

# Community Strategic Plan

2025-2029





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# Contents

## 01

<b>Introduction</b>	<b>4</b>
Message from the Mayor	5
What is the Community Strategic Plan?	6
Parkes Shire Profile	8
- Community Profile	9
- Our Community	10
Community engagement summary	11
Guiding Principles	12
Quadruple Bottom Line	12
Measuring our success	13
Premier's Priorities	14
Central West and Orana Plan	15

## 02

<b>Community Strategic Plan Themes</b>	<b>16</b>
The four themes that support our vision	17
Theme One	18
- Community	19
- How to achieve our objectives	21
- Outcomes	22
Theme Two	24
- Economy	25
- How to achieve our objectives	27
- Outcomes	28
Theme Three	30
- Environment	31
- How to achieve our objectives	33
- Outcomes	34
Theme Four	36
- Leadership	37
- How to achieve our objectives	39
- Outcomes	40

## 03

<b>Governance</b>	<b>42</b>
Governance, Monitoring and Review	43
Community Engagement	44
Contact Us	45



A photograph of two young women performing a traditional dance. They are wearing vibrant, patterned shirts and black leggings. The woman on the left is in a dynamic pose with one arm raised high. The woman on the right is also in a similar pose. In the background, there is a large mural of a kangaroo on a wall, and the ground is sandy. The scene is outdoors with trees and foliage in the background.

## Acknowledgement of Country

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

The Wiradjuri are the largest group in central New South Wales (NSW) by area and population, with lands stretching from Coonabarabran in the North to the Great Dividing Range and out to Western NSW, encompassing one fifth of NSW and were known as the people of the three rivers: the Wambuul (now known as the Macquarie River), the Galari (the Lachlan River), and the Marrambidya (the Murrumbidgee River).

The Wiradjuri people lived in harmony with the Country, they believed they didn't own the land, but they were responsible for looking after it. The Gugaa (Goanna) is the overarching totem for the Wiradjuri Nation. It is the symbol that connects all people, past and present, of Wiradjuri land.

We recognize 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.







# 01

## Introduction

- Message from the Mayor
- What is the Community Strategic Plan?
- Parkes Shire Profile
- Community engagement summary
- Guiding Principles
- Quadruple Bottom Line
- Measuring our success
- Premier's Priorities
- Central West and Orana Plan



# Message from the Mayor



Parkes Shire Council's latest Community Strategic Plan sets out our collective vision for the next 10 years and highlights our priorities and aspirations. As the name suggests, the Community Strategic Plan is initiated and owned by our community.

Our first Community Strategic Plan was developed in 2009 and in 2016, and 2021, we undertook revisions to ensure it continued to reflect our community's priorities and aspirations. We have now undertaken a more substantial review, which is particularly timely given the challenges our community has overcome in recent years, including the extreme wet weather conditions experienced during the 2022 year.

In 2023 and 2024 we undertook a series of engagement activities to inform the review of this Community Strategic Plan inviting our community to join in this conversation. This included several surveys covering 2,890 participants and agricultural show activities. At several Community Engagement Sessions Council shared the results with them and sought further engagement and feedback to understand their needs.

We succeeded in gathering plenty of meaningful feedback from our community and I extend our appreciation to all the people and organisations who contributed their time, energy and ideas to the development of Parkes Shire 2035+. We are confident that Parkes Shire 2035+ accurately reflects the needs and aspirations of Parkes Shire's community and clearly outlines the strategic direction we will take into the future.

This is an exciting time for Parkes Shire. As more people look beyond the cities to live, we are seeing increased migration to the regions that is fuelling growth throughout the Central West, including here in Parkes Shire. Coupled with the significant industry expansion and job growth associated with the transformational Parkes Special Activation Precinct (SAP), we can expect our community to continue to grow in the years ahead.

The challenge for Parkes Shire is to carefully manage this growth to bring about the greatest benefit for all members of our community and to adapt to its developing needs which we will achieve through our dedication to continued community engagement.

As with other levels of government, business, industry, and community; Parkes Shire Council has a key role to play in achieving the goals set out in this Community Strategic Plan. Parkes Shire 2035+ will be supported by Council's Resourcing Strategy, Delivery Program and annual Operational Plans, which set out how we will align our services, resources, and strategic relationships to help achieve the goals contained within this Community Strategic Plan.

I look forward to celebrating our achievements as we move towards making Parkes Shire more connected, vibrant and sustainable for present and future generations alike.

Sincerely,



**Mayor Neil Westcott**



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# What is The Community Strategic Plan?

The Community Strategic Plan is the Parkes Shire community's highest-level plan that sets out the main aspirations and priorities for the future. This includes the community's long-term Vision for Parkes Shire Local Government Area. The Community Strategic Plan is owned by the community.

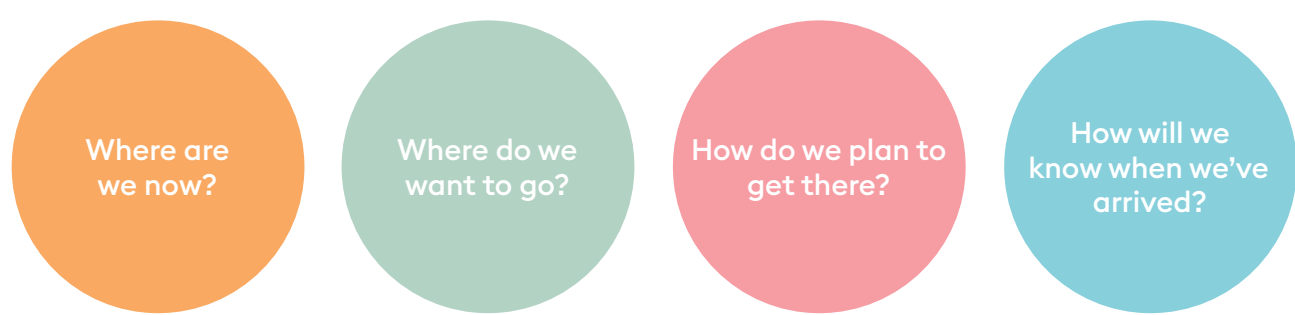
Parkes Shire Council has an important role in preparing and facilitating the plan, however, responsibility for implementation and delivery can require Council to partner with private industry, state and federal governments, community groups, businesses and residents. Council's commitment to contributing to the Community Strategic Plan will be through its Delivery Program. This is the elected Council's response to the community's broad priorities and aspirations.

This Community Strategic Plan fulfils Council's obligation under the Integrated Planning and Reporting Framework by:

- Taking a long-term outlook covering a minimum term of 10 years
- Establishing the strategic outcomes together with strategies to achieve them
- Addressing social, environmental, economic and civic leadership issues equally
- Having a basis in the social justice principles of equity, access, participation and rights
- Aligning to and referencing other relevant state and regional plans

The Integrated Planning and Reporting (IP&R) Framework begins with the Community Strategic Plan, which identifies the community's long-term hopes, vision and aspirations for the future. From this high-level strategy, a cascading suite of integrated plans sets out Council's vision, goals and strategies for achieving them. It involves a reporting structure to effectively communicate progress to Council and the community as well as a structured timeline for review, ensuring that the goals and actions remain relevant.

The IP&R Framework is designed to give Council and the Community a clear picture of:



Where are we now?

Where do we want to go?

How do we plan to get there?

How will we know when we've arrived?







# Parkes Shire Profile



## Land-use





# Community profile

## Geographical area

**5,919 sq kms**

### Population

Shire: 14,256  
 Parkes: 11,162  
*(incl. Cookamidgera, Alectown and Tichborne)*  
 Bogan Gate: 269  
 Trundle: 568  
 Tullamore: 369  
 Peak Hill: 1,162

### Diversity

Indigenous population: 10%  
 Born overseas: 5.4%  
 Non-english-speaking background: 5.7%

### Gender

Male: 49.2%  
 Female: 50.8%

### Age

Pre-school children (0–4 years): 6.4%  
 Primary school (5–11): 9.9%  
 Secondary schoolers (12–17): 8.1%  
 Tertiary education / Independence (18–24): 8.2%  
 Young workforce (25–34): 10.5%  
 Parents / homebuilder (25–49): 16.9%  
 Older works and pre-retirees (50–59): 13.6%  
 Empty nester and retirees (60–69): 12.1%  
 Seniors (70+): 14.2%

### Projected trends

Projected Shire population in 2036: 14,800  
 Projected dwellings in 2036: 7,500  
 Projected households in 2036: 6,500

## Overview



Shire population  
14,256



Median age  
41 Years



Couples with children  
39.7%



Dwellings in Shire  
6,750



Households in Shire  
5,837

## Employment

In 2016 % of population had the following occupation:



Managers  
17.4%



Professionals  
14.7%



Technicians and trades workers  
24.3%



Unemployed  
7.4%



Average income p/w  
\$1088

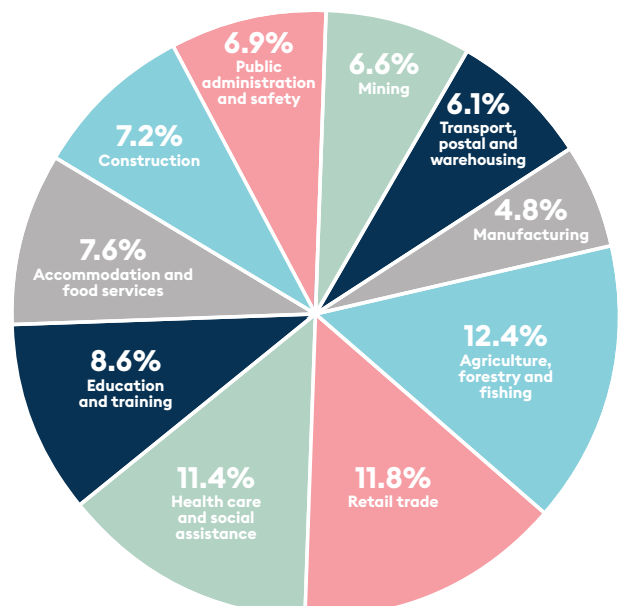


Undertake voluntary work  
24.3%



6,303 labour force  
 3,644 full time workers  
 2,065 part time workers

## Industries by employment





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# Our Community

Parkes Shire sits at the heart of Central West NSW, taking in some of the richest and most productive agriculture farming and grazing lands in NSW. Parkes Shire is renowned for its stunning natural beauty, our unique diversity of economy with a welcoming and friendly community.

## What makes Parkes Shire unique?

<b>Economy</b>	Parkes Shire boasts a strong, diverse economy, with a Gross Regional Product (“GRP”) of \$858 million in 2021. Our economy is underpinned by the agriculture and mining industries and strengthened by the transport and logistics industries also including retail and public administration sectors. Just over 1,400 local business operate in Parkes Shire, with 6,526* residents - around 57 per cent of our population - in the workforce.
<b>Towns and Villages</b>	Parkes Shire is made up of a network of Towns and Villages, with plenty to discover across the Shire. Parkes is our largest town with many of our attractions in and around Parkes. However, our other towns, Trundle, Tullamore, Peak Hill, and Bogan Gate are also worth the pause and visit too with picturesque natural and historic features. Parkes Shire has six villages. These are Aleetown, Cookmidgera, Gunningbland, Nelungaloo, Tichborne, and Trewilga. While small they each have their own history to explore.
<b>Open Spaces</b>	The natural environment in Parkes Shire, including our network of parks and open spaces, is highly valued by residents and visitors. The Lake Endeavour recreational precinct providing excellent opportunities for both passive and active recreation and biodiversity. Several highly valued community and tourism assets exist and various sporting fields and parks. The quality of our existing open space is generally high, providing the opportunities to connect with our neighbourhoods, liveability standards for improved health and wellbeing meeting current and future needs.
<b>Social Infrastructure</b>	Parkes Shire is serviced by a range of community services, schools and childcare centres. Many of our youth, senior, disability and health services are located within the local area, including a newly established hospital.
<b>Resilience</b>	Our future directions entail one of reflection, investment and preparedness as a community. A collaborative and inclusive approach with our communities, businesses and all levels of government is key to our success. Disaster risk reduction is a shared responsibility. Everyone has a role to play, and Councils are well placed to facilitate and advocate for change being the closest level of Government to the community. Natural hazards will continue to exist, but disasters are preventable and at all levels of Government, we are responsible for the safety of our communities, current and future generations.

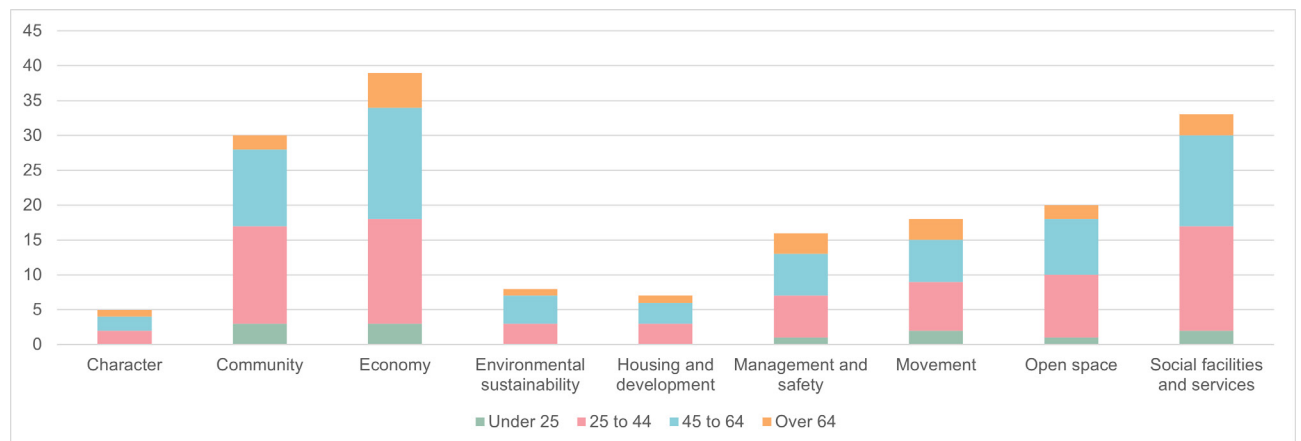


# Community engagement summary

As part of the review process for the Community Strategic Plan, Council undertook a comprehensive community engagement process to gauge the thoughts, hopes and aspirations the Parkes Shire community has for the future. The results of this engagement allowed for data driven re-evaluation of the high-level strategic goals, objectives and strategies contained in the strategy.

The community engagement activities were undertaken in line with Council's Community Engagement Strategy including the core principles of the International Association for Public Participation (IAP2).

In summary, the engagement included face to face activities, surveys, as well as engagement data Council had already obtained. The 2023 Place Score Parkes Liveability Study and the 2024 Micromex Community Satisfaction Survey engaged a total of 2,385 responses providing community ideas both big and small, community values and liveability priorities.



## What the community values the most about Parkes Shire:

- Sense of belonging in the Community,
- Sense of character in the community
- There are people like me,
- General condition of public open space
- access
- safety of walking
- cycling
- signage and lighting
- Locally owned and operated businesses, that provide the daily needs of the community

In addition to the above, strategy recommendations have allowed us to set priorities, where to increase our investment if we want to do more than manage attributes not performing as well as they should. We also can connect with attributes we need to monitor and maintain across our community.

# Guiding principles

# Quadruple Bottom Line

## Social justice

Preparation of Parkes Shire 2035+ Delivery Program has been guided by the following social justice principles:

- **Equity:** there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need
- **Access:** all people should have fair access to service, resources and opportunities to improve their quality of life
- **Participation:** everyone should be given genuine opportunities to participate in decisions which affect their lives
- **Rights:** equal rights should be established and promoted, with opportunities provided for all people from all backgrounds

The Quadruple Bottom Line (QBL) addresses social, environmental, economic, and civic leadership (governance) considerations. The QBL ensures a holistic balanced approach is applied to all aspects of the 2024-25 Operational Plan and Budget.

### Social sustainability

Support cohesive, inclusive, and diverse dynamic communities.

### Environmental sustainability

Protect the natural, social, cultural, and built heritage and decrease the consumption of resources.

### Economic sustainability

Maintain a strong and stable economy and ensure the delivery of services, facilities and infrastructure is financially sustainable.

### Civic leadership

Transparency and accountability in decision-making.



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# Measuring Our Success

The Community Strategic Plan belongs to all Parkes Shire residents and relies on all members of our Community to participate in achieving our shared vision. As the 'big picture' plan for Parkes Shire, this Community Strategic Plan identifies many outcomes that can only be achieved if everyone – individual residents, businesses, community groups, all levels of Government work in partnership to effect change.

Under each of the four themes in our Community Strategic Plan Parkes Shire 2035+ we have clearly outlined the objectives and strategies that Parkes Shire Council will undertake to deliver on these objectives. We have outlined what individual residents can do to help achieve these objectives, and identified our partners like Government agencies, community organisations, service clubs and business groups who have a role to play in helping us realise our shared vision.

To measure how successful we have been in realizing our shared vision and achieving our objectives, we have listed a series of performance measures and indicators under each of the four themes. These can be grouped into two categories:

- **Outcome measures**

These long-term measures help us understand if we're on track to achieving our desired outcomes. Some of these measures are sourced from Council data, whereas others are drawn from Census campaigns and research undertaken by Government agencies and other institutions.

- **Community satisfaction indicators**

These indicators tell us how satisfied our community is with the level and quality of specific services, facilities, activities and outcomes, and where priority could or should be assigned to areas in the future. These indicators are collected from a community satisfaction survey delivered by an independent market research platforms each year, to ensure Council continues collecting unbiased feedback from the community.

## Reporting our progress (a key element):

- (a) Budget Review Statement three times per year
- (b) Operational Plan annually
- (c) Delivery Program progress reports, six monthly
- (d) Annual Report, annually
- (e) State of the Shire Report, start of election term

# Premier's Priorities

Priority	Parkes Shire 2035+ Strategic Objective	
Lifting education standards	2.4	Our economy provides diverse employment pathways and education and training opportunities
	2.4.1	Provide quality preschool, family day care, out of hours care and school holiday care through Central West Childcare Services
Keeping children safe	1.1	Our community is safe, active and healthy
Breaking the cycle	1.1	Our community is safe, active, and healthy
	1.2	Our community is liveable, growing and connected
Improving the health system	1.1	Our community is safe, active, and healthy
	1.4	Our community is inclusive and accessible for people with disability
Better environment	3.1	Our natural, social, and built environment is well managed and preserved for current and future generations
	3.2	Our natural resources are well managed
	3.3	Our built environment is functional, sustainable, and effectively accommodates continued population growth
	3.4	Our community values the efficient use of natural resources and energy
Better customer service	4.1	Our Local Government is open, accountable, and representative
	4.2	Our Local Government is sustainable and plans for the future
	4.3	Our Local Government is contemporary, effective, and efficient



# Central West and Orana Plan

Goal	Parkes Shire 2035+ Strategic Objective	
A Sustainable and resilient place	1.1	Our community is safe, active, and healthy
	1.2	Our community is liveable, growing and connected
	1.4	Our community is inclusive and accessible for people with disability
	3.1	Our natural, social, and built environment is well managed and preserved for current and future generations
	3.4	Our community values the efficient use of natural resources and energy
	4.1	Our Local Government is open, accountable, and representative
People, housing and communities	1.2	Our community is liveable, growing and connected
	1.4	Our community is inclusive and accessible for people with disability
	3.2	Our built environment is functional, sustainable and meets the needs of our growing community
	3.4	Our community values the efficient use of natural resources and energy
	4.2	Our Local Government is sustainable and plans for the future
Prosperity, productivity and innovation	1.3	Our community is creative, proud and has a strong sense of belonging
	2.1	Promote the Parkes Shire as an attractive destination to live, work, visit and invest
	2.2	Our economy leverages smart technology, data and innovation to solve complex problems
	2.3	Our economy is supported by well-planned and safe transport infrastructure
	2.4	Our economy provides diverse employment pathways and education and training opportunities
Location specific responses	2.1	Promote the Parkes Shire as an attractive destination to live, work, visit and invest
	2.2	Our economy leverages smart technology, data and innovation to solve complex problems
	3.3	Our community reduces, reuses and recycles waste



# 02

## Community Strategic Plan Themes

- The four themes that support our vision
- Theme One - Community
- Theme Two - Economy
- Theme Three - Environment
- Theme Four - Leadership



# The four themes that support our vision

| Connected, vibrant and sustainable. Parkes Shire 2035, it all adds up.





# Community Strategic Plan Theme One

## Community





# Community Strategic Plan

## Theme One – Community

### Community

As with many other rural and regional communities throughout NSW, Parkes Shire is growing. As more people decide to call Parkes Shire home, it's important that our community is liveable and connected. Public space is essential to our physical and mental health and wellbeing: it's where we meet our friends, exercise, play sport and relax. We want to see an increased focus on improving public spaces across our Shire, including our town centres, streetscapes, footpaths, and cycleways to be vibrant and welcoming, such as the recently revitalised Trundle Main Street.

Social connection plays a vital role in our physical and mental health and wellbeing and is of strong importance to our community. Through volunteering, community services, and local events, we create bonds, support each other, and cultivate a sense of belonging. Enhanced opportunities for social engagement across our Community by supporting volunteer programs through grants, improving community facilities, and organising inclusive events is important to ensure everyone feels welcome and valued.

Housing availability and affordability are both significantly important with more people calling Parkes Shire home, we want more housing options, including more affordable housing into the future. Our towns, in particular, are proud of their quiet, laid-back lifestyles, family-friendly communities, affordable housing and local facilities and wish to grow their communities into the future.

Parkes Shire has a strong sense of community spirit, and our people are proud of where we live, they like what is in their neighbourhood, where we've come from, and where we're going. The first known inhabitants of Parkes Shire were the Wiradjuri people, and today, just over 10 per cent of our population identify as Aboriginal. Later, the Wiradjuri were joined by European settlers, and now, we are seeing more people from culturally and linguistically diverse backgrounds move here. Celebrating our history and heritage is important, as are services, programs, events and festivals that bring people together and foster community pride.

We live in a growing, inclusive and safe community that provides a great quality of life for people of all ages and abilities. Parkes Shire is safe, active and healthy, and we want that to continue well into the future. We love our sport, and we want our recreation and playground facilities to encourage community participation, community connection and to encourage health and wellbeing lifestyles.

Around seven percent of our community have reported needing help in their day-to-day lives due to disability, and it's important that our community is accessible and inclusive for people with disability. Over the coming years, we want to work towards making sure Parkes Shire is a great place for all by providing opportunities for everyone to belong and succeed. Improving access to services, facilities and employment opportunities; creating a more liveable community; and championing diversity in our community are all critical to achieving this.

While we love our country lifestyle, in recent years we acknowledge access to medical, health and allied services declined. With our community ageing, and more people relocating to Parkes Shire, it's critical that we continue to advocate for access to quality, reliable essential services. Including the reinstatement of maternity services at Parkes Hospital, access to mental health services and improved health services across our towns such as support for Peak Hill hospital and allied health services.

Something we love about living in Parkes Shire is that our community can feel safe and has low crime rates. We want to continue to see a strong focus on reducing anti-social behaviour, promoting social cohesion, and maintaining public health and order in the years ahead. This is particularly important to our town communities who we continue to advocate for at the state level to retain and improve police services.

### Community quotes during 2024 engagement with both residents and local businesses:

"Great Community that feels safe. Need to keep police presence."

"Clean and tidy amenities and green spaces, places for local and visitors to gather, a sense of pride."



# Community

Objectives Where do we want to be in the future?		Strategies How will we get there?	
1.1	<b>Our community is safe, active and healthy</b>	1.1.1	Enhance recreation and culture, provide sport, recreation and play space facilities that encourage participation, connection and support for healthy and wellbeing lifestyles
		1.1.2	Advocate for improved medical, health and wellbeing, allied services, programs, and initiatives in Parkes Shire
		1.1.3	Deliver and support services, programs, and initiatives to promote community safety including safeguarding all children, reduce crime and anti-social behaviour
		1.1.4	Provide and support effective regulatory, compliance and enforcement services
1.2	<b>Our community is liveable, growing and connected</b>	1.2.1	Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places
		1.2.2	Plan for more housing choice to support a diversifying community, with an emphasis on more compact and affordable housing
		1.2.3	Strengthen active transport routes, including cycleways, footpaths and walking tracks, to improve linkages between areas of high activity and new residential growth
		1.2.4	Our community is inclusive and accessible for people with disability
1.3	<b>Our community is creative, proud and has a strong sense of belonging</b>	1.3.1	Provide innovative services that support social interaction and encourage lifelong learning, building a strong community and culture
		1.3.2	Support and deliver events, festivals and local celebrations that support community connectivity, citizenship and pride
		1.3.3	Encourage, support and recognise community participation including volunteers
		1.3.4	Celebrate the history, heritage and culture of the Wiradjuri people and their connection to country, and provide opportunities for reconciliation, interpretation and understanding
		1.3.5	Build a rich local culture through access to cultural activities and events



# How to achieve our objectives

This Community Strategic Plan belongs to all Parkes Shire residents and relies on all members of our community to participate in achieving our shared vision. As the 'big picture' plan for Parkes Shire, this Community Strategic Plan identifies many outcomes that can only be achieved if everyone; individual residents, businesses, community groups, all levels of Government work in partnership to effect change.

How to achieve our objectives	
Everyone	Partners
What you can do to help achieve our objectives	Who can help achieve our objectives
<ul style="list-style-type: none"><li>• Join a sport club or take up a sport</li><li>• Volunteer or join a service club or not-for-profit organisation</li><li>• Attend community events, festivals and celebrations</li><li>• Visit the Parkes Shire libraries</li><li>• Report crime and anti-social behaviour to police</li><li>• Report graffiti and maintenance requests to council</li></ul>	<ul style="list-style-type: none"><li>• Parkes Shire Council</li><li>• NSW Department of Communities and Justice</li><li>• Regional Development Australia Central West</li><li>• Sporting clubs and associations</li><li>• Community groups and service clubs</li><li>• Cultural organisations and arts and crafts groups</li></ul>



## Outcomes - how will we know we have arrived?

Data collected from community engagement conducted to support the development of the Community Strategic Plan and Council's targets going into the future.

Measure - satisfaction levels	Benchmark	Target	Source
Community satisfaction with access to public library and cultural spaces	95%	Steady	Parkes Shire Council Micromex Survey
Community satisfaction with sport, recreation, and playground facilities	95%	Steady	
Community satisfaction with events and festivals	93%	Steady	
Roads, Council communication and engagement	80%	Increasing	
Community feeling of health and wellbeing remained the same or improved	80%	Increasing	

Measure - recommendations	Benchmark	Target	Source
Quality of public spaces	Increase the performance of these attributes	Prioritise	Parkes Shire Council Place Score Survey
Access to neighbourhood amenities, cafes, shops and health and wellbeing			
Sense of belonging	Increase the performance of these attributes	Manage	
Sense of neighbourhood safety from crime, pollution and traffic			
Sense of personal safety, all ages, gender, day and night			
Spaces suitable for play all ages	Most valued attributes to engage for future	Maintain	
Local history, historic buildings or features			
Walking, jogging, bike paths that connect housing to amenities, shops and parks			
Access and safety of walking, cycling areas like lighting, signage and pathways			
Family and community services			



Comparisons to the Quadruple Bottom Line	Importance	Satisfaction	Source
Community - Parks	84%	95%	Parkes Shire Council Micromex Survey
Community - Playgrounds	73%	94%	
Community - Shared pathways and cycleways	48%	83%	
Community - Swimming pools	67%	79%	
Community - Sports grounds	72%	95%	
Community - Library	67%	95%	
Community - Museums	45%	89%	
Community - Festivals/events	69%	93%	
Community - Public toilets	92%	70%	
Community - Cemeteries	87%	93%	
Community - Childcare services	73%	76%	
Community - Disability/access services	76%	84%	
Community - Youth Services	78%	72%	
Community - Indigenous services	56%	81%	
Community - Cultural services	54%	86%	



# Community Strategic Plan Theme Two

## Economy





# Community Strategic Plan

## Theme Two – Economy

### Economy

Parkes Shire has a diverse, thriving economy which supports both traditional and new industries, whilst accommodating continued population growth, and provides quality employment, education and training opportunities.

Our local economy is strong and thriving, and over the life of Parkes Shire 2035+, we will continue to promote Parkes Shire as an attractive destination to live, work, visit and invest. The Parkes Special Activation Precinct (SAP) coupled with the Parkes Airport Business Park and Parkes Airport Industrial Park, present untold opportunities for new and existing industry to expand and diversify.

Our busy events calendar, supporting and delivering local activities, including niche local community events throughout our towns through event grant funding showcases the diverse offering of business opportunities across the shire. The State Significant Elvis Festival each year also continues to be a tourist drawcard with lasting financial benefits throughout the local economy and in surrounding councils.

Over the coming years, we want to further develop our tourism product offering and grow our visitor economy. Building the capacity of our local agriculture, tourism and retail sectors, especially the unique offerings of our towns and villages, and helping them diversify and value add, will be critical to those sectors seizing new opportunities in the years ahead and will support the strong aspirations of those communities to see their local features showcased on a larger scale.

Climate change is affecting communities across the world, but with challenges come opportunities. With the NSW Government committed to reaching net zero emissions by 2050, there are opportunities for Parkes Shire, if we think creatively, to pursue innovative solutions, and embrace new technology. Over the coming years, we will pursue a low carbon economy and embrace circular economy principles to ensure our region's continued economic growth, while actively identifying and implementing pathways for Parkes Shire to leverage smart technology, data and innovation to strengthen our local economy and improve quality of life for our community.



# Economy

Objectives Where do we want to be in the future?		Strategies How will we get there?	
2.1	<b>Our Shire is an attractive destination to live, work, visit and invest</b>	2.1.1	Promote opportunities for industry expansion, industry diversification and new investment via the Parkes Special Activation Precinct, Parkes Airport Business Park and Parkes Industrial Estate
		2.1.2	Support our visitor economy through promotion of our Shire, supporting and delivering local events, and enabling the continuation of the iconic Elvis Festival
		2.1.3	Support local agriculture, tourism, and retail sectors by promoting diversification, value-adding and capacity building
2.2	<b>Our economy leverages smart technology, data and innovation to solve complex problems</b>	2.2.1	Initiate development of a low carbon economy and embrace circular economy principles to ensure sustainable and responsible economic growth
		2.2.2	Develop Parkes Shire's smart economy to provide new opportunities for local business, generate new revenue and increase economic prosperity
		2.2.3	Identify and implement improvements to Council's services, facilities and operations to utilise new technology and reduce emissions
2.3	<b>Our economy is supported by well-planned and safe transport infrastructure</b>	2.3.1	Ensure local and regional roads are safe, well-constructed and maintained
		2.3.2	Ensure road network supporting assets such as signs, posts, lighting and guardrails are adequately maintained
		2.3.3	Encourage growth of Parkes Regional Airport by maintaining our relationship with Regional Express
2.4	<b>Our economy provides diverse employment pathways and education and training opportunities</b>	2.4.1	Provide quality preschool, family day care, out of hours care and school holiday care through Central West Childcare Services
		2.4.2	Promote greater access to tertiary education in the Parkes Shire through partnership with the Country Universities Centre
		2.4.3	Traineeship and employment pathways are available for all sectors
		2.4.4	Support industry in attracting skilled professionals



# How to achieve our objectives

This Community Strategic Plan belongs to all Parkes Shire residents and relies on all members of our community to participate in achieving our shared vision. As the 'big picture' plan for Parkes Shire, this Community Strategic Plan identifies many outcomes that can only be achieved if everyone; individual residents, businesses, community groups, all levels of Government work to work in partnership to effect change.

How to achieve our objectives	
Everyone	Partners
What you can do to help achieve our objectives	Who can help achieve our objectives
<ul style="list-style-type: none"><li>• Shop locally and support local businesses</li><li>• Use local and regional service providers</li><li>• Promote Parkes Shire as a great place to visit and do business</li><li>• Offer professional development opportunities in your business</li><li>• Consider taking on an apprentice, trainee, cadet or student for work placement</li></ul>	<ul style="list-style-type: none"><li>• Schools</li><li>• Childcare and day care providers</li><li>• Country Universities Centre</li><li>• TAFE NSW and training providers</li><li>• Tourism operators and accommodation providers</li><li>• Regional Express (REX)</li><li>• Transport for NSW</li><li>• Destination NSW</li></ul>



## Outcomes - how will we know we have arrived?

Data collected from community engagement conducted to support the development of the Community Strategic Plan and Council's targets going into the future.

Measure - satisfaction levels	Benchmark	Target	Source
Parkes Shire's Gross Regional Product (GRP)	\$900m	Increasing	investparkes.com.au
Proportion of people who live and work in the Shire	94%		Australian Bureau of Statistics
Percentage of people enrolled in vocational training or higher education	3%	Increasing	Australian Bureau of Statistics
Number of people who visit Parkes Shire per annum	154,000	Increasing	Parkes Shire Council Micromex Survey
Number of local businesses in the Parkes Shire	1,317	Increasing	Australian Bureau of Statistics
Number of people in our young workforce (ages 25-34) and parents and homebuilders' (ages 35-49) groups	27.4%	Increasing	Australian Bureau of Statistics



**POSITION STATEMENT:** We have a diverse, thriving economy which supports traditional and new industries, accommodates continued population growth, and provides quality employment, education and training opportunities.

Measure - recommendations	Benchmark	Target	Source
Things to do in the evenings, dining, cinema, live music, bars	Increase the performance of these attributes	Prioritise	Parkes Shire Council Place Score Survey
Evidence of public investment, roads and parks			
Locally owned and operated businesses	Increase investment into these attributes	Manage	
Local businesses that provide for daily needs, grocery stores, pharmacy, banks			
Local employment opportunities	Most valued attributes to engage for future	Maintain	
Child services, early learning, after school, medical			
Connectivity in neighbourhoods			
Local education options for elementary to adult education	Attribute is doing well, not highly valued	Monitor	
Ease of driving and parking			

Comparisons to the Quadruple Bottom Line	Importance	Satisfaction	Source
Economy - Business and Industry support	78%	74%	Parkes Shire Council Micromex Survey
Economy - Tourism	78%	89%	
Economy - Caravan Park	62%	92%	
Economy - Airport	84%	72%	
Economy - Supply of residential land	70%	76%	
Economy - Supply of industrial land	62%	82%	
Economy - Parkes National Logistics Hub and Special Activation Precinct	58%	88%	

# Community Strategic Plan Theme Three Environment





# Community Strategic Plan

## Theme Three - Environment

### Environment

Parkes Shire has a beautiful natural environment, and we recognise that we all have a role to play in safeguarding our environment and protecting places of high value to ensure the long-term prosperity of our region.

We value our natural and built environments and effectively plan for a growing community. This will require a concerted effort from all of us to minimise our impact on our natural environment, including preserving places of high natural value; supporting healthy ecosystems; managing threats on flora and fauna; and ensuring compliance with environmental laws and controls. Our built environment needs to be functional and sustainable to meet the needs of our growing community, while simultaneously protecting and preserving our environment. We will continue to manage our built environment in line with our Local Environmental Plan and relevant legislation. Adequate supply and diversity of housing across Parkes Shire is essential to support emerging economic growth opportunities, while meeting our community's needs into the future. As we support and enable more housing development, we will encourage sustainable housing design as well as the efficient use of water and energy resources in new development.

Responsible consumption and production are one of the United Nations Sustainable Development Goals, reducing, reusing and recycling resources is vital to achieving this. We want our access to reliable waste management services to continue, and we also want to promote recycling, reusing and waste reduction throughout our community, particularly in our towns, so that we all actively work towards reducing our impact on the environment.

We know that water is our precious resource, particularly given changes to climate and rainfall. We have and will continue to focus on water security for the Parkes Shire community. Championing sustainable water usage practices, including through promoting reuse opportunities and waste minimisation, is critical. Parkes Shire needs to plan and prepare to secure our long-term water supply, especially as our community and economy continue to grow, and their needs change.

We are committed to fostering a community that actively contributes to global sustainability efforts and protects the natural world for future generations. Our responsibilities span a variety of operational areas, including monitoring and reporting on water discharged to the environment and overseeing the quality of Parkes' recycled water system. We also lead efforts in the revegetation of natural areas, with a particular focus on the development of the new wetland and Masterplan for the Peak Hill Flora and Fauna Nature Reserve. As part of our commitment to sustainability, we are working towards achieving Council's Net Zero targets and enhancing the Shire's resilience to climate change. Additionally, we strive to improve the liveability of our community by upgrading green infrastructure, contributing to urban beautification and cooling.



# Environment

Objectives Where do we want to be in the future?		Strategies How will we get there?	
<b>3.1</b>	<b>Our natural environment is preserved and enhanced for current and future generations</b>	3.1.1	Preserve and maintain areas of high natural value along with heritage buildings, objects, and places of interest
		3.1.2	Support healthy ecosystems and identify and manage threats to local flora and fauna
		3.1.3	Effectively manage our public lands, reserves and cemeteries
		3.1.4	Ensure compliance with environmental regulations and controls
<b>3.2</b>	<b>Our built environment is functional, sustainable and meets the needs of our growing community</b>	3.2.1	Manage our built environment in line with the Local Environmental Plan (LEP) and relevant legislation
		3.2.2	Direct new housing growth to appropriate locations where demand is forecast
		3.2.3	Promote sustainable housing design, energy efficiency and water efficiency in new development
		3.2.4	Improve our existing stormwater management systems with measures to reduce the impact of intense rainfall events.
<b>3.3</b>	<b>Our community reduces, reuses and recycles waste</b>	3.3.1	Provide waste services, minimise waste to landfill and promote the widespread adoption of recycling and waste reduction
		3.3.2	Promote recycling, reusing and waste reduction
		3.3.3	Partner with stakeholders and the Community on campaigns and events
<b>3.4</b>	<b>Our utilities are well planned and efficiently managed</b>	3.4.1	Provide essential water and sewer infrastructure to meet the needs of our growing community
		3.4.2	Ensure effective collection and safe treatment of wastewater, balancing the production of sustainable recycled water with return to the environment
		3.4.3	Ensure the optimisation of water consumption by promoting reuse opportunities and waste minimisation across the Parkes Shire

# How to achieve our objectives

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How to achieve our objectives	
Everyone	Partners
What you can do to help achieve our objectives	Who can help achieve our objectives
<ul style="list-style-type: none"><li>• Bin your litter, or take it home</li><li>• Reduce, reuse and recycle waste</li><li>• Compost household waste</li><li>• Community education and participation in Netwaste activities like Waste2Art, garage sale trails, and community Homegrown markets and crop swaps</li><li>• Use water wisely and follow water restrictions</li><li>• Manage invasive weeds and species on private property</li><li>• Report noxious weeds</li><li>• Consider sustainable design principles, energy efficiency and water efficiency when building or renovating homes</li></ul>	<ul style="list-style-type: none"><li>• Central West Local Land Services</li><li>• State Emergency Service</li><li>• Rural Fire Service</li><li>• Property developers</li><li>• Landcare</li></ul>





## Outcomes - how will we know we have arrived?

Data collected from community engagement conducted to support the development of the Community Strategic Plan and Council's targets going into the future.

Measure - satisfaction levels	Benchmark	Target	Source
Community satisfaction with waste management	80%	Steady	Parkes Shire Council Micromex Survey
Community satisfaction with water supply	96%	Steady	
Community satisfaction with sewerage	96%	Steady	
Community satisfaction with stormwater infrastructure and gutters	70%	Increasing	

Measure - recommendations	Benchmark	Target	Source
General condition of public open spaces	Increase the performance of these attributes	Prioritise	Parkes Shire Council Place Score Survey
Elements of natural environment including natural features, views, vegetation, topography, water, wildlife			
Landscaping and natural elements, street trees, planting, water features		Maintain	
Sustainable urban design	Increase investment into these attributes		
Sense of character or identity that is different from other neighbourhoods	Most valued attributes to engage for future	Maintain	
Quality of buildings, design and construction			
Sustainable behaviours in the community, water and waste			
Protection of the natural environment			
Range of housing types and sizes			
Physical comfort including noise, smells, temperatures	Attribute is doing well, not highly valued	Monitor	

Comparisons to the Quadruple Bottom Line	Importance	Satisfaction	Source
Environment - Order and cleanliness	91%	89%	Parkes Shire Council Micromex Survey
Environment - Signage	76%	87%	
Environment - Nature Strips	68%	81%	
Environment - Accessibility	83%	89%	
Environment - Town presentation	88%	85%	
Environment - Main Street vibrancy	79%	80%	
Environment - Public Art	49%	90%	



# Community Strategic Plan Theme Four

## Leadership





# Community Strategic Plan

## Theme Four – Leadership

### Leadership

The Parkes Shire community expect open, accountable and responsible Local Government that involves our community, in decision making and responsibly manages our public resources.

Council strives to provide this open, accountable and representative Local Government to our community, who want to see an increased focus on communication and consultation in the coming years.

Open, transparent decision-making is important to our community, as are opportunities to learn more about local services, projects and initiatives, planned and underway. We know that many of the challenges facing Parkes Shire cannot be resolved at a local level, so advocating to both the NSW and Commonwealth Governments and championing our priorities to regional, state and federal decision-makers is key.

One of Council's most important responsibilities is providing clear, long-term directions for Parkes Shire and delivering the services, infrastructure and facilities our community relies upon. Achieving this requires us to develop a strong Integrated Planning and Reporting (IP&R) framework; manage public finances and assets responsibly and effectively. Continuously review our services throughout the years, to ensure that they are sustainable into the future.

Providing effective Local Government to Parkes Shire requires Council to have the right systems and the right people, with the right skills, with a strong commitment to customer service excellence. Over the life of Parkes Shire 2035+, we will develop, implement and review our systems and processes so that they help us promote a strong organisation wide, culture of excellent customer service. Council will pursue strategies that help to attract and retain the skilled workforce needed to continue achieving great outcomes for our community.



# Leadership

Objectives Where do we want to be in the future?		Strategies How will we get there?	
4.1	<b>Our Local Government is open, accountable, and representative</b>	4.1.1	Effectively collaborate, engage, and communicate with our community to inform decision making and promote services, projects and initiatives
		4.1.2	Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity
		4.1.3	Advocate and provide strong representation for our community at the regional, state, and federal levels
4.2	<b>Our Local Government is sustainable and plans, for the future</b>	4.2.1	Provide clear long-term direction for the community through the development of the Integrated Planning and Reporting framework
		4.2.2	Operate in a financially sustainable and responsible manner
		4.2.3	Develop and implement an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity
		4.2.4	Implement an ongoing service review and business improvement program to ensure Council's services are sustainable
		4.2.5	Establish Council as an employer of choice that recruits, develops, and retains talented staff that reflects our diversity and facilitates a contemporary, diverse workforce with a robust safety culture
4.3	<b>Our Local Government is contemporary, effective, and efficient</b>	4.3.1	Ensure compliance with statutory requirements and ensure Council's operations are supported by good corporate governance and effective risk management
		4.3.2	Provide organisational culture that delivers excellent customer service and continuous improvement
4.4	<b>An informed community</b>	4.4.1	Deliver communication that is open, accessible, meaningful, and regular across a range of media
		4.4.2	Provide opportunities for widespread and quality engagement, and where appropriate shared decision making
4.5	<b>Strong relationships</b>	4.5.1	Work in partnership with other Councils, regional organisations and State and Federal Governments
		4.5.2	Attract external funding to deliver services, facilities and programs



# How to achieve our objectives

This Community Strategic Plan belongs to all Parkes Shire residents and relies on all members of our community to participate in achieving our shared vision. As the 'big picture' plan for Parkes Shire, this Community Strategic Plan identifies many outcomes that can only be achieved if everyone; individual residents, businesses, community groups, all levels of Government work in partnership to effect change.

How to achieve our objectives	
Everyone	Partners
What you can do to help achieve our objectives	Who can help achieve our objectives
<ul style="list-style-type: none"><li>• Visit Council's website</li><li>• Follow our social media accounts</li><li>• Attend or watch the Council meetings online</li><li>• Participate in Council business</li><li>• Provide feedback to Council</li><li>• Join a Council-facilitated committee</li><li>• Participate in community consultations and engage in decision-making</li><li>• Be informed about Council's decisions, services, projects and initiatives</li></ul>	<ul style="list-style-type: none"><li>• Residents</li><li>• Local Government NSW</li><li>• Local and regional media</li><li>• Central NSW Joint Organisation</li><li>• Regional Development Australia Central West</li><li>• NSW Office of Local Government</li><li>• Federal and State Members of Parliament</li></ul>



## Outcomes - how will we know we have arrived?

Data collected from community engagement conducted to support the development of the Community Strategic Plan and Council's targets going into the future.

Measure - satisfaction levels	Benchmark	Target	Source
Community satisfaction with Parkes Shire Council's overall performance	83%	Steady	Parkes Shire Council Micromex Survey
Community support for Parkes Shire Council's community vision and direction	95%	Steady	
Decisions made by Parkes Shire Council made in Open session	89%	Increasing	
Community consultations facilitated by Parkes Shire Council	6 per annum	Increasing	
Council's unrestricted financial reserves are increased to ensure a financially sustainable future	\$0.5M	Increasing	
Community satisfaction with Parkes Shire Council's customer service	82%	Increasing	
Compliance with Integrated Planning and Reporting requirements	Maintained	Maintained	
Measure - recommendations	Benchmark	Target	Source
Evidence of Council/Government management like signage, street cleaners etc	Most valued attributes to engage for future	Maintain	Parkes Shire Council Place Score Survey



Comparisons to the Quadruple Bottom Line	Importance	Satisfaction	Source
Civic Leadership - Main roads	88%	61%	Parkes Shire Council Micromex Survey
Civic Leadership - Local roads	88%	53%	
Civic Leadership - Footpaths	59%	68%	
Civic Leadership - Car parking	72%	84%	
Civic Leadership - Water supply	84%	86%	
Civic Leadership - Sewerage	76%	94%	
Civic Leadership - Stormwater/gutters	74%	70%	
Civic Leadership - Town planning	81%	72%	
Civic Leadership - Development approvals	73%	52%	
Civic Leadership - Environmental management	71%	81%	
Civic Leadership - Ranger services	67%	80%	
Civic Leadership - Food safety	84%	94%	
Civic Leadership - Road safety	94%	88%	
Civic Leadership - Waste management	89%	80%	
Civic Leadership - Recycling services	80%	78%	
Civic Leadership - Customer service	83%	77%	
Civic Leadership - Council's website	52%	72%	
Civic Leadership - Council's social media	49%	84%	
Civic Leadership - Council Newsletters	42%	78%	
Civic Leadership - Council news in media	55%	84%	
Civic Leadership - Engagement opportunities	62%	70%	
Civic Leadership - Access to Councillors	71%	74%	



# 03

## Governance



- Governance, Monitoring and Review
- Community Engagement



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# Governance, monitoring and review

The long-term goals and aspirations in this Community Strategic Plan will form the basis of Council's long-term Delivery Program for this Council term and Operational Planning and Budgets annually to ensure that everything delivered aligns with what the community wants.

We are committed to continuous improvement and are keen to draw on ongoing community feedback and work in partnership with relevant organisations to ensure we meet our goals. We will also be supported, open and accountable by implementing and listening to recommendations from internal audits.

To support the implementation of this Community Strategic Plan, we will continue to work with our Executive Leadership Team and Councillors, who will meet regularly to monitor and review the Community Strategic Plan progress reporting.

Council will report on its progress towards the goals and aspirations outlined in this Community Strategic Plan annually as part of Council's Operational Plan and Budget Progress Reporting and Annual Report with copies available online on Council's website and hard copies available at our library branches and childcare centres.



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# Community Engagement

Under Councils' Integrated Planning and Reporting (IP&R) Framework, community engagement is part of the process to ensure that the community can provide feedback, advice and direction to Council's activities. Throughout 2021 Council embarked on extensive engagement with the community, gaining input and feedback. During both 2023 and 2024 Council engaged with the community through its Liveability Strategy building, and the review of the Community Strategic Plan process to gauge the thoughts, hopes and aspirations the Parkes Shire community has for the future. The results of this engagement allowed for data driven re-evaluation of the high-level strategic goals, objectives and strategies contained in the strategy. The community engagement activities were undertaken in line with Council's Community Engagement Strategy including the core principles of the International Association for Public Participation (IAP2).

In summary, the engagement included face to face activities, surveys, as well as engaged data Council had already obtained. The 2023 Place Score Parkes Liveability Study and the 2024 Micromex Community Satisfaction Survey engaged a total of 2,385 responses providing community ideas both big and small, community values and liveability priorities.



What you told us:

What you think about your neighbourhood?

Your community values

Your community ideas

In addition, the identified strategy recommendations allowed us to set priorities, where to increase our investment if we want to do more than manage attributes not performing as well as they should. We also can connect with attributes we need to monitor and maintain across our community.

Priority projects identified throughout these processes, enable planning of Capital Projects that will be delivered over the Parkes Shire 2035+ Delivery Program. The top twenty (20) priorities are illustrated:

How to achieve our objectives	
Priority	Comment
Cycleways/shared paths	Ongoing
Housing/land availability	High concern
Kerb, gutter and footpaths	Ongoing
Public amenities	Ongoing
Building and halls	Ongoing
Youth activities and mental health	Ongoing
Arts and cultural programs	Ongoing
Open spaces/reserves	Ongoing
Signage, welcoming promotion and marketing	Ongoing
Stormwater drainage improvements	Ongoing
Rural roads resealing	Ongoing
Caravan, camping, RV parking	Ongoing
Active recreation - Pioneer oval grandstand	Delivered
Active recreation - outdoor gyms	Ongoing

## Contact Us

Our Community Strategic Plan is available to the public through our website, with hard copies at our library branches and childcare.

We value community feedback on our progress in meeting the goals and aspirations outlined in our Community Strategic Plan.

We encourage individuals and organisations to share their thoughts and experiences with us to ensure our continued improvement.

Please contact us with questions or feedback via our Governance Team:

**Telephone:** 02 6861 2333

**Email:** [council@parkes.nsw.gov.au](mailto:council@parkes.nsw.gov.au).



Parques Shire Council  
strives to deliver  
progress and value  
to our community





