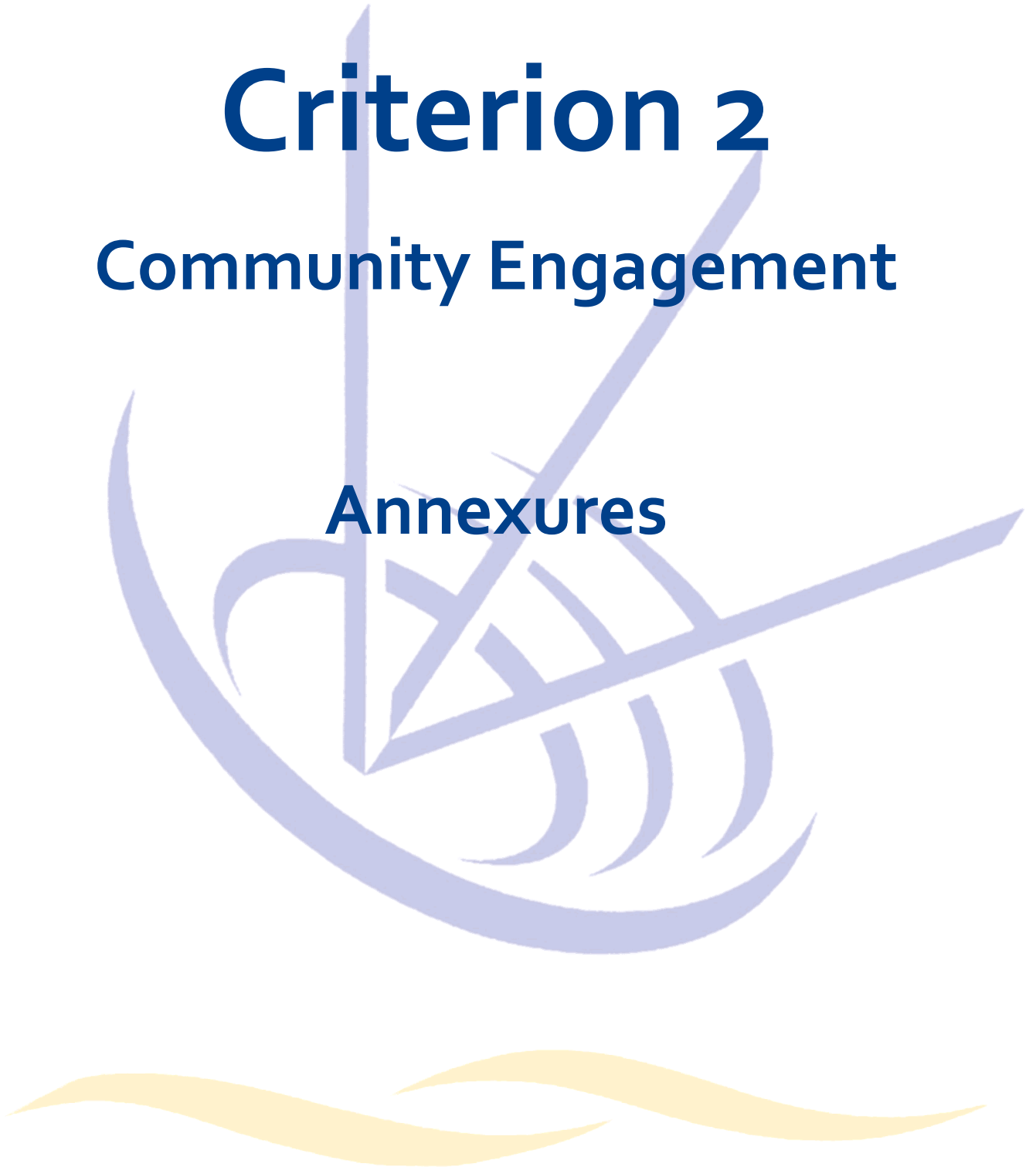


Criterion 2

Community Engagement

Annexures





Annexure 2

Parkes Shire Council Community Engagement Strategy *A Continuum*

PARKES SHIRE COUNCIL

community engagement strategy a continuum



COMMUNITY STRATEGIC PLAN 2020 (REVIEWED 2012)
PARKES SHIRE LOCAL ENVIRONMENTAL PLAN (LEP) 2012
COMMUNITY ENGAGEMENT STRATEGY 2012 - 2016
DELIVERY PROGRAM 2013-14 TO 2016-17
DELIVERY PLAN FINANCIAL FORECASTS 2013-14 TO 2016-17
10 YEAR ASSET MANAGEMENT STRATEGY 2013-14 TO 2022-23
10 YEAR LONG TERM FINANCIAL PLAN 2013-14 TO 2022-23
PARKES SHIRE COUNCIL WORKFORCE PLAN 2013-14 TO 2016-17
OPERATIONAL PLAN 2013- 2014
OPERATIONAL BUDGET 2013 - 2014
ANNUAL REPORT 2013 - 2014
END OF TERM REPORT 2013-14 TO 2016-17

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Message from the Mayor...

Communities who are engaged, have the opportunity to express aspirations and agree priorities are not only more resilient but have the best chance of successfully achieving their preferred future.

The role of local government is changing. In the past, Council primarily provided infrastructure. Today we have three distinct roles. There are still things we provide and do for our community but we also play a facilitative role, helping communities and groups to help themselves. We are advocates as well, who champion and stand up for the things our community needs. Increasingly our time is spent on the latter two roles.

Given our Shire's history of building alliances to achieve progress, using different approaches to both challenges and opportunities and the historic ties of our villages and townships, the journey to a more facilitative and collaborative way of working has been a rewarding extension of these community strengths and Council's two emerging roles.

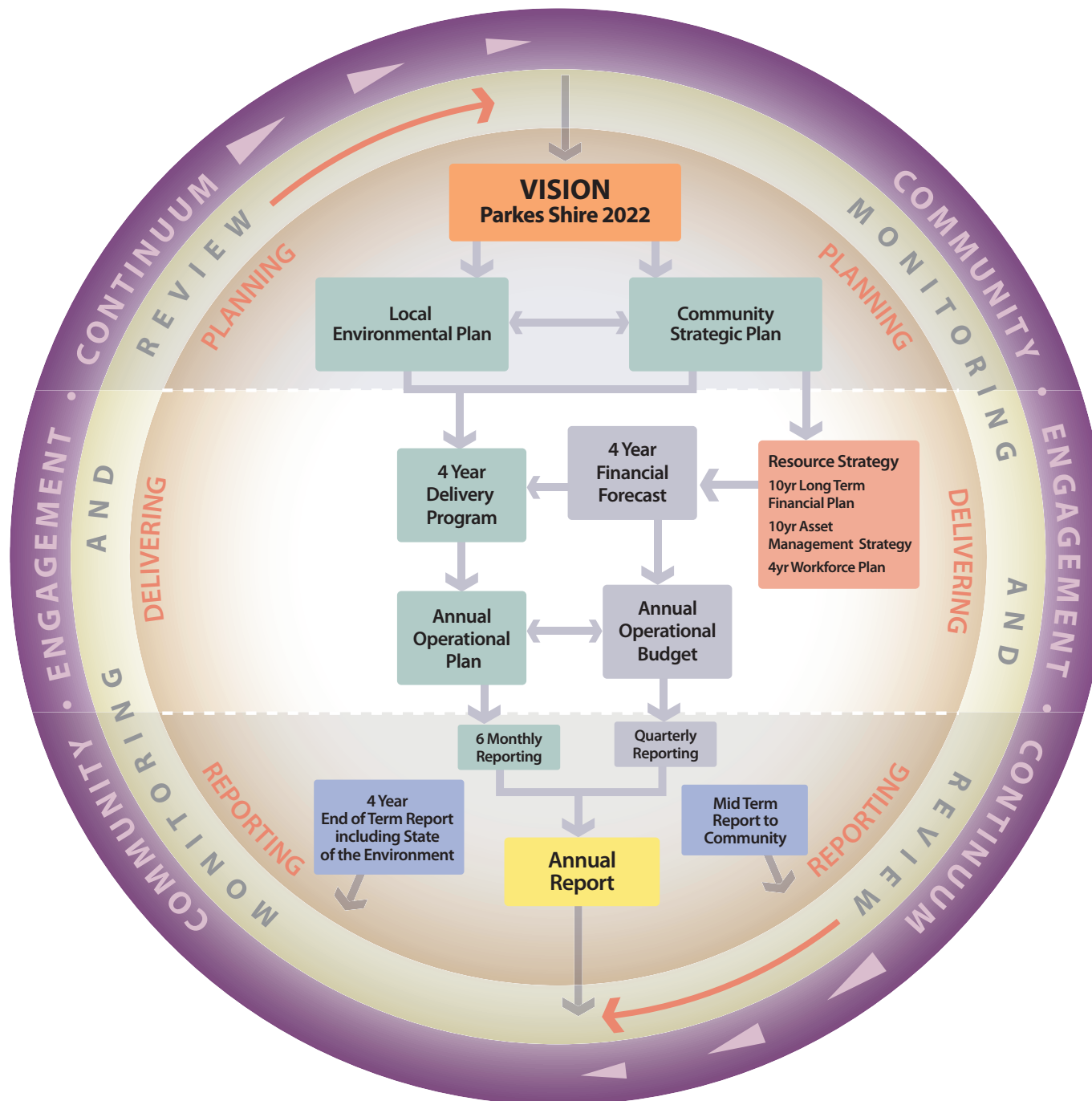
Our Shire's first step in working this way was to design our preferred future together. The community was engaged from the beginning. There are many groups and organisations that have a role to play in achieving the agreed destination. Council also needed to work out what it could deliver. What Council projects or programs would help move our community toward their preferred future and make the biggest difference over the next four years? Again, the community was engaged from the beginning in the exploration of this key question. Understanding their priorities was where the process began.

What impressed me most throughout the entire community engagement program was not the amount of learning and agreement generated through the many workshops, surveys, meetings, conversations, discussions and debates, or the awareness raised through the advertisements, interviews and publicity, or the number of 'hits', 'likes' or 'tweets' our social media activities generated.

What impressed me the most were the people who participated; the Council workers who spent time making sure all the information, communications and presentations were professional and easy to understand and those whose considered input helped shape not just the Community Strategic Plan but Council's Four-Year Delivery Program. If *'the future is made by those who turn up'* we are assured Parkes Shire will not just survive but will thrive.

Our Community Engagement Strategy 'The Continuum' is, as the name implies, a dynamic process. It is not an isolated framework but supports the planning, delivery and reporting of all we do. It guides the approach to our work and the difference it has made in building positive community relationships is evident. 'The Continuum' outlines the Parkes Shire Way: a journey of learning, improved decision making and working together.

Ken Keith
Mayor,
Parkes Shire Council



Parkes Shire Integrated Planning and Reporting Framework®

Integrated Planning

How it works

Integrated Planning and Reporting Framework

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales. Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in 2009/2010 Council year. Since this time the IP&R framework has been rolled out across the State. Parkes Shire has continued to develop its approach whilst regularly reporting on its progress culminating in its End Of Term Report being tabled at the final meeting of the previous Council in September 2012. Council has now prepared its new suite of IP&R documents. The Delivery Plan forms a vital component of this integrated planning approach which is structured primarily to outline what the newly elected Council, elected in September 2012, will "deliver" whilst in office over the next four years and how this will be resourced. To assist the community and other users of these documents Council has prepared a simple summary to outline how each plan fits in to the entire IP&R approach. Figure 1.1 illustrates this interaction by way of a diagram. A brief explanation of each of the plans and how they interact is provided that articulates how the approach all comes together.

The Community Engagement Strategy (Continuum) 2012 - 2016

The Community Engagement Strategy outlines the mechanisms Parkes Shire Council uses to engage their communities in the issues and decisions that affect them.

Based on a set of guiding principles and a diverse range of processes the outputs and outcomes of the strategy guide and inform the planning, delivery and reporting of all Council's integrated plans and reports.

The strategy is known as the Community Engagement Continuum. As the name implies it is a continuous process, not a collection of isolated activities. It is the way Council does its work and how Council and Community work together.

Parkes Shire Council Local Environmental Plan (LEP) 2012

The Parkes Local Environmental Plan 2012 (PLEP2012) is the legal instrument that imposes standards to control development for the Shire. The LEP reserves land for open space, infrastructure and other public purposes as well as residential, industrial, commercial and agricultural purposes. The purpose of the LEP is to achieve the objects of the Environmental Planning and Assessment Act 1979, as amended. It is also a means to implement the Parkes Shire Land Use Strategy 2011. The PLEP2012 comprises a written document and a series of accompanying maps. The PLEP2012 includes provisions for the protection of the operational

environments of the Parkes Radio Telescope and the Parkes National Logistics Hub. The LEP links directly to the Parkes Shire Council Community Plan in Future Direction 3 "Promote, Support and Grow our Communities" and more specifically under the Strategic Objective 3.4. "Utilise an integrated planning framework to guide the development of our communities". This objective is subsequently actioned in both the 4 year Delivery Plan and the Annual Operational Plan in 3.4.2. "Review and implement Council's planning instruments". This sees Council's implementation of the LEP regularly monitored and reported to Council and the community via the Integrated Planning and Reporting Framework reporting mechanisms.

The 2022 Community Strategic Plan (Reviewed 2012)

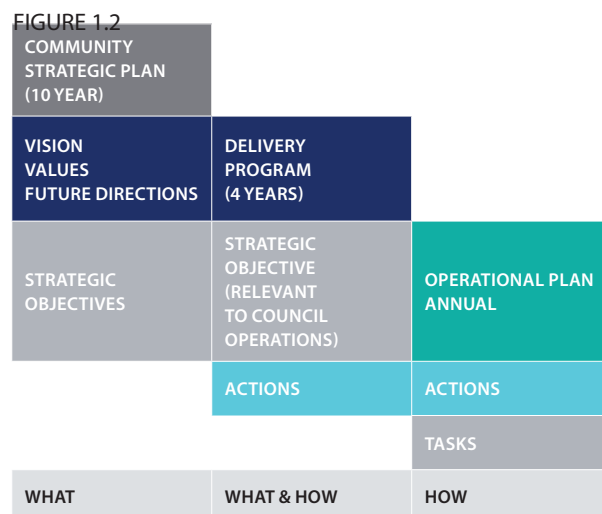
The Community Strategic Plan (CSP) is a high level 10 year plan developed collaboratively by Council with the Parkes Shire Community as part of its Community Engagement Continuum. This plan identifies the community's main priorities and aspirations for the future. It contains the vision for the Parkes Shire and the 8 key Future Directions in achieving this vision by 2022 being;

1. Develop Lifelong Learning Opportunities
2. Improve Health and Wellbeing
3. Promote, Support and Grow Our Communities
4. Grow and Diversify the Economic Base

5. Develop Parkes as a National Logistics Hub
6. Enhance Recreation and Culture
7. Care for the Clime in a Changing Climate
8. Maintain and Improve the Shire Assets and Infrastructure

This CSP articulates the Strategic Objectives Council has set to achieve these Future Directions and considers the “Quadruple Bottom Line” impacts regarding; Civic Leadership, Economic, Social and Environmental outcomes as well as adhering to Council's Social Justice Principles. This CSP also identifies Council's role in these areas as a Provider, Facilitator or Advocate and linkages to the planning process of other levels of Government and Stakeholder groups.

This Community Strategic Plan cascades or flows directly into the key Actions identified in the Delivery Program for Council to implement over its term of office. (See Fig 1.2)



The Delivery Program 2013/14 to 2016/17

The Delivery Program actions the Future Directions and Strategic Objectives of the Community Strategic Plan. It identifies the principal activities that Council will undertake in response to these Objectives. The Delivery Program addresses the full range of Council's operations and who is responsible for their delivery. The Delivery Program cascades or flows on, into the tasks required annually, as identified in the Operational Plan (See Fig 1.2). The Delivery Program is intrinsically linked to the Resourcing Strategy documents being; the 10 Year Asset Management Strategy, the 4 Year Workforce Plan and the 10 Year Long Term Financial Plan. The Long Term Financial Plan has also formed the basis from which the 4 Year Financial Forecasts have been derived, to explain in more detail how the Delivery Program will be funded over the life of the program. This sees that the Delivery Program both informs and is informed by, the Resourcing Strategy.

The Delivery Program has been developed in consultation with the Parkes Shire Community as part of the Community Engagement Strategy 2012 - 2016. Council has had to consider the communities priorities and expected levels of service, and balance these with its resourcing constraints. In the Delivery Program, Council has had to work with the community and make the difficult decision to apply for a Special Rate Variation to address the funding gap that is apparent after this process. More information regarding this process is outlined in the section of the CSP “[Funding the Delivery Program](#)”.

The Delivery Program Financial Forecasts 2013/14 to 2016/17

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 10 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

The Operational Plan

The Operational Plan is prepared as a sub-plan of the Delivery Program. It identifies the projects, programs and activities that Council will undertake within the next financial year. These actions cascade or flow down from the Delivery Plan and become the tasks required in each particular year of the Operational Plan (See Fig 1.2). The Operational Plan allocates responsibilities for each project, program and activity and identifies how the effectiveness of the projects, programs and activities will be measured. Council receives reports on these measures on a six monthly basis.

The Operational Budget

The Operational Budget details the budgeted funding for the activities to be undertaken in that year. The Operational Budget includes provisions relating to the content of Council's annual Statement of Revenue Policy.

This includes details of:

Estimated income and expenditure

Ordinary rates and special rates

Proposed fees and charges

Council's proposed pricing methodology

Proposed borrowings.

The Operational Budget is reviewed and reported to Council within two months after the end of each quarter (except the June quarter).

The 10 Year Asset Management Strategy 2013/14 to 2022/23

The Asset Management Strategy is prepared to assist Council in improving the way it delivers services from infrastructure. These infrastructure services include:

- Transport (roads, bridges, footpaths, etc.)
- Stormwater drainage,
- Water,
- Sewer,
- Open Spaces (parks and recreation),
- Buildings, and
- Aerodrome

These infrastructure assets have a combined replacement value of \$760 million.

The Asset Management Strategy:

- shows how Councils asset portfolio will meet the service delivery needs of its community into the future,
- enables Council's Asset Management policy to be achieved, and
- ensures the integration of Council's Asset Management with its Long Term Strategic plan.

The Asset Management Strategy will assist Council in meeting the requirements of the National Sustainability Frameworks, and Integrated Planning and Reporting guidelines (IP&R). Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005, and provide services needed by the community in a financially sustainable manner.

The Asset Management Strategy is prepared following a review of Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with Council's vision for the future as outlined in the Community Strategic Plan. The Strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring Council to a minimum 'core' level of asset maturity and competence.

The 10 Year Long Term Financial Plan 2013/14 to 2022/23

The Long term Financial Plan (LTFP) is a part of Council's Resourcing Strategy. The Plan is used to ensure that Council can have an understanding of the current financial situation and the projections of several future directions. The LTFP is developed in conjunction with the Workforce Plan and the Asset Management Plan, and is combined as The Resourcing Strategy, with the same objectives. These Plans are prepared for at least the next 10 years, and are required to be reviewed each year.

The LTFP is set out to show the financial impact of providing different levels of service to the community. The Plan includes projections of revenue and expenditure, the balance sheet and projected cash flows. Behind these projections, there are several assumptions that are used to build the Plan. These assumptions are usually related to the level of asset renewal and maintenance, inflation rate, growth in dwellings, timing of revenue, level of grants, level of service etc. The projections are modified to highlight the major scenarios (or options) that have an economic consequence. Also, within the Plan there are financial indicators (calculated for each scenario). These indicators allow comparisons between scenarios, and enable the monitoring of financial performance.

The LTFP enables Council to improve the connectivity with the Delivery Plan, and allows for a better understanding of the financial consequences of the Plan. The Long Term Financial Plan is a decision making tool that helps Council to model several important scenarios, and it helps Council to identify financial issues at an earlier stage. The Plan presents the effects of these scenarios, over the longer term. These projections help Council to focus on the issues, and analyse the consequences. Planning for at least 10 years, allows the Council to assess the current situation and make decisions for the future.

The Work Force Plan 2013/14 to 2016/17

The 2013 – 2017 Parkes Shire Council Workforce Plan provides the strategic direction to create a sustainable workforce.

It provides a supporting framework for those objectives and actions contained in each of the three Departmental Delivery Programs and Operational Plans. The focus will be the alignment of the workforce with the goals, values and objectives of the organisation which includes the management of our asset infrastructure. This will enable us to effectively deliver community expectations into the future.

The Annual Report

The Annual Report is one of the key points of accountability between a Council and its community. It is not a report to the Division of Local Government or the NSW Government, it is a report to the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly the Council's responsibility.

The Report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and a community leader.

The End of Term Report 2013/14 to 2016/17

Councils are now required to prepare an End of Term Report which must be tabled prior to the end of Council's 4 year term. This document must include a report as to the Council's achievements in implementing the Community Strategic Plan over the previous four years. This also means drawing upon achievements in the implementation of the four year Delivery Program. This also draws on information from other organisations, including State Government agencies.

State of the Environment Reporting

A comprehensive report on the State of the Environment is also required to be prepared and included as part of the End of Term Report. This means that the End of Term Report will include a report on how Council has met the environmental objectives in the Community Strategic Plan. The report on the State of the Environment includes progress against relevant performance indicators for the environmental objectives of the Community Strategic Plan and Delivery Program.

TheCommunityEngagementContinuum®

A strategy for learning, informed decision-making and working together

'Community engagement in Parkes Shire is not something that is imposed or done just to meet legislative requirements.

It is the way Council does its work and how Council and the community work together.'

Kent Boyd, General Manager, Parkes Shire Council

Beginnings

Play your Part and Checking We're Still on Track

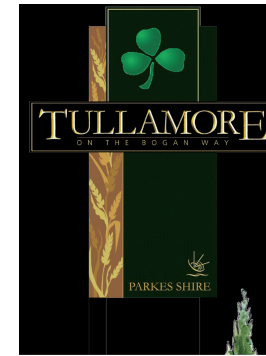
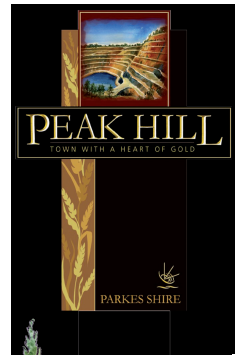
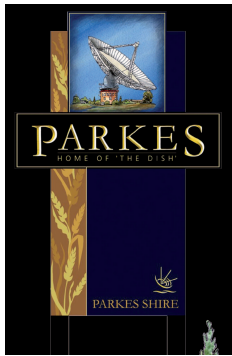
The process of engaging the Parkes Shire community in better decision-making and working together began September 2006. It was then that 80 community members, representative of the Shire's whole system (all the groups and organisations that influence or are influenced by the decisions and directions of the Shire), came together to explore and design their preferred future. From this gathering and with an understanding of the Shire's present situation the Community Strategic Plan was shaped.

Three years later in 2009, Council again brought the community together to check that the strategic plan was 'still on track'. During this process, representatives from the townships, villages and social justice groups were again engaged in sharing their thoughts and ideas.

Also at this time, the Shire's community engagement principles and objectives were designed with input from a group of 22 community members, representatives of all geographic areas and special interests. These now guide and inform all engagement activities.

More recently Council carried out a review of the original Community Strategic Plan including the vision, guiding values, future directions, strategic outcomes and measurements. It still reflects the aspirations of the Parkes Shire Community and has been extended as a ten-year plan to 2022. This revised Plan is now the 'roadmap' to follow to reach the desired future destination.





Objectives and Guiding Principles of the Community Engagement Continuum

- To be a practical representation of Council's community engagement principles:
 - Activities are timely, held at the right time and given enough time. Input is sought before decisions are made. Engagement activities are held at convenient times so as many people as possible can participate. Enough time is allocated to the process so input can be considered and not rushed.
 - Needed information is accessible to all. Information is written in plain English, easy to understand and readily available throughout the Shire.
 - People are heard, not just listened to. Engagement is a genuine activity and is carried out so community views and priorities are heard, just as Council views and priorities are heard. It works both ways.

- Expectations are well managed. The purpose of the engagement is clearly stated and expectations agreed. Processes are appropriate and well managed.
 - Feedback is part of the process. Feedback is provided so participants know how their input will be used.
 - Not a 'one size fits all'. Different processes and mediums are used to engage different groups in the community to encourage participation.
 - Learning is central. Engagement processes are opportunities to learn more about our community and the things that affect the Shire. Engagement skills are also built within Council and the community.
- To make sure the Shire's whole system is mapped, understood and that representatives have opportunities for their views to be heard. The whole system is different to 'stakeholders'. Stakeholders have a 'stake' in what is occurring. The whole system includes stakeholders but adds those who influence or are influenced by a particular issue or project.
 - To make sure the implications of decisions are understood so that end choices are based upon information, awareness and understanding.

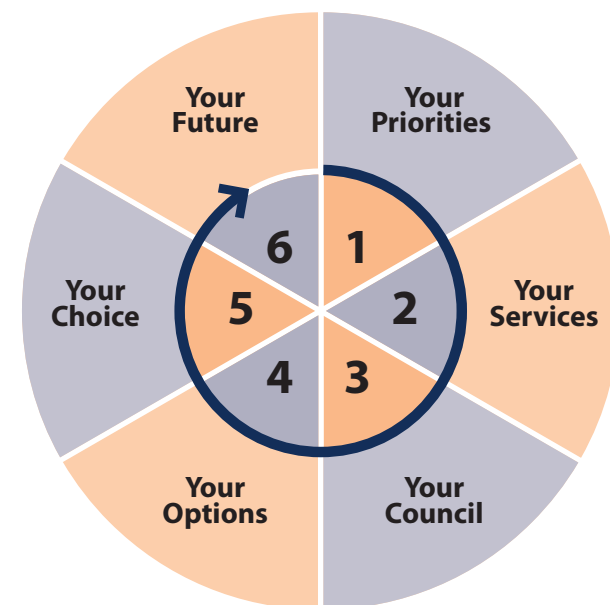


Engagement in the development

1. Your Priorities:

What Council projects, programs or initiatives will make the biggest difference to you and your family in the next four years?

The next part of the journey was to facilitate community input into Council's Four-Year Delivery Program. This process began May 2012. The Community Engagement Continuum continued under the banner of '**Your Say I Our Community I Your Council**'. The objective was to understand community priorities for inclusion in the delivery program. There were six stages to this part of The Continuum:



Method: independently facilitated workshops and strategic conversations.

18 Held: Parkes Township, Cookamidgera, Alectown, Bogan Gate, Trundle, Tullamore and Peak Hill.

Councillors and Council staff workshops.

Specific workshops with: Aboriginal community, young people, school children, women and families, older residents, mining management and miners, agricultural sector and farmers, businesses.

Two half-days at supermarkets engaging people in conversations.

Total participant numbers: 689

Supporting communications: letters of invite, advertising, publicity, on-line promotion, e-communications, posters in townships, articles in school newsletters, media releases, making use of the existing township leadership and networks to encourage participation.



Development of the Four-Year Delivery Program:

18 workshops were held at the villages and townships, with Councillors and Council staff, the Aboriginal community, agricultural and mining sector, business, young people and school children, women, families and older residents to explore the question *'What Council projects, programs or initiatives would make the biggest difference to you and your family in the next four years?'*

The workshop process design included the exploration of the present situation, the prioritisation of projects, programs or initiatives grouped around the eight future directions of the Community Strategic Plan:

- Education and Lifelong Learning
- Health and Wellbeing
- Supporting and Growing our Communities
- Growing and Diversifying the Economic Base
- Developing Parkes as a National Logistics Hub
- Enhancing Recreation and Culture
- Caring for the Natural and Built Environment
- Maintaining and Improving the Shire's Assets and Infrastructure

Discussion regarding Council's role as either a provider, facilitator or advocate was also included. Specific sessions were held with economic, business and social justice groups. All sessions were independently facilitated and lasted two hours.

The consultation team also staged two half-day sessions at the Parkes township supermarket on known high customer volume days for Parkes township residents and those coming from out of town to shop. These provided extra opportunities for input.

The number of people who had direct contact and input with this process was 689. A very clear picture emerged of the projects and initiatives that would make the biggest difference to the people and communities of Parkes Shire.





Chance to have a say

[Redacted text block]



We're having our say!

[Redacted text block]



The results are in!

Sept. 28, 2012, 7:34 a.m.

[Redacted text block]

What we heard

By far the largest number of projects and initiatives were connected to the Community Strategic Plan's Future Direction: Improve Health and Wellbeing. Communities throughout the Shire want to improve access to health services and facilities across all age groups and interests. Securing the hospital was a focus as were community transport options. Developing a broad range of commercial and private recreation opportunities, maintaining each township's swimming pool and developing central therapy facilities were priorities.

Specific road projects, road infrastructure, improving the road network, footpaths, drainage and the management of storm water were also very high priorities. Providing activities and opportunities for young people are needed. Increasing visitation and tourism facilities, improving access to tertiary education and securing the airport are key economic priorities. Although Caring for the Natural Environment had the fewest number of projects and initiatives, controlling and managing weeds, pests and animals were regularly mentioned.

Community and Council Priorities Summarised

Broader Community Priorities	Council Specific Priorities
<ul style="list-style-type: none"> • Improve access to health services and facilities • Secure the hospital • Increase the availability of doctors and health specialists • Strengthen and grow the retail sector • Improve access to education opportunities including TAFE and University • Provide public and community transport options • Encourage, attract and support business and industry • Encourage the development of a broad range of commercial and private recreation opportunities • Provide aged care and disability services 	<ul style="list-style-type: none"> • Specific road projects • Town and village beautification and tidiness including footpaths • Improve public and road safety including street lighting • Improve road infrastructure and access to Sydney • Improve the condition of rural roads • Improve drainage and storm water • Develop and promote activities and opportunities for young people • Maintain and develop the township pool including the development of hydro therapy facilities • Secure and develop the airport • Increase visitation and tourism facilities • Ensure water and sewer assets are maintained and developed • Provide, upgrade and maintain public toilets • Upgrade sports grounds

PARKES SHIRE SURVEY - FILL IT IN TODAY!

PARKES
Champion-Post

Residents rate council

[REDACTED]

RESIDENTS SUPPORT COUNCIL

13% rate increase

[REDACTED]

PARKES
Champion-Post

Future plan outlined to residents

Nov. 28, 2012, 9:49 a.m.

[REDACTED]

2. Your Services

Method: household survey sent to 8000 households

Surveys completed: 1062

Response rate: 20%

The good response rate was attributed to the survey being conducted in the context of the high profile and extensive community consultation held in May 2012.

Validity: slightly underweight with regard to young, town dwellers but the discrepancies are not large enough to invalidate the survey.

Supporting communications:

*Direct mail out, advertising and publicity in local newspapers and newsletters;
Information sheets, use of existing Shire networks to encourage completion of the survey.*

To understand what specific Council services are important to the community and how well those services are presently being delivered, a survey was conducted during the last week of July and the first week of August 2012. The survey was distributed to each household in paper form. The option of completing the survey on-line was also offered. The survey covered thirty-five Council services and sought importance and satisfaction ratings. It also gathered information on gender, age and place of residence for people participating in the survey.

This latter information was used to commence building a database of people to play a future role as an e-community reference group to update on progress and seek input where relevant. Adding to this database has and will continue.

What we learnt

The table below summarises the survey results. Of note is that the Council specific outputs and issues raised during the May 2012 community consultation workshops are echoed in the survey results.

Top Ten 'Very Important' services	Top Ten 'Very Satisfied' with services	Top Ten 'Not Satisfied' with services
Local roads	Library	Local Roads
Order and cleanliness	Festivals	Footpaths
Water supply	Parks	Animal, weeds and pest management
Food safety	Sewerage	Gutters
Main roads	Cemeteries	Main roads
Public toilets	Sports grounds	Public toilets
Sewer	Food safety	Car parking
Road safety	Children's services	Youth services
Rubbish	Playgrounds	Nature strips
Signage	Tourism	Development approvals