invited: All Councillors and Directors</b>
Monday 13 April	Bogan Gate Community Meeting <b>Invited: Cr George Pratt</b>



**Cr Neil Westcott**  
 MAYOR

**11 NOTICES OF MOTION/QUESTIONS WITH NOTICE**

Nil

**12 COUNCILLOR REPORT(S)**

Nil

**13 REPORTS OF COMMITTEES****13.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 25 FEBRUARY 2026****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 - 25 February 2026**

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**RECOMMENDATION**

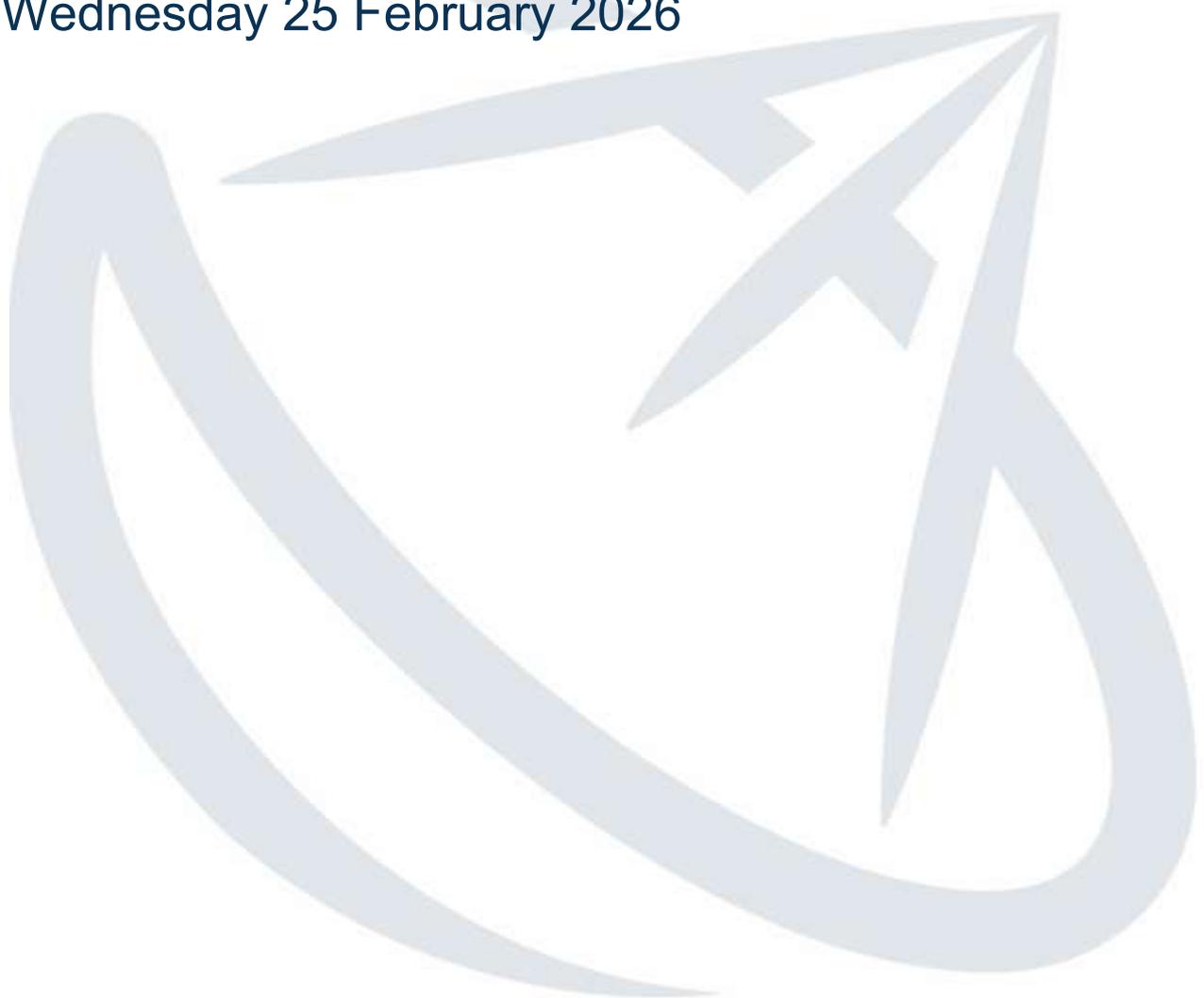
That Council:

1. Receive and confirm the Minutes of the Audit, Risk and Improvement Committee Meeting held on Wednesday 25 February 2026 appended at *Annexure A*.
  2. Receive and note the Chairperson's summary of key points as follows:
    - (a) In relation to the Waste to Energy project that has been proposed, notwithstanding the current formal position of Council regarding the matter, ARIC's advice is that management:
      - (i) Formally identify the project as a strategic risk on its risk register, and subsequently
      - (ii) Take steps to risk-assess the situation if the project should ultimately go ahead: both in terms of impacts to be managed and opportunities to be explored.
    - (b) Financial Improvement Plan (FIP) development at this stage would support good governance
    - (c) An Internal Audit on Rangers Services has been completed
    - (d) Internal Audit Contract is due for renewal in June
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# Audit, Risk and Improvement Committee Meeting

Minutes

Wednesday 25 February 2026



**Minutes of the Audit, Risk and Improvement Committee Meeting**  
**Held on Wednesday, 25 February 2026 at the**  
**Parkes Council Chamber, 2 Cecile Street, Parkes**

**Present:**

Mr Stephen Horne	Councillor (Chairperson)
Mr Tony Harb	Member
Dr Meredith Caelli	Member
Cr Marg Applebee	Non-Voting 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 Jaco Barnard	Chief Financial Officer
Ms Bianca Hinton	Manager Customer and Information Services
Mrs Veronica Shaw	Manager Governance, Risk and Corporate Performance
Mr Scott Brackenridge	Executive Manager Planning and Certification

**Guests**

Paul Quealey	Lambourne Partners ( <i>Internal Auditor</i> )
Desmond Quach	Audit Officer ( <i>External Auditor</i> )
Cassie Malone	Audit Officer ( <i>External Auditor</i> )

**NOTES**

The meeting commenced at 9:00am with a 31 minute in-camera session with the Committee and the General Manager to discuss item 8.1.

The General Manager, Chief Financial Officer, Director Customer, Corporate Services and Economy, Director Infrastructure and Sustainability, Executive Manager Planning and Certification, Manager Governance, Risk and Corporate Performance, External Auditor and Internal Auditor attended the meeting from 9:31am.

The meeting commenced at 9.33am and concluded at 1:11pm.

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## 1 OPENING OF MEETING

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The Chairperson declared the Audit, Risk and Improvement Committee Meeting of Wednesday, 25 February 2026 open and welcomed Council Officials in attendance.

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The ARIC Chair asked to minute the following issues which arose from the closed session with the General Manager.

### **Waste to Energy proposal: ARIC advice**

In relation to the Waste to Energy project that has been proposed, notwithstanding the current formal position of Council regarding the matter, ARIC's advice is that management:

- formally identify the project as a strategic risk on its risk register, and subsequently
- take steps to risk-assess the situation if the project should ultimately go ahead: both in terms of impacts to be managed and opportunities to be explored.

This would position Council to be proactive should the project proceed, and to optimise its actions, rather than being rushed and unprepared, to achieve the best outcome for the community.

### **Financial Management: ARIC advice**

Like many Councils, Parkes faces a range of both short- and long-term financial challenges. In response, ARIC has progressively been made aware of a range of analysis, responses, and actions that Council has developed. The ARIC suggests that there could be benefit in consolidating these considerations and initiatives into a formal "financial improvement plan (FIP)" which could be presented to the elected body. ARIC noted that Singleton Council has an example that could be useful. This matter is covered further in Item 7.7.

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## 2 ACKNOWLEDGEMENT OF COUNTRY

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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.*

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## 3 APOLOGIES

Councillor Joy Paddison, Councillor Non-Voting Member

Logan Hignett, Director Operations

Luke Nash, Executive Manager Finance

Jordan Welden-Iley, CNSWJO Chief Information Security Officer (CISO)

## 4 CONFIRMATION OF MINUTES

<b>4.1 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 26 NOVEMBER 2025</b>
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**RECOMMENDATION**

That the Audit, Risk and Improvement Committee receive and confirm the Minutes of the meeting held on Wednesday 26 November 2025 appended at *Annexure A*.

**Discussion:**

Nil. Draft Minutes confirmed and adopted.

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**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.

**Discussion:**

Nil interests were disclosed.

**6 LATE BUSINESS**

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

*7.16 External Audit - Engagement Plan for Year Ending 30 June 2026***Discussion:**

Nil. Item 7.16 accepted into the Agenda.

**7 OFFICERS' REPORTS****7.1 PERFORMANCE AND REVIEW - ARIC MEETING ACTIONS****RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Note the progress toward previous meeting action items.

**Discussion**

The committee discussed the following:

- The Chair spoke to the report noting that most actions from previous meetings were seeing movement and were where they ought to be.
  - The Committee particularly noted the outstanding actions in relation to risk management, asking if the item in relation to reviews of incidents being noted in the risk register every 3-6 months would be completed or started on the date that was stated.
  - The Manager Governance, Risk and Corporate Performance noted that the plan was to at least start that process of audit item reviews in Reliansys by April.
  - The Chair noted the importance of Councillors collectively discussing in depth the financial reports they are receiving, such as the QBR, and asked Councillor Applebee if there has been much discussion around the financial reporting to the Councillors.
  - Councillor Applebee commented that there is not much strategic discussion around them and that in depth operational information has been requested
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- The Committee discussed that the OLG notes that it is important to have a skill mix within a council, including high financial literacy.
- The Committee noted that the Auditor General has raised concerns around the level of financial understanding of councillors and raised the importance of training in this area.
- The Committee noted that the Auditor General has provided a list in their latest report recording insolvent councils.
- The Committee also noted that every council has some degree of financial difficulty which requires a greater need for financial literacy due to the greater difficulty for financial gain which is the job of a governing body.
- The Committee commented that the current financial reports provided by Council's financial team are good.
- The Committee noted that depreciation is difficult to understand.
- The Committee recommended that Council consider a half-page document or a table of the highlights of the reports which pulls out all the information Councillors need to know before the reports so that they have more confidence in the reports currently provided.
- The Chief Financial Officer noted that the directors report discusses every variance against the budget and provides a list of discretionary costs and non-negotiable costs to show where Council could potentially target savings which is not currently actioned.
- The Chief Financial Officer noted that a suggestion was made to Council to raise the issue of depreciation to the Country Mayors Association which was not taken forward.
- The Chief Financial Officer noted that cash flow and depreciation are Council's greatest financial issues.
- The Chief Financial Officer noted that financial information and recommendations are being provided but that Councillors have opted to choose more expensive tenders.
- The General Manager noted that the Chief Financial Officer's financial information has been articulated well in reports.
- The Chair spoke about building an awareness that the finances of Council are serious business that Councillors need to make considered decisions around.
- The Committee made a recommendation for Council to create a Financial Improvement Plan (FIP) in item 7.7 which was a partial continuation from this discussion and the in-camera session with the General Manager before the meeting.

The Executive Manager Planning and Certification and the Internal Auditor attended the meeting for the Internal Audit items 7.2, 7.3 and 7.4.

## **7.2 INTERNAL AUDIT - PROGRAM UPDATE WITH INTERNAL AUDITOR**

### **RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the update provided on the Internal Audit Program.

### **Discussion**

The committee discussed the following:

- The Internal Auditor spoke to the report noting the progress toward the audit plan for the 2025-26 year so far.
- The Internal Auditor noted that fieldwork for the Building Maintenance audit had been completed with the draft report provided to management for review with the final report due to come to the committee in April.

- The Internal Auditor also noted that the Privacy Management audit had also begun with initial fieldwork and interviews completed with further audit testing continuing with a draft report due to be provided to management in March.
- The Internal Auditor noted that their current contract and 3-year plan ends at the end of this financial year and that they would discuss next steps with management.
- The Committee recommended that the auditor provide a survey to their auditees to get their perspective after every audit which can be used to evaluate performance after their term is up.
- The Chair asked the Internal Auditor to bring back a short internal audit strategy document to frame internal audit and how it adds value.
- The Committee discussed the process for developing this document and noted that this is something the internal auditor will write and provide to the ARIC Chair before discussing it with the Director Customer, Corporate Services and Economy which will then become a Council owned document.

### 7.3 INTERNAL AUDIT - RANGER SERVICES - FINAL REPORT

#### RECOMMENDATION

That the Audit Risk and Improvement Committee:

1. Receive and note the final Ranger Services Internal Audit Report attached at *Annexure A*.

#### Discussion

The committee discussed the following:

- The Internal Auditor spoke to the report saying it went well which is a reflection of the resources.
- The Internal Auditor noted that the pound facilities were compliant, clean and that Council had a strong rehoming program achieving great success.
- The Internal Auditor noted that NSW is pushing pounds hard with new legislation and that it was good to see council has good processes.
- The Auditor noted documented policies and procedures are needed to mitigate the risk of loss of knowledge due to an aging workforce.
- Two issues the auditor wished to particularly highlight were:
  - Rangers going to high-risk jobs individually which has potentially high consequences for staff and council. The auditor noted that Council needed a framework that helps rangers risk a situation and make decisions around what jobs they can and cannot go to without support and what support is required.
  - Rangers are conducting some duties which are not strictly ranger duties, such as collecting waste bins at return and earn and collecting roadkill. The Auditor highlighted that resources could be better spent on parking which is not being completed regularly currently.
- The Chair asked the Executive Manager Planning and Certification what their thoughts and comments were in relation to the audit noting that they can provide great insight.
- The Executive Manager Planning and Certification noted that the findings were not too much of a surprise and that it was good to get confirmation of what to address. They also noted it was beneficial to receive clear target dates and timeframes to achieve what they need to achieve in the space.
- The Committee asked if the Executive Manager was confident the timeframes are achievable which he confirmed noting that they have a working group breaking down the milestones and are confident they will achieve the agreed to timeframes.

- The Chair recommended that the Executive Manager use the audit as a catalyst to consider and develop other areas while you are developing this area noting that audits are an opportunity to generate improvement.
- The Executive Manager noted that they will take that suggestion on board especially as they had been focusing on the specific details of the audit.
- The Committee noted it was a good opportunity to look at other areas of the business with similar risks, especially around performance review to put uplift in other staff's roles.
- The Chair noted that ranger services were fascinating and discussed a particular case of a high number of trip and fall hazards at another Council which were found to be due to rangers focusing on dangerous behaviours from the public and not noticing their surrounds.
- The Chair noted it was important to understand the risks of the job and what is happening on the ground particularly with a service that are the frontline.
- The Committee recommended that the Executive Manager work with the WHS team in relation to developing a risk assessment framework for staff to assess attending jobs individually. The Committee noted this may require the development of safe work methods statements (SWMS) in relation to responding to certain things
- The Committee and Executive Manager discussed Council not currently monitoring parking fines due to a lack of resourcing noting that Council do still currently check school zones and as requested by public.
- The Committee noted the potential loss of revenue and asked if Council keep statistics on the productivity and workloads of the ranger staff such as the type of jobs responded to and how long they take.
- The Executive Manager noted that most of what the rangers do is responding to customer requests which are monitored.
- The Internal Auditor noted that there had been 480 requests across 9 months.
- The Committee noted that some specific times might be beneficial to police the parking and might be an opportunity there for Council, even one day a week or every two weeks, will send the message that the rangers are looking at this and will allow for better turn over and managing of parking.
- The Auditor noted that 63% of customer requests received related to animals, 10% to parking, 5% to abandoned vehicles and the remainder were in relation to dumping.
- The Committee discussed other councils' usage of cars that issues fines which was very unpopular and got challenged in court and removed.

#### **7.4 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 spoke to report reminding the committee that the outstanding Internal Audit actions are being brought to the Executive Leadership Team (ELT) for renewed timeframes or to be requested to close out from the Committee.

- The Committee asked a question about reporting on the different types of audits which the Manager Governance, Risk and Corporate Performance confirmed that all audits are in the same dashboard before being filtered for each different report.
- ARIC endorsed closing out of the recommended items by including them as business as usual (BAU).
- The Committee suggested that five completed or closed out medium or high-risk internal audit actions be reviewed each year at random by a risk officer to assess whether the item was closed out adequately and that the risk is being managed (“the reopen rate”). A risk is incorrectly closing out internal actions.
- The Director Corporate, Customer Services and Economy noted to consider reviewing closed audit actions as part of the new internal audit contract.
- The Committee asked if the auditor provided Council with their workpapers which the auditor confirmed they did not as they are intellectual property (IP) of the auditor. The auditor confirmed that information from working papers is provided when discussing reports with Council and that if a QAR is completed that they are then provided.
- The Auditor confirmed that they hold closing meetings with the managers after an audit to discuss the findings.

## **7.5 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 Committee noted that the items remaining from the previous audit had been completed.
- The Committee requested that a similar graphic to that of the internal audit be provided in this report for consistency.

## **7.6 EXTERNAL AUDIT - FINAL MANAGEMENT LETTER 2025**

### **RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the Final Management Letter for the audit year ended 30 June 2025 attached at *Annexure A*.

### **Discussion**

The committee discussed the following:

- The External Auditor spoke to the report noting there were very few actions for Council.
- The External Auditor noted the pleasing number of items which have been closed out which included a lot of moderate risks which clearly shows some work has been put in which they wanted to acknowledge.

- The External Auditor highlighted the items from previous audits which they will follow up in their next audit.
- The Chair noted that there were no significant concerns to highlight.
- The Committee discussed the low rating applied to patch management and noted the importance of closing these out due to potentially high risks involved in a patch being unresolved.

## **7.7 FINANCIAL MANAGEMENT - QUARTERLY BUDGET REVIEW AS AT 31 DECEMBER 2025**

### **RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the budget review report to 31 December 2025.

### **Discussion**

The committee discussed the following:

- The Chief Financial Officer spoke to the report noting improvement in the result with \$1 million compared to the previous report due to a significant increase in water consumption in general and from the mine.
- The Director of Infrastructure and Sustainability noted that the increase in water consumption does present challenges as well.
- The Chief Financial Officer noted continuing issues with depreciation particularly in water, sewer and road assets noting Council included comments about this in submissions provided to financial sustainability enquiries.
- The Chair noted that this general issue for the sector has also been raised by the Auditor-General
- The Committee and Chief Financial Officer discussed a big decrease in cash caused by a budgeted spend in the water fund.
- The Committee discussed grants in relation to their placement in 'Other' which the Chief Financial Officer explained was due to several projects currently on hold due to project issues translating into a finance issue.
- The Chief Financial Officer noted there might be a short fall again this year depending on when the Financial Assistance Grants (FAGs) is received.
- The Committee noted again that Councillors are supposed to understand this but it is one of the most difficult things to understand.
- The Committee and Council discussed the difficulty of managing cash flow with needing to put claims in and get them approved before they can invoice to state transport and the dependency on normal and special grants.
- The Committee noted that Council have put lots of work into managing their finances and in aiming to improve their finances and suggested that they formally document this in a Financial Improvement Plan (FIP) endorsed by Council which they can reference when making financial decisions and that Council can reference in reporting. The Committee noted that other councils utilise FIPs to work with the Councillors.
- The Committee recommended to table a FIP at Council to document all the things Council are going to be doing to be financial stable to change the mindset of the Councillors so they might stop and think before they accept a tender that they might go for a more financially viable option because of the plan.
- The Committee noted that once one is in place that council could start noting in reports that "option A is in line with our FIP" and which options are outside the plan and will mean they are consciously breaching their own policy.
- The Committee noted that Council needs to go where the money is.

- The Committee noted that Council already had some processes in place but were not seeing much movement from Council which indicates that a formal document like a FIP might be required to see some action from the Councillors.

**7.8 FINANCIAL MANAGEMENT - INVESTMENTS AND BORROWINGS AS AT 31 JANUARY 2026****RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the Statement of Investments and Borrowings as on 31 January 2026.

**Discussion**

The committee discussed the following:

- The Chief Financial Officer highlighted that two loans will shortly fall due.
- The Chief Financial Officer commented that \$51 million in cash reserves looks like a lot of money but noted that it was already committed to the water and sewer fund, grants and projects.
- The Chief Financial Officer noted that Council only just manages to balance their accounts each year.
- The Chief Financial Officer noted a strong return on investments of 4.9%.
- The Committee highlighted that, whilst this was strong investment performance for a Council that councils are restricted by what they can legally invest in preventing them from investments with returns of 10% which other organisations target. This was noted as another restriction limiting councils financial avenues and causing an adverse impact on financial performance.

**7.9 FINANCIAL MANAGEMENT - MONTHLY FINANCIAL REPORT AS AT 31 JANUARY 2026****RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the year-to-date financial reports for the period up to 31 January 2026.

**Discussion**

The committee discussed the following:

- The Committee noted that this report was discussed previously in item 7.7 and 7.8.
- The Committee noted that the acronym RMCC stood for Road Maintenance Council Contract with Transport for NSW to maintain State Roads.

**7.10 IPR - 2025-26 OPERATIONAL PLAN PROGRESS REPORT (1 JULY TO 31 DECEMBER 2025)****RECOMMENDATION**

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That the Audit, Risk and Improvement Committee:

1. Note the [Operational Plan Progress Report - July to December - 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 Director Customer, Corporate Services and Economy spoke to the report noting that it was a companion piece to the QBR expanding on where Council's finances were spent.
- The Committee noted that these documents are not audited and requested more information on Council's process for producing these important documents and who had ownership of the process and risk.
- The Committee were particularly interested in who is responsible for making sure the information is correct and fact checking the information.
- The Director Customer, Corporate Services and Economy noted that the Corporate Planning and Performance Coordinator collates all the information and ensures reporting is completed through a system that tracks the actions.
- The Director Customer, Corporate Services and Economy noted the Corporate Planning and Performance Coordinator check the completeness, correctness and comprehension of the updates provided by staff.
- The Committee asked if Managers review staff's updates for correctness.
- The Director Customer, Corporate Services and Economy noted there was an approval process available within the system used for reporting but that it was not currently utilised.
- The Committee noted that a review process would help mitigate the risk of misreporting.
- The Committee noted that a control like managerial reviews of reporting would need to be put into the risk register around misstatement.
- The Committee noted the importance of ensuring accuracy of reporting as it ensures accountability for the community.
- The Committee added that the report is difficult to validate and would require a review to see that it is fair and reasonable.
- The Committee noted that the current process would need to be checked if it was appropriate against the level of risk that misstatements represented.

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<b>7.11 PERFORMANCE AND REVIEW - ARIC ANNUAL SELF-ASSESSMENT - ACTION PLAN</b>
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### RECOMMENDATION

That the Audit, Risk and Improvement Committee:

1. Receive and note the action plan in response to the Audit, Risk and Improvement Committee Annual Self-Assessment 2024-2025 provided in the report.

### Discussion

The committee discussed the following:

- The Chair spoke to the report noting that the committee met out of session to discuss the questions from the self-assessment survey reported at the November meeting, noting that questions that received low scores were discussed and included in a plan for improvement.
  - The Committee presented the plan they produced, highlighting:
-

- Risk management discussion with the General Manager and the Director Customer, Corporate Services and Economy around resourcing.
- Internal audit discussion including resourcing, scale and quality which will be timely with the current internal audit contract soon to expire.
- Communication with councillors and whether that leads to understanding and meaning which they will continue to develop with Councillor Applebee.
- In relation to communication to Councillors, the Committee asked if the current minutes are sufficient and if they are being used or if a more concise summary is required. For instance, the committee suggested highlighting just five items, for instance the FIP from this meeting. This will be trialled commencing with this meeting
- The Chair noted that they think the committee is meeting all the Regulation requirements and are now looking for additional areas of improvement from the broad canvas of the (non-mandatory) OLG Guidelines (see item 7.12).

## **7.12 PERFORMANCE AND 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 February 2026.

### **Discussion**

The committee discussed the following:

- The Committee spoke to the report noting that some of the items marked as “not yet started” could be more suitable marked as “not yet due.”
- The Committee noted that audits of ARICs were focusing on assessment against core one and interviews one to one for the external assessment.
- The Chair reiterated that the guidelines are not mandatory.
- The Committee noted that some incomplete items are not impacting performance of the ARIC.
- The Chair noted in relation to the requirement for annual assessment and annual reviews that this was covered under the Committee’s current annual reporting.
- In relation to the General Manager responding to an annual review the Chair commented that this was difficult as it would entail receiving a formal document from the General Manager each year in response to the annual report.
- The Chair also noted that the requirement in the guidelines for the ARIC, General Manager and Councillors to meet to discuss the annual review and General Managers response was also extremely impractical and hence unlikely.
- The Chair noted that they frequently briefed the General Manager through in-camera sessions or otherwise and that they discuss direction or issues in these meetings.
- The Committee noted that the last couple of pages are not yet due or is happening in a slightly different format to what the guidelines would anticipate.
- The Committee noted that resources and maturity of council is the focus for ARIC.
- The Committee noted it was commendable that there is a lot of actions completed.
- The Committee noted they are interested in the Auditor General’s review of ARICs.
- The Committee noted that if Council are selected for the audit that the General Manager and Chair will be informed and noted that the Auditor may also ask for submissions as well.
- The Chair noted it will be a useful review as the OLG are not reviewing ARICs so it will be beneficial to receive feedback.

**7.13 INTERNAL CONTROLS - POLICY REGISTER REVIEW****RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the updated Council Policy Register.

**Discussion**

The committee discussed the following:

- The Committee noted the progress made on updating Council's overdue policies.
- The Committee also discussed the volume of policies noting that council should focus on policies for legislative requirements only and to ensure procedures are separated out to allow for ease of changes.
- The Committee noted that policies should include a section on risk appetite and connect to risk mitigation and that if they do not apply that they are not required.

**7.14 SERVICE REVIEWS - MONTHLY AREA REVIEWS - GOVERNANCE AND BUILDING AND COMMERCIAL ENTERPRISE****RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the presentations from the Corporate Service Governance and Council Land & Buildings and Commercial Enterprise attached at *Annexure A and B* respectively.

**Discussion**

The committee discussed the following:

- The Committee asked what the purpose of these reviews were and Council noted that they were quick broad-brush assessments.
- The Committee noted that much of the preliminary information is not required.
- The Director Customer, Corporate Services and Economy noted that a summary document is being built in response to these service reviews which will highlight areas with risks to address for a more focused service review.
- The Chair noted that a good part of this approach is that council are risk assessing where to conduct more in-depth reviews.
- The Committee noted that little guidance has been provided by OLG on how service reviews should be completed.
- The Committee provide some insight into how other councils are conducting service reviews including developing a service review policy like an audit charter which outlines how the council is to conduct service reviews, including what the triggers are and how they are to be completed.
- The Committee also noted that some councils do collective thematic reviews, such as the LG Professional review into Parks and Gardens which council noted our team was participating in.
- Council discussed how the reviews were good as an educational tool for Councillors as well and helped gain councillor support and understanding for where recommendations were coming from.

**7.15 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 Director Infrastructure and Sustainability provided the following updates on major projects:
  - Lachlan pipeline duplication is at risk.
    - The Committee asked what would not get council across the line and asked Council's confidence in receiving funding which the Director responded was low.
    - The Committee asked how this confidence could increase to medium which the Director commented would be to talk to the department about the funding which has been arranged.
    - The Committee asked what the risks are of a different scope which the Director noted there are few options for.
    - The Director noted that they are taking a risk-based approach to deliver as much as Council can and note to the funding body that there will be stranded assets that they have funded which will require further funding.
    - The Chair commented that a town without a water source should rate as a high risk in terms of water security and asked if Council thought the lack of funding was due to different priorities or a lack of money.
    - The Director noted the national water grid enquiry which has a role to play with financial sustainability.
    - The Chief Financial Officer noted that the local mine has announced an expansion which will increase water demand over at least the next 15 years which may strengthen Council's case.
    - The Committee noted this is one of the key risks for council.
    - The Committee asked if the mine did something to mitigate their reliance on town water which the council noted they did build a dam which is currently dry due to a dry summer which is causing a water security risk over Summer.
  - Parkes Water Security Program
    - Waiting for the next stage of the product.
    - Council hired the same contractor for both sites to mitigate WHS risks.
    - Project will break ground in two weeks.
    - Other controls in risk, principal contractor to deliver project
  - Lake Endeavour Pipeline
    - In 2023, \$22.9 million was allocated when \$25 million was required.
    - The Director note Council were considering descoping expectations or looking to top up with council's reserves.
    - Council is currently closing out alignment, geotechnical survey, and environmental assessment.
    - Council noted that there had been a different approach this from funding body noting that they were agile.
    - The Committee asked if these projects that were currently on hold were captured in the Long-Term Financial Plan (LTFP) which the Chief Financial Officer and Director confirmed and mentioned in a pre-requisite

- 
- to get the funding so then an uncomfortable place if you do not get the funding.
  - The Committee noted it sounded promising hearing that about the funding body.
  - The General Manager spoke to the projects within Operations noting that projects were mostly in hand.
  - The Director Customer, Corporate Services and Economy provided the following updates on major projects:
    - Parkes Elvis Festival 2026
      - Closing out invoices and commitments
      - The Director noted it seemed well attended with camping booked out which some finances go back to supporting local sporting teams.
      - The Chair noted that they noticed a difference this year with the new manager noting the festival felt more connected to broader Elvis events occurring and the media felt different, like they hooked into the wider culture and got more on television and felt like a lot more visible presence.
      - The Director agreed that the new manager was particularly good at promotion.
      - The Director noted that the previous Elvis Central building has been sold as Council could not negotiate a lease and noted some criticisms about the new leased space.
      - The Committee noted that any changes will receive criticism.
      - The Director noted that some suggested changes for next year are receiving some criticism, particularly around closing off some areas for ticketing.
      - The Committee noted that the Councillors need to get to a point where they are more comfortable with value for money and that present costs and the costs of doing things differently need to be presented in a straightforward way for them to understand savings and costs.
      - The Committee reiterated that planning the Elvis Festival was an operational matter and that Councillors should not be heavily involved in the detail of operations of the event, but more focused on the strategic issues, goals, and results
      - The Committee noted that changes are required all the time to keep events feeling fresh and mentioned the new Elvis movie called EPIC which has drawn a new crowd.
      - The Director noted that the Ultimate Elvis Tribute Artist (UETA) event is always sold out and sees opportunity in that.
      - The Chair noted the large draw card of announcing Dean Z as the feature artist for 2026.
      - The Committee noted that the event was great but that it needed to break even.
      - The Director noted 2 years of Destination NSW funding and a Transport NSW grant which is assisting financially.
      - The Committee discussed the importance of a steady and consistent person to drive the team.
    - Fresh Start Program
      - The Director noted that Council has had trouble attracting and keeping apprentices with only two civil engineers recruited.
      - The Director also noted that one trainee has been offered a full-time job in Council.
      - The Committee noted it is hard across the board especially due to wages offered.
    - CiA Live
-

- The Committee asked if Council were comfortable with their backups and redundancies.
- The Manager Customer and Information Services noted Council's backups are already in the cloud and synchronised.
- The Manager noted that early adopters just went through this process, but that Council are in the next round.
- The Manager noted that there was some workflow to BPA changes, but that Council were preparing to know what we need and end point.
- The Director noted that TechOne did have a short outage the other day.
- The Committee asked how council will decommission their old servers which the Director and Manager noted was completed sometime before their employment, but that Council do have about 12 servers which they keep for other purposes.

The General Manager and Director Infrastructure and Sustainability left the meeting at 11:54am.

## **7.16 EXTERNAL AUDIT - ENGAGEMENT PLAN FOR YEAR ENDING 30 JUNE 2026**

### **RECOMMENDATION**

That the Audit, Risk and Improvement Committee:

1. Receive and note the Annual Engagement Plan ("AEP") for the audit of council's financial statements for the year ending 30 June 2026.

### **Discussion**

The committee discussed the following:

- The External Auditor spoke to the late report highlighting what actions would be completed for the next External Audit and the timeframes for those actions.
- The External Auditors also highlighted the key risks which the audit would focus on, including asset transfer as part of SAP including sewer assets, working with RGDC counterparts and looking for management's assessment if it occurs before 30 June 2026.
- The Committee and External Auditors noted that the fee appeared lower than last year but there is a base increase and that an additional fee was charged last year due to identification for the SAP transfer issue.
- The External Auditors noted that if everything goes to plan this year that they cannot see the same issues occurring that did last year and, as such, no additional fee.
- The Committee asked if Council incurred the full cost of the issue or if it was shared which the External Auditor confirmed a separate cost would have been applied to RGDC.
- The Chair asked the Chief Financial Officer if they can align with the proposed dates which the CFO confirmed but noted would potentially depend on RGDC as their project had moved from completion in September 2025 to March 2026 which is out of Council's control.
- The Committee asked if an increase in depreciation was which the Chief Financial Officer and Director Infrastructure and Sustainability confirmed due to the transfer of the water and sewer assets from RGDC which will have substantial depreciation.
- The Chair noted the continued focus on auditing IT and noted Parkes now had a Chief Information Security Officer (CISO) which they shared with other councils and noted this must be helpful for all concerned as the risk of cyber issues just keep increasing and councils struggle to have the resources.

## 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.

### 8.1 RISK MANAGEMENT - GENERAL MANAGERS UPDATE

#### RECOMMENDATION

That the Audit, Risk and Improvement Committee:

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

### 8.2 RISK MANAGEMENT- INFORMATION MANAGEMENT, PRIVACY AND RECORDS

#### 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 - 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.

## 9 CONCLUSION OF MEETING

Actions from meeting	Responsible Department
Complete risk assessment and action plan in relation to the Waste to Energy project going ahead.	DCCSE
Develop a Financial Improvement Plan (FIP)	CFO
Internal Audit contract.	DCCSE
The Chair asked Paul to bring back a short internal audit strategy document to frame internal audit and how it adds value.	Chair

The Director Corporate, Customer Services and Economy noted to consider reviewing closed audit actions and surveying auditees as part of the new internal audit contract.	DCCSE
Provide dashboard image in external audit report.	DCCSE
The Committee asked for a summary of about 5 points to be added to ARIC minute reporting to council, including the FIP from this meeting.	DCCSE

The meeting concluded at 1:11pm.

This is the final page of the minutes comprising 19 pages numbered 1 to 19 of the Audit, Risk and Improvement Committee Meeting held on Wednesday, 25 February 2026 and confirmed on Wednesday, 29 April 2026.

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**Mr Stephen Horne**  
CHAIRPERSON

**13.2 MINUTES OF THE EXTRAORDINARY ROAD AND PLACE NAMING COMMITTEE MEETING HELD ON 26 FEBRUARY 2026**

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

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

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

**Author:** **Sue McGrath, Business Support Coordinator**

**Authoriser:** **Logan Hignett, Director Operations**

**Annexures:** **A. Extraordinary Road and Place Naming Committee Meeting Minutes - 26 February 2026**

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**RECOMMENDATION**

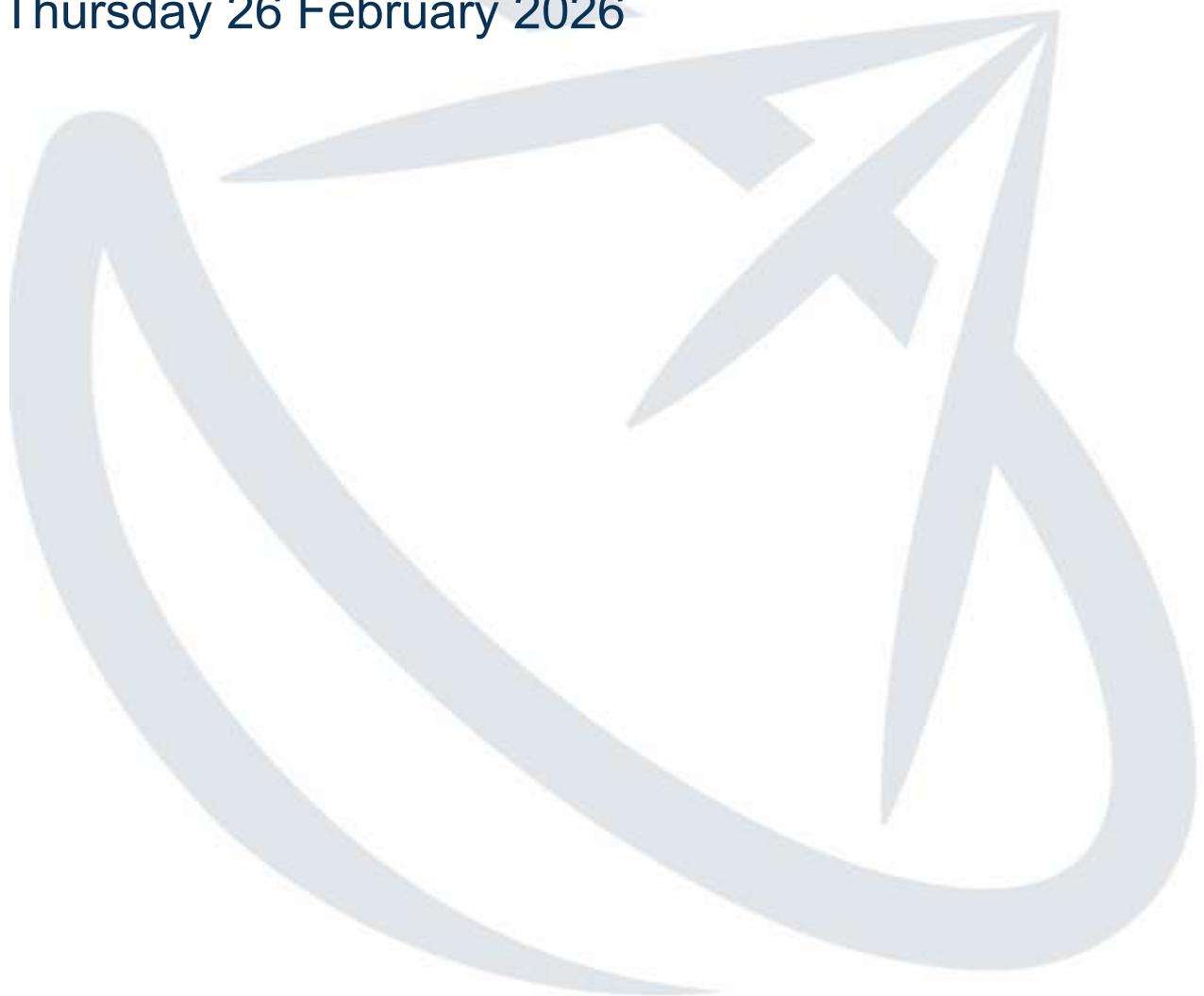
That Council:

1. Receive and confirm the Minutes of the Extraordinary Road and Place Naming Committee Meeting held on Thursday 26 February 2026 appended at *Annexure A*.

# Extraordinary Road and Place Naming Advisory Committee

Minutes

Thursday 26 February 2026



**Minutes of the Extraordinary Road and Place Naming Advisory Committee****Held on Thursday, 26 February 2026 at the****Parkes Council Chamber, 2 Cecile Street, Parkes****Committee Members:**

Cr William Jayet	Councillor (Chair)
Cr Louise O'Leary	Councillor
Cr George Pratt	Councillor
Cr Ken McGrath	Councillor

**Council Officers:**

Logan Hignett	Director Operations
Marisa Malherbe	Executive Manager
Sue McGrath	Business Support Coordinator

**NOTES**

The meeting commenced via email on Thursday, 26 February 2026 8:59 AM and concluded at on Thursday 5 March 2026 at 9:00 AM.

## Order Of Business

<b>1</b>	<b>OPENING OF MEETING .....</b>	<b>4</b>
<b>2</b>	<b>ACKNOWLEDGEMENT OF COUNTRY.....</b>	<b>4</b>
<b>3</b>	<b>APOLOGIES .....</b>	<b>4</b>
<b>4</b>	<b>CONFIRMATION OF MINUTES .....</b>	<b>4</b>
4.1	Minutes of the Road and Place Naming Advisory Committee held on 18 March 2025.....	4
<b>5</b>	<b>DISCLOSURES OF INTERESTS .....</b>	<b>4</b>
<b>6</b>	<b>LATE BUSINESS .....</b>	<b>4</b>
<b>7</b>	<b>OFFICERS' REPORTS.....</b>	<b>5</b>
7.1	Extension of Forbes Road and Peak Hill Road, Parkes.....	5
<b>8</b>	<b>REPORT OF CONFIDENTIAL RESOLUTIONS .....</b>	<b>5</b>
<b>9</b>	<b>CONCLUSION OF MEETING.....</b>	<b>5</b>

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## 1 OPENING OF MEETING

---

The Chairperson declared the Extraordinary Road and Place Naming Advisory Committee of Thursday, 26 February 2026 open and welcomed Council Officials in attendance.

---

## 2 ACKNOWLEDGEMENT OF COUNTRY

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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.*

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## 3 APOLOGIES

Cr Louise O'Leary, Cr Bill Jayett

## 4 CONFIRMATION OF MINUTES

<b>4.1 MINUTES OF THE ROAD AND PLACE NAMING ADVISORY COMMITTEE HELD ON 18 MARCH 2025</b>
--

### RECOMMENDATION

The minutes have previously been confirmed at Council Meeting held on Tuesday 18 March 2025.

---

## 5 DISCLOSURES OF INTERESTS

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

Nil interests were disclosed.

## 6 LATE BUSINESS

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

## 7 OFFICERS' REPORTS

### 7.1 EXTENSION OF FORBES ROAD AND PEAK HILL ROAD, PARKES

#### RESOLVED RPN 001/26

That:

1. That the section of the existing Newell Highway North, from its current datum point at Dalton and Bogan Street to its intersection with the Parkes Bypass, be renamed 'Peak Hill Road, Parkes.'
2. That the section of the existing Newell Highway, extending from its new datum point at the intersection of Hartigan Avenue and Forbes Road, Parkes, to the intersection of the bypass and the existing Newell Highway, be renamed 'Forbes Road, Parkes'.
3. Undertake the appropriate community consultation in accordance with the GNB guidelines.

**CARRIED**

## 8 REPORT OF CONFIDENTIAL RESOLUTIONS

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

## 9 CONCLUSION OF MEETING

The meeting concluded at 9:00 AM on Thursday 5 March 2026.

This is the final page of the minutes comprising 5 pages numbered 1 to 5 of the Extraordinary Road and Place Naming Advisory Committee held on Thursday, 26 February 2026.

*Cr Bill Jayet*

CHAIRPERSON

**13.3 MINUTES OF THE PLANT PROCUREMENT ADVISORY COMMITTEE MEETING HELD ON 10 MARCH 2026**

**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:** **Michael O'Shannessy, Fleet and Depot Manager**

**Authoriser:** **Logan Hignett, Director Operations**

**Annexures:** **A. Plant Procurement Advisory Committee Meeting Minutes - 10 March 2026**

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**RECOMMENDATION**

That Council:

1. Receive and confirm the Minutes of the Plant Procurement Advisory Committee Meeting held on Tuesday 10 March 2026 appended at *Annexure A*.

# Plant Procurement Advisory Committee

Minutes

Tuesday 10 March 2026



**Minutes of the Plant Procurement Advisory Committee**  
**Held on Tuesday, 10 March 2026 at the**  
**Cooke Park Pavilion, 158-176 Clarinda Street, Parkes**

**Present:**

Cr Ken McGrath	Chairperson
Cr George Pratt	Councillor

**Council Officers in Attendance:**

Mr Michael O'Shannessy	Fleet and Depot Manager
Miss Kaitlyn Leigo	Fleet and Depot Support Officer

**NOTES**

The meeting commenced at 10:03am and concluded at 10:30am.

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## Order Of Business

<b>1</b>	<b>OPENING OF MEETING .....</b>	<b>4</b>
<b>2</b>	<b>ACKNOWLEDGEMENT OF COUNTRY.....</b>	<b>4</b>
<b>3</b>	<b>APOLOGIES .....</b>	<b>4</b>
<b>4</b>	<b>CONFIRMATION OF MINUTES .....</b>	<b>4</b>
4.1	Minutes of the Plant Procurement Advisory Committee held on 18 November 2025.....	4
<b>5</b>	<b>DISCLOSURES OF INTERESTS .....</b>	<b>4</b>
<b>6</b>	<b>LATE BUSINESS .....</b>	<b>4</b>
<b>7</b>	<b>CONFIDENTIAL MATTERS .....</b>	<b>5</b>
<b>8</b>	<b>REPORT OF CONFIDENTIAL RESOLUTIONS .....</b>	<b>6</b>
<b>9</b>	<b>CONCLUSION OF MEETING.....</b>	<b>6</b>

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## 1 OPENING OF MEETING

---

The Chairperson declared the Plant Procurement Advisory Committee of Tuesday, 10 March 2026 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

Cr Neil Westcott

## 4 CONFIRMATION OF MINUTES

<b>4.1 MINUTES OF THE PLANT PROCUREMENT ADVISORY COMMITTEE HELD ON 18 NOVEMBER 2025</b>
---

### RECOMMENDATION

That the Committee receive and confirm the Minutes of the meeting held on Tuesday 18 November 2025 appended at *Annexure A*.

---

## 5 DISCLOSURES OF INTERESTS

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

Nil interests were disclosed.

## 6 LATE BUSINESS

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

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**7 CONFIDENTIAL MATTERS**

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**RECOMMENDATION**

That Plant Procurement Advisory 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:

**7.1 PURCHASE OF CAB OVER 8 X 4 WATER TRUCK**

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

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

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.

At 10:05am, the Meeting went into Closed Session.

### **7.1 PURCHASE OF CAB OVER 8 X 4 WATER TRUCK**

#### **RESOLVED PPA 001/26**

Moved: Cr Ken McGrath

Seconded: Cr George Pratt

That Council:

1. Award the tender to Tracserv Dubbo to supply an Isuzu FYJ 320-255 R58 truck with a Barry Burrows water cart body for the purchase price of **\$355,147.27** excluding GST under the LGP NPN123 contract.

**CARRIED**

At 10:25am, the Council in Closed Session returned to Open Session.

### **MOTION**

That the Plant Procurement Advisory Committee:

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

## **8 REPORT OF CONFIDENTIAL RESOLUTIONS**

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

## **9 CONCLUSION OF MEETING**

The meeting concluded at 10:30am.

This is the final page of the minutes comprising 6 pages numbered 1 to 6 of the Plant Procurement Advisory Committee held on Wednesday, 11 March 2026.

*Cr Ken McGrath*

Cr Ken McGrath

CHAIRPERSON

**13.4 MINUTES OF THE PARKES SPORTS COUNCIL MEETING HELD ON 10 MARCH 2026**

**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 held on 10 March 2026** [↓](#)

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**RECOMMENDATION**

That Council:

1. Receive and confirm the Minutes of the Parkes Sports Council Meeting held on Tuesday 10 March 2026 appended at *Annexure A*.

## 10 March 2026 Sports Council Minutes

Tuesday, 10 March 2026 7:00 PM

### Welcome

Al Gersbach welcomed all to the meeting.

### Attendance

Al Gersbach (Chair), Luke Nash (Finances), Anthony McGrath (Secretary), Greg Morrissey (Mr Cricket), Richard Rice (Hockey),

### Online

Gail Richardson (Community Representative), Chris Reynolds (Touch), Kerry Edwards (Peak Hill, Parkes Little Athletics),

### Guests

Nil

### Apologies

Michael Greenwood, Linda Snyman (Dragon Boating), Louise O'Leary (Councillor Representative), Geoff Finn (Sports Fields Supervisor, Parkes Shire Council), Tim Gillogly (PSC), Doug Moore (Little Athletics), Cr Doug Pout, Andrew Thomas (Senior Rugby League), Wayne Osbourne (Soccer), Andrew Daley (Hockey), Ken Keith (Golf), Wilbur Harris (Netball), Jason O'Bryan (Junior League)

### Confirmation of Previous Minutes

The previous minutes were distributed with the agenda, moved by Luke Nash seconded by seconded by Greg Morrissey that they are a true and correct record. Carried

## General Meeting

### Notable Sporting Performances or Events

#### Touch

- U10 Girls runners up at JSC Northern Conference at Dubbo

#### Cricket

- Lachlan U14 Boys won the Western Zone competition against larger centres including Orange and Dubbo. The side includes 5 local boys and was coached by Cam Rosser and Peter Yelland.
- Harry Yelland scored 140 not out in the U16 western zone competition

### 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 field (SW)	Geoff
10/6/2026	4	SMS lighting system at Lindner Oval is not working consistently	Anthony
10/02/2026	5	Seek approval from Scott Westcot to name the park run track in his honour	Anthony

10/02/2026	6	Follow up a report of issues with carparking at Cheney Park from Parkes Hockey	Anthony
10/02/2026	7	Report 2 missing safety floats at Lake Endeavour	Anthony
10/02/2026	8	Report issues with the surface of the Netball courts for Parkes Netball	Anthony

### Discussion / Action Taken

Update provided on the outstanding tasks as follows:

- 4, New SMS controller is on order for Lindner Oval
- 5, Scott's contact details are being sought.
- 6, Ben Coultas is liaising with Parkes Hockey on design options for the McGlynn carpark.
- 7, Missing floats at Lake Endeavour reported.
- 8, Surface issues with McGlynn Park netball courts reported.

### Correspondence

The following items of correspondence was received or sent

1. Advice of meeting and minutes sent out to groups.
2. Notice of sports grants open sent out to groups

### Action

1,2 For information.

### Grants Received

This item on the Agenda is for sporting groups to report any other grants they may have received.

Nil.

### Sports Projects Update

Tim and Geoff provided the following update at the meeting.

- Lindner Oval light pole is out of action - Tim is already following this up.
- Berryman Oval carpark upgrade project has started
- Turf improvement program has started at Spicer and Northparkes Ovals
- Lighting upgrade at Cheney is operational and working well after some minor adjustments and code changes.

### Around the Grounds

Little As

- Thanked Council for quickly restoring power to canteen at Northparkes Oval
- Thanked Council for refreshed line marking at Northparkes Oval
- 120 kids attended the gala day on the weekend. Thanked Council reps who attended the opening
- Cohort of kids Attending state championships over the next few weeks.

Peak Hill

- Would like to upgrade the long jump pits. Anthony to contact Tim to review the existing pits
- Ladies netball to start within a few months on grass at O'Leary's. Contact Tim to check line marking

#### Touch

- Successful representative season
- Competition restarted. Junior and mixed numbers up, men's and women's about the same
- State fees have increased to a "per year" payment, with touch now considering a winter competition so that members can get value from fees. Have started discussions with Tim and Junior League
- Apologised for not attending meetings regularly

#### Cricket

- Grand finals this weekend with Cambridge playing Forbes
- U17 play under lights on Friday at Woodward Oval, while U14 playing at Forbes.
- Lachlan U14 side traveling to Bowral to play on Bradman oval in the Bradman Foundation's Spirit of Cricket tournament.

#### Soccer

- Junior and Senior registrations open
- Competition starting on 2 May
- Six a side competition this weekend at Harrison and Parker Stone fields.
- WPL draw almost ready

#### Hockey

- Summer super sixes finished with 12 teams participating.
- Have run 2 "come and try" nights in an effort to boost numbers.
- Junior and senior registrations are open, intend running A and B grade competition but looks like there will be 2 less sides.
- Junior rep sides preparing for state championships.
- Season starting 18 May.
- Men's and Women's Premier League sides in preparation for season.
- Held a working bee at SDF and MWF to clean up prior to the start of the season.
- Hosted Milo "into cricket" sessions at hockey fields
- U14 Girls championships to be held in early May. Considering using the new field in Molong for third division to avoid using grass fields at Parkes, which will provide a better surface for the players. Would help Parkes in future as three fields would seem to be the minimum needed to host larger championships.

#### Dragon Boating

- New life buoys have been placed on the jetty – we check them every time we are out there and replace on hooks when we find them all over the place – they are still being used as floaties by swimmers.
- The launch ramp got hammered by the heavy rain on the weekend and is fairly rough and washed out.
- The water level is dropping significantly with the warm weather and the beach is now almost high and dry and the black mud is exposed (and stinky).
- PDBC will work with Council on the project to create an improved launch area.

### **Financial Report - Operational and Capital Works Projects**

Luke presented the financial report and asked that the committee accept the report, which was seconded by Richard Rice and carried.

Sports Council (Sporting Grounds) Overview - Month Ending - 28 February 202						
Sporting Grounds - Operational Revenue						
	Budget	Actual	% Budget Received			
Sports Council - Levies/Usage Charges	\$51,731	\$38,107	74%			
Sports Council - SMS Lighting	\$16,210	\$6,752	42%			
	<b>\$67,941</b>	<b>\$44,859</b>	<b>66%</b>			
Sporting Grounds - Operational Expenditure						
	Budget	Actual	Committed	A + C	% Spent	Bud Rema
Sporting Grounds Operating	\$293,701	\$195,211	\$0	\$195,211	66%	\$98
	<b>\$293,701</b>	<b>\$195,211</b>	<b>\$0</b>	<b>\$195,211</b>	<b>66%</b>	<b>\$98</b>
Sporting Grounds - Capital Expenditure						
Capital Expenditure Projects	Budget	Actual	Committed	A + C	% Spent	Bud Rema
Berryman Oval - Trundle (Flood Repairs) - Carpark, Tennis Courts & Pool Pump Shed (NSW Govt)	\$636,300	\$250,927	\$7,719	\$258,646	41%	\$3
Cheney Park Clubhouse Capital Improvements	\$40,000	\$10,913	\$0	\$10,913	27%	\$
Cheney Park - Lighting Upgrade (ClubsGrant \$210.5k & PMJRL \$75k)	\$285,580	\$281,500	\$13,580	\$295,080	103%	-
	<b>\$921,880</b>	<b>\$532,427</b>	<b>\$21,299</b>	<b>\$553,726</b>	<b>60%</b>	<b>\$368</b>

## General Business

### Parking at Cheney Park

Louise from Parkes Hockey is working with Ben Coultas around some parking options for the Cheney Park carpark. Issues include the Station street and Baker street intersection and emergency vehicle access to MWF. There was also some discussion around better use of the carpark including a separate ingress and egress points to improve circulation. Line marking would also improve carpark utilisation.

There was concern expressed about Station Street nose in parking arrangement and the need to reverse out and not being able to see. Sporting groups, including Hockey, Touch and Junior League have seen that the mix of pedestrians and cars in the area is dangerous. Cars have been observed reversing out and then driving South before performing a U-turn or 3-point turn to travel north back into town. With reverse-in parking, the cars can leave the park and immediately turn North to travel back into town. The consensus of those at the meeting was to revert parking back to 45 degree reverse-in parking along Station Street. Consider some parking lines to guide parking and space utilisation.

### Sports and Rising Star Grants Open

Sporting groups are requested to submit their applications as soon as possible. Entries can be made via Council's web site and will close on 30 March: [Council's Grants Programs Parkes Shire Council](#)

### Masterplans

Sporting groups are STRONGLY advised to provide feedback on the masterplans. Kerry would like a copy of Northparkes Oval and Lindner Oval.

### Sanitary Bins

Chris mentioned that there were no sanitary bins provided at Cheney Park. Anthony to follow up with Sharon Ross.

### Life Members Board

Greg mentioned that the Life members board at the Services Club may be moved by the Club. Anthony to follow up with the Services Club.

## Next Meeting

14 April 2026 at 7pm.

Meeting Close 8:10pm

### Meeting Actions

11/03/2026	1	Peak Hill would like the Long Jump pits at Lindner Oval in Peak Hill reviewed for possible upgrade. Would like a quote.	Tim
11/03/2026	2	There are no sanitary bins provided for Cheney Park. Parkes Touch understood that these would be provided by Council.	Sharon Ross
11/03/2026	3	Determine what the Services Club's intentions are for the Sporting Life Members board located upstairs at the Club	Anthony
11/03/2026	4	Parkes Little As (Kerry) would like a copy of the Northparkes masterplan sent out.	Luke

### Attachments

Nil.

## 14 REPORTS OF THE GENERAL MANAGER

### 14.1 LEAVE OF ABSENCE REQUEST FROM COUNCILLOR KENNY MCGRATH

**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:** **Toni Lennane, Executive and Councillor Support Coordinator**

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

**Annexures:** **Nil**

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#### RECOMMENDATION

That Council:

1. Grant Councillor Kenny McGrath a leave of absence from the Ordinary Council meeting to be held on 21 April 2026 as he will be away on annual leave.

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#### 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 Kenny McGrath is seeking leave of absence for the Ordinary Council meeting being held on 21 April 2026 as he will be unable to attend the meetings and other associated Councillor duties due to being away on annual leave.

#### LEGISLATIVE AND POLICY CONTEXT

Section 5.5 of the Code of Meeting Practice states that where a councillor is unable to attend one or more meetings of the council or committees of council, the councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence and request that the council grant them a leave of absence. Section 5.6 states that the council must be reasonable when considering whether to grant the councillor's request for a leave of absence.

#### FINANCIAL IMPLICATIONS

No financial implications because of this report.

#### RISK IMPLICATIONS

No significant risks arise because of this report.

#### COMMUNITY CONSULTATION

No Community consultation is required.

**14.2 SUNRISE MINE PROJECT VOLUNTARY PLANNING AGREEMENT (VPA) VARIATION****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. Draft Variation to Voluntary Planning Agreement - Sunrise Mine Project** [↓](#)

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**RECOMMENDATION**

That Council:

1. Receives and notes the report.
2. Supports the Draft Deed of Variation in principle.
3. Places the Draft Deed of Variation (*Annexure A*) and the Explanatory Note on public exhibition for not less than 28 days, in accordance with the EP&A Act and Regulation.
4. Receive a future report on any public submissions before adopting the Draft Deed of Variation.
5. Agrees that Lachlan Shire Council and Forbes Shire Council must also have resolved to adopt and sign the same Deed before it is executed.
6. Authorises the Mayor and General Manager to execute the Deed upon completion of exhibition, consideration of submissions, and after confirmation that Lachlan Shire Council (LSC) and Forbes Shire Council (FSC) have also adopted the Deed.

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**BACKGROUND**

The Sunrise Project was originally conceived and approved as a large-scale, integrated Nickel-Cobalt-Scandium mining and processing operation, now referred to as Phase 2. This development involved a major open-cut mine and hydrometallurgical processing facility designed to produce battery-grade nickel and cobalt sulphates, supported by extensive enabling infrastructure including a limestone quarry, accommodation camp, sulphuric acid plant, gas-fired power station, rail siding and upgrades, bore fields, water pipelines, and significant regional road upgrades. The project reflected Sunrise Energy Metals' strategy to establish one of the world's largest and most cobalt-rich nickel laterite operations, with over 900,000 tonnes of nickel and 170,000 tonnes of cobalt contained in the resource, positioning the site as a major long-life supplier for global battery and strategic metals markets.

The existing VPA was executed on 18 December 2018 between SRL Ops and Lachlan (LSC), Parkes (PSC) and Forbes Shire Councils (FSC). As the Developer now proposes a two-phase structure (Phase 1 – Scandium Project, Phase 2 – Nickel-Cobalt Project), an amendment is required because the current agreement does not contemplate staged development.

**ISSUES AND COMMENTARY**

This revised first-stage development significantly reduces the scope and impact of the project, with provisional estimates suggesting reductions of ~95% in heavy vehicle movements, ~95% in construction workforce, ~80% in operational workforce, and ~75% in total operational vehicle

movements when compared to the original multi-metal concept. The Phase 1 project requires far fewer road upgrades and relies primarily on core mine, water supply, and transport infrastructure. Phase 2—the larger Nickel-Cobalt Project, remains an option for future development should market conditions. Key comparisons between Phase 1 and Phase 2 are shown in *Figure 1* below, noting these are provisional at this stage.

*Figure 1: Comparison of Phase 1 & Phase 2, (figures are preliminary).*

## Scandium Project Comparison

Project Component	Phase 1 Scandium Project	Scandium-Nickel-Cobalt Project
Production Rate	60 tpa	~140,000 tpa
Mine Life	21 years	21 years
Construction Workforce	105 <sup>1</sup>	1,900
Operational Workforce	60 <sup>1</sup>	350
Heavy Vehicles (Operations)	10 movements/day <sup>1</sup>	172 movements/day
Total Vehicles (Operations)	42 movements/day <sup>1</sup>	270 movements/day
Water Demand	~220 ML/year <sup>1</sup>	~2,800 ML/year
Supporting Infrastructure	Borefield, Surface Water Extraction Infrastructure and Water Pipeline <sup>1</sup>	Rail Siding (and Rail Upgrade), Limestone Quarry, Accommodation Camp, Sulphuric Acid Plant, Gas-fired Power Plant, Gas Pipeline, Borefield, Surface Water Extraction Infrastructure and Water Pipeline, Fifiel Bypass
Capital Cost (AUD)	~\$200 M <sup>1</sup>	~\$2,400 M

This report seeks Council’s consideration of the Draft Deed of Variation (*Annexure A*) to the Sunrise Mine Project Planning Agreement. The variation relates to the Developer, SRL Ops Pty Ltd (formerly known as Clean TeQ Sunrise Pty Ltd), progressing with the revised Phase 1 – Scandium Project, separate from the Phase 2 Nickel-Cobalt Project. The proposed VPA is attached.

Key features of the Phase 1 VPA include:

- Community Enhancement Contributions of \$200,000/year (shared 50% LSC, 25% PSC, 25% FSC).
- Road Maintenance Contributions of \$106,000/year (shared 50% LSC, 44% PSC, 6% FSC)
- Project Facilitation Contribution at \$90,000/year (shared equally between the 3 councils for 2 years)

### REVISED ROAD SAFETY AUDIT REQUIREMENTS LEGISLATIVE AND POLICY CONTEXT

Under section 7.5 of the Environmental Planning and Assessment Act 1979 and section 205 of the Environmental Planning and Assessment Regulation 2021, a Draft Planning Agreement (including any variation) must be publicly notified and exhibited for a minimum of 28 days before it can be entered into. An explanatory note must accompany the Draft VPA during exhibition. This requirement applies equally to amendments of existing VPAs.

### FINANCIAL IMPLICATIONS

Subject to the Mine proceeding, PSC will receive:

- 25% share of \$200,000/year Community Enhancement Contribution (\$50k).
- 44% share of \$106,000/year Road Maintenance Contribution (46,640).
- \$30,000/year Project Facilitation Contribution (for 2 years).

In summary, the total proposed to PSC for the first two years is \$126,640 and then \$96,640 per year after that until the end of the agreement for Phase 1.

### **RISK IMPLICATIONS**

Risks include premature signing before partner councils, potential traffic impact changes, and project timing pressures.

### **COMMUNITY CONSULTATION**

As indicated above the VPA variation must be publicly notified and exhibited for a minimum of 28 days before it can be entered into. An explanatory note (to be completed) must accompany the Draft VPA during exhibition. This requirement applies equally to amendments of existing VPA's.

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## Deed of Variation of Planning Agreement - Sunrise Mine Project

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SRL Ops Pty Ltd

and

Lachlan Shire Council

Parkes Shire Council

Forbes Shire Council

Brisbane | Sydney | Canberra

Level 32, 25 Martin Place Sydney NSW 2000 GPO Box 462 Sydney NSW 2001 T +61 2 8241 5600 F + 61 2 8241 5699

[mccullough.com.au](http://mccullough.com.au) [info@mccullough.com.au](mailto:info@mccullough.com.au) ABN 42 721 345 951

# Deed of Variation of Planning Agreement - Sunrise Mine Project

Dated

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## Parties

<b>Developer</b>	<b>SRL Ops Pty Ltd</b> (ABN 21 008 755 155) of PO Box 68, Flinders Lane, VIC 8009
<b>LSC</b>	<b>Lachlan Shire Council</b> (ABN 82 815 250 829) of PO Box 216, Condobolin NSW 2877
<b>PSC</b>	<b>Parkes Shire Council</b> (ABN 96 299 629 630) of PO Box 337, Parkes NSW 2870
<b>FSC</b>	<b>Forbes Shire Council</b> (ABN 86 023 614 567) of PO Box 333, Forbes NSW 2871

## Background

- A The Developer (formerly known as Clean TeQ Sunrise Pty Ltd) owns the rights to undertake the Development in accordance with the Development Consent. The Development was formerly known as the Clean TeQ Sunrise Mine Project, but is now known as the Sunrise Scandium-Nickel-Cobalt-Project.
- B The Parties entered into a Planning Agreement on 15 November 2018 (**Original Agreement**) in respect of the Development.
- C The Original Agreement contemplates the Development being carried out as a single, rather than a phased, development. The Original Agreement was entered into on this basis.
- D Since entering into the Original Agreement, the Developer has decided to undertake the Development in two separate phases comprising, in summary:
- (i) Phase 1 – the Scandium Project; and
  - (ii) Phase 2 – the Nickel-Cobalt Project.
- E To enable the Developer to undertake the Development in two separate phases, a variation to the nature and timing of the Original Development Contributions to be delivered by the Developer, as specified in the Original Agreement, is required. This is to ensure that the Development Contributions to be delivered are commensurate with the community infrastructure impacts associated with each separate phase of the Development.
- F The Parties have agreed to vary the Original Agreement in the manner set out in this Deed of Variation.

## Agreed terms

### 1 Definitions and interpretation

#### 1.1 Definitions

In this document:

Term	Definition
<b>Commissioning</b>	means the date on which the testing of any aspect of the Mine Processing Facility (required in connection with either the Phase 1 Project Component or Phase 2 Project Component, as relevant), to verify that it functions according to its design objectives and specifications, is completed.
<b>Construction Commencement</b>	means the first day that Construction Works (with respect to either the Phase 1 Project Component or Phase 2 Project Component, as relevant), are physically commenced.
<b>Construction Works</b>	means the carrying out of any site preparation or land clearing, building or engineering construction work approved by the Development Consent (with respect to either the Phase 1 Project Component or Phase 2 Project Component, as relevant), and includes related works such as, but not limited to, public road upgrading, water and/or gas pipeline and transmission line construction and the construction of site offices and workshops (temporary or permanent), but does not include Minor Works.
<b>Deed of Variation</b>	means this deed of variation of planning agreement and all annexures, schedules, attachments and exhibits.
<b>Development Contributions</b>	means the contributions as specified in Schedule 1 of this document.
<b>Final Investment Decision</b>	means either the Phase 1 Final Investment Decision or Phase 2 Final Investment Decision, as relevant.
<b>Original Agreement</b>	means registered planning agreement titled 'Planning Agreement Clean TeQ Sunrise Mine Project' between the Clean TeQ Sunrise Pty Ltd and LSC, PSC and FSC dated 15 November 2018.
<b>Original Development Contributions</b>	means the development contributions as specified in clause 5 of the Original Agreement.
<b>Phase 1 Project Component</b>	means the Scandium Project which forms part of the Development.
<b>Phase 1 Final Investment Decision</b>	means the date on which the Developer makes a public announcement by media release or publication on the Company website that the funds required to build the Phase 1 Project Component of the Development have

<b>Term</b>	<b>Definition</b>
	been secured and that the Developer's Board has determined to proceed with the Phase 1 Project Component.
<b>Phase 2 Project Component</b>	means the Nickel-Cobalt Project which forms part of the Development.
<b>Phase 2 Final Investment Decision</b>	means the date on which the Developer makes a public announcement by media release or publication on the Company website that the funds required to build the Phase 2 Project Component of the Development have been secured and that the Developer's Board has determined to proceed with the Phase 2 Project Component.
<b>Nickel-Cobalt Project</b>	means the nickel-cobalt mining and processing operation component of the Development.
<b>Regulation</b>	means the Environmental Planning and Assessment Regulation 2021
<b>Scandium Project</b>	means the scandium mining and processing operation component of the Development, excluding the Nickel-Cobalt Project.

## 1.2 Interpretation

In this document:

- (a) a term capitalised which is not defined in clause 1.1 of this document has the same meaning given to that term in the Original Agreement;
- (b) a term capitalised and defined in clause 1.1 of this document, which is also defined in the Original Agreement, has the meaning given to that term in this document;
- (c) a reference to a clause, schedule, annexure or party is a reference to a clause of, and a schedule, annexure or party to, this document and references to this document include any schedules or annexures;
- (d) a reference to a party to this document or any other document or agreement includes the party's successors, permitted substitutes and permitted assigns;
- (e) if a word or phrase is defined, its other grammatical forms have a corresponding meaning;
- (f) a reference to a document or agreement (including a reference to this document) is to that document or agreement as amended, supplemented, varied or replaced;
- (g) a reference to this document includes the agreement recorded by this document;
- (h) a reference to legislation or to a provision of legislation (including subordinate legislation) is to that legislation as amended, re-enacted or replaced, and includes any subordinate legislation issued under it;

- (i) if any day on or by which a person must do something under this document is not a Business Day, then the person must do it on or by the next Business Day;
- (j) a reference to a person includes a corporation, trust, partnership, unincorporated body, government and local authority or agency, or other entity whether or not it comprises a separate legal entity; and
- (k) a reference to 'month' means calendar month.

### **1.3 Inconsistency**

If there is any inconsistency between the terms and conditions of the Original Agreement and the terms and conditions of this document, this document will prevail to the extent of any inconsistency.

### **1.4 Agreement is supplementary**

This document is supplementary to the Original Agreement and the parties agree that the terms of the Original Agreement remain unchanged, except as provided in this document.

## **2 Operation of this document**

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- (a) This document operates on and from the date it is executed by all parties.
- (b) The party who executes this document last is to insert the date that the party executed this document on the front page, and provide a fully executed and dated document to the other parties.

## **3 Variation of Original Agreement**

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The parties agree that on and from the date of operation of this document:

- (a) clause 5 of the Original Agreement is deleted and replaced with a new clause 5 as shown in Schedule 1 of this document;
- (b) any reference to clause 5 in the Original Agreement is to be construed in accordance with and by reference to Schedule 1 of this document;
- (c) the definitions of 'C' and 'D' in clause 6 of the Original Agreement are deleted and replaced with the following:
  - C = the monthly CPI most recently published before the date of payment.
  - D = the monthly CPI most recently published before the date of the Final Investment Decision.
- (d) schedule 6 of the Original Agreement is deleted;
- (e) any reference to schedule 6 in the Original Agreement is to be construed by reference to the Road and Intersection Upgrades specified in Schedule 1 of this document;
- (f) clause 14.1(b) of the Original Agreement is deleted and replaced with the following;

- (b) must be addressed as follows and delivered to the intended recipient by hand or by prepaid post to the address below, or at the email address specified in clause 14.2, or otherwise the address last notified by the intended recipient to the sender after the date of this Agreement:
- (i) Forbes Shire Council  
PO Box 333, Forbes NSW 2871  
Attention: The General Manager
  - (ii) Lachlan Shire Council  
PO Box 216, Condobolin NSW 2877  
Attention: The General Manager
  - (iii) Parkes Shire Council  
PO Box 337, Parkes NSW 2870  
Attention: The General Manager
  - (iv) SRL Ops Pty Ltd  
PO Box 68, Flinders Lane, VIC 8009  
Attention: Company Secretary
- (g) clause 14.1(c)(iii) is deleted;
- (h) clause 14.2(b)(iv)(D) of the Original Agreement is deleted and replaced with the following details:
- SRL Ops Pty Ltd  
Attention: Company Secretary [accounts@sunriseem.com](mailto:accounts@sunriseem.com)
- (i) a new clause 12(a)(iv) is inserted to the Original Agreement as follows:
- (iv) on the fifth (5th) anniversary of the date on which the Phase 1 Final Investment Decision is made, the production rate exceeds 60 tonnes per annum of scandium oxide and the impacts on the roads or the local community are greater than anticipated by reference to the Development Consent as it was at the date of the first commercial production of scandium oxide.
- (j) a new clause 17 is inserted to the Original Agreement as follows:
- (a) Subject to clause 17(c), the Developer may (at its discretion) sell, transfer, assign or novate to any of the following (**New Party**) the whole or a part of an interest in the Development to:
    - (i) the purchaser of the whole or an interest in the Development;
    - (ii) any subsidiary, parent company or related body corporate (as provided in the *Corporations Act 2001* (Cth)) of the Developer.
  - (b) If requested by the Developer, each Host Council will sign all documents and undertake all acts reasonably necessary to give effect to the Developer's

assignment of its rights or novation of its rights and obligations under this document.

- (c) Before any assignment or novation referred to in clause 17(a), the Developer must procure the execution by the New Party of a deed of assumption in favour of the Host Councils in which the New Party covenants to be bound by this Agreement as if it were a party to this Agreement.

The Developer must pay the Host Councils reasonable costs in relation to any assignment or novation of the rights and obligations under this Agreement, to be capped at \$5,000 (ex GST) per Host Council.

#### **4 Registration of document**

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The parties agree that, at the Developer's expense, this Deed of Variation will be registered in accordance with the terms specified in clause 8 of the Original Agreement.

#### **5 Explanatory note relating to this document**

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- (a) Schedule 2 of this document contains the Explanatory Note relating to this document as required by section 205 of the Regulation.
- (b) Under section 205(5) of the Regulation, the parties agree that the Explanatory Note in Schedule 2 is not to be used in construing this document.

#### **6 Electronic Execution**

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##### **6.1** Each Party:

- (a) consents to this document being signed by electronic signature by the methods set out in clause 6.3;
- (b) agrees that those methods validly identify the person signing and indicates that person's intention to sign this document;
- (c) agrees that those methods are reliable as appropriate for the purpose of signing this document; and
- (d) agrees that electronic signing of this document by or on behalf of a party by those methods indicates that party's intention to be bound.

##### **6.2** If this document is signed on behalf of a legal entity, the persons signing warrant that they have the authority to sign.

##### **6.3** For the purposes of clause 6.1, the methods are:

- (a) insertion of an image (including a scanned image) of the person's own unique signature onto this document; or
- (b) insertion of the person's name onto this document; or
- (c) use of a stylus or touch finger or touch screen to sign this document,

provided that in each of the above cases, words to the effect of 'Electronic signature of me, [insert full name], affixed by me, or at my direction, on [insert date]' are also included on this document; or

- (d) use of a reliable electronic signing platform (such as DocuSign or AdobeSign) to sign this document; or
- (e) as otherwise agreed in writing by the parties.

## **7 General**

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### **7.1 Amendments**

This document may only be amended by written agreement between all parties.

### **7.2 Assignment**

A party may only assign this document or a right under this document with the written consent of the other parties.

### **7.3 Counterparts**

This document may be signed in any number of counterparts. All counterparts together make one instrument.

### **7.4 Severability**

A clause or part of a clause of this document that is illegal or unenforceable may be severed from this document and the remaining clauses or parts of the clause of this document continue in force.

### **7.5 Notices**

Any notice given under this document may be given in any manner permitted by the Original Agreement, as amended by this document.

### **7.6 Costs**

The Developer must pay the other parties' reasonable costs regarding the preparation, negotiation and execution of this document, to be capped at \$5,000 (ex GST) per Host Council.

DRAFT

## Execution

EXECUTED as a deed

**SIGNED, SEALED AND DELIVERED by SRL  
Ops Pty Ltd** (ABN 21 008 755 155)  
in accordance with section 127 of the  
*Corporations Act 2001* (Cth) by

\_\_\_\_\_  
Signature of director

\_\_\_\_\_  
Full name (print)

←

\_\_\_\_\_  
Signature of director/company secretary  
(Please delete as applicable)

\_\_\_\_\_  
Full name (print)

**SIGNED, SEALED AND DELIVERED** by  
the authorised delegate for **Lachlan Shire  
Council ABN 82 815 250 829** in  
accordance with a resolution of the Council  
dated \_\_\_\_\_ in the presence of

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Name of witness (print)

←

\_\_\_\_\_  
Signature of authorised delegate

←

**SIGNED, SEALED AND DELIVERED** by  
the authorised delegate for **Parkes Shire  
Council ABN 96 299 629 630** in  
accordance with a resolution of the Council  
dated \_\_\_\_\_ in the presence of

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Signature of authorised delegate

\_\_\_\_\_  
Name of witness (print)

**SIGNED, SEALED AND DELIVERED** by  
the authorised delegate for **Forbes Shire  
Council ABN 86 023 614 567** in  
accordance with a resolution of the Council  
dated \_\_\_\_\_ in the presence of

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Signature of authorised delegate

\_\_\_\_\_  
Name of witness (print)

**SCHEDULE 1 – Variation to clause 5 of Original Agreement**

The Developer is to make the following Development Contributions in respect of the **Phase 1 Project Component** of the Development:

Item/Development Contribution	Manner and Extent	Timing
Community Enhancement Contributions	<p>The Developer shall pay an annual total payment of \$200,000 (to be indexed according to CPI as set out in clause 6) to FSC, PSC and LSC.</p> <p>Unless otherwise determined jointly by FSC, LSC and PSC, the Community Enhancement Contributions shall be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 50% to LSC</li> <li>• 25% to PSC</li> <li>• 25% to FSC</li> </ul> <p>The Community Enhancement Contributions are taken to be paid when cleared funds are deposited by means of electronic funds transfer by the Developer into the bank accounts nominated by LSC, PSC and FSC.</p>	<p>The Community Enhancement Contributions will not become payable until the Phase 1 Final Investment Decision has been reached.</p> <p>Payment shall be payable annually, commencing within 21 days of the Phase 1 Final Investment Decision being reached, and paid on the same date each year until the Phase 2 Final Investment Decision has been reached or Mining Operations cease.</p> <p>The Community Enhancement Contributions due for any portion of the year between the date of Phase 1 Final Investment Decision and cessation of Mining Operations, will be calculated pro-rata. The pro-rated amount is to be calculated before payment of the last Community Enhancement Contributions falls due, having regard to the date on which Mining Operations are scheduled to cease.</p>
Road Maintenance Contributions	<p>The Developer shall pay an annual total payment of \$106,000 (to be indexed according to CPI as set out in clause 6) to FSC, PSC and LSC.</p> <p>Unless otherwise determined jointly by FSC, LSC and PSC, the Community Enhancement Contributions shall be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 50% to LSC</li> <li>• 44% to PSC</li> <li>• 6% to FSC</li> </ul> <p>The Road Maintenance Contributions are taken to be paid when cleared funds are deposited by means of electronic funds</p>	<p>Payment shall be payable annually, commencing within 21 days of the Phase 1 Final Investment Decision being reached, and paid on the same date each year until the Phase 2 Final Investment Decision has been reached or Mining Operations cease.</p>

	<p>transfer by the Developer into the bank accounts nominated by LSC, PSC and FSC.</p> <p>The Road Maintenance Contributions have been calculated and agreed to by all Parties and reflects the real average annual cost of maintaining the roads listed at Schedule 5 within +/-10% over an extended period of time.</p> <p>At any time, the Host Councils and the Developer agree to renegotiate the Road Maintenance Contributions if the real average annual cost of maintaining the roads listed at Schedule 5 is outside this range.</p> <p>If, during the life of the Project, a Host Council has evidence of Development-related traffic volumes or vehicle types on the designated travel routes as listed in Schedule 5 exceeding the levels proposed in the Development Consent, or of Development-related traffic on any other roads not named in the Development Consent, the Developer agrees to use all reasonable endeavours to reach a negotiated settlement with Host Council(s) to provide additional funds for road repair, maintenance or upgrade works as deemed necessary by the roads authority.</p> <p>The Host Councils agree to maintain the roads listed at Schedule 5 to a standard as deemed reasonable by the roads authority and to take appropriate action as and when required to ensure the Developer is able to conduct its business in an efficient manner over the life of the Agreement.</p>	
<p>Project Facilitation Contributions</p>	<p>The Developer is to pay each of the Host Councils an annual Project Facilitation Contribution of \$30,000 (\$90,000 in total), to be indexed according to CPI as set out in clause 6.</p> <p>The Developer must notify the Host Councils in writing 21 days before the planned cessation of payment of the Project Facilitation Contributions.</p>	<p>The Project Facilitation Contributions shall be paid for the period between the date of the Phase 1 Final Investment Decision and two years to the day after Construction Commencement.</p> <p>The Project Facilitation Contributions due for any portion of the year between the date of Phase 1 Final Investment Decision and two years after Construction Commencement will be calculated pro-rata.</p>

<p>Intersection Upgrades</p>	<p>The Developer shall pay for and be responsible for the following intersection upgrade:</p> <ul style="list-style-type: none"> <li>• Slee Street, Fifield Road [MR57] and Wilmatha Road [SR34].</li> </ul> <p>The Developer shall prepare a road construction programme detailing the work specifications, timing and scheduling of intersection upgrades required. The programme shall be prepared by the Developer in consultation with the relevant Host Councils, prior to commencement of construction of the Phase 1 Project Component.</p> <p>The intersection upgrades shall be undertaken in accordance with the approved programme. The upgrades may be undertaken by a Host Council or an alternative appropriately qualified contractor.</p>	<p>The Parties agree the intersection upgrading works are to commence promptly following the Phase 1 Final Investment Decision being reached, or earlier at the sole discretion of the Developer, and completed prior to Commissioning of the Phase 1 Project Component.</p>
<p>Road Safety Audit</p>	<p>The Developer shall pay for a road safety audit to determine road upgrade requirements on the following roads (including intersections and rail crossings) specifically in respect of the Phase 1 Project Component:</p> <ul style="list-style-type: none"> <li>• Henry Parkes Way [MR61] (between Jones Lane [eastern outskirts of Condobolin] and Fifield Road [MR57]);</li> <li>• Fifield Road [MR57] (between Henry Parkes Way [MR61] and Slee St [in Fifield Village] and between Slee St [in Fifield Village] and Red Heart Road [SR41]);</li> <li>• Platina Road [SR64] (between the Lachlan Shire Boundary and Fifield Road [MR57]);</li> <li>• Slee St [in Fifield Village] (between Fifield Road [MR57] and Wilmatha Road [SR34]);</li> <li>• Wilmatha Road [SR34] (between Slee St [in Fifield Village] and Mine Access Road);</li> <li>• Fifield Road [MR57] (between Red Heart Road [SR41] and the Lachlan Shire Boundary);</li> <li>• Henry Parkes Way [MR61] (between Westtime Road [western outskirts of Parkes] and The Bogan Way [MR350]);</li> </ul>	<p>Prior to Commissioning of the Phase 1 Project Component.</p>

	<ul style="list-style-type: none"> <li>• Middle Trundle Road [SR83] (between Henry Parkes Way [MR61] and The Bogan Way [MR350]);</li> <li>• The Bogan Way [MR350] (between Henry Parkes Way [MR61] and Fifield Trundle Road [SR171]);</li> <li>• Fifield Road [MR 57] (between the Parkes Shire Boundary and The Bogan Way [MR350]);</li> <li>• The Bogan Way [MR350] (between Fifield Road [MR57] and The McGrane Way [MR354]);</li> <li>• Fifield Trundle Road [SR171] (between The Bogan Way [MR350] and the Parkes Shire boundary);</li> <li>and</li> <li>• The McGrane Way [MR354] (between The Bogan Way [MR350] and the Parkes Shire Boundary).</li> </ul> <p>Prior to the Commissioning of the Phase 1 Project Component, the Developer shall reach an agreement with the relevant Host Councils on funding and the timing of works as to any additional, specific, road safety matters relevant to the Phase 1 Project Component as deemed necessary by a road safety audit which shall be commissioned by the Developer promptly following the Phase 1 Final Investment Decision.</p>	
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The Developer is to make the following Development Contributions in respect of the **Phase 2 Project Component** of the Development:

Item/Development Contribution	Manner and Extent	Timing
Community Enhancement Contributions	<p>The Developer shall pay an annual total payment of \$400,000 (to be indexed according to CPI as set out in clause 6) to FSC, PSC and LSC.</p> <p>Unless otherwise determined jointly by FSC, LSC and PSC, the Community Enhancement Contributions shall be allocated as follows:</p> <ul style="list-style-type: none"> <li>• 50% to LSC</li> <li>• 25% to PSC</li> <li>• 25% to FSC</li> </ul> <p>The Community Enhancement Contributions are taken to be paid when</p>	<p>The Community Enhancement Contributions will not become payable until the Phase 2 Final Investment Decision has been reached.</p> <p>Payment shall be payable annually, commencing within 21 days of the Phase 2 Final Investment Decision being reached, and paid on the same date each year until Mining Operations cease.</p> <p>The Community Enhancement Contributions due for any</p>

	<p>cleared funds are deposited by means of electronic funds transfer by the Developer into the bank accounts nominated by LSC, PSC and FSC.</p> <p>Despite the above, the Community Enhancement Contributions will not become payable until the Phase 2 Final Investment Decision has been reached.</p> <p>For the avoidance of any doubt, the Community Enhancement Contributions payable in respect of the Phase 2 Project Component are not in addition to the Community Enhancement Contributions payable in respect of the Phase 1 Project Component. The Community Enhancement Contributions for the Phase 1 Project Component will cease to be payable once the Phase 2 Final Investment Decision has been reached or when Mining Operations cease.</p>	<p>portion of the year between the date of the Phase 2 Final Investment Decision and the cessation of Mining Operations will be calculated pro-rata. The pro-rated amount is to be calculated before payment of the last Community Enhancement Contributions falls due having regard to the date on which Mining Operations are scheduled to cease.</p> <p>If the Community Enhancement Contributions payable in respect of the Phase 1 Project Component have already been paid within the same year that the Community Enhancement Contributions payable in respect of the Phase 2 Project Component become payable, then those Community Enhancement Contributions paid for the Phase 1 Project Component are to be deducted from the annual amount payable for the Phase 2 Project Component for that year before it is paid.</p>
<p>Road Maintenance Contributions</p>	<p>The Developer shall pay an annual total payment of \$340,000 (to be indexed according to CPI as set out in clause 6) to FSC, PSC and LSC.</p> <p>Unless otherwise determined jointly by FSC, LSC and PSC, the Community Enhancement Contributions shall be allocated as follows:</p> <ul style="list-style-type: none"> <li>• \$168,000 to LSC</li> <li>• \$152,000 to PSC</li> <li>• \$20,000 to FSC</li> </ul> <p>The Road Maintenance Contributions are taken to be paid when cleared funds are deposited by means of electronic funds transfer by the Developer into the bank accounts nominated by LSC, PSC and FSC.</p> <p>The Road Maintenance Contributions have been calculated and agreed to by all Parties and reflects the real average annual cost of maintaining the roads</p>	<p>Payment shall be payable annually, commencing within 21 days of the Phase 2 Final Investment Decision being reached, and paid on the same date each year until Mining Operations cease.</p>

	<p>listed at Schedule 5 within +/-10% over an extended period of time.</p> <p>At any time, the Host Councils and the Developer agree to renegotiate the Road Maintenance Contributions if the real average annual cost of maintaining the roads listed at Schedule 5 is outside this range.</p> <p>If, during the life of the Project, a Host Council has evidence of Development-related traffic volumes or vehicle types on the designated travel routes as listed in Schedule 5 exceeding the levels proposed in the Development Consent, or of Development-related traffic on any other roads not named in the Development Consent, the Developer agrees to use all reasonable endeavours to reach a negotiated settlement with Host Council(s) to provide additional funds for road repair, maintenance or upgrade works as deemed necessary by the roads authority.</p> <p>The Host Councils agree to maintain the roads listed at Schedule 5 to a standard as deemed reasonable by the roads authority and to take appropriate action as and when required to ensure the Developer is able to conduct its business in an efficient manner over the life of the Agreement.</p>	
Project Facilitation Contributions	<p>The Developer is to pay each of the Host Councils an annual Project Facilitation Contribution of \$30,000 (\$90,000 in total), to be indexed according to CPI as set out in clause 6.</p> <p>The Developer must notify the Host Councils in writing 21 days before the planned cessation of payment of the Project Facilitation Contributions.</p>	<p>The Project Facilitation Contributions shall be paid for the period between the date of the Phase 2 Final Investment Decision and two years to the day after Construction Commencement.</p> <p>The Project Facilitation Contributions due for any portion of the year between the date of Phase 2 Final Investment Decision and two years after Construction Commencement will be calculated pro-rata.</p>
Road Upgrades	<p>The Developer shall pay for and be responsible for the following road upgrades:</p>	<p>Prior to the Commissioning of the Phase 2 Project Component.</p>

	<ul style="list-style-type: none"> <li>road pavement (8.0 m sealed pavement and 1.0 m gravel shoulders); and</li> <li>all private access roads (3.5 m sealed private access road approach and 3.0 m gravel shoulders along road 30 m either side of all private access roads)</li> </ul> <p>to the following roads:</p> <ul style="list-style-type: none"> <li>Platina Road [SR64] (between the Lachlan Shire boundary and Fifield Road [MR57]);</li> <li>Fifield Road [MR57] (between Platina Road [SR64] and Slee St [in Fifield Village]); and</li> <li>Wilmatha Road [SR34] (between Slee St [in Fifield Village] and the mine and processing facility access road).</li> <li>Fifield Trundle Road [SR171] (between The Bogan Way [MR350] and the Parkes Shire boundary)</li> </ul>	
<p>Intersection Upgrades</p>	<p>The Developer shall pay for and be responsible for the following intersection upgrades:</p> <ul style="list-style-type: none"> <li>Platina Road [SR64] / Fifield Road [MR57];</li> <li>Fifield Road [MR57] / Slee Street [in Fifield Village];</li> <li>Slee Street [in Fifield Village] / Wilmatha Road [SR34] / Fifield Road;</li> <li>The Bogan Way [MR350] / Fifield Trundle Road [SR171] and Scotson Lane;</li> <li>Henry Parkes Way [MR61] and Middle Trundle Road [SR83];</li> <li>Henry Parkes Way [MR61] and The Bogan Way [MR350]; and</li> <li>Sunrise Lane / Wilmatha Road [SR34] – remove the transition between the gravel and dirt surfaces while Wilmatha Road remains unsealed, and then seal a minimum of 30 m of Sunrise Lane on the approach to the intersection once Wilmatha Road is sealed.</li> </ul> <p>The Developer shall prepare a road construction programme detailing the work specifications, timing and scheduling of intersection upgrades required. The</p>	<p>The Parties agree the intersection upgrade works are to commence promptly following the Phase 2 Final Investment Decision, or earlier at the sole discretion of the Developer, and be completed prior to Commissioning of the Phase 2 Project Component.</p>

	<p>programme shall be prepared by the Developer in consultation with the relevant Host Councils, prior to commencement of construction of the Phase 2 Project Component.</p> <p>The intersection upgrades shall be undertaken in accordance with the approved programme. The upgrades may be undertaken by a Host Council or an alternative appropriately qualified contractor.</p>	
Upgrade and maintenance of Sunrise Lane	<p>The Developer shall pay for and require the completion of the upgrade of Sunrise Lane (between the Sunrise Accommodation Camp access road and Wilmatha Road [SR34]) to the following:</p> <ul style="list-style-type: none"> <li>• all weather unsealed surface for an operating speed standard of 80 km/h; and</li> <li>• carriageway width of 9 m (equivalent to two 3.5 m lanes and two 1.0 m wide shoulders).</li> </ul> <p>The Developer shall prepare a road construction programme detailing the work specifications, timing and scheduling of road upgrades required. The programme shall be prepared by the Developer in consultation with the relevant Councils, prior to commencement of construction of the Development. The road upgrades shall be undertaken in accordance with the approved programme. The road upgrades may be undertaken by a Host Council or an alternative appropriately qualified contractor.</p> <p>The Developer shall maintain Sunrise Lane (between the accommodation camp site access road and Wilmatha Road [SR34]), to the satisfaction of LSC, during the construction and operation phase of the mine and processing facility.</p>	Following the Phase 2 Final Investment Decision being reached and prior to the Commissioning of the proposed Clean TeQ Sunrise Accommodation Camp.
Road Safety Audit	<p>The Developer shall pay for a road safety audit to determine road upgrade requirements on the following roads (including intersections and rail crossings) specifically in respect of the Phase 2 Project Component:</p> <ul style="list-style-type: none"> <li>• Henry Parkes Way [MR61] (between Jones Lane [eastern outskirts of Condobolin] and Fifield Road [MR57]);</li> </ul>	Prior to Commissioning of the Phase 2 Project Component.

	<ul style="list-style-type: none"> <li>• Fifield Road [MR57] (between Henry Parkes Way [MR61] and Slee St [in Fifield Village] and between Slee St [in Fifield Village] and Red Heart Road [SR41]);</li> <li>• Platina Road [SR64] (between the Lachlan Shire Boundary and Fifield Road [MR57]);</li> <li>• Slee St [in Fifield Village] (between Fifield Road [MR57] and Wilmatha Road [SR34]);</li> <li>• Wilmatha Road [SR34] (between Slee St [in Fifield Village] and Mine Access Road);</li> <li>• Fifield Road [MR57] (between Red Heart Road [SR41] and the Lachlan Shire Boundary);</li> <li>• Henry Parkes Way [MR61] (between Westtime Road [western outskirts of Parkes] and The Bogan Way [MR350]);</li> <li>• Middle Trundle Road [SR83] (between Henry Parkes Way [MR61] and The Bogan Way [MR350]);</li> <li>• The Bogan Way [MR350] (between Henry Parkes Way [MR61] and Fifield Trundle Road [SR171]);</li> <li>• Fifield Road [MR 57] (between the Parkes Shire Boundary and The Bogan Way [MR350]);</li> <li>• The Bogan Way [MR350] (between Fifield Road [MR57] and The McGrane Way [MR354]);</li> <li>• Fifield Trundle Road [SR171] (between The Bogan Way [MR350] and the Parkes Shire Boundary); and</li> <li>• The McGrane Way [MR354] (between The Bogan Way [MR350] and the Parkes Shire Boundary).</li> </ul> <p>Prior to the Commissioning of the Phase 2 Project Component, the Developer shall reach an agreement with the relevant Host Councils on funding and the timing of works as to any additional, specific, road safety matters relevant to the Phase 2 Project Component as deemed necessary by a road safety audit which shall be commissioned by the Developer promptly following the Phase 2 Final Investment Decision.</p>	
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The Developer is to make the following Development Contributions in respect of both the **Phase 1 Project Component and Phase 2 Project Component** of the Development:

Item/Development Contribution	Manner and Extent	Timing
Major Repair Contributions	<p>The Major Repair Contributions to Roads on the Transport Route are to be undertaken on an as-needed basis during the life of the Mine, in accordance with the following terms:</p> <ul style="list-style-type: none"> <li>(a) The Major Repair Contributions shall apply to a maximum of five (5) kilometres of repair in any year, unless mutually agreed between the Parties. Such contributions are to address exceptional failure of or damage to roads where government grants do not cover the full cost of repairs. These contributions do not substitute for the nominated Road Maintenance Contributions.</li> <li>(b) The Host Council(s) will provide the Developer with a cost report prepared by a quantity surveyor ("Cost Report") that sets out how the Major Repair Contributions have been calculated. The Cost Report must identify any assumptions made by the quantity surveyor and may be in relation to one or more elements of the works that comprise the Major Repair Contributions.</li> <li>(a) The Developer is to notify the Council in writing within 20 Business Days if it accepts ("Acceptance Letter") or rejects ("Rejection Letter") the Cost Report.</li> <li>(b) The Developer must pay the Major Repair Contributions to the Council within 30 Business Days of the date of the Acceptance Letter.</li> <li>(c) Any Rejection Letter is to: <ul style="list-style-type: none"> <li>(i) state the reasons why the Cost Report is not accepted; and</li> <li>(ii) attach a cost report prepared by an alternative quantity surveyor.</li> </ul> </li> <li>(d) Within 10 Business Days of receiving a Rejection Letter, the Parties are to meet</li> </ul>	On an as needed basis.

	<p>with a view to agreeing on the Major Repair Contributions.</p> <p>(e) If the Parties agree on the Major Repair Contributions after meeting under clause (f) above, the Parties are to document that Agreement by the Host Council(s) sending a letter to the Developer. The Developer must pay the Major Repair Contributions to the Host Council(s) within 30 Business Days of receiving that letter from the Host Council(s).</p> <p>(f) If the Parties cannot agree on the Road Upgrade Contributions after meeting under clause (e) above, the Parties agree to resolve the matter through the dispute resolution process under clause 9.</p>	
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**SCHEDULE 2 – Explanatory Note**

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**14.3 INVESTMENTS AND BORROWINGS REPORT AS AT 28 FEBRUARY 2026**

<b>IP&amp;R Linkage:</b>	<b>Pillar:</b> Leadership <b>Goal:</b> Our Local Government is sustainable and plans for the future. <b>Strategy:</b> Operate in a financially sustainable and responsible manner.
<b>Author:</b>	<b>Luke Nash, Executive Manager Finance</b>
<b>Authoriser:</b>	<b>Jaco Barnard, Chief Financial Officer</b>
<b>Annexures:</b>	<b>A. PSC - Investment Register - 28 February 2026</b> <a href="#">↓</a> <b>B. PSC - Loans Register - 28 February 2026</b> <a href="#">↓</a>

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**RECOMMENDATION**

That Council:

1. Receive and note the Statement of Investments and Borrowings as at 28 February 2026.
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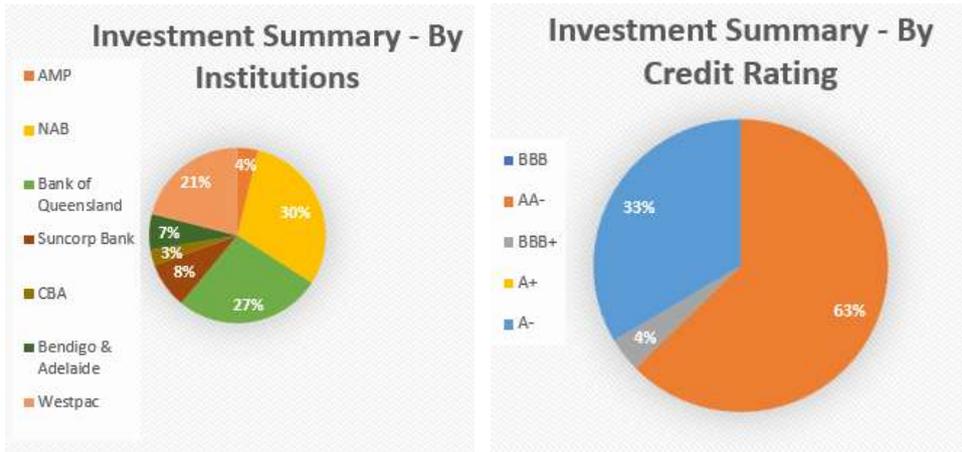
**BACKGROUND**

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 28 February 2026 stands at \$52,844,219 and the principal outstanding on council's borrowings at \$19,363,714. Investment holdings increased by \$1.75 million during February following the receipt of grant funding payments and quarterly rates instalments.

On 28 February 2026, Council's investment portfolio continued to yield 4.52 per cent per annum. The strong performance over longer-term timeframes continues to be driven by the handful of the longer-dated deposits that were originally invested beyond 9-12 months, as well as the FRN portfolio. 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 February, 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 28 February 2026.



Parkes Shire Council Investment Register as at 28 February 2026						
ADI/Issuer	Rating	Investment Type	Principal	Yield	Settlement Date	Maturity Date
NAB	AA-	Term Deposit	2,500,000	4.10	21/08/2025	23/03/2026
Bank of Queensland	A-	Term Deposit	1,500,000	4.24	9/10/2025	9/04/2026
Bank of Queensland	A-	Term Deposit	1,500,000	4.19	23/10/2025	23/04/2026
Bendigo & Adelaide	A-	Term Deposit	1,500,000	4.24	19/01/2026	19/05/2026
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
Bank of Queensland	A-	Term Deposit	2,000,000	4.34	17/11/2025	17/06/2026
Bank of Queensland	A-	Term Deposit	1,000,000	4.34	24/11/2025	24/06/2026
Bendigo & Adelaide	A-	Term Deposit	2,000,000	3.89	29/08/2025	29/06/2026
AMP	BBB+	Term Deposit	2,000,000	4.40	15/01/2026	14/07/2026
Bank of Queensland	A-	Term Deposit	1,500,000	4.49	20/01/2026	20/07/2026
Suncorp Bank	AA-	Term Deposit	1,000,000	4.67	19/02/2026	19/08/2026
NAB	AA-	Term Deposit	1,000,000	4.10	21/08/2025	21/08/2026
Suncorp Bank	AA-	Term Deposit	500,000	4.67	19/02/2026	21/09/2026
Suncorp Bank	AA-	Term Deposit	1,500,000	4.67	19/02/2026	21/09/2026
Bank of Queensland	A-	Term Deposit	2,220,000	4.29	28/11/2025	28/10/2026
NAB	AA-	Term Deposit	1,500,000	4.15	29/10/2025	29/10/2026
NAB	AA-	Term Deposit	1,500,000	4.25	27/11/2025	27/11/2026
Bank of Queensland	A-	Term Deposit	2,000,000	4.84	27/02/2026	27/11/2026
NAB	AA-	Term Deposit	2,000,000	4.75	27/02/2026	29/12/2026
NAB	AA-	Term Deposit	1,500,000	4.60	9/01/2026	11/01/2027
CBA	AA-	Floating Rate Note	1,513,080	4.43	11/01/2022	14/01/2027
Suncorp Bank	AA-	Term Deposit	1,500,000	4.45	19/01/2026	19/01/2027
NAB	AA-	Term Deposit	1,000,000	4.77	16/02/2026	16/02/2027
Bank of Queensland	A-	Floating Rate Note	2,506,725	4.76	12/11/2025	20/11/2028
Westpac	AA-	Cash at Call - Main	2,169,409		<b>At Call</b>	
Westpac	AA-	Cash at Call - Maxi	8,935,005		<b>At Call</b>	
<b>Total</b>			<b>52,844,219</b>			

Investment Balances by Type		
Term Deposit	37,720,000	
Floating Rate Note	4,019,805	<b>41,739,805</b> Investments
Cash at Call - Main	2,169,409	
Cash at Call - Maxi	8,935,005	<b>11,104,414</b> Cash
<b>Total Balance - 28/2/2026</b>	<b>52,844,219</b>	

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 28 February 2026							
Borrower (by Purpose)	Lender	System Loan No.	Loan Term Years	Date of Maturity	Interest Rate	Original Amount Borrowed \$	Principal Outstanding as 28 February 2026
<b>General Fund</b>							
Airport Runway Rehabilitation	NAB	1	20	2030	8.21%	\$ 2,000,000	688,216.91
30 Welcome Street	NAB	3	20	2030	8.21%	\$ 500,000	172,054.23
Henry Parkes Centre	NAB	4	20	2030	8.01%	\$ 950,000	357,199.12
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	3,831,174.08
<b>Total General Fund</b>						<b>\$ 12,670,000</b>	<b>10,268,644.34</b>
<b>Sewer Fund</b>							
Parkes Sewer Treatment Plant	TCorp	7	10	2026	2.90	\$ 4,000,000	4,000,000.00
<b>Total Sewer Fund</b>						<b>\$ 4,000,000</b>	<b>4,000,000.00</b>
<b>Water Fund</b>							
Parkes Water Treatment Plant	TCorp	9	20	2036	3.045	\$ 8,500,000	5,095,069.19
<b>Total Water Fund</b>						<b>\$ 8,500,000</b>	<b>5,095,069.19</b>
<b>Total All Funds</b>						<b>\$ 25,170,000</b>	<b>19,363,713.53</b>

**14.4 MONTHLY FINANCIAL REPORT AS AT 28 FEBRUARY 2026****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. Director's Report - February 2026** [↓](#)**RECOMMENDATION**

That Council:

1. Receive and note the year-to-date financial reports for the period up to 28 February 2026.

**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 2025-26 operational budget, which programs the plan to achieve the actions, and strategic objectives set within Council's delivery plan.

**ISSUES AND COMMENTARY**

Council has achieved an unfavourable consolidated net operating result of \$5.2m at the end of February which is \$1.5m over budget. The general fund reflected a loss of \$3.6m, the water fund reflected a loss of \$677k while the sewer fund reflected a loss of \$895k. The year-to-date income was \$4.8m more than budgeted, while the cash expenses were \$2.1m more than budgeted.

Depreciation was \$4.2m more than budget mainly 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 28 February 2026 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 28 February 2026.

#### **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.

**PSC Income Statement 2025/2026  
February Year to Date**

	Consolidated			General Fund			Water Fund			Sewer Fund			Financial Commentary
	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	Act \$'000	Budget \$'000	Variance \$'000	
Rates and annual charges	26,910	27,203	(293)	20,643	20,661	(18)	4,054	4,100	(46)	2,213	2,442	(229)	Pension Rebate (-\$82k), Waste (+\$58k), Water Access (-\$46k), Sewer Access (-\$229k)
User charges and fees	9,472	6,943	2,529	4,831	2,945	1,886	4,277	3,640	637	363	358	6	RMCC (+\$971k), Waste (+\$451k) Asbestos and Inland rail, FDCare (+\$426k), Water NPM (+\$642k)
Interest and investment revenue	1,019	724	294	809	366	443	110	239	(129)	99	119	(20)	Higher cash balance due to grants and increase in interest rates.
Other revenues	1,539	1,041	498	1,485	971	515	33	55	(22)	21	15	6	Elvis sponsorship (+\$310k), Legal Fees (+\$86k), Workers Comp (+\$75k), Fuel Rebate (-\$74k)
Grants and contributions provided for opex	6,287	4,559	1,728	6,259	4,559	1,700	28	0	28	0	0	0	Fresh Start (+\$179k), FAGs (+\$2.3m), RMCC (-\$756k), Stronger CC (+\$122k), FDC (+\$275k), RSO Officer (-\$61k), Reghousing (-\$50k), Regional Drought (-\$75k), Open Str Elvis (+\$111k), NoxInsProg (-\$64k)
<b>Income</b>	<b>45,226</b>	<b>40,471</b>	<b>4,756</b>	<b>34,028</b>	<b>29,502</b>	<b>4,525</b>	<b>8,502</b>	<b>8,034</b>	<b>468</b>	<b>2,696</b>	<b>2,934</b>	<b>(238)</b>	
Employee Cost	14,727	13,761	(967)	12,453	11,721	(732)	1,210	1,101	(110)	1,064	939	(125)	Works & Services (-\$540k), Water (-\$110k), Sewer (-\$125k)
Materials & Consumables	1,143	2,577	1,435	699	1,957	1,258	302	333	32	142	287	145	Fleet & Depot (+\$471k), Road maintenance (+\$703k), Pool (-\$98k), Water (+\$32k) Sewer (+\$145k)
External Services	11,127	9,024	(2,103)	9,955	7,605	(2,350)	929	822	(107)	243	597	354	Econ Dev (-\$197k), Events (-\$205k), Road maintenance (-\$1.2m), Land & Buildings (-\$106k), FDCare (-\$594k), Water (-\$108k), Sewer (+\$354k)
Water, Electricity & Statutory	2,788	2,333	(455)	946	719	(227)	1,737	1,454	(283)	105	160	55	Rates (-\$322k), WF Electricity (-\$127k)
IT & Communications	169	208	40	162	205	43	0	3	3	5	0	(5)	
Insurance	580	620	40	580	620	40	0	0	0	0	0	0	
Administration	2,514	2,246	(268)	2,223	1,964	(259)	247	262	15	45	20	(25)	Governance (-\$83k), Timing of IT subscriptions (-\$176k), Fleet & Depot (-\$95k)
Travel & Entertainment	223	171	(52)	215	157	(58)	6	10	4	1	4	2	Events (-\$72k)
Financials	280	349	69	194	349	155	39	0	(39)	47	0	(47)	
Internal Charges	(1,336)	(1,412)	(76)	(3,095)	(3,130)	(35)	1,130	1,138	7	629	581	(49)	
Interest Paid	533	534	0	344	347	2	111	110	(1)	78	77	(1)	
Cost of Assets Sold	353	480	127	323	480	157	31	0	(31)	0	0	0	Profit due to vehicle sales
Sale Proceeds of Assets	(478)	(323)	155	(415)	(323)	93	(63)	0	63	0	0	0	
<b>Expenses</b>	<b>32,624</b>	<b>30,569</b>	<b>(2,055)</b>	<b>24,583</b>	<b>22,671</b>	<b>(1,912)</b>	<b>5,679</b>	<b>5,233</b>	<b>(446)</b>	<b>2,360</b>	<b>2,665</b>	<b>305</b>	
<b>Cash profit for the year</b>	<b>12,603</b>	<b>9,902</b>	<b>2,701</b>	<b>9,445</b>	<b>6,831</b>	<b>2,613</b>	<b>2,823</b>	<b>2,802</b>	<b>22</b>	<b>337</b>	<b>269</b>	<b>68</b>	
Depreciation	17,836	13,606	(4,230)	13,104	9,285	(3,819)	3,500	3,153	(348)	1,231	1,169	(63)	Increase due to revaluation of roads assets
<b>Net Operation result as at February</b>	<b>(5,233)</b>	<b>(3,705)</b>	<b>(1,529)</b>	<b>(3,660)</b>	<b>(2,454)</b>	<b>(1,206)</b>	<b>(677)</b>	<b>(351)</b>	<b>(326)</b>	<b>(895)</b>	<b>(900)</b>	<b>5</b>	

## 15 REPORTS OF THE DIRECTOR CUSTOMER, CORPORATE SERVICES AND ECONOMY

### 15.1 MAJOR PROJECTS AND CURRENT WORKS - CUSTOMER, CORPORATE SERVICES AND ECONOMY - FEBRUARY 2026

**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. DCCSE Major Projects Report - February 2026 [↓](#)

### 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:*

<b>Project</b>	<b>Status</b>	<b>Comment</b>
Parkes Elvis Festival (PEF) 2026		<i>Final costs, survey and review are underway.</i>
The Community Improvement District (CID) Pilot Program		<i>Planning for the community event is underway</i>
Fresh Start Program – New Cadets, Apprentices and Trainees		<i>8 of the 18 new positions approved were filled. Last grant round is early 2027.</i>
CiA Live Corporate Software System Upgrade.		<i>Initial planning has commenced</i>

**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.

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

## 1. Parkes Elvis Festival (PEF) 2026

<b>Project Status (RAG - Report):</b>		Critical (Red) / At Risk (Amber) / On Track (Green)				
		Scope	Budget	Schedule	Resources	Risks
	<i>Total to date ^</i>	<i>Committed / Income Pipeline</i>	<i>Actual + Commitments</i>	<i>Less DNSW Funding for PEF 2027 ^</i>	<i>Totals</i>	<i>Estimated total when works complete</i>
Income	1,202,358	45,500	1,247,858	310,000	937,858	1,093,457
Expenses	1,175,471	128,879	1,304,350	0	1,304,350	1,352,544
Totals (Loss)	26,887	(83,379)	(56,492)	310,000	(366,492)	<b>(259,087)</b>

<sup>^</sup> Note that DNSW partnership funding is for the 2026 and 2027 event however, a larger portion of the funding will be received during the 2025-26 financial year. An adjustment has been made to show the prepaid portion attributable to the 2027 event.

### 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.

### 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
- Volunteer program strategy developed
- Programming for the event now finalised
- Marketing campaign plan submitted to DNSW
- Event Management Plan Finalised
- All festival assets & merchandise set to print
- Risk Management plan finalised
- Final touches to souvenir program
- Souvenir Program Printed
- Operational Logistics Finalised
- Music Licensing
- All printed assets & merchandise received
- Volunteer roster finalised and induction completed

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

- Emergency Management briefing held
- Event Bump-In Begins
- Parkes Elvis Festival held

- Review of outstanding purchase orders and unpaid sponsorship

**Tasks forecast to be completed (next steps: 3 months)**

- Post-event survey, evaluation and debriefs
- Final acquittals and reporting

**Current Works**

The financial data is still preliminary at this stage, however most of the income and expenses are shown in the table above. There are still several journal entries to be made and over \$100k in purchase orders waiting on a final invoice from the supplier.

Income from ticket sales have been received from 123Tix. Other income not yet recognised in the festival accounts are listed under 'Income Pipeline'. There are also additional Destination NSW funds in relation to the 2026 festival that are yet to be claimed.

<b>Pipeline Income Item</b>	<b>Pipeline</b>
Sponsorship Payment – Parkes Courier Service	2,500
Sponsorship Payment – Adjusta Mattress	3,000
Destination NSW 2026 Milestone Funds	40,000
<b>Total:</b>	<b>45,500</b>

There are post-event surveys currently in circulation, which will be used for final evaluation and reporting purposes.

**Progress Photos**

No further photos available.

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

## 2. The Community Improvement District (CID) Pilot Program

<b>Project Status (RAG - Report):</b>		Critical (Red)/ At Risk (Amber) /On Track (Green)				
		Scope	Budget	Schedule	Resources	Risks
<i>Approved Budget</i>	<i>Expenditure this month</i>	<i>Total Expenditure to date</i>	<i>Outstanding Commitments</i>	<i>Actual + Commitments</i>	<i>Estimated total when works complete</i>	
300,000 (Ops)	0	201,808.41	32,181.92	233,990	300,000	
60,000 (Cap)	0	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** assets with vehicle management to support safe, welcoming activations.

### Tasks 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 NAIDOC and Homegrown
- Small business workshop marketing
- Initial event planning completed including stage and layout
- Milestone Report 1 data compiled
- Business workshops delivered
- Branding consultant appointed
- Type of temporary bollards determined for street closures
- Preliminary findings report about the CBD Vibrancy strategy completed.
- Completion of Clarinda St and Cooke Park lighting.
- Branding workshops held with Council and the reference group.
- Event stage and layout established.
- Lighting Installation complete

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

- Draft Vibrancy Strategy to Council
- Draft Vibrancy Strategy open to public feedback
- February branding workshop – consultation 2 held

- Branding reference group consultation held

**Tasks forecast to be completed (next steps 1-3 months)**

- Branding reference group consultation sessions – March and April
- Community Event planning and delivery within the Parkes CBD and Cooke Park - 18 April
- Redesign of business engagement committee due to low interest
- Grant Milestone reporting
- Elvis 2027 Business Activation Kit development
- Purchase of street closure bollards

**Current Works**

Engagement with parties for development of Elvis 2027 Business Activation Kit has commenced. “Brightening Our Brand” activities progressing with Reference Group – proposed designs to Council in March. Planning for the ‘Light up Parkes’ community event underway.

**Progress Photos**



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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

### 3. 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
	<i>Approved Budget</i>	<i>This month</i>	<i>Total to date</i>	<i>Outstanding</i>	<i>Estimated total when complete</i>
Expenditure	359,189	32,804	209,511	149,679	359,189
Income	359,189	0	116,230	242,959	359,189

#### 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
- 2 - July 2025
- 3 - January 2026
- 4 - January 2027

Note that the project budget will vary depending on the number of new trainees, cadets and apprentices continue in the programme.

#### Task Completed

- Round 1 Submission
- Council received provisional approval for 8 positions:
  - Apprentice Plumber - Appointed
  - Apprentice Electrician – On hold
  - Small Plant Apprentice - Appointed
  - Parks and Gardens Apprentice - Appointed
  - Work Health and Safety Trainee - Appointed
  - Concrete Trainee - Appointed
  - Cadet Planner - Appointed
  - Civil Engineer Cadet – On hold
- Round 1 progress report completed 30/3/2025
- Round 2 funding submission completed 31/03/2025
- Council received approval for 3 positions under Round 2:
  - Finance Trainee - Appointed
  - Works Coordinator Trainee - Appointed
  - Heavy Vehicle Mechanic Apprentice – Appointed – Employee resigned
- Round 1 progress report 2 completed 30/04/2025
- Round 3 funding submission submitted on 31 July 2025 for:
  - 7 x Civil Construction Apprentices – Cert 3 (Plant Operator)
    - 1 x Appointed
- Invoices sent in for grant payment for roles that have been recruited.
- Provisional approval for seven (7) Civil Construction Apprentices received under Round 3.
- Recruitment for the Civil Construction apprentices - complete.
- Quarterly claim report completed
- Round 2 recruitment forms due – recruitment update
- Round 3 commencement forms due 28/02/2026 – Recruitment update

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

**Tasks forecast to be completed (next steps: 1 month)**

- Quarterly Claim Report Due – 31 March 2026

**Current Works**

Recruitment tasks and funding body reports are the primary area of work now. Supervisor training is currently underway and will continue in March.

So far, Council has received approval for 18 new trainees, apprentices and cadets. To date:

- 11 roles have been appointed
- 5 civil apprentices could not be filled and have now been withdrawn.
- 2 roles could not be supported (electrician and civil engineer) so have been withdrawn.
- 2 resigned (Heavy Vehicle Apprentice and Trainee Works Coordinator). Funding withdrawn.
- 1 resigned (Finance Trainee) to take a role in the Events team. Funding withdrawn.

This leaves 8 new trainees, apprentices and cadets with Council. Council will reapply for further funding in Round 4 later in the year.

**Progress Photos**



Parks and Gardens Apprentice Jim Ramsay assisting the Parks and Gardens team with tree maintenance.

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**Customer Corporate Services and Economy**  
Major Projects & Current Works - February 2026

#### 4. CiA Live - Corporate Software System Upgrade – Stage 2B Property

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

<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

##### 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 stage has been rescope to run stages 2, 3, and 4 concurrently. This avoids staff having to jump between Ci in the Cloud and Ci Anywhere for Property & Rating functions.

##### Task Completed

- Financial Systems
- Stage 2A of the Property Systems (including customer requests and management)
- High level resourcing plan completed
- Project SharePoint site with Task Board created.
- A high-level resourcing plan has been developed

##### Tasks forecast to be completed (next steps: 1 month)

- Stages 2, 3, and 4 concurrently.
- Project kick off meeting (TBA)

##### Current Works

The project is currently on hold. The schedule will be determined once a kick off meeting has been scheduled after the early adopters have completed their Staged transition. Initial contact with Technology One has been established to restart the project.

##### Progress Photos

There are no photos available currently.

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**15.2 REQUEST FOR FINANCIAL ASSISTANCE - TRUNDLE TOWN IMPROVEMENT RESERVE - TRUNDLE CWA INSURANCE**

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

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

**Strategy:** Provide innovative services that support social interaction and encourage lifelong learning, building a strong community and culture.

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

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

**Annexures:** Nil

### RECOMMENDATION

That Council:

1. Receive and note the information from the Trundle Progress Association.
2. Provides public notice of its intention to provide \$1,595.58 in financial assistance to the Trundle Branch of the CWA for their Building and Contents Insurance.
3. Approve the allocation of \$1,595.58 from the Trundle Town Improvement Fund Reserve to support the purchase of an honour board for the Trundle CWA, subject to no formal submissions being received that do not support the allocation.

### 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 Allocations, however, the final decision concerning the expenditure of the funds remains with Council.

### ISSUES AND COMMENTARY

Council has received an email from the Trundle and District Progress Association ("TDPA") requesting that Council allocate funds from the Trundle Town Improvement Fund Reserve ("TIF") towards the Building and Contents Insurance for the Trundle branch of the Country Women's Association ("CWA").

There are two key issues associated with this report:

1. The project involves providing funds to a third party outside the usual Community Financial Assistance Program process under the general category).
2. Council must vote to move funds from its town improvement reserves to this project as it was not included in the 2025-26 Operational Budget.

This was not specifically listed in the 2025-2026 Operational Plan and therefore the allocation of funds falls under the Financial Assistance Policy as a general request.

The following table details the assessment of the project against the Financial Assistance Grants general assessment criteria.

Criteria	Assessment	Comment
<b>Budget Compliance: Ensure the request falls within Council's budget.</b>	Complies	There are sufficient TI funds available. Council will not be responsible for the

Criteria	Assessment	Comment
		maintenance or any future running costs.
<b>Community Accessibility: Verify that the facility, activity or event is open to the Parkes Shire community.</b>	Complies	The CWA membership is open to all and their work benefits the Trundle community
<b>Participation Costs: Assess whether the costs for patrons to use a facility, attend or participate are reasonable.</b>	Complies	No material costs to participate.
<b>Local Government Area: Confirm that the activity or event takes place within the Parkes Shire Local Government Area.</b>	Complies	Located in Trundle
<b>Period: Ensure that the activity or event occurs, or the funds are spent, within 12 months of notification of approval.</b>	Complies	For 2026-2027 period.
<b>Community Benefit: Evaluate how any excess proceeds or project outcome will benefit the Parkes Shire community, particularly if proceeds are for charity.</b>	Partially Complies	The use of TI funds benefits the Trundle CWA, who support the Trundle community
<b>Request-Outcome Alignment: Assess how the requested amount compares with the stated outcomes of the activity or event.</b>	Partially Complies	Financial investment by Council will see a benefit to the Trundle CWA.
<b>Strategic Goal Alignment: Determine how the objectives or outcomes align with one or more of Council's strategic goals.</b>	Complies	Council Goal: services that support social interaction and encourage lifelong learning, building a strong community and culture.
<b>Public Liability Insurance: Verify that public liability insurance is required and current for the activity or event.</b>	N/A	N/A. P/L Insurance is not required.

The assessment therefore is that this project would mostly meet the guidelines for the provision of funds under the Financial Assistance Policy for general requests.

#### 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, which details the activities to be engaged as part of the Delivery Program for that year.

Council must vote to allocate funds from its reserves for projects not listed in its Operational Plan.

Council can only approve financial assistance (cash or in-kind) in accordance with section 356 of *the Local Government Act 1993* ("the Act"). Where the proposed financial assistance has not been included in Council's adopted Operational Plan for the year; the proposed financial assistance must be publicly exhibited prior to being provided. Council must consider any public submissions received, prior to providing the assistance requested. (See the [Office of Local Government for more information relating to section 356](#)).

In November 2023, Council updated its [Financial Assistance Policy](#), incorporating a new General Assessment Criteria for evaluating requests for Financial Assistance. Under the General Assessment Criteria, where an assessment process is not indicated for an individual grant program or procedure, the assessment of requests for financial assistance should consider the general criteria in the policy where appropriate.

Any requests received that are not part of an existing grant program, must be assessed against the criteria and reported to an Ordinary Council meeting for final approval.

### **FINANCIAL IMPLICATIONS**

The Trundle TIF had an uncommitted balance of \$ 37,803.41 at the end of February 2026 and can support the allocation of \$1,595.58 for Building and Contents insurance for the Trundle CWA.

### **RISK IMPLICATIONS**

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.

There is a positive civic opportunity to support a community-based organisation, ensuring its viability in the face of rising insurance costs.

### **COMMUNITY CONSULTATION**

The TDPA is recognised by Council as the peak consultative body for the Trundle community and surrounding areas. The TPDA has met and agreed to formally request the allocation of funding from the Trundle TIF. Council must also provide a public notice of its intention to provide funding support to the TDPA for the project and seek submissions to ensure there are no objections.

**15.3 REQUEST TO USE TRUNDLE TOWN IMPROVEMENT RESERVE TO SUPPORT A COMMUNITY MOVIE NIGHT AT THE TRUNDLE 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:** Anthony McGrath, Director Customer, Corporate Services and Economy**Authoriser:** Kent Boyd PSM, General Manager**Annexures:** A. Letter - Request Funding for Movie Night at Trundle Pool - TDPA - 2 March 2026 [↓](#)

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**RECOMMENDATION**

That Council:

1. Approve the allocation of up to \$700 from the Trundle Town Improvement Fund Reserve to support a movie night at the Trundle Pool.
- 

**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 Allocations, however, the final decision concerning the expenditure of the funds remains with Council.

**ISSUES AND COMMENTARY**

Council has received an email request from the Trundle & District Progress Association ("TDPA") requesting that Council allocate funds from the Trundle Town Improvement Fund ("TIF") Reserve towards a movie night at the Trundle Pool on 20 and 21 March 2026.

In his letter to Council, included as *Annexure A*, Chairman Mr Peter Kelly stated that the funds would be used to cover the cost of pool supervisory staff.

Although Council has allocated funds in its Operational Plan towards projects at Trundle, this project was not specifically listed in the Operational Plan and Budget for completion this financial year.

**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, which details 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**

The Trundle TIF had an uncommitted balance of \$37,803.41 at the end of February 2026 and can support the allocation of up to \$700 towards a movie night at the Trundle Pool.

**RISK IMPLICATIONS**

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 Trundle and District Progress Association is recognised by Council as the peak consultative body for the Trundle community and surrounding areas. The TDPA has met and agreed to formally request the allocation of funding from the Trundle TIF.



Trundle & District Progress Association Inc  
Email: [trundleprogress@gmail.com](mailto:trundleprogress@gmail.com)

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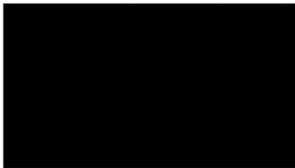
1<sup>st</sup> March 2026

The General Manager  
Parkes Shire Council  
PO BOX 233  
PARKES NSW 2870

Dear Sir

At our monthly meeting held 26<sup>th</sup> February 2026 it was resolved to request allocation of \$689.68 from the TI to support support the Trundle Movie Nights (March 20th and 21st at the Pool). This amount will cover the cost of two nights overtime for the pool staff.

Thank you



P Kelly  
Chair  
Trundle & District Progress Association.

CC Trundle Sports Council  
Briony Ferguson  
[trundlesportscouncil@hotmail.com](mailto:trundlesportscouncil@hotmail.com)

**15.4 REQUEST FOR FINANCIAL ASSISTANCE - PEAK HILL TOWN IMPROVEMENT RESERVE - PEAK HILL AIF HALL ELECTRICITY****IP&R Linkage:** Pillar: Community**Goal:** Our community is creative, proud and has a strong sense of belonging.**Strategy:** Provide innovative services that support social interaction and encourage lifelong learning, building a strong community and culture.**Author:** Anthony McGrath, Director Customer, Corporate Services and Economy**Authoriser:** Kent Boyd PSM, General Manager**Annexures:** A. **Email - Peak Hill CCC - Request for funds - Electricity costs and Fire Safety Equipment** [↓](#)

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**RECOMMENDATION**

That Council:

1. Receive and note the information from the Peak Hill CCC.
  2. Provides public notice of its intention to provide \$1,200 in financial assistance to the Peak Hill CCC for the electricity costs of the Peak Hill AIF Hall for a period of 12 months and purchase of fire safety equipment up to \$500.
  3. Approve the allocation of \$1,700 from the Peak Hill Town Improvement Fund Reserve to support the Peak Hill CCC to cover the electricity costs and fire safety equipment for the Peak Hill AIF Hall, subject to no formal submissions being received that do not support the allocation.
- 

**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 Allocations, however, the final decision concerning the expenditure of the funds remains with Council.

**ISSUES AND COMMENTARY**

Council has received an email from the Peak Hill Community Consultative Committee ("CCC") requesting that Council allocate funds from the Peak Hill Town Improvement Fund Reserve ("TIF") towards the electricity costs associated with the Peak Hill AIF hall for a period of 12 months. In addition, the CCC have requested funds for a fire extinguisher and exist sign to improve the fire safety of the hall. The Peak Hill CCC manages the AIF hall and uses the meeting room for its meetings. The CCC advised that is currently no rental or other income from the operation of the hall to support its ongoing running costs and its own funds have been exhausted. Council also covers the building insurance for the hall from the Peak Hill TIF reserve.

There are two key issues associated with this report:

1. The project involves the use of council funds to support an asset that is not the responsibility of the Council.
2. The project involves providing funds to a third party outside the usual Community Financial Assistance Program process under the general category.
3. Council must vote to move funds from its town improvement reserves to this project as it was not included in the 2025-26 Operational Budget.

This was not specifically listed in the 2025-2026 Operational Plan and therefore the allocation of funds falls under the Financial Assistance Policy as a general request.

The following table details the assessment of the project against the Financial Assistance Grants general assessment criteria.

<b>Criteria</b>	<b>Assessment</b>	<b>Comment</b>
<b>Budget Compliance: Ensure the request falls within Council's budget.</b>	Complies	There are sufficient TI funds available.
<b>Community Accessibility: Verify that the facility, activity or event is open to the Parkes Shire community.</b>	Complies	The CCC is the peak consultative body for the Peak Hill community.
<b>Participation Costs: Assess whether the costs for patrons to use a facility, attend or participate are reasonable.</b>	Complies	Any community member can attend meetings in the hall; however only financial members can vote.
<b>Local Government Area: Confirm that the activity or event takes place within the Parkes Shire Local Government Area.</b>	Complies	Located in Peak Hill
<b>Period: Ensure that the activity or event occurs, or the funds are spent, within 12 months of notification of approval.</b>	Complies	For 2026-2027 period.
<b>Community Benefit: Evaluate how any excess proceeds or project outcome will benefit the Parkes Shire community, particularly if proceeds are for charity.</b>	Partially Complies	The use of TI funds benefits the Peak Hill CCC, who support the Peak Hill community
<b>Request-Outcome Alignment: Assess how the requested amount compares with the stated outcomes of the activity or event.</b>	Partially Complies	Financial investment by Council will see a benefit to the Peak Hill CCC.
<b>Strategic Goal Alignment: Determine how the objectives or outcomes align with one or more of Council's strategic goals.</b>	Complies	Council Goal: services that support social interaction and encourage lifelong learning, building a strong community and culture.
<b>Public Liability Insurance: Verify that public liability insurance is required and current for the activity or event.</b>	N/A	N/A. P/L Insurance is not required.

The assessment therefore is that this project would mostly meet the guidelines for the provision of funds under the Financial Assistance Policy for general requests.

### **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, which details the activities to be engaged as part of the Delivery Program for that year.

Council must vote to allocate funds from its reserves for projects not listed in its Operational Plan.

Council can only approve financial assistance (cash or in-kind) in accordance with section 356 of *the Local Government Act 1993* ("the Act"). Where the proposed financial assistance has not been included in Council's adopted Operational Plan for the year; the proposed financial assistance must be publicly exhibited prior to being provided. Council must consider any public submissions received, prior to providing the assistance requested. (See the [Office of Local Government for more information relating to section 356](#)).

In November 2023, Council updated its [Financial Assistance Policy](#), incorporating a new General Assessment Criteria for evaluating requests for Financial Assistance. Under the General Assessment Criteria, where an assessment process is not indicated for an individual grant program or procedure, the assessment of requests for financial assistance should consider the general criteria in the policy where appropriate.

Any requests received that are not part of an existing grant program, must be assessed against the criteria and reported to an Ordinary Council meeting for final approval.

### **FINANCIAL IMPLICATIONS**

The Trundle TIF had an uncommitted balance of \$145,421 at the end of February 2026 and can support the allocation of \$1,700 for the electricity costs and fire safety equipment for the Peak Hill AIF Hall for a period of 12 months.

### **RISK IMPLICATIONS**

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.

There is a positive civic opportunity to support a community-based organisation, ensuring its viability in the face of rising costs. However, there is a risk that Council may be setting a precedence for other community hall committees to request running costs be funded by Council.

### **COMMUNITY CONSULTATION**

The Peak Hill CCC is recognised by Council as the peak consultative body for the Peak Hill community and surrounding areas. The CCC has met and agreed to formally request the allocation of funding from the Peak Hill TIF. Council must also provide a public notice of its intention to provide funding support to the CCC for the costs and seek submissions to ensure there are no objections.



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**Exit Sign and Updated Fire Extinguisher**

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**From** PeakHillCCC <PeakHillCCC@parkes.nsw.gov.au>

**Date** Wed 11/03/2026 6:09 PM

**To** Anthony McGrath [REDACTED]

**Cc** [REDACTED]

Hi Anthony

Could we please get a replacement Fire Extinguisher, as the current one is very old and not even tagged and an exit sign put in the AIF Hall? Could the cost for this be taken from our TI funds as well as the Electricity account for the Hall?

Thank you.

Margaret Edwards

Peak Hill CCC

Secretary

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**15.5 2027 PARKES ELVIS FESTIVAL - PLANNING UPDATE****IP&R Linkage:** **Pillar:** Economy**Goal:** Our Shire is an attractive destination to live, work, visit and invest.**Strategy:** Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival.**Author:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Authoriser:** **Kent Boyd PSM, General Manager****Annexures:** **Nil**

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**RECOMMENDATION**

That Council:

1. Receive and note the information about the planning for the 2027 Parkes Elvis Festival.
- 

**BACKGROUND**

The **Parkes Elvis Festival** is a major annual celebration held every January in Parkes, to honour Elvis Presley's birthday. Starting in 1992 as a one-night tribute through Bob and Anne Steel's Graceland's restaurant, it has expanded into a five-day event featuring over 200 activities—concerts, tribute contests, street parades, markets, and memorabilia exhibitions—drawing thousands of visitors each year from across Australia and abroad. The festival is endorsed by **Elvis Presley Enterprises** (Memphis USA), held in venues across Parkes and Forbes, and is recognised as a **Foundation Event** by the NSW Government and supported by Destination NSW.

Parkes Shire Council assumed ownership of the festival in 2014 and employed a full time Festival Director. Since then the Festival has been integrated it into the region's broader tourism and economic development strategy.

At the 2026 festival, the theme "Elvis on Tour" was unveiled, along with an announcement that Dean Z will return to Parkes in 2027, performing with a live orchestra in a brand-new arena-style production. Presale registrations for tickets opened during the 2026 festival, and to date more than 5,000 people have registered their interest.

**ISSUES AND COMMENTARY**

This report places on record some general information about the 2027 Parkes Elvis Festival to address some of the misinformation that has been circulating through the festival community.

Council has secured the services of Dean Z to feature at two shows during the 2027 festival. Given the high level of interest, the council will need to ensure it has a venue that can accommodate the expected size of the audience and has ruled out the use of the Parkes Leagues Club and Cooke Park for the Dean Z concerts. **Cooke Park will remain open and free to enter for the 2027 festival.**

Other key 2027 festival items currently in the early *planning* stages include:

- In addition to Dean Z, one other international artist will headline the Leagues Club shows alongside an Australian ETA.
- Entertainment at the Little Theatre and Services Club.

- The Elvis Express train, departing Wednesday and returning Monday including entertainment at Central Station and on the train for the passengers.
- The Ultimate Elvis Tribute Artist (UETA) heats and final, with the winner receiving a ticket to participate in the World Championships in Memphis.
- Free entertainment on the Cooke Park Main Stage from Thursday through to Sunday including the Sunday morning Gospel service.
- The 2026 UETA winner Taurean K Mill's star unveiling, Wall of Fame inductee artist, and Wednesday concert.
- Miss Priscilla dinner and renewal of vows.
- Memphis satellite stage on Friday and Saturday with entertainment supported by street closures.
- Various competitions including busking, look-a-like, sound-a-like, photography, poetry, car show, rock'n'roll dancing, etc.
- Street parade starting 9am on Saturday.
- The festival will continue to support local tribute artists from all over Australia.
- The various pubs and clubs will be encouraged to continue to provide their own free entertainment at their venues.

There will also be some changes and additions to the street closures and night-time activation, which will be announced later, once planning has been completed.

Council has noted complaints from the festival community about the high price of motel accommodation. Council does not have any authority to regulate what private businesses charge. As with any market, if prices are set too high, customers will choose not to book. Elevated pricing is not helpful to the festival or the community, but this remains a matter for individual operators and the market to resolve.

### **LEGISLATIVE AND POLICY CONTEXT**

The Parkes Elvis Festival's designation as a NSW Foundation Event means it is formally recognised by the NSW Government as an iconic, high-value event that contributes significantly to the State's cultural identity, visitor economy, and community wellbeing. Foundation Events receive priority access to multi-year Strategic Investment Agreements, a more favourable regulatory environment, and an assessment framework that places greater emphasis on their strategic, economic, social, and cultural benefits. This status provides long-term certainty for planning, supports event growth and innovation, and reinforces the Festival's importance to both the region and NSW.

### **FINANCIAL IMPLICATIONS**

The Parkes Elvis Festival is included in the Operating Plan and Budget each year and regular reports are provided to Council on its financial progress.

### **RISK IMPLICATIONS**

The Parkes Elvis Festival's designation as a NSW Government Foundation Event heightens the importance of effectively managing misinformation and public criticism. This status reflects the Festival's recognised cultural, social and economic value, and its eligibility for long-term strategic investment and regulatory support.

**Reputational Risk:** Misinformation and public criticism can rapidly damage the Festival's reputation, undermine confidence in organisers, and reduce community trust.

**Public Trust & Social Licence Risk:** False narratives can weaken public support for the Festival, erode confidence in Council's governance, and diminish the event's perceived cultural and social value.

**Operational & Communication Risk:** Misinformation can cause confusion among attendees, disrupt event operations, and increase the demand for rapid and clear communication responses.

**Economic & Strategic Risk:** Negative public sentiment can affect attendance, sponsor confidence, and the Festival's long-term strategic position as a Foundation Event, including its contribution to the regional visitor economy.

### **COMMUNITY CONSULTATION**

Council has operated and managed the festival for many years. Festival goers are entitled to their views on how the festival should run. In fact, Council and Destination NSW seeks their views through post event surveys. The feedback received is then considered when planning the next festival.

Council appreciates engagement from all community members, and constructive feedback is always welcome. However, it is important that public commentary is accurate and does not unfairly damage individuals or the reputation of the organisation.

**15.6 PARKES CBD VIBRANCY STRATEGY 2026 – FINAL ENDORSEMENT AND PUBLIC FEEDBACK OUTCOMES****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:** **Hamish Ritchie, Economic Development Specialist****Authoriser:** **Anthony McGrath, Director Customer, Corporate Services and Economy****Annexures:** **A. Parkes CBD Vibrancy Strategy 2026** [↓](#)**RECOMMENDATION**

That Council:

1. Endorse the Parkes CBD Vibrancy Strategy 2026, included as *Annexure A*, as the final adopted strategy following the conclusion of the public feedback period.
2. Note the Summary of Public Feedback and Council Responses, acknowledging that while feedback has been considered in full, no amendments to the Strategy are recommended.

**BACKGROUND**

The Parkes CBD Vibrancy Strategy 2026 has been developed to ensure the central business district becomes a destination where locals and visitors want to spend time. A vibrant and attractive CBD supports increased tourism, longer dwell times, stronger business performance, enhanced community pride and, importantly, encourages population and economic growth through improved liveability.

Development of the Strategy has involved an extensive and inclusive process. Council and its consultants undertook broad community engagement activities, capturing views from hundreds of participants across diverse demographics, sectors and accessibility needs. Engagement methods included surveys, workshops, on-street conversations, targeted stakeholder sessions, and inclusive formats designed to ensure all sections of the community could participate yielding more than 800 data points that informed the strategy.

Feedback from this engagement was distilled by urban planning professionals into a comprehensive draft Strategy including a vision, key pillars, components within those pillars, and practical initiatives for implementation. The Draft Strategy was reviewed by the Economic, Destination and Events Advisory Committee (EDEAC), and their feedback was incorporated prior to public feedback.

A key part of the engagement process included providing participants, with an opportunity to review sections of the completed draft prior to public exhibition as a form of closed-loop feedback. This ensured participants could validate that their input had been accurately interpreted. Participants were given the opportunity to review the completed draft prior to exhibition as part of a closed-loop feedback process. The vast majority indicated they were satisfied with how their input had been reflected, with only one participant choosing to provide additional comment at that stage which has been included in the below.

The Draft Strategy was publicly exhibited for comment in December 2025 and January 2026 as part of Council's commitment to best-practice transparency and visibility. Exhibition materials were made available online and in hard copy.

## ISSUES AND COMMENTARY

The purpose of this report is to seek Council’s endorsement of the Parkes CBD Vibrancy Strategy 2026, included as *Annexure A*, following completion of the public feedback period. Two submissions were received during public exhibition in December and January. Council sincerely thanks all submitters for their time, effort, and participation. These two submissions have been included with the singular feedback from the second closed-loop feedback process.

These submissions have been fully reviewed and are summarised below in a de-identified, thematic format. While the submissions provide valuable qualitative insights, they represent a very small proportion of the overall engagement undertaken throughout the past year, which involved hundreds of community members, businesses and stakeholders.

After assessing the matters raised, no amendments to the Draft Strategy are recommended. The primary reasons for this are:

1. Several arguments support the same overall aims, though with different methods. Council has adopted approaches grounded in expert advice and broader community feedback.
2. Where views diverged, the submissions represent less than 1% of those engaged and therefore do not warrant changes to the Strategy’s core direction or priorities.
3. The differing conclusions rely on assumptions that sit outside the Strategy’s evidence base, so they do not translate across. When tested against the Strategy’s objectives, they reveal no inconsistencies or inaccuracies.

A detailed theme-based summary and Council responses are provided below.

### Summary of Themes Raised During Public Exhibition

Theme	Key Issues Raised
<b>1. Traffic Flow, Access and Roundabouts</b>	Concerns about removing roundabouts, traffic movement, business disruption, clarity on engineering input.
<b>2. Parking Design and Safety</b>	Views on nose-in parking safety, visibility, disability parking, line marking.
<b>3. Pedestrian, Cyclist and Public Transport Connectivity</b>	Cycling routes, bike racks, e-bike charging, wayfinding.
<b>4. Business Vitality and Economic Focus</b>	Relationship between business performance and physical upgrades, desire for more economic emphasis.
<b>5. Location-Specific Access and Traffic Issues</b>	Requests for review of Court St/Dalton St and Dalton/Bogan access.
<b>6. Outdoor Dining and Streetscape Features</b>	Safety of dining platform side panels, strong support for more outdoor dining.
<b>7. Long Vehicle Parking and Visitor Access</b>	Need for caravan/RV parking close to services.
<b>8. Disability and Inclusive Access</b>	Requests for more disability parking and accessible design.
<b>9. Governance, Communication and Public Perception</b>	Concerns about clarity, communication, and public perception of controversial concepts.

## Summary of Themes Raised and Council Responses

### 1. Traffic Flow, Access and Roundabouts

#### Concerns Raised:

- Strong opposition to the proposed removal of the Clarinda Street roundabouts.
- Perception that roundabouts are a key asset supporting safe and efficient traffic movement.
- Removal is seen as:
  - Costly and disruptive to businesses during construction.
  - Likely to negatively impact vehicle circulation and the ability to find parking.
  - Reducing shade and landscaping.
- View that the CBD does not have high cyclist or pedestrian volumes that would justify major intersection redesign.
- Questioning whether the proposal has been adequately reviewed by traffic engineers.
- Emphasis that prioritised traffic flow is listed as a strategic priority, yet removal of roundabouts appears counter to this aim.
- Requests for clarity and correction on specific traffic improvement locations (e.g., Dalton St vs Court St).

#### Additional Points:

- Community did not identify roundabout removal during engagement.
- Suggestions that roundabout retention is consistent with national safe-system guidelines.

#### Response

Council acknowledges the concerns raised about the removal of the Clarinda Street roundabouts, including traffic flow, safety, business disruption, and alignment with national guidelines. These are valid and accurate points if the primary goal of the CBD is to maximise vehicle movement.

However, the broader engagement clearly indicated that the CBD should prioritise pedestrians and place-based activity, not through-traffic. When the goal is walkability, roundabouts become barriers rather than benefits, as they favour continuous vehicle movement and reduce safe pedestrian crossing opportunities.

Regarding traffic engineering, this strategy sets direction only; detailed technical assessment occurs later if elements proceed to design. It is not practical or appropriate to conduct full engineering reviews at the strategy stage.

While the community did not explicitly suggest removing roundabouts, this is expected: the community identifies priorities, and technical specialists determine how best to deliver them.

### 2. Parking Design and Safety

#### Concerns Raised:

- Strong reservations about nose-in (front-to-kerb) parking.
- Feedback identified:
  - Safety risks for pedestrians, prams, mobility aids and people loading car boots.

- Reduced visibility for drivers reversing between larger modern vehicles (SUVs, utes).
- General dissatisfaction with painted parking lines in southern Clarinda Street (seen as subjective or confusing).
- Suggestions that rear-to-kerb is still safer, but also increasingly difficult with larger vehicles.
- Requests to review:
  - Disability parking layout and quantity.
  - Align parking plans with the needs of wheelchair users.
  - A previously approved DA for caravan parking near Generosity Church.

### **Response**

Council acknowledges the concerns raised regarding nose-in parking, visibility around larger vehicles, pedestrian safety, and the use of line marking. These are valid considerations, and parking design always involves balancing different benefits and trade-offs.

However, broader community engagement consistently supported creating a calmer, more attractive, and more pedestrian-focused CBD. In this context, nose-in parking delivers the strongest overall combination of safety and amenity, as outlined in the Strategy. After reviewing the submission, Council does not consider the examples provided to outweigh these broader benefits.

Importantly, the Strategy also proposes an increase in parking choice across and around the CBD. This includes improvements to off-street parking, additional accessible parking, and upgrades to existing layouts. This approach ensures that people who prefer not to use nose-in parking can choose alternatives that better suit their comfort, mobility needs, or vehicle type.

All parking areas will continue to be reviewed through an accessibility lens to ensure they meet the needs of people with varying abilities. This supports the Strategy's broader aim of making the CBD safer and easier for everyone to navigate.

Regarding line marking, this issue did not appear in community engagement, and established best practice clearly supports the use of marked spaces to improve safety and reduce confusion.

### **3. Pedestrian, Cyclist and Public Transport Connectivity**

#### **Concerns Raised:**

- Support for improved pedestrian and cycling options as long as they don't disadvantage main street businesses.
- Preference for cycling improvements on parallel streets rather than Clarinda Street.
- Noted that during engagement the primary community interest was in bike racks and e-bike charging, but these do not appear in the draft.
- Desire for better wayfinding and arrival information for public transport users, particularly rail passengers.

#### **Response**

All points raised we believe are already reflected within the Strategy, including upgraded pedestrian connections, improved cycling access, and strengthened arrival information for public transport users.

#### 4. Business Vitality and Economic Focus

##### Concerns Raised:

- Strong belief that CBD vibrancy is driven primarily by business performance, not physical upgrades alone.
- View that the Strategy does not adequately address:
  - How to support local businesses.
  - How to attract more visitation to shops.
  - Broader economic forces influencing the CBD.
- Calls for:
  - Either a major revision of the document or a complementary business-focused strategy.
  - More emphasis on economic outcomes rather than infrastructure changes.
- Concern that current planning rules regulating commercial uses are outdated and restrict innovation.

##### Response

Council agrees that strong business performance is essential to a vibrant CBD and acknowledges that people visit the town centre to access businesses. Nothing in the Strategy is at odds with this view.

While the feedback submission suggested that the Strategy should place greater emphasis on business-specific initiatives, the broader community engagement told us something different: people want the CBD to be a more appealing, accessible, comfortable and enjoyable place to spend time. Council does not see this as separate from supporting business success. A more attractive and people-friendly CBD directly strengthens economic outcomes by increasing visitation, dwell-time, and overall activity levels, the core drivers of retail and hospitality performance.

Council's role is to shape the conditions that draw people into the CBD and encourage them to stay, while individual businesses focus on attracting customers through their own service, product offering and promotions. This shared approach ensures the Strategy supports businesses in the areas where Council can have the greatest influence.

The feedback about planning rules and commercial clarity is acknowledged; however, this sits outside the scope of the Parkes CBD Vibrancy Strategy 2026 and will be considered as part of broader economic development and planning work. We also wish to acknowledge that this will be included as a key consideration in the development of our Economic Development strategy.

#### 5. Location-Specific Access and Traffic Issues

##### Concerns Raised:

- Reconsideration of access changes proposed for:
  - Court Street vs Dalton Street.
  - "Seagull" islands at the Dalton/Bogan intersection.
- Desire to align proposals with earlier masterplans (e.g., Western Parkes Approach Routes).

**Response**

These concerns relate to the same underlying issue addressed and responded to in Theme 1. The balance between pedestrian priority and vehicle movement.

**6. Outdoor Dining and Streetscape Features****Concerns Raised:**

- Concerns about removing side panels from dining platforms, noting the Local Traffic Committee had previously required them for safety.
- Strong support for more outdoor dining opportunities, particularly:
  - In the northern CBD (Church to Bushman).
  - For takeaway customers and nearby workers who need places to sit.

**Response**

Safety is a non-negotiable priority, and no changes to existing dining platform structures would occur without proper review, consultation, and assessment of all safety implications. Council would not support any modification that compromises patron or pedestrian safety.

Council also welcomes the strong support for additional outdoor dining opportunities. This aligns directly with Initiative 24 of the Strategy.

**7. Long Vehicle Parking and Visitor Access****Concerns Raised:**

- Strong support for designated, well-signed caravan and RV parking close to services.
- Concern that lack of accessible long-vehicle parking will deter visitors and reduce local spending.

**Response**

This aligns directly with Initiative 03, which already identifies the need for clear, accessible parking options for caravans and RVs to support visitation to the CBD.

As initiatives progress into detailed planning and design, caravan and RV parking will naturally be considered as part of the broader parking network.

**8. Disability and Inclusive Access****Concerns Raised:**

- Acknowledgement that additional disability parking is needed.
- Recommendation to consult directly with local wheelchair users.
- Suggestions for specific locations (e.g., parallel parking on Court Street).

**Response**

This aligns directly with Initiatives 17 and 18, as well as several other actions in the Strategy that focus on improving access for people of all abilities.

As part of delivering these initiatives, Council will continue to consult with individuals, lived-experience users, and apply recognised best-practice standards to ensure high-quality, inclusive outcomes. Ensuring accessibility across the CBD is a core priority and will be embedded throughout detailed design and implementation.

### **Overall Conclusion**

Council appreciates the effort and thought shown in the three submissions received. Although the points raised were reasoned and valid from the viewpoint of the individuals concerned, their underlying assumptions differ from the aims of the Strategy and from the broader community vision expressed during engagement. As such, several of the arguments, while logical in isolation, are not aligned with the Strategy's intent or objectives."

For this reason, Council has considered all feedback but does not propose changes to the Strategy.

### **Formatting:**

Please note the document included at *Annexure A* has been compressed for this report and clarity on certain sections (notably pictures and logos) has been reduced. These only appear on the compressed document for this report and do not feature on the final document.

### **LEGISLATIVE AND POLICY CONTEXT**

The Parkes CBD Vibrancy Strategy 2026 is not a statutory planning document and was therefore not required to undergo public exhibition under the *Local Government Act 1993* or associated regulations. However, Council elected to exhibit the Draft Strategy to ensure a transparent, inclusive, and best-practice engagement process consistent with the principles of Council's Community Engagement Strategy.

Although Council's standard exhibition period is 28 days, the consultation timeframe was extended beyond the minimum expectation to ensure meaningful access for community members during the December–January holiday period. The Draft Strategy was publicly available for comment for approximately six weeks, covering all of January and the latter half of December, providing an extended opportunity for community review and participation.

### **FINANCIAL IMPLICATIONS**

There are no direct financial implications associated with adopting the final Parkes CBD Vibrancy Strategy 2026. Implementation of individual initiatives identified in the Strategy will be subject to future budget considerations, grant opportunities and Council approvals.

### **RISK IMPLICATIONS**

Adoption of the Strategy strengthens Council's strategic planning framework for placemaking and economic development in the CBD. Not endorsing the Strategy may create reputational risk by delaying delivery of a community-driven vision that has undergone extensive engagement and public exhibition.

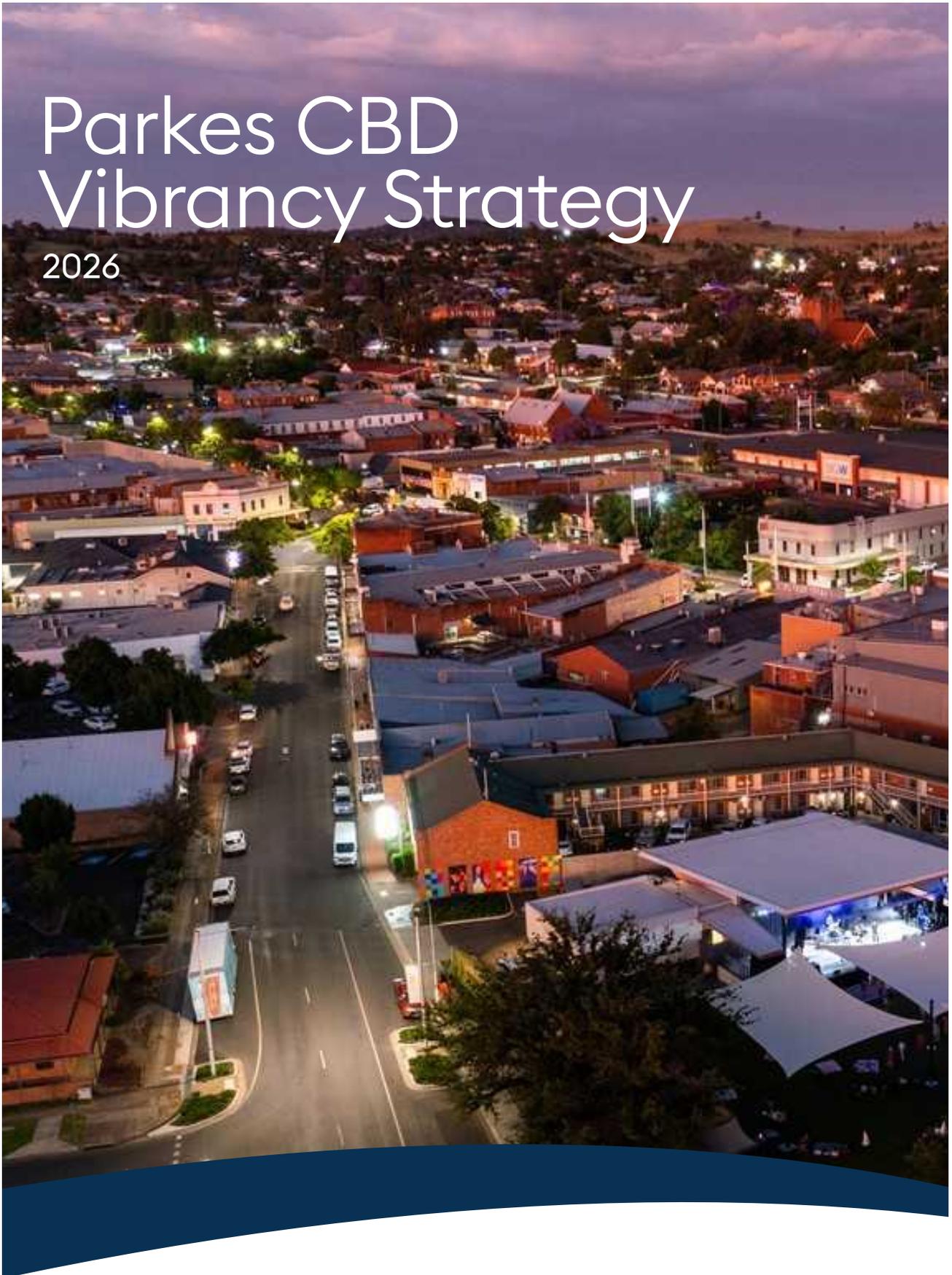
### **COMMUNITY CONSULTATION**

No further community consultation is required.

Development of the Parkes CBD Vibrancy Strategy 2026 has been informed by a comprehensive, multi-stage engagement process involving hundreds of participants across the community. Consultation activities included:

1. **Stakeholder Interviews**  
Targeted interviews were conducted with key community and business stakeholders to identify early themes, opportunities and constraints.
2. **Public Kick-Off Engagement Event**  
A walk-up engagement booth was delivered at a public event to capture high-foot-traffic participation. This session was aligned with NAIDOC Week to ensure Aboriginal and Torres Strait Islander voices were actively included.
3. **Online Surveys**  
A broad-reaching online survey was provided for community members unable to attend in person, ensuring equitable access to the consultation process.
4. **Public Refinement Workshops**  
Open-invitation workshops were held to further refine ideas, using gamified engagement tools to encourage creativity, collaboration and deeper discussion.
5. **Targeted Inclusive Workshops**  
Tailored sessions were run with groups less likely to engage through traditional channels, including Currajong Disability Services and Southern Cross Care, ensuring accessibility for participants with disability and older residents.
6. **Initial Findings Feedback Loop**  
Preliminary engagement findings were presented to the public for comment to validate emerging directions and ensure accuracy.
7. **Draft Strategy Development and Closed-Loop Review**  
The Draft Strategy was developed based on all preceding engagement activities and provided to selected participants for a closed-loop review. This enabled contributors to confirm that their feedback had been appropriately interpreted.  
The Economy, Destination and Events Advisory Committee (EDEAC) also reviewed the emerging material and provided feedback during this phase.
8. **Public Feedback Period (December–January)**  
Although not legislatively required, the Draft Strategy was publicly exhibited to ensure transparency and best-practice engagement. Recognising the impact of the holiday period, the exhibition timeframe was extended beyond the standard 28 days to span the latter half of December and all of January.

# Parques CBD Vibrancy Strategy 2026



[parkes.nsw.gov.au](http://parkes.nsw.gov.au)

**arki\_lab**  
Designing Cities With People



# Controlled Document Information

Document History	
Date	Details/Comments
2016	Parkes CBD Vibrancy Strategy 2016
2026	Parkes CBD Vibrancy Strategy 2026

## The team behind this document

arki\_lab is an interdisciplinary urban design and consultation office specialised in engagement with citizens, stakeholders and users.

arki\_lab were commissioned for this project to make sure the Vibrancy Strategy sets a direction for future development that builds upon an ambitious and thorough consultation process. The Vibrancy Strategy has been developed in close collaboration with Parkes Shire Council.

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Responsible Department: Economic Development

January 2026



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### Acknowledgement of Country

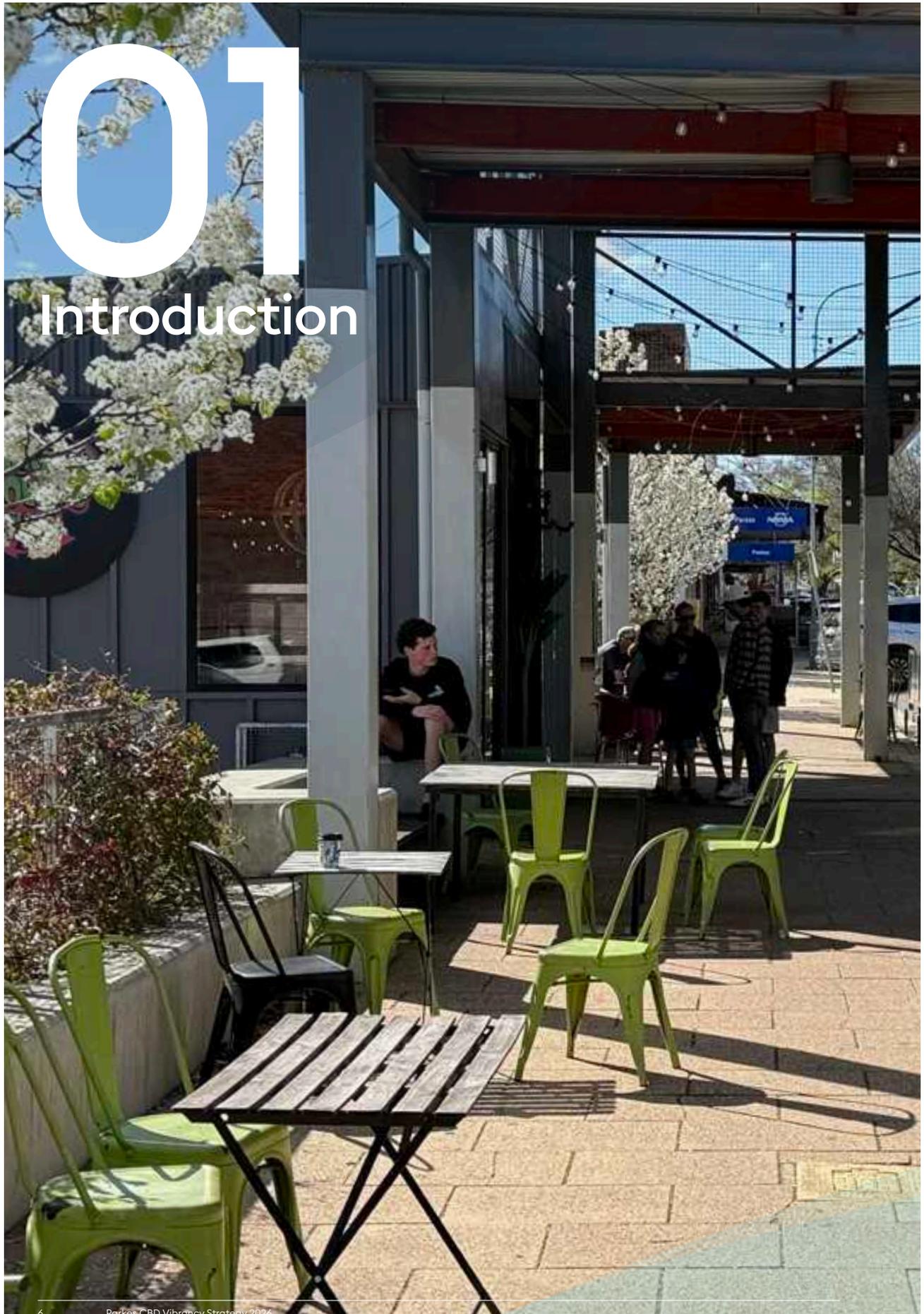
Parkes Shire is part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement. Parkes Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the Land and pays respect to the Elders both past and present of the Wiradjuri nation.

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 were known as the people of the three rivers: the Wambuul (now known as the Macquarie River), the Galari (the Lachlan River), and the Murrumbidya (the Murrumbidgee River).

The Wiradjuri people lived in harmony with the Country, they believed they didn't own the land, but they were 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.





# Executive summary

## Understanding the Vibrancy Strategy

### The document in your hands

This document is a 10 year strategy for the future development of the Parkes Central Business District (CBD). The goal of this plan is to create a vibrant town centre in which both the local community and visitors can thrive. To this end, it suggests a series of strategic approaches, covering everything from recreational facilities, traffic, business and urban space upgrades.

The plan was developed through extensive involvement of the local community and stakeholders in the CBD and builds upon a significant body of previous work, including the 2016 Vibrancy Strategy developed by King + Campbell for Parkes Shire Council. To the greatest possible extent, the Parkes CBD Vibrancy Strategy 2026 reflects the visions of the community as well as the sum of local knowledge gathered through involvement, consultation, analysis and strategic planning.

The twelve strategies in this document are divided into four themes with three strategies each. These themes and strategies are part of an overlapping whole – they are aspects of the overall Vibrancy Strategy and cannot stand on their own. The concrete initiatives that make up the strategies often occur again across multiple themes, as these actions have cascading effects, supporting the CBD on multiple fronts at once.

Chapter 03 describes each of the four themes in turn, including relevant findings from the community consultation, descriptions and visualisations of the resulting strategies, lists of initiatives that support these strategies as well as descriptions of short- and long-term perspectives. In chapter 04, all initiatives are presented alphabetically, along with descriptions and reference photos.

The Parkes CBD Vibrancy Strategy 2026 is proudly presented by arki\_lab in collaboration with Parkes Shire Council and the Parkes community.

### Results

The vision presented in this document is structured around the themes Mobility, Appearance, Activities and Places.

#### Mobility

The strategies in this theme reprioritise traffic flow, such that cars have easy access to/from the CBD, while pedestrians are prioritised in the centre. Focus is on leading traffic to the main street, but not through the main street. Among other things, we suggest taking out the roundabouts. The strategies also include making sure that the CBD is accessible to people with different levels of mobility and that using public transit in Parkes is a viable alternative.

#### Appearance

The strategies in this theme focus on creating a CBD where people want to spend time. Creating a CBD that is a destination in itself is an asset for the Parkes community as it is, but it is also essential for supporting the businesses there. Strategies include visually emphasising Clarinda Street's status as the CBD centre and creating a feeling of a coherent public space, as well as improving the town's overall appearance and cultural identity.

#### Activities

To expand the selection of activities for people to do in Parkes, we suggest both redesigning existing spaces and creating entirely new facilities. The strategies in this theme propose creating multifunctional spaces out of parks and car parks, providing new activities for young people and supporting existing and new businesses in expanding activities in the Parkes CBD.

#### Places

The final theme presents the geographical focal points of the CBD Vibrancy Strategy 2026. Clustering the initiatives around Parkes Arbour, Eastern Dalton Street and Chamberlain Square provides anchor points for town life, that tie together the CBD as a whole.

# Integrated Planning and Reporting

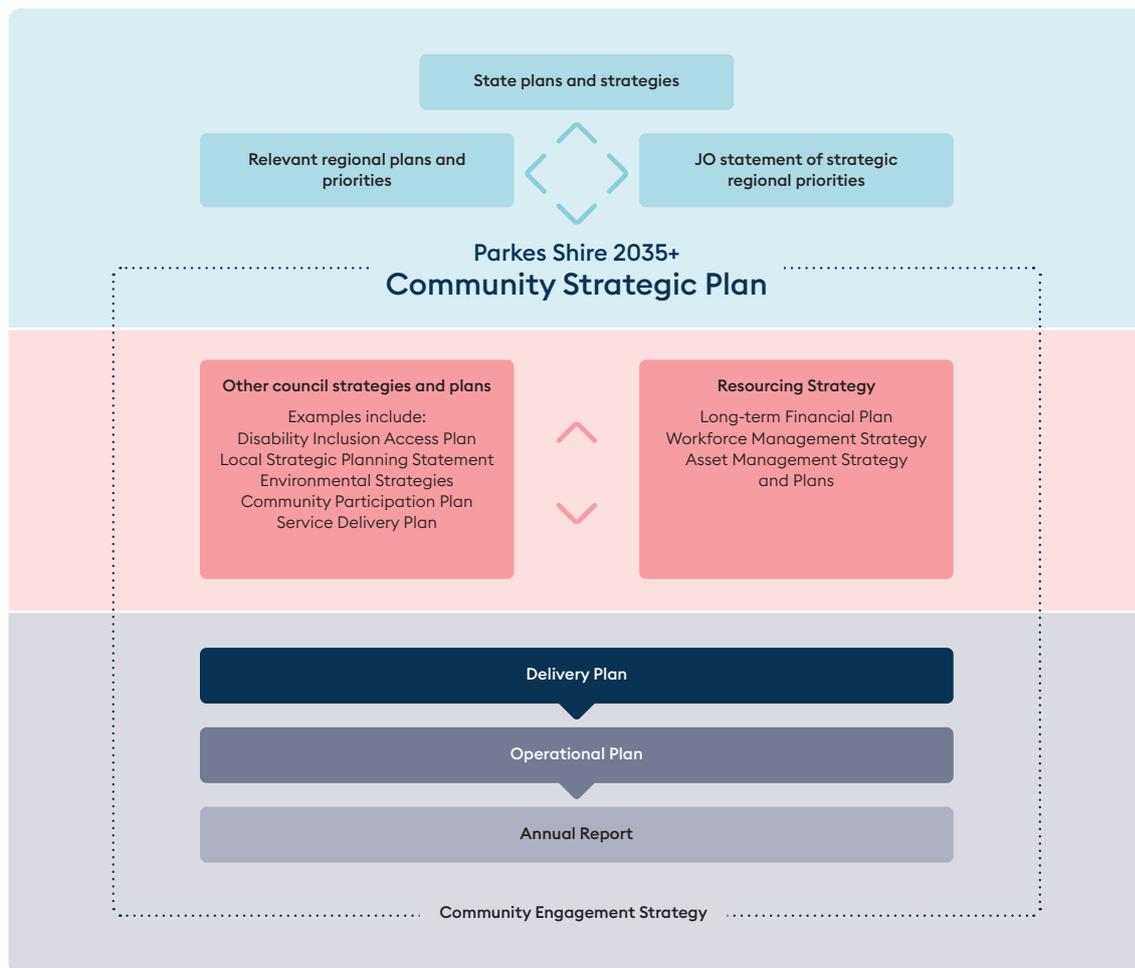
## Integrated planning and reporting

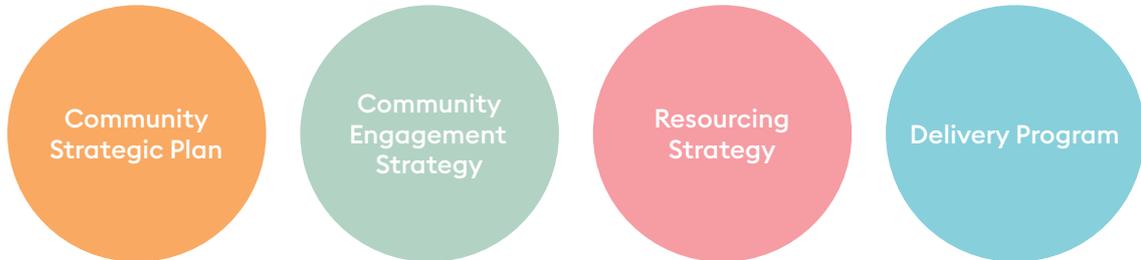
The Annual Report forms part of the Integrated Planning and Reporting (IP&R) Framework and details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.

Parokes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest State of the Shire Report being tabled at the second meeting of the new Council in September 2024.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2024) will deliver in order to assist the community to achieve the aspirations set out in the Parokes Shire 2035+ Community Strategic Plan (CSP).

The following diagram illustrates how the IP&R framework ensures that local strategic planning and reporting is informed, relevant and responsive to community needs.





### **Community Strategic Plan**

The Community Strategic Plan is the highest-level plan that Council prepares through its IP&R framework. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan.

### **Community Engagement Strategy**

The Community Engagement Strategy outlines how Council engages with its community and relevant stakeholders to develop the Community Strategic Plan, as well as other plans, policies, programs, and key activities undertaken.

### **Resourcing Strategy**

The Resourcing Strategy consists of three components including the Long-Term Financial Plan; Workforce Management Plan; and Asset Management Plan. The Resourcing Strategy explains to the community how Council intends to perform all its functions, including implementing the strategies set out in the Community Strategic Plan for which it is responsible. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council and considers, in general terms, matters that are the responsibility of others.

### **Delivery Program**

Prepared by the incoming Council, the Delivery Program identifies the principal activities to be undertaken by Council's governing body over its term to perform all its functions - including the strategies established by the Community Strategic Plan - using the resources identified in the Resourcing Strategy. All plans, projects, activities, and funding allocations made by Council over its term must be directly linked to the Delivery Program.

# Our community



## Land-use



# Community profile

## Geographical area

**5,919 sq kms**

### Population

Shire: 14,256

Parkes: 11,162  
*(incl. Cookamidgera, Alectown and Tichborne)*

Trundle: 568

Tullamore: 369

Peak Hill: 1,162

Bogan Gate: 269

### 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

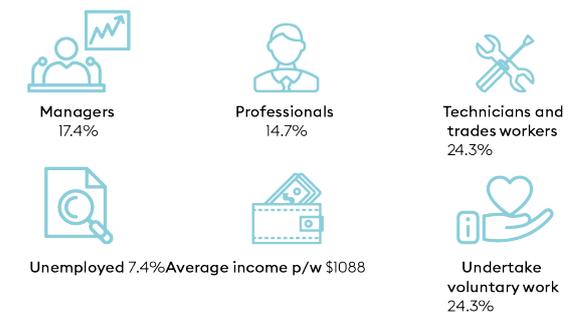
Projected households in 2036: 6,500

## Overview

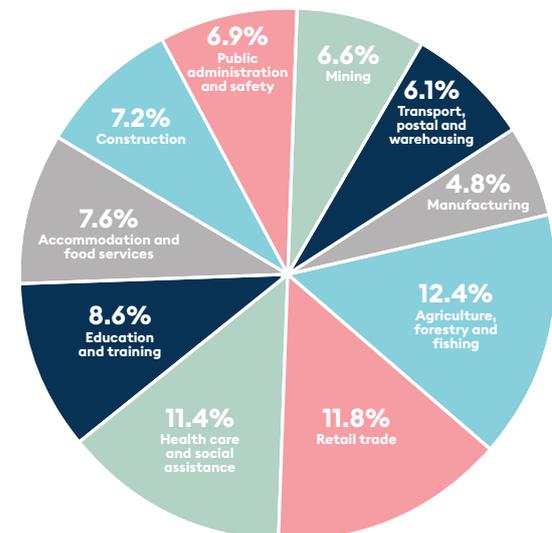


## Employment

In 2016 % of population had the following occupation:



## Industries by employment



# A strong foundation

## Previous work and local experience

### Community engagement

This report was developed based on broad community engagement and consultation and both arki\_lab and Parkes Shire Council thank everyone who participated in the engagement process, which is the essence of this document. The community engagement took place during the winter and spring of 2025 and included a series of public workshops, targeted workshops, a survey, stakeholder interviews

and a feedback loop. In total, this amounted to more than 650 unique inputs, providing the community's perspective on existing challenges and qualities in the Parkes CBD, as well as aspiration for the areas further development. The specific engagement efforts are described in detail in the Methods section.

We have strived to create a plan that reflects the community's viewpoints, mitigates their frustrations and aligns with their hopes for Parkes to the best of our ability.



12

Parkes CBD Vibrancy Strategy 2026

## Existing documents

The creation of the Parkes CBD Vibrancy Strategy 2026 is informed by a variety of existing strategic documents in relation to the proposed development of Parkes Shire.

**The Parkes CBD Vibrancy Strategy 2016** was developed by King + Campbell for Parkes Shire Council, and presents a vision for a vibrant town centre based on community-driven urban renewal. It is the starting point for the 2026 Strategy, which presents an updated vision along with strategic directions and concrete initiatives to support the Parkes CBD as a vibrant town centre.

**The Community Strategic Plan 2025** provides a high level framework for the aspirations of improving Parkes as a sustainable and socially just community. Based on survey data, the plan provides concrete benchmarks and goals for social, economic and environmental sustainability as well as civic leadership for the future of Parkes. The directions issued in this paper have been used as guiding principles for our further analysis.

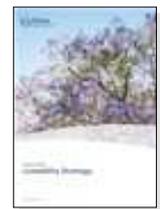
**The Liveability Strategy 2023** contains a prioritised roadmap with both short-, mid- and long-term actions sorted into nine overall themes that are categorised into a scoring system informed by survey data. The scores are assessed regionally for the Northern, Western and Central region of Parkes Shire. All nine themes combined provide

a holistic view of the possibilities and quality of lives of Parkes as a community. The initiatives and strategies proposed in this Vibrancy Strategy have been selected in consideration of these previously presented actions.

**The Destination Management Plan 2024** offers insight into the fiscal and cultural points of attraction in the Parkes area. Since many of the key attractions in the Parkes area are not to be found in the CBD, it is a perfect opportunity to improve the CBD in the direction of becoming an attraction in itself.

**The Special Activation Precinct Master Plan 2020** details the possible changes in demographics that could take place in the forthcoming establishment of the Parkes Special Activation Precinct (SAP). The creation of new jobs will increase the amount of visitors in the CBD, and ensuring a sustainable and enhanced foundation for new businesses to grow in the wake of the SAP is important when preparing for the future.

**The Parkes Western Entry Master Plan 2023** explores the merits of land-use changes along the road corridor from the then yet-to-be-constructed highway bypass. It also examines opportunities for improvements to the entry experience, including land use change, road, active transport and landscape improvements, wayfinding signage and tourism infrastructure and drainage improvements.



# Methods

## The process of the Parkes CBD Vibrancy Strategy 2026

### Stakeholder interviews

**Purpose:** In preparation for the community consultation, interviews with key community members provided an understanding of existing issues and possibilities in the Parkes CBD.

**Execution:** Three interviews were conducted with community members representing perspectives from a commercial, political and organisational stakeholder point of view.

### Site analysis

**Purpose:** To support the understanding of the CBD feel, look and structure, multiple site visits and analyses took place in the Parkes CBD and surrounding area. This provided a greater understanding of the inputs from the consultation in the analysis and data treatment process.

**Execution:** Site analysis was conducted in September and October 2025, consisting of both photo documentation, targeted inspections and walk-along interviews with locals.

### Kick off event

**Purpose:** To mark the start of the public engagement process, arki\_lab and Council held a kick-off event on 20 September 2025. The inviting open dialogue-setup provided by passers with an opportunity to read about the project and the purpose of the Parkes CBD Vibrancy Strategy 2026 and provide their personal insights on challenges and qualities in Parkes as well as ideas for improvement.

Participants had the opportunity to discuss qualities, challenges and suggestions with each other and write their inputs down on small answer cards, providing vast written inputs valuable for informing the later engagement and the Parkes CBD Vibrancy Strategy 2026.

**Execution:** Inputs by representatives from Parkes Shire Council and arki\_lab facilitated an open dialogue with community members present at the NAIDOC Family Fun Day at Bushman's Hill.

### Digital survey

**Purpose:** The digital survey allowed for those unable to participate at the physical events to contribute to the Parkes CBD Vibrancy Strategy 2026 as well, by providing an active platform for participants to answer and at their own pace, allowing well-considered and elaborate inputs.

**Execution:** The survey was published in the beginning of September 2025 and promoted through the Parkes Shire Council website and social media posts as an alternative to the physical workshops.

### Design workshops

**Purpose:** In order to gather strategic insights and directions, three in-depth design workshops held during October 2025. Each workshop ran over two hours, and began with an introduction covering preliminary findings from the digital survey and kick-off event and a guide to the arki\_nopoly game. Participants were divided into groups of 3-5 people to play. The community was asked to think of the big picture, coming

up with both short- and long-term solutions for challenges identified earlier in the consultation process. Council representatives were present as well, listening in and contributing to the discussions.

**Execution:** Three design workshops were conducted in total. Two targeted workshops were held at the Currajong Disability Centre and Southern Cross Care Centre on the 9 and 10 October 2025, and a larger open workshop was held in conjunction with the Homegrown Festival at Cooke Park on the 11th.

### Feedback loop

**Purpose:** In order to give community members a chance to evaluate our analysis of their inputs, a link to a presentation of preliminary findings was shared, including the opportunity to provide comments, feedback and missed perspectives.

**Execution:** The feedback form was distributed to design workshop participants and on the Parkes Shire Council website on 20 October 2025.

## Data treatment

**Purpose:** When processing data collected using the methods stated, great effort has been made to represent the combined inputs in a clear way, creating a path for a common direction forward.

**Execution:** Every received input from the kick-off event, digital survey, design workshop and site analysis of the Parkes CBD have been combined to serve as the foundation for the Vibrancy Strategy. The kick-off event and digital survey informed a preliminary understanding and analytical framework for the Vibrancy Strategy, whereas the strategies and initiatives to a larger extent were informed by the design workshops. The inputs from the different consultations were analysed based on themes representing relevant aspects related to both the present day challenges and future visions for solutions and improvements.

The inputs were also placed into categories, representing the most prevalent topics in the discussion that emerged while analysing the inputs. This was done to ensure that the essence of all inputs were covered while respecting the diversity of perspectives found in the feedback.



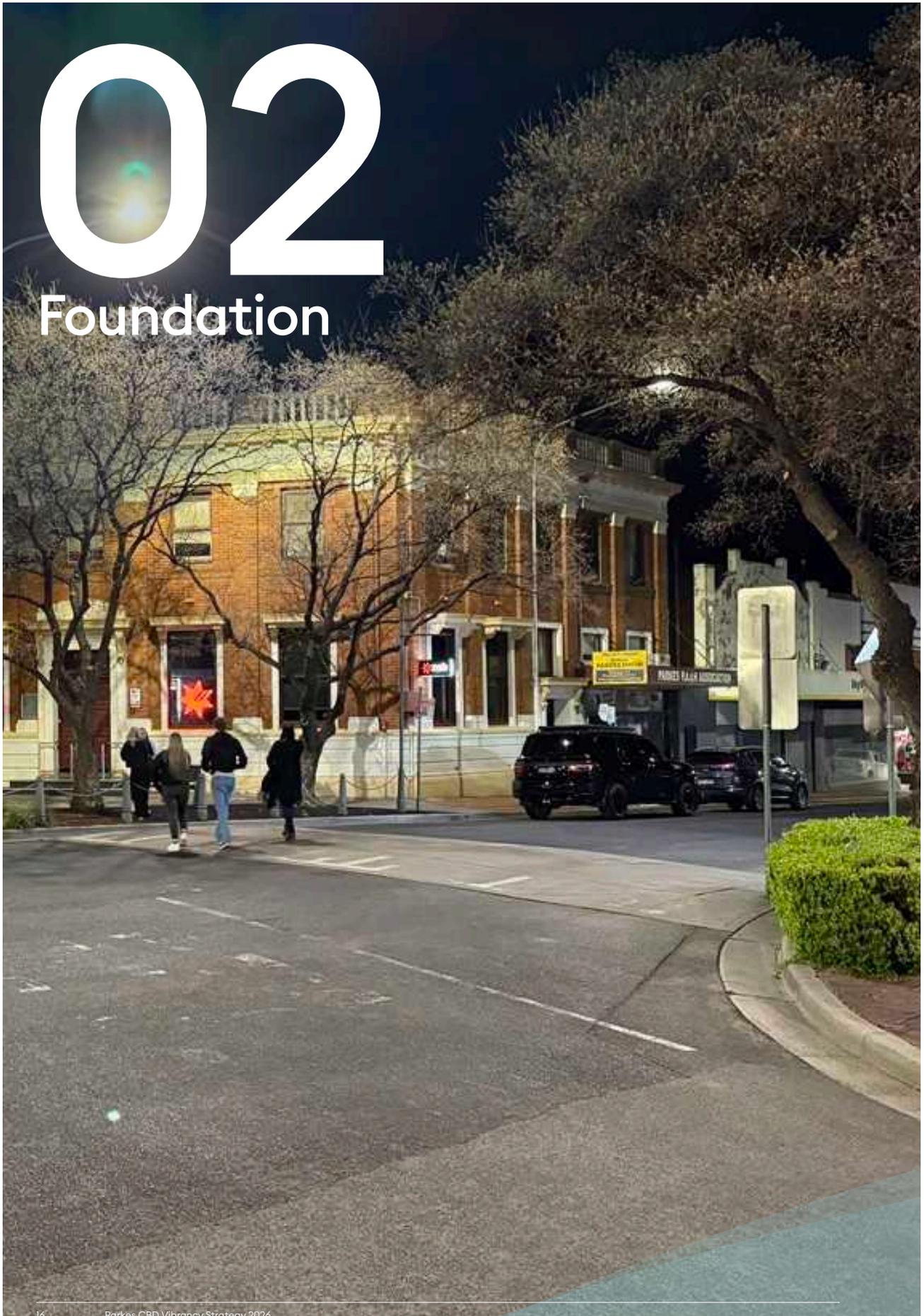
### arki\_nopoly

**What is arki\_nopoly?** Through gamification, the specially designed board game arki\_nopoly offers a great way to create conversation among people with different (and sometimes conflicting) opinions and to turn complex concepts into more comprehensible ones.

On each board small groups of players are guided through multiple phases articulating challenges, qualities and dreams regarding their local area, using an annotated map as a central focus point.

# 02

## Foundation



# Purpose

## What is the Parkes CBD Vibrancy Strategy 2026?

### A plan for the future development of the Parkes CBD

The Parkes CBD Vibrancy Strategy 2026 is a strategic plan for the future development of the Parkes CBD. This document lays out the overall strategy for creating a vibrant town centre, and represents the overarching directions along which the area will be activated in the coming years. This includes both overall aspirations for Parkes as a prospering town with its own identity, as well as directed strategies and concrete initiatives to reach these objectives. Overall visualisations of how an implementation of these strategies could look is also included.

This overview is not a master plan for the future Parkes CBD, but instead shows how the suggested design actions could look in practice. To the greatest possible extent, the Parkes CBD Vibrancy Strategy 2026 reflects the visions of the community as well as the sum of local knowledge gathered through involvement, consultation, analysis and strategic planning.

# Starting point

## What is the current profile of the CBD?

### Parkes today

With a population of 11,162, Parkes is the largest town and administrative centre of the Parkes Shire. Its Central Business District is centred around Clarinda Street and is bordered by the train station to the south and Victoria Street to the north. It covers roughly 0.4 square kilometres, and includes two smaller lanes paralleling the main street, Jansen and McGee, as well as Bogan Street, which served as a highway until the recently constructed bypass.

With a range of department stores and supermarkets, as well as many smaller specialty shops, the CBD draws visitors from a larger catchment area, who come here for shopping, eating and drinking as well as events like the popular Elvis Festival. It is also the symbolic and practical centre for the local community and is the home to both Cooke Park and Chamberlain Square, where the statue of the town's eponymous statesman also stands.

Despite its many attractions, the main street is challenged by empty shopfronts and car-centric street design. This limits the appeal of the CBD as a destination, and keeps the area from living up to its potential as a town centre. The large roads also hinder Chamberlain Square in serving its function as a local square, decoupling it from the main street.

The recently implemented highway bypass has removed heavy traffic from Parkes and lowered the amount of traffic through and to the town in general. This is a net positive for the appearance of Parkes and the experience of spending time there, but also means that extra focus needs to be put on drawing people to the town. The intersections at Bogan Street, which no longer needs to support such heavy traffic flow, need redesigning to accommodate the street's new status

The CBD already serves an important function for Parkes and the surrounding area, and it has the potential to become a vibrant town centre. And with the Special Activation Precinct and Inland Rail Project on the horizon, the time to move forward with this potential is now.



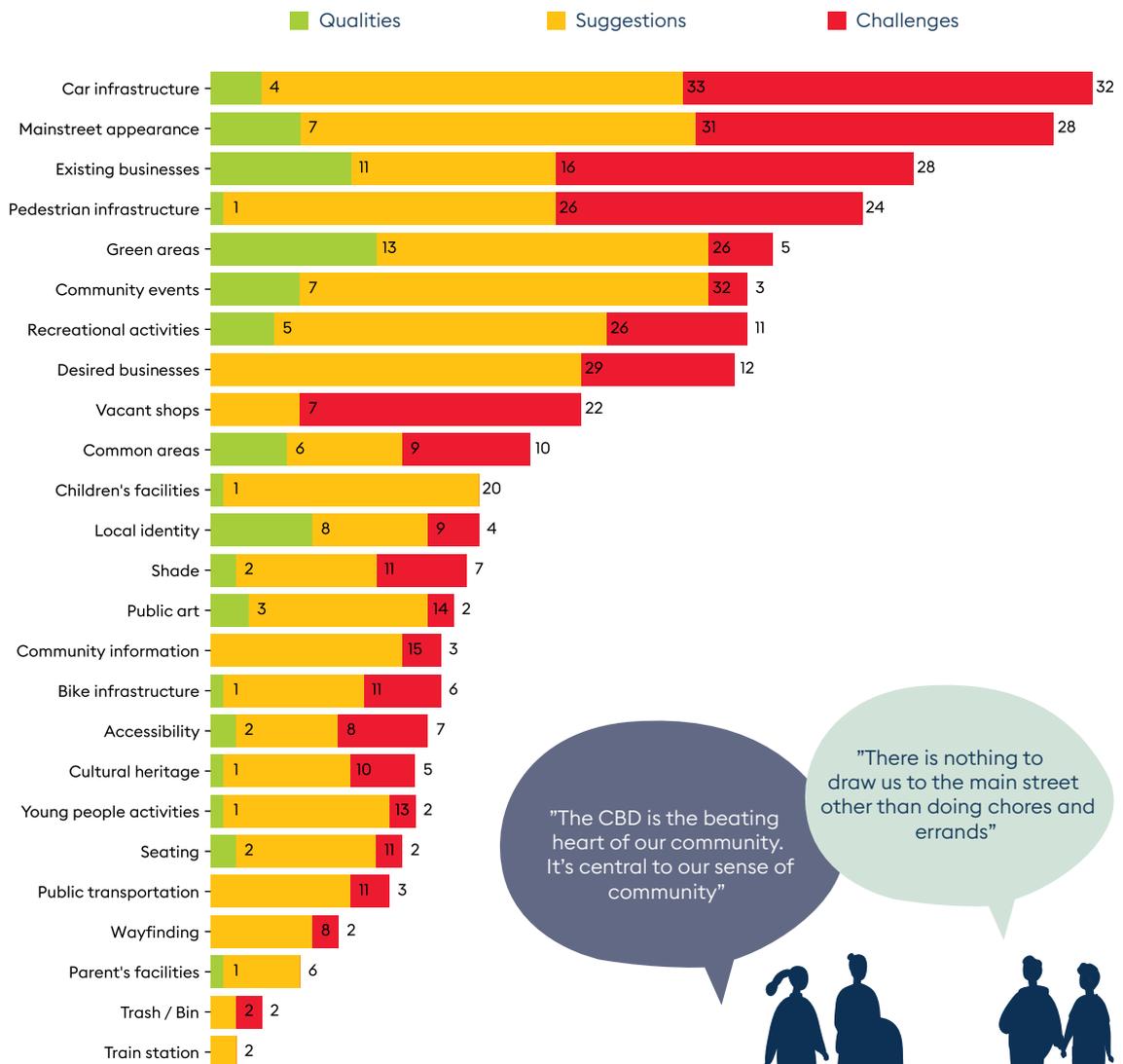
## What did the community say?

600 inputs from Parkes residents were collected, describing challenges and qualities in Parkes, as well as suggestions for further development. The most common discussion points were car and pedestrian traffic, the appearance of Clarinda Street, shops and businesses as well as public spaces, green areas and recreational activities.

While the Highway Bypass has had a positive effect on people's experience of traffic in the CBD, there are still points of conflict between

pedestrians and motorists, as well as trouble with wayfinding and parking. Many also discussed the appearance of Clarinda Street, including both shopfronts, greenery, lighting and footpath pavers. Furthermore, local identity, the Elvis festival, public spaces and other events were frequent points of discussion.

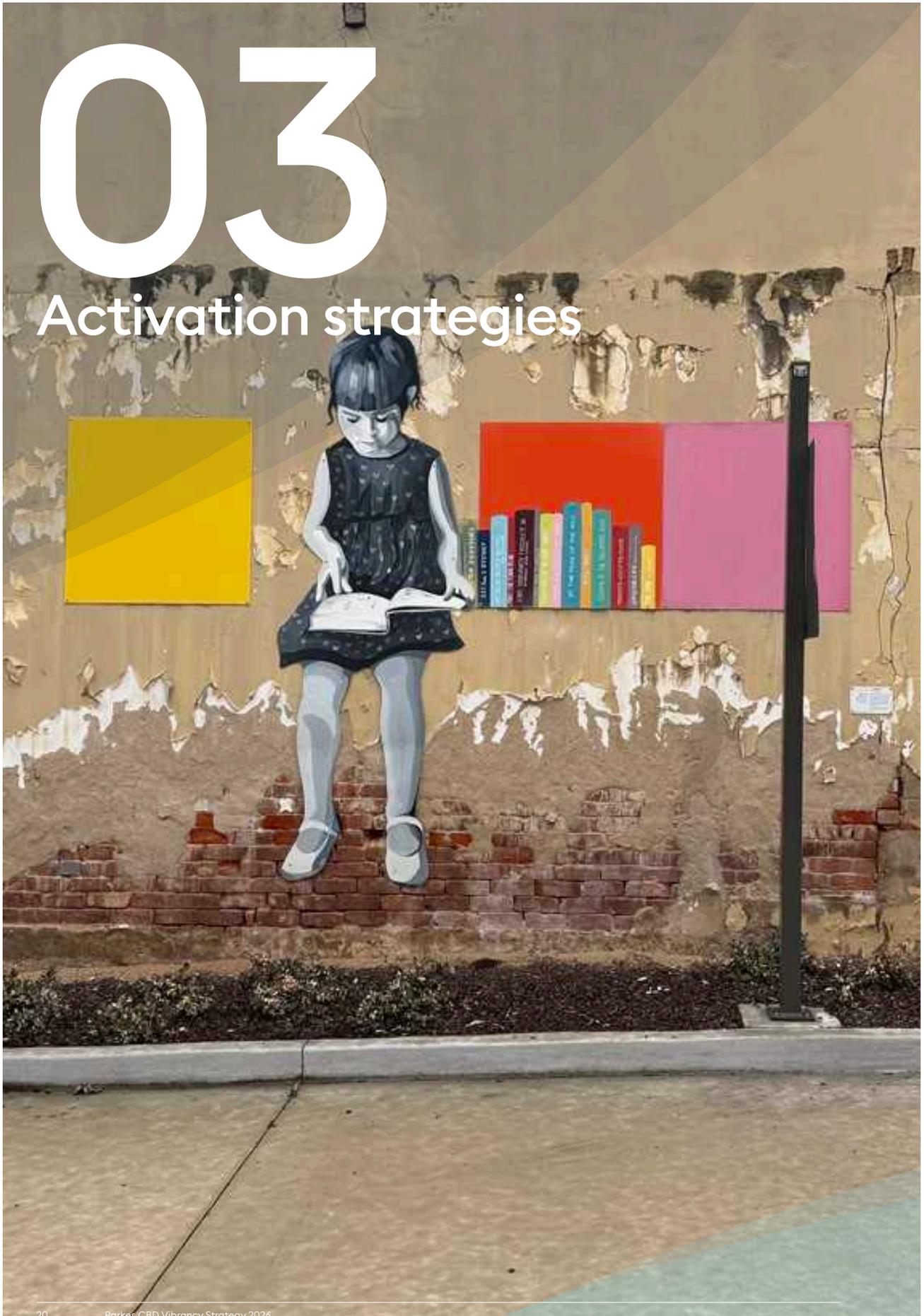
In the following chapter, community inputs and insights are unfolded in detail for each of the four themes of the Vibrancy Strategy.



The graph shows the topics covered in the community engagements. The collected inputs are shown here divided into 'qualities', 'suggestions' and 'challenges'.

# 03

## Activation strategies



# Strategic themes

## Four aspects of a vibrant town centre

### Themes

The Parkes CBD Vibrancy Strategy 2026 is divided into four themes: Mobility, Appearance, Activities and Places. These themes describe different pillars of the existing and future development of the Parkes CBD. Creating a vibrant town centre requires initiatives that span across these themes, and all four are central to a sustainable and positive development. This chapter is organised according to these themes.

### Strategies

For each theme, we propose three concrete strategies for development of the Parkes CBD. The strategies are mutually complementary approaches of improvement and represent the goals that the CBD should strive to achieve.

### Initiatives

In practice, the strategies are realised by carrying out a series of initiatives. These are feasible actions that can be taken in order to approach the goals set by the strategy. To ease implementation, they are listed under each strategy including a description of long- and short-term perspectives. Many initiatives appear in multiple strategies and themes, as they support the development of the Parkes CBD in more than one aspect. The final chapter of this document, Initiatives, contains descriptions of each initiative listed in alphabetical order.

Overview of themes and activation strategies			
Mobility	Appearance	Activities	Places
<b>A</b> Prioritised traffic flow	<b>D</b> Main street coherence	<b>G</b> Multifunctional spaces	<b>J</b> Dalton St. culture hub
<b>B</b> Destination main street	<b>E</b> Strong cultural identity	<b>H</b> Greater variety	<b>K</b> The heart of the CBD
<b>C</b> Improved public transit	<b>F</b> Improved wayfinding	<b>I</b> Support businesses	<b>L</b> Connecting south

Theme:

# Mobility

A CBD that works for both cars and pedestrians



Quote from  
kick-off workshop  
on 20/09/2025

The main  
street focus  
should be  
pedestrians

## Introduction

Mobility is a central part of the Parkes CBD Vibrancy Strategy 2026. A good access route from the Newell Highway and easy access to parking are both essential for the CBD's ability to attract visitors. But a main street designed with cars as the main character is no dream leisure destination. For Parkes to be an inclusive and future-oriented town, public transit needs to be a viable alternative as well.

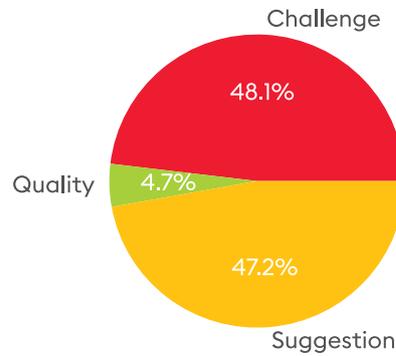
The strategies in this theme reprioritise traffic flow, such that cars have easy access to/from the CBD, while pedestrians are prioritised in the centre. The focus is on guiding cars to the area's many car parks and having visitors walk around from there. Starting with the one at Church Street, the roundabouts on main street are taken out. Along with the other initiatives, this improves the accessibility and experience of walking around the CBD centre without removing existing parking options for cars.

# Findings

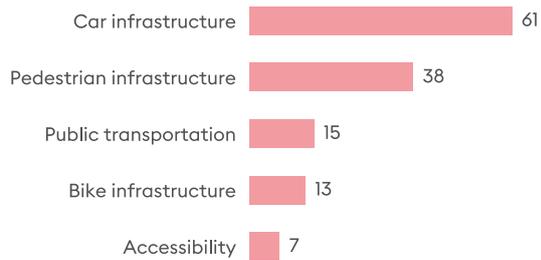
## What did the community say?

In general, there is a wish for more recreational activities among Parkes residents, such as a bowling alley or a cinema, as well as more restaurants and bars. When shopping in the CBD, many people dream of longer opening hours, notably for the cafés – and especially on the weekend. Many inputs call for a greater variety of shops, which would make the main street a more attractive place to shop – benefiting the existing businesses as well.

Multiple people have proposed connecting such recreational businesses to Cooke Park, allowing for parents to enjoy refreshments as their kids play. There is also a marked desire for more activities oriented towards young people.



The chart shows the proportions of community inputs pertaining to this theme that described challenges, qualities and suggestions ▲



The chart shows the top five topics covered by community inputs pertaining to this theme ▲



# Prioritised traffic flow

## Mobility Activation strategy A

With the newly implemented highway bypass, it is essential to ensure smooth traffic flow to and from the CBD – both for ease of access, and for the experience of visiting the main street. This includes clear signage and wayfinding, both new and improved car parks and direct CBD access from the Newell Highway via Court Street. The strategy focuses on McGees Lane and Jansen Lane as access lines to car parks around the CBD and less car traffic on Clarinda Street itself.

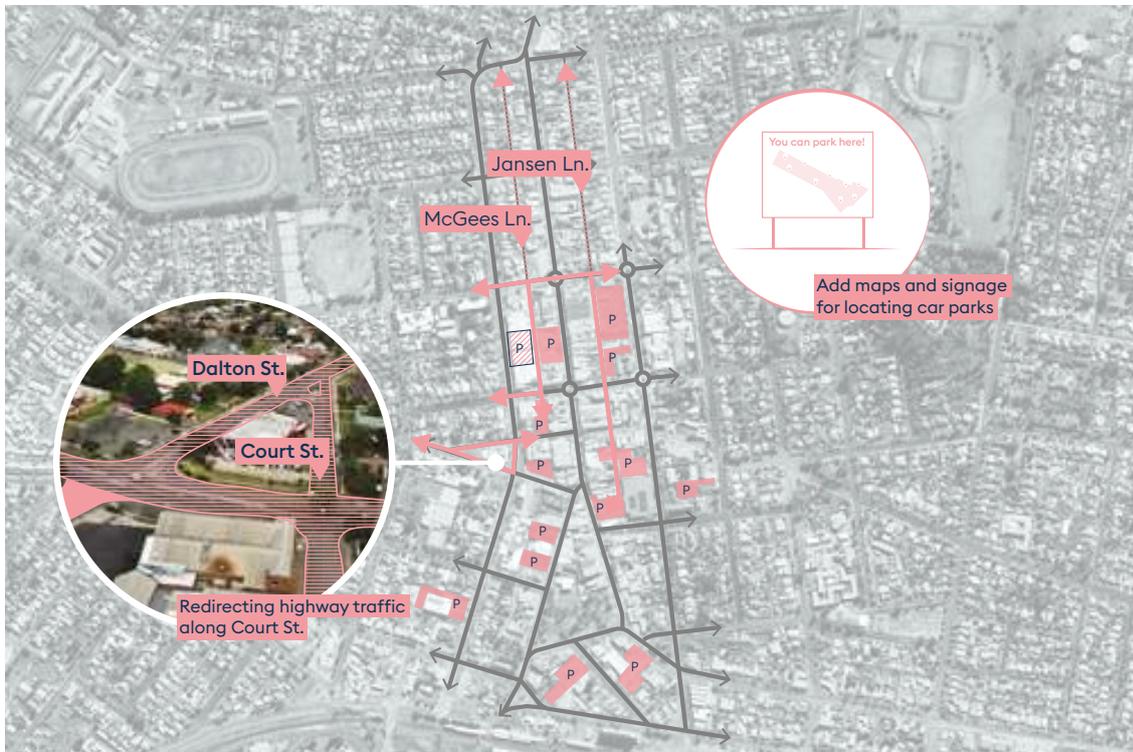
### Long and short term

### implementation

Initiatives supporting wayfinding such as clearer signage, maps and public transit information are simple first steps to take to improve circulation. Reorienting parking on Clarinda Street and allowing caravan parking on Bogan Street will also improve both traffic flow and the appeal of the main street. In the long run, focusing on McGees Lane and Jansen Lane as access roads to CBD parking, as well as adding a Court Street/ Bogan Street intersection will have the largest impact on improved traffic flow.

### List of initiatives

2. Allow crossing Bogan Street from Court Street
3. Caravan parking along Bogan Street
4. Clearer parking signage
14. Front-to-kerb parking on Clarinda Street
18. Improved disability parking
19. Improved parking at Generosity Church
20. Improved side lane access
23. Maps for wayfinding
39. Visitor parking expansion



# Destination main street

## Mobility Activation strategy B

A central part of creating a vibrant CBD is emphasising the status of Clarinda Street as a main street – especially between Bushman Street and Welcome Street. The initiatives supporting this strategy all contribute to directing traffic to rather than through central Clarinda Street. Increasing accessibility to a continuous main street uninterrupted by roundabouts, with better opportunities for crossing as well, will improve the area for visitors sitting down or walking. By raising the pavement on the roadway, pedestrian priority is highlighted without sacrificing car and other vehicle access.

### Long and short term implementation

The most central initiative is removing the roundabouts that currently partition the main street into sections and prevent smooth pedestrian mobility in the area. Along with raising the pavement, this will have the largest impact on the experience of spending time in the CBD. On a slightly smaller scale, upgrading the footpaths and changing the street lamps to pedestrian-oriented lighting will also contribute positively. For quick fixes, improving the safety and feel of the Coles/Woolworths crossing and adding more disability access ramps can serve as a starting point for the larger strategy.

### List of initiatives

- 16. Improved crossing at Coles/ Woolworths
- 17. Improved disability access on Clarinda Street
- 30. New street lamps
- 33. Raised pavement on Clarinda Street
- 34. Remove roundabouts
- 37. Upgrade Clarinda Street footpath



# Improved public transit

## Mobility Activation strategy C

Public transit is an essential aspect of a well-functioning town, and especially in creating a CBD that is accessible to all members of the community. Buses currently provide well spread-out connections between the CBD and the rest of Parkes, while the regional buses and trains connect Parkes to select adjacent towns. However, departures are infrequent and using public transit as a main form of transport is currently not a viable option. Increasing the amount of departures and making both wayfinding and travel planning easier would improve access to the CBD for both Parkes residents and visitors, creating a more vibrant town centre. Better connections within Parkes and supporting alternate transport options like bikes could also allow the CBD to better benefit from visitors enjoying other destinations in the area.

### Long and short term implementation

Increasing the number of departures on the schedule is a deciding factor in making public transit a viable option. The more people actively choose public transit, the greater the incentive to improve it for everybody. On a smaller scale, improved wayfinding towards bus stops and visually connecting the train station to the CBD is going to promote the possibilities of public transit to new users.

### List of initiatives

- 15. Improved bus schedule and alternate transport options
- 26. Move taxi parking
- 32. Public transit wayfinding and information



Theme:

# Appearance

Creating a coherent town centre



Quote from  
kick-off workshop  
on 20/09/2025

Light is life. I  
love it when  
we have  
lights in CBD

## Introduction

The appearance of the CBD is important for the experience of visiting Parkes, for the town's identity and for creating an urban space that is legible and easy to navigate. The strategies in this theme focus on creating a CBD where people want to spend time. This is of course an end in itself; a vibrant CBD is a place people like to be. But it is also essential for increasing the amount of visitors to local shops and cafés.

The initiatives pertaining to Clarinda Street are designed to both visually emphasise the street's status as the CBD centre and create a feeling of a coherent public space that invites both lingering and exploration. Throughout the entire CBD, improvements to appearance can help strengthen the area's identity and cohesiveness. Finally, initiatives like banners, signs and noticeboards can help make the town easier to navigate and incentivise new visits.

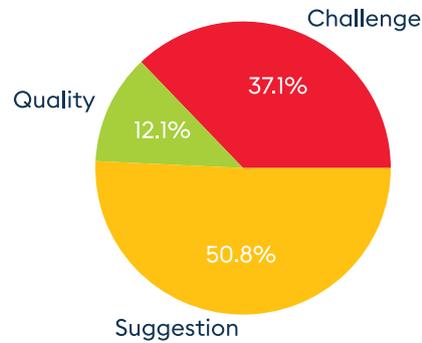
# Findings

## What did the community say?

When it comes to the appearance of Clarinda Street, many inputs from the community reference the idea of a 'coherent main street'. In this regard, people often discuss updating the pavement on footpaths along the street for improved walkability and visual coherence. Another frequently raised point is that the appearance of many of the shopfronts could be improved.

Although the town is generally perceived as safe, better lighting at night would secure this perception of safety and provide a cosy atmosphere. During the day, more flowers and green pockets would make it more pleasant to linger in the main street. Others wish for improved non-commercial common areas where you can sit and enjoy bought or brought food and drinks. Many also expressed a wish for more green and natural shading in the form of trees and plants throughout the CBD.

Many Parkes residents value common symbols such as the Dish and the Elvis Festival but are also interested in other ways to strengthen a common identity, with many calling for more public art and murals, plaques and the preservation of historical buildings. A desire for community information, such as banners, physical notice boards, clearer signage and advertising is also clear.



The chart shows the proportions of community inputs pertaining to this theme that described challenges, qualities and suggestions ▲



The chart shows the top five topics covered by community inputs pertaining to this theme ▲

"Have an annual competition for best shopfronts"

- open design workshop on 11/11/2025

"Beautiful historic buildings such as the courthouse, post office and police station should be celebrated"

- open design workshop on 11/11/2025



# Main street coherence

## Appearance Activation strategy D

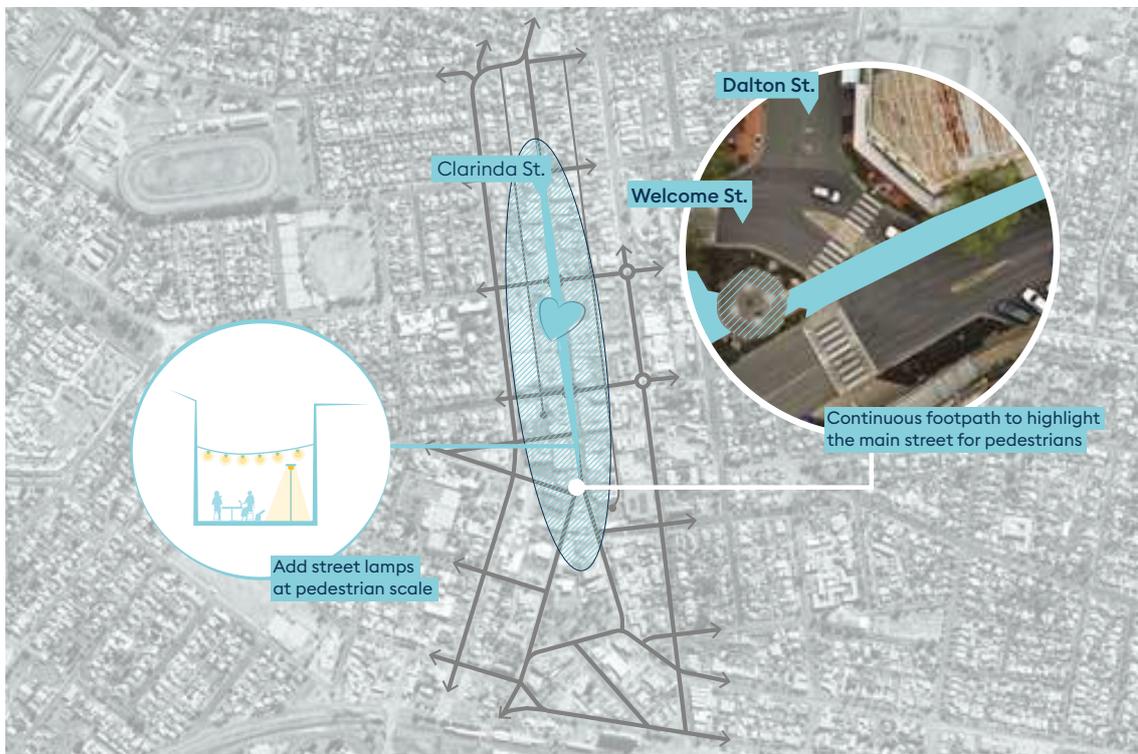
An essential aspect of creating a vibrant CBD is making sure that the town centre feels like a town centre. All initiatives that create the experience of a coherent, welcoming urban space on Clarinda Street between Bushman Street and Chamberlain Square support the Parkes CBD Vibrancy Strategy 2026 as a whole. This is the heart of the CBD, and improving the appearance of this area will support the main street as a place where locals want to spend time and others want to visit, supporting community well-being as well as local businesses.

### Long and short term implementation

Decorative lighting and new street lamps can create a cosier feeling after dark, and collaborating with shop owners to improve the visual appeal of shopfronts can improve the look of the main street during the day. However, in order to create a coherent space, upgrading the footpath and taking out the Church Street roundabout are vital. Finally, extending the footpath across Welcome Street will connect the area with Chamberlain Square, cementing the town centre as a cohesive whole.

### List of initiatives

- 8. Continuous footpath at Chamberlain Square
- 9. Decorative lighting
- 21. Improved shopfronts in collaboration with shop owners
- 30. New street lamps
- 34. Remove roundabouts
- 37. Upgrade Clarinda Street footpath



# Strong cultural identity

## Appearance Activation strategy E

A strong cultural identity is in many ways a foundational aspect of a vibrant community – to visitors as well as locals. By making sure that heritage buildings are highlighted and well-preserved, we celebrate what is already important to Parkes, and by planting more trees and greenery, we support an image of Parkes as a pleasant place to stay. Decorating blank spaces around town by adding murals and inviting temporary exhibitions into vacant shopfronts can highlight existing cultural images but also create new cultural focus points and local landmarks. Having a greater focus on organising cultural events is also a great way of engaging both the community and out-of-towners.

### Long and short term implementation

In the short term, the organising of cultural events can be incentivised through collaborations with cultural institutions such as movie screenings at the old cinema in collaboration with the Church, or vacant shopfront exhibitions. Based on dialogue with landowners and artists, having murals painted is also viable within a reasonable timeframe. Long term cultural impact is made by sustaining current and new initiatives as well as preserving communal cultural heritage.

### List of initiatives

- 25. More trees and greenery
- 27. Movie showings in the old cinema
- 29. Murals displaying history of the land
- 31. Preserve historical buildings
- 35. Temporary use of vacant shopfronts



# Improved wayfinding

## Appearance Activation strategy F

On top of aesthetic and cultural qualities, improving town appearance also has an informative aspect. Better and more localised wayfinding signage, including maps and signs pointing visitors to local points of interest. In connection with the reprioritisation of traffic flow (strategy A), putting up signs pointing visitors in the direction of strategic parking locations and access lanes is an essential initiative. Placing maps of the area at select locations, as well as signage at the caravan car parks and at the edge of town will also help both locals and visitors navigate the area and discover new and forgotten attractions. Signs and banners can also be used to advertise the city itself, supporting town identity in the minds of locals and visitors.

### Long and short term implementation

Visual wayfinding and signage is a relatively straightforward and cost-effective way to improve CBD vibrancy. Most initiatives can be implemented on a relatively short timescale, with updated signage being added as other initiatives change the topography of the town centre.

### List of initiatives

- 4. Clearer parking signage
- 7. Community noticeboard
- 23. Maps for wayfinding
- 32. Public transit wayfinding and information
- 39. Visitor parking expansion



Theme:

# Activities

A lively CBD for all ages



Quote from open  
design workshop on  
11/11/2025

Have more  
events in the  
town. Even  
close off the  
main street  
sometimes

## Introduction

People want more things to do in the Parkes CBD. To accommodate this, the Council can expand the uses of existing places and create entirely new facilities. While Cooke Park is very pleasant – and can be improved even further – other publicly accessible places throughout the town are needed. Chamberlain Square is limited in size and by its surrounding streets, and most other open spaces in the CBD are car parks. Working with multifunctionality is a great way of better utilising these existing locations. However, creating a permanent location for cultural and recreational activities as well is advisable.

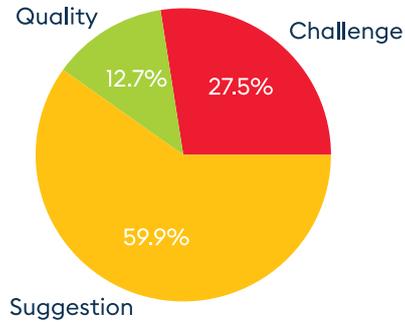
Besides this, initiatives should also be implemented to support existing and new businesses. This can be done by directly working with existing and potential proprietors – and by supporting them in attracting more customers.

# Findings

## What did the community say?

In general, there is a wish for more recreational activities among Parkes residents, such as a bowling alley or a cinema, as well as more restaurants and bars. When shopping in the CBD, many people dream of longer opening hours, notably for the cafés – and especially on the weekend. Many inputs call for a greater variety of shops, which would make the main street a more attractive place to shop – benefiting the existing businesses as well.

Multiple people have proposed connecting such recreational businesses to Cooke Park, allowing for parents to enjoy refreshments as their kids play. There is also a marked desire for more activities oriented towards young people.



The chart shows the proportions of community inputs pertaining to this theme that described challenges, qualities and suggestions ▲



The chart shows the top five topics covered by community inputs pertaining to this theme ▲



# Multifunctional spaces

## Activities Activation strategy G

Many spaces in Parkes hold potential for benefitting an even larger portion of the community by adding additional aspects to their existing functions. Currently, community members consider Cooke Park to be a successful multifunctional space usable for both relaxation, recreation and events. However, there is still a clear wish for more events, both here and closer to the heart of the CBD. Being able to use a part of the Coles car park for smaller community events and even closing off Clarinda Street for large events would provide the CBD with a dynamic core.

### Long and short term implementation

Aiding community members in organising events at Cooke Park while looking into the possibilities of closing the main street for larger events is a great place to begin in the short term. Long term actions include establishing a true multifunctional Coles car park with the facilities necessary for a regular community event venue.

### List of initiatives

- 5. Close off Clarinda Street for special events
- 11. Events in Cooke Park
- 28. Multifunctional Coles car park
- 35. Temporary use of vacant shopfronts



# Greater variety

## Activities Activation strategy H

A vibrant CBD requires a certain amount and variety of activities offered. Although existing activities and facilities are treasured among the community, many highlight the need for more, and especially for activities for young people. Variation in target demographics is also essential in supplying the CBD with a steady flow of visitors at different times throughout the day and week.

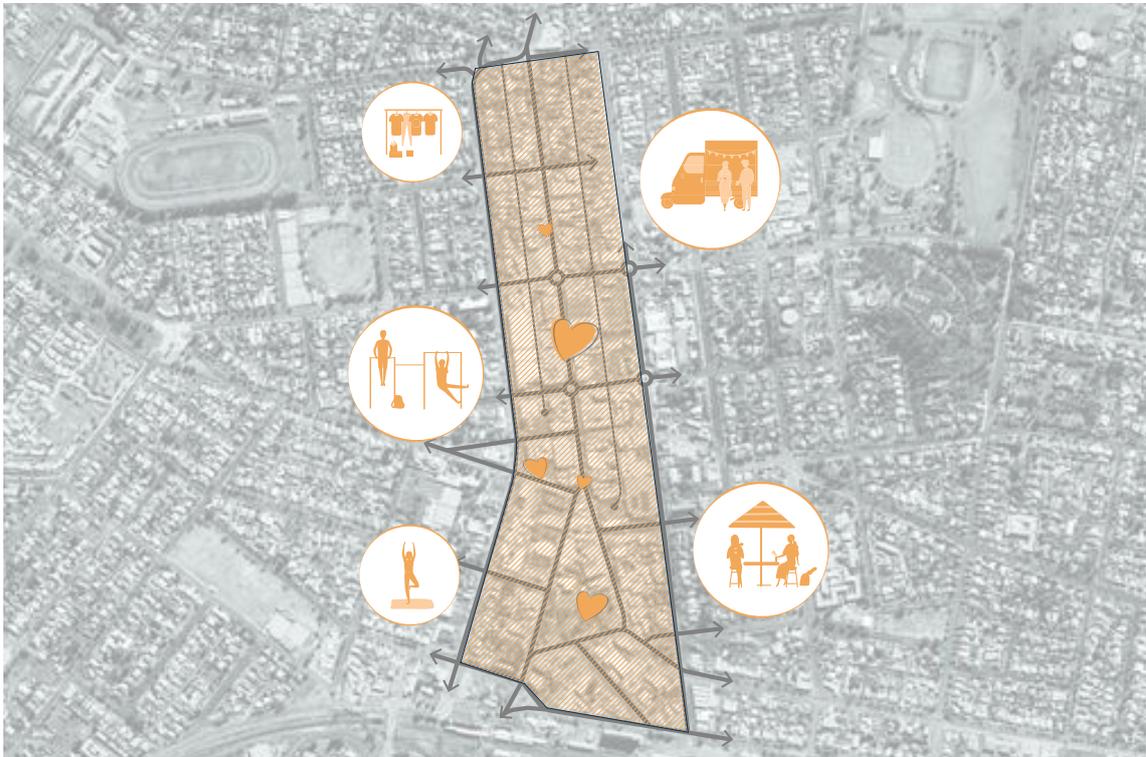
A greater variety of activities also means a mix of activities that attract people to the CBD and ones that make people stay there. Finally user-driven initiatives like a community garden can help create a sense of ownership within the community.

### Long and short term implementation

In the short term, using existing spaces such as the Generocity church (old cinema) or library to house new activities in the form of recurring events are a great way to try out things and look into possibilities for permanent solutions. In the longer term, opening a larger indoor event centre can really contribute to the CBD as an attraction in itself. Closing down the eastern end of Dalton Street for car access and centring these facilities around it will provide a welcome centre of activity (see strategy J).

### List of initiatives

1. Activities for young people
6. Community garden
22. Indoor event centre
24. More opportunities for outdoor dining
27. Movie showings in the old cinema
36. Turn Dalton Street between Clarinda and Bogan into a pedestrian-only zone



# Support businesses

## Activities Activation strategy I

The variety of shops plays a large part in shaping how people perceive and use the CBD. Having shops that accommodate daily needs and chores is one half of the equation, while making the CBD worth a visit for leisure and as a standalone activity is an equally important task. The Vibrancy Strategy supports local businesses, existing and new, by focusing on creating a CBD that people want to spend time in. In order to capitalise on this, shop owners need to attract these potential customers. Efforts like a community noticeboard for shops to advertise their activities and council initiatives to improve shopfronts can contribute to this, and improved lighting and atmosphere can support businesses in keeping longer opening hours. Insights from small business workshops can help in this regard as well.

### Long and short term implementation

Providing a physical platform for local businesses to promote themselves and their services is a way of boosting engagement and presence in the short term. Long term measures include creating a CBD that is attractive to visit for the entire family, concrete strategies towards ensuring longer opening hours and a larger variety of shops.

### List of initiatives

- 7. Community noticeboard
- 12. Extended opening hours
- 13. Facilities for the entire family
- 21. Improved shopfronts in collaboration with shop owners
- 38. Urban nightlife activation



Theme:

# Places

Tying Parkes together



Quote from  
kick-off workshop  
on 20/09/2025

There is a  
lack of a local  
square – Sir  
Henry isn't  
really it, and  
Cooke Park is  
a park

## Introduction

Three locations in the Parkes CBD are central to the Parkes CBD Vibrancy Strategy 2026: Dalton Street, Parkes Arbour, Chamberlain Square. The strategies in this chapter help these places fulfil three distinct functions in creating a better CBD and the initiatives in these strategies work together to support this.

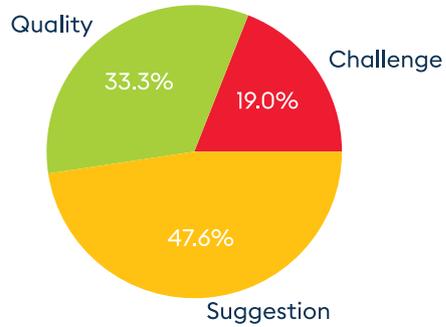
Redirecting Dalton Street traffic through Court Street has a number of benefits; it provides direct access across Bogan Street from the highway, it takes traffic load off Chamberlain Square and it provides an opportunity for pedestrianising the eastern end of Dalton Street and creating an activity and culture centre there. Improving the area around Parkes Arbour on Clarinda Street emphasises what is already the heart of the CBD and creates a place for gathering for everyday and special occasions. By making small changes at Chamberlain Square, it can be improved significantly as a public space and as a connection towards Cooke Park.

# Findings

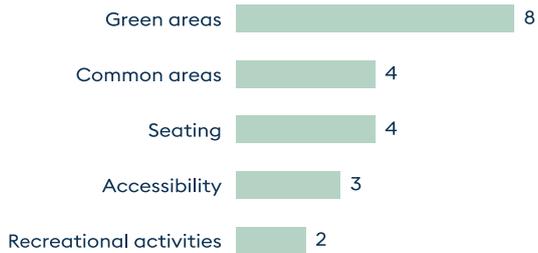
## What did the community say?

Participants at the design workshop identified the area of Clarinda Street around Parkes Arbour as the heart of the CBD, with Chamberlain Square as a close second. Notably, while many speak fondly of visiting the arbour area, Chamberlain Square does not fare as well. The square as a destination does not live up to its symbolic value, leaving visitors frustrated. Moored in a sea of roads, Chamberlain Square is cut off from its surroundings, and the Welcome Street/Clarinda Street intersection serves to separate the northern and southern parts of the CBD into two halves.

The call for more public spaces, seating, shade and trees has been present throughout the engagement process, as well as the wish for more areas for recreational activities. The following strategies accommodate this by creating new spaces as well as creating better connections between existing ones.



The chart shows the proportions of community inputs pertaining to this theme that described challenges, qualities and suggestions ▲



The chart shows the top five topics covered by community inputs pertaining to this theme ▲



# Dalton Street culture hub

## Places Activation strategy J

The eastern part of Dalton Street between Bogan Street and Welcome Street is an opportune location for creating a new culture and activity centre in Parkes. The short stretch of road is a focal point for the many surrounding facilities, such as the library, church, theatre, and the vacant lot on the corner of Bogan Street. The ground work for a lively meeting place is already there, and creating a pedestrian-only zone is a great way to take advantage of this. Engaging community members in greening activities such as community gardens will also increase local ownership of the new space. This is also an ideal location for a dedicated youth centre.

By partially closing the council-owned car park next to the church, a sizable public space is created, and car access is maintained by allowing access via McGees Lane from Court Street. Meanwhile, CBD access from the Newell Highway is maintained

by allowing the crossing of Bogan Street via Court Street. Changing the pavement of the northernmost end of Welcome Street will also allow a plaza connection to Chamberlain Square (see strategy L).

### Long and short term implementation

Closing down eastern Dalton Street will have an impact on surrounding traffic flow and infrastructure. Starting by creating a four-way intersection at Bogan and Court Street will prevent changes in CBD accessibility from the highway, and give people time to adjust to new traffic patterns. Moving the taxi parking will also be necessary, and will in turn increase the attractiveness of the properties behind it. After the street is pedestrianised, efforts like incorporating the car park and creating community gardens will cement the area as hub.

### List of initiatives

1. Activities for young people
2. Allow crossing Bogan Street from Court Street
6. Community garden
26. Move taxi parking
36. Turn Dalton Street between Clarinda and Bogan into a pedestrian-only zone



# The heart of the CBD

## Places Activation strategy K

Although Chamberlain Square with the statue of Sir Henry Parkes has significant symbolic value, the heart of the CBD is further north at Parkes Arbour. This is both the geographical centre of the CBD and the centre of activity, with Coles and Woolworth supplying footfall and ample opportunity to purchase food and eat outside. Strengthening this node by visually emphasising the crossing and upgrading the dining platforms will benefit the many people that use this place every day. Allowing temporary use of both the Coles car park and Clarinda Street for markets and events allows the heart of the CBD to grow on special occasions and doubles as a celebration of the space itself.

### Long and short term implementation

Many of the initiatives included in other strategies contribute to improving the heart of the CBD. Visually emphasising this area is an easy way to underscore Council's efforts to improve the CBD as a whole. Temporary use of the car park and main street require little physical infrastructure and can have a large effect. Regular market days in the car park will require some infrastructural interventions as well as time to germinate the tradition in the community.

### List of initiatives

- 5. Close off Clarinda Street for special events
- 10. Dining platform upgrade
- 16. Improved crossing at Coles/Woolworths
- 28. Multifunctional Coles parking lot



# Connecting south Places Activation strategy L

As it stands today, Chamberlain Square and the southern part of the CBD are cut off from the main street by the Welcome Street/Clarinda Street intersection. By extending the Clarinda Street footpath across Welcome Street, the two halves are tied together and the square is cemented as a pedestrian destination.

If the Dalton Street culture hub is implemented, the changed pavement on Welcome Street will turn the area into a modified version of the suggested Chamberlain Plaza of the Parkes CBD Vibrancy Strategy 2016, contributing to the square's coupling function. Extending the raised main street pavement to the southern end of Chamberlain Square serves as an extension of this.

As a part of this strategy, Cooke Park can be strengthened as a destination

by adding a small café for parents to enjoy refreshments as their kids play. Supporting the organisation of more events - including in the evening - will support this as well.

## Long and short term implementation

This strategy holds great potential for binding together other strategic efforts in the Parkes CBD Vibrancy Strategy 2026. If focus is kept on this as the main street is repaved and Dalton Street culture hub is established, the knock-on effects will improve the square in turn.

Even if these strategies are not immediately implemented, the footpath extension across Welcome Street can stand alone in connecting the two halves of the CBD.

## List of initiatives

- 8. Continuous sidewalk at Chamberlain Square
- 11. Events in Cooke Park
- 13. Facilities for the entire family
- 25. More trees and greenery
- 33. Raised pavement on Clarinda Street



# 04

## Initiatives



# Initiatives for a vibrant CBD

## The 39 initiatives of the strategies

The following initiatives are all actions or projects that each have a palpable impact on its own. Most importantly, they also make up the steps of larger developmental strategies. The initiatives are listed alphabetically and each one is tagged with the strategies it supports. This comprehensive list is not prioritised, as the importance of each initiative may change over time. It is best assessed in conjunction with other strategies at the time of implementation.

Strategies and their corresponding initiatives									
Strategy	Initiatives								
A. Prioritised traffic flow	2	3	4	14	18	19	20	23	39
B. Destination main street	16	17	30	33	34	37			
C. Improved public transit	15	26	32						
D. Main street coherence	8	9	21	30	34	37			
E. Strong cultural identity	25	27	29	31	35				
F. Improved wayfinding	4	7	23	32	39				
G. Multifunctional spaces	5	11	28	35					
H. Greater variety	1	6	22	24	27	36			
I. Support businesses	7	12	13	21	38				
J. Dalton St. Culture Hub	1	2	6	26	36				
K. The heart of the CBD	5	10	16	28					
L. Connecting south	8	11	13	25	33				

01

**H** Greater variety **J** Dalton St. culture hub

### Activities for young people

The community has expressed a clear lack of activities for young people in Parkes. Establishing a culture hub at east Dalton Street (see strategy J) would be an opportunity to include young people in the development of the area, creating a hub that reflects their aspirations for youth life and culture in Parkes. These could be initiatives ranging from having more interaction with the theatre, having their own section at the library or even a proper youth centre for hanging out after school.



02

**A** Prioritised traffic flow **J** Dalton St. culture hub

### Allow crossing Bogan Street from Court Street

Many community members consider the intersection of Bogan Street and Dalton Street a challenge for traffic flow, as it does not allow crossing of the old highway directly. By adding an intersection at Court Street, the traffic flow is split, allowing crossing towards McGees Lane and connecting parked spaces. This will improve access for CBD visitors, while travellers along Henry Parkes Way can continue to use the old seagull intersection.



03

**A** Prioritised traffic flow **F** Improved wayfinding

### Caravan parking along Bogan Street

While there are multiple caravan car parks scattered around Parkes, establishing clearly marked caravan parking spaces along Bogan Street on the western side is recommended to make it easier for visitors and caravan owners to stop in the CBD.



04

**A** Prioritised traffic flow **F** Improved wayfinding

### Clearer parking signage

Parkes already has great parking facilities close to most shops and businesses. The car parks dotted around the CBD as well as the on-street parking on Clarinda Street provide ample opportunity for visitors and locals to park in close proximity to most destinations.

Clearer signage at strategic locations could help visitors navigate the CBD including McGees Lane and Jansen Lane and find the best spot for them. Signage at the Dalton Street/Bushman Street roundabout east of the CBD would also help in this regard, directing visitors towards either Sir Henry Parkes Square or the northern end of the CBD, as well as signage along Bogan Street.



05

**G** Multifunctional spaces **K** The heart of the CBD

### Close off Clarinda Street for special events

Temporarily closing off Clarinda Street between Bushman Street and Sir Henry Parkes Square for events is an easy way to create a large common area in the heart of the Parkes CBD. Doing so would strengthen the perception of Clarinda Street as a vibrant space at the centre of Parkes as well as allow events and main street businesses to better support each other.



06

**H** Greater variety **J** Dalton St. culture hub

### Community garden

A way of creating a lasting improvement in the CBD is by facilitating third spaces that local communities feel an ownership towards. A community garden area is an initiative that can engage different age groups in an activity that enhances the ambience of the CBD. Establishing an urban garden managed by young people could also be an active and visual manifestation of the youth making an imprint on the CBD. The community garden could be placed at east Dalton St, supporting the culture hub.



07

F Improved wayfinding

I Support businesses

### Community noticeboard

A community noticeboard can contribute to the dissemination of information on local goings-on, events, local businesses and developments, as well as serve as a platform for communication between residents. Complementing the digital promotion board with a physical counterpart will help anchor this in the town's physical landscape, provide the possibility of serendipitous discoveries and allow visitors to discover local events as well. Placing the noticeboard on the corner of Welcome Street and Dalton Street will help connect Cooke Park and Chamberlain Square to the main street as well.



08

D Main street coherence

L Connecting south

### Continuous footpath at Chamberlain Square

Extending the Clarinda Street footpath across Welcome Street will support Chamberlain Square as a destination, improve connectivity and pedestrian access between the northern and southern CBD and emphasise Clarinda Street as the main street. This should be done in a way that allows cars to cross to and from Welcome Street but clearly emphasises pedestrian priority.



09

D Main street coherence

### Decorative lighting

Adding decorative lighting in addition to existing street lights at Clarinda Street can provide a connecting thread that outlines the central main street area – specifically the stretch between Dalton Street and Bushman Street.

Additional lights all year around contributes to an atmosphere that feels safe and cosy after dark, making it more attractive for businesses and restaurants to extend opening hours and visitors to use the street in the evening.



10

**K** The heart of the CBD

### Dining platform upgrade

Although the dining platforms scattered throughout the CBD are already a great asset and appreciated in the community, upgrading their physical appearance, as well as opening them up by removing the side walls, will improve their contribution to CBD vibrancy.



11

**G** Multifunctional spaces **L** Connecting south

### Events in Cooke Park

Cooke Park and the Pavilion currently provide highly appreciated spaces for community events. Many community members express a desire for more events here, especially noting the need for events in the evening. Putting up a visually striking event calendar that is easily readable would also be a way to cement Cooke Park as a main venue for community events.



12

**I** Support businesses

### Extended opening hours

A large group of customers are only free to visit businesses after hours. Being able to visit a specialty shops or café after work can create the basis for a community to gather around local businesses in their free time. This is supported by initiatives such as improved lighting, pedestrian access and temporary use of empty shops, which can increase the activity on the main street at off hours. Initiatives that can help incentivise businesses to keep longer opening hours could bring new life to the CBD.



13

I Support businesses L Connecting south

### Facilities for the entire family

As a group, families with children are an important source of activity in the public sphere. And while parents will go to places with facilities for children, they will stay longer and come more often if the place also offers something to them. This can be supported by creating more benches and opening places to buy refreshments at destinations for children, such as Cooke Park.



14

A Prioritised traffic flow

### Front-to-kerb parking on Clarinda Street

Enforcing front-to-kerb parking on Clarinda Street will improve conditions for both cars and pedestrians. Movements become more predictable as traffic no longer stops for every car reversing into a space. Parked cars simply merge out when traffic is clear, resulting in fewer interruptions. Rear overhangs will no longer intrude on footpath space, creating more room for accessibility and outdoor activation by cafés and businesses. Vehicle exhaust is also moved away from the footpath, improving air quality for pedestrians. Front-to-kerb parking also enhances pedestrian safety because drivers are always facing the footpath when entering or exiting a space.



15

C Improved public transit

### Improved bus schedule and alternate transport options

Offering additional transport options would increase access for those without a car, supporting the younger and elderly as well as people with disabilities. Increasing the number of bike racks with select locations having for electric bike and scooter charging would aid this.

Additionally, an increased frequency to the current bus service within Parkes as well as to neighbouring towns like Forbes would help bring the town together. Better access from nearby attractions would also support activity inside of the CBD. Weekday bus service to nearby towns would also support visits to events and businesses.



16

**B** Destination  
main street

**K** The heart of  
the CBD

### Improved crossing at Coles/ Woolworths

The crossing between Coles and Woolworths is the heart of the main street. By further emphasising the crossing using a visual change in pavement and better lighting, the location can be strengthened as a cohesive meeting place. This will also make it a more pleasant spot to sit and enjoy a refreshment.



17

**B** Destination  
main street

### Improved disability access on Clarinda Street

A few different points were raised regarding disability access on Clarinda Street during the community consultation. Among them was the angle of the footpath itself, which can limit access for some. Ramps providing better access to shops like the Salvation Army and Ochre Health were also requested.



18

**A** Prioritised  
traffic flow

### Improved disability parking

When changing and improving car parking and traffic flow it is essential to be aware of keeping Parkes accessible for people with all levels of mobility. Multiple community members emphasised the limited availability and policing of disability parking, which is a point of awareness when creating an inclusive CBD.



**A** Prioritised traffic flow

19

### Improved parking at Generocity Church

In order to make better use of the car park next to Generocity Church, lines delineating individual parking spaces should be drawn up. If the Dalton Street culture hub is implemented, closing off car access from Dalton Street, road surface markings should also indicate traffic flow for motorists accessing the car park from the library laneway.



**A** Prioritised traffic flow

20

### Improved side lane access

To support unfettered access to the CBD's car parks while deprioritising car traffic on Clarinda Street, the entrances to McGees Lane and Jansen Lane should be improved, providing better throughput and visibility – especially from Court Street, Church Street and Bushman Street.

To support car access to the car park on Dalton Street opposite Generocity Church, traffic in both directions along McGees Lane to/from Court Street should be allowed.



**D** Main street coherence

**I** Support businesses

21

### Improved shopfronts in collaboration with shop owners

The style and appearance of shopfronts does not have to be streamlined or identical, but a coherence in level of maintenance and attention to detail is a great starting point in the visual improvement of the CBD.

A collaborative course of action may be formed in collaboration with the Parkes Chamber of Commerce, with community based initiatives such as an annual shopfront competition or various workshops in shopfront design and display. This initiative can also be supported by communicating the potential benefit in revenue from improving visual appeal directly to shop owners.



22

H Greater variety

### Indoor event centre

Parkes has a lack of spaces for indoor recreational activities, such as bowling alleys, arcades and indoor playgrounds. The former Target store could be a possible location for an event centre that has the capacity to house such facilities, along with a central location and existing parking spaces. An event centre could be a main attraction drawing in families with children from many adjacent towns and increasing the amount of visitors to the CBD.



23

A Prioritised traffic flow F Improved wayfinding

### Maps for wayfinding

More maps around town is a way of supporting coherence in daily routes and routines. Creating signage that indicates distance to various nodes measured in minutes, can make it easier, e.g., to park in a different location or try a new route that leads people around town in a manner that improves both traffic flow and the experience of a vibrant CBD.



24

H Greater variety

### More opportunities for outdoor dining

Many people see the outdoor seating and dining options in the CBD as a key strength. However, the quality and variety of these spaces could be improved. Upgrading the dining platforms with a modified design to have them feel more inviting and connected, rather than enclosed, will help create a more pleasant atmosphere. This approach will enhance conditions for both publicly accessible areas and commercially managed outdoor dining spaces.



25

**E** Strong cultural identity

**L** Connecting south

### More trees and greenery

Trees and greenery provide life and shade to a town, and many residents request more. Many streets in the CBD are already lined with trees, but some areas – especially in the southern part of the CBD – could benefit from added trees, bushes and greenery, which will improve air quality, atmosphere and respite from the sun.



26

**C** Improved public transit

**J** Dalton St. culture hub

### Move taxi parking

The existing location of the taxi parking contributes to the car-oriented atmosphere of the area around Chamberlain Square. Moving it will help shift the balance towards pedestrian traffic and the area as a destination in itself. Closing off east Dalton Street for car traffic will also demand relocating the taxi parking.

Moving it to the bus stop on Church Street would create a stronger transport hub and provide access to public toilets, but also increase walking distance from the pub. Relocating to Welcome Street would keep this walking distance to a minimum, but provide less efficient traffic flow and pedestrian priority around the square.



27

**E** Strong cultural identity

**H** Greater variety

### Movie showings in the old cinema

Many community members lament the closing of the cinema on Dalton Street. While Generocity Church now occupies the premises, the facilities could allow for both functions to coexist in the old building. Movie showings in the evenings would require very limited investment in equipment, and could be run by a community group. Council can support this by approaching church representatives and facilitating meetings with potential cinema volunteers.



28

**G** Multifunctional spaces **K** The heart of the CBD

### Multifunctional Coles car park

The existing Coles car park is in many ways a central node in Parkes, acting as both the geographical and traffic flow centre of the CBD. This spacious area has the potential of becoming a multifunctional space that can be used for large community events as well as being a functional car park. Having a solution for closing down half of the car park on select weekend days, would create an opportunity for local businesses and community members to host markets or similar events.



29

**E** Strong cultural identity

### Murals displaying history of the land

Murals are a great way of turning urban blank spaces into culturally important pieces of art that represent both local history and history of the land. In practice a group with representatives from community organised groups could be in charge of curating the displays and taking in contributions by local artists or highlighting historically significant buildings and stories.



30

**B** Destination main street **D** Main street coherence

### New street lamps

The existing street lamps on Clarinda Street are designed with through traffic in mind. Their height and orientation allow for significant spacing, but contribute little to the sense of space in the area. Furthermore, they clearly prioritise car traffic over pedestrians. Less elevated and decorative street lighting would lower the perceived "ceiling" above the street, creating a more welcoming space on the main street.



31

**E** Strong cultural identity

### Preserve historical buildings

Historical buildings such as the old post office and courthouse are appreciated by citizens and serve as important reminders of local heritage. Making sure that they are thoughtfully preserved and even considering them as inspiration when designing future buildings in the surrounding area is a way of both paying homage and uniting visual and cultural identity.



32

**C** Improved public transit

**F** Improved wayfinding

### Public transit wayfinding and information

The Parkes infrastructure is optimised for motorists, and the public transit options that are available can be challenging to navigate. Many are not aware of the location, schedule, price and possibility of using the town buses or taking the train. Wayfinding elements near the train station and bus stops would make it easier for current users to navigate the area and help new or potential users become familiar with the transit system.



33

**B** Destination main street

**L** Connecting south

### Raised pavement on Clarinda Street

Raising the roadway on the central stretch of Clarinda Street from Chamberlain Square to Bushman Street can be a way of visually and functionally enhancing the experience of a coherent main street. The raised roadway will also function as a speed bump, helping slow down car traffic. Alternatively, adding a distinct colour or patterned design to the roadway could serve as a visual cue to remind motorists they are entering an area where through traffic is secondary.



34

**B** Destination main street **D** Main street coherence

### Remove roundabouts

As it runs through the CBD, Clarinda Street is currently segmented by the two roundabouts on Church Street and Bushman Street. The large infrastructural elements divide the main street visually and interrupt pedestrian flow. Changing them to intersections with more emphasis on pedestrian access will improve the atmosphere and movement of visitors in the CBD centre. Removing the Church Street roundabout will have the biggest impact, as it sits most centrally in the CBD. The Bushman Street roundabout marks the end point of the part of the main street that feels central, and removing it can in turn serve to extend this area.



35

**E** Strong cultural identity **G** Multifunctional spaces

### Temporary use of vacant shopfronts

The vacant shops in the main street can be activated with temporary uses to help revitalise the appearance of the CBD and provide more activity throughout the day and evening. Allowing temporary exhibitions, workshops, community spaces etc. to use the facilities between rentals will also support community initiatives that might otherwise not be viable. Furthermore, such activities can help revitalise the shopfronts, making the shops more attractive for businesses to rent in the long term.

In practice, Council can support this by acting as the mediator between community initiatives and the building owners, brokering mutually beneficial agreements.



36

**H** Greater variety **J** Dalton St. culture hub

### Turn Dalton Street between Clarinda Street and Bogan Street into a pedestrian-only zone

Many residents request better facilities for recreational and cultural activities. Closing off Dalton Street, east of Bogan Street, will cement the area as a local centre for activities. The car park on the corner lot can be halved, extending the open area to a square. The area's status as a space unto itself can be strengthened using visual and green elements, such as murals, pavement decoration and the planting of trees and green pockets. Paving should be changed on the part of Welcome Street that divides Dalton Street from Chamberlain Square, creating a plaza feel between the two pedestrian zones.



37

**B** Destination main street **D** Main street coherence

### Upgrade Clarinda Street footpath

Repairing or replacing the pavers in the Clarinda Street footpath would improve the experience of walking along the main street for pedestrians, as well as improve accessibility for people with walkers or other walking support. Upgrading the footpaths is also an opportunity to strengthen the visual and material coherence of the main street in general.



38

**B** Destination main street **D** Main street coherence **I** Support businesses

### Urban nightlife activation

Creating a safe, diverse, and welcoming evening and night-time environment is an important aspect of creating a vibrant CBD, particularly during summer when cooler evenings make outdoor experiences more appealing. Actions can include hosting themed night markets, live music sessions, pop-up dining experiences and partnering with local venues to extend operating hours. By fostering a mix of cultural, entertainment, and hospitality options, the CBD would become a vibrant destination after dark, supporting community connection and economic growth.



39

**A** Prioritised traffic flow **F** Improved wayfinding

### Visitor parking expansion

Parking on Bogan Street can be improved by introducing clearly marked 45 degree angle front-in parking spaces on the Eastern side of the street. This will utilise the old highway better, now that the bypass has taken the burden of through traffic, facilitating smoother movement of visitors into the main street. Converting the existing parallel parking into angle parking increases the number of available spaces for visitors that can be accessed without crossing any roads, while also reducing a need to travel through the core of the CBD, creating a safer environment for both pedestrians and vehicles.



# Closing out

## What's next

This Parkes CBD Vibrancy Strategy (2016) is for the future development of Parkes CBD, to create a vibrant town centre for visitors and our local community. To ensure the twelve strategies have an opportunity to be considered for delivery, this Strategy will be reviewed annually in line with Council's Integrated Planning and Reporting Framework (IP&R).

This Strategy is a vision and a framework to set the direction for what Council wants to achieve for the community, setting directions for what we want and to flow into actions based on resources and priorities.

Council proactively reviews and monitors its strategies, plans, action lists and proposed future worklists through the IP&R process. Our Community Strategic Plan, which is our communities document is the heart of IP&R and connects everything we do, and why we do what we do. The Delivery Plan is Council's commitment to the Community of what we plan to deliver over the 4-year election term.

The Operational Plan is the action list for delivery and is prepared annually, reflecting available resourcing and financials available for next financial year. It provides a platform to place

strategy actions, short-, medium- and long-term. When there are no available funds to deliver specific initiatives, the future works lists in the plan, acknowledges there is a need for these initiatives to be planned for delivery.

Council works with businesses, community groups, and other partners including State and Federal Governments, to figure out how initiatives can be delivered. Through partnerships, funding opportunities, and/or internal resources, like our Grants Team for funding opportunities.

The Economic Development team, the owners of this strategy, will continue to drive the initiatives, escalate maturity from strategy to planning and into action items. Supporting and working alignment across the organisation to activate projects, bring stakeholders together to take initiatives into actions.

By taking this process, every initiative passes through Council's rigorous planning and engagement framework, ensuring transparency, accountability, and community input at each stage. It's how ideas become actions, and actions become outcomes.

## Contact us

Our Parkes CBD Vibrancy Strategy 2025 is available to the public through our website and accessible formats are available on request. We value community feedback on our progress outlined in our Parkes CBD Vibrancy Strategy 2025. We encourage individuals and organisations to share their thoughts and experiences with us to ensure our continued improvement.

Please contact us with questions or feedback via our Economic Development Team:

**Telephone:** 02 6861 2333

**Email:** [council@parkes.nsw.gov.au](mailto:council@parkes.nsw.gov.au)



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**15.7 ADOPTION OF COUNCIL POLICIES****IP&R Linkage:** Pillar: Leadership**Goal:** Our Local Government is contemporary, effective and efficient.**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 - Fraud and Corruption Prevention Policy and Plan [↓](#)  
B. Operational Policy - Business Continuity Policy [↓](#)  
C. Operational Policy - Contractor Management Policy [↓](#)

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**RECOMMENDATION**

That Council:

1. Adopt the Fraud and Corruption Prevention, Business Continuity and Contractor Management Policies included as *Annexure A-C* to this report.
  2. Publish the adopted policies on Council's Website and intranet if required.
- 

**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 (OLG) recommends that council's review all relevant policies in the first twelve months of office.

The following policies have been reviewed and are presented at *Annexure A to C* for Council's adoption:

- Council Policy – Fraud and Corruption Policy and Plan (*Annexure A*)
- Operational Policy – Business Continuity Policy (*Annexure B*)
- Operational Policy – Contractor Management Policy (*Annexure C*)

**ISSUES AND COMMENTARY**

The method of development and amendments for consideration of the Council Policy appended at *Annexure A* is described below.

**Fraud and Corruption Prevention Policy and Plan (*Annexure A*)**

The Fraud and Corruption Prevention Policy and Plan was created in 2009 and has recently undergone substantial amendments, including, position titles, updates to roles and the addition of 'Prevention' to the policy's title to highlight the purpose of the policy and to bring it in line with policy best practice. The two previous definition sections have also been combined and content has been changed throughout to stress the key principles of fraud and corruption prevention. A supplier email in relation to Gifts, Benefits and Bribes Policy as a prevention method has also been added.

**Business Continuity Policy (*Annexure B*)**

The Business Continuity Policy was created in 2021 and has recently been reviewed in alongside Council's Business Continuity Plan. As part of this review, the policy was updated to Council's new

template, roles and responsibilities were clarified, legislation and related documents were updated and distribution and retention requirements were clarified.

#### Contractor Management Policy (Annexure C)

Council's Contractor Management Policy was created in 2007 and has been recently reviewed with updates to its template, legislation and related documents were updated and wording throughout was updated to reflect changes made to associated policies.

### **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 for these policies include:

[Independent Commission Against Corruption Act 1988 No 35 - NSW Legislation](#)

[Public Interest Disclosures Act 2022 No 14 - NSW Legislation](#)

[Government Information \(Public Access\) Act 2009 No 52](#)

[Health Records and Information Privacy Act 2002](#)

[Privacy and Personal Information Protection Act 1998](#)

[Work Health and Safety Act 2011](#)

### **FINANCIAL IMPLICATIONS**

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

### **RISK IMPLICATIONS**

Adoption and adherence to the attached reviewed policies ensures Council is compliant with Acts and Regulations.

Failure to adopt and adhere to the attached policies could result in serious consequences, including increased risk of damage to Council's reputation, and breaches of legislation that may lead to regulatory penalties or disciplinary action.

### **COMMUNITY CONSULTATION**

There are no community consultation requirements for Council associated with this report. However, the adopted policy will be placed on Council's website.

# **Council Policy**

## **Fraud and Corruption Prevention Policy and Plan**



**Council Policy**

Fraud and Corruption Prevention Policy and Plan

**CONTROLLED DOCUMENT INFORMATION**

<b>ECM Number</b>	482213
<b>Document Owner</b>	Director Customer, Corporate Services and Economy
<b>Document Development Officer</b>	Manager Governance, Risk and Corporate Performance
<b>Risks Managed</b>	PR4 – Fraudulent/corrupt behaviour by a member of staff and/or 3 <sup>rd</sup> party.
<b>Consulting Stakeholders</b>	Audit, Risk and Improvement Committee Finance People, Safety and Culture
<b>Review Timeframe</b>	Annual
<b>Last Review Date</b>	17 March 2026
<b>Next Scheduled Review</b>	17 March 2027

<b>Document History</b>		
<b>Date</b>	<b>Resolution No.</b>	<b>Details/Comments</b>
18 September 2009		Policy Created
26 June 2013		Various amendments
26 November 2016		Various amendments
24 June 2020		Minor cosmetic changes
15 June 2021	Res 21-235	Minor amendments, reviewed by ARIC and tabled for adoption by Council.
18 March 2025	OCM 077/25	Policy updated to new template. Definitions updated. Updated to include <i>Public Interest Disclosures Act 2022</i> .
January 2026		Policy reviewed with the following updates: <ul style="list-style-type: none"> <li>• Comprehensive updates to content to stress the key principles of fraud and corruption prevention</li> <li>• Two definitions sections combined</li> <li>• Updated positions</li> </ul>

**Council Policy**

## Fraud and Corruption Prevention Policy and Plan

		<ul style="list-style-type: none"> <li>Updated title to Fraud and Corruption Prevention Policy and Plan</li> <li>Addition of supplier email in relation to Gifts, Benefits and Bribes Policy as a prevention</li> </ul>
February 2026		CMT/ELT
March 2026		Council Meeting

Further Document Information and Relationships	
<b>Related Legislation*</b>	Government Information Public Access Act 2009 Government Sector Finance Act 2018 Health Records and Information Privacy Act 2002 Independent Commission Against Corruption Act 1988 Local Government Act 1993 Privacy and Personal Information Protection Act 1998 Public Interest Disclosures Act 2022
<b>Related Policies</b>	Business Ethics Policy Code of Conduct Conflict of Interest Policy Corporate Credit Card Policy Councillor Access to Information and their Interaction with Staff Policy Councillor Expenses and Facilities Policy Customer Service and Customer Complaints Handling Policy Disposal Policy Enterprise Risk Management Plan Enterprise Risk Management Policy Gifts, Benefits and Bribes Policy Information Services Usage Policy Internal Audit Charter Managing Conflicts of Interest in Recruitment Policy Privacy Management Plan Procurement Policy Public Interest Disclosures Policy Related Party Disclosures Policy Workplace Bullying Policy
<b>Related Documents</b>	Fraud Control Improvement Kit (NSW Auditor General Better Practice Guide) 2015 NSW Treasury Risk Management Toolkit (ISO 31000) Practical Guide to Corruption Prevention (NSW I.C.A.C) Risk Management and Internal Audit for Local Government in NSW Guidelines

**Council Policy**

## Fraud and Corruption Prevention Policy and Plan



**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

### Fraud and Corruption Prevention Policy and Plan



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## Council Policy

### Fraud and Corruption Prevention Policy and Plan

#### 1. Purpose

Parkes Shire Council is committed to preventing, detecting, and responding to fraud and corruption through a proactive, risk-based and integrity-focused framework. It sets clear expectations for ethical conduct, strengthens accountability at all levels of the organisation, and aligns Council with its legislative obligations and community expectations of transparent and responsible governance.

Council seeks to:

- Prevent, identify and respond effectively to all instances or suspicions of fraud and corruption.
- Embed a robust ethical culture that promotes integrity, impartiality and professionalism across the organisation.
- Safeguard public funds, assets, information and decision-making processes from misuse, misappropriation or improper influence.
- Protect and enhance the integrity, security, reputation and public trust in Council as a provider of ethical and high-quality civic leadership and services.

Council maintains a zero-tolerance stance toward fraud and corruption.

The accompanying Fraud and Corruption Control Plan sets out the practical systems, controls and responsibilities necessary to uphold these principles.

#### 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 all Council Officials, including Councillors, Council staff, Council committee members, Council delegates, and volunteers of Council.

#### 4. Definitions

Fraud and Corruption can be distinguished from other forms of unethical behaviour. Council applies the follow definitions which are based on those contained in the Australian Standard for Fraud and Corruption Control (AS 8001-2003).

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

Term	Definition
<b>Bribe</b>	The act of paying a secret commission to another individual. It is also used to describe the secret commission itself.
<b>Business Day</b>	means a day that is not a Saturday, a Sunday, 27/28/29/30/31 December, nor a public holiday in Sydney.
<b>Conflicts of Interest</b>	The conflict between the public duty and private interests of a public official where the public official has private interests which could improperly influence his or her official duties and responsibilities.

**Council Policy**

## Fraud and Corruption Prevention Policy and Plan

<b>Corrupt Conduct</b>	<p>Defined in Section 8 of NSW Independent Commission Against Corruption Act as follows:</p> <p>(1) Corrupt conduct is:</p> <ul style="list-style-type: none"> <li>a) <i>any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the honest or impartial exercise of official functions by any public official, any group or body of public officials or any public authority, or</i></li> <li>b) <i>any conduct of a public official that constitutes or involves the dishonest or partial exercise of any of his or her official functions, or</i></li> <li>c) <i>any conduct of a public official or former public official that constitutes or involves a breach of public trust, or</i></li> <li>d) <i>any conduct of a public official or former public official that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit or for the benefit of any other person.</i></li> </ul> <p>(2) Corrupt conduct is also any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the exercise of official functions by any public official, any group or body of public officials or any public authority and which could involve any of the following matters:</p> <ul style="list-style-type: none"> <li>a) <i>official misconduct (including breach of trust, fraud in office, nonfeasance, misfeasance, malfeasance, oppression, extortion or imposition)</i></li> <li>b) <i>bribery</i></li> <li>c) <i>blackmail</i></li> <li>d) <i>obtaining or offering secret commissions</i></li> <li>e) <i>fraud</i></li> <li>f) <i>theft</i></li> <li>g) <i>perverting the course of justice</i></li> <li>h) <i>embezzlement,</i></li> <li>i) <i>election bribery</i></li> <li>j) <i>election funding offences</i></li> <li>k) <i>election fraud</i></li> <li>l) <i>treating</i></li> <li>m) <i>tax evasion,</i></li> <li>n) <i>revenue evasion</i></li> <li>o) <i>currency violations</i></li> <li>p) <i>illegal drug dealings</i></li> <li>q) <i>illegal gambling</i></li> <li>r) <i>obtaining financial benefit by vice engaged in by others</i></li> <li>s) <i>bankruptcy and company violations</i></li> <li>t) <i>harbouring criminals</i></li> </ul>
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**Council Policy**

## Fraud and Corruption Prevention Policy and Plan

	<p>u) <i>forgery</i></p> <p>v) <i>treason or other offences against the Sovereign</i></p> <p>w) <i>homicide or violence</i></p> <p>x) <i>matters of the same or a similar nature to any listed above</i></p> <p>y) <i>any conspiracy or attempt in relation to any of the above.</i></p> <p>(3) Conduct may amount to corrupt conduct under this section even though it occurred before the commencement of this subsection, and it does not matter that some or all of the effects or other ingredients necessary to establish such corrupt conduct occurred before that commencement and that any person or persons involved are no longer public officials.</p> <p>(4) Conduct committed by or in relation to a person who was not or is not a public official may amount to corrupt conduct under this section with respect to the exercise of his or her official functions after becoming a public official.</p> <p>(5) Conduct may amount to corrupt conduct under this section even though it occurred outside the State or outside Australia, and matters listed in subsection (2) refer to:</p> <p>a) <i>matters arising in the State or matters arising under the law of the State, or</i></p> <p>b) <i>matters arising outside the State or outside Australia or matters arising under the law of the Commonwealth or under any other law.</i></p> <p>(6) The specific mention of a kind of conduct in a provision of this section shall not be regarded as limiting the scope of any other provision of this section.</p>
<b>Corruption</b>	means an intentional dishonest activity where a public official acts contrary to the interests of Council or abuses his/her position of trust to achieve some personal gain or advantage for him or herself or for another person or entity.
<b>Council</b>	means Parkes Shire Council.
<b>Council Staff</b>	a Councillor, member of the Executive, Manager, Supervisor or any paid employee. Also includes volunteers acting on behalf of Council and Contractors performing Council works.
<b>Evidence</b>	Oral testimony either given in legal proceedings or which a witness indicates he or she is prepared to give under oath or affirmation in legal proceedings and documents of any description that can legally be admitted as evidence in a Court of Law.

**Council Policy**

## Fraud and Corruption Prevention Policy and Plan

<b>External Fraud</b>	<p>Means fraud committed against Council by non-Council staff such as by; customers, suppliers or contractors.</p> <p><u>Examples of External Fraud perpetrated on Councils</u></p> <ul style="list-style-type: none"> <li>• Theft of money or goods from Council</li> <li>• Obtaining benefits by use of false identity or false qualifications</li> <li>• Supplying goods or services of a lower standard or quality than promised</li> </ul>
<b>Fraud</b>	<p>means dishonest activity, by Council employees, contractors, volunteers, work experience students or external persons, causing actual or potential financial loss to Council, including the theft of money or other property. This includes the deliberate falsification, concealment, destruction or improper use of documentation.</p>
<b>General Manager</b>	<p>means the General Manager of Parkes Shire Council appointed under section 334 of the <i>Local Government Act 1993</i>.</p>
<b>Governing Body</b>	<p>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.</p>
<b>Internal Fraud</b>	<p>Means fraud that is also known as "workplace fraud". It is fraud that is committed by Council staff in the workplace of Council</p> <p><u>Examples of Internal Fraud perpetrated on Councils</u></p> <ul style="list-style-type: none"> <li>• Unauthorised use of Council plant and equipment</li> <li>• Claiming un-worked hours on time sheets</li> <li>• Theft of money or goods from Council or its customers</li> <li>• Allowing contractors to not fully meet contract requirements</li> <li>• Deliberate transfer or miscoding of financial transactions to achieve favourable reported budget outcomes in a performance bonus environment</li> </ul> <p><i>(NB: Whilst internal fraud forms part of corrupt conduct, it is delineated here as a separate entity since internal fraud can be perpetrated by an individual acting alone, also fraud in its own right occurs predominately when governance systems in place fail. i.e. that fraud is possible when systems in place are deficient and an organisations resistance to fraud is ultimately found within the structures of the organisation.)</i></p>
<b>Investigation</b>	<p>A search or coalition of evidence connecting or tending to connect a person (either a natural person or a body corporate) with conduct that infringes the criminal law or the policies and standards set by Council.</p>

## Council Policy

### Fraud and Corruption Prevention Policy and Plan

<b>Maladministration</b>	includes irregular and unauthorised use of public money or substantial mismanagement of public resources. It also includes substantial mismanagement in or in relation to the performance of official functions and conduct resulting from impropriety, incompetence or negligence
<b>Misconduct</b>	occurs when a public officer contravenes a code of conduct or is involved in any other misconduct while acting in his or her capacity as a public officer.
<b>Public Interest Disclosure (PID)</b>	A Public Interest Disclosure (PID) is a report made by a public official who honestly and on reasonable grounds believes that the information they are providing shows or tends to show serious wrongdoing by a NSW public sector agency, council, public official, or other person engaged by them.
<b>Risk</b>	The chance of something happening that will have and impact on objectives. A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. Risk is measured in terms of a combination of the consequences of an event and their likelihood. Risk may have a negative or positive impact.
<b>Risk analysis</b>	Systematic process to understand the nature of and deduce the level of risk. Provides the basis for risk evaluation and decisions about risk treatment.
<b>Risk Assessment</b>	The overall process of risk identification, risk analysis and risk evaluation.
<b>Serious Wrongdoing</b>	Conduct that meets one or more of the categories under the Public Interest Disclosures Act 2022, including corrupt conduct, serious maladministration, serious and substantial waste of public money, government information contraventions, privacy contraventions, or local government pecuniary interest breaches

## 5. Purpose

Council has developed and published policies and processes to facilitate the reporting of suspicions of corrupt conduct, mal-administration, or serious and substantial waste of public money. These policies, list under Related Policies at the start of this document, helps staff make protected disclosures in accordance with the Public Interest Disclosures Act 1994 and sets out procedures for making disclosures to Council and disclosures to appropriate external agencies including provisions for disclosures to be properly investigated and dealt with.

## Council Policy

### Fraud and Corruption Prevention Policy and Plan

## 6. Principles

- **Integrity & impartiality:** Decisions are lawful, fair and free from improper influence.
- **Accountability & transparency:** Controls, records and reporting support scrutiny.
- **Risk-based prevention:** Controls are proportionate to assessed corruption risks.
- **Speak-up culture & protection:** Safe reporting channels and PID protections apply.

## 7. Ethical Framework

Council fosters an integrity culture through:

- the Code of Conduct and leadership “tone from the top”;
- active management of conflicts of interest, gifts/benefits and secondary employment;
- a strong speak-up culture where personnel feel safe and protected to raise concerns; and
- the expectation that all staff challenge and report questionable conduct.

These elements underpin ICAC’s prevention advice and NSW good-governance guidance.

## 8. Roles and Responsibilities

### 8.1. Council/Councillors

- Champion integrity
- Comply with Code of Conduct and this policy
- Refer concerns around fraud and corruption appropriately

### 8.2. General Manager

- Provide leadership and direction with regard to good governance in the organisation and actively promote the Code of Conduct
- Report to the ICAC any matter that is suspected on reasonable grounds concerns or may concern fraud and/or corruption
- Assigning responsibilities in relation to fraud and corruption risk management
- Ensuring managers and staff receive support, training and resources to fulfil their responsibilities

### 8.3. Executive Leadership Team

- Provide leadership and a point of reference with regards to good governance in their Department and actively promote the Code of Conduct
- Maintenance of the Fraud and Corruption Prevention Plan
- Production of fraud and corruption policies, procedures and training proposals
- Liaising with internal and external investigators
- Ensure that Fraud and Corruption risks are recorded in the Risks Register

## Council Policy

### Fraud and Corruption Prevention Policy and Plan



- Providing support and advice to managers in identifying, analysing, evaluating and treating fraud and corruption risks

#### 8.4. Managers and Supervisors

- Provide leadership with regards to good governance in their area and actively promote the Code of Conduct
- Ensure that corruption and fraud resistant practices are in place and in line with Council's strategies.
- Monitor these strategies and ensure their effectiveness and report issues to their Director.
- Report suspected wrongdoing promptly.

#### 8.5. All Employees/Contractors/Volunteers

- Act ethically, lawfully and in accordance with the principles contained in the Code of Conduct
- Report potentially unethical or corrupt practices via the established mechanisms in place.
- Report conflicts of interest as per the Conflict of Interest Policy
- Report potential fraud and/or corruption as per the Public Interest Disclosures (PID) policy

#### 8.6. Disclosure Officers/PID Coordinator

- Receive and assess reports consistent with the PID Act and Council's PID Policy.
- Ensure reporter protections and confidentiality.

#### 8.7. Internal Audit

- Provide independent assurance and targeted fraud/corruption reviews.

#### 8.8. Audit, Risk and Improvement Committee (ARIC)

- Assists in reviewing the effectiveness of Council's fraud and corruption control strategies and plans.

### 9. Risk Management

Council integrates fraud and corruption risks into its enterprise risk framework with annual/biennial risk assessments, a living Fraud & Corruption Risk Register, reviews of control effectiveness, and focus on high-exposure functions (procurement, planning, regulatory, cash handling, grants, payroll/financial delegations, ICT access).

### 10. Prevention Controls

Effective fraud and corruption prevention requires a strong system of internal controls that reduce opportunities for wrongdoing, strengthen transparency, and ensure decisions are made fairly and consistently. Prevention is the most cost-effective and reliable way to

## Council Policy

### Fraud and Corruption Prevention Policy and Plan



safeguard public funds, protect community trust, and support an ethical organisational culture. Council implements the following preventive measures across its operations:

#### 10.1. Segregation of Duties and Delegations of Authority

Clear separation of key functions (e.g., approving, processing, and reviewing transactions) to ensure no single individual has end-to-end control over a process. Delegations must be appropriate, up-to-date, and regularly reviewed which is outlined in Council's Delegations Register.

#### 10.2. Supplier and Third-Party Due Diligence

Verification of supplier legitimacy, checks for conflicts of interest, and assessment of financial/ethical standing prior to engagement. This includes probity requirements for high-value or high-risk procurement activities.

#### 10.3. Recruitment and Screening Controls

Comprehensive pre-employment screening including reference checks, qualification verification, right-to-work checks, and (where relevant) criminal history screening to reduce risk of employing unsuitable individuals for high-risk roles.

#### 10.4. Conflicts of Interest Management

Mandatory disclosure and active management of conflicts at key decision points, particularly in procurement, development assessment, regulatory functions and grant allocations.

#### 10.5. Information Security and Access Controls

Access based on the principle of *least privilege*, strong password and authentication controls, monitoring of privileged access, and regular access reviews to prevent misuse of Council systems or data.

#### 10.6. Robust Procurement Structures and Processes

Use of transparent tendering, documented evaluation criteria, panel arrangements, separation of procurement roles, secured quotation processes, and audit trails that reduce opportunities for supplier favouritism or manipulation.

#### 10.7. Contract and Performance Management

Clear contract deliverables, measurable KPIs, monitoring of contractor performance, and controls for variations, extensions, invoices, and deliverables verification.

#### 10.8. Financial Controls and Safeguards

Bank reconciliations, dual sign-off for payments, monitoring of asset movements, expenditure limits, and strict oversight of cash handling.

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#### 10.9. Proactive Messaging to Suppliers

Contact suppliers by email at least one (1) time per annum within one month of Christmas reminding suppliers of Council's Gifts, Benefits and Bribes policy.

This email is to include a link to Council's Gifts, Benefits and Bribes policy and to remind suppliers leading up to Christmas that staff cannot receive gifts due to their public officer status.

#### 10.10. Strong Policy and Procedure Framework

Up-to-date policies, procedures and guidance documents that clearly set out expected behaviours, required approvals, documentation standards, and compliance obligations.

#### 10.11. Controls for High-Risk Functions

Tailored controls for areas known to carry elevated corruption risk in the NSW public sector, including:

- development and planning assessments
- regulatory inspections and enforcement
- grants and allocation-based services
- procurement and purchasing
- cash handling and revenue collection
- payroll and financial delegations

### 11. Detection Measures

Timely detection of fraud and corruption is essential to limiting harm, protecting public resources, and maintaining community trust. While prevention controls reduce opportunities for wrongdoing, effective detection mechanisms provide early warning signals, highlight control weaknesses, and help identify suspicious behaviours before they escalate. Council uses a combination of oversight, monitoring, data analysis, and reporting mechanisms to detect potential fraud and corruption across its operations, including:

- Internal audit and thematic spot-checks;
- Data analytics (e.g., duplicate vendor payments, conflict indicators, unusual ordering);
- Managerial monitoring (exception reports, reconciliations);
- Whistleblowing/PID and community complaint mechanisms;
- Protocols for triage and referral to external integrity bodies when required.

### 12. Reporting Suspected Fraud or Corruption

#### 12.1. Reporting by Public Officials

Although audits and reviews may be undertaken to detect incidents of fraud and corruption, most incidents are identified by staff members or the public. All staff are

## Council Policy

### Fraud and Corruption Prevention Policy and Plan

encouraged to promptly report any suspicions of fraud or corruption that they become aware of.

Consistent with its strong commitment to ensuring an ethical workplace, Council has a *Public Interest Disclosures Policy* which facilitates the reporting of suspicions of corrupt conduct, mal-administration, or serious and substantial waste of public money. This guidance material helps staff make protected disclosures in accordance with the *Public Interest Disclosures Act 2022* and sets out:

- procedures for making disclosures to Council
- procedures for making disclosures to appropriate external agencies
- procedures for dealing with anonymous reports
- protection for people making protected disclosures from reprisals that might otherwise be inflicted on them because of their disclosures
- provisions for disclosures to be properly investigated and dealt with

The Public Interest Disclosures Policy and the disclosure reporting system complement existing communication channels between supervisors and staff. Staff are encouraged to continue to raise appropriate matters at any time with their managers, but as an alternative they have the option of reporting to alternate contacts identified through the Public Interest Disclosure Policy.

#### 12.2. Reporting by the General Public

In addition Complaints received from the general public should be referred to the General Manager. Should the complaint concern the General Manager, then it should be referred to the Mayor. Council's Public Officer (Director Customer, Corporate Services and Economy) is also able to accept reports from the general public.

#### 13. Assessment and Investigation

The responsibility for determining the means and methods by which an allegation will be investigated rests with the General Manager. A flow diagram of the processes to be undertaken once an allegation is formally made is provided in Annexure A.

The General Manager or delegates will:

- Review evidence and allegations of Corruption, Fraud or Serious Misconduct that comes to the notice of Council
- Determine the risks posed and the appropriate treatment options and referrals to be made to external review or policing organisations
- Provide direction and guidance to any internal investigator or group conducting enquiries
- Ensure decision making is transparent and that meetings are appropriately minuted, and outcomes clearly recorded.

#### 14. Consequences, Recovery and Redress

##### 14.1. Disciplinary Action

Where an employee is found to have engaged in fraud or corruption the organisation will initiate disciplinary processes in accordance with the relevant industrial award, employment contract and applicable NSW employment legislation. Action may include:

## Council Policy

### Fraud and Corruption Prevention Policy and Plan

- Formal counselling or written warnings for lower-level breaches or procedural lapses.
- Performance management or reassignment of duties where control weaknesses or insufficient capability contributed to the behaviour.
- Suspension (with or without pay) during investigation where the risk of interference, evidence tampering or continued misconduct justifies removal from duties.
- Demotion or reduction of responsibilities where trust and accountability requirements cannot be fully met.
- Termination of employment for serious misconduct, including deliberate deception, misuse of resources, obtaining a benefit through dishonest means, or any corrupt conduct as defined under the *Independent Commission Against Corruption Act 1988 (NSW)*.

All disciplinary actions will be undertaken with procedural fairness, documented reasoning, and appropriate notification to the employee. Where required, relevant regulatory or professional bodies may also be informed.

#### 14.2. Contract Termination and Procurement Sanctions

Where fraud or corrupt conduct involves a contractor, consultant, supplier or service provider, the organisation may:

- Terminate the contract for breach, in line with contractual terms and standard procurement conditions.
- Suspend or remove the supplier from approved supplier lists, vendor panels or prequalification schemes.
- Withhold payments related to fraudulent or non-compliant work, pending legal advice.
- Seek damages or compensation for financial loss, performance failures or reputational harm.
- Report the entity or individuals to relevant regulatory or professional bodies (e.g., NSW Fair Trading, professional associations).

Contract managers must ensure all required documentation, contract breach notices and evidence are retained to support legal and audit processes.

#### 14.3. Civil Recovery of Losses

The organisation is committed to pursuing recovery of any financial loss resulting from fraudulent or corrupt conduct, using the most appropriate cost-effective mechanism. Recovery actions may include:

- Debt recovery proceedings or civil litigation.
- Restitution orders, where available through criminal or civil processes.
- Freezing or seizing assets, subject to legal advice.
- Insurance or fidelity fund claims, where applicable and consistent with policy conditions.

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- Negotiated repayment arrangements for less severe cases or where litigation is not economically viable.

Legal advice will be obtained to guide recovery actions and determine the most appropriate remedy based on the scale of loss, likelihood of recovery and broader public interest considerations.

#### 14.4. Referral to Police or ICAC

Fraud and corruption may constitute criminal conduct. The organisation will refer matters to external agencies as required:

- NSW Police where alleged conduct may amount to theft, fraud, forgery, cybercrime, or other offences under the *Crimes Act 1900 (NSW)*.
- Independent Commission Against Corruption (ICAC) where the matter meets the definition of corrupt conduct and must be reported under section 11 of the *ICAC Act*.
- NSW Ombudsman or Audit Office, where relevant to jurisdiction or oversight functions.

Referrals will be made promptly, with supporting evidence and in accordance with confidentiality and protected disclosure obligations. The organisation will cooperate fully with external investigations while preserving the integrity of internal processes.

#### 14.5. Control Remediation and Post-Incident Learning

Fraud and corruption incidents highlight areas where systems, processes or culture require strengthening. The organisation will undertake structured post-incident reviews to ensure lessons are captured and acted upon. This includes:

- Immediate control remediation, such as strengthening segregation of duties, access controls, authorisations and monitoring.
- Root cause analysis to identify systemic weaknesses, behavioural drivers or cultural factors contributing to the incident.
- Review of relevant policies, procedures and delegations, ensuring clarity of roles, responsibilities and expected standards.
- Implementation of additional training or awareness programs tailored to risk-prone areas (e.g., procurement, financial controls, grants management).
- Enhancement of data analytics or detection tools to identify anomalies and emerging risks.
- Updating the fraud and corruption risk register with incident insights, likelihood and consequence ratings, and revised controls.
- Reporting outcomes to the Executive and Audit, Risk and Improvement Committee (ARIC) to ensure accountability and governance oversight.

The organisation will monitor the effectiveness of remediation actions to ensure sustained improvement and reduction of future risk exposure.

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### Fraud and Corruption Prevention Policy and Plan

#### 15. Third Party and Contractor Management

The following will be in place as per the Contract and Contractor Management Policies:

- Pre-award due diligence, conflicts checks and probity requirements;
- Contract clauses covering standards of conduct, audit/inspection rights, and termination for corruption;
- Performance oversight and invoice/variation controls.

#### 16. Fairness, Due Process and Staff Welfare

Council is committed to ensuring that all allegations of fraud, corruption or other serious wrongdoing are managed in a manner that is fair, lawful, impartial and respectful of the rights and welfare of all staff involved.

##### 16.1. Presumption of Fairness and Procedural Justice

Staff who are the subject of allegations will be treated fairly and presumed to have acted appropriately unless and until evidence establishes otherwise. Procedural fairness (natural justice) will be afforded at all stages, including:

- clear communication of the substance of allegations,
- reasonable opportunity to respond, and
- impartial consideration of all evidence before any findings are made.

##### 16.2. Support for Staff Under Investigation

Council recognises that being the subject of an investigation can be stressful. Staff under investigation will continue to receive appropriate welfare support, including access to:

- Employee Assistance Program (EAP),
- welfare check-ins,
- access to leave provisions, and
- clear information about the investigation process.

##### 16.3. Confidentiality

Council will protect the confidentiality of all parties, subjects, reporters, witnesses and investigators, to the maximum extent practicable and lawful. Information will be shared strictly on a need-to-know basis.

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## Fraud and Corruption Prevention Policy and Plan

**16.4. Good-Faith Mistake-Tolerant Culture**

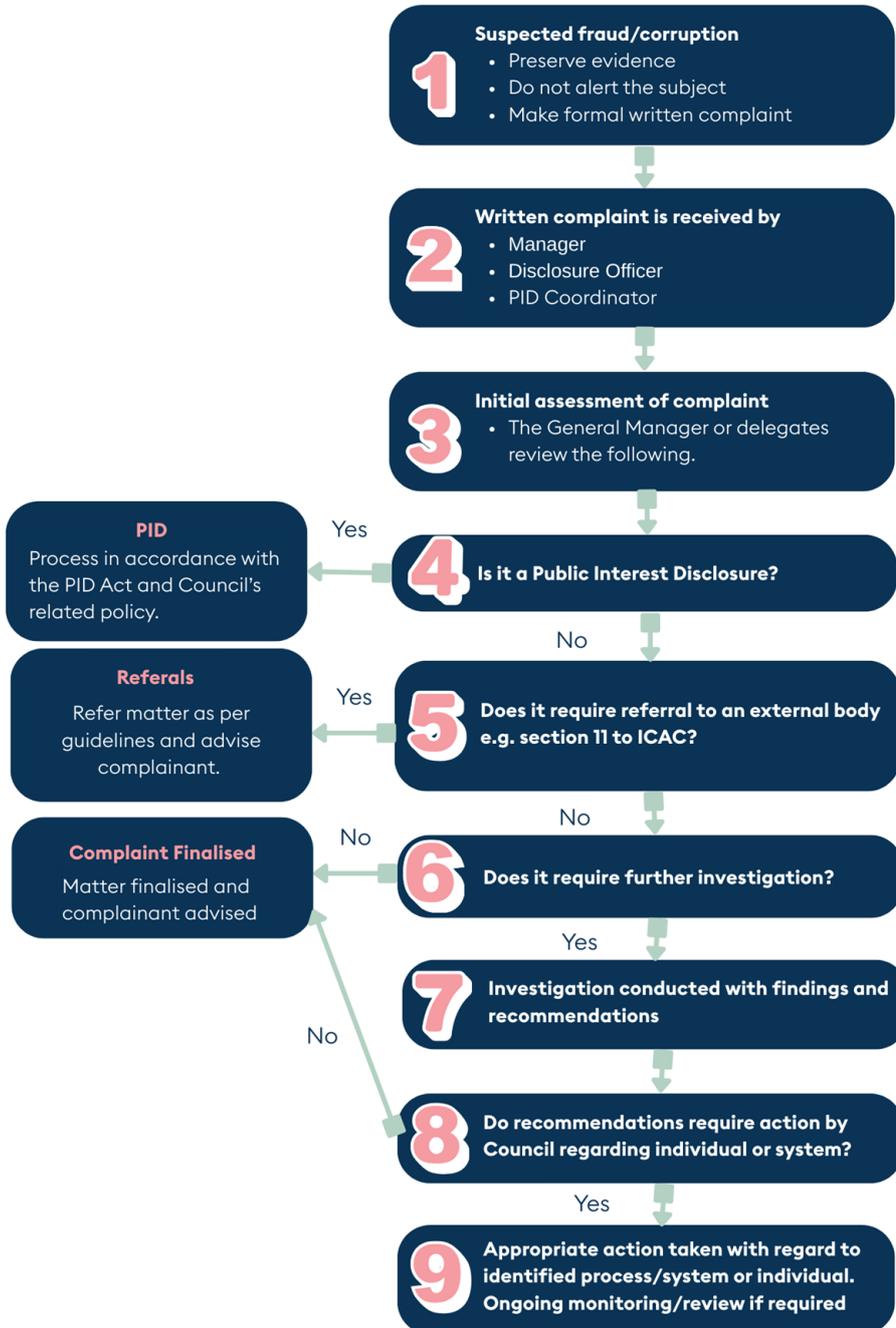
Council is a mistake-tolerant organisation. Staff acting in good faith who make errors or omissions during the normal course of their duties will be supported, and these mistakes will be managed through constructive feedback or training not through this policy. This Policy and Plan is not intended to penalise honest error; it is focused solely on preventing and responding to deliberate, dishonest or improper conduct.

**Council Policy**  
Fraud and Corruption Prevention Policy and Plan



**17. Appendix**

**17.1. Appendix A – Investigation Process**



## Council Policy

### Fraud and Corruption Prevention Policy and Plan

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#### 18. Training

This policy is communicated and discussed at Staff inductions and at regular scheduled Staff information sessions on the Code of Conduct.

The following training will also be provided for staff in relation to this policy:

- Induction and biennial refresher training for all staff;
- Targeted training for high-risk roles (procurement, planning/regulatory, cash handling, payroll, ICT privileged access);
- Manager toolkits and scenario-based learning;
- Regular communication on reporting channels and protections.

#### 19. Monitoring and Review

Once fully implemented, Council's Fraud and Corruption plan will require ongoing monitoring and review with a view to continuous improvement. The plan should be seen as a guide for the further development of documents such as a Fraud and Corruption Prevention Strategy which will contain defined strategies and treatments in accordance with the Risk Assessed areas identified. This document would then form an action plan for Council to reduce the Fraud and Corruption Risks in each area. This information will also be kept in Council's Risk Register.

#### 20. 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.

# Operational Policy

## Business Continuity Policy



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**Operational Policy**  
Business Continuity Policy

**CONTROLLED DOCUMENT INFORMATION**

<b>ECM Number</b>	1464262
<b>Document Owner</b>	Director Customer, Corporate Services and Economy
<b>Document Development Officer</b>	Manager Governance, Risk and Corporate Performance
<b>Risks Managed</b>	PR3 – Disruption to critical business function for a period more than specified Maximum Acceptable Outage (MAO)
<b>Consulting Stakeholders</b>	Executive Leadership Team Connected Management Team Information Services
<b>Review Timeframe</b>	Every two years
<b>Last Review Date</b>	February 2026
<b>Next Scheduled Review</b>	February 2028

Document History		
Date	Resolution No.	Details/Comments
1 June 2021	21-316	<i>Policy Created</i>
2 February 2026		<i>Policy reviewed</i> <ul style="list-style-type: none"> <li>- Updated to new template</li> <li>- Clarified roles and responsibilities</li> <li>- Updated legislation and related documents</li> <li>- Added sub-plan requirements</li> <li>- Added Distribution and Retention requirements</li> </ul>
February 2026		<i>Endorsed by ELT and CMT</i>

Further Document Information and Relationships	
<b>Related Legislation*</b>	Local Government Act 1993 NSW Public Health Act 1991 Environmental Planning & Assessment Act 1979
<b>Related Policies</b>	Enterprise Risk Management Framework Emergency Plans and Procedures
<b>Related Documents</b>	<a href="#">PSC – Business Continuity Plan</a> The Business Continuity Institute Good Practice Guidelines 2023

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	<p>ISO 22301:2019 – Business Continuity Management Systems</p> <p>ISO 31000:2018 – Risk Management Principles and Guidelines</p> <p>ISO 31073:2022 – Risk Management Vocabulary</p> <p>AS/NZS 5050 (Int):2020 – Managing disruption-related risk</p> <p>Australian National Audit Office (ANAO) – Better Practice Guide (latest core audit 2014–15).</p> <p>Office of Local Government Risk Management &amp; Internal Audit Guidelines (2023)</p>
<p><b>Note:</b> Any reference to Legislation will be updated in this Policy as required. See website <a href="http://www.legislation.nsw.gov.au/">http://www.legislation.nsw.gov.au/</a> for current Acts, Regulations and Environmental Planning Instruments.</p>	

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## Operational Policy

### Business Continuity Policy



#### 1. Purpose

The purpose of this policy is to ensure implementation of the integrated planning and management processes that are designed to minimise disruption related risks at Council.

The policy is required to ensure Council can define what infrastructure and resources are required to achieve minimum operating performance and maintain uninterrupted availability of key business resources necessary to meet Council's strategic and operational objectives and legal obligations.

#### 2. Commencement and Review

This Operational Policy is effective from the date of endorsement by the General Manager and shall remain in force until repealed by formal revocation by the General Manager.

As part of Council's commitment to good governance and continuous improvement, this Operational Policy must be reviewed and re-endorsed by the General Manager not less than once every four years or as otherwise determined by the General Manager in line with legislative requirements and policy changes.

#### 3. Scope and Application

This Operational Policy applies to all Council staff, contractors, and volunteers. This policy covers Disruptive Incidents (Incidents) of such a scale as to otherwise be beyond the coping capability of an organisation's normal management system. This covers disruptions from natural disasters, infrastructure failure, cyber incidents, pandemics and other emergencies but not limited to those mentioned here.

#### 4. Definitions

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

Term	Definition
<b>Accountable Person</b>	means the Manager of the critical function/s that are the subject of a BCP. The Manager owns the Business Continuity Plan that covers the respective critical function/s in their branch.
<b>Authorised Representative</b>	means the General Manager or any delegated or authorised Council Officer to develop, assess, evaluate, and activate any of Council policies and procedures in response to incidents.
<b>Business Continuity Management</b>	means the holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.

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Term	Definition
<b>Business Continuity Plan (BCP)</b>	means documented procedures that guide organisations to respond, recover, resume and restore to a pre-defined level of operation following disruption.
<b>Business Disruptive Incidents</b>	<ul style="list-style-type: none"> <li>• Natural (fire, flood, storm, earthquake)</li> <li>• Deliberate acts of arson, sabotage, theft, terrorism, cyber security attack including acts on critical suppliers.</li> <li>• Industrial action</li> <li>• Workplace Safety Incidents</li> <li>• Major Traffic Accidents</li> <li>• Extended loss of power</li> <li>• Closure of business of third-party suppliers</li> </ul>
<b>Business Interruption</b>	means any event, whether anticipated (i.e. public service strike) or unanticipated (i.e. blackout) which disrupts the normal course of business operations at an organisation location.
<b>Business Day</b>	Means a day that is not a Saturday, a Sunday, 27/28/29/30/31 December, nor a public holiday in Sydney
<b>Council</b>	Means Parkes Shire Council
<b>Critical Objectives</b>	means objectives that must be achieved during a period of disruption.
<b>Critical Operations</b>	means a business function or part thereof identified as essential for survival of an organisation and achievement of its critical objectives.
<b>General Manager</b>	Means the General Manager of Parkes Shire Council appointed under section 334 of the <i>Local Government Act 1993</i>
<b>Governing Body</b>	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
<b>Incident Management</b>	means the strategic management of the response to an emergency or business disruption event.
<b>Recovery Time Objective (RTO)</b>	Means the maximum acceptable amount of time that a critical business function or process can be unavailable after a disruption before significant impact occurs. It represents the target time to restore operations to a predefined level of service.
<b>Risk</b>	means the effect of uncertainty on objectives

**5. Policy Statement**

Parkes Shire Council is committed to developing business resilience and securing long term performance and sustainability of its operations. Business Continuity

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## Operational Policy

### Business Continuity Policy



management and planning is an integral part of good governance and an important element in Council's Risk Management Framework.

#### 6. Objectives

Through the establishment of Business Continuity Plans (BCP) this policy will provide a mechanism that enables Council and its officers to:

- Build resilience within Council's operations.
- Manage business interruption risks in accordance with AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk.
- Develop resumption plans based on criticality of business functions rather than geographic location.
- Identify and document roles and responsibilities for key staff positions to plan, review and implement the Business Continuity Plan.
- Minimise the impact of function loss on Council's stakeholders and the community.
- Minimise the impact of function loss on Council's reputation.
- Minimise any risks associated with public health, safety and/or welfare.
- Ensure Council considers regulatory requirements and/or compliance with legally enforceable contracts during outages.
- Maintain control of expenditure and minimise extraordinary costs resulting from incidents.

#### 7. Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

- **All Staff:** Follow procedures during disruptions.
- **Managers:** Maintain sub-plan BCPs for their areas and have a standing authority to implement the actions identified within sub plans.
- **Executive Leadership Team:** Develop, review and approve Parkes Shire Council's Business Continuity Plan (BCP).
- **The General Manager:** Undertake appropriate action(s) necessary to assess, evaluate and respond to and recover from disruptive incidents. The General Manager or delegated Council Officer holds the authority to develop, assess, evaluate, and activate Council Business Continuity arrangements and procedures in response to incidents.
- **Governance Team:** Coordinate BCM framework, testing and reporting.

#### 8. Business Continuity Management Framework

Council will maintain a documented Continuity Management System (BCMS) including:

- Business Impact Analysis (BIA)
- Risk assessment
- Recovery strategies

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Business Continuity Policy

- Communication plans
- Testing and training programs

**9. Sub-Plans**

Any business function requiring to be operational within two weeks to prevent significant consequences, requires a Business Continuity Sub Plan to be developed and maintained. A copy of each Business Continuity Sub Plan must be provided to the Governance Team for adequate Distribution and Retention.

**10. Distribution and Retention**

This BCP and related documentation are available to all staff via Council's intranet.

The Parkes Shire Council Business Continuity Plan is also to be physically retained and distributed by the Governance Team to all staff and managers involved in the process of development, implementation and reviewing of this document. This includes those staff nominated as alternate to a key position. Refer to the BCP's list of Business Continuity Team (BCT) for the full distribution list.

**11. Testing and Review**

Council's BCP and at least one sub-plan will be tested annually through a scenario exercise. This policy will be reviewed every two years or after major incidents or legislative change.

**12. Reporting and Governance**

Progress and test results are reported to the Audit, Risk and Improvement Committee annually.

# Operational Policy

## Contractor Management Policy



**Operational Policy**  
 Contractor Management Policy

**CONTROLLED DOCUMENT INFORMATION**

<b>ECM Number</b>	346963
<b>Document Owner</b>	Director Operations
<b>Document Development Officer</b>	Manager Facilities
<b>Risks Managed</b>	[TBC]
<b>Consulting Stakeholders</b>	WHS Co-ordinator WHS Officer WHS Trainee Executive Manager Operations Manager Facilities Procurement Contracts and Insurance Coordinator
<b>Review Timeframe</b>	Every 2 years.
<b>Last Review Date</b>	February 2026
<b>Next Scheduled Review</b>	February 2028

<b>Document History</b>		
<b>Date</b>	<b>Resolution No.</b>	<b>Details/Comments</b>
30 May 2007	07-926	Policy created.
11 January 2018		Minor amendments, Parkes plus branding
23 December 2020		Policy review and inclusion of WHS regulation 2017
4 February 2026	Endorsed by CMT and ELT	Policy reviewed with the following changes: <ul style="list-style-type: none"> <li>• branding updates</li> <li>• Updated WHS Regulation 2025</li> <li>• Updated referenced policies</li> <li>• Updated wording throughout the policy to reflect changes made in associated polices.</li> </ul>

**Operational Policy**  
 Contractor Management Policy


Further Document Information and Relationships	
<b>Related Legislation*</b>	<a href="#">Local Government (General) Regulation 2021</a> <a href="#">Local Government Act 1993 No 30</a> <a href="#">Government Information (Public Access) Act 2009 No 52</a> <a href="#">Work Health and Safety Act 2011</a> <a href="#">Work Health and Safety regulation 2017</a> <a href="#">Model code of conduct and procedures 2020</a>
<b>Related Policies</b>	<a href="#">Contract Management WHSMS Policy and Procedure WHS001</a> <a href="#">Code of Conduct Procurement</a>
<b>Related Documents</b>	<a href="#">Purchase of Goods and Services - Terms and Conditions</a> Procurement Framework - To be Written.
<p><b>Note:</b> Any reference to Legislation will be updated in this Policy as required. See website <a href="http://www.legislation.nsw.gov.au/">http://www.legislation.nsw.gov.au/</a> for current Acts, Regulations and Environmental Planning Instruments.</p>	

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## Operational Policy

### Contractor Management Policy



#### 1. Purpose

The purpose of this policy is to ensure that all contractors engaged by Council work in a manner that protects the health and safety of workers, contractors, visitors, and the community.

This policy establishes the minimum requirements for contractor safety, compliance with Council's Safety Management System, and adherence to relevant legislation.

#### 2. Commencement and Review

This Operational Policy is effective from the date of endorsement by the General Manager and shall remain in force until repealed by formal revocation by the General Manager.

As part of Council's commitment to good governance and continuous improvement, this Operational Policy must be reviewed and re-endorsed by the General Manager not less than once every four years or as otherwise determined by the General Manager in line with legislative requirements and policy changes.

#### 3. Scope and Application

Council strives to ensure that all engagement of contractors is undertaken in a fair, transparent, and accountable manner.

While the procurement and contracting of goods and services are governed by Council's Procurement Policy, all staff must consistently apply and implement those procurement requirements when initiating or engaging a contractor.

This policy specifically outlines the safety, compliance, and operational obligations that apply once a contractor is engaged to perform work for Council. This Operational Policy applies to all Council staff, contractors, and volunteers.

#### 4. Definitions

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

Term	Definition
<b>Business Day</b>	Means a day that is not a Saturday, a Sunday, 27/28/29/30/31 December, nor a public holiday in Sydney
<b>Council</b>	Means Parkes Shire Council
<b>Contract Manager</b>	The person within Council assigned responsibility for overseeing contract performance, ensuring compliance and acting as the primary point of contact for the Contractor.
<b>Contractor</b>	A Contractor is any external individual, business, or organisation engaged by the Company to perform work, supply labour, or provide services that are not carried out by direct employees.

**Operational Policy**  
 Contractor Management Policy


Term	Definition
<b>General Manager</b>	Means the General Manager of Parkes Shire Council appointed under section 334 of the <i>Local Government Act 1993</i>
<b>Governing Body</b>	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
<b>Induction</b>	Mandatory training and orientation provided to Contractors and Subcontractors before work begins, covering site rules, emergency procedures, safety expectations, access requirements, and relevant company policies.
<b>Sub-contractor</b>	A Subcontractor is any person or business engaged by a Contractor to complete part or all of the contracted work, or to provide specialist services or labour on the Contractor's behalf.
<b>High Risk Work</b>	Clause 291 of the Work Health and Safety Regulation 2025 defines <i>high risk construction work</i> as construction work that— <ul style="list-style-type: none"> <li>(a) involves a risk of a person falling more than 2 metres, or</li> <li>(b) is carried out on a telecommunication tower, or</li> <li>(c) involves demolition of an element of a structure that is load-bearing or otherwise related to the physical integrity of the structure, or</li> <li>(d) involves, or is likely to involve, the disturbance of asbestos, or</li> <li>(e) involves structural alterations or repairs that require temporary support to prevent collapse, or</li> <li>(f) is carried out in or near a confined space, or</li> <li>(g) is carried out in or near—               <ul style="list-style-type: none"> <li>(i) a shaft or trench with an excavated depth greater than 1.5 metres, or</li> <li>(ii) a tunnel, or</li> </ul> </li> <li>(h) involves the use of explosives, or</li> <li>(i) is carried out on or near pressurised gas distribution mains or piping, or</li> <li>(j) is carried out on or near chemical, fuel or refrigerant lines, or</li> <li>(k) is carried out on or near energised electrical installations or services, or</li> <li>(l) is carried out in an area that may have a contaminated or flammable atmosphere, or</li> <li>(m) involves tilt-up or precast concrete, or</li> <li>(n) is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor that is in use by traffic other than pedestrians, or</li> <li>(o) is carried out in an area at a workplace in which there is any movement of powered mobile plant, or</li> </ul>

## Operational Policy

### Contractor Management Policy



Term	Definition
	(p) is carried out in an area in which there are artificial extremes of temperature, or (q) is carried out in or near water or other liquid that involves a risk of drowning, or (r) involves diving work.

#### 5. Introduction

Parkes Shire Council is committed to providing a safe and healthy working environment for employees, contractors, and the community.

Council recognises that:

- Under the **WHS Act 2011**, contractors are considered workers, and Council has the same duty of care to them as to its own employees.
- WHS obligations **cannot be transferred** through contracting.
- Council must take all reasonably practicable steps to ensure contractor activities do not create risks to health or safety.

Council also expects contractors to take responsibility for the safety of their own workers and to comply with Council's policies, procedures, and directions.

#### 6. Responsibility

##### Contract Manager

The contract manager or appointed person will:

- Possess appropriate knowledge and experience relevant to the contracted work.
- Verify that contractor licences, qualifications, insurances, and WHS documentation are current and appropriate.
- Ensure contractors complete all required inductions
- Monitor work progress, document observations, and provide feedback.
- Have authority to stop work immediately if unsafe conditions or practices are identified and act on any issues of noncompliance.

##### Contractors

Contractors must:

- Comply with the WHS Act, WHS Regulation, and all Council policies and procedures.
- Provide competent workers with necessary licences and qualifications.
- Maintain safe systems of work, including risk assessments and SWMS for high-risk activities.
- Ensure all required insurances remain valid for the duration of the contract.

## Operational Policy

### Contractor Management Policy



- Report hazards, incidents, near misses, and unsafe conditions immediately.
- Ensure any subcontractors are declared, approved, and compliant with this policy.

#### **Council Staff**

All staff engaging or supervising contractors must follow this policy and associated procedures.

### **7. Training**

All relevant staff to be informed of and trained in the aspect of this policy. Contractors are to be provided with access to this policy before commencing work. Council induction and any site-specific inductions to be completed prior to commencement of work.

### **8. Discipline**

#### **8.1. For Contractors**

A contractor may be issued a written notice requiring rectification within **5 Business Days** if they:

- Fail to comply with directions from an authorised Council representative
- Use unqualified or unlicensed workers
- Fail to maintain required insurances or registrations
- Fail to maintain equipment safely
- Do not make equipment or workers available for inspection
- Provide false or misleading information
- Breach WHS or environmental requirements
- Repeatedly breach this policy

If rectification does not occur within the required timeframe, Council may:

- Suspend work immediately
- Remove the contractor from site
- Terminate the contract

#### **8.2. For Staff**

Staff whom fail to comply with the requirements set out in this policy may face disciplinary action in accordance with Parkes Shire Council's Positive Behaviours Policy.

### **9. Reporting**

Contractors must provide, and Council must retain, the following where required:

- Current insurances
- Worker qualifications and licences
- WHS documentation (SWMS, JSA, risk assessments, safety plans)

**16 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND SUSTAINABILITY****16.1 MAJOR PROJECTS AND CURRENT WORKS - INFRASTRUCTURE AND SUSTAINABILITY - FEBRUARY 2026****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:** Kristine Thacker, Business Support Officer**Authoriser:** Andrew Francis, Director Infrastructure and Sustainability**Annexures:** A. Major Projects and Current Works - Infrastructure & Sustainability [↓](#)

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**RECOMMENDATION**

That Council:

1. Receive and note the Infrastructure and Sustainability Major Projects and Current Works Report for February 2026, 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 2025/2026 Operational Budget.

**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.

**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 – February 2026

**New Eugowra Road Pump Station and Akuna Road Pump Station Packages (RRP-002)**

Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/12/2026	\$15,792,518	\$19,518.45	\$1,140,050	\$371,270	<b>\$15,792,518</b>
Akuna Road Pump Station	\$6,904,057	\$19,518.45	\$495,066	\$204,597	<b>\$6,904,057</b>
New Eugowra Road Pump Station	\$7,644,403	\$0	\$578,026	\$124,693	<b>\$7,644,403</b>
Akuna Road Pump Station Solar System	\$284,897.50	\$0	\$66,958	\$41,980	<b>\$284,897.50</b>
Akuna Road High Voltage	\$286,387.00	\$0	\$0	\$0	<b>\$286,387.00</b>
New Eugowra Road High Voltage	\$672,774.00	\$	\$0	\$0	<b>\$672,774.00</b>

\*PLEASE NOTE – Figures as at 28/02/2026

<b>Project Status (RAG - Report):</b>	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
- Akuna road high voltage
- New Eugowra road high voltage package

**Task Completed**

- Tender for the HV and the Solar published and submissions have been received
- Preferred tenderer selected for the pump stations and negotiations ongoing
- Tender published and submissions evaluated for the pump stations
- 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.



Infrastructure & Sustainability  
Major Projects & Current Works – February 2026

- 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
- Design for the Akuna Road solar and Akuna Road & New Eugowra Road pump station high voltage (HV) complete. However, Essential Energy approval still pending for HV.
- Request for Tender for the Akuna Road solar has been submitted on Tenderlink
- Project Control Group (PCG) meeting with Stakeholders held in 30<sup>th</sup> Oct, 2026 and next is planned for Dec 2026.
- Milestone Activity 8 to be completed 28/11/25
- Submission of Milestone Activity 8 to be completed by 19/12/2025
- Tender documents to be online (Tenderlink) planned before 21<sup>st</sup> Nov, 2026 for HV construction
- Procurement of voltage regulator for New Eugowra Road pump station.
- Tender evaluation and council report (in Feb) to be submitted for solar and high voltage package
- Evaluation of tender submissions be completed

**Tasks forecast to be completed (next steps: 1-3 months)**

- **Site mobilisation for both sites by mid Feb 2026**
- **Negotiations to be completed by end of Jan 2026**
- **Prelim works on site**
- **HV and Solar Contracts executed**

**Progress Photos**



*Site meeting at ARPS*

Infrastructure & Sustainability  
Major Projects & Current Works – February 2026

**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	\$28,287.64	\$2,767,760	\$194,709	\$61,266,245*
Eugowra Road Pump Station Pipeline	Current \$29,223,838 To be reviewed	\$26,949.51	\$2,143,464	\$188,866	To be confirmed
Akuna Road Pump Station Pipeline	Current \$6,286,713 To be reviewed	\$1,329.13	\$564,000	\$5,843	To be confirmed
New Eugowra Road Pump Station Solar	Current \$2,759,430 To be reviewed	\$0	\$60,296	\$0	To be confirmed

\*PLEASE NOTE – Figures as at 28/02/2026

<b>Project Status (RAG - Report):</b>	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**

- **Procurement strategy and schedule have been updated and submitted to the grant body for information**
- **Design resource has been locked in to progress the design to IFT (issued for tender)**
- 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.
- 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.
- Request for Quotes to further the design to Issue for Tender (IFT) out to market. End date by 15<sup>th</sup> Nov, 2026

Infrastructure & Sustainability  
Major Projects & Current Works – February 2026**Tasks forecast to be completed (next steps: 1-3 months)**

- **Engagement with mines and other stakeholders like NWG ongoing to make sure the project can be funded.**
- **Estimate of the budget required for the complete package to be revisited**
- **Preparation of the tender packages (4) as per procurement strategy**
- Review of deed, milestones and key dates
- Work on procurement of material to be undertaken simultaneously with the design. This is for the pipeline between Eugowra Rd Pump Station to Akuna Rd Pump Station and Akuna Rd Pump Station to water treatment plant (WTP).
- Critical review of the budget to be done before the procurement of material.

**Progress Photos**

Nil



<b>Boardwalks and Bird Hides: Elevating Parkes Wetlands</b>						
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete	
31/01/2027	\$1,887,476	\$6880.17	\$96,022	\$1,032,148	\$1,887,476	
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits
<b>Project Details</b>						
<p>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.</p> <p>Key deliverables:</p> <ul style="list-style-type: none"> <li>• Construction and installation of two double-story bird-hides and an aquatic boardwalk</li> <li>• Habitat creation including revegetation and nesting box installation</li> <li>• Design and installation of interpretive signage around the wetlands</li> <li>• Commissioning and installation of sculptural public artwork.</li> </ul>						
<b>Tasks Completed</b>						
<ul style="list-style-type: none"> <li>• Place tubestock order for 2025</li> <li>• Engage consultant to design aquatic boardwalk (concept design)</li> <li>• Release RFQ for project management (specifically for boardwalk and birdhides construction)</li> <li>• Project Manager engaged</li> <li>• Stakes and guards ordered for 2025 / 2026 revegetation activities</li> <li>• Contractor engaged for 2025 revegetation activities and preliminary works undertaken</li> <li>• Contractor engaged for nest box supply and installation</li> <li>• Quote sought for hollow augmentation activities</li> <li>• Risk Assessment Workshop for boardwalk</li> <li>• 2025 revegetation works undertaken</li> <li>• Place tubestock order for 2026</li> <li>• Finalise survey, drawings, and concept designs of boardwalk/birdhides for tender docs</li> <li>• Develop and release RFI for public artwork</li> <li>• Develop/release tender docs for design / fabrication / installation of bird hides and boardwalk</li> <li>• Nest box installation complete</li> <li>• Assess RFT submissions for boardwalk and bird hides</li> <li>• Council Report re boardwalk and bird hides RFT recommendation</li> <li>• Award boardwalk and bird hides design / fabrication / installation contract/s</li> <li>• Assess and award public artwork EOI submissions</li> </ul>						
<b>Tasks forecast to be completed</b>						
<ul style="list-style-type: none"> <li>• Work with contractor re bird hides and boardwalk final design, and manage prelim works</li> <li>• Work with artists on artwork locations and other preliminary considerations</li> <li>• Develop content and artwork/imagery for interpretive signage</li> <li>• Preliminary works for 2026 revegetation activities</li> </ul>						
<b>Progress Photos</b>						
Nil						

Infrastructure & Sustainability  
 Major Projects & Current Works – February 2026


<b>Pump Station Solar Photo Voltaic Systems (CEUF)</b>							
<b>Due Date</b>	<b>Approved Budget</b>	<b>Expenditure this month</b>	<b>Total Expenditure to date</b>	<b>Outstanding Commitments</b>	<b>Estimated total when works complete</b>		
30/10/2026	\$3,510,200	\$0	\$0	\$0	\$3,510,200		
<b>Project Status (RAG - Report):</b>		Critical (Red) / At Risk (Amber) / On Track (Green)					
		Scope	Budget	Schedule	Resources	Risks	Benefits
<b>Project Details</b>							
<p>The solar photovoltaic installation at two of the large raw water pump stations to provide energy offset, will result in substantial savings and reduction in greenhouse gas emissions, along with operational flexibility. Council transfers water over 35km from neighbouring LGA Forbes. This pumping is energy intensive and comes at a considerable financial cost, with significant emissions.</p> <p>In 2023 the power cost for these two sites alone was a staggering \$1.4m with a load of 914tonnes of CO2-e. This will be reduced to less than 50 with this project.</p> <p>This offset is considerable and is the largest source of power cost for Council. All ratepayers will benefit with a reduction in cost for their local council as well as the enormous savings for the environment with the reduction in emissions.</p> <p>The proposed solar installations will compliment other water security projects, including the new 20ML raw water storage lagoon. Water will be transferred into Parkes during the day using solar power, for storage within the new lagoon. This will then gravity flow to the existing water treatment facility for treatment using the existing solar power at the site.</p>							
<b>Tasks Completed</b>							
<ul style="list-style-type: none"> <li>Funding deed signed and returned</li> <li>Identify resource for design</li> <li>Business Case to be progressed for project setup</li> <li>80% design completed</li> <li>Completion of strategy for all the solar assets (existing and new)</li> <li>Budget review of the project is ongoing</li> <li>Rehashing of the PV system is ongoing</li> </ul>							
<b>Tasks forecast to be completed</b>							
<ul style="list-style-type: none"> <li>Completion of design</li> <li>Publish Tender</li> </ul>							
<b>Progress Photos</b>							
Nil							

Infrastructure & Sustainability  
 Major Projects & Current Works – February 2026


<b>Western Parkes Sewer Augmentation</b>						
<b>Due Date</b>	<b>Approved Budget</b>	<b>Expenditure this month</b>	<b>Total Expenditure to date</b>	<b>Outstanding Commitments</b>	<b>Estimated total when works complete</b>	
27/11/2025	\$1,650,000	\$7011.49	\$914,208	\$686,104	\$1,650,000	
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits
<b>Project Details</b>						
<p>The project is to install sewer mains from the intersection of Hartigan Ave and Hooley st to the carrier main at Austral Street.</p> <p>The pipeline will cross railway track and TfNSW road.</p> <p>The project will relieve choked areas of existing sewer network and provide safe and sustainable sewage disposal to SAP.</p>						
<b>Tasks Completed</b>						
<ul style="list-style-type: none"> <li>• IFC design (90%) Completed</li> <li>• Technical Specification completed</li> <li>• Finalised CEMP</li> <li>• REF/ CEMP completed</li> <li>• Geotechnical Investigation Report completed</li> <li>• Tender has been awarded to Chiverton PL</li> <li>• Survey inside the rail corridor completed</li> <li>• Mobilisation 1st week of November</li> <li>• Prelim works 1st week of Nov</li> <li>• Letter drop and Facebook organised</li> <li>• Construction 70% complete</li> <li>• Work planned to be completed by March 2026</li> <li>• Approval for underboring across the railway track</li> <li>• 80% work completed</li> <li>• 50% work completed</li> <li>• Contractor mobilised</li> </ul>						
<b>Tasks forecast to be completed</b>						
<ul style="list-style-type: none"> <li>• Construction completion</li> <li>• Handover</li> </ul>						
<b>Progress Photos</b>						
Nil						

Infrastructure & Sustainability  
Major Projects & Current Works – February 2026


<b>Lake Endeavour Pipeline and Lake Metcalfe Rehabilitation Project</b>					
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
31/05/2028	\$22,900,000	\$6901.02	\$6901.02	\$25,300	\$26,122,875
Packages within the Project					
Lake Endeavour Pipeline	\$12,234,000	\$6,901.02	\$6901.02	\$25,300	\$15,456,875
Lake Metcalfe Rehabilitation	\$10,666,000	\$0	\$0	\$0	\$10,666,000
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Project Details</b>					
<p>The Parkes Shire Council Integrated Water Cycle Management (IWCM) Strategy identified future water demands impacts from proposed development of the Special Activation Precinct to the west of town, mining, and other residential and commercial growth could not be supplied by the existing pipeline infrastructure. Analysis of the future demands lead to defining the optimum sizing of the Lachlan pipeline duplication and associated pumping infrastructure.</p> <p>IWCM had identified both Lake Endeavour and Lake Metcalfe as a source when establishing the volume of water production under the sources for water.</p> <p>And, as of 2022 floods, Lake Endeavour pipeline was washed away hence making that source redundant. Also, severe structural risk rose after the flood at Lake Metcalfe which could cause the risk of catastrophic failure.</p> <p>This project aims to fix the issues above and enable the delivery of a secure water supply to residents and businesses at present and into the future.</p>					
<b>Tasks Completed</b>					
<ul style="list-style-type: none"> <li>Walkthrough for environmental survey completed</li> <li>Resource for REF finalised</li> <li>Project Schedule Submitted</li> <li>Procurement Plan Drafted</li> <li>Financials submitted</li> <li>Deed Executed</li> </ul>					
<b>Tasks forecast to be completed</b>					
<ul style="list-style-type: none"> <li>Finalise the project document suite</li> <li>Finalisation of the new route for the access track</li> <li>Geotech of the area</li> <li>Finalise the scope for design</li> <li>Procurement for design resource</li> <li>Prelim design complete</li> </ul>					
<b>Progress Photos</b>					
Nil					

## 17 REPORTS OF THE DIRECTOR OPERATIONS

### 17.1 MAJOR PROJECTS AND CURRENT WORKS - OPERATIONS - FEBRUARY 2026

**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:** **Kristine Thacker, Business Support Officer**

**Authoriser:** **Logan Hignett, Director Operations**

**Annexures:** **A. Major Project & Current Works - Operations** [↓](#)

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#### RECOMMENDATION

That Council:

1. Receive and note the Operations Major Projects and Current Works Report for February 2026, appended at *Annexure A*.

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#### 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 2025/2026 Operational Budget.

#### 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.

**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 – February 2026


Project # 500095

Budget as at: 3 March 2026

<b>Peak Hill Baldry Road – Stage 2</b>					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
December 2026	\$10,680,000	\$3,500	\$3,666,357	\$14,323	\$10,680,000
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>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.</p>					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>Constructed Stage 1</li> <li>Resubmission of detail design, allowing for causeways and a 80km/hr road corridor</li> <li>REF is completed</li> <li>Tender for the supply of gravel.</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Council will continue discussions with the funding body to confirm Council's co-contribution and any impacts on project scope or staging.</li> <li>Once the funding co-contribution is resolved, internal project schedules and resourcing plans will be updated to align with operational priorities and confirm Council's capacity to deliver both the road and bridge works required to achieve an 80 km/h compliant corridor.</li> <li>Ongoing engagement with National Parks has continued to progress the land revoking required for the switchback realignment to a bridge</li> <li>Tender for the supply of gravel to be assessed and presented to Council on the 21 April 2026.</li> </ul>					
<b>Progress Photos</b>					
Nil					

Operations  
 Major Project & Current Works – February 2026


Project # 600142

Budget as at: 3 March 2026

<b>Realignment and New Bridge at Graddle Creek, The McGrane Way</b>					
<b>Due Date</b>	<b>Approved Budget</b>	<b>Expenditure this month</b>	<b>Total Expenditure to date</b>	<b>Outstanding Commitments</b>	<b>Estimated total when works complete</b>
December 2026	\$8,143,655	\$29,761.00	\$620,947.00	\$2,270,757.00	\$8,143,655
<b>Red / Amber / Green (RAG)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>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.</p> <p>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.</p>					
<b>Task Completed (last month)</b>					
<ul style="list-style-type: none"> <li>Construction of piers</li> <li>Plank manufacture</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Finalisation of land acquisition</li> <li>Completion of Abutments</li> <li>Installation of Planks</li> <li>Construction/pouring of Deck slab</li> <li>Commence road construction</li> </ul>					

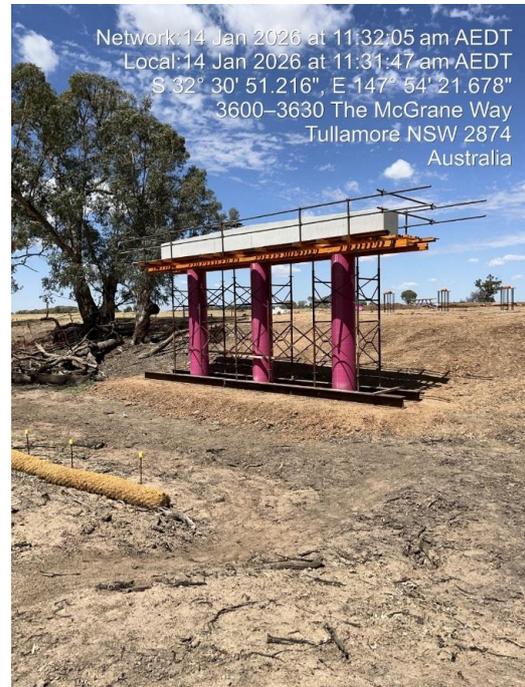
Operations  
Major Project & Current Works – February 2026



**Progress Photos**



*Fixing of reinforcement for Abutment 1 on the western side of Graddle Creek*



*Pier 1 with columns and headstock*

Operations  
 Major Project & Current Works – February 2026


Project # 600277

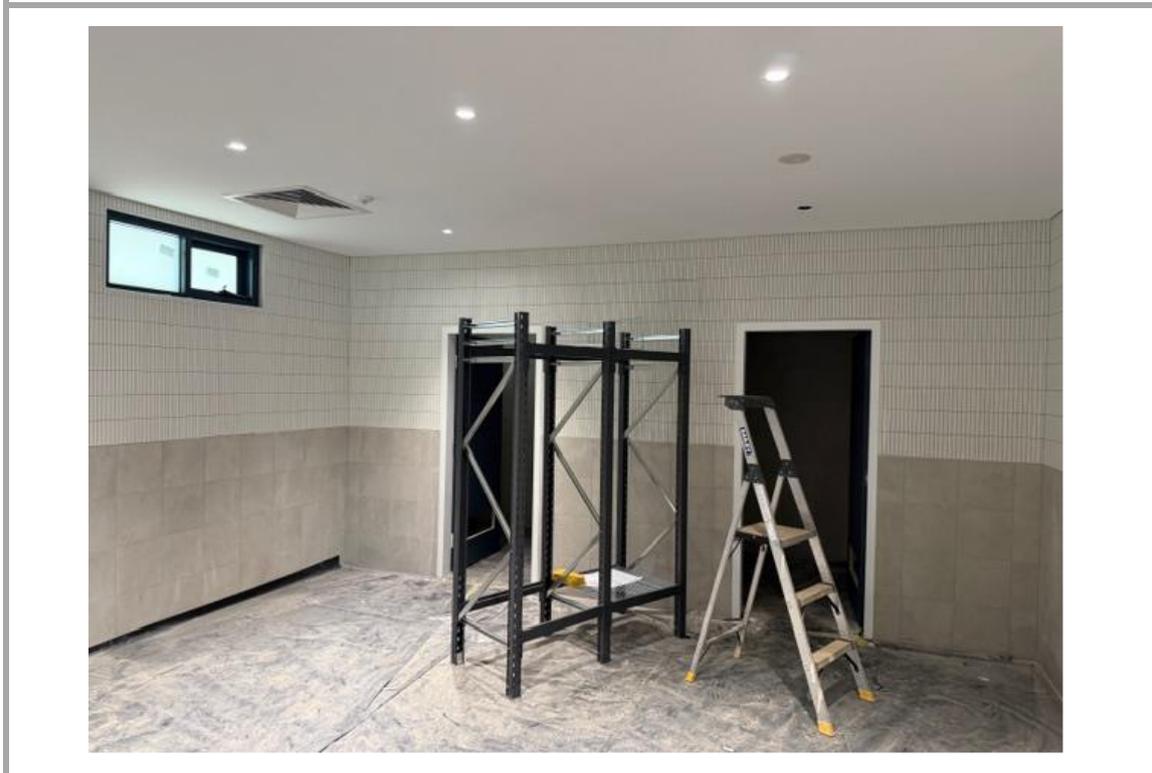
Budget as at: 3 March 2026

<b>New Facility for NSW SES Parkes Unit</b>					
Due Date	Approved Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
April 2026	\$4,810,530	\$502,114	2,710,955	\$1,223,595	\$4,810,530
<b>Red / Amber / Green (RAG)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>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</p>					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>Plastering</li> <li>Wet area tiling</li> <li>External Concrete</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Complete Painting</li> <li>Complete Fit out of internal services</li> <li>Commissioning</li> <li>Landscaping and Fencing</li> <li>Handover</li> <li>SES IT fit out</li> </ul>					
<b>Progress Photos</b>					

Operations  
Major Project & Current Works – February 2026



Operations  
Major Project & Current Works – February 2026



Operations  
 Major Project & Current Works – February 2026


Project # 600229

Budget as at: 3 March 2026

<b>Enabling Infrastructure for New Housing Development - Stage 1 Rose Street Parkes</b>					
Due Date	Approved Budget	Expenditure This Month	Total Expenditure To Date	Outstanding Commitments	Estimated Total When Works Complete
Dec 2025	\$3,723,545	\$26,345.24	\$700,055.58	\$2,531,612.94	\$3,723,545
<b>Red / Amber / Green (RAG)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<b>Stage 1 Current Project (Lots 12-15 and 26-30)</b>					
Deliver 9 lots on the with the existing infrastructure in the area along the frontages of rose street and Ainsworth Street					
<ul style="list-style-type: none"> <li>Obtain DA mod for stage 1 of the subdivision (lots 12-15 and 26-30)</li> <li>Complete detailed design and obtain subdivision works certificate</li> <li>Construct the OSD for the full subdivision if funding permits</li> <li>Upgrade any sewer or potable water to services for the all the lots</li> <li>Construct other utilities required e.g. power, lighting, NBN and inter-allotment drainage for stage 1</li> <li>Construct other retaining walls/ swales in future stages to direct flows to the OSD</li> <li>Construct footpaths and landscaping in accordance with urban design plan</li> </ul>					
<b>Stage 2 – Future Works (Lots 1-11 and 16-21)</b>					
<ul style="list-style-type: none"> <li>Construct the new roads and infrastructure</li> <li>Construct remaining utilities to service the lots e.g. power, lighting, sewer, water, NBN and inter-allotment drainage</li> <li>Construct remaining retaining walls for stage 2</li> <li>Earthworks for remaining lots</li> <li>Footpaths and landscaping</li> </ul>					
<b>Task Completed (Last Month)</b>					
<ul style="list-style-type: none"> <li>Bulk earthworks</li> <li>Commence sewer pipeline works</li> </ul>					
<b>Tasks Forecast To Be Completed (Next Steps: 1-3 Months)</b>					
<ul style="list-style-type: none"> <li>Commence sewer, stormwater and water pipe line works</li> <li>Commence Potable water linework</li> <li>Commence retaining wall foundations and footings</li> </ul>					

Operations  
Major Project & Current Works – February 2026



**Progress Photos**





Operations  
Major Project & Current Works – February 2026

Project # 600461

Budget as at: 3 March 2026

<b>Cheney Oval Lighting – Parkes Junior Rugby League</b>					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
April 2027	\$285,850	\$143,395	\$211,100	\$70,825	\$285,850
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
Parkes Marist Junior Rugby League were successful in obtaining a Club grant Category 3 – Infrastructure Grants Program for the upgrade of the Cheney Oval sportsground lighting.					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>• Adjustment of Stage 1 lighting to comply with 100 LUX coverage</li> <li>• Stage 2 remove metal halide lights</li> <li>• Stage 2 Supply &amp; fit LED Opti-vision lights</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>• Install of posts North End fields</li> </ul>					
<b>Progress Photos</b>					
					

Operations  
 Major Project & Current Works – February 2026


Project # 600443

Budget as at: 3 March 2026

<b>2024 Community Assets Program – Berryman Oval Flood Repair</b>					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2026	\$636,300	\$921	\$248,956	\$1,478	\$636,300
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>The project involves a series of coordinated upgrades at Berryman Oval, including improvements to the car park, rehabilitation of the tennis courts, and construction of a new pool pump shed. Works will begin with site investigations, detailed surveys, and design development for the car park, followed by the removal of redundant basketball hoops. The tennis courts will be fully renewed through demolition of the existing surface and fencing, installation of a new playing surface, line marking, hardware installation, and new perimeter fencing. Subsequent stages will deliver civil construction of the car park, completing the base layer, stabilisation, and final bitumen sealing, alongside major upgrades to the pool pump shed, including service relocations, demolition, earthworks, subterranean pipework, slab construction, and commencement of the new shed structure. Final works will complete the shed build and internal fit-out, commission the pool pump system, and finish site rehabilitation. The project concludes with full completion of the car park, including line marking, wheel stops, signage installation, and final tidy-up, ensuring the facility is safe, functional, and fit for community use.</p>					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>Concrete beams around fence</li> <li>Construction of Tennis Courts</li> <li>3 metre chain wire fencing and gates</li> <li>Basketball/Netball sleeves installed</li> <li>Tennis posts sleeves installed</li> <li>Synthetic turf on tennis and multicourts including lines</li> <li>Basketball/Netball towers installed</li> <li>Tennis posts and nets installed</li> <li>Rehab to surrounds</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Detail design for carpark</li> <li>Detail design for pump shed</li> <li>Construction of carpark</li> <li>Surface shaping for stormwater</li> </ul>					

Operations  
Major Project & Current Works – February 2026



**Progress Photos**





Operations  
Major Project & Current Works – February 2026

Project # 600444

Budget as at: 3 March 2026

**2024 Community Assets Program – Bushman’s Dam Flood Repair, Parkes**

Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2027	\$668,252	\$1,727	\$6,007	0	\$668,252

**RAG (Red Amber Green)**

<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

**Description of the Project**

The project involves bank stabilisation and reconstruction of the existing wall to improve structural integrity and long-term resilience of the site. Works will include targeted vegetation removal and dredging to restore hydraulic capacity and improve flow efficiency. These measures are intended to protect downstream assets, including the town’s main street from future flood impacts.

**Task Completed**

- Preliminary Flood analysis
- 80% design completed
- Public consultation – Submissions closing on 24 March 2026, 10:00 AM
- Detail survey, survey and design completed

**Tasks forecast to be completed (next steps: 1-3 months)**

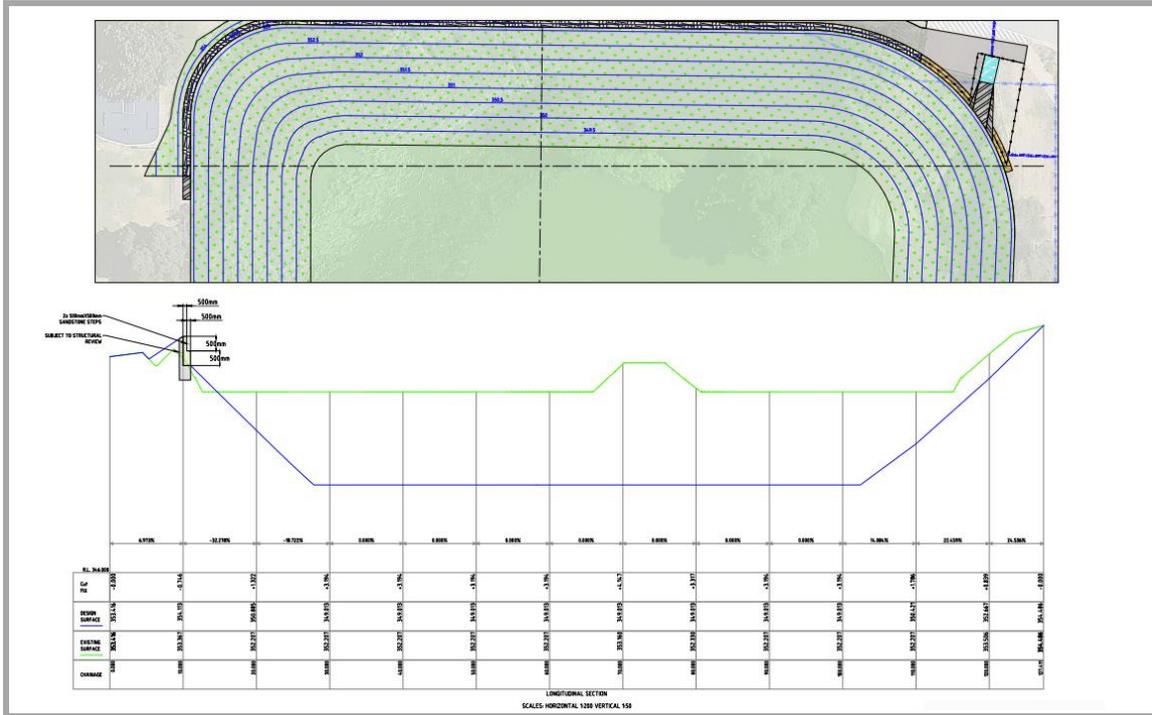
- Capacity requirements for stormwater management (pending public consultation)
- Combined meeting with infrastructure and operations

**Progress Photos**





Operations  
Major Project & Current Works – February 2026



Operations  
Major Project & Current Works – February 2026



Project # 600442

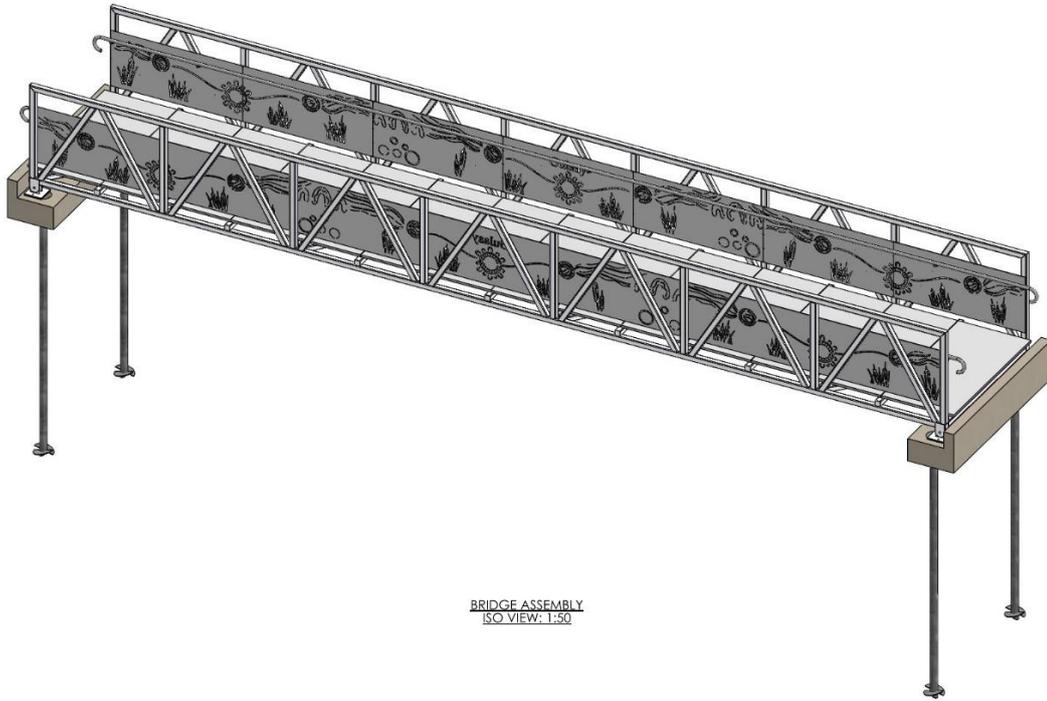
Budget as at: 3 March 2026

2024 Community Assets Program – PAC Park Flood Repair, Parkes					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2026	\$701,545	\$5,267.31	\$52,961.95	\$56,095.95	\$701,545
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
The repair to flood damaged in PAC Park will include stabilization of the damaged creek banks, removal and replacement of 2 pedestrian foot bridges and a damaged footpath. Works will be completed to ensure the park is safe for public use and connecting infrastructure.					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>Detailed survey and existing services locating</li> <li>Geotechnical investigation RFQ</li> <li>Telstra service relocation request inspection from contractor</li> <li>Non-destructive review of water services locations</li> <li>Engage Geotechnical consultant and complete soil testing/ sampling</li> <li>Develop and issue tender to market for D and C of 2 x bridges</li> <li>Engage Telstra services relocation contractor</li> <li>Engage Bridge D and C builder – Zinc Engineering</li> <li>Issue RFQ for civil works- closed- engaged local civil company SME</li> <li>Complete indigenous artwork for bridge handrails</li> <li>Bridge design review phase 1</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Formulate methodology for SW channel clearing</li> <li>Issue RFQ's to local contractors for concrete paths.</li> <li>Causeway clearing works</li> <li>Undertake Telstra relocation to south bridge</li> <li>Complete design review of 2 new bridges</li> <li>Fabrication of bridges</li> <li>Bridge installation</li> </ul>					

Operations  
Major Project & Current Works – February 2026



**Progress Photos**



Operations  
 Major Project & Current Works – February 2026


Project # 600194

Budget as at: 3 March 2026

<b>Access Upgrades to Mugincoble Silos</b>					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
November 2026	\$4,800,000	\$1,758	\$73,413	\$454	\$4,800,000
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>This project will realign the existing Eugowra Road by offsetting the access road to the Mugincoble Silos, approximately 55 metres east. Detailed description including the scope, what will be delivered, key benefits, stakeholders, etc.</p>					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>• Commencement of Survey and Design (to be completed in-house)</li> <li>• Completion of REF</li> <li>• Receive signed agreements for purchase of land from both landowners</li> <li>• Receive signed agreements for purchase of lan from both landowners</li> <li>• Commence survey of land for acquisition</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>• Completion of Geotech investigation and report (upon completion of design)</li> <li>• Completion of design.</li> <li>• Commence Construction</li> </ul>					
<b>Progress Photos</b>					
Nil					

Operations  
 Major Project & Current Works – February 2026


Project # 600153, 600506

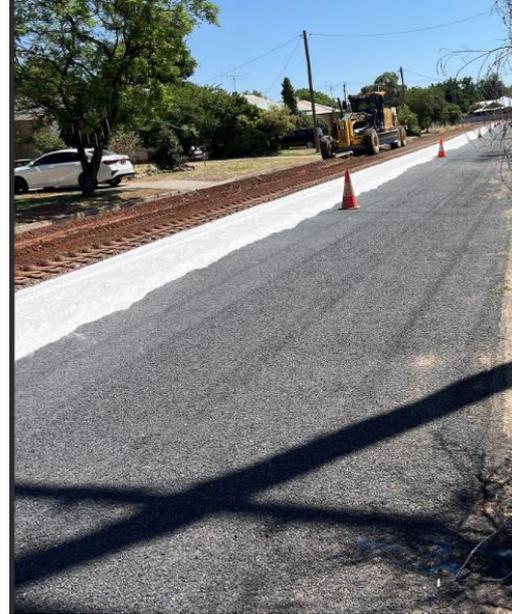
Budget as at: 3 March 2026

<b>AGRN 1034 - Storm Damage Essential Public Asset Restoration (EPAR)</b>					
Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2028	\$8,959,024	\$51,603.40	\$5,610,880	\$28,966	\$8,959,024
<b>RAG (Red Amber Green)</b>					
<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)				
	Scope	Budget	Schedule	Resources	Risks
<b>Description of the Project</b>					
<p>The AGRN 1034 Project in Parkes comprises eight approved recovery packages focused on addressing the impacts of the September 2022 flood event and supporting the community's ongoing relief, recovery and resilience needs. This scope covers a range of reconstruction, rehabilitation and enhancement projects for council and community infrastructure that was damaged by the flooding and is not otherwise reimbursable under standard DRFA essential public asset programs. Works include restoration and improvement of flood-impacted assets, hazard mitigation measures to strengthen future flood resilience, and community initiatives that support social, economic and environmental recovery. All packages are being delivered within the approved program timeframe and align with the overarching objectives of facilitating recovery and promoting disaster resilience for the Parkes local government area</p>					
<b>Task Completed</b>					
<ul style="list-style-type: none"> <li>Package 1 works completed and acquitted</li> <li>Damage assessments, scoping and cost validation completed for Packages 2–7</li> </ul>					
<b>Tasks forecast to be completed (next steps: 1-3 months)</b>					
<ul style="list-style-type: none"> <li>Amelia Field Bridge Tender finalised</li> <li>Tender assessment for Adavale Lane Causeway</li> <li>Ongoing scheduling of works in accordance to the works program</li> </ul>					

Operations  
Major Project & Current Works – February 2026



**Progress Photos**



*Pearce Street - In-Situ Stabilisation and Seal*



Operations  
Major Project & Current Works – February 2026

Project # 600477

Budget as at: 3 March 2026

**Regional Transport Resilience Fund (RTRF) - Trundle to Parkes Flood Resilience**

Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2027	\$5,650,000	\$9,898	\$93,395	\$66,199	\$5,650,000

**RAG (Red Amber Green)**

<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

**Description of the Project**

This project delivers resilience upgrades on the Trundle to Parkes corridor, including replacement/upgrade of crossings to improve flood immunity and maintain access during major rainfall events. The approved scope includes a bridge on Middle Trundle Road, culvert works on The Bogan Way (varied scope), and seven (7) culvert/causeway upgrades on Middle Trundle Road.

**Task Completed**

- Milestone 2 paperwork has been submitted to funding body
- Blinding slab pour at Causeway location 02
- Tender being prepared for the bridge on Middle Trundle
- Detail survey completed at Causeway location 01,02,03

**Tasks forecast to be completed (next steps: 1-3 months)**

- Funding Signs to be installed
- Assess Bridge Tender
- Start Construction on Causeway 07

**Progress Photos**





Operations  
Major Project & Current Works – February 2026

Project # 600477

Budget as at: 3 March 2026

**Regional Transport Resilience Fund (RTRF) – Parkes Causeway Improvement Program**

Due Date	Original Budget	Expenditure this month	Total Expenditure to date	Outstanding Commitments	Estimated total when works complete
June 2027	\$1,350,000	\$0	\$3,765	\$34,295	\$1,350,000

**RAG (Red Amber Green)**

<b>Project Status (RAG - Report):</b>	Critical (Red) / At Risk (Amber) / On Track (Green)					
	Scope	Budget	Schedule	Resources	Risks	Benefits

**Description of the Project**

Upgrade culverts and causeways at the following locations:

1. Bruie Plains Road - GPS -32.808735 147.84851
2. Brolgan Road - GPS -33.143646 148.021191
3. Dwyers Road - GPS -32.963669 148.290755

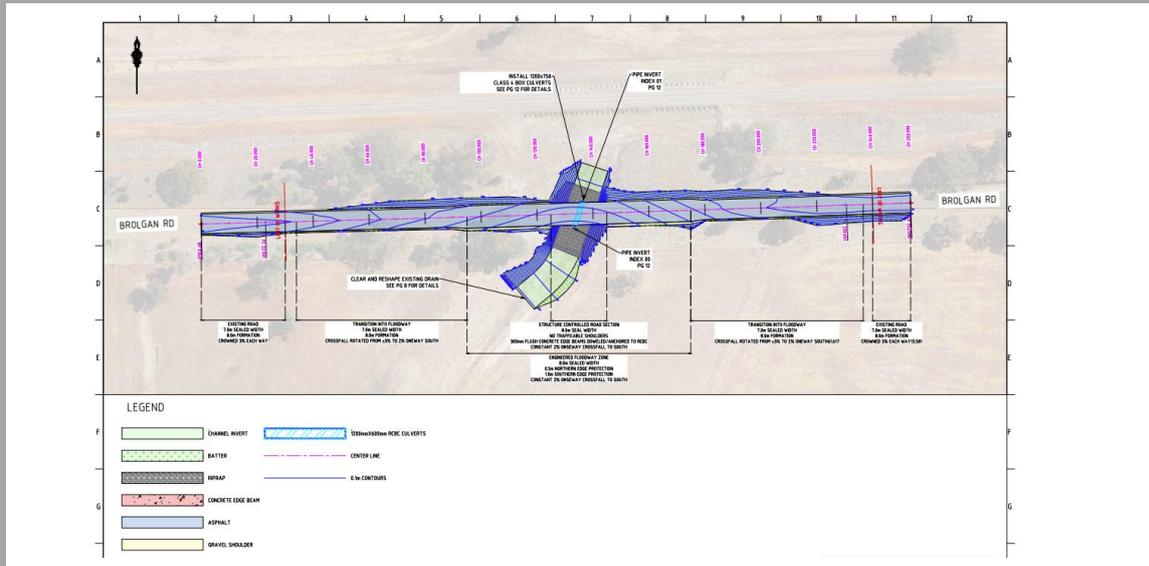
**Task Completed**

- Milestone 2 paperwork has been submitted to funding body
- Geotech investigation result has been received
- Funding signs have arrived, to be installed late December
- Tender documents are being prepared to be sent out for Bruie Plains Road and Dwyers Road

**Tasks forecast to be completed (next steps: 1-3 months)**

- Funding Signs to be installed
- Construction starting March
- Tenders to be sent for both Bruie Plains Road and Dwyers Road

**Progress Photos**



**17.2 TRANSFER OF CROWN ROAD - MORRISSEY WAY AND HENDERSON STREET, PARKES****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:** Sharon Ross, Acting Director Operations**Authoriser:** Logan Hignett, Director Operations**Annexures:** Nil

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**RECOMMENDATION**

That:

1. Council supports the transfer of the crown section of Forbes Road, between Morrissey Way and Henderson Street, Parkes to Council.
2. The seal of council be affixed to the appropriate documentation as required.

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**BACKGROUND**

The Property Team has confirmed that the parcel of land adjoining the Parkes Hospital is currently classified as Crown Road reserve (see figure 1 below). This report recommends that the land be transferred to Council's ownership.

A portion of this land has previously been identified as forming part of the proposed Parkes Health and Wellness Precinct, intended to facilitate the ongoing growth of the Parkes Hospital and associated health and community services. The transfer would support the objectives of the plan.

**ISSUES AND COMMENTARY**

The identified land is between Morrissey Way and Henderson Street, Parkes. Initial advice from Crown Lands advises that the transfer of the road is permissible.

**LEGISLATIVE AND POLICY CONTEXT**

Section 150 of the Roads Act 1993 applies to this matter.

**FINANCIAL IMPLICATIONS**

There are no financial implications for Council associated with the transfer of the road from Crown to Council. However, it is estimated that the road closure to create a land parcel will have costs such as survey and legals of approximately \$10,000.

**RISK IMPLICATIONS**

There are no known risks associated with the transfer of the road reserve from Crown to Council.

**COMMUNITY CONSULTATION**

There is no community consultation requirements associated with this report.



**Figure 1: Subject Road reserve**

**17.3 CLOSURE OF PART OF ROAD RESERVE OF SALEYARDS ROAD, PARKES****IP&R Linkage:** Pillar: Economy**Goal:** Our economy is supported by well-planned and safe transport infrastructure**Strategy:** Ensure local and regional roads are safe, well-constructed and maintained.**Author:** Sharon Ross, Manager Facilities**Authoriser:** Logan Hignett, Director Operations**Annexures:** A. Area of Saleyards Road proposed for closure [↓](#)**RECOMMENDATION**

That:

1. Council endorse the closure of part of the road reserve of Saleyards Road, Parkes, (as shown in figure 1 below), subject to confirmation of the land being road reserve through a Historical Land Tenure Search.
2. That after acquisition the land be amalgamated into the larger ~15ha lot shown in Figure 1 below.
3. That the seal of Council be affixed to the appropriate documentation to facilitate the recommendation as required.

**BACKGROUND**

The alignment of the Saleyards Road reserve has an irregular boundary on the western end (see figure 1). Creating a straight alignment would allow for the creation of a parcel of land fronting Saleyards Road, with an estimated area of approximately 4,500 m<sup>2</sup> (subject to survey). If this portion of the road is closed the land can ultimately be accumulated into the larger ~15ha lot, which is presently owed by Council (although under an option to purchase). Closure would create a straighter frontage of the larger lot to Saleyards road and align the frontage to the existing developed property line. If it is not closed the land will remain for council to manage.

The option-holder has agreed for the land to be included in the larger lot.

**ISSUES AND COMMENTARY**

A historical land tenure search is being undertaken at the time writing this report to ensure the land in question is road reserve. If the land is confirmed to be road reserve, that section of road reserve can be closed and an allotment created.



**Figure 1: General arrangement, showing subject land**

**LEGISLATIVE AND POLICY CONTEXT**

Section 38A of the Roads Act 1993 applies to this matter.

**FINANCIAL IMPLICATIONS**

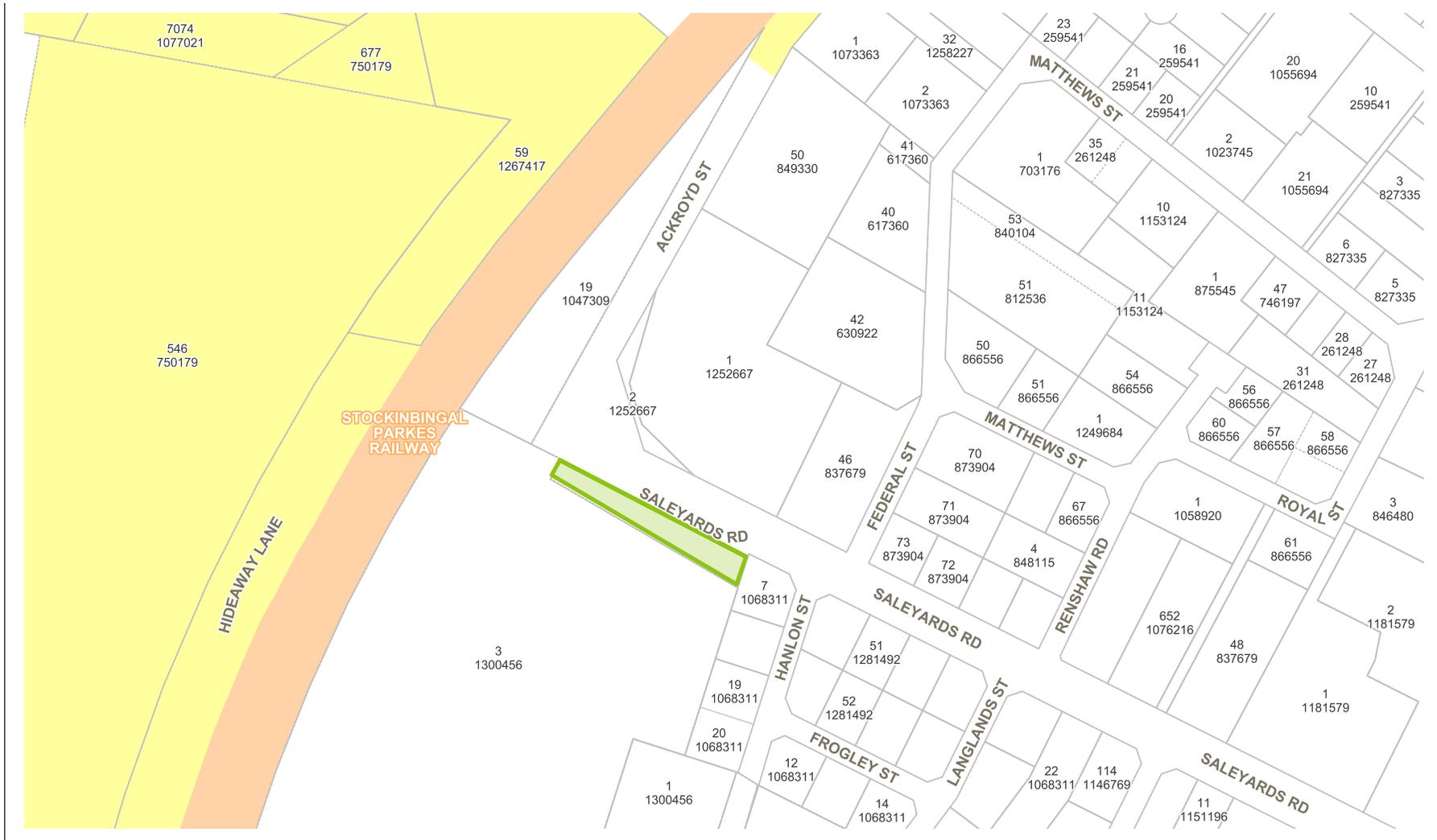
It is estimated that the road closure to create a land parcel will have costs such as survey and legals of approximately \$10,000. This would be recovered if the larger lot is sold.

**RISK IMPLICATIONS**

There are no known risks associated with the closure of this section of Saleyards Road, Parkes.

**COMMUNITY CONSULTATION**

Community Consultation will be required should Council endorse the road reserve closure.



**18 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY SERVICES****18.1 FEBRUARY 2026 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:** **Sheridan Kirk, Development-Certificates Coordinator****Authoriser:** **Annalise Teale, Director Planning and Community Services****Annexures:** **Nil**

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**RECOMMENDATION**

That Council:

1. Receive and note the February 2026 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 February 2026 there were nine (9) Development Applications received totalling \$3,193,976.00 and three (3) consents were issued. There was one (1) Complying Development Certificates received totalling \$11,700.00 and one (1) approval issued.

The figures shown Table 1 below are for Development Applications received during February 2026 with respect to the specified building types and a comparison to the February 2025 figures.

<b>Table 1: Development Applications</b>				
Development Category	February 2026		February 2025	
	No.	Estimated Value	No.	Estimated Value
Commercial	-	-	-	-
Community Facilities	2	\$120,000.00	1	\$86,500.00
Industrial	-	-	-	-
Infrastructure	-	-	-	-
Tourist Development	-	-	-	-
Single Dwelling-house	2	\$346,830.00	-	-
Residential Alterations and Additions inc. ancillary / outbuildings	3	\$73,146.00	4	84,038.00
Residential Other	-	-	-	-
Multi-Residential	1	\$2,654,000.00	-	-
Seniors Living	-	-	-	-
Subdivision only	1	\$0.00	-	-
Secondary Dwelling	-	-	1	\$148,500.00
Other inc. demolition, earthworks, advertising structure	-	-	1	\$49,500.00
Mixed Development	-	-	-	-
<b>Totals</b>	<b>9</b>	<b>\$3,193,976.00</b>	<b>7</b>	<b>\$368,538.00</b>
<b>FYTD Totals</b>	<b>68</b>	<b>\$21,661,858.60</b>	<b>64</b>	<b>\$14,395,351.40</b>

Table 2, below, lists the Development Consents that were issued in the month of February 2026.

<b>Table 2: Development Consents</b>		
Application No.	Address	Description
DA2026/0002	47 Coronation Avenue, PARKES NSW 2870	Erection of a New Structure - Carport
DA2026/0004	School, 17-25 Medlyn Street, PARKES NSW 2870	Advertising and Signage
DA2026/0005	Henry Parkes Way, PARKES NSW 2870	Temporary Use of Land – (Recreational Aviation Australia Event (Incl. Temporary Camping, Entertainment & Market/Food Vendors

The figures shown in Table 3, below, are for Complying Development Certificates received during February 2026 with respect to the specified building types and a comparison to the February 2025 figures.

<b>Table 3: Complying Development Certificates</b>				
Development Category	February 2026		February 2025	
	No.	Estimated Value	No.	Estimated Value
Commercial	-	-	1	\$0.00
Community Facilities	-	-	-	-
Industrial	-	-	-	-
Infrastructure	-	-	-	-
Tourist Development	-	-	-	-
Single Dwelling-house	-	-	2	\$1,016,977.50
Residential Alterations and Additions inc. ancillary / outbuildings	1	\$11,700.00	1	\$93,608.00
Residential Other	-	-	-	-
Multi-Residential	-	-	-	-
Seniors Living	-	-	-	-
Subdivision only	-	-	-	-
Secondary Dwelling	-	-	-	-
Other inc. demolition, earthworks, advertising structure	-	-	-	-
<b>Totals</b>	<b>1</b>	<b>\$11,700.00</b>	<b>4</b>	<b>\$1,110,585.68</b>
<b>FYTD Totals</b>	<b>12</b>	<b>\$8,973,196.90</b>	<b>6</b>	<b>\$1,207,616.77</b>

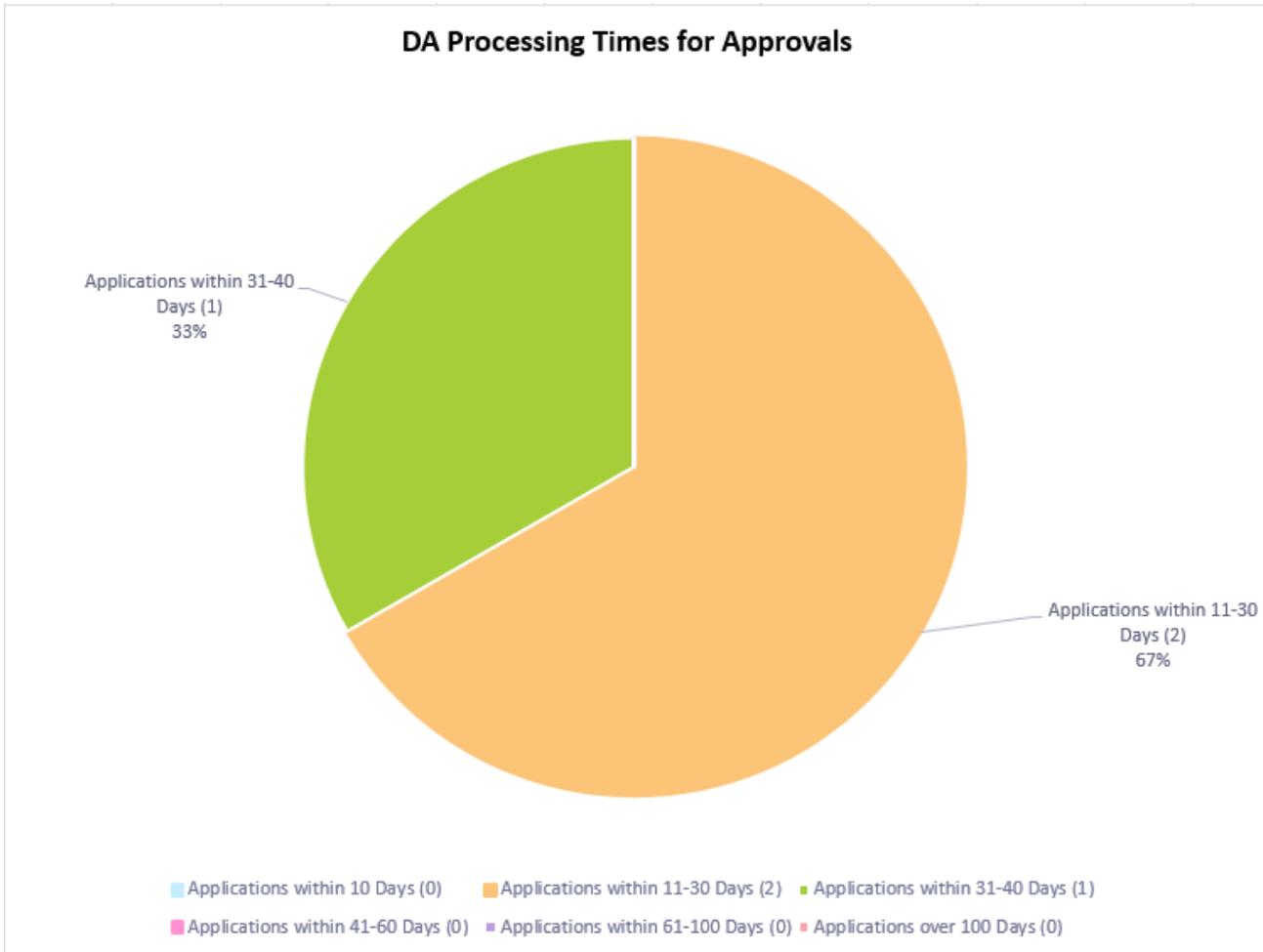
Table 4, below, provides a list of Complying Development Certificates which were issued in the month of February 2026.

<b>Table 4: Complying Development Certificates</b>			
Application No.	Address	Description	Certifying Authority
CDC2026/0002	13 Glenhaven Avenue, PARKES NSW 2870	Swimming Pool & Child Restraint Barrier	Council

**DA Processing Times for Determinations**

The information shown in the pie chart below is Development Application determinations issued for the period 1 February 2026 to 28 February 2026. It should be noted that a total of three (3) Development Applications have been determined with an average of 27.16 days.

The average timeframe in which the internal referrals to the Technical Services Department was completed was 20.41 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 February 2026 there were nine (9) Development Applications received totalling \$3,193,976.00 and three (3) consents were issued. There was one (1) Complying Development Certificates received totalling \$11,700.00 and one (1) approval issued.



# Development Activity Report

## February 2026

Development Applications and Complying Development Certificates lodged and approved in the Parkes Shire.



### LODGED

9

Development Applications

1

Complying Development Certificates



### DETERMINED

3

Development Applications

1

Complying Development Certificates

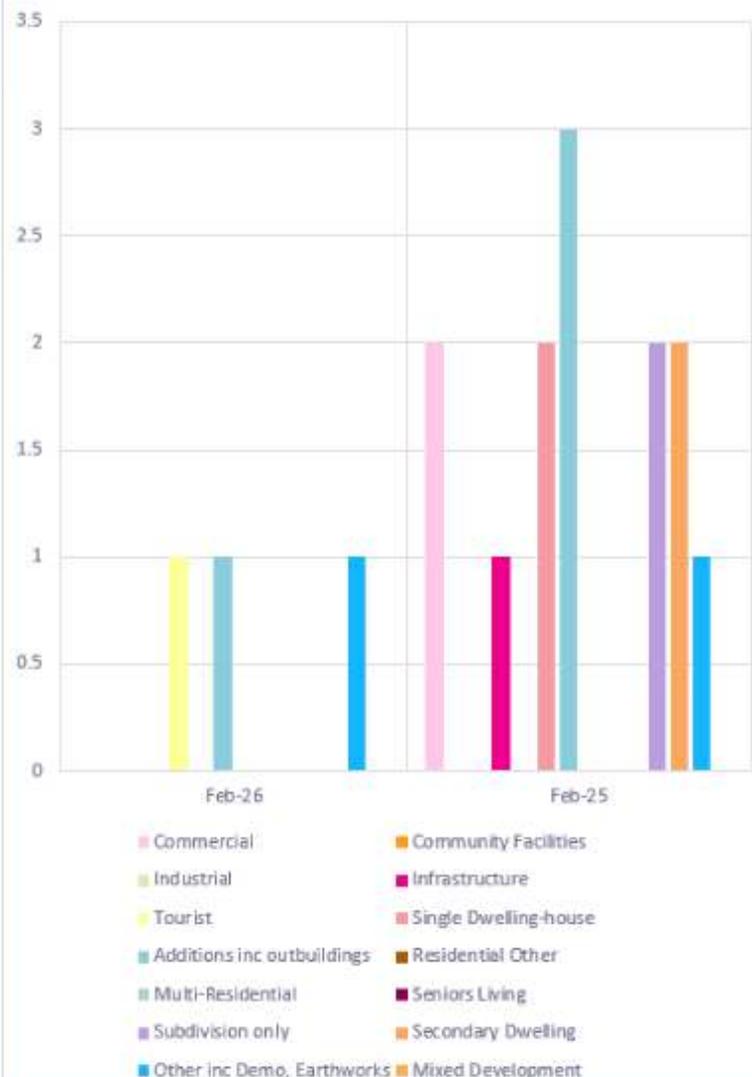
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Private Certifier Complying Development Certificates



**AVERAGE DEVELOPMENT APPLICATION PROCESSING TIME THIS MONTH**  
**27.16**

Approved Development Applications



**VALUE OF APPLICATIONS RECEIVED**  
**\$3,205,676.00**





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**19 CONFIDENTIAL MATTERS**

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**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 PSC2026/015 – SUPPLY AND PLACEMENT OF ASPHALT**

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 2026/017 - SUPPLY OF ASPHALT - BOGAN ROAD & MCCLINTOCKS LANE, PARKES**

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 REAPPOINTMENT OF INDEPENDENT MEMBER TO AUDIT, RISK AND IMPROVEMENT COMMITTEE**

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

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

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.
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**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.

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**20 REPORT OF CONFIDENTIAL RESOLUTIONS**

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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.

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