



# PARKES SHIRE COMMUNITY STRATEGIC PLAN

PARKES SHIRE 2035+

**PARKES**<sup>TM</sup>

*It all adds up.*





### Acknowledgement of Country

Parkes Shire is lands of the Bogan River people, part of the Wiradjuri nation – the largest Aboriginal territory at the time of European settlement, encompassing the Central West slopes and plains.

Wiradjuri Country extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to western NSW, encompassing around one fifth of NSW. The people of Wiradjuri Country are known as 'people of three rivers', due to the three rivers that border their lands: the Wambool (Macquarie River), Kalari (Lachlan River) and Murrumbidgee (Murrumbidgee River).

In the spirit of reconciliation, Parkes Shire Council acknowledges and the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Parkes Shire.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri community.

FOREWORD	4
INTRODUCTION	5
INTEGRATED PLANNING AND REPORTING	6
CONTEXT	8
OUR COMMUNITY	9
COMMUNITY PROFILE	11
PLANNING IN PARTNERSHIP	12
DEVELOPING OUR COMMUNITY STRATEGIC PLAN	14
GUIDING PRINCIPLES	15
COMMUNITY ENGAGEMENT	15
WHAT YOU'VE TOLD US	16
OUR VISION	20
FOUR THEMES SUPPORT OUR VISION	21
MEASURING OUR SUCCESS	21
COMMUNITY	22
ECONOMY	26
ENVIRONMENT	30
LEADERSHIP	34



## Welcome to the PARKES SHIRE 2035+ Community Strategic Plan

# FOREWORD

This Community Strategic Plan sets out our collective vision for the next 10 years and highlights our priorities and aspirations. It is owned by our community, and all of us have a responsibility and role to play in achieving our shared vision for Parkes Shire.

As its 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, we undertook revisions to ensure it continued to reflect our community's priorities and aspirations. Now, we have undertaken a more substantial review, which is particularly timely given the challenges our community has overcome in recent years, including emerging from one of the worst drought in memory and enduring a global pandemic that continues to affect the way we live, work and do business.

In 2021, we undertook a series of engagement activities to inform the review of this Community Strategic Plan and asked our community to join in this conversation. Despite the challenges presented by the ongoing COVID-19 pandemic in facilitating this conversation, 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, increased migration to the regions 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.

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.

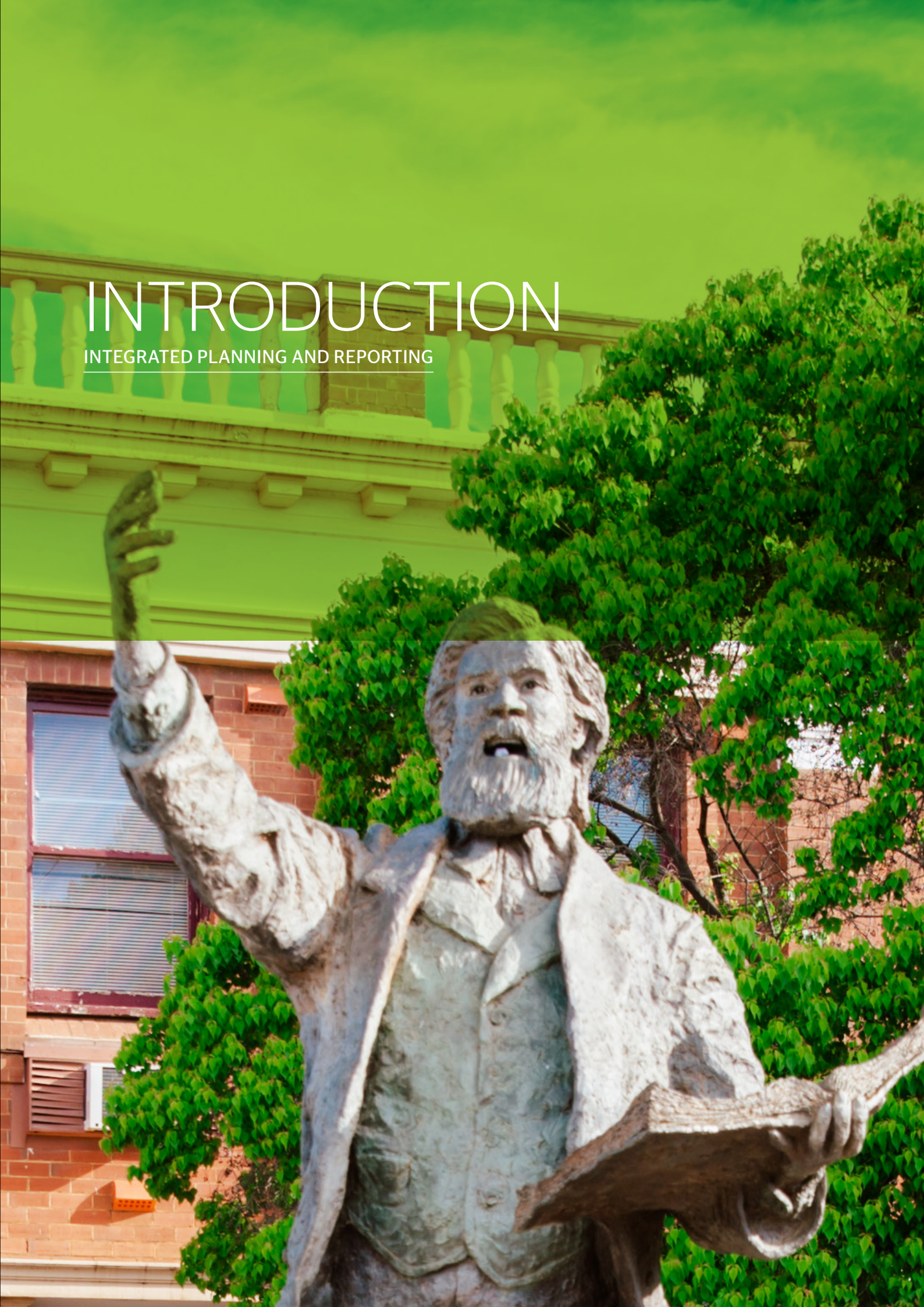
I look forward to celebrating our achievements as we move towards making Parkes Shire more **connected, vibrant** and **sustainable** for present and future generations alike.

**Cr Ken Keith OAM**  
**Mayor, Parkes Shire Council**



# INTRODUCTION

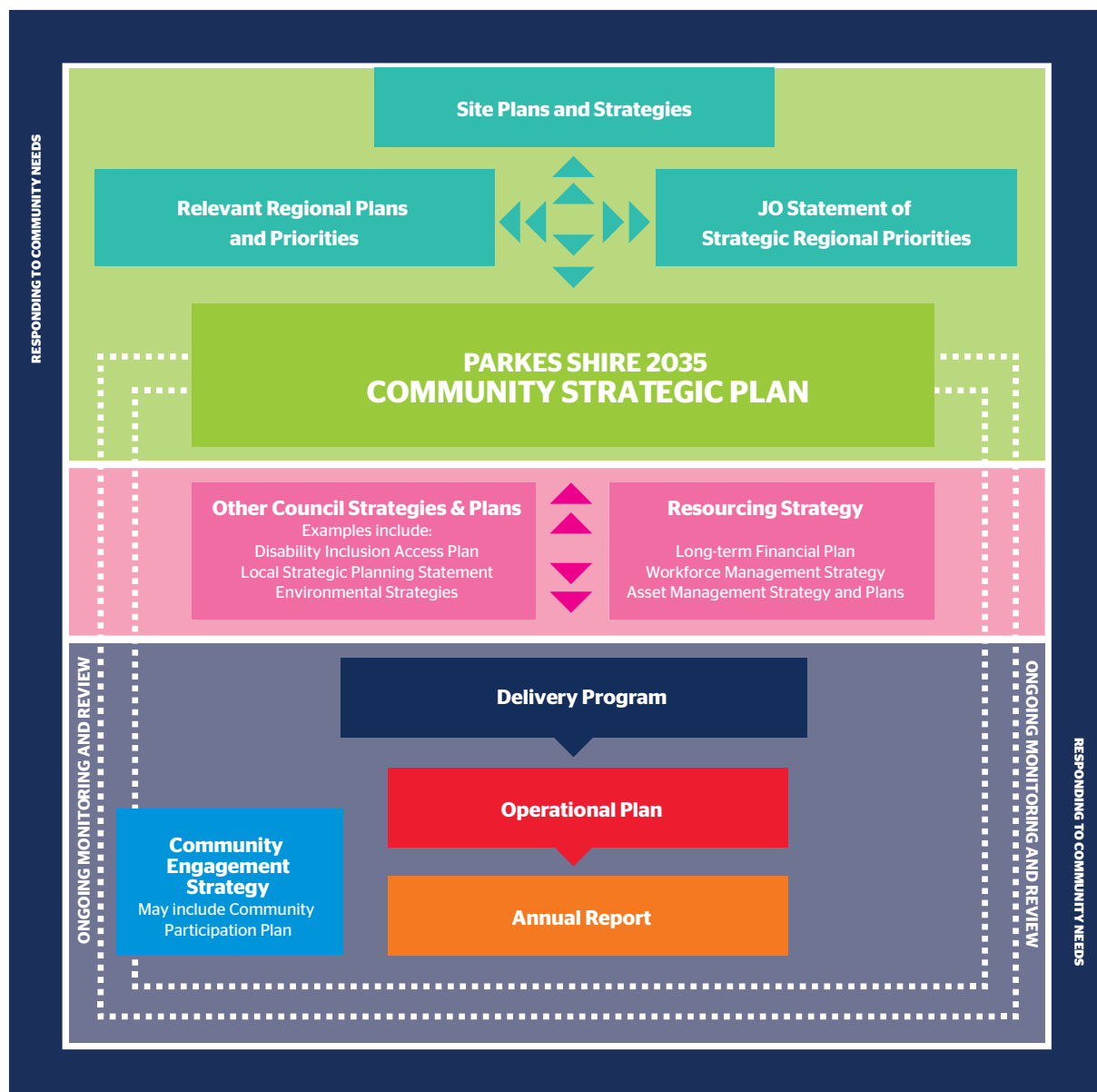
INTEGRATED PLANNING AND REPORTING



# INTEGRATED PLANNING AND REPORTING

This Community Strategic Plan is the cornerstone of Parkes Shire Council's Integrated Planning and Reporting (IP&R) framework, which brings together a suite of integrated strategic plans that set out the vision for Parkes Shire and the goals, strategies and actions to achieve that vision.

The following diagram illustrates how the Integrated Planning & Reporting (IP&R) framework ensures that local strategic planning and reporting is informed, relevant and responsive to community needs:



## Community Strategic Plan

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

## Community Engagement Strategy

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

## Resourcing Strategy

The Resourcing Strategy consists of three components including the Long-Term Financial Plan; Workforce Management Plan; and Asset Management Plan.

The Resourcing Strategy is the point where Council explains to the community how it intends to perform all of its functions, including implementing those strategies set out in the Community Strategic Plan for which it is responsible. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council and considers, in general terms, matters that are the responsibility of others.

## Delivery Program

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

## Operational Plans

Supporting the Delivery Program are annual Operational Plans. These outline the details of the Delivery Program - the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year.

## Reporting our progress

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual and long-term budgets.

- **Budget Review Statement:** Council prepares a Budget review statement three times each year which shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Annual Report:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **State of the Shire Report:** Tabled at the last meeting of the outgoing Council, the End of Term Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.
- **State of the Environment Report:** Included in the Annual Report in the year in which an ordinary election is held is a State of the Environment Report. This document reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.

# CONTEXT

OUR COMMUNITY

COMMUNITY PROFILE

PLANNING IN PARTNERSHIP



# OUR COMMUNITY

**The Parkes Shire local government area sits at the heart of Central West NSW, strategically located on the Newell Highway – Australia’s major inland touring route – and within five hours of Sydney and three hours of Canberra.**

Covering an area of 5,919 square kilometres and taking in some of the richest and most productive farming and grazing land in NSW, Parkes Shire is renowned for our stunning natural beauty and friendly, welcoming community.

Just over 14,608\* people call Parkes Shire home, with more than two-thirds of our population living in the town of Parkes, which services as the administrative, commercial and services hub of the local government area. Villages are located at Peak Hill, Trundle, Tullamore, Alectown, Bogan Gate and Cookamidgera.

Just over 10 per cent of the Parkes Shire’s population identify as Aboriginal or Torres Strait Islander\*, significantly higher than the respective state and national averages of 2.9 per and 2.8 per cent. Parkes Shire is located on the lands of the Bogan River people of the Wiradjuri nation – the largest Aboriginal territory at the time of European settlement – and continues to be the home of many Wiradjuri people, as well as those from other nations.

Parkes Shire also supports the surrounding region with health and education services through Lachlan Health Service, Western TAFE and Country Universities Centre, as well as various public and private schools, preschools and family day care services. Parkes Shire has modern health services, with a recently redeveloped hospital and strong network of local General Practitioners and is located within an hour’s drive of other major hospital and health service providers at Dubbo and Orange.

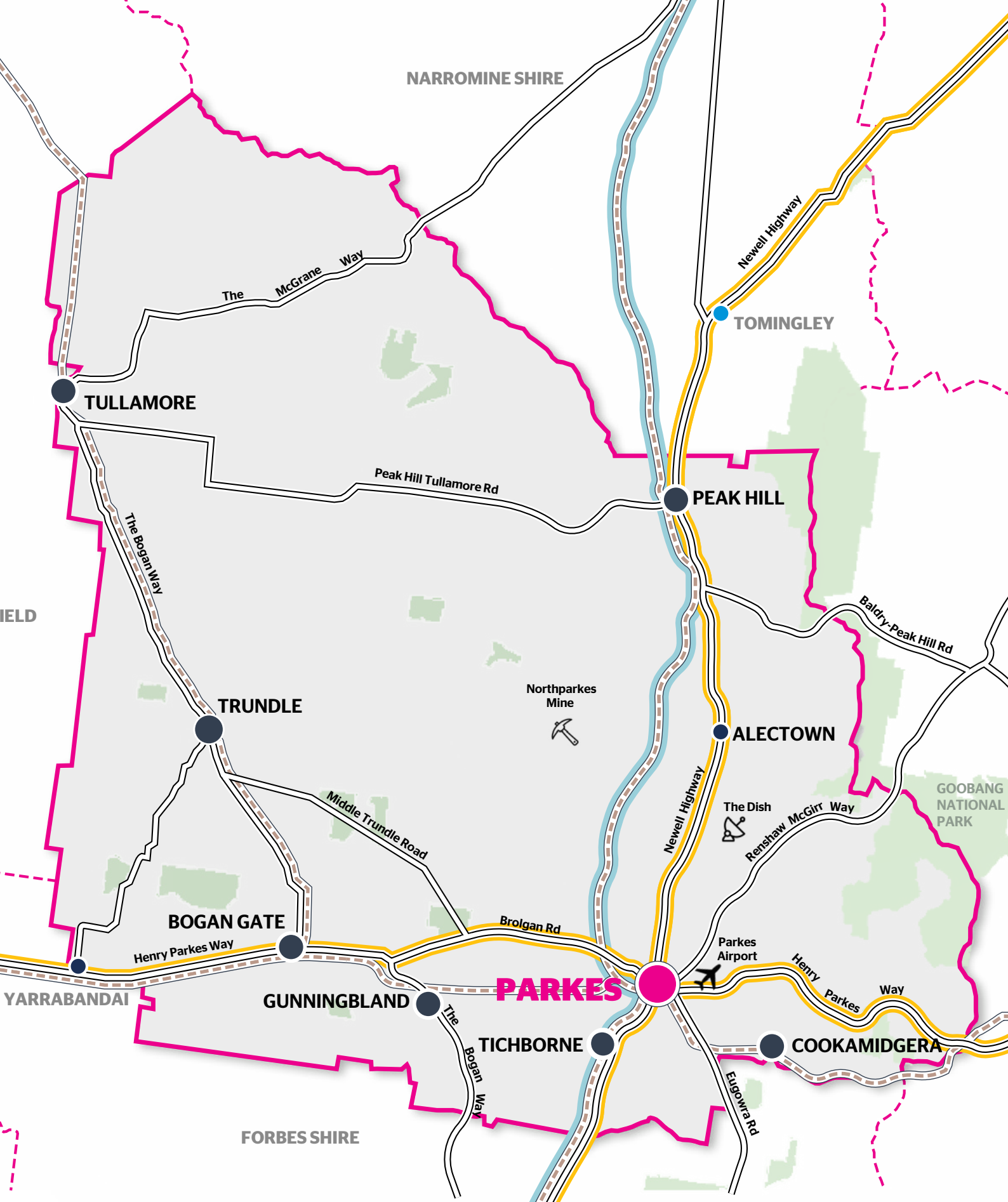
Parkes Shire boasts a strong, diverse economy, with a Gross Regional Product (GRP) of \$845 million in 2021\*\*. Our economy is underpinned by the agriculture and mining industries and strengthened by the transport and logistics, retail and public administration sectors. Just over 1,300\* local business operate in Parkes Shire, with 6,565\* residents – around 44 per cent of our population – in the workforce. .

The development of the Parkes Special Activation Precinct (SAP) – the first SAP in regional NSW – will support continued business development and employment growth in the Central West. Taking advantage of Parkes’ location on the Inland Rail and the Main Rail line, the Parkes SAP presents opportunities for value-add industries in the agricultural technology sector.

The Parkes Regional Airport is a major gateway to the Central West region, transporting 35,000 passengers annually through daily flights to Sydney. Through leveraging Parkes’ well-established national transport hub, the development of the Parkes Airport Business Park provides potential for growth to support our strong, diverse economy.

\* Australian Bureau of Statistics, 2016 Census Results

\*\* National Institute of Economic and Industry Research, 2021



#### LAND-USE

- Parkes Local Government Area
- Parkes Township Location
- Parkes Village Location
- Neighbouring centre location

- National Park / Forests
- Northparkes Mine
- Parkes Regional Airport
- The Dish

# COMMUNITY PROFILE

## GEOGRAPHICAL AREA: 5919 SQ KMS

### SHIRE: 14,608

Parkes (incl. Cookamidgera,  
Alectown & Tichborne) - 12,102

Trundle - 687

Tullamore - 424

Peak Hill - 1,106

Bogan Gate - 289

## DIVERSITY

Indigenous population 10%

Born overseas - 5.4%

Non-English-speaking background - 5.7%

## GENDER

49.2% Male

50.8% Female

## 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



**SHIRE  
POPULATION**  
14,608



**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** 14.7%



**UNEMPLOYED**  
7.4%



**AVERAGE  
INCOME P/W**  
\$1088

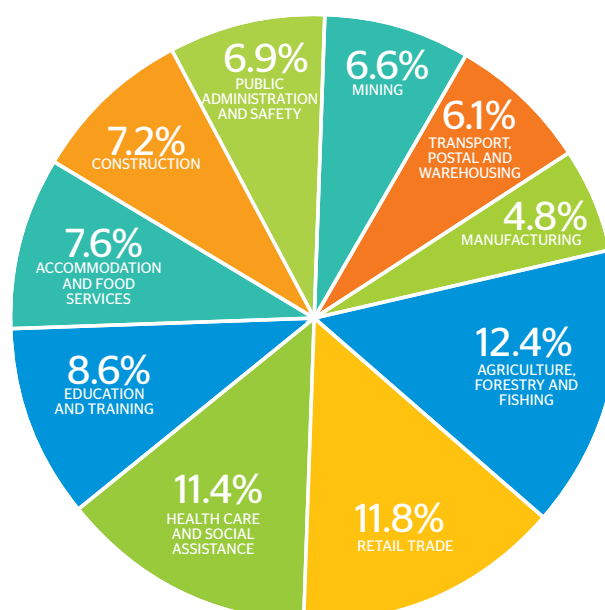


**UNDERTAKE  
VOLUNTARY  
WORK** 24.3%



**6303 LABOUR FORCE**  
2065 **PART TIME WORKERS**  
3644 **FULL TIME WORKERS**

## INDUSTRIES BY EMPLOYMENT



# PLANNING IN PARTNERSHIP

Planning in partnership is essential to achieving our vision for Parkes Shire. Community, government, business and industry all have a role to play in helping us meet the targets set out in our Community Strategic Plan.

In preparing Parkes Shire 2035+, we have considered a range of strategic priorities identified by the NSW Government to ensure that our strategic objectives align with both the NSW Premier's Priorities and the Central West and Orana Regional Plan, demonstrating our commitment to pursuing partnerships that benefit the Parkes Shire and deliver positive outcomes for our community.

The NSW Premier's Priorities reflect the NSW Government's commitment to tackling important social issues and improving quality of life for the people of NSW, being:

- A strong economy
- Highest quality education
- Well-connected communities with quality local environments
- Putting customers at the centre of everything we do
- Breaking the cycle of disadvantage

The Central West and Orana Regional Plan applies to the 19 local government areas in the wider Central West and Orana Region – spanning an area of 125,666 square kilometres – including Parkes Shire.

The Regional Plan establishes a strategic framework, vision and direction for land use in the Central West and Orana Region, addressing our future needs for housing, jobs, infrastructure, a healthy environment, access to green spaces and connected communities. The Regional Plan is centred on the following four themes:

- A sustainable and resilient place
- People, housing and communities
- Prosperity, productivity and innovation
- Location specific responses (Leverage the Parkes Special Activation Precinct and plan for associated growth)

## Premier's Priorities

Priority	Parkes Shire 2035+ Strategic Objective	
<b>Lifting education standards</b>	1.3	Our community is creative, proud and has a strong sense of belonging
	2.4	Our economy provides diverse employment pathways and education and training opportunities
<b>Keeping children safe</b>	2.4	Our economy provides diverse employment pathways and education and training opportunities
<b>Breaking the cycle</b>	1.1	Our community is safe, active, and healthy
	1.2	Our community is liveable, growing and connected
<b>Improving the health system</b>	1.1	Our community is safe, active, and healthy
	1.4	Our community is inclusive and accessible for people with disability
<b>Better environment</b>	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
<b>Better customer service</b>	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 Regional Plan

Goal	Parkes Shire 2035+ Strategic Objective	
<b>The most diverse regional economy in NSW</b>	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
	2.4	Our economy provides diverse employment pathways and education and training opportunities
	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
<b>A stronger, healthier environment and diverse heritage</b>	1.3	Our community is creative, proud and has a strong sense of belonging
	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
	3.2	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
<b>Quality freight, transport and infrastructure networks</b>	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
<b>Dynamic, vibrant and healthy communities</b>	1.1	Our community is safe, active, and healthy
	1.2	Our community is liveable, growing and connected
	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
	3.1	Our natural, social, and built environment is well managed and preserved for current and future generations
	3.2	Our built environment is functional, sustainable and meets the needs of our growing community



A large, silver paperclip is positioned at the top center of the page, holding a green-tinted photograph. The photograph depicts a community scene with three men standing in the foreground and two children on bicycles in the background. The men are dressed in business casual attire, while the children are in casual summer clothes. The background shows a paved area, possibly a park or schoolyard, with some trees and a building in the distance. The overall image has a green tint, and the paperclip is a prominent visual element.

# DEVELOPING OUR COMMUNITY STRATEGIC PLAN

GUIDING PRINCIPLES

COMMUNITY ENGAGEMENT

WHAT YOU'VE TOLD US

Community  
engagement

# GUIDING PRINCIPLES

## Social justice

Preparation of **Parkes Shire 2035+** 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 services, 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)

The QBL addresses social, environmental, economic and civic leadership (governance) considerations. The social justice principles, together with the QBL, ensures a holistic balanced approach is applied to all aspects of **Parkes Shire 2035+**:

- **Social sustainability:** support cohesive, inclusive, diverse and 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

# COMMUNITY ENGAGEMENT

In the years since our Community Strategic Plan was last reviewed, the Parkes Shire has experienced significant changes. We've thrived in several areas, but our community has also had to deal with some difficult challenges.

While we have emerged from a period of prolonged drought and continued to enjoy considerable growth and economic prosperity across the Central West; the ongoing COVID-19 pandemic has changed the way we live, work, connect with each other, and do business.

Throughout 2021, Parkes Shire Council embarked on an extensive engagement process with our community to answer the following questions:

- Does the Community Strategic Plan still reflect your priorities?
- Are there other areas we should be focusing on?
- Is there anything missing?
- What do you value about Parkes Shire?

Our community engagement process was designed to ensure we gained as much input and feedback as possible. Due to the Public Health Orders and associated movement restrictions and social distancing requirements in place at various times throughout 2021, we incorporated a telephone survey and online consultation activities in addition to face-to-face consultation opportunities.

In April 2021, we engaged an independent market research firm, Micromex Research, to survey a representative sample of our community to gauge overall satisfaction with our performance; importance of various services, facilities, and activities; and support for Council's community vision and future directions.

During July and August 2021, we also met with our community advisory committees and held public drop-in sessions across the Parkes Shire and invited feedback via our online consultation platform, Your Say Parkes.

In developing Parkes Shire 2035+, we have drawn on over 800 suggestions, comments and concerns received during our community engagement, including:

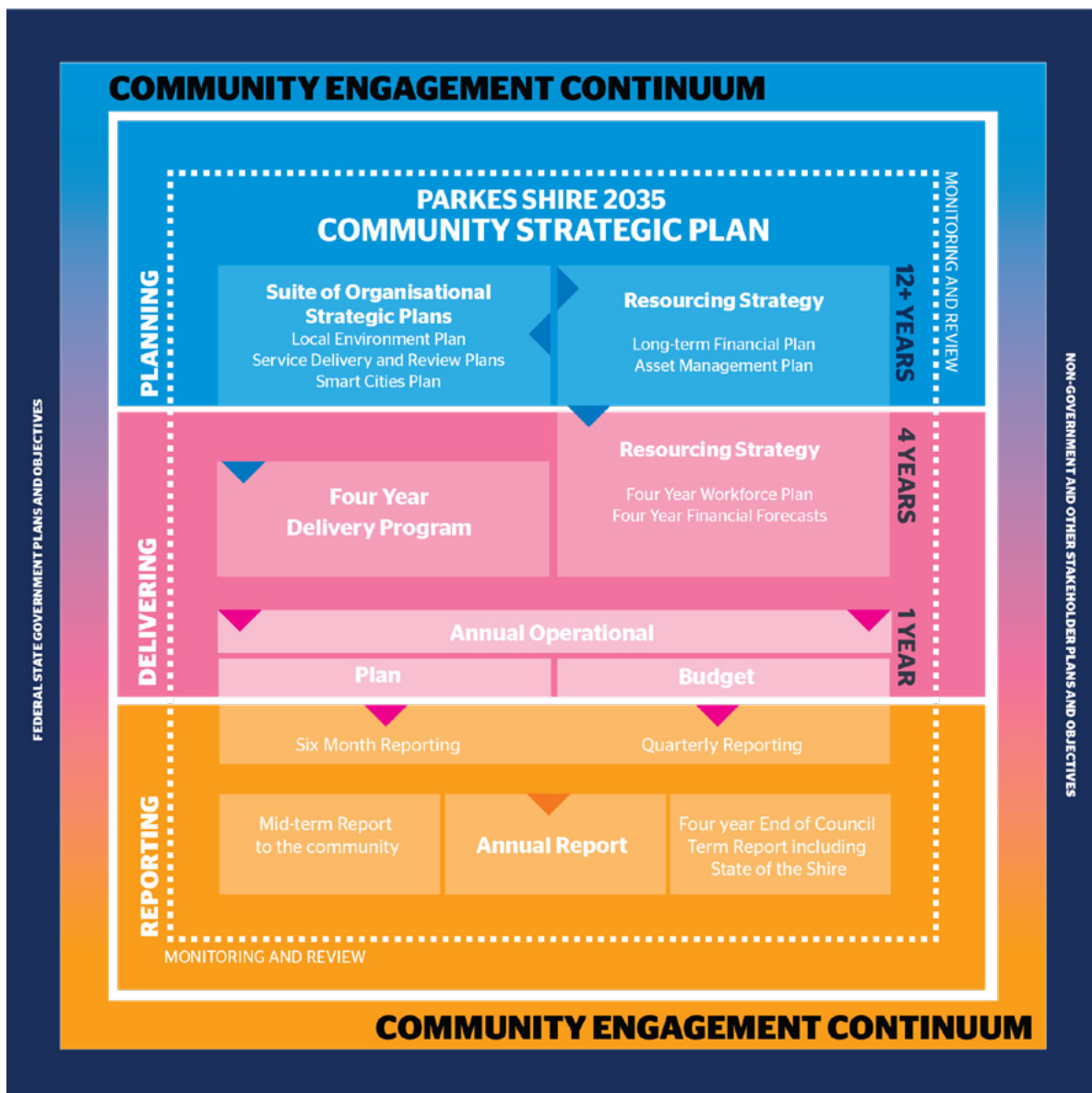
- 300 residents who participated in our Community Satisfaction Survey
- 136 residents who completed an online survey
- 79 residents who attended a community forum
- 302 individual ideas shared with us via an ideas wall
- 67 ideas and suggestions pinned on an online mapping tool

We have also reviewed feedback received during other recent consultations and community engagement activities we have conducted and considered appropriate State and regional plans and strategies that concern the Parkes Shire.

# WHEN WE ENGAGE

Under Council's Integrated Planning and Reporting Framework, community engagement is built into the process to ensure that the community is providing feedback, advice and direction to Council's activities. Community engagement is important not only when developing plans and strategies but also in Council's reporting to ensure our community is informed about Council's works and operations.

The IP&R Framework is underpinned by strong community engagement. Engagement with residents as well as business, state agencies and non-government organisations is essential to creating plans that will truly represent the aspirations and needs of the local community.



# WHAT YOU'VE TOLD US

## Our community's priorities

Through our Community Satisfaction Survey, we asked residents to rate the importance of various services, programs and facilities so that we can understand our community's local priorities for the years ahead. According to these results, our community's five most important services, programs and facilities are provided below, with the percentage representing the proportion of residents who rated these services a priority:

Priority services	
<b>Road Safety</b>	94%
<b>Waste Management</b>	91%
<b>Order and cleanliness</b>	90%
<b>Water supply</b>	88%
<b>Town presentation</b>	87%
















## Our community's vision

As part of our Community Satisfaction Survey, we asked residents to share with us their vision for Parkes Shire. According to these results, our community's five priorities are provided below, with the percentage representing the proportion of residents who rated these services a priority:

Priority services	
<b>Economic development, including tourism, business development, employment, retail activity</b>	19%
<b>Additional and improved services, facilities and activities</b>	17%
<b>Roads and supporting infrastructure</b>	17%
<b>Council's performance, including financial management, communication, planning, decision making</b>	13%
<b>Parks, playgrounds and open spaces</b>	11%

## Suggestions, comments and concerns

In addition to our Community Satisfaction Survey, we also held community forums and sought feedback via an ideas wall as well as an online mapping tool. Suggestions, comments and concerns received via this process have been grouped into key themes, illustrated in the graph below:

Theme	Interest
<b>Sport and recreation</b>	32.5% 
<b>Liveability</b>	17.9% 
<b>Public space</b>	11.6% 
<b>Roads</b>	8.9% 
<b>Community amenities</b>	7.0% 
<b>Economic development</b>	5.0% 
<b>Environmental sustainability</b>	3.0% 
<b>Kerb, guttering and footpaths</b>	3.0% 
<b>Stormwater drainage</b>	3.0% 
<b>Signage</b>	3.0% 
<b>Public health and safety</b>	3.0% 
<b>Education, employment and training opportunities</b>	2.6% 
<b>Destination marketing and visitor attraction</b>	2.3% 
<b>Water security and infrastructure</b>	0.7%  (0.7)
<b>Council's performance and governance</b>	0.3%  (0.3)

# OUR VISION

FOUR THEMES SUPPORT OUR VISION

MEASURING OUR SUCCESS



CONNECTED,  
VIBRANT  
AND SUSTAINABLE.  
PARKES SHIRE 2035,  
IT ALL ADDS UP.



# FOUR THEMES SUPPORT OUR VISION

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



## COMMUNITY

We live in a safe, inclusive and growing community that provides a great quality of life for people of all ages and abilities.



## ECONOMY

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



## ENVIRONMENT

We value our natural and built environments and effectively plan for a growing community.



## LEADERSHIP

We enjoy open, accountable and responsible local government that involves our community in decision making and responsibly manages our public resources.

# MEASURING OUR SUCCESS

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.

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

In order to measure how successful, we have been in realising 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 particular areas in the future. These indicators are collected from a Community Satisfaction Survey delivered by an independent market research company, which Council commissions every two years.

# HOW TO READ THIS PLAN

## CATEGORIES

Following are four colour coded sections based on our vision:



## STRATEGIES How will we get there?

These are the activities that Parkes Shire Council, with the assistance of external agencies, will conduct throughout the electoral term. The completion of these strategies will assist in achieving the long-term objectives and vision of the Shire.

## OBJECTIVES Where do we want to be in the future?

These are the community's long-term aspirations of Parkes Shire, assisting in achieving the community's vision for 2035. Council is responsible for guiding partners, including individuals, community groups and agencies, to achieve these objectives.

Objectives Where do we want to be in the future?	Strategies How will we get there?
<b>1.1 Our community is safe, active and healthy</b>	<p>1.1.1 Provide sport, recreation and play space facilities that encourage participation and support healthy lifestyles</p> <p>1.1.2 Advocate for improved medical, health and allied services, programs, and initiatives in Parkes Shire</p> <p>1.1.3 Deliver and support services, programs, and initiatives to promote community safety and reduce crime and anti-social behaviour</p> <p>1.1.4 Provide effective regulatory, compliance and enforcement services</p>
<b>1.2 Our community is liveable, growing and connected</b>	<p>1.2.1 Provide vibrant and welcoming town centres, streetscapes, public spaces and meeting places</p> <p>1.2.2 Plan for more housing choice to support a diversifying community, with an emphasis on more compact housing and affordable housing</p> <p>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</p>
<b>1.3 Our community is creative, proud and has a strong sense of belonging</b>	<p>1.3.1 Provide innovative library services that support social interaction and encourage lifelong learning</p> <p>1.3.2 Deliver and support events, festivals and celebrations that promote engaged citizenship and foster community pride</p> <p>1.3.3 Encourage, support and recognise volunteerism and community participation</p> <p>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</p>
<b>1.4 Our community is inclusive and accessible for people with disability</b>	<p>1.4.1 Promote positive attitudes and behaviours towards people with disability</p> <p>1.4.2 Improve access to buildings, spaces, places, and activities for people with disability</p> <p>1.4.3 Improve access to meaningful employment for people with disability</p> <p>1.4.4 Improve access to services, systems, and processes for people with disability</p>

## EVERYONE

### What you can do to help achieve our objectives?

These are the activities that members of our community can complete to assist in achieving the objectives of our Shire.

## PARTNERS

### Who can help achieve our objectives

These are the individuals, groups and agencies that will assist Parkes Shire Council in achieving the identified strategies. Although Parkes Shire Council plays a crucial role in achieving our strategies, objectives and vision, help is required from external parties to reach these goals.

#### Everyone What you can do to help achieve our objectives

- Join a sport club or take up a sport
- Volunteer or join a service club or not-for-profit organisation
- Attend community events, festivals and celebrations
- Visit the Parkes Shire libraries
- Report crime and anti-social behaviour to police
- Report graffiti and maintenance requests to council

#### Partners Who can help achieve our objectives

- Parkes Shire Council
- NSW Department of Family and Community Services
- NSW Department of Justice and Communities
- Regional Development Australia Central West
- Sporting clubs and associations
- Community groups and service clubs
- Cultural organisations and arts and crafts groups

## OBJECTIVES

### Where do we want to be in the future?

These are the community's long-term aspirations of Parkes Shire, assisting in achieving the community's vision for 2035. Council is responsible for guiding partners, including individuals, community groups and agencies, to achieve these objectives.

#### Outcomes How will we know we've arrived?

Measure	Benchmark	Target	Source
Community satisfaction with access to public library and cultural spaces	97%	Steady	Parkes Shire Council
Community satisfaction with sport, recreation, and playground facilities	90%	Steady	Parkes Shire Council
Community satisfaction with the number of accessibility upgrades at Council facilities	84%	Increasing	Parkes Shire Council
Community satisfaction with events and festivals	92%	Steady	Parkes Shire Council
Access to health remained the same or improved	60%	Increasing	Parkes Shire Council
Community feeling of health and wellbeing remained the same or improved	80%	Increasing	Parkes Shire Council

## OUTCOMES

### How will we know we've arrived?

This determined the success of the Council throughout the term. Measurement, benchmark, target, and source are the elements that will be used to identify the progress.

## MEASURE

This is the measurement that we will use to determine whether we have reached our strategies throughout the course of the term.

## BENCHMARK

This is the current benchmark for the measure. Benchmarks have been sourced from Parkes Shire Council measures, State or Federal Government, or other agencies. Council will either work towards this benchmark increasing, decreasing, or remaining steady throughout the term.

## TARGET

This identifies if we are working towards the measurement increasing, decreasing, or remaining steady at the end of the term.

## SOURCE

This is where the data will be collected from to determine if the benchmark is met throughout the term.



# COMMUNITY

We live in a safe, inclusive and growing 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 and promote healthy and active lifestyles.**

While we love our country lifestyle, in recent years we have seen our access to medical, health and allied services decline – and with our community ageing, and more people relocating to Parkes Shire, it's critical that we have access to quality, reliable essential services. A concerted effort is required to advocate for improved access to medical, health and allied services within the Shire, including the reinstatement of maternity services at Parkes Hospital and access to mental health services.

Something we love about living in Parkes Shire is that our community is safe and has low crime rates, and we want to see a strong focus on reducing anti-social behaviour, promoting social cohesion, and maintaining public health and order in the years ahead.

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 wellbeing: it's where we meet our friends, exercise, play sport and relax. We want to see an increased focus on improving our public spaces – including our town centres, streetscapes, footpaths, and cycleways – so that they

are vibrant and welcoming. We also feel that housing availability and affordability have both significantly deteriorated in recent years, and with more people calling Parkes Shire home, we want more housing options – including more affordable housing – in the future.

Parkes Shire has a strong sense of community spirit, and our people are proud of where we live, 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. A lot of good work is done across Parkes Shire by volunteers, and with the COVID-19 pandemic having a profound impact on volunteering across the country, it's important that we support our volunteers and promote more people to roll up their sleeves and get involved.

Around seven per cent of our community identify as having a 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.

## Objectives Where do we want to be in the future?

## Strategies How will we get there?

### 1.1 Our community is safe, active and healthy

1.1.1 Provide sport, recreation and play space facilities that encourage participation and support healthy lifestyles

1.1.2 Advocate for improved medical, health and allied services, programs, and initiatives in Parkes Shire

1.1.3 Deliver and support services, programs, and initiatives to promote community safety and reduce crime and anti-social behaviour

1.1.4 Provide effective regulatory, compliance and enforcement services

### 1.2 Our community is liveable, growing and connected

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 housing 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

### 1.3 Our community is creative, proud and has a strong sense of belonging

1.3.1 Provide innovative library services that support social interaction and encourage lifelong learning

1.3.2 Deliver and support events, festivals and celebrations that promote engaged citizenship and foster community pride

1.3.3 Encourage, support and recognise volunteerism and community participation

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

### 1.4 Our community is inclusive and accessible for people with disability

1.4.1 Promote positive attitudes and behaviours towards people with disability

1.4.2 Improve access to buildings, spaces, places, and activities for people with disability

1.4.3 Improve access to meaningful employment for people with disability

1.4.4 Improve access to services, systems, and processes for people with disability

## Everyone What you can do to help achieve our objectives

- Join a sport club or take up a sport
- Volunteer or join a service club or not-for-profit organisation
- Attend community events, festivals and celebrations
- Visit the Parkes Shire libraries
- Report crime and anti-social behaviour to police
- Report graffiti and maintenance requests to council

## Partners Who can help achieve our objectives

- Parkes Shire Council
- NSW Department of Family and Community Services
- NSW Department of Justice and Communities
- Regional Development Australia Central West
- Sporting clubs and associations
- Community groups and service clubs
- Cultural organisations and arts and crafts groups

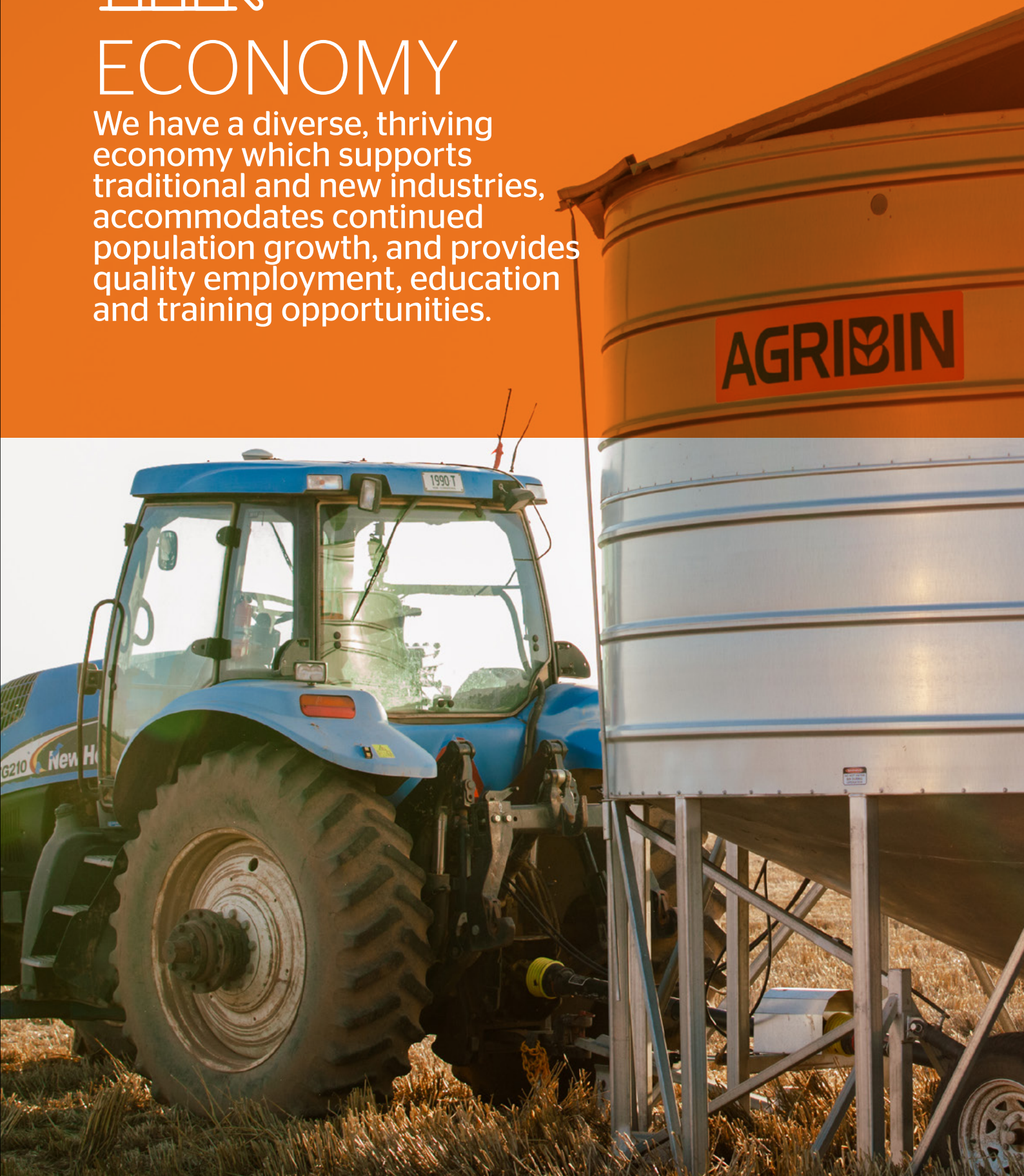
## Outcomes How will we know we've arrived?

Measure	Benchmark	Target	Source
Community satisfaction with access to public library and cultural spaces	97%	Steady	Parkes Shire Council
Community satisfaction with sport, recreation, and playground facilities	90%	Steady	Parkes Shire Council
Community satisfaction with the number of accessibility upgrades at Council facilities	84%	Increasing	Parkes Shire Council
Community satisfaction with events and festivals	92%	Steady	Parkes Shire Council
Access to health remained the same or improved	60%	Increasing	Parkes Shire Council
Community feeling of health and wellbeing remained the same or improved	80%	Increasing	Parkes Shire Council



# ECONOMY

We have a diverse, thriving economy which supports traditional and new industries, accommodates 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 – headlined by the iconic Elvis Festival – is a tourist drawcard, although 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 and helping them diversify and value add, will be critical to those sectors seizing new opportunities in the years ahead.

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 – but only if we think creatively, 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.

As a rural area, Parkes Shire's economy is strongly dependent on our road network and quality transport infrastructure, which helps our local industry access regional, national and global markets. Unsurprisingly, maintaining and improving the condition of our local and regional roads – as well as supporting assets such as signs, posts, lighting and guardrails – is important to our community. Parkes Regional Airport, which connects Parkes Shire to Sydney and beyond, is a local asset and our community values continued access to flights via Regional Express.

Access to quality education, employment and training pathways is important to our community. With our economy changing and new industries establishing in Parkes Shire, it's critical that our local workforce has the skills needed to meet industry needs so that both new and existing businesses can employ local workers. It's also important those members of our community seeking to pursue higher education receive the support they need to undertake their studies locally, should they wish to undertake their studies via distance or online learning. Improving access to quality childcare and family day care service is another priority for our community, particularly those parents who are active in – or wanting to return to – the workforce.

## **Objectives** Where do we want to be in the future?

## **Strategies** How will we get there?

### **2.1 Our Shire is an attractive destination to live, work, visit and invest**

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 Promote Parkes Shire as a tourist destination and support the continued growth of our visitor economy

2.1.3 Support local agriculture, tourism, and retail sectors by promoting diversification, value-adding and capacity building

### **2.2 Our economy leverages smart technology, data and innovation to solve complex problems**

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 Parkes Shire Council's services, facilities and operations to utilise new technology and reduce emissions

### **2.3 Our economy is supported by well-planned and safe transport infrastructure**

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

2.3.4 Encourage growth of Parkes Regional Airport by maintaining our relationship with Regional Express

### **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

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

## Everyone What you can do to help achieve our objectives

- Shop locally and support local businesses
- Use local and regional service providers
- Promote Parkes Shire as a great place to visit and do business
- Offer professional development opportunities in your business
- Consider taking on an apprentice, trainee, cadet or student for work placement

## Partners Who can help achieve our objectives

- Transport for NSW
- Destination NSW
- Tourism operators and accommodation providers
- Regional Express (REX)
- Country Universities Centre
- Schools
- Childcare and day care providers
- TAFE NSW and training providers

## Outcomes How will we know we've arrived?

Measure	Benchmark	Target	Source
<b>Parkes Shire's Gross Regional Product (GRP)</b>	\$861m	Increasing	National Institute of Economic and Industry Research
<b>Proportion of people who live and work in the Shire</b>	87%	Steady	Australian Bureau of Statistics
<b>Percentage of people enrolled in vocational training or higher education</b>	3%	Increasing	Australian Bureau of Statistics
<b>Number of people who visit Parkes Shire per annum</b>	154,000	Increasing	Parkes Shire Council
<b>Number of local businesses in the Parkes Shire</b>	1317	Increasing	Australian Bureau of Statistics
<b>Number of people in our young workforce (ages 25-34) and parents and homebuilders' (ages 35-49) groups</b>	27.4%	Increasing	Australian Bureau of Statistics



# ENVIRONMENT

We value our natural and built environments and effectively plan for a growing community.





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. This requires 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 and managing threats on flora and fauna, and ensuring compliance with environmental compliance 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. To that end, we will 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 is 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 in our community, so that we all actively work towards reducing our impact on the environment.

We know that water is a precious resource, particularly given changes to climate and rainfall. Our community has seen increased stormwater runoff events impacting our roads and drainage systems, which requires a concerted effort from us to effectively manage urban stormwater to reduce impacts on waterway health and minimise stormwater flooding implications. 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.

## Objectives Where do we want to be in the future?

## Strategies How will we get there?

### **3.1 Our natural environment is preserved and enhanced for current and future generations**

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

### **3.2 Our built environment is functional, sustainable and meets the needs of our growing community**

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 Augment our existing stormwater management systems with measures to reduce the impact of intense rainfall events.

### **3.3 Our community reduces, reuses and recycles waste**

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

### **3.4 Our utilities well planned and efficiently managed**

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

## Everyone What you can do to help achieve our objectives

- Bin your litter, or take it home
- Reduce, reuse and recycle waste
- Compost household waste
- Use water wisely and follow water restrictions
- Manage invasive weeds and species on private property
- Report noxious weeds
- Consider sustainable design principles, energy efficiency and water efficiency when building or renovating homes

## Partners Who can help achieve our objectives

- Central West Local Land Services
- State Emergency Service
- Rural Fire Service
- Property developers

## Outcomes How will we know we've arrived?

Measure	Benchmark	Target	Source
<b>Community satisfaction with waste management</b>	85%	Steady	Parkes Shire Council
<b>Community satisfaction with water supply</b>	96%	Steady	Parkes Shire Council
<b>Community satisfaction with sewerage</b>	96%	Steady	Parkes Shire Council
<b>Community satisfaction with stormwater infrastructure and gutters</b>	64%	Increasing	Parkes Shire Council
<b>Alternative energy use in the Shire is increasing</b>	324MWh	Increasing	Power Cities Partnership
<b>Percentage of waste diverted from landfill at Parkes Waste Facility</b>	80%	Increasing	Parkes Shire Council



# LEADERSHIP

We enjoy open, accountable and responsible local government that involves our community in decision making and responsibly manages our public resources.





Parkes Shire Council strives to provide 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 direction 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, and continuously review our services 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 culture of customer service excellence. The ongoing COVID-19 pandemic has significantly impacted the workforce – including changes to how and where we work – and over the coming years, Council will pursue strategies that help us to attract and retain the skilled workforce we need to continue achieving great outcomes for our community.

## **Objectives** Where do we want to be in the future?

## **Strategies** How will we get there?

### **4.1 Our local government is open, accountable, and representative**

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 Our local government is sustainable and plans for the future**

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 Parkes Shire Council's services are sustainable

### **4.3 Our local government is contemporary, effective, and efficient**

4.3.1 Provide customer service excellence and develop, implement, and review systems and processes to improve customer experience

4.3.2 Establish Parkes Shire 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

4.3.3 Ensure compliance with statutory requirements and ensure Parkes Shire Council's operations are supported by good corporate governance and effective risk management

## Everyone What you can do to help achieve our objectives

- Attend or watch online the Council meetings and participate in Council business
- Join a Council-facilitated committee
- Participate in community consultations and engage in decision-making
- Provide feedback to Council
- Become informed about Council's decisions, services, projects and initiatives
- Visit Council's website and follow our social media accounts

## Partners Who can help achieve our objectives

- Federal and State Members of Parliament
- NSW Office of Local Government
- Regional Development Australia Central West
- Central NSW Joint Organisation
- Local Government NSW
- Local and regional media
- Residents

## Outcomes How will we know we've arrived?

Measure	Benchmark	Target	Source
<b>Community satisfaction with Parkes Shire Council's overall performance</b>	83%	Steady	Parkes Shire Council
<b>Community support for Parkes Shire Council's community vision and direction</b>	95%	Steady	Parkes Shire Council
<b>Decisions made by Parkes Shire Council made in Open session</b>	89%	Increasing	Parkes Shire Council
<b>Community consultations facilitated by Parkes Shire Council</b>	6 per annum	Increasing	Parkes Shire Council
<b>Council's unrestricted financial reserves are increased to ensure a financially sustainable future</b>	\$0.5M	Increasing	Parkes Shire Council
<b>Community satisfaction with Parkes Shire Council's customer service</b>	82%	Increasing	Parkes Shire Council
<b>Compliance with Integrated Planning and Reporting requirements</b>	Maintained	Maintained	Parkes Shire Council



CONNECTED, VIBRANT  
AND SUSTAINABLE.  
PARKES SHIRE 2035,  
IT ALL ADDS UP.



