

# Ordinary Council Meeting

Under Separate Cover Annexures  
Tuesday, 19 May 2026



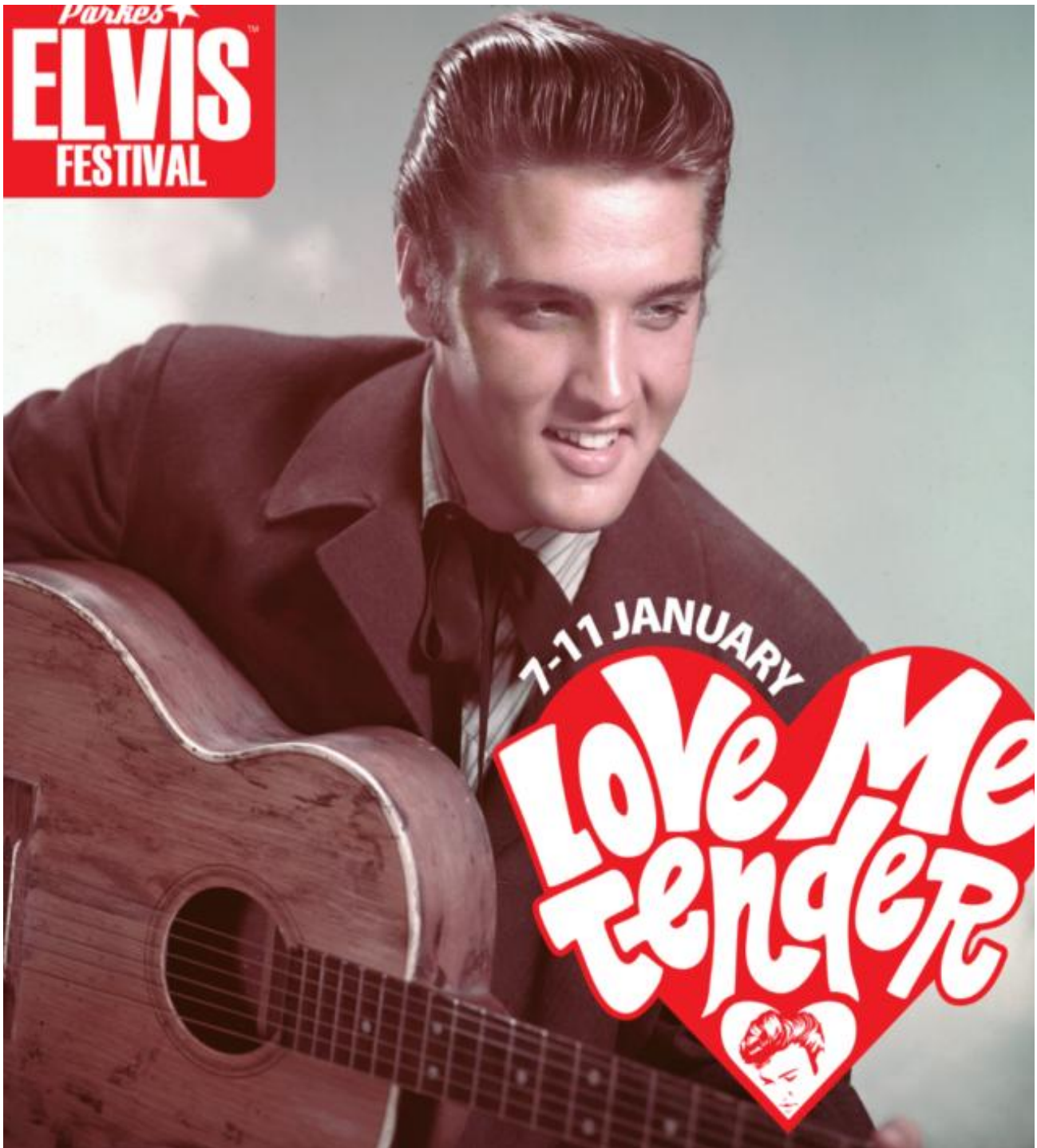


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# 2026 Parkes Elvis Festival Post Event Report

7-11 January 2026

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



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## Front Cover Photo

*Parkes Elvis Festival 2026 marketing photo with the theme "Love me Tender".*

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## Acknowledgement of Country

The Parkes Elvis Festival is held on the land 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 Marrambidya (the Murrumbidgee River).

The Wiradjuri people lived in harmony with the Country, they believed they did not 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.



## 1 Executive Summary

The 2026 Parkes Elvis Festival was successfully delivered from 7–11 January 2026, reaffirming its position as one of Australia’s leading regional events and a flagship cultural and tourism asset for Parkes Shire. Now in its 33rd year, the Festival attracted an estimated **25,000 to 30,000 attendees** across the five-day program, with particularly strong crowd concentrations during Saturday headline events and CBD activations.

The Festival featured more than **200 events**, combining ticketed performances with a highly popular free program. Ticketed events achieved an overall **attendance rate of 79.4%**, with smaller indoor shows reaching **95.4% capacity**, demonstrating strong demand for curated experiences. Free events were a major driver of visitation, with crowd estimates of up to **25,000 to 30,000 cumulative attendances** across outdoor concerts, street activations and the signature parade. The Festival provided exposure and paid work to **76 artists** from NSW and Interstate as well as 5 overseas artists.

The Festival continues to attract a broad geographic audience, reinforcing its role as a national destination event. Survey and ticketing data indicate that approximately **41.7% of attendees travelled from interstate, 40.9% from elsewhere in NSW**, and only **20.3% were local**, highlighting strong visitation from outside the region. Notably, the Festival retains an exceptionally loyal audience, with **98% of surveyed visitors having attended previously**, supporting ongoing repeat visitation and long-term event sustainability.

From an economic perspective, the Festival delivered substantial benefits to the Parkes Shire and surrounding region. Independent analysis estimates:

- **\$2.5 million in external income** injected into the local economy.
- A **total economic impact of \$3.75 million to \$5 million** (up to \$7.5 million under higher multiplier scenarios)
- Approximately **\$1.5 million in net local benefit** retained within the Shire.

This equates to a return of approximately **\$4 to the local economy for every \$1 invested by Council**, demonstrating strong value for money. Visitor spending was concentrated across accommodation (46%), hospitality (31%) and retail (23%), with local businesses collectively benefiting from an estimated **\$1.7 million in additional visitor expenditure** during the Festival period.

Visitor behaviour further demonstrates the Festival’s economic significance. Attendees stayed an average of **5 nights** and spent approximately **\$1,078 per person**, contributing to sustained local economic activity over multiple days. Accommodation demand remained strong, operating at approximately **80% occupancy**, with significant spillover into neighbouring towns.

Operationally, the Festival was delivered safely and effectively through a coordinated effort involving Council staff, **100 internal personnel, 60 volunteers**, and over **100 contractors**. Despite high attendance and challenging conditions, particularly periods of extreme heat, risk management arrangements proved effective. The Festival recorded:

- **5 minor WHS incidents and 3 near misses**
- **5 minor security incidents and 2 police interventions**



- Only 2 formal complaints relative to total attendance

Importantly, no major safety or security incidents occurred, reflecting strong planning, inter-agency coordination and on-ground management.

Financially, the Festival received **\$1.11 million in revenue** against **\$1.49 million in expenditure**, resulting in a net cost to Council of approximately **\$380,130**, an improved position compared with forecast and previous years. Revenue was diversified across ticket sales (48%), sponsorship—including **\$325,000 from Destination NSW**—and commercial activities such as merchandise and camping.

Marketing and communications outcomes were strong, significantly enhancing the Festival's national profile. The event generated **4,065 media mentions** with a combined reach of over **260 million**, alongside digital engagement including **5.2 million Facebook reach** and **1 million website sessions**. These results reinforce the Festival's role in positioning Parkes as a leading regional tourism destination.

Community and stakeholder feedback remained overwhelmingly positive. Visitor satisfaction was recorded at **92%**, with strong recognition of the Festival's atmosphere, entertainment quality and community spirit. The event continues to deliver significant intangible benefits, including community pride, volunteer engagement, regional collaboration and national recognition.

While the 2026 Festival was highly successful, several challenges were identified, primarily reflecting the increasing scale and complexity of the event. Key issues include:

- Pressure on accommodation availability and affordability
- Transport, parking and crowd movement during peak periods
- Impacts of extreme summer heat
- Growing financial and operational constraints associated with large-scale free events

Addressing these challenges will require strategic investment in workforce capacity, infrastructure, transport planning, and financial sustainability.

In summary, the Parkes Elvis Festival 2026 delivered outstanding outcomes across economic impact, visitation, community engagement, and destination promotion. It continues to play a critical role in driving the Parkes visitor economy and reinforcing the region's identity as home to one of Australia's most iconic festivals. With targeted improvements and strategic planning, the Festival is well positioned to remain a cornerstone event on the NSW and national events calendar into the future.

## 2 Festival Overview

The 2026 Parkes Elvis Festival (PEF) was held from 7 - 11 January 2026, coinciding with Elvis Presley's birthday and continuing the festival's tradition as a major annual celebration in Parkes, NSW. Now in its 33rd year, the Festival has grown significantly since its inception, delivering more than 200 events across five days and attracting a large national and international audience.

The Festival is officially endorsed by Elvis Presley Enterprises in Memphis and features a broad and diverse program. Major program highlights included the Ultimate Elvis



Tribute Artist Contest, the Feature Concert Series with international and national performers, the Street Parade, the Miss Priscilla Competition, the Renewal of Vows Ceremony and an extensive schedule of free concerts, competitions, and themed community events. The Festival provided exposure and paid work to 76 artists from NSW and Interstate as well as 5 overseas artists.

Events were delivered in venues throughout Parkes, including hospitality venues, community facilities, outdoor precincts and Festival-specific activation zones. The festival's regional reach was also reflected in visitor activity across nearby towns such as Bogan Gate, Peak Hill, Trundle, Tullamore, and Forbes, which hosted an event. These contributed to the broader visitor experience within the Parkes Shire.

Recognised as one of NSW's Foundation Events, the Festival continues to be a major cultural and tourism asset for the region, drawing around 25,000 - 30,000 attendees over the 5-day program and achieving a global reach of 4,065 media mentions, with a combined circulation of 261m.

This year's theme, "Love Me Tender," shaped the festival's visual identity, programming tone, and community engagement activities, adding coherence to performances, competitions, merchandise, branding, and promotional campaigns.

The Festival continues to align strongly with Parkes Shire Council's strategic priorities in tourism development, regional economic stimulation, community participation, and the delivery of hallmark events that enhance the profile of the Parkes region both nationally and internationally.

### **3 Governance, Planning & Compliance**

The Parkes Elvis Festival 2026 was delivered in strong alignment with NSW local government governance and compliance expectations, supported by a clear organisational structure and robust planning framework. The festival operated under Council oversight, with delivery led by the Events and Tourism team and supported through cross-departmental collaboration, ensuring clear accountability, effective decision-making, and alignment with Council's strategic objectives.

All regulatory requirements were addressed through comprehensive planning and documentation, including Work Health and Safety controls, liquor licensing compliance, traffic and pedestrian management, and the development of event safety and emergency management plans. Required approvals, including road closures, event permits, temporary infrastructure, and land use authorisations, were secured in advance in accordance with Council and NSW regulatory processes.

The festival was further supported by strong inter-agency coordination, with effective engagement across NSW Police, SES, Transport for NSW, and Destination NSW to manage public safety, transport impacts, emergency preparedness, and destination promotion. This integrated governance approach underpinned the safe, compliant, and professional delivery of the event and reinforced public confidence in Council's event management responsibilities.



## 4 Staffing, Workforce & Resourcing

### 4.1 Council Staffing

Council provided strategic oversight, operational coordination, and on-ground delivery support for the Parkes Elvis Festival 2026 through a mix of permanent staff and temporary/event-specific allocations.

Council staffing included:

- Event management and coordination
- Compliance and regulatory oversight
- Infrastructure and logistics support
- Communications and visitor information
- Waste, cleaning, and venue operations.
- Executive and after-hours support role

Total ordinary (2,289) and overtime hours (1,080) to deliver the festival was 3,369 hours. See the Financial Performance section below for more information on salary and wages costs.

Event Organisational Structure:

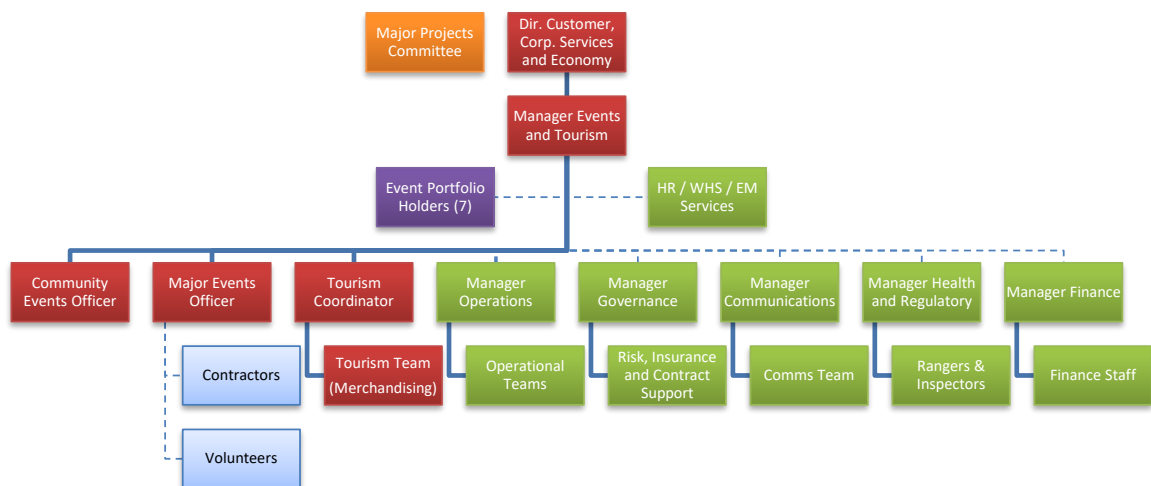




Table 1 - Council and Event Staff (Internal data)

Role / Team	FTE (Permanent)	Temporary / Event Roles	Total Staff	Notes
Events & Tourism	2	16	18	Event management and delivery
Assistant Staff	-	21	19	Elvis Central, Cash handling, Information Tent (Cooke Park), 123TIX van
Infrastructure / Works	-	45	45	Bump-in, bump-out, site & park support
Compliance / Regulatory	-	6	6	Inspections, approvals, WHS, Road Safety
Communications / Customer Service	-	7	7	Visitor information, media
Executive / After-Hours Support	-	3	3	Decision-making and escalation
<b>Total Council Staff</b>			<b>100</b>	

## 4.2 Volunteers

Volunteers played a critical role in enhancing visitor experience and supporting festival operations. Recruitment focused on community participation, visitor engagement, and event support functions.

### Volunteer roles included:

- Information and wayfinding services
- Event, crowd, performer, and backstage support
- Assistance with parades, shows, and programmed activities.
- Support for key festival events, including the Elvis Express arrival, Wall of Fame ceremony, car shows, and signature functions.

Table 2 - Volunteer Activities (Volunteer Roster)

Volunteer Category	Number of Volunteers	Average Hours	Total Hours Contributed
Volunteers assisted with a variety of activities.	60	4	240

## 4.3 Contractor and Supplier Workforce

A range of contracted service providers and suppliers were engaged to deliver specialist services critical to the safe and professional operation of the festival.

### Key contracted services included:



- Security and crowd control
- Cleaning and waste management
- Traffic control
- Staging, lighting, sound, and technical production
- Temporary infrastructure (fencing, marquees, amenities)

Table 3 - Contractor Services (Internal Data)

Contractor / Service Type	Number of Personnel	Duration	Notes
Security Services	27	Wednesday 7 – Sunday 11 Jan 24 hours per day	Licensed crowd controllers
Cleaning & Waste	15	Monday 6 – Monday 13 Jan 9am – 9pm	Day and night servicing
Traffic Management	35	Wednesday 7 – Sunday 11 Jan Hours varied	Road closures and access
Staging & Technical	37	Monday 5 – Tuesday 13 Jan 8am – 11pm	Production and operations
Total Contractor Workforce	114	-	

#### 4.4 Training and Briefings Undertaken

All staff, volunteers, and contractors were provided with appropriate training and briefing to ensure safe, consistent, and coordinated festival delivery.

Training and briefing activities included:

- Pre-event staff and volunteer inductions
- WHS and emergency procedures
- Role-specific briefings (security, customer service, operations)
- Daily operational briefings during the festival period
- Post-event debrief sessions.

Table 4 - Training (Internal Data from Online Inductions and Meetings)

Training / Briefing Type	Participants	Method	Timing
Staff Induction	16	In-person / Digital	Pre-event
Volunteer Induction	32	In-person / Online	Pre-event
WHS & Emergency Briefings	29	In-person	Pre-event & onsite
Daily Operations Briefings	17	Onsite	During event
Total Participants	94	-	



#### 4.5 Staffing Adequacy Assessment – Events Team Capacity

While the Parkes Elvis Festival 2026 was delivered successfully, the event highlighted ongoing capacity constraints within the Events and Tourism team, particularly in the context of delivering a large-scale, high-risk, multi-day festival of national significance. The complexity and scale of the festival placed sustained operational and strategic pressure on a small core team managing preparation, delivery, and post-event requirements concurrently.

The Festival Director carried a significant coordination and decision-making workload, with limited access to additional experienced event delivery personnel during critical planning and peak operational phases. While broader Council teams provided valuable operational assistance, the absence of dedicated, senior event practitioners reduced the ability to delegate high-level coordination, issue resolution, and strategic oversight during peak periods.

Despite these constraints, the professionalism, commitment, and adaptability of staff ensured successful delivery. However, the current resourcing model is heavily reliant on individual capacity, contractors, volunteers and informal internal support arrangements, which are not sustainable for long-term delivery of an event of this scale.

##### **Future resourcing considerations include:**

Delivery of the Parkes Elvis Festival 2026 reaffirmed the need to review and strengthen event resourcing arrangements to support the long-term sustainability of the festival. While the event was successfully delivered, its scale, complexity, and risk profile continue to place significant pressure on a small core Events team, with an elevated level of reliance on individual capacity, particularly that of the Festival Director.

Future festivals would benefit from targeted investment in experienced event delivery personnel, including dedicated operational support for the Festival Director during peak planning and delivery periods. Strengthening the core Events team, supported by temporary and peak-period specialist resources, would improve workload distribution, decision-making capacity, and operational resilience.

Additional opportunities exist to formalise cross-Council support arrangements, expand skilled volunteer leadership roles, and embed workforce planning and succession measures aligned to the festival calendar. These changes would reduce operational risk, improve staff wellbeing, and ensure Council is appropriately resourced to continue delivering a national-profile event to a high standard.

Overall, strategic resourcing enhancements are essential to protect the quality, safety, and reputation of the Parkes Elvis Festival while supporting sustainable delivery into the future.

## 5 Event Operations & Logistics

Event operations and logistics for the Parkes Elvis Festival 2026 were delivered effectively across a complex, multi-venue festival footprint, supporting safe, accessible, and well-coordinated event delivery during periods of high attendance. Venue operations and capacity management functioned as intended, with approved layouts, access controls, and active monitoring enabling crowd safety and a strong



audience experience, despite short-term congestion during peak headline performances.

Traffic, parking, and shuttle transport operations were implemented in accordance with approved management plans and played a critical role in managing visitor movement, particularly during peak arrival and departure periods. While demand exceeded available parking and transport capacity at times, overflow strategies, active traffic control, and on-ground coordination ensured disruptions were managed without major incident.

Waste management, cleaning, and public amenity servicing responded effectively to high usage levels, maintaining public space presentation and functionality throughout the festival. Security, crowd control, and first-aid services were delivered in line with the event's risk profile, with strong integration between contractors, Council staff, and emergency services. No major safety or emergency incidents were recorded.

Accessibility measures supported inclusive participation across festival precincts, though peak crowd density highlighted opportunities for further refinement in crowd flow and wayfinding. Overall, operational delivery was professional and resilient under pressure, with identified opportunities for improvement focused on peak-period capacity, transport frequency, and amenity resourcing to further enhance future festival delivery.

## 6 Attendance and Visitation

This section captures attendance volumes, visitor characteristics, transport usage, accommodation patterns, and estimated impact associated with the Parkes Elvis Festival 2026. Figures are to be confirmed through ticketing data, crowd counts, accommodation surveys, and modelling.

### 6.1 Ticketed Event Attendance

Ticketed events formed a core component of the festival program, including headline concerts, premium performances, and controlled-access venues.

*Table 5 – Event Ticketed Attendance (123TIX)*

Ticketed Event Category	Number of Events	Tickets Available	Tickets Sold	Attendance %
Headline Performances	9	5,382	3,952	73.4%
Secondary / Indoor Shows	8	2,026	1,932	95.4%
<b>Total Ticketed Attendance</b>	<b>17</b>	<b>7,408</b>	<b>5,884</b>	<b>79.43%</b>

### 6.2 Non-Ticketed / Free Event Crowd Estimates

Free and open-access events continued to attract large crowds and contributed significantly to overall visitation and activation of the CBD and festival precinct.



Table 6 – Free Event Attendance (Visual Estimates and Density Modelling)

Event / Precinct	** Estimated Attendance	Peak Period	Estimation Method
Main Street / CBD Activation	4,000	Wednesday 7 – Sunday 11 Jan 8am – 9am & 5pm – 8pm	Visual estimates
Outdoor Stage / Free Concerts	11,000	Thursday 8 – Sunday 11 Jan 6pm – 10pm	Density modelling
Parade / Signature Events	15,000	Saturday 10 Jan 9am – 10am	Visual estimates
<b>Total Estimated Free Event Attendance</b>	<b>30,000</b>	-	

*\*\* Individuals may be counted multiple times at different events and on different days.*

### 6.3 Temporary Caravan and Camping Sites

There are six temporary camp sites managed by the festival at various sports fields and school grounds over the festival period. Demand for caravan and camping sites is very strong, with many arriving prior to the event start. The management of these sites is delegated the various sporting and school groups connected with the site. These groups receive 75% percentage of the booking fees.

Site	Host	Sites	Booking Income	Festival Commission	Host Income
Harrison Park	Parkes & District Soccer	88	14,657	3,664	10,992
Holy Family	Holy Family School	35	5,915	1,478	4,436
McGlynn	Parkes Hockey Inc	111	17,544	4,386	13,158
North Parkes	Parkes Little Athletics	51	6,869	1,717	5,151
Pioneer Oval	Parkes Rugby League	120	18,115	4,528	13,586
Railway Bowling Club	Parkes Services Club	99	16,581	4,145	12,435
<b>Total</b>		<b>504</b>	<b>79,681</b>	<b>19,920</b>	<b>59,760</b>

Other temporary sites not included in the above table are sites at the Council run Spicer Park, which is an expansion of the existing Spicer Park Caravan Park, and the Parkes Showground, which is run by the Showground Land Manager. Self-contained vans and RVs can also be found at the Parkes Town Bowling Club and at other private and public street locations.

### 6.4 Transport Usage

Multiple transport modes were used by festival attendees over the five days of the Festival, supporting access, traffic management, and visitor dispersal.



Table 7 - Transport Numbers (I23TIX and Density Modelling)

Transport Mode	Estimated Users	Notes
Elvis Express (Rail)	246	Special event services
Shuttle Buses **	3,018	CBD and precinct movements.
Private Vehicles #	10,000	Includes regional drive-in visitors (estimated)
Caravan and RV ^	2,000	Temporary and permanent sites
Coach	1,000	Attendees arriving by coach
<b>Total Transport Users</b>	<b>16,264</b>	

\*\* Assumes 6 trips per person on 503 presold tickets. # Private vehicles may be counted more than once. ^ Assumes two persons per mobile accommodation.

## 6.5 Visitor Origin

Data obtained through the Parkes Visitor Centre and I23Tix has been used as a representative sample to estimate the origin of attendees to the festival. These percentages highlight the festival's reach beyond the local government area and its role as a regional, national and international tourism driver.

Table 8 - Origin of Visitors (Parkes VIC, Festival Visitor Survey and I23Tix)

Attendee Origin	Parkes LGA	Other NSW	Interstate	International	Total
Parkes Visitors Centre	148	1,450	1,073	17	2,688
Event Ticket Sales	1,743	2,426	2,754	19	6,942
Festival Visitor Survey	61	201	193		455
<b>Total **</b>	<b>1,952</b>	<b>3,943</b>	<b>4,020</b>	<b>36</b>	<b>9,630</b>
Percentage	20.3%	40.9%	41.7%	0.4%	
<b>Attendees Origin (Extrapolated Figures)</b>	<b>6,081</b>	<b>12,283</b>	<b>12,523</b>	<b>112</b>	<b>30,000</b>

\*\* Individuals may be counted more than once.

## 6.6 Accommodation Occupancy Trends

Accommodation demand during the festival period remained strong, with anecdotal evidence indicating an uplift across Parkes, Peak Hill, Forbes and Orange. Occupancy rates were around 80%, indicating that the rising cost of accommodation (up to \$600 per room per night) is resulting in rooms remaining vacant.



## 6.7 Repeat Visitation

There is extraordinarily convincing evidence that the Festival sees fans returning year after year. The Festival Visitor Survey asked how many festivals the respondent had previously attended. Based on the survey, 98% of respondents had been to the festival previously.

Table 9 - Returning Fans (Festival Visitor Survey)

Festivals Attended	Count	% of Total
First in 2026	6	2%
2-5	115	42%
6-10	75	27%
>10	80	29%
<b>Total</b>	<b>276</b>	

## 6.8 Length of Stay and Local Spend

Visitors stay patterns and average expenditure demonstrate the festival's economic contribution to the local and regional economy. The following table was derived from Festival Visitor survey data. Here we can see that 69% of visitors stayed 5 or more nights.

Table 10 - Visitor Length of Stay (Festival Visitor Survey)

Length of Stay	0	1-2	3-4	5-6	7-8+	Total
Count	13	13	96	173	92	411
Total Nights	0	22	358	916	681	1,977
%	3%	3%	25%	45%	24%	

Table 11 - Visitor Average Spend (Festival Visitor Survey)

Indicator	Estimate
Average Length of Stay (nights)	5
Estimated average spend per visitor (inc. accommodation, retail, hospitality)	\$1,059
<b>Total Estimated Visitor Spend per day</b>	<b>\$212</b>

## 6.9 Where Did Visitors Stay

The table below is based on the Festival Visitor Survey. Most attendees to the festival stayed in the Parkes while others stayed in Forbes, Orange, Dubbo and Cowra.

Table 12 - Where Visitors Stayed (Festival Visitor Survey)

Location	Survey Count	Percentage
Parkes	276	80%
Peak Hill	10	3%



Location	Survey Count	Percentage
Forbes	33	10%
Orange	11	3%
Other regional location	16	4%
<b>Total</b>	<b>347</b>	

## 6.10 Summary Insight

Attendance and visitation data confirm that the Parkes Elvis Festival 2026 continued to attract a large audience, with good uptake of ticketed events and extraordinarily strong support for free programming. Visitor origin and accommodation trends reinforce the festival's significance as a regional and national tourism drawcard, while transport usage data supports the effectiveness of multi-modal access planning. The final economic analysis will further quantify the festival's contribution to the local economy.

## 7 Financial Performance

The Parkes Elvis Festival 2026 was delivered within a structured financial framework designed to balance event quality, safety, and value for money while managing the cost pressures associated with delivering a large-scale regional event. Final financial outcomes reflect both strong revenue performance and increased operational expenditure in key risk and compliance areas. The following financial data is as at the date of this report.

### 7.1 Budget Forecast vs Actual

The festival was delivered against an approved budget, with final expenditure broadly aligned to forecast, noting variances driven by operational demand and external cost pressures.

*Table 13 - Financial Analysis (Internal Data)*

Financial Item	Forecast Budget (\$)	Actual (\$)	Variance (\$ / %)
Total Revenue	\$852,782	\$1,114,433	\$261,651 (23%)
Total Expenditure	\$1,352,544	\$1,494,563	\$142,019 (11%)
<b>Net Position (Loss)</b>	<b>(\$499,762)</b>	<b>(\$380,130)</b>	<b>\$119,632 (24%)</b>

### 7.2 Operational Expenditure Breakdown

The table below lists the operational expenses incurred over the past year leading up to and following on from the Festival.

*Table 14 - Expenditure Data (Financial Management System)*

Expenditure Category	Amount (\$)	% of Total
Artist Accommodation and Travel	270,436	18%
Infrastructure and Production	279,289	19%
Marketing & Promotion	166,158	11%



Expenditure Category	Amount (\$)	% of Total
Media, Photo & Video	30,500	2%
Merchandise	52,628	4%
Park Rehabilitation	17,115	1%
Performers, Band, Talent	171,970	12%
Plant and Equipment	42,952	3%
Security & Crowd Management	37,442	3%
Staffing **	333,391	22%
Venue Hire	64,024	4%
Waste Management and Cleaning	28,658	2%
<b>Total</b>	<b>1,494,562</b>	

*\*\* Staffing is Parkes Shire Council staff salaries and wages expenditure for both the annual planning and operational delivery of the festival. The total shown includes overtime costs of approximately \$87k or 26%.*

### 7.3 Revenue Streams

Festival revenue was generated through a diversified mix of earned and supported income streams, reducing reliance on any single source. Continued Destination NSW funding is critical to ensure the viability of the Festival in its current format.

*Table 15 - Income Data (Financial Management System)*

Revenue Source	Amount (\$)	% of Total
Ticket Sales	\$537,706	48%
Sponsorship (DNSW \$325K)	\$404,500	37%
Temporary Camp and Caravan Sites	\$82,477	7%
Merchandise	\$81,023	7%
Marketing & Advertising	\$8,727	1%
<b>Total Revenue</b>	<b>\$1,114,433</b>	

### 7.4 Financial Comparison to Previous Years

The following table provides information on the year-on-year financial performance of the festival.

*Table 16 - Festival 4-year Financial Analysis (internal data as of April 2026)*

	2026 Actuals + Commitments	2025	2024	2023
<b>Income</b>				
Sponsorship (Excludes Advance Payment)	404,500	208,900	256,575	222,695
Ticket Sales ^	537,706	574,926	492,806	536,239
Temporary Camp/Caravan Sites ^	82,477	-	-	10,846



Merchandise	81,023	95,592	119,315	96,951
Marketing & Advertising	8,727	13,170	17,004	20,659
Operating Grants	-	-	-	243,498
<b>Total Income</b>	<b>1,114,433</b>	<b>892,588</b>	<b>885,700</b>	<b>1,130,888</b>
<b>Expenses</b>				
Employee Costs **	350,361	346,554	362,059	315,455
Materials	96,076	89,354	116,520	79,467
External Services	708,966	714,016	745,464	716,340
Administration	117,471	77,222	65,313	107,757
Travel & Accommodation	219,110	195,971	154,619	175,157
Other Expenses	2,579	8,427	7,457	5,974
<b>Total Expenses</b>	<b>1,494,563</b>	<b>1,431,543</b>	<b>1,451,432</b>	<b>1,400,150</b>
<b>Operating Result (Losses)</b>	<b>(380,130)</b>	<b>(538,955)</b>	<b>(565,733)</b>	<b>(269,263)</b>

*\*\* Includes internal hire of PSC plant and equipment. ^ Income from Temporary camp/caravan sites included in ticket sales for previous years.*

## 7.5 Financial Risks and Variances

Key financial risks encountered included:

- Rising supplier and contractor costs, particularly for security, waste, and compliance services.
- Increased resource requirements during peak attendance periods.
- Limited flexibility to offset late operational cost increases once the program was locked in.
- Heavy reliance on Destination NSW funding to keep costs down.

Budget variances were managed through active monitoring, internal reallocation where possible, and value-based decision-making to prioritise safety and core festival outcomes.

## 7.6 Financial Sustainability Considerations for Future Festivals

The continued growth and complexity of the Parkes Elvis Festival reinforce the importance of long-term financial sustainability planning. Key considerations include:

- Growing diversified revenue streams, particularly sponsorship and commercial partnerships.
- Continuing support from the NSW Government and Destination NSW
- Building realistic contingencies into future budgets to reflect market cost escalation.
- Reviewing cost-recovery opportunities without compromising accessibility and community value.
- Aligning resourcing and operational scale with reliable, recurrent funding sources.

Strategic financial planning and early budget confirmation will be critical to maintaining festival quality while managing financial risk in future years.



## 8 Economic Impact Assessment

The Parkes Elvis Festival 2026 delivered a substantial economic contribution to the local and regional economy, driven by high visitation, extended visitor stays, and strong participation across accommodation, hospitality, retail, and service sectors. The festival continues to function as a key economic driver for the Parkes LGA and surrounding communities. Phil Donato MP and Destination NSW provided a total economic impact figure of \$13m to the Australian Economy. While this section gives some consideration to the total economic impact of the festival, the primary focus is on the Parke Shire economy.

This section presents an economic impact assessment by council staff using sampled banking data and isolating visitor spend from the usual spend for the Festival period.

### 8.1 Economic Analysis

The economic impacts identified in this section are driven by *visitor expenditure*, rather than the redistribution or displacement of local household spending.

All economic impact measures presented therefore reflect spending *above what would ordinarily be expected during the same period in the absence of the Festival*, ensuring the analysis captures genuine growth in economic activity attributable to the Parkes Elvis Festival.

The **direct** economic impact of the Parkes Elvis Festival has been conservatively evaluated as follows:

1. **External Income:** \$2.5 million in income brought into the Parkes Shire Council area, comprising:
  - a. Approximately \$1.7 million in increased local business spend (banking dataset).
  - b. \$400,000 in adjusted ticket sales revenue (visitors who purchased tickets).
  - c. \$400,000 in grant funding.
2. **Total Economic Benefit:** Multiplies the External Income by a multiplier to reflect how expenditure circulates throughout the economy. If we use a conservative multiplier of between 1.5 and 2.0 then the Total Economic benefit to the Australian economy is estimated between \$3.75 million and \$5 million. If a multiplier of 3 is applied (given that the event is regional with minimal international leakage) then the upper range would be \$7.5m.
3. **Local Economic Benefit:** An estimated \$1.5 million in net benefit retained within the local economy.

### 8.2 Local Economy Impact

The local economic benefit (\$1.5m) measures the proportion of *External Income* that remains within the Parkes Shire economy after accounting for spending on goods and services sourced from outside the region.

For this analysis:



- A 40 per cent local retention rate has been applied to external income, consistent with estimates commonly used in REMPLAN and other regional economic models.
- This assumes that approximately 60 per cent of external income immediately leaves the local economy.
- A conservative multiplier of 1.5 has then been applied, recognising that smaller regional economies typically experience faster leakage than larger metropolitan areas.

Based on the cost to Council of \$380k, the Festival returned that back at a ratio of 4:1 to the local economy. In other words, for each dollar spent, four dollars was generated for the local economy.

### 8.3 Local Business Impact Breakdown

The following table presents data obtained from the Festival Visitor Survey. It represents a small sample of visitors who attended the festival. Of greater interest is the percentage spend across each sector.

Table 17 - Spend in Local Business (Festival Visitor Survey)

Sector	Estimated Spend (\$)	% of Total
Accommodation (avg 5-night stay)	444	46%
Hospitality (Food & Beverage)	298	31%
Retail	221	23%
Other (taxis, tickets, etc)	96	9%
<b>Total</b>	<b>1,059</b>	

Whilst the year-on-year comparison of the banking spend data did show an increase over last year's Festival, local businesses experienced varied impacts during the Festival period, with outcomes differing across sectors.

#### 8.3.1 Accommodation

- Accommodation spends increased by approximately 289 per cent during the Festival period.
- Online accommodation platforms recorded the largest increase (approximately 380 per cent), indicating strong visitation from outside the Parkes and surrounding Council areas.
- While detailed pricing data is limited, observed evidence suggests nightly accommodation rates increased up to approximately \$600, with occupancy rates approaching 80 per cent.
- Overall accommodation spending was approximately 8 per cent lower year-on-year, despite state averages increasing. It is considered likely that fuel price volatility, travel distance and high rates contributed to this outcome. Further data will be sought for the 2027 Festival.



### 8.3.2 Cafés

- Café spend did not exhibit a material increase during the Festival period. Although above the long-run average, spend was below other peak periods throughout the year.
- Year-on-year café spends increased by approximately 6.2 per cent, outperforming the NSW average of approximately 1 per cent. This suggests strong underlying performance, with the Festival not a significant driver for this sector.

### 8.3.3 Restaurants

- Restaurants recorded an increase in sales of approximately 80 per cent, with no other period during the year exceeding a 10 per cent uplift.
- Year-on-year restaurant spends increased by approximately 5 per cent, indicating a positive legacy effect.

### 8.3.4 Pubs, Taverns and Bars

- These venues experienced an increase in takings of approximately 35 per cent during the Festival.
- Outside the Festival, spend remained stable, indicating that the event represents the primary period of significant uplift.
- Overall spend in this sector increased by 20 per cent when compared to 2025.
- Anecdotal feedback from venue proprietors indicated that factors such as heat, train arrival timing, and event spacing resulted in a more evenly distributed patron base. While peak congestion was reduced compared to 2025, venues reported more consistent and increased trade, which was viewed as operationally preferable.

### 8.3.5 Retail

- Banking data did not identify a material uplift within the retail sector, including clothing and accessories.
- This contrasts with observed foot traffic and self-reported increases from some businesses.
- Feedback suggested fewer transactions but higher average basket sizes compared to 2025.
- The most likely explanation is sector diversity, with some retail businesses benefiting significantly while others remain largely unaffected due to limited relevance to visitors.

### 8.3.6 Business Impact Summary

Business impacts vary by sector, but the Festival consistently increases visitor-driven trade. In nearly all cases, visitor expenditure during January exceeds local expenditure levels. As a result, the Parkes Elvis Festival provides local businesses with access to approximately \$1.7 million in additional spending that would not ordinarily occur within the Shire.



## 8.4 Households Supported

When translated into household income equivalents, the Festival's local economic benefit is equivalent to supporting approximately:

- 6 households

This estimate is derived by applying an average labour cost proportion of 30 per cent for the hospitality sector (Hospitality Australia) to the local economic benefit (\$1.5m) and dividing by an average household income in Parkes of \$75,000 (ABS).

This figure should be interpreted as an indicative equivalent, rather than a direct measure of employment creation but highlights the significant contribution the few days of increased activity over the festival period contributes.

## 8.5 Economic Activity Not Captured

It is important to note that the economic impact figures presented in this report do not capture all forms of expenditure associated with the Parkes Elvis Festival.

Expenditure generated through food trucks, temporary event vendors, and Festival pop-up retail operators has not been included. These operators typically process transactions through external banking facilities, mobile payment systems, or accounts registered outside the Parkes Shire Council area, making their activity difficult to isolate using available banking data. As a result, this expenditure cannot be reliably attributed or disaggregated within the current dataset.

Based on Australian tourism expenditure benchmarks, food and beverage consumption alone typically accounts for approximately 25 per cent of total visitor spend, with retail and recreation comprising a further 25 per cent collectively. As temporary food vendors and pop-up retail operators capture a significant share of these categories during the Festival, the exclusion of this activity materially understates total economic impact.

Accordingly, the economic impact estimates presented in this section should be considered conservative, capturing only those components that can be robustly evidenced using available data sources. As data collection methods evolve, future iterations of this analysis may seek to better capture temporary vendor activity to provide a more comprehensive assessment of total economic impact.

## 8.6 Economic Impact Summary

The Parkes Elvis Festival 2026 delivered a strong economic benefit to Parkes and the broader Central West region. The festival continues to underpin the local visitor economy, drive off-peak travel, support local businesses, and reinforce Parkes' positioning as a leading regional events destination. Ongoing data collection and longitudinal analysis will further strengthen the ability to quantify and communicate this impact in future years.

Beyond its immediate economic contribution, the Parkes Elvis Festival delivers significant long-term value to the region through increased national and international recognition, strengthened community pride, and enhanced social cohesion. The Festival plays a significant role in shaping Parkes' identity and reinforcing its reputation as a vibrant, welcoming, and creative regional centre, influencing visitation and engagement well beyond the event period. These broader legacy benefits, ranging



from repeat visitation and investment confidence to volunteer participation and community connection, demonstrate that direct economic impact represents only one component of the Festival’s overall value to Parkes and the Central West.

## 9 Marketing, Media & Communications

Marketing, media, and communications activities for the Parkes Elvis Festival 2026 were delivered through an integrated mix of digital promotion, social media engagement, website content, earned media coverage, and on-ground branding. The approach focused on driving visitation, supporting ticket sales, reinforcing the festival brand, and maintaining timely communication with audiences before and during the events.

### 9.1 Digital Marketing Campaigns

Targeted digital marketing campaigns were implemented across paid and owned channels to promote ticketed events, free programming, travel planning, and key festival announcements.

**Campaign objectives included:**

- Driving awareness and early ticket sales
- Reaching repeat and new interstate audiences
- Supporting accommodation and travel planning

*Table 18 – Digital Campaign (Internal Data)*

Digital Channel	Campaign Period	Impressions	Clicks
Email Marketing	01/07/2025 – 31/01/2026	33,000	7,100

### 9.2 Social Media Metrics (Reach, Engagement, Sentiment)

Social media platforms continued to be a primary engagement channel for festival audiences, performers, and the broader Elvis fan community. Content included program announcements, artist promotion, behind-the-scenes content, live updates, and user-generated content.

*Table 19 - Social Media (Platform Insights)*

Metric	Facebook	Instagram
Total Reach	5,200,000	24,877
Engagements (Likes, Shares, Comments)	104,200	6,700
Follower Growth	5,038	567
Video Views	1,473,298	195,404

**Sentiment Overview:**

Predominantly positive sentiment, highlighting atmosphere, performers, costuming, and community spirit. Limited negative feedback, typically related to crowding and transport logistics during peak periods.



### 9.3 Website Analytics

The festival website served as the primary source of information for the public, hosting event schedules, ticketing links, travel information, and updates.

Table 20 - Website (Insights)

Website Metric	Result
Total Sessions	973,000
Top Pages	Home / Program / Plan Your Visit / NSW TrainLink Elvis Express
Peak Traffic Period	September 2026 / December 2025 - January 2026

Website traffic peaked in the lead-up to the festival and during the event period, indicating strong reliance on digital information access.

### 9.4 Media Coverage (Volume, Reach, Tone)

The 2026 Festival generated extensive earned media coverage at local, regional, national and international levels, reinforcing its position as a signature regional event.

Coverage included television, radio, print, and online outlets, with strong emphasis on the festival's uniqueness, community participation, and visitor appeal.

Table 21 - Media Coverage by Type (Original Spin)

Coverage by Type	TV	Print	Radio	Online	Socials	Total
Total Media Mentions	1,763	169	1411	638	84	4,065

Table 22 - Media Coverage by Location (Original Spin)

Coverage by Location	NSW	Interstate	National	International	Total
Total Media Mentions	1,758	1,878	343	86	4,065

Earned media is the publicity the Festival receives through news coverage, media stories and public interest, rather than paid advertising.

Table 23 - Total Earned Media (Original Spin)

Media Indicator	Result
Total Media Mentions	4,065
Tone of Coverage	Predominantly Positive
Estimated Combined Circulation	260,883,624

### 9.5 Branding and Merchandise Sales Performance

Festival branding was highly visible across the event footprint and digital platforms, supporting brand recognition and commercial outcomes. Official merchandise continued to be popular with both returning and first-time attendees.



Table 24 - Merchandise (Internal Financial Data)

Merchandise Indicator	Result
Total Merchandise Revenue	80,893
Units Sold	5,736
Best-Selling Items	Can coolers, T-shirts, Magnets, Souvenir Coins, Shot Glasses, Tea Towels
Year-on-Year Change	-13%

Merchandise performance supported both brand engagement and revenue diversification.

## 9.6 Communications Summary

Overall, marketing, media, and communications activities for the Parkes Elvis Festival 2026 performed strongly, delivering high visibility, positive audience engagement, and effective information dissemination. The integrated approach supported attendance outcomes, reinforced the festival brand nationally, and provided a strong platform for continued growth in future festival editions.

## 10 Stakeholder, Partner & Community Engagement

The Parkes Elvis Festival 2026 relied on strong collaboration and engagement with a wide range of stakeholders, partners, and community groups. Feedback collected through formal debriefs, surveys, meetings, and informal channels indicates an important level of support for the festival and its ongoing value to Parkes and the region.

### 10.1 Sponsors (Including Elvis Presley Enterprises)

Sponsors played a critical role in enabling festival delivery, brand positioning, and program enhancement. Engagement with **Elvis Presley Enterprises (EPE)** continued to be a cornerstone partnership, supporting authenticity, branding integrity, and international recognition.

#### Feedback and assessment:

- Strong satisfaction with brand representation and audience alignment.
- Positive feedback regarding audience engagement, merchandise performance, and cultural authenticity.
- Opportunities identified to further enhance sponsor integration and visibility during peak festival programming.



Table 25 - Sponsorship and Supporters (PSC Contracts)

Sponsors & Supporters	Result
Number of sponsors:	11
Number of supporters: <i>Rex, WIN, Parkes Toyota, Central West Funerals, Coates, 2pk &amp; The Rok, Taronga Western Plains Zoo</i>	7

Table 26 - Sponsorship Value (Contracts)

Sponsor	Sponsorship Value
Destination NSW	325,000
Evolution Mining - NorthParkes Operations	25,000
Forbes Shire Council	17,500
Pacific National	15,000
Central West Credit Union (CWCU)	7,500
McDonald's	7,500
C & M Civil Earthworks	7,000
Central West Tours	5,000
Ron Dunford Chemist	5,000
Adjusta Mattress	3,000
Parkes Courier Service	2,500
<b>Total Sponsorship Value</b>	<b>420,000</b>

## 10.2 Destination **NSW**

Destination NSW engagement supported destination promotion, visitation growth, and alignment with broader NSW visitor economy goals.

### Feedback and assessment:

- Festival recognised as a key regional destination event.
- Strong alignment with regional tourism strategies and off-peak travel objectives.
- Continued interest in leveraging the festival for state-level promotion.

Table 27 - DNSW Marketing (social media)

DNSW	Result
Marketing activations supported	4



### 10.3 Local Businesses

Local businesses across accommodation, hospitality, retail, and services were significantly impacted by festival activity.

**Feedback and assessment:**

- Strongly positive feedback regarding increased trade and foot traffic.
- High accommodation occupancy and sustained hospitality demand.
- Ongoing interest in enhanced communication and earlier engagement for planning and staffing purposes.

### 10.4 Volunteers

Volunteers were central to festival operations and community connection.

**Feedback and assessment:**

- High levels of pride and satisfaction reported.
- Strong sense of inclusivity and community ownership.
- Some feedback relating to long shifts and peak-period fatigue, informing future improvements.

### 10.5 Portfolio Holders

Portfolio Holders are integral to the success of the Festival and were regularly briefed and engaged to ensure alignment with Council priorities and governance responsibilities.

**Feedback and assessment:**

- Positive recognition of the festival's economic, cultural, and reputational value.
- Support for continued delivery with appropriate governance and resourcing improvements.
- Interest in long-term sustainability and risk management considerations

### 10.6 Community Groups and Support Organisations

Community groups and local organisations contributed to programming, volunteering, logistics, and visitor experience.

**Feedback and assessment:**

- Strong community participation and sense of ownership.
- Positive collaboration and goodwill.
- Opportunities identified to further broaden community involvement and recognition.

### 10.7 Neighbouring Councils and Regional Partners

Engagement with neighbouring councils, including Forbes and other regional partners, supported satellite events, accommodation overflow, and regional dispersal of benefits.

**Feedback and assessment:**



- Positive regional collaboration outcomes.
- Interest in expanding cross-regional programming and joint promotion.
- Reinforcement of the festival’s role as a regional driver.

### 10.8 Visitors

Visitor feedback was predominantly positive, reflecting strong satisfaction with the festival atmosphere, programming, and community welcome.

**Key themes from visitor feedback:**

- High enjoyment of entertainment, costumes, and town activation.
- Positive perceptions of friendliness and uniqueness.
- Some feedback regarding crowding, parking, and transport during peak times.

*Table 28 – Visitor Satisfaction (Festival Visitor Survey)*

Visitors	Result
Visitor survey responses	466
Visitor satisfaction rating	92%

### 10.9 Stall Holders

Stall holders experienced strong engagement and solid trading conditions across the festival period.

**Feedback and assessment:**

- Generally positive trading outcomes.
- Appreciation for crowd volumes and festival atmosphere.
- Suggestions for improved site layout, access, and operational communications.

*Table 29 - Stall Holders (Festival Visitor Survey)*

Stall Holders	Result
Number of stall holders	48
Stall holder satisfaction rating	70%

### 10.10 Stakeholder Engagement Summary

Overall, stakeholder, partner, and community engagement for the Parkes Elvis Festival 2026 was strong and constructive, reinforcing the festival’s value as a cultural, economic, and community asset. Feedback across all groups highlights broad support for the festival’s continuation, with clear opportunities identified to strengthen communication, operational coordination, and shared planning in future years.

## 11 Risk Management & Incident Reporting

Risk management for the Parkes Elvis Festival 2026 was guided by an approved risk framework, supported by a comprehensive risk register, event safety management



plan, and inter-agency coordination. Overall, identified risks were managed effectively, and the festival was delivered without major safety or security incidents.

### 11.1 WHS Incidents and Near Misses

Work Health and Safety (WHS) arrangements were implemented across all festival operations, covering Council staff, contractors, volunteers, performers, and the public.

**Summary:**

- No serious WHS incidents were recorded.
- Minor incidents and near misses (e.g. slip, minor first-aid treatment) were managed on site in accordance with WHS procedures.
- Incidents were documented and reviewed where required to inform continuous improvement.

*Table 30 – WHS Incidents (Internal Data)*

WHS	Result
Recorded WHS incidents	5
Near misses reported	3

### 11.2 Security Incidents

Licensed security personnel were deployed across ticketed events, free-access precincts, and high-density areas, with coordination support from NSW Police.

**Summary:**

- No major security incidents occurred.
- Minor behavioural issues were resolved promptly through standard crowd management protocols.
- Visible security presence contributed positively to public safety and attendee confidence.

*Table 31 - Security Incidents (Internal Data)*

Security	Result
Security incidents recorded	5
Police interventions	2

### 11.3 Complaints and Customer Service Issues

Customer service issues and complaints were primarily related to peak-period congestion, parking availability, and transport delays.

**Summary:**

- Complaints were low relative to attendance volume.
- Most issues were addressed in real time through on-ground staff, volunteers, and information points.



- Post-event feedback indicates high overall satisfaction despite isolated service pressures.

*Table 32 – Council's Customer Service Complaints and Enquiries (Internal Data)*

Customer Service	Result
Formal complaints received	2
Customer service enquiries logged	7

#### 11.4 Risk Register Outcomes

The event risk register identified and assessed key risks including crowd safety, weather impacts, transport disruption, infrastructure failure, and resourcing constraints.

##### Summary:

- High-risk items were effectively mitigated through planning, resourcing, and inter-agency coordination.
- No risks escalated beyond tolerable thresholds.
- Risk controls were tested during peak attendance periods and proved generally effective.

#### 11.5 Effectiveness of Risk Mitigation Measures

Risk mitigation strategies, including crowd management plans, emergency response procedures, communication protocols, and WHS controls, were implemented as planned.

##### Assessment:

- Mitigation measures were proportionate to the event's scale and risk profile.
- Strong collaboration between Council, contractors, and emergency services enhanced risk responsiveness.
- Real-time issue resolution reduced the likelihood of escalation.

#### 11.6 Emerging Risks for Future Festivals

While current risk controls were effective, several emerging risks have been identified for future consideration:

- Increasing crowd density and attendance growth are placing pressure on infrastructure and public spaces.
- Escalating costs and availability constraints for security, contractors, and compliance services.
- Workforce capacity and reliance on limited experienced personnel within the Events team.
- Climate variability increases exposure to heat and severe weather impacts.
- Growing public expectations regarding accessibility, transport efficiency, and amenity standards.



Addressing these risks will require continued refinement of planning, resourcing, infrastructure investment, and cross-agency coordination.

### 11.7 Risk Management Summary

Overall, risk management and incident response arrangements for the Parkes Elvis Festival 2026 were effective and appropriate, supporting safe event delivery and public confidence. The festival experienced no major incidents, with identified risks successfully managed through proactive planning and coordinated operational response. Ongoing refinement of risk controls, informed by emerging trends and event growth, will be critical to sustaining safe and successful delivery in future years.

## 12 Environmental & Sustainability Performance

Environmental and sustainability considerations for the Parkes Elvis Festival 2026 were integrated into event planning and operational delivery, with a focus on minimising environmental impact, maintaining regulatory compliance, and supporting continuous improvement in sustainable event practices.

### 12.1 Waste Volumes and Recycling Rates

Waste management services were delivered across all festival precincts, including general waste and targeted clean-ups during and after peak attendance periods. Waste volumes were higher than standard trading periods due to elevated visitation.

**Measures implemented:**

- Clearly labelled waste and recycling stations.
- Increased servicing schedules in high-use areas.
- Post-event site remediation and clean-up.

### 12.2 Energy Use and Generator Management

Temporary power was supplied through a combination of existing infrastructure and portable generators to support stages, vendors, lighting, and event operations.

**Management measures included:**

- Use of compliant, well-maintained generators.
- Strategic placement to reduce noise and emissions impacts.
- Scheduled operation to avoid unnecessary run time.

### 12.3 Water Usage

Water was utilised primarily for amenities, cleaning, hospitality, and operational needs across the festival footprint.

**Measures implemented:**

- Use of existing water infrastructure where possible.
- Regular monitoring of high-use amenities.
- Leak and fault response procedures during the event.



During this year's festival, the Water Treatment Plant recorded the highest ever volume of water through the plant, however this was likely impacted by the corresponding heat wave conditions.

## 12.4 Sewerage Treatment

The Parkes Sewer Treatment Plant (STP) was designed for a town population of 15,359 EP. The maximum design inflow capacity is 230 L/s (20 ML) per day, while the highest recorded inflow was 18ML, which was recorded after a significant rain event caused by network stormwater ingress.

The change in volume of sewerage treatment at the Parkes STP can be considered an indicator of the increase in visitors to Parkes township during the festival.

*Table 33 - Wastewater Treatment Plant Metrics (Parkes STP)*

Treatment Plant Metric	Volume
Usual January weekly inflows	1.8ML per day
Elvis Festival Period	2.2ML avg per day
Increase in Volume	0.4ML per day or 22%
Peak (Sunday)	.5ML or 26% Increase

The overall capacity of the STP (18ML per day) is not impacted by the increase in inflows during the Festival period. Of note is the increase in recycle water that is returned to the system at a time of year when field watering demand is high.

*Table 34 - Wastewater Treatment Data - Elvis Week (Parkes STP)*

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Total
STP Inflows (kl)	1,849	1,928	1,989	2,132	2,137	2,265	2,268	2,012	16,580
Base Inflow (kl)	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	14,400
Increase	49	128	189	332	337	465	468	212	2,180
%Increase	3%	7%	11%	18%	19%	26%	26%	12%	

To calculate the increase in visitors using the change in STP inflows would require too many assumptions to be used as a reliable indicator.

Factors that will impact an estimate include residents away from town at that time of year, rain events, day trippers, visitors staying elsewhere, and the fact that many visitors stay in temporary caravans with their own grey and black water storage systems.

## 12.5 Noise Management Compliance

Noise management was undertaken in accordance with approved permits, conditions, and applicable regulations.

### Key controls included:

- Approved performance schedules.
- Directional speaker placement and sound checks.
- Monitoring of noise levels during headline performances.



No significant noise-related breaches were recorded, and complaints were minimal and managed in real time.

*Table 35 - Noise Management (Internal Council Data)*

Noise Management	Estimated Volume
Noise complaints received	Nil
Compliance breaches	Nil

*Table 36 - Noise Management (Internal Council Data)*

## 12.6 Environmental Protection Measures

Environmental protection measures were implemented to safeguard public spaces and minimise environmental impact.

These included:

- Protection of turf, landscaping, and public assets.
- Controlled vehicle access within precincts.
- Spill kits and environmental response readiness.
- Post-event inspections and remediation.

All festival sites were returned to pre-event condition or better following bump-out.

## 12.7 Sustainability Initiatives

The festival continued to embed sustainability initiatives within its delivery, with a focus on practical and achievable measures.

Initiatives included:

- Reduction of single-use plastics through vendor requirements where possible.
- Recycling infrastructure and signage.
- Promotion of shared and public transport options.
- Encouragement of reusable drink containers.
- Procurement of local suppliers to reduce transport impacts.

Opportunities for expanding sustainability initiatives, including waste diversion targets and alternative energy sources, have been identified for future festivals.

## 12.8 Environmental & Sustainability Summary

The Parkes Elvis Festival 2026 was delivered with appropriate environmental and sustainability controls in place, ensuring compliance with regulatory requirements and minimising environmental impact despite high attendance levels. Waste, energy, water, and noise were managed effectively across the festival footprint. Continued growth of the event presents opportunities to further strengthen sustainability performance through enhanced data collection, waste reduction initiatives, and progressive environmental targets in future years.

## 13 Issues, Challenges and Lessons Learned

Delivery of the Parkes Elvis Festival 2026 highlighted several operational challenges typical of a large-scale, high-attendance regional event. The most significant pressures



occurred during peak attendance periods, placing strain on transport, parking, crowd movement, amenities, and staffing resources. While these challenges were actively managed, they reinforced the need for increased capacity and flexibility in future planning.

### 13.1 Vendor and Service Performance

Most vendors and service providers met contractual and performance expectations. However, isolated issues were identified, including:

- Service delays during peak periods, particularly for amenities servicing and transport logistics.
- Limited capacity from some suppliers due to broader market constraints. These issues did not compromise safety but impacted service responsiveness and visitor experience in high-demand windows.

### 13.2 Planning and Resourcing Gaps

Areas identified as requiring additional planning or resourcing include:

- Peak-period staffing, particularly experienced event operations personnel.
- Transport frequency and parking management during arrival and departure peaks.
- Waste, cleaning, and public amenity provision in high-density precincts.
- Additional operational support for the Festival Director and core Events team.

### 13.3 Staff, Contractor and Stakeholder Feedback

Feedback from staff, contractors, volunteers, and stakeholders was predominantly positive, noting strong collaboration, professionalism, and community goodwill. Consistent themes for improvement included:

- Workload intensity and fatigue during peak delivery phases.
- Desire for clearer escalation pathways and additional experienced on-site leadership.
- Earlier confirmation of operational details to support planning and readiness.

### 13.4 Weather-Related Impacts

Weather conditions presented operational variability, requiring flexibility in scheduling, crowd management, and contingency planning. Major disruptions occurred when the heat exceeded 40 degrees, where venues and facilities were placed under immense pressure. Weather remains a key external risk factor requiring continued emphasis in future event planning.

### 13.5 Critical Improvement Opportunities

Key opportunities for continuous improvement include:

- Strengthening event resourcing and operational leadership capacity.
- Enhancing transport and crowd dispersal strategies for peak times.
- Increasing buffer capacity for high-risk service areas.



- Further integrating lessons learned into risk, workforce, and logistics planning processes.

### 13.6 Summary Assessment

Overall, operational challenges were managed effectively and did not compromise event safety or delivery. The issues identified primarily reflect the scale and growth of the festival, providing clear and actionable insights to support improved planning, resourcing, and resilience for future Parkes Elvis Festivals.

## 14 Recommendations for Future Festivals

Based on delivery outcomes, stakeholder feedback, and post-event analysis, the following recommendations are proposed to strengthen the sustainability, safety, and quality of future Parkes Elvis Festivals. Recommendations are grouped by theme and prioritised to support staged implementation.

### 14.1 Workforce and Resourcing Enhancements (Critical Priority)

#### Recommendations:

- Increase baseline resourcing within the Events team to reflect the festival's scale and year-round planning requirements.
- Provide a dedicated **Deputy Festival Director or Senior Operations Lead** during peak planning and delivery phases.
- Engage experienced temporary event professionals during bump-in, peak days, and bump-out.
- Strengthen volunteer leadership roles to support frontline supervision and coordination.
- Implement workforce planning and fatigue management strategies.

**Outcome:** Reduced reliance on individual capacity, improved resilience, and sustainable event delivery.

### 14.2 Program and Scheduling Improvements (High Priority)

#### Recommendations:

- Review scheduling of headline performances to better stagger peak crowd movements and reduce congestion.
- Increase use of daytime programming and distributed performances across precincts to relieve evening peak pressure.
- Introduce clearer program zoning (family, high-energy, seated, premium) to improve audience flow and experience.
- Lock in key program elements earlier to support marketing, staffing, and logistics planning.

**Outcome:** Improved crowd dispersal, enhanced visitor experience, and reduced operational pressure.

### 14.3 Site Layout and Venue Selection (High Priority)

#### Recommendations:



- Review site layouts to improve pedestrian flow, accessibility, and emergency access in high-density precincts.
- Expand use of alternative or underutilised venues to spread attendance across the festival footprint.
- Enhance wayfinding, lighting, and signage between venues to support safe movement.
- Reassess capacity limits and access points for popular venues.
- Build a fit for purpose venue capable of holding 500 – 1000 pax to reduce excessive hiring costs of venue not within council assets.

**Outcome:** Increased operational efficiency, improved safety outcomes, and better visitor navigation.

#### 14.4 Funding and Sponsorship Strategies (High Priority)

**Recommendations:**

- Pursue multi-year funding and sponsorship agreements to support financial certainty.
- Grow tiered sponsorship offerings with clearer value propositions and activation opportunities.
- Strengthen commercial partnerships linked to programming, precincts, or premium experiences.
- Review cost-recovery and revenue diversification opportunities while maintaining accessibility.

**Outcome:** Improved financial sustainability and reduced exposure to year-to-year funding risk.

#### 14.5 Logistics, Safety and Transport Improvements (High Priority)

**Recommendations:**

- Increase shuttle transport frequency during peak arrival and departure windows.
- Expand and better communicate overflow parking arrangements.
- Enhance real-time communication tools for transport, crowd management, and emergency response.
- Increase amenity servicing capacity (toilets, waste, cleaning) in high-use areas.
- Continue scenario-based emergency planning and inter-agency exercises.

**Outcome:** Stronger crowd management, improved safety, and reduced service bottlenecks.

#### 14.6 Opportunities for Innovation and New Audience Segments (Medium Priority)

**Recommendations:**

- Introduce new curated experiences (e.g., themed precincts, immersive activations, behind-the-scenes content).



- Expand youth, family, and first-time visitor programming to broaden audience appeal.
- Leverage digital tools (apps, push notifications, live updates) for engagement and information.
- Explore sustainability-focused initiatives that enhance the visitor experience.

**Outcome:** Continued growth, refreshed program appeal, and expanded market reach.

#### 14.7 Overall Recommendation

The Parkes Elvis Festival has reached a scale where incremental operational improvements alone are no longer sufficient. Strategic investment in resourcing, infrastructure planning, transport, and partnerships is required to protect event quality, safety, and reputation. Adoption of these prioritised recommendations will support sustainable growth and ensure the festival continues to deliver strong cultural, economic, and community outcomes.

### 15 2026 Survey Feedback and Commentary:

#### 15.1 2026 DNSW Online Survey (544 Online Responses)

##### 15.1.1 Top 20 Positive Comments

1. The overall experience was excellent and very well run.
2. The variety of entertainment was fantastic across all days.
3. There was always something happening and plenty to see and do.
4. The atmosphere around Parkes during the festival was amazing.
5. The quality of performers and tribute artists was very high.
6. The event felt welcoming and friendly.
7. It was worth attending for the full duration of the festival.
8. Parkes really embraces the Elvis theme and creates something special.
9. I would definitely recommend the festival to friends and family.
10. The festival continues to improve each year.
11. The mix of indoor and outdoor events was great.
12. The crowd atmosphere was positive and enjoyable.
13. Events were generally easy to find and attend.
14. The festival brings a real buzz to the town.
15. There was a good range of entertainment options.
16. Local businesses and accommodation providers were welcoming.
17. The sense of community during the festival was strong.
18. It is a unique event that stands out nationally.
19. Overall organisation was good.
20. I would definitely attend the festival again next year.

##### 15.1.2 Top 20 Negative/Improvement Comments

1. There were not enough drink stalls available.
2. More water stations were needed, particularly in hot weather.
3. Long queues formed at drink stalls during busy periods.
4. Additional shaded areas would improve comfort.
5. Some venues felt overcrowded.
6. Drink prices were higher than expected.



7. Water refill points were limited in some areas.
8. More seating would improve the experience.
9. Access to some events was difficult due to crowd sizes.
10. Better signage for amenities such as water and toilets was needed.
11. More food and beverage vendors would reduce queues.
12. Busy areas became congested at peak times.
13. Some event times overlapped, making it hard to attend everything.
14. More free or low-cost entertainment options would be appreciated.
15. More rest areas would benefit older attendees.
16. Toilet facilities could be more evenly distributed.
17. Crowd movement could be improved in high-traffic areas.
18. Hot weather made access to water more important.
19. More staff or volunteers in busy zones would help.
20. Planning around drinks and hydration could be improved.

## 15.2 2026 Stakeholders Satisfaction Survey (48 Online Responses)

### 15.2.1 Top 20 Positive Comments (Stakeholders)

1. Strong teamwork and collaboration across operations, logistics, communications and event teams.
2. Operations, parks, gardens, cleaning crews and waste teams performed exceptionally well in extreme heat.
3. Clear role allocation and improved communication worked better than previous years.
4. Pre-event planning and preparation by many teams contributed to smoother delivery.
5. Cooke Park operations were well managed and the park remained clean and presented throughout the festival.
6. Elvis Central was smaller, more efficient and easier to manage than in previous years.
7. Kids Zone relocation to shaded areas was highly successful and well received.
8. Social media and communications achieved record engagement, reach and performance.
9. Street Parade earlier start time worked well in hot conditions.
10. Logistics and bump-in/bump-out support was effective despite tight timeframes.
11. Merchandise operations were generally well staffed and supported.
12. Festival atmosphere and layout were strong across key areas.
13. The Poetry Breakfast was extremely well run and well attended.
14. Leadership from key staff members was widely praised.
15. Volunteers were hardworking, enthusiastic and committed.
16. Contractors delivering infrastructure performed efficiently.
17. Team morale remained high despite heat and long hours.
18. Good inter-team cooperation during peak operational periods.
19. Visitor Services and Elvis Central staff handled high demand professionally.
20. Overall, stakeholders felt the festival was a success and one of the best delivered to date.



### *15.2.2 Top 20 Negative/Improvement Comments (Stakeholders)*

1. Lack of clarity around roles, ownership and responsibilities prior to the festival.
2. Information sharing and documentation between teams needs improvement.
3. Some planning and decisions were communicated too late.
4. Insufficient water, shade and staff amenities during extreme heat.
5. Drink, water and hydration access needs improvement for both staff and patrons.
6. Traffic management and crowd flow issues, particularly during the parade.
7. Busking coordination needs clearer planning, limits and better location management.
8. Some activations and areas of the main street felt underutilised.
9. Stallholder selection and market layout need stronger curation and earlier applications.
10. Overlapping schedules caused confusion and missed opportunities.
11. Merchandise availability was fragmented across locations.
12. Elvis Central and some merch areas were difficult to find.
13. Contractor performance (particularly videography) did not meet expectations.
14. Cultural awareness and content approval processes need strengthening.
15. Communication and resourcing for Communications team was insufficient and late.
16. Signage, maps and wayfinding need review and improvement.
17. Volunteer rostering and briefing processes need to be more structured.
18. Kids Zone and family activations would benefit from extended hours.
19. Shade and seating were insufficient in high-traffic areas.
20. Some long-standing successful elements were changed unnecessarily and negatively impacted experience.

## **15.3 2026 Parkes Elvis Festival Visitor Survey (468 Online Responses)**

### *15.3.1 Top 50 Positive Comments (Visitors)*

1. The festival is fun.
2. The atmosphere is fantastic.
3. Great music everywhere.
4. The Elvis tribute artists were outstanding.
5. The event feels welcoming and friendly.
6. It is a joyful celebration.
7. The community spirit is strong.
8. The festival brings people together.
9. Catching up with friends is a highlight.
10. Meeting new people is easy and enjoyable.
11. The performers are high quality.
12. There is always something happening.
13. Cooke Park has a great vibe.
14. The Street Parade is a favourite event.
15. Volunteers are amazing and helpful.
16. The festival feels safe.
17. It is well organised overall.



18. The festival is unforgettable.
19. It is the highlight of the year.
20. The Elvis theme is unique and special.
21. It is a bucket-list event.
22. The town atmosphere is electric.
23. Great variety of shows and venues.
24. The festival suits all ages.
25. The gospel service is very moving.
26. Renewal of vows events are special and meaningful.
27. Elvis brings nostalgia and happy memories.
28. Dressing up is fun and encouraged.
29. The festival creates lifelong friendships.
30. The live entertainment is excellent value.
31. It is a great family tradition.
32. Multi-day enjoyment keeps people coming back.
33. The crowd is friendly and respectful.
34. There is a strong sense of belonging.
35. Visiting Parkes during the festival is exciting.
36. The bands and backup musicians are excellent.
37. The tribute competitions are entertaining.
38. The festival feels iconic.
39. Visitors feel proud to attend.
40. It is a positive escape from everyday life.
41. The event brings joy and happiness.
42. It is a non-stop party atmosphere.
43. The festival celebrates Elvis' legacy well.
44. The town goes all in for the event.
45. The shows feel professional.
46. The festival keeps improving each year.
47. The experience creates lasting memories.
48. Many visitors attend year after year.
49. The festival is good for the town.
50. People strongly recommend it to others.

### ***15.3.2 Top 50 Negative/Improvement Comments (Visitors)***

1. The festival was too hot.
2. January heat made conditions uncomfortable.
3. Accommodation was extremely expensive.
4. Accommodation was hard to find.
5. Price gouging by accommodation providers.
6. Not enough shade in key areas.
7. More seating is needed.
8. Lack of water stations and misting fans.
9. Food and drink prices were too high.
10. Elvis Central was disappointing.
11. Elvis Central was too small and poorly set up.
12. Merchandise range was reduced.
13. Not enough Elvis-themed market stalls.
14. Festival feels more commercial than before.



15. Too many ticketed events.
16. Fewer free events than in past years.
17. Shuttle bus services were confusing or limited.
18. Transport between venues needs improvement.
19. Accessibility issues for disabled visitors.
20. Poor air conditioning in some venues.
21. Change from traditional festival elements disappointed repeat attendees.
22. Fewer buskers than in previous years.
23. Less variety in markets.
24. Not enough Elvis music in the streets.
25. Missing Elvis lights, signage or decorations.
26. Parade felt shorter or less exciting.
27. Changes were poorly communicated.
28. Program information was unclear or late.
29. App and information access could improve.
30. Lack of transparency in competitions.
31. Perceived favoritism in judging.
32. Over-focus on non-Elvis acts.
33. Lack of late-night venues.
34. Limited food variety for dietary needs.
35. Not enough shady rest areas.
36. Fewer photo opportunities around town.
37. Some venues were overcrowded.
38. Poor crowd flow in peak areas.
39. Less activity on Main Street than expected.
40. Sunday felt quieter than previous years.
41. Rising costs may stop people returning.
42. Concerns festival is losing its original feel.
43. Lack of parking in key areas.
44. Not enough powered sites for caravans.
45. Inconsistent shuttle timing.
46. Limited communication after feedback was submitted.
47. Confusion around ticket releases.
48. Need more cooling options for extreme heat.
49. Festival date should move to cooler months.
50. Concern that continued changes may reduce attendance.

#### 15.4 2026 Parkes Elvis Festival – Survey Summary

##### Overview

Feedback from the 2026 Parkes Elvis Festival was gathered through 1060 completed online surveys and comprehensive stakeholder feedback from staff, volunteers, visitors and contractors. Overall sentiment toward the festival was strongly positive, with the event continuing to be highly valued by visitors, the local community and delivery partners.



## Overall Assessment

The Festival continues to be regarded as one of Australia's most distinctive and successful regional events. The dominant theme across all feedback was enjoyment. Visitors consistently described the festival as fun, welcoming, vibrant and a highlight of their year. Stakeholders expressed pride in the event and strong commitment to its delivery, despite challenging environmental and operational conditions.

## Key Strengths

- The festival atmosphere and sense of community connection were the most frequently cited strengths. Attendees value the friendliness, inclusiveness and shared celebration of Elvis and live music.
- Entertainment quality remains a core strength. Elvis Tribute Artists, bands and performances across multiple venues were widely praised for professionalism and variety.
- Volunteer and staff contribution was strongly recognised, with operations, parks, cleaning crews, volunteers and contractors commended for their efforts, particularly in extreme heat.
- The festival continues to deliver strong social and economic benefits, supporting local businesses, accommodation providers and tourism outcomes, while reinforcing community pride.

## Key Challenges Identified

- Extreme heat was the most significant issue raised by both visitors and stakeholders. Feedback highlighted the need for more shade, water stations, misting fans, seating and heat-management strategies.
- Accommodation cost and availability emerged as a major risk. Concerns were raised about price escalation, limited supply and affordability, particularly for repeat visitors and older attendees.
- Transport, accessibility and amenities require further refinement, including clearer shuttle services, improved accessibility for people with disabilities, better seating distribution and more consistent wayfinding.
- Some long-term attendees expressed concern about changes to traditional Festival elements, including reduced street decorations, market variety, busking activity and the layout and role of Elvis Central.

## 16 Conclusion

The Parkes Elvis Festival continues to deliver a highly positive and memorable experience for visitors, performers and the local community. Its success is underpinned by strong community pride and participation, high-quality entertainment, and a loyal visitor base that returns year after year. The Festival's unique Elvis-themed identity, whole-of-town activation and welcoming atmosphere remain central to its appeal, reinforcing Parkes' reputation as one of Australia's most distinctive and successful regional events.

To protect this success into the future, a number of interrelated challenges must be addressed to ensure long-term sustainability, reputation and repeat visitation. Heat mitigation has become an increasingly critical issue, with the current timing of the Festival exposing patrons, performers and volunteers to extreme summer conditions.



Exploring the feasibility of shifting the Festival to a cooler time of year presents an opportunity to enhance visitor comfort, reduce safety and compliance risks, and support longer dwell times, while still preserving the Festival's cultural and traditional foundations. Any future consideration of a date change will require careful consultation to balance climatic benefits with audience expectations and established travel patterns.

Accommodation availability remains a key constraint, particularly during peak Festival periods. Continued growth in visitation places pressure on local capacity, with flow-on impacts for length of stay, affordability and visitor satisfaction. Addressing this challenge will likely require a combination of temporary accommodation solutions, stronger regional partnerships, advocacy for long-term accommodation investment and clearer communication with visitors to manage demand and expectations.

Transport coordination and movement around the town is another increasingly important consideration. High visitation volumes place pressure on parking, pedestrian safety and traffic flow, particularly around major venues and free public activations. Improved transport planning, including shuttle services, traffic management, accessibility planning and enhanced wayfinding, will be essential to improving the overall visitor experience and distributing crowds more evenly across Festival precincts.

A critical sustainability issue moving forward is the ongoing delivery of large-scale free events in their current format, particularly high-cost activations such as those staged in Cooke Park. While these free events have historically contributed to the Festival's inclusive and community-focused atmosphere, they now carry substantial operational and financial overheads. Costs associated with staging, audio-visual production, performers, security, compliance, amenities, crowd control, cleaning and staffing have increased significantly as attendance has grown and regulatory requirements have intensified.

As free events generate little or no direct revenue, there is an increasing mismatch between cost and return. Continuing to deliver large, high-production free activations places unsustainable pressure on the Festival's overall financial model and limits the ability to reinvest in programming quality, infrastructure, artist attraction and visitor services. In addition, these activations often operate at or beyond comfortable capacity, creating crowd congestion, safety risks and a diminished visitor experience, while concentrating attendance in central locations rather than encouraging engagement across the broader Festival program.

To ensure financial and operational sustainability, a strategic shift is required. Large-scale free activations are no longer viable in their current format without change. This will require either the introduction of an entry fee that more accurately reflects the actual cost of delivery, or a significant reduction in the scale and production level of free offerings. Charging for access would allow costs to be shared more equitably by those directly benefitting from the experience and would support stronger crowd management, improved quality and enhanced visitor comfort. Alternatively, maintaining free access would necessitate a more modest, lower-cost offering, repositioned as a smaller-scale community activation rather than a headline Festival experience.

At the same time, a stronger strategic focus on paid activations is essential to the Festival's future. Ticketed events provide financial certainty, support higher production standards, attract premium talent and enable reinvestment into Festival growth and



innovation. Concentrating resources on strengthening these paid experiences, while carefully curating free content within sustainable limits, will help ensure the Festival remains financially viable without compromising quality or authenticity.

Importantly, any future changes must be approached with sensitivity to the traditional and much-loved elements that define the Parkes Elvis Festival. The Festival's loyal audience values authenticity, nostalgia and continuity, and maintaining this emotional connection will be critical. By balancing respectful evolution with responsible financial management, the Festival can continue to thrive, deliver value to the community, and protect its status as an iconic regional event for generations to come.



17 2026 Festival Photos































# Operational Policy

## Procurement



**Operational Policy**  
Procurement

**CONTROLLED DOCUMENT INFORMATION**

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<b>Document History</b>		
<b>Date</b>	<b>Resolution No.</b>	<b>Details/Comments</b>
19th September 2023	OCM234/23	Review of policy, update thresholds, Modern Slavery, Probity, and inclusion of Local preference. Disposal aspects moved to individual policy. Transfer to new format and branding.
1st November 2023		Changes to 10. Risk to include risk management. Additions to Non price Value for money considerations.
4 January 2024		Section 7. Clarified that Panel Contracts should be used where available to avoid a full RFx process.
26 November 2024	OCM 344/24	Adopted by Council.
February 2026		The policy has been updated to strengthen probity requirements with clearer expectations for ethical conduct, conflicts of interest, and transparent recordkeeping (Section 5); include an improved modern slavery definition (Section 6); clarify contract number and post-completion requirements (Section 15); introduce a new bank guarantee section with related tables in the Appendix (Section 16); expand and restructure panel contract guidance (Section 18), moving the Go-to-Market Table and End-to-End Approval Table to the Appendix; add a pricing matrix and risk rating framework for evaluations and specify clearer reporting requirements for Council (Section 19).

**Operational Policy**  
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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="#">Tendering Guidelines for NSW Local Government 2009</a> <a href="#">Model code of conduct and procedures 2020</a> <a href="#">Privacy and Personal Information Protection Act 1998 No 133 - NSW Legislation</a> <a href="#">State Records Act 1998 No 17 - NSW Legislation</a>
<b>Related Policies</b>	<a href="#">Code of Conduct</a> <a href="#">Gifts, Benefits and Bribes</a> <a href="#">Statement of Business Ethics</a> <a href="#">Corporate Credit Card</a> <a href="#">Contractor Management</a> <a href="#">WHSMS Policy and Procedure WHS001</a> <a href="#">Disposal</a> <a href="#">Contract Management</a>
<b>Related Documents</b>	<a href="#">Purchase of Goods and Services - Terms and Conditions</a> <a href="#">Conflict of Interest Statement - Procurement Evaluation</a> <a href="#">Evaluation Scoresheet up to 199K</a> <a href="#">Evaluation Scoresheet over 200K</a> <a href="#">Evaluation Panel Recommendation Report</a> <a href="#">Conflict of Interest – Procurement Evaluation</a> <a href="#">Exemption from Procurement Process Authorisation</a> <a href="#">Verbal Quotation Record</a> <a href="#">Evaluation and Probity Plan</a> Procurement Framework - To be Written. Procurement Procedure - To be Written. Bank Guarantee Procedure – To be Written Financial System Delegations. <i>Additional Templates can be found in ECM via</i> <a href="#">Templates Dashboard</a>
<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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Procurement



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## Operational Policy

### Procurement

#### 1. Purpose

This Operational Policy is intended to outline Councils' commitment to participate in sustainable and compliant procurement to facilitate purchasing environmentally, sustainable, and socially responsible products and services whenever possible.

This policy is to provide clear guiding principles for the procurement of materials, equipment and services through quotations and tendering. to assist in ensuring best value for money, cost effectiveness, meeting the needs of the community, good management practices, transparency, probity, and environmental performance.

#### 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 procurement activities are governed by a regulatory framework, particularly Section 55 of the Local Government Act (1993) and Part 7 of the Local Government (General) Regulations 2005. Principles and practices are outlined in documents such as the Department of Local Government Tendering Guidelines for NSW Local Government (October 2009).

There are many stages in the procurement cycle, ranging from the initial identification of need and the subsequent planning phase, right through to the long-term contract management.

Council strives to achieve a fair, transparent, and accountable process in the purchase and contracting of goods and services. Council's procurement activities shall be conducted in a manner that complies with these general procurement policies:

- Obtaining Value-for-money in the procurement of goods and services, using open and effective competition wherever practicable.
- Quality, price, delivery, and service shall generally be considered the main criteria in assessing Council's procurement of goods and services together with experience, conformance with specifications (including environmental performance), local benefit, WHS record and systems and project specific matters.
- Council expects its contractors and suppliers to comply with ethical business standards and practices in its procurement activities.
- Council shall strictly implement its Code of Conduct, guidelines and other relevant policies on matters relating to its procurement activities.
- All staff are required to consistently apply and implement Council's procurement policies and procedures. Appropriate disciplinary action shall be taken for non-compliance.

This Operational Policy applies to all Council staff, contractors, and volunteers.

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**4. Definitions**

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

Term	Definition
<b>Council</b>	Means Parkes Shire Council
<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>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>ATP</b>	Authority to Procure
<b>Bid Shopping</b>	The practice of trading off one's tenderer's price against another's, in order to obtain lower prices
<b>Client</b>	Party calling for tenders and/or awarding a contract
<b>Concession</b>	The application of a percentage-based 'reduction' of the pricing of any submissions deemed to comply with the above 'local content' and/or 'local supplier' definitions
<b>Construction</b>	All organised activities concerned with demolition, building, landscaping, maintenance, civil engineering, process engineering, mining, and heavy engineering
<b>Contract</b>	A Contract is an agreement between two parties that creates an obligation to perform (or not perform) and to supply (or not supply) goods and services as per the specifications within the document. A contract is typically used for purchases comprising complex goods and services. In particular high risk, high value and extended period procurement require a contract
<b>Declared Natural Disaster</b>	Means a natural disaster that has been declared in relation to the area of a Council by either— (a) Natural Disaster Declaration for the purposes of the Natural Disaster Relief and Recovery Arrangements jointly administered by the Commonwealth and the States and Territories, or (b) a Declaration under the <a href="#">State Emergency and Rescue Management Act 1989</a> , section 33
<b>Employee</b>	Person whose employment is governed by a contract of service, or a person deemed to be an employee under Australian or NSW industrial law
<b>Employer</b>	Entity that employs a person or persons under a contract of service or a person deemed to be an employer under Australian or NSW industrial law

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Term	Definition
<b>Fair</b>	Being unbiased, reasonable, and even-handed. Being fair does not mean satisfying everyone or not reasonably pursuing one's legitimate interests. A fair decision may still adversely affect parties
<b>Infrastructure</b>	Fixed assets that support economic and social development in a fundamental way
<b>Intellectual Property</b>	Inventions, original designs, and practical applications of good ideas protected by law through copyright, patents, registered designs, circuit layout rights and trademarks. Also includes trade secrets, proprietary know-how and other confidential information protected against unlawful disclosure by law and through additional contractual obligations, such as confidentiality agreements, contracts, and conditions of tendering
<b>Monitor</b>	Regularly collect information to review performance against specified criteria
<b>Net Costs</b>	In relation to a Quotation, Tender or Expression of Interest, the total amount offered by a supplier for the supply of goods or services, including freight or delivery charges, excluding GST and any discounts or rebates offered by the supplier
<b>Party</b>	Client, tenderer, or service provider. An entity's role in a procurement will determine whether it is a client, tenderer, or service provider for that procurement
<b>Procurement</b>	All activities involved in acquiring goods and services either outright or by lease (including disposal and lease termination). Includes acquiring consumables, capital equipment, real property, infrastructure, and services under consultancies, professional services, facilities management, and construction
<b>Procurement Request</b>	Any purchasing transaction undertaken by Council, including those prescribed by the Tendering Regulations under the Local Government Act 1993
<b>Service Provider</b>	Includes Contractors, Subcontractors, Suppliers, and Consultants that contract to provide goods or services
<b>Submission</b>	Any form of submitted pricing from a prospective supplier, including those received under the Tendering Regulations under the Local Government Act 1993
<b>T&amp;C's</b>	Standard Terms and Conditions, which form part of a Purchase Order
<b>Whole of Life</b>	All procurement activities will consider the 'whole of life' costs of a purchase rather than the initial cost to Council. Whole of life costing considers the total cost of a product or service over its lifetime, from manufacture through to disposal including purchase, hire or lease, maintenance, operation, utilities, training, and disposal

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#### 5. Probity in Procurement

Council is committed to achieving Value-for-Money through an accountable, transparent, and ethical procurement process. All procurement activities must comply with relevant legislation and be conducted in a fair, impartial, and defensible manner that withstands public and audit scrutiny. Probity applies to **every procurement activity**, regardless of value, complexity, or procurement method.

##### 5.1. What is Probity?

Probity refers to acting with **integrity, honesty, fairness, openness, and transparency**. It involves ensuring that all procurement decisions are made impartially and are free from bias, favouritism, and undue influence.

Strong probity practices help to:

- create mutual trust between buyers and suppliers
- ensure accountability for procurement decisions and spending of public funds
- promote community and business confidence in Council procurement
- earn and maintain public trust
- comply with government laws, policies, and regulatory frameworks
- manage conflicts of interest (actual, perceived, or potential)
- mitigate risks of fraud, corruption, or unethical conduct

When probity is absent, it can lead to:

- unfair or biased sourcing outcomes
- financial losses, including overpaying or poor-quality outcomes
- reputational damage
- Increased risk of fraud or misconduct
- supply chain disruption or delays

##### 5.2. Probity in Practice

All staff involved in procurement must act with integrity and impartiality at all times.

Probity in practice includes:

- using consistent, transparent, and defensible processes
- maintaining confidentiality and protecting commercially sensitive information
- ensuring equal access to information for all suppliers
- managing conflicts of interest (declared prior to involvement)
- clear, honest, and documented communication
- practising separation of duties wherever possible
- fair and objective decision-making using an Evaluation Matrix
- ensuring fair and open competition to promote innovation, value, and strong supplier relationships
- maintaining a complete audit trail through accurate record keeping in **ECM**
- not accepting gifts, hospitality, or benefits from suppliers
- ensuring no supplier receives preferential treatment or additional information

##### 5.3. Plan for Probity

Probity must be considered at every stage of the procurement lifecycle. Effective planning ensures that integrity, objectivity, and transparency are maintained throughout.

- **Low-risk procurement** requires adherence to the processes defined in this Policy.
- **High-risk, complex, strategic, or sensitive procurement** may require additional measures, including completion of a **Probity Plan**.

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#### 5.4. Probity Advisors (optional for high-risk procurement)

For significant, high-value, complex, or politically sensitive procurements, Council may engage an **independent Probity Advisor or Probity Auditor** to provide oversight and assurance of fair and transparent processes.

This may be appropriate where:

- there is a heightened risk of challenge, dispute, or scrutiny
- the procurement is high value or high community interest
- Council wishes to demonstrate an additional layer of transparency

#### 5.5. Documentation Requirements

To demonstrate compliance and support audit transparency:

- all procurement records must be stored in **ECM**, including quotations, tenders, evaluation matrices, communications, conflict-of-interest declarations, and approvals
- decisions must be documented, including reasons for supplier selection or non-selection
- records must be retained as required under the State Records Act and Council's Recordkeeping Policy

## 6. Modern Slavery

Council is committed to preventing modern slavery, human trafficking, forced labour, and exploitation within its operations and supply chains. We expect all suppliers, contractors, and business partners to uphold ethical labour practices and comply with all applicable modern slavery and human rights legislation. Procurement activities must incorporate due diligence processes to identify, assess, and mitigate risks of modern slavery, including evaluating supplier practices, monitoring high-risk categories, and taking corrective action where concerns arise.

### 6.1. What is Modern Slavery

Modern slavery involves the serious exploitation of individuals for personal or commercial gain, where people are controlled through coercion, threats, or deception and cannot leave their situation. The 2023 Global Slavery Index estimates that 49.6 million people worldwide—and around 41,000 people in Australia—are affected.

Common forms of modern slavery include human trafficking, forced labour, debt bondage, descent-based slavery, child exploitation, and forced or early marriage. In Australia, forced labour and bonded labour are most prevalent, particularly in high-risk industries such as construction, cleaning, and agriculture. As councils frequently procure goods and services in these sectors, they may be exposed to modern slavery risks within their supply chains if appropriate safeguards are not in place.

### 6.2. Modern Slavery Act 2018

The Modern Slavery Amendment Act 2021 (NSW) commenced on 1 January 2022. As a result, the following requirement was included in the Local Government Act 1993 (NSW) and came into effect from 1 July 2022.

Section 438ZE

'A council must take reasonable steps to ensure that goods and services procured by and for the council are not the product of modern slavery within the meaning of the NSW Modern Slavery Act 2018.'

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#### 6.3. Modern Slavery in Procurement

Procurement personnel play a critical role in reducing the risk of purchasing goods and services linked to modern slavery. This requires awareness, understanding of modern slavery indicators, and engagement with suppliers to ensure that Council's expectations and obligations under relevant legislation are met. Council will consider the risk profile of high-risk goods and services and seek assurance from suppliers that modern slavery is not present within their operations or supply chains.

High-risk products and services can include:

- **Goods:** cotton and apparel, bricks, garments, electronics (including laptops, computers, mobile phones, and lithium-ion batteries containing cobalt), and certain agricultural products such as citrus fruits and berries.
- **Services:** cleaning, security, construction, facilities management, manufacturing, agriculture, forestry, and fishing.

Council will:

- Identify where modern slavery risks may be occurring in our supply chain and determine appropriate degree of the risk/s;
- Include modern slavery criteria in RFP, RFQ and RFT documentation and contracts; and
- Identify suppliers that have demonstrated commitment to modern slavery.

#### 7. Value-For-Money

Council recognises that 'overall value-for-money' is about broader economic benefits to the Council area and not just the lower price. Value-for-money is determined by financial and non-financial factors, including but not limited to quality, fitness for purpose, capability, associated risks, total cost of ownership including maintenance, operational costs, and disposal.

It is important for procurement to take all these elements into consideration when making decisions and comparing the costs of buying, renting, or leasing equipment. In most cases, the purchase costs are only a small proportion of the cost of operating the product or service.

##### 7.1. Non-Price Value-for-money considerations

When assessing 'overall value-for-money', the following non-price considerations should be considered (where relevant) in relation to a Procurement Request:

- Availability and access to after-sales service and maintenance.
- Quality, type and availability of goods and services.
- Whole-of-life costs to the purchase or contract.
- Compliance with specifications, guidelines, and requirements.
- The supplier acknowledges and adequately demonstrates their experience and ability to fulfil the requirements of the contract or purchase.
- Net benefits to the Council area, including economic benefits; and advantages in dealing with a local supplier, including administrative and operational efficiency.
- The proportion of local content to be supplied. ([refer section 8](#))
- The supplier's commitment to supporting local business and the local economy through sub-contracting and other supplier arrangements.
- WHS risk of using the item, for example where new plant and equipment is being considered.
- All other factors relevant to consideration of the procurement request.

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### 8. Local Preference

Council is committed to sustainable and compliant procurement giving preference to local suppliers and contractors where it is cost effective and supports value-for-money to do so, as this supports Council's local economic development and social procurement initiatives.

#### 8.1. What is Local Preference.

Council acknowledges that economic benefits flow to all local businesses where Council maximises opportunities for local suppliers to compete for Council's business. To assist local industry and local economic development, Council will:

- Encourage the use of local suppliers where it is "value for money" to do so.
- Encourage a 'buy local' culture within the Council and ensure that as far as practicable procurement policies and procedures do not disadvantage local suppliers.
- Encourage local suppliers to participate in Council business by advertising in local newspapers, in the media and other means considered appropriate.
- Ensure transparency in Council procurement practices.
- Encourage the use of local suppliers by contractors whenever goods or services must be sourced from outside the Council area.
- Consider non-price "value-for-money" criteria such as previous experience, methodology and project teams; and
- apply a Pricing Preference Evaluation in favour of local suppliers, as set out in this policy.

#### 8.2. Obtaining Discounts

To be eligible for concession, suppliers must specifically detail and explain in their responses to Council's procurement request, the particular facts upon which they rely to establish their eligibility for the concession and must provide any evidence of such eligibility as reasonably required by the Council. All procurement requests issued by Council must clearly state how a price preference for local suppliers will be applied so that respondents to such procurement requests are aware of Council's Local Preference Purchasing Policy prior to responding to the procurement request.

#### 8.3. Applying the local Preference

Value of Procurement	Method
Up to \$199,999	<b>Reduction of tendered price</b> 5% Local Supplier 2.5% Regional Supplier
200,000 and above	<b>Evaluation of tender</b> 2.5% Locality of business 2.5% Local Content

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**8.4. Defining Local / Regional Supplier and Local Content**

Term	Definition
<b>Local Supplier will be defined as:</b>	<p>An organisation/individual that operates from permanently staffed premises/residence or employing permanent staff operating from within the boundaries of Parkes LGA as defined in the map (<a href="#">Appendix D</a>) and has operated from the premises/residence for a minimum period of six (6) months before submitting the quotation or tender.</p> <p><b>OR</b></p> <p>An organisation that is more than 49.9% owned by an individual (or individuals) that live/s within the boundaries of Parkes LGA and has done so for a minimum period of six (6) months before the organisation submits the quotation or tender.</p> <p><i>Note:</i> It is assumed that the individual/s reside/s at their address on the electoral role.</p>
<b>Regional Supplier will be defined as:</b>	<p>An organisation /individual that operates from permanently staffed premises/residence or employing permanent staff operating from within the regional area as defined in the map (<a href="#">Appendix D</a>) and has operated from the premises for a minimum period of six (6) months before submitting the quotation or tender.</p> <p><i>Note:</i> It is assumed that the individual/s reside/s at their address on the electoral role.</p>
<b>Local Content will be defined as:</b>	<p>Goods and services, materials and resources procured through local businesses based permanently within the Parkes LGA.</p>

**9. Sustainable Choice and Environmental Goals and Objectives Goals**

Wherever possible, Council employees and contractors will pursue the following goals and adhere to the specified objectives when purchasing products and services (noting that these impacts should be considered during the entire life cycle of the product - example, the production, distribution, usage, and end of life stages):

- Minimise unnecessary purchasing - only purchase when a product or service is necessary.
- Minimise waste - purchase in accordance with avoid, reduce, reuse, and recycle strategies.
- Save water and energy - purchase products that save energy and/or water.
- Minimise pollution - avoid purchasing products that pollute soil, air or waterways.
- Non-Toxic - avoid purchasing hazardous chemicals that may be harmful to health or ecosystems.
- Greenhouse Benefits - purchase products that reduce greenhouse gas emissions.
- Biodiversity and Habitat Protection - purchase in accordance with biodiversity and conservation objective.
- Value-for-money - purchase the best Value-for-money in the long term.

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### Objectives

Council's objectives through sustainable purchasing are to:

- Eliminate unnecessary inefficiency, waste, and expenditure.
- Contribute to the combined purchasing power of local government to further stimulate demand for sustainable products.
- Advance sustainability by participating in "closing the life-cycle loop".
- Increase awareness about the range and quality of products available.
- Deliver Council's commitments in relation to ecologically sustainable development (ESD) and other environmental and social objectives.
- Play a leadership role in advancing long-term social and environmental sustainability.

### 10. Risk Management

In procurement, every purchase is infused with numerous risks throughout the procurement process including before, during and after purchase. Risk management constitutes the activities and actions taken to ensure Council makes informed decisions in identifying and managing these risks.

Procurement activities can have many variables, which may result in inadequate procurement. Having a clear risk management strategy in place will not just help you save cost but also avert unwanted setbacks.

#### 10.1. Why conduct a risk assessment

For purchases where there is the potential for significant impacts upon Council, especially assets, a risk assessment must be undertaken to ensure all factors have been considered prior to purchase. These factors include but are not limited to:

- a) adheres to WHS requirements (e.g. guards),
- b) requirement of additional safety measures (e.g. hearing protection) and
- c) requirements for additional resources (e.g. training).

#### 10.2. Risks to consider

Risk assessments can identify the following:

- Fit for purpose.
- Potential WHS issues
- Potential for additional training or resources.
- Weighting to be applied to the Assessment Evaluation (e.g. Financial, WHS, environmental, etc).
- Mandatory pre-qualifications of Suppliers or Contractors.
- Confidentiality and Probity issues.
- The most appropriate Conditions of Contract or purchase order to be used.
- Is there an appropriate pool of suppliers locally or is there a need for a broad tender process.
- The likelihood of contract variations, taking escalating prices above the threshold, resulting in additional regulations and actions in accordance with the Local Government Act 1993. (purchases of \$200,000 or greater)

**Note:** Fleet Purchases require a review and update of the Risk assessment register associated with the fleet item type.

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#### 11. Reporting

Procurement reporting will be in accordance with the reporting provisions of the Local Government Regulation 2005 and Government Information (Public Access) Act 2009.

##### GIPA Contract Classifications

The Government Information (Public Access) Act 2009 No.52 require Council to maintain a register of Contracts that exceed or are likely to exceed a value of \$150,000 (inclusive of GST). The Act provides for three different classes of Contracts, each with different information disclosure requirements. (Class 1 - S27, Class 2 - S30 and Class 3 - S31)

**Class 1** - Contracts that have, or are likely to have, a value of \$150,000 or more.

**Class 2** - Class 1 Contract which also involves one or more of the following:

- There has **not** been a tender process, the proposed Contract has not been made publicly available and the terms of the Contract have been negotiated directly with the contractor.
- The proposed Contract was the subject of a tender (whether public or not) but the terms and conditions have been substantially negotiated with the Contractor.
- The obligations of one or more parties under the Contract to maintain or operate infrastructure or assets for a period of 10-years or more.
- The Contract involves a privately financed project as defined by the Treasury.
- The Contract involves a transfer of a significant assets in exchange for another asset.

**Class 3** - In addition to Class 2, has a value, or likely value of more than \$5 million. (Agencies must publish a copy of a Class 3 Contract on the Register of Government Contracts).

#### 12. New Supplier request

Any requests to Accounts Payable in relation to creating new suppliers, will require completion of the [15945159 Supplier Creation Form](#) in ECM. Once completed, return to Accounts Payable via email to [accounts@parkes.nsw.gov.au](mailto:accounts@parkes.nsw.gov.au).

#### 13. Special Circumstances

Provision is made for purchases of goods and services to be obtained without quotes if approved by an appropriately delegated officer of Council. Extenuating circumstances and cases of emergency should be used as an exemption to the policy requirements, only after careful consideration with the reasons clearly documented. The delegated officer would need to be satisfied that a legitimate emergency exists.

The General Manager has the delegated authority to provide exemption from procurement threshold requirements, as appropriate. The General Manager may delegate this authority. Exemptions are only to be granted where exceptional circumstances exist that would not allow for the minimum procurement requirements (example two quotes). Example: Contract with Electoral Commission - they are the only entity for administering elections.

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#### 14. Conflicts of interest

A Conflict of Interest exists when it appears likely that an employee could be influenced, or where it could be perceived that they are influenced, by a personal interest in carrying out their duty.

Conflict of Interests may be real, apparent or potential:

- Real – where a direct conflict exists between current official duties and existing private interests.
- Apparent – where it appears or could be perceived that private interests are improperly influencing the performance of official duties, whether or not, that is actually the case.
- Potential – where private interests are not, but could, come into direct conflict with official duties.

For purchases \$80,000 and above, each employee involved in the procurement process **MUST** complete a [Conflict of Interest statement - Procurement Evaluation](#) form.

For purchases under \$80,000, where a Conflict of Interest has been identified, the employee **MUST** turn over the procurement to their Manger. **Note:** Private interests include not only the personal, professional, or commercial interests of the employee, but the interest of relatives, friends, and associates of that employee.

These can include:

- Actual or perceived gain through property, shares, unpaid debts.
- Non-financial benefits including job opportunities, gifts, preferential treatment of sporting or social clubs and associations with which a relationship exists.

#### 15. Contract Number

For all procurement activities that require a competitive process and/or result in the issue of an agreement or contract, a **Contract Number must be assigned and included on all related correspondence and documentation**. This requirement applies to all contracts, including those established through approved procurement panels such as Centroc and LGP. Panel-sourced contracts must also be allocated a Council Contract Number.

Contract Numbers are obtained from the [Contracts Register](#).

Once the tender process is complete, the officer responsible for the procurement must **enter all relevant information about the winning bid into the Contract Register spreadsheet**, ensuring the record is accurate, complete, and up to date.

#### 16. Bank Guarantees

In procurement, a bank guarantee is a promise from a bank to pay a specific amount to Council (the beneficiary) if the supplier (the applicant) defaults on their contractual obligations. It acts as a risk management tool, providing Council with assurance that they will be financially protected against a supplier's non-performance and can ensure that advance payments are used correctly. Common types include performance guarantees and advance payment guarantees.

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Because a bank guarantee carries real financial value, it must be handled, recorded and stored with the same level of security and control as monetary assets

**16.1. When a Bank Guarantee Should Be Requested**

Council should request a bank guarantee when:

- The procurement involves significant financial value (e.g., major works, high-value contracts, or multi-year service agreements).
- There is a performance risk, such as construction, civil works, ICT implementations, or specialised service contracts.
- Goods or services are critical to Council operations, where non-performance may cause operational disruption or reputational risk.
- There is an advance payment or upfront deposit, to protect Council’s funds until the goods or services are delivered.
- A new supplier or high-risk supplier is engaged, and there is limited performance history with Council.
- The contract requires a defects liability period, and Council needs assurance that rectification works will be completed if the contractor fails to do so.

**16.2. Bank Guarantee Requirements**

- 5–10% of the contract value (depending on risk).
- Must be unconditional and from an Australian bank.
- Must remain valid for the contract term plus any defect’s liability period.
- Returned only once contractual obligations are fully met.

**16.3. Quick Guide for Procurement Officers**

- Low value + low risk → No guarantee
- Medium value OR medium risk → 5%
- High value OR high risk → 10%
- Advance payment → 10%
- Construction / ICT / high-risk services Always require a guarantee

Bank Guarantee Matrix and risk-based table, can be found in [Appendix C](#).

**17. Responsibility - Delegation of Authority**

Party or Persons	Responsibilities
General Manager	<p>General Manager is responsible for providing policy, procedures, and framework to facilitate transparent, ethical and value-for-money procurement.</p> <p>The General Manager is authorised to enter contracts on behalf of Council within the expenditure Delegation Authorised. The Delegation of Authority for the General Manager allows the General Manager to accept Council tenders with a Contract value of up to \$10,000,000 (including GST) or a Contract entered into through a prescribed entity tender, where all other tender requirements of section 55 of the Local Government Act 1993 and Part 7 of the Local Government Regulation 2021 are met.</p>

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Party or Persons	Responsibilities
	<p>The General Manager has delegated authority to incur financial expenditure on behalf of Council under the following provisions:</p> <ul style="list-style-type: none"> <li>• Where expenditure has been provided for in Council's Budget; or</li> <li>• To respond to an emergency, community safety issue or potential public liability issue at a cost not exceeding \$250,000.</li> </ul> <p>The General Manager is not authorised to accept any other tender recommendation other than a 'recommendation of acceptance'. He is not authorised (for example) to decline tenders or approve negotiation recommendations.</p>
Directors	<p>Directors are responsible for providing policy, procedures, and framework to facilitate transparent, ethical, and value-for-money procurement.</p> <p><i>(See Financial System Delegations)</i></p>
Managers	<p>Managers are responsible for ensuring the following procedures are implemented within their workgroup. Managers are to ensure a Hazard Identification and Risk Assessment is undertaken regarding equipment, materials, and supplies which they have responsibility for purchasing for workplace use.</p> <p><i>(See Financial System Delegations)</i></p>
Supervisors	<p>Supervisors are responsible for ensuring procurement tasks are carried out according to procedures. Supervisors are to ensure there are in place, procedures for identifying safety defects in equipment, material and supplies purchased and used at the workplace.</p>
Employees	<p>Employees are responsible for carrying out procurement activities in an appropriate manner regarding any training undertaken. Council employees may only incur expenditure on behalf of the Council if:</p> <ul style="list-style-type: none"> <li>• The position an employee holds has been granted a financial delegation by the General Manager and such delegation is recorded in the Financial Delegations Register.</li> <li>• The expenditure is provided for in Council's budget; or</li> <li>• in the case of genuine emergency or hardship where the power to incur expenditure in these circumstances has also been delegated.</li> </ul> <p>Council employees may only receive an expenditure delegation, where approved by the General Manager and agreed by Council's Executive Leadership Team (ELT).</p> <p>Any employee incurring expenditure may only do so in accordance with any constraints imposed by the Council or the General Manager in respect to a financial delegation.</p>
Supplier	<p>The Supplier is required to advise of the risks to WHS of employees of the purchase, and to supply appropriate information and instruction to ensure safe use at the workplace. Large procurements or procurements with elements outside Council's areas of expertise, will</p>

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Party or Persons	Responsibilities
	require the supplier to complete a risk assessment prior to Council accepting the item or service.  Suppliers <b>must</b> supply council with all relevant documents (Specifications, Work Health and Safety management, Standards Operating Procedures etc.) related to the procurement within a reasonable timeframe.

As a rule, generally, Council staff are not to use their own funds (cash or credit card) to purchase goods on Council's behalf. Exceptions are in cases of emergency or when on Council business, reasonable travel expenses exceed the cash advance obtained (refer to Procedure)

All staff must comply with the applicable provisions of Council's Code of Conduct. It is the personal responsibility of Council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct with this in mind.

### 18. Procurement

The procurement process used will depend on whether there are panel contracts in place or not.

#### 18.1. Panel Contracts

Council has access to a range of Local Government Contracts including Local Government Procurement, Buy NSW, and NSW Procurement. There may also be local trades panels available. These panel contracts are pre-approved panels of providers and should be used where available. That is, if a panel is available, then an open RFQ or RFT does not need to be undertaken. In this case, the required number of quotes are sought from the panel, rather than through a full and open RFQ or RFT process.

Where the panel contract includes fixed pricing, Council may direct purchase from a single supplier, having regard to the price that appears to be the most advantageous. Where the cost is above \$80,000, a panel evaluation report is to be completed. If the cost is also above \$250,000, a report is to be prepared for Council.

Where the fixed price good or service includes variable cost options, these components must be separated from the fixed price component. For example, if a utility vehicle includes a fixed price for the cabin and the tray is an optional extra, a separate purchase and quote must be obtained for the tray option.

#### 18.2. Fleet Procurement

Fleet and plant procurement must be undertaken in accordance with Council's Procurement Policy, approved panel arrangements where available, and the Plant Procurement Process outlined below.

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Where fleet or plant purchases are:

- included within an **approved Plant Replacement Plan**,
- funded through the **Operational Plan budget** (or approved shortly after via the Plant Committee), and
- procured in accordance with this Policy, including any applicable panel contract requirements,

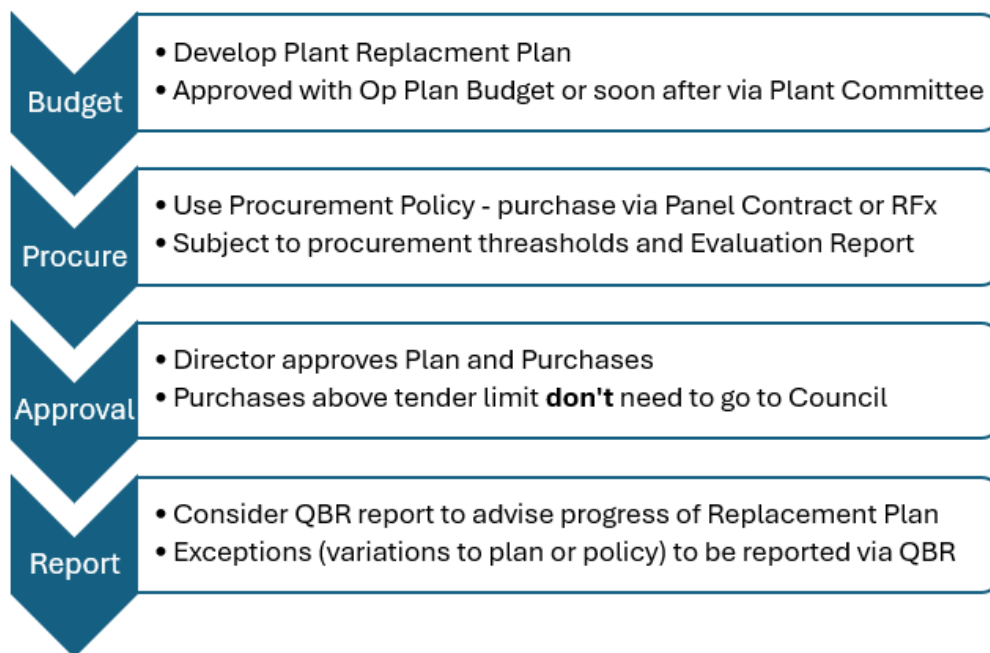
individual purchases **are not required to be reported to Council for approval**, including where the value exceeds the tender threshold or \$250,000.

In these circumstances:

- approval is provided in accordance with Council’s financial delegations, including **Director approval**; and
- oversight and transparency are maintained through **Plant Committee reporting**, with progress and exceptions reported to Council as part of committee or Quarterly Business Reporting (QBR), rather than through individual procurement reports.

The following Plant Procurement Process outlines the approved governance, approval, and reporting arrangements for fleet and plant procurement.

*i. Plant Procurement Process*



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#### 18.3. Procurement Thresholds

The methodology for procurement is dependent on risk and/or the value threshold of the purchase as shown in the below table. All amounts include GST. The value threshold to determine the methodology is the *total accumulated spend*.

See [Appendix A](#) Go to Market process and [Appendix B](#) End to End Approval process for additional information.

Threshold	Process Requirements
Unlimited	Request for Information (RFI) and Expression of interest (EOI) provides an opportunity to undertake market tests, to assess the respondent's capability, experience, and capacity to undertake the project. RFI or EOI can be used as a screening or shortlisting tool and may lead to one of the below procurement actions. <i>Note: It does not replace any of these actions</i>
All Spend Thresholds	Best practice is to obtain two formal quotes, however, as per below it may not be mandatory in specified thresholds. <ul style="list-style-type: none"> <li>• Verbal Quotes are to be listed on the "Records of Verbal Quotes received" form.</li> <li>• Procurement panels or Common Use Agreements are in place to reduce red tape and time. These should be accessed wherever possible for any spend level.</li> </ul>
Incidental Spend and Petty Cash	On occasion staff may incur expenses on Council's behalf, when attending Council related training and functions outside of the shire. Staff may be reimbursed through Petty Cash for purchase claims up to \$70.00. <ul style="list-style-type: none"> <li>• Purchases over \$70.00 will require completion of the "Expense Claim" form.</li> <li>• All claims must be accompanied by a receipt.</li> </ul> <p>For instances where a staff member may anticipate incidental purchases, an advance may be organised by your manager. Reimbursements and advances are paid direct into the employee's bank account.</p>
Up to \$5,000	Where possible Parkes Shire Council issued credit cards may be utilised for purchases that are low value, high volume or where a terms account, is not available up to \$5,000. No formal quotes are required, however best practice of seeking two quotes is preferred.
\$5,001 - \$34,999	A competitive process is not required, however <b>one documented</b> written or verbal quote is to be obtained (best practice to obtain two quotes is preferred). Email or written requests and/or Records of Verbal Quotes received form are to be attached to the requisition.

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Threshold	Process Requirements
\$35,000 - \$79,999	A competitive process is not required, however a <b>minimum of two suppliers</b> must be invited to supply a quote. Documented evidence of each invitation such as an email message or written request received and/or Records of Verbal Quotes received form are to be attached to the requisition. If the purchase is for Services, then a Services Contract must be entered, and a Purchase Order supplied.
\$80,000 - \$199,999	A Competitive process <b>MUST</b> be undertaken in the form of RFQ or RFT. Documented evidence of invitation is required - the contract (procurement) index within ECM must contain evidence that a minimum of three suppliers were invited to tender. A Contract is required to be entered.
\$200,000 and over	A Competitive process <b>MUST</b> be undertaken in the form of RFT. documented evidence of invitation of <b>minimum three suppliers</b> must be recorded against the Contract in ECM. RFT must comply with the Tendering requirements in Section 55 of the Local Government Act 1993 and part 7 of the Local Government (General) Regulation 2005. An Evaluation Panel Recommendation Report must be completed and submitted to a Council meeting for consideration and approval. An appropriate Contract must be entered into.
Up to \$500,000 - Emergency and Natural Disaster response	Council is not required to tender prior to entering a Contract with a value up to \$500,000 where the primary purpose of purchase is related to a declared Natural Disaster. Local Government (General) Regulation 2021, Clause 170A states the contract: <ul style="list-style-type: none"> <li>a) be primarily for the purpose to or recovery from a declared natural disaster.</li> <li>b) is entered into within 12 Months after the due date on which the natural disaster is declared.</li> </ul> These purchases <b>MUST</b> have an approved Purchase Order (PO) prior to receipt of goods or services.

**Note 1:** The thresholds above refer to the *total cost* of purchase including GST, and **NOT** individual line items. Order splitting—for example, raising multiple orders to avoid procurement thresholds—is not permitted.

**Note 2:** In addition, where there are separate purchases over a period of time from a single supplier and the total value of all purchases is above the threshold, then the process for the total amount is to be followed. For example, a single delivery of concrete is low value, however over a year the total from that supplier would exceed the procurement threshold for a competitive process.

The process requirements listed above represent the **minimum standard**. Staff may choose to follow a process **above the minimum requirement** where this will support better outcomes or improved value for money.

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### 19. Tender Process

A tender is the process in which an entity or organisation in need of goods or services, invites other parties to submit a written proposal or bid to supply the goods and/or services. (RFQ/RFT).

The local Government Act 1993 (Act) and Local Government (General) Regulation 2005 specify a financial threshold of \$250,000 to determine when a tender is required for the procurement of Goods and Services. This means all purchases over \$250,000 must be managed by a tender process unless exempt under the Act.

Tender documents must include the evaluation criteria to be used on submissions.

**Note 1:** Council has determined an RFQ is required for all purchases **\$80,000** upwards.

**Note 2:** An RFT process is required for any projects with an estimated value of **\$200,000** or more. This is to avoid the possibility of the tender submissions exceeding the estimated value and therefore exceeding the \$250,000 threshold as set by the Regulation.

#### 19.1. Tendering Methods:

Whenever Council is required to invite tenders before entering a contract, the Council must decide which, if the following tendering methods is to be used.

**Open Tenders** - where Council tenders by public advertisement with no restriction placed on who may tender. The advertisement must be published as per the requirements in the relevant digital platform inviting tenders for the proposed contract with a deadline that is at least 21 days after the date of publication, or first publication of the advertisement.

**Selective Tenders** - where invitations to tender for a particular proposed contract are made following a public advertisement asking for Expressions of Interest.

- If Council adopts the selective tendering method to form a panel of Pre-qualified Tenders, Council must **publicly** invite (using newspapers or online channels) applications from persons interested in being appointed to the relevant panel.
- The council must then consider all applications made in response to such an advertisement by considering the experience of the applicants in fulfilling the requirements of similar contracts and their capacity to undertake similar contracts.
- Council can then appoint successful applicants to the panel to be considered for the kinds of work, goods or services specified in the original expression of interest to market (example panellists can only be engaged for the kinds of works or services originally contemplated by the panel).
- Once the panel is established, in seeking tenders for a particular proposed contract, Council may invite some or all the recognised contractors listed by it to tender for that contract and may do so on the basis of their capacity to fulfil the requirements of that contract and the number of occasions on which each contractor has previously been invited to tender for similar proposed contracts.

**Selected Tenders/Pre-qualified Tenders** - whereby recognised contractors selected form a list prepared or adopted previously by the Council are invited to tender for proposed contracts of a particular kind.

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**19.2. Tender Evaluation**

When conducting a Tender process, an evaluation of the tender responses is required to make an informed decision on the successful tender. General key areas to be taken into consideration when evaluating a tender include value-for-money, Commercial considerations, Financial considerations and risk. A template for a Panel Evaluation Report has been developed to assist with this task and is used as a supporting document for the report to Council.

**Minimum price weighting: 30%**  
**Weightings must be in 5% increments.**

**Non-price criteria** may include:

- Service delivery methodology
- Technical capability
- Risk management
- Past performance
- Sustainability and compliance

	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>	<b>Notes</b>
Fixed-rate goods/materials	50%	55%	60%	Price certainty is critical for low-risk items; as risk increases, capability and reliability gain importance.
Goods and services (Mixed)	40%	45%	50%	Balanced approach: higher risk shifts focus toward service quality and risk management.
Service Based Contracts	30%	35%	40%	Service quality, technical capability, and risk mitigation dominate; price plays a minor role.

**Fixed-Rate Goods / Materials**

- *Low Risk (60%)*: Price certainty is critical; minimal complexity and predictable supply make cost dominant.
- *Medium Risk (55%)*: Price remains important, but delivery reliability and compliance matter more.
- *High Risk (50%)*: Greater emphasis on supplier capability and risk mitigation; price still significant but balanced with performance.

**Goods and Services (Mixed)**

- *Low Risk (50%)*: Balanced approach; price matters, but service quality and integration are equally important.
- *Medium Risk (45%)*: Increased focus on service delivery and adaptability; price slightly less dominant.
- *High Risk (40%)*: Service performance and risk management take priority; price is secondary.

**Service-Based Contracts**

- *Low Risk (40%)*: Price is relevant but outweighed by service quality and technical capability. *Medium Risk (35%)*: Strong emphasis on methodology, experience, and risk controls; price plays a minor role. *High Risk (30%)*: Service excellence and risk mitigation are paramount; price is the least influential factor.

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#### 19.3. Exemption from Procurement Process

On occasion, circumstances may arise where Council is unable to follow the standard procurement requirements outlined in this Policy. These situations are generally outside Council's control and may include, but are not limited to:

- **Manufacturer-mandated servicing or repairs**

Where certain equipment (e.g. CCTV cameras or specialised systems) must be serviced or repaired by an individual or company *approved or authorised by the manufacturer*, and only the provider allocated to the region is permitted to undertake the work.

- **Single Source Suppliers**

Where there is **only one supplier** capable of providing the required goods or services due to uniqueness, intellectual property, technology exclusivity, licensing, or market limitation.

In these circumstances, staff must complete an "[Exemption from Procurement Process](#)" form. This form must clearly document the justification for the exemption and be approved in accordance with Council's Delegations and Approval framework before any commitment is made.

#### 19.4. Report to Council

Purchases with a total value over \$250,000, as well as any procurement activity assessed as High Risk, must be presented to Council Meeting for consideration and approval. Before preparing a report to Council, staff must complete a [Evaluation Panel Recommendation Report](#) using the approved template in ECM.

This Evaluation Report must be attached to the Standard Council Report for the meeting.

All variations to contracts that were originally presented to Council for approval must be reported to Council through the Quarterly Business Review (QBR) process. This includes any associated budget variations, which must also be reported as part of the QBR. See also Contracts Policy and procedures.

#### 19.5. Requirements at the Council Meeting (Executive Team & Councillors)

A Tender Evaluation Report is to be presented to Council recommending either:

- acceptance of the *most advantageous* tender submission, **or**
- that Council decline to accept any of the tender submissions.

Where Council decides not to accept any tender submissions for a proposed contract, or receives no tender submissions, Council must take one of the actions outlined in [Part 7, Division 4](#), Section 178(3) of the Regulations:

- a) postpone or cancel the proposal for the contract
- b) invite, in accordance with sections 167, 168, or 169, fresh tender submissions based on the same or amended details
- c) invite, in accordance with section 168, fresh applications from persons interested in making a tender submission for the proposed contract
- d) invite, in accordance with section 169, fresh applications from persons interested in making a tender submission for contracts of the same kind as the proposed contract

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- e) by resolution of Council, enter into negotiations with any person (whether or not a tenderer) with a view to entering into a contract related to the subject of the tender
- f) carry out the requirements of the proposed contract itself

If Council resolves to enter into negotiations under subsection (3)(e), the resolution must state:

- a) the Council's reasons for declining to invite fresh tenders or applications under subsection (3)(b)–(d)
- b) the Council's reasons for determining to enter into negotiations with the nominated party or parties

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**Appendix A: Go to Market Process**

<input checked="" type="checkbox"/>	Minimum Requirement	<input checked="" type="checkbox"/>	Preferred Option	<input checked="" type="checkbox"/>	Additional step - Optional		
	Approval Method	1 Quote	2 Quotes	RFI EOI	RFQ	RFT	
Up to \$70	Petty Cash Voucher	<input checked="" type="checkbox"/>					
Up to \$5,000	Credit Card or Purchase Order	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
\$5,000 - \$34,999	Purchase Order	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
\$35,000 - \$79,999	Purchase Order and Contract (Services)		<input checked="" type="checkbox"/>				
\$80,000 - 199,999	Purchase Order and Contract			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
\$200,000 and above	Purchase Order and Contract			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Panel Contract	Purchase Order and Agreed Specifications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Declared Emergency Up to \$500, 000	Purchase Order	<input checked="" type="checkbox"/>					

**Appendix B: End to End Approval Process**

	Authority to Procure	Approval to Purchase	Contract Type	Approval to Pay
Up to \$70	Verbal Supervisor	Verbal with Supervisor	Consumer Warranty	Petty Cash
Up to \$5,000	Email Supervisor	Email Supervisor or PO	Consumer Warranty or T&C's	Credit Card / Goods Receipt
\$5,000 - \$34,999	Email Supervisor	PO	T&C's or Service Contract	Goods Receipt
\$35,000 - \$79,999	Project Bid (ATP)	PO	T&C's or Service Contract	Goods Receipt
\$80,000 - 199,999	Project Bid (ATP)	PO	AS Contract	Payment Claim
\$200,000 and above	Project Bid (ATP)	Council	AS Contract	Payment Claim
Panel Contract	Project Bid (ATP)	PO or Council (>=250k)	Panel Contract	Payment Claim
Declared Emergency Up to \$500, 000	Declared by GM	PO	T&C's or Service Contract	Goods Receipt

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**Appendix C: Bank Guarantee Matrix**

This matrix identifies the circumstances in which a bank guarantee is required and the standard amount to be applied, determined by procurement value, contract type, and risk level. Note that a bank guarantee may be requested at your discretion, even where the matrix indicates it is not mandatory.

**Contract / Category Type**

Contract Type	BG required	Typical Amount
Construction / Civil Works	✓ Yes	5–10%
Facilities	✓ Yes (> \$35k or multi-year)	5%
Custom Manufacture / Bespoke Goods	✓ Yes	5%
Professional Services	✗ No	N/A
Standard Goods Supply	✗ No	N/A

**Additional Risk Triggers**

Risk Factor	Guarantee Amount
Advance or upfront payment	5–10%
New or unknown supplier	5%
Financial instability	5–10%
Critical service / operational impact	10%
Defects liability period	5% held until period ends

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**Appendix D: Local and Regional Preference Area Map**

