



### 3. Your Council

**Method:** briefing notes, presentations, discussion with Councillors, Council Management, outside experts

In September of 2012 a new Council was elected. The new Council engaged in a day long workshop that included briefings and presentations on Integrated Planning and Reporting, the development of the Community Strategic Plan, the Shire's present economic, social, environmental and governance situation, financial planning, the state of the Shire's assets and the engagement process to further develop and finalise Council's Four-Year Delivery Program.

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News

**Parkes launches a \$63.5m bid to keep the shire alive**  
by: Vikki Campion and Nathan Klein From: The Daily Telegraph January 12, 2013 12:00AM

**IT'S got 2500km of roads, a \$63.5 million infrastructure backlog and just 15,000 people to pay for it.**  
But rather than watch its shire crumble, Parkes Council has embarked on a consultation spree explaining why it cannot meet the rising costs of service provision without a rate rise.  
The rise the council is seeking could be as much as 50 per cent, but mayor Ken Keith says even a much smaller rise would help the bottom line.  
"No one wants higher rates, however the unfortunate consequence of low rating is obviously low income, which when applied over many years, directly translates to the quality of our infrastructure and hence our community," Mr Keith said.  
"For the cost of one coffee per week, you actually will achieve an additional \$3 million in income that we could use.  
"For the farm, it's the cost of a truck tyre and a half for the year. You need to explain why you need a rate increase and you take the broader community with you."  
Shannon Bermingham, the owner of Parkes Central Butchery, said businesses were feeling the pinch.  
"We know a (rate) increase is coming but we're not 100 per cent sure the extent of it. Everyone knows the council is struggling," he said.  
"You pay what you must to keep the town alive. But for how long?"  
Lynelle Barklmore of Visible Image Parkes said businesses such as hers will be forced to cope with rate rises.  
"We will have to absorb those costs, customers are not going to pay more," she said.  
"It's way too competitive nowadays, so putting up prices is not an option."

Share this story



## 4. Your Options

**Method:** scenario development of three options undertaken by Council staff outlining what each would deliver, what it would cost and the implications of those costs to householders, pensioners and specific groups, businesses and farmers

**Supporting communications:** Development of presentations explaining what will be delivered under each option with the financial implications equated to daily or annual consumables relevant to the specific groups – householders, business and farmers.

Three future Delivery Program options were prepared from an understanding of what was heard at the community workshops, what was learnt from the household survey, internal analysis of the Shire's assets and financial situation and scenario building and testing.

- **The Current:** based on an extension of Council's present delivery within a challenging financial situation.
- **The Static:** based on delivering some, not all, of the priority services put forward during the engagement activities.
- **The Progressive:** based on being able to deliver priorities and progress towards the preferred future outlined in the Community Strategic Plan.

A rise in rates was associated with the Static and Progressive options only.

Detailed presentations were prepared by the Council management team around what services would be delivered by each of the three options. The presentation areas included: the Shire's road network; footpaths; airport; pools; playgrounds and open spaces; sporting facilities; weeds and ranger services; library; community activities – young people engagement, family services; education and culture – grants, 'Arts Outwest' and events.

The Shire's present financial situation, state of assets, each of the three options, what they would deliver and the financial implications to householders, pensioners, businesses and farmers were explained and illustrated. The annual financial implications were presented. Also, to ensure relevant comparisons the respective rate rises were couched in terms of either daily or annual consumables relevant to specific groups e.g. how many extra cups of coffee per week equivalent to the proposed rate rise; the cost of extra truck tyres for the farmer.





PARKES TOWN  
23/10/12  
VOTES

TRUNDLE  
23/10/12  
VOTES

TULLAMORE  
VOTES

## 5. Your Choice

**Method:** presentations, discussion and voting.

**Sessions held:** Parkes Township, Tullamore, Trundle, Peak Hill. Local businesses and farming community.

**Total number of people who voted at the Informed Survey Workshops:** 135

**Councillors and Council staff were also briefed but no vote was taken with these groups.**

**Total number of Councillors and Council staff:** 185

**Supporting communications:** advertising and publicity in Parkes and Peak Hill newspapers and radio, direct mail and e-communications to community reference groups, working with the community leaders within each of the townships, website, Council office.

### The Informed Survey Workshops and Vote

The 'presentation roadshow' toured the Shire during late September and early November 2012 and was the central activity of 'The Informed Survey Workshops and Vote'. Council realised that if people were asked about a rate rise without being given the opportunity to understand the context, detail and benefits of an increase in revenues, they would invariably say no. No one willingly wants to pay more taxes or rates.

The format of each of the two-hour workshops was an overview by the General Manager on the state of the Shire's finances and assets, presentations around specific areas, question and answer time, the opportunity to vote for your preferred delivery program option, the count and announcement of the outcome followed by supper and conversations.

The vote was both personal, as opposed to casting a vote as a representative of some group, and private. Scrutineers were called for each workshop vote and the count announced before people left.

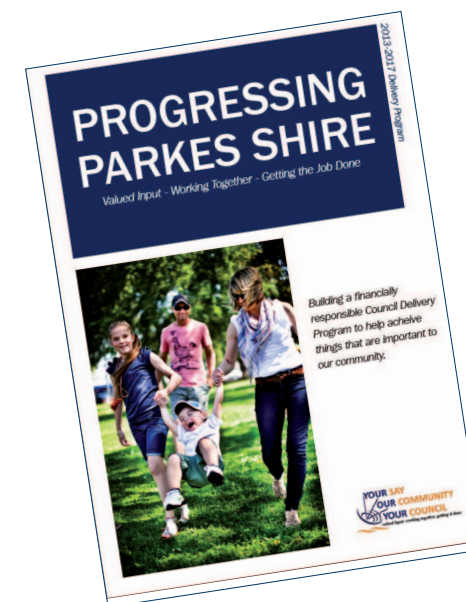
The Progressive Delivery Program was by far the preferred option. There were two differing views heard during two of the workshops and these were around the issues of having to cope with austerity measures like everyone else in the world and that any rate rise be considered in the context of the ever increasing cost of living which was causing hardship for some people.

### The results of the Informed Survey Workshop Votes

Current	Static	Progressive
6%	16%	78%

**We don't just want to survive. We want to thrive as a community.**

**The progressive option will help us progress!**  
Workshop participant.



## Continued awareness raising of the options and opportunity for input

**Method:** On-line survey to cast your vote; voting or commenting via phone, facebook, twitter, written submissions

**Supporting communications:** Brochure distributed throughout the Shire via the local newspaper, village and township newspapers and newsletters

**Number distributed:** 4 200

**Youtube, Facebook, Twitter, advertising and publicity, e-reference group**

Although there was growing awareness of the Delivery Program and the preferred option to emerge from the Informed Survey Workshops, it was important that the broader community had the opportunity to express their views. The objective now was to raise awareness of what was being considered, the timeframe for decisions and how to have your say.

The brochure 'Progressing Parkes Shire – building a financially responsible Council Delivery Program to help achieve things that are important to our community' outlined the Delivery Program options and rate increase implications. 4, 200 were distributed via the Shire's newspaper and newsletter distribution network. The brochure encouraged people to provide feedback by either taking an on-line survey, 'like'ing the Facebook page, 'tweet'ing comments or leaving a message on-line, in person or putting it in the post and sending it to Council. There was also a special 30-minute 'youtube' posting where these things were explained and input encouraged. The on-line voting survey was open for four weeks. At the close of 'voting' the following results were recorded. The Progressive remained the preferred option.

Current	Static	Progressive
14.4%	25%	60.6%

## News Update in the New Year

At the end of January 2013 rate notices will be sent out to the Shire's 5141 ratepayers. A newsletter detailing The Progressive, Council's preferred Delivery Program option, will be included. The newsletter will also outline the Integrated Planning and Reporting process, public display and written submission provisions and Special Rate Variation Application process of the Independent Pricing and Regulatory Tribunal's (IPART).



<http://www.youtube.com/user/ParkesShireCouncil>



This activity is delivering your priorities and progressing Parkes Shire

## 6. Your Future

**Method:** A range of communication activities described below.

Knowing how the Delivery Program is progressing is important not just to Council but also to the many people who contributed to its development. Being informed and having feedback is part of 'The Continuum's' guiding principles. The following communication suite aims to ensure everyone has the opportunity to monitor the progress of the Delivery Program. They will also address the reporting requirements of IPART if a Special Rate Variation were to be granted.

This activity is delivering your priorities and progressing Parkes Shire



**Acknowledgement and Signage:** Each Delivery Program project or initiative will be recognised by signage, which will state with pride 'This activity is delivering your priorities and progressing Parkes Shire.'

### Using the network

The most powerful communication tool is word of mouth. When someone you know and respect encourages you to engage, gives you information or makes you aware of something, it is both credible and therefore influential. Our Shire has strong community networks. Within those networks are people who are very well connected and are happy to help inform and encourage others. We have and will continue to work with these special people to make sure our communities stay engaged in our achievements and our democracy.

### e-communications

Like many communities throughout the nation, we are in a transition phase between 'old' communications and 'new' e-communications. We will continue to seek permission and provide relevant information on-line to our communities. When we started the process of securing a community database for communication and referencing we secured around 700 members. This number is growing and will continue to grow as new generations whose natural communication methods are 'e' in nature begin to engage.

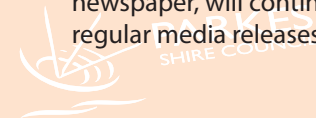
Our on-line presence will also continue to grow. The web is an excellent place to offer more detailed information. Again this proved successful through previous engagement stages and will continue to be an integral part of raising awareness and reporting.

### Social Media

This medium proved very successful when seeking feedback and comments during the development of the Delivery Program options. We will continue with facebook, twitter and youtube as a way of informing and reporting to our communities.

### Publicity

The 'Mayoral Minute', a regular segment of the local newspaper, will continue and we will also issue regular media releases



## Reporting and The Continuum

Reporting is fundamental to Integrated Planning. These are the reporting activities of 'The Continuum' that will support our Integrated Planning and Reporting framework.

- **Each quarter:** Through Council, the quarterly budget review will be tabled.
- **Every six months:** Through Council, the progress of the Operational Plan and Delivery Program will be provided.
- **Annually:** The Annual Report will be tabled and promoted as well as forwarded to the Division of Local Government.
- **Mid-Term Reporting** (August 2015): Throughout the community, presentations and workshops will be held to report on progress and reconfirm priorities.
- **End of Term Reporting** (May 2016): Throughout the community, facilitated workshops will review the Community Strategic Plan and priorities of the Delivery Program so the incoming Council will have an understanding of the Community's preferred future and what it needs to do to help deliver it.

## The Continuum Continuing

**Method:** *Strategic conversations throughout the Shire, scenario development, priority setting, agreement.*

**Supporting communications:** *advertising, publicity, direct-mail, e-communications, presentations, community reference group.*

The Community Engagement Continuum, as the name implies is a continuous process where Council and Community learn and build understanding.

Towards the end of the four-year term, the process of once again engaging our communities in their preferred future and what Council can deliver will begin over. This will involve strategic conversations around future directions and priorities.

Moving through the first cycle of The Continuum has already resulted in building capacity not just within Council but in the broader community as well. As we move through additional cycles, the knowledge base about what has been achieved in the Shire and what could and should happen in the future will deepen. There will also be an increase in the skills and capacities to not only engage in future planning but in the design and successful completion of projects.

Having the right knowledge, skills and attitudes is what makes the difference between communities that survive and those that thrive. The Continuum is a vehicle for us not only understanding our communities needs but also building capacity. Being informed results in better decision-making and a greater willingness to work together. The Continuum is our continuing journey of learning, informed decision making and working together.



JANUARY 2013  
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# **Annexure 2.a.**

## **Parkes Futures Workshop**

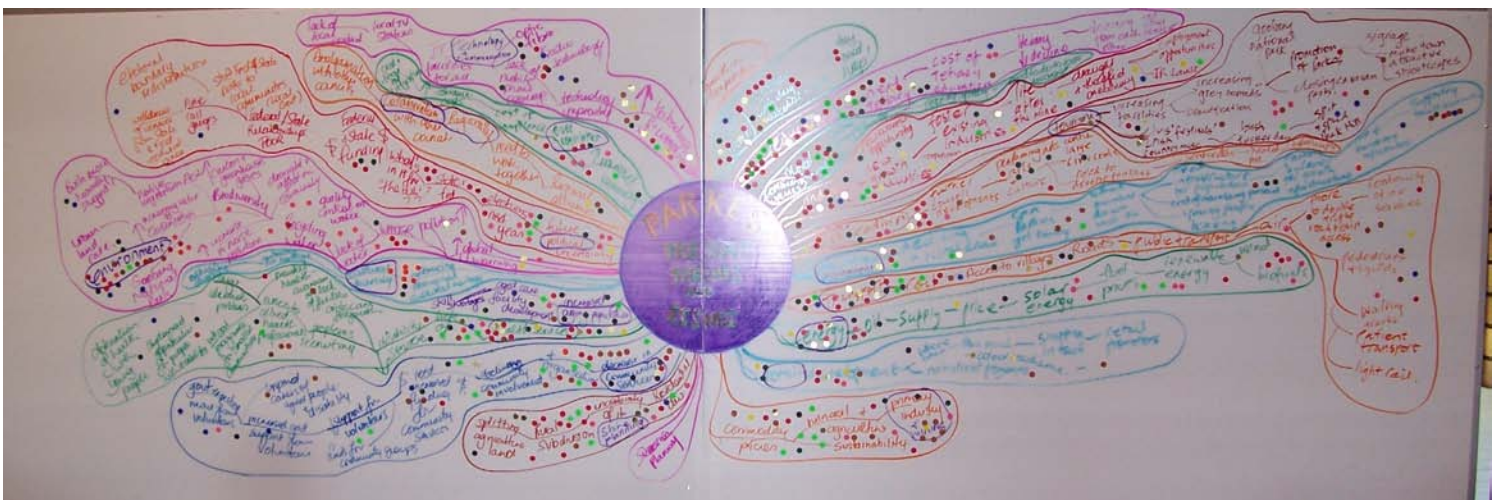






# Parkes

## Future Workshop for Shire Wide Comprehensive Landuse Strategy







# **Parkes Future Workshop**

## ***Play Your Part!!***

## **Workshop Report**

**This report contains the unedited output of the workshop conducted at Parkes on the 28<sup>th</sup> of September 2006**

### **Your relationship with Parkes**

Participants were asked to bring an artifact or object that told a story about their relationship with Parkes and the future. In groups they took turns to talk about their artifact. One artifact was then chosen to share with the rest of the workshop.

Some examples are described below:

- **A tree:** A living breathing vibrant thing. Like Parkes if it is to grow needs strong roots and foundations and branches reaching out to the community. It can be decorated to promote the community. However things can change and it needs to be fed and open to new ideas. Eventually it will reach maturity and full growth. This raises the question do we need to limit growth?
- **Pamphlet about opportunities for a child in Parkes.** A child born in Parkes should have every opportunity to grow and stay in town.
- **Water** which is major concern in terms of quantity and quality if the town is to grow. We need to recycle to make our communities sustainable.
- **Binoculars:** we need to look beyond where can currently see for future planning
- **Bones:** Link to one another and provide the support and structure for our vision. The key bones ensure Parkes is a place where people want to make a home. Start off with the bones and flesh out what we need.
- **Beacon:** the solar powered beacon sits on a hill talks to satellites and directs tractors to within 2 cm accuracy. Australian technology that delivers efficiency and utilisation of labour. Technology can work for you in the future. We need sustainable agriculture for an assured future.
- **Family photograph:** people are the most important for the future. Children are our future. When we talk about Parkes we are talking about the whole shire. We need to work together in harmony for a strong vibrant future. It is a good place to raise a family but we need the facilities to do so.
- **Sun flower, strong stem, lots of seeds.**



## The 'good things' and the 'not so good things' about Parkes

Participants continued to work in whole system groups and were asked to list the good things about Parkes under 'Good Things' and the not so good things under the 'Not so Good Things'. They then picked their top three goods and their top three 'not so goods' and reported to the workshop. The result of this work is set out below. The top three choices are in bold.

Good things - to build on	Not so good things - to do less of
<b><i>Gold group</i></b> <ul style="list-style-type: none"> <li>• Economic activity/future</li> <li>• Rural lifestyle</li> <li>• Central location and access</li> <li>• Air service</li> <li>• Sporting facilities</li> <li>• Community spirit</li> <li>• Social cohesion</li> <li>• Library service</li> <li>• Primary education</li> </ul>	<ul style="list-style-type: none"> <li>• Tertiary education &amp; trade skill training</li> <li>• Water availability</li> <li>• Youth leaving</li> <li>• Pressure on small community</li> <li>• Diverse recreational opportunities</li> <li>• Access to allied health</li> <li>• Limited restaurants and fresh foods</li> <li>• Cliques in community</li> <li>• Narrow "view"</li> </ul>
<b><i>Red group</i></b> <ul style="list-style-type: none"> <li>• Country style people</li> <li>• Quality of education facilities to year twelve</li> <li>• TAFE</li> <li>• Elvis festival, Irish festival, promotional activities</li> <li>• Council</li> <li>• Sport</li> <li>• Position (geographical)</li> <li>• Aged care</li> <li>• Mining</li> <li>• Personal safety</li> <li>• Town / intercity transport</li> </ul>	<ul style="list-style-type: none"> <li>• University? TAFE</li> <li>• Water, quality, quantity, accommodation &amp; industry</li> <li>• Money for villages</li> <li>• Fragmentation of land &amp; rural properties</li> <li>• Absentee owners</li> <li>• Transport</li> <li>• Roads</li> <li>• Medical specialists</li> <li>• Conference centre</li> </ul>
<b><i>Orange group</i></b> <ul style="list-style-type: none"> <li>• Sport and recreation facilities</li> <li>• Location/transport/freight/road networks</li> <li>• Warm climate</li> <li>• Friendly and progressive community</li> <li>• Clean air and environment</li> <li>• Good retail centre</li> <li>• Strong existing industries</li> <li>• educational facilities up to 18 years</li> <li>• Water supply</li> </ul>	<ul style="list-style-type: none"> <li>• Poor retention of young adults</li> <li>• aged care and medical facilities</li> <li>• Lack of early intervention services</li> <li>• Town &amp; village entries need to reflect welcoming community nature</li> <li>• Further tertiary facilities</li> <li>• Water recreation facilities</li> <li>• Lack of trades people and professionals</li> <li>• Increase in welfare culture</li> </ul>

Good things - to build on	Not so good things - to do less of
<ul style="list-style-type: none"> <li>• Main street beautification</li> <li>• Diverse multi industry town</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in crime rate and vandalism</li> <li>• Lack of police numbers</li> </ul>
<p><i>Dark green group</i></p> <ul style="list-style-type: none"> <li>• New business</li> <li>• Safety</li> <li>• Community services for the aged and frail</li> <li>• Sporting</li> <li>• Cultural activities</li> <li>• Owning own home</li> <li>• Quality of life</li> <li>• Job opportunities</li> <li>• Strong community spirit</li> <li>• Progressive Council</li> </ul>	<ul style="list-style-type: none"> <li>• Threatened by change and new business</li> <li>• Health services</li> <li>• Drugs/youth</li> <li>• Recreational facilities for youth and families</li> <li>• Water</li> <li>• Lack of tertiary education</li> <li>• No rain!!!!!!!</li> <li>• Lack of federal funding for infrastructure, roads. access etc</li> </ul>
<p><i>Yellow group</i></p> <ul style="list-style-type: none"> <li>• Festivals attract visitors</li> <li>• Volunteering – festivals – community volunteering</li> <li>• Community interaction</li> <li>• The Shire</li> <li>• Safe for families</li> <li>• Caring community (inc volunteers)</li> <li>• Size just right</li> <li>• Sports teams</li> <li>• Sporting facilities</li> <li>• Sport and culture facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of jobs/entertainment</li> <li>• No rain!!</li> <li>• Drug abuse and alcohol</li> <li>• Size of town (too big to not do things properly but too small to have infrastructure and self generated opportunities)</li> <li>• Lack of medical facilities</li> <li>• Villages overlooked</li> <li>• Lack of public transport</li> <li>• Travel to attend sporting events</li> <li>• Brain drain</li> <li>• Youth leave for education and jobs and don't come back</li> </ul>
<p><i>Silver group</i></p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Beautification of the town of Parkes</li> <li>• Booming mining</li> <li>• Aged care</li> <li>• Festivals &amp; tourism</li> <li>• Geographical location</li> <li>• Good sporting facilities</li> <li>• Little theatre</li> <li>• Newell highway &amp; railway</li> <li>• Climate</li> <li>• Friendly community</li> <li>• The dish</li> </ul>	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Untidy toilet areas in Parkes</li> <li>• Vandalism</li> <li>• Depressed youth</li> <li>• Inadequate health services</li> <li>• Limited cultural promotion</li> <li>• Condition of villages</li> <li>• Poor support around Parkes</li> <li>• Poor retention of the young</li> <li>• Water resources and infrastructure</li> <li>• Narrow minded thinking</li> </ul>
<p><i>Blue group</i></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Education facilities</li> <li>• Economic diversity</li> <li>• Tourism attractions</li> <li>• Strong community</li> <li>• Health services</li> <li>• Commercial transport, road, rail &amp; air mining</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of employment opportunities for unskilled</li> <li>• Further education</li> <li>• Community apathy</li> <li>• Perception of the lack of water</li> <li>• Limited cultural development</li> <li>• Future health services</li> <li>• Lack of accessible affordable local transport</li> </ul>

Good things - to build on	Not so good things - to do less of
	<ul style="list-style-type: none"> <li>• Low priority on regional towns</li> </ul>
<i>Lime green group</i> <ul style="list-style-type: none"> <li>• Sport</li> <li>• People / values in the community</li> <li>• Reliable farming area</li> <li>• More employment than other towns</li> <li>• Location &amp; clean green environment</li> <li>• Law abiding</li> <li>• Growth prospects</li> <li>• Primary secondary education</li> <li>• Quality health professionals</li> <li>• Progressive Council</li> <li>• Basis for cultural activities</li> </ul>	<ul style="list-style-type: none"> <li>• Tertiary education, loose young adults /employment opportunities / professional</li> <li>• Public transport</li> <li>• Depth of health and allied health services</li> <li>• Limited revenue base to maintain current infrastructure and to grow.</li> </ul>
<i>Pink group</i> <ul style="list-style-type: none"> <li>• Green / environment</li> <li>• Sporting facilities</li> <li>• Childcare / education</li> <li>• Location transport &amp; freight</li> <li>• Community spirit and values</li> <li>• Basic health</li> <li>• Aged care</li> <li>• Volunteering</li> <li>• Family oriented, safe place</li> <li>• Leadership in all areas</li> <li>• Sports council</li> <li>• Initiative in villages</li> <li>• Cultural activities &amp; sport</li> <li>• Caring community</li> <li>• Library</li> </ul>	<ul style="list-style-type: none"> <li>• Water supply</li> <li>• Vandalism</li> <li>• Public transport / access</li> <li>• Disability services</li> <li>• Lack of interest for kids/youth activities</li> <li>• Lack of tertiary education</li> <li>• Division in Peak Hill (untrue Jill Byrne)</li> <li>• Lack of large conference/civic/event venue</li> <li>• Lack of modern pool facilities</li> </ul>

## Present trends and issues in the external environment. The outside influences on Parkes.

Together participants brainstormed the external trends and issues happening right now that will impact on the future of the Parkes community. They then allocated priorities. Set out below is a summary of the trends and issues

Trend / Issue	points	ranking
Environment	44	1
Community services	43	2
Transport	43	2
Education	43	2
Health Services	39	3
Primary Industry	30	4
Energy	30	4
Industry	30	4
Political	27	5

Trend / Issue	points	ranking
Shire Planning	25	6
Law & Order	24	7
Technology & Communication	24	7
Population management	23	8
Culture & Recreation	23	8
Tourism	18	9
Retail development	15	10
Ageing Population	13	11
Community Values	12	12
Over regulation	12	12
Cultural diversity	8	13
Regional collaboration	3	14
Succession planning	0	15
Growth in competition	0	15

The following table provides the detail contained within the trends and issues

Trend / Issue	score
<b><i>Environment</i></b> <ul style="list-style-type: none"> <li>• Global warming</li> <li>• Increasing pollution</li> <li>• Water</li> <li>• Lack of water</li> <li>• Quality control on water</li> <li>• Recycling water</li> <li>• Draught's affect on economy</li> <li>• Biodiversity</li> <li>• Increasing in carbon and greenhouse gases</li> <li>• Native Vegetation Act</li> <li>• Increasing value of conservation</li> <li>• Increase in noise pollution</li> <li>• Urban landcare</li> <li>• Goobang National Park</li> </ul>	44
<b><i>Community services</i></b> <ul style="list-style-type: none"> <li>• Decrease in community services</li> <li>• Declining community involvement and organizations</li> <li>• Need increased funding for community services</li> <li>• Support for volunteers decreasing</li> <li>• Government expecting more from volunteers</li> <li>• Unpaid carers of aged people and disability</li> <li>• Funds for community groups</li> </ul>	43
<b><i>Transport</i></b> <ul style="list-style-type: none"> <li>• Rail</li> <li>• Access to village</li> <li>• Roads</li> <li>• Public Transport</li> </ul>	43



<b>Trend / Issue</b>	<b>score</b>
<ul style="list-style-type: none"> <li>• Air</li> <li>• More B Doubles</li> <li>• Triple road and rail access</li> <li>• Continuity of air services</li> <li>• Pedestrians and cyclists</li> <li>• Walking tracks</li> <li>• Patient transport</li> <li>• Light rail</li> </ul>	
<b><i>Education</i></b> <ul style="list-style-type: none"> <li>• Need tertiary</li> <li>• Cost of tertiary education</li> <li>• Decline in literacy</li> <li>• Learning from each other and other centers</li> </ul>	<b>43</b>
<b><i>Health Services</i></b> <ul style="list-style-type: none"> <li>• Lack of health services</li> <li>• Disability services</li> <li>• Problems recruiting nurses and allied health professionals</li> <li>• Lack of government programs for smaller communities</li> <li>• Employment opportunities for people with disabilities</li> <li>• Deterioration of health with young people</li> <li>• Mental health – awareness of and lack of facilities</li> <li>• Crisis care for youth</li> </ul>	<b>39</b>
<b><i>Primary Industry and Mining</i></b> <ul style="list-style-type: none"> <li>• Commodity prices – mineral and agriculture</li> <li>• Sustainability</li> </ul>	<b>30</b>
<b><i>Energy</i></b> <ul style="list-style-type: none"> <li>• Oil supply &amp; prices</li> <li>• Solar energy</li> <li>• Fuel prices</li> <li>• Renewable energy</li> <li>• Wine</li> <li>• Biofuels</li> </ul>	<b>30</b>
<b><i>Industry</i></b> <ul style="list-style-type: none"> <li>• New business opportunity</li> <li>• New growth industries</li> <li>• Competition</li> <li>• Foster existing industries</li> <li>• Life after the mine</li> <li>• Draught and the affect on the economy</li> <li>• Employment opportunities</li> <li>• IR Laws</li> </ul>	<b>30</b>
<b><i>Political</i></b> <ul style="list-style-type: none"> <li>• Future political uncertainty</li> <li>• Elections next year – State and Federal</li> <li>• What's in it for the Bush?</li> <li>• Federal and State Government funding</li> <li>• Federal and State relationships are poor (e.g. nine rail gauges)</li> <li>• Shift of Federal and State costs onto local councils and communities</li> </ul>	<b>27</b>

<b>Trend / Issue</b>	<b>score</b>
<ul style="list-style-type: none"> <li>• Electoral boundary redistribution</li> <li>• Withdrawal of services from Federal and State government to rural areas.</li> </ul>	
<b><i>Shire Planning</i></b> <ul style="list-style-type: none"> <li>• Residential development</li> <li>• Uncertainty of it</li> <li>• Rural sub-divisions</li> <li>• Splitting agricultural land</li> </ul>	25
<b><i>Law &amp; Order</i></b> <ul style="list-style-type: none"> <li>• Associated with drug and alcohol issues</li> <li>• They need help.</li> </ul>	24
<b><i>Technology &amp; Communication</i></b> <ul style="list-style-type: none"> <li>• Increasing technology and communication</li> <li>• Technology improving</li> <li>• Lack of mobile phone coverage</li> <li>• Optic fibre and radio technology</li> <li>• IT facilities for all</li> <li>• Local TV stations</li> <li>• Lack of local content</li> </ul>	24
<b><i>Population management</i></b> <ul style="list-style-type: none"> <li>• Declining in rural areas</li> <li>• Can Parkes get too big?</li> <li>• What number do we work to?</li> <li>• Need infrastructure for population</li> <li>• Cost of maintaining present infrastructure</li> <li>• Young people leaving</li> <li>• Supporting small communities</li> </ul>	23
<b><i>Culture &amp; Recreation</i></b> <ul style="list-style-type: none"> <li>• Further Council developments</li> <li>• Performing arts centre</li> <li>• Large civic centre</li> <li>• Need to develop facilities</li> <li>• Service clubs</li> <li>• Heated pool</li> <li>• Hydrotherapy</li> </ul>	23
<b><i>Tourism</i></b> <ul style="list-style-type: none"> <li>• Increasing facilities</li> <li>• Elvis Festival, Irish country music, Bush Tucker Day, Spit &amp; Spud – Peak Hill</li> <li>• Increasing grey nomads</li> <li>• Beautification</li> <li>• Goobang National Park</li> <li>• Promotion of Parkes</li> <li>• Closing caravan parkes</li> <li>• Signage</li> <li>• Make town attractive</li> <li>• Streetscapes</li> </ul>	18

<b>Trend / Issue</b>	<b>score</b>
<b><i>Retail development</i></b> <ul style="list-style-type: none"> <li>• Where? When? How much?</li> <li>• Shopping in town</li> <li>• Retail promotion</li> <li>• Color scheme</li> <li>• Main street program</li> </ul>	<b>15</b>
<b><i>Ageing Population</i></b> <ul style="list-style-type: none"> <li>• Increased aging population</li> <li>• Aged care facility development</li> <li>• Skills shortage</li> </ul>	<b>13</b>
<b><i>Community Values</i></b> <ul style="list-style-type: none"> <li>• Declining moral standards</li> <li>• Eroding away of family</li> <li>• Negating apathy</li> <li>• Need to raise awareness</li> </ul>	<b>12</b>
<b><i>Over regulation</i></b> <ul style="list-style-type: none"> <li>• Increased bureaucracy</li> <li>• Cost of compliance</li> <li>• Rising insurance costs</li> <li>• Cost and fear of litigation</li> </ul>	<b>12</b>
<b><i>Cultural diversity</i></b> <ul style="list-style-type: none"> <li>• Embracing aboriginal cultural heritage</li> <li>• Cultural diversity</li> <li>• Embracing our heritage</li> </ul>	<b>8</b>
<b><i>Regional collaboration</i></b> <ul style="list-style-type: none"> <li>• Regional alliances</li> <li>• Need to work together</li> <li>• Collaboration with other councils</li> <li>• Amalgamation with other councils</li> </ul>	<b>3</b>
<b><i>Succession planning</i></b>	<b>0</b>
<b><i>Growth in competition</i></b>	<b>0</b>

## Our Place – Parkes in the future

### Consensus on the future Parkes

Purpose – to imagine in detail what Parkes will be like in 30 years time and identify future directions

Participants working in their groups put themselves 30 years in to the future to. September 2036. They visualized their ideal Parkes by thinking around three things

- What you see there?
- What you do there?
- How you feel being there?

Each group's ideal future was presented to the conference in a creative way following three important rules for the future scenario.

It must be –

- Feasible – you could do it
- Desirable – you’d want to do it
- Motivating – you would work to make it happen

While participants listened to the presentations notes were made on

- The themes, projects and really good ideas.
- The values guiding choice and behaviour

At the conclusion of the presentations each group listed the projects, themes, good ideas and values. They were put on the wall, grouped, named and prioritised to become the future directions for Parkes and the common ground of workshop participants. A summary of the future Directions and the priority allocated by workshop participants is set out below

Future Direction	score	ranking
Education & Learning	57	1
Develop transport hub	51	2
Health	46	3
Water Management	42	4
Agriculture	34	5
Grow Industry	33	6
Support & grow Townships	32	7
Recreation Facilities	30	8
Ring Road development	22	9
Develop as a regional centre	20	10
Cultural facilities & activities	19	11
Mining	17	12
Tourism	16	13
Renewable and alternative energy	16	13
Maintain and improve environment	13	14
Public transport	10	15
Logistics Technology	10	15
Airport	6	16
Aged care	5	17
Utilise technology	3	18
Tunnel to Sydney	2	19
Crematorium	2	19

Detail on the Future Directions is set out below

Future Direction	score
<b><i>Education &amp; Learning</i></b> <ul style="list-style-type: none"> <li>• Education/learning</li> <li>• Education</li> <li>• University</li> <li>• University</li> </ul>	57



Future Direction	score
<ul style="list-style-type: none"> <li>• Education facilities</li> <li>• Tertiary education</li> <li>• Excellent education facilities – early childhood – high school</li> <li>• Trade skills training</li> <li>• University</li> <li>• Early childhood connected to school</li> <li>• University campus</li> <li>• High quality schools</li> <li>• Mining based education</li> <li>• TAFE training and research – mining</li> <li>• TAFE trade skills and apprenticeships</li> <li>• Tech and education</li> <li>• Biggest training centre for mining</li> <li>• Child care</li> <li>• Mine training centre</li> <li>• After school child care by seniors</li> </ul>	
<p><b><i>Develop transport hub</i></b></p> <ul style="list-style-type: none"> <li>• Transport hub</li> <li>• Transport hub</li> <li>• Local and interstate transport</li> <li>• High speed train</li> <li>• Rail</li> <li>• Transport hub</li> <li>• Transport hub</li> <li>• Truck service facility</li> <li>• National freight transport hub</li> <li>• Transport hub</li> </ul>	51
<p><b><i>Health</i></b></p> <ul style="list-style-type: none"> <li>• New hospital</li> <li>• Hospital</li> <li>• Alcohol and drug free</li> <li>• Advanced medical facility</li> <li>• Health and community services</li> <li>• Improved medical</li> <li>• Hospital/medical centre and training</li> <li>• Allied health</li> <li>• Health</li> <li>• Allied health and community services</li> </ul>	46
<p><b><i>Water Management</i></b></p> <ul style="list-style-type: none"> <li>• Copy Forbes Gum Swamp water treatment</li> <li>• Recycled water</li> <li>• Water recycling</li> <li>• Water recycle</li> <li>• Water and waste recycling</li> <li>• Water recycling</li> </ul>	42
<p><b><i>Agriculture</i></b></p> <ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Change in agriculture</li> <li>• Low water cereals</li> </ul>	34

<b>Future Direction</b>	<b>score</b>
<b><i>Grow Industry</i></b> <ul style="list-style-type: none"> <li>• New industry</li> <li>• Industrial estate</li> <li>• Strong industrial sector</li> <li>• Service industries</li> <li>• Employment</li> <li>• Youth employment</li> <li>• Employment opportunities</li> </ul>	<b>33</b>
<b><i>Support &amp; grow Townships</i></b> <ul style="list-style-type: none"> <li>• Consideration/inclusion of smaller towns ('Forbes - South Parkes')</li> <li>• Development of outlying villages</li> <li>• Rural lifestyle blocks</li> </ul>	<b>32</b>
<b><i>Recreation Facilities</i></b> <ul style="list-style-type: none"> <li>• Sports stadium</li> <li>• Sports institute</li> <li>• Goobang Park</li> <li>• Walking/cycling track around peripheral</li> <li>• Goobang lifestyle centre</li> <li>• Develop Goobang National Park - walking tracks and heath centre</li> <li>• Sporting facilities</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Walking track</li> <li>• Walking tracks</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Aquatic centre</li> <li>• Recreation facilities</li> <li>• Large recreation area</li> </ul>	<b>30</b>
<b><i>Ring Road development</i></b> <ul style="list-style-type: none"> <li>• Roads</li> <li>• Ring road</li> <li>• Ring road</li> <li>• Ring road</li> <li>• Ring road</li> <li>• Ring road</li> <li>• Ring roads</li> <li>• Roads</li> <li>• Ring road</li> <li>• Ring road</li> </ul>	<b>22</b>
<b><i>Develop as a regional centre</i></b> <ul style="list-style-type: none"> <li>• Retail regional hub</li> <li>• Improved shopping area</li> <li>• Regional shopping centre</li> <li>• Major retail</li> <li>• Car free main shopping area</li> </ul>	<b>20</b>

<b>Future Direction</b>	<b>score</b>
<ul style="list-style-type: none"> <li>• Regional shopping centre</li> <li>• Paved pedestrian retail precinct</li> <li>• Pave main street</li> </ul>	
<b><i>Cultural facilities &amp; activities</i></b> <ul style="list-style-type: none"> <li>• Civic Centre</li> <li>• Main entertainment centre</li> <li>• Open cut amphitheatre</li> <li>• Cultural facilities</li> <li>• Multiculturalism</li> <li>• Cultural influences</li> <li>• Arts/crafts centre – Peak Hill</li> <li>• Open air/function theatre</li> <li>• Increased cultural facilities</li> <li>• Cinema</li> <li>• Civic Centre</li> <li>• Elvis Museum</li> <li>• Civic/cultural centre</li> <li>• Civic/cultural centre</li> <li>• Cultural centre – entertainment, art, drama</li> <li>• Churches</li> <li>• Entertainment</li> <li>• Quality entertainment</li> </ul>	<b>19</b>
<b><i>Mining</i></b> <ul style="list-style-type: none"> <li>• Continuing of mining</li> <li>• Mining</li> <li>• Regional mining</li> <li>• Mining</li> <li>• Increased mining</li> </ul>	<b>17</b>
<b><i>Tourism</i></b> <ul style="list-style-type: none"> <li>• Winery</li> <li>• Tourism</li> <li>• Tourism throughout Shire</li> <li>• Festivals</li> <li>• International tourism facilities</li> <li>• Tourism</li> <li>• Five star resort</li> <li>• Accommodation short/long term</li> <li>• 40 ha park resort</li> <li>• Goobang National Park Health Retreat</li> <li>• Five star resort hotel</li> <li>• Accommodation</li> </ul>	<b>16</b>
<b><i>Renewable and alternative energy</i></b> <ul style="list-style-type: none"> <li>• Alternative energy sources</li> <li>• Ethanol plant</li> <li>• Bio-fuel production</li> <li>• Ethanol plant</li> <li>• Alternative energy production</li> <li>• Alternative energy sources</li> <li>• Renewable energy</li> </ul>	<b>16</b>

<b>Future Direction</b>	<b>score</b>
<ul style="list-style-type: none"> <li>Ethanol/fuel/bio-diesel</li> </ul>	
<b><i>Maintain and improve environment</i></b> <ul style="list-style-type: none"> <li>Greening projects</li> <li>Recycling plant</li> <li>Recycling</li> <li>Urban land care</li> </ul>	<b>13</b>
<b><i>Public transport</i></b> <ul style="list-style-type: none"> <li>Public transport</li> <li>Public transport to the villages</li> <li>Hourly timetable to villages and around Shire</li> <li>Public transport</li> <li>International freight</li> </ul>	<b>10</b>
<b><i>Logistics Technology</i></b> <ul style="list-style-type: none"> <li>Centre for logistics</li> <li>Logistics centre (invite Defense Force in)</li> <li>Logistics based education facility</li> </ul>	<b>10</b>
<b><i>Airport</i></b> <ul style="list-style-type: none"> <li>Export/import airport</li> <li>International airport</li> <li>International freight</li> <li>International freight and passenger terminal</li> <li>International airport</li> <li>International airport</li> <li>International airport</li> <li>International airport</li> </ul>	
<b><i>Aged care</i></b> <ul style="list-style-type: none"> <li>Aged care facilities</li> <li>Aged care – green estate</li> <li>Aged care facility (state of the art)</li> <li>Aged care estates</li> <li>Aged care facilities</li> <li>Aged care facilities</li> <li>Aged care</li> </ul>	<b>5</b>
<b><i>Utilise technology</i></b> <ul style="list-style-type: none"> <li>Eco-friendly residential estates</li> <li>Technology</li> <li>Improved technology access</li> <li>Tech developments</li> <li>Technology</li> <li>Technology growth</li> </ul>	<b>3</b>
<b><i>Tunnel to Sydney</i></b>	<b>2</b>
<b><i>Crematorium</i></b> <ul style="list-style-type: none"> <li>Crematorium</li> <li>Crematorium</li> <li>Crematorium</li> <li>Crematorium</li> </ul>	<b>2</b>

<b>Future Direction</b>	<b>score</b>
<ul style="list-style-type: none"> <li>• Crematorium (microwave)</li> <li>• Crematorium</li> </ul>	
<i>Progressive Shire Council</i>	<b>0</b>
<i>Town Appearance</i>	<b>0</b>
<i>Parkes as the Regional Capital</i>	<b>0</b>
<i>Community/service industries</i>	<b>0</b>

The following list of values to guide future choice and behavior came from the presentations.

<b>Value</b>	<b>Score</b>	<b>Rank</b>
Healthy lifestyle	25	1
Safe community	25	1
Environmental sustainability	23	2
Lifestyle and safety	20	3
Respect	19	4
Tolerance and acceptance	17	5
Sustainability	15	6
Security	14	7
Family cohesiveness and values	14	7
Caring community	13	8
Quality management of Shire	12	9
Integrity	11	10
Lifestyle	11	10
Right to farm	11	10
Co-operation and collaboration	10	11
Family – people reaching potential	7	12
Quality of life	7	12
Safety	6	13
Community participation	6	13
Integrity	5	14
Value learning	4	15
Care of the aged	4	15
Focus on youth	4	15
Pride	4	15
Full employment	3	16
Growth	3	16
Environmentally friendly shire	3	16
Caring for environment	2	17
Pride in your community	2	17
Strategic thinking	2	17
Co-operation	2	17
Empathy	2	17
Innovative thinking	2	17
Community awareness	2	17
Openness	2	17
Longevity	2	17

Value	Score	Rank
Recreational lifestyle	1	18
Community	1	18
Birth to kindergarten	1	18
Belonging	1	18
Security of future	1	18
Retain country values	1	18
Consideration of aged	1	18
Friendliness	1	18
Environmentally sound	-	19
Economic	-	19
Opportunity	-	19
Community spirit	-	19
Economic, environmental responsibility legal	-	19
Knowledgeable	-	19
Care	-	19
Sharing	-	19
Clean air	-	19
Safe environment	-	19
Efficiency - environment	-	19

## **Parkes – The Destination**

Participants working in groups were asked to finish the sentence...

*‘When it comes to our future community of Parkes we really, really, R E A L L Y want everyone to know/think/feel/understand that.....*

...

The purpose statements developed by the groups are set out below

### *Dark Green group*

We care about the future of Parkes Shire by making it economically sustainable, we encourage growth & new industry, and we are passionate about education, training and fostering country values.

### *Red group*

Parkes is a vibrant, progressive town with a welcoming community and much opportunity for education and success

### *Lime green group*

Parkes Shire is a progressive community offering a secure affordable and quality lifestyle in a sustainable environment

### *Pink group*

Parkes is a progressive developing Shire which provides a safe and caring community in which to educate and raise a family. It provides a sustainable and eco friendly environment for industry, education and lifestyle to prosper

*Yellow group*

They are a community that really care and want the best for the Shire in the future. To improve and strive for better facilities to help Parkes to become a better place to live and feel safe

*Orange group*

Parkes presents itself as a comfortable, caring community providing opportunities and security in a progressive environment

*Blue group*

Parkes Shire is a caring, healthy, learning, progressive community with a clear vision for the future

*Silver group*

We value a safe, healthy, caring community with positive growth in the areas of transport, education, agriculture, mining tourism and cultural diversity

*Gold group*

Parkes Shire is a nice place to live (and safe) with a sound economic base providing a bright future for and opportunity for children grandchildren and family to learn and to live

**Close**

Participants formed into a circle and made a 3 second comment on their feelings about the day

*Most agreed how pleased they were that common ground about the future could be found in such a diverse group without conflict*

Facilitators Bob Campbell & Lynda Jones <a href="mailto:groupwo@bigpond.net.au">groupwo@bigpond.net.au</a> <a href="http://www.groupwork.biz">www.groupwork.biz</a>
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## **Annexure 2.b.**

**"Checking We Are Still on Track"**





# Unedited outputs report

This report contains the unedited outputs from the community engagement workshop held to check we are still on track with our future strategy  
Held Coventry Room Tuesday October 27<sup>th</sup> 2009: 9.30 am to 4.30 pm  
Facilitators: Lynda Jones & Bob Campbell groupwork pty ltd

## Activity 1: My thoughts on change in the past three years

Participants took it in turns to introduce themselves and talk about the object or artefact they brought along that represents something important that has changed in the past three years. Each group chose an object to share with the workshop. Some of the objects were

- A drought tolerant plant: We need to think about the environment, saving water and beautification
- Wobbly piece of rubber: Last three years have been a bit wobbly and uncertain economically .The rubber was once a ring. The ring represents continuity and opportunity.
- Jar of water: represents a well put in on a farm. Over the years the well has gone down and down. What happens when our underground water is not available? Water is the basis of life
- Railway spike: 150 years old outdated and not used much anymore
- Ancient coin: goes back to the time of Christ. We spend a lot of time using the word change but we haven't really changed all that much-we still make coins. We should be saying we have the right to evolve as fast as we can.
- 2008 Rural schools report: The leaving age has been increased to 17 unless you have employment. Maybe there will be young people at school who don't want to be there. Need school based traineeships so there is something for young people. What will be their future?
- Piece of ore representing the mineral wealth of the area and the contribution made by mining

## Activity 2: What's changed in the past three years?

Alone, participants made notes on what change has occurred in the past three years in

- Their personal life
- In Australia
- In Parkes

Their notes were transferred onto the changes wall. Participants working in groups then looked at the implications from the past three years for the future of Parkes. This work is detailed below

### *The Swagmen group*

Time line	Issue	Implication for the future
Personal	<ul style="list-style-type: none"> <li>• Slightly ageing population</li> <li>• Kids, family-focussed</li> <li>• Personal wellbeing indicators – jobs and health etc.</li> <li>• Job security an issue</li> <li>• Sense of connectedness</li> <li>• Loss of youth</li> <li>• Education</li> <li>• Succession planning across all</li> <li>• Farm income – changing farm structures</li> <li>• Mental Health</li> <li>• Less low skill jobs e.g. farm workers</li> <li>• Fitness down</li> <li>• Obesity up</li> <li>• Diabetes UP</li> <li>• Motivation down</li> </ul>	
Parkes	<ul style="list-style-type: none"> <li>• Focus on family and well being as an attractive place to live</li> <li>• Education – uni!</li> <li>• Health care and aged care</li> <li>• Physical appeal of the town</li> <li>• Decline in business numbers</li> <li>• Take more advantage of Newell e.g. RV friendly towns</li> <li>• Drought and water</li> </ul>	<ul style="list-style-type: none"> <li>• Build more dams</li> <li>• Support for new farm innovations</li> <li>• Look at Parke's natural assets and build businesses from there</li> <li>• Look at where the gaps are and opportunities to compliment</li> </ul>
Australia	<ul style="list-style-type: none"> <li>• GFC</li> <li>• Change of Government</li> <li>• Regional focus – State</li> <li>• Regional infrastructure. e.g. Hospital</li> <li>• Baby bonus and demographics</li> <li>• Climate change and CPRS</li> <li>• Chinese miners</li> <li>• Lack of future planning esp. infrastructure</li> <li>• No big capital investment</li> <li>• Social decline and personal safety</li> <li>• City / country divide</li> </ul>	<ul style="list-style-type: none"> <li>• Inland rail</li> <li>• Stormwater</li> <li>• Long term mining</li> <li>• Councils need to lobby e.g. roads etc</li> <li>• Expressway</li> </ul>

### *All Blacks group*

Time line	Issue	Implication for the future
Personal	<ul style="list-style-type: none"> <li>• Growth of families and building development</li> <li>• Feeling population hasn't declined which is a positive</li> <li>• Lot of people getting older</li> <li>• Grandchildren's employment opportunities – grandparent's re-locating in other areas to be close</li> </ul>	<ul style="list-style-type: none"> <li>• Aged care and health services a big issue</li> <li>• Lack of self services in Parkes Shire</li> </ul>
Parkes	<ul style="list-style-type: none"> <li>• Growth of families, brand new houses for young families rather than old ways – what you can afford</li> <li>• Lack of volunteers</li> <li>• Lack of business participation</li> <li>• 'Too busy' – lack of priority</li> <li>• Positives – tourism and local business</li> <li>• growth</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of personal services / health services</li> <li>• Need for aged care facilities</li> <li>• Lost enthusiasm / vision</li> <li>• Build on better health, police, education, water, roads – infrastructure</li> </ul>
Australia	<ul style="list-style-type: none"> <li>• Increase in family size due to financing incentives (single mums)</li> <li>• Infrastructure spending</li> <li>• Incredible waste of money</li> <li>• Continuing drought</li> <li>• Fires</li> <li>• Immigration growth</li> </ul>	<ul style="list-style-type: none"> <li>• Food security and food safety</li> <li>• Response to climate change</li> <li>• Skills V non-skilled</li> <li>• Impacts on food, water</li> <li>• Social implications</li> </ul>

### *Evolutionaries group*

Time line	Issue	Implication for the future
Personal	<ul style="list-style-type: none"> <li>• Challenges of life in own environment</li> <li>• Similar themes from wide range of community</li> <li>• All meshed together on macro level, not so much on the micro level</li> <li>• Declining income</li> </ul>	<ul style="list-style-type: none"> <li>• Service retention and increase existing</li> <li>• Loss of youth – loss of skilled labour</li> <li>• Industry development</li> <li>• Infrastructure development</li> </ul>
Parkes	<ul style="list-style-type: none"> <li>• Agricultural income suffering further</li> <li>• Carbon tax leads to pressure on input costs which leads to further uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Freight dependence equals huge opportunity for Parkes</li> </ul>
Australia	<ul style="list-style-type: none"> <li>• Water</li> <li>• World market</li> <li>• Increased value of Australian dollar</li> <li>• Carbon tax</li> <li>• Increase in population leading to more reliance on transport and freight</li> </ul>	

### *Greenies group*

Time line	Issue	Implication for the
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		<b>future</b>
<b>Personal</b>	<ul style="list-style-type: none"> <li>• Income up and down</li> <li>• Progression of life</li> <li>• Ageing (health issues)</li> <li>• Health services</li> </ul>	<ul style="list-style-type: none"> <li>• Ageing population</li> <li>• Attracting health professionals</li> <li>• Insecurity</li> <li>• Improving infrastructure</li> </ul>
<b>Parkes</b>	<ul style="list-style-type: none"> <li>• Change in community – ageing, education, mining, tourism</li> <li>• Agriculture</li> <li>• Health issues</li> <li>• Law and order</li> <li>• Water</li> <li>• Village issues</li> <li>• Unemployment</li> <li>• Youth events</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for future</li> <li>• Population</li> <li>• Water supply</li> <li>• Increased funding</li> <li>• Plan for health</li> <li>• Increased tourism</li> <li>• Education – tertiary</li> </ul>
<b>Australia</b>	<ul style="list-style-type: none"> <li>• ETS</li> <li>• Change of government</li> <li>• Change</li> <li>• Climate</li> <li>• Trades and imports</li> <li>• Law</li> <li>• Swine flu</li> </ul>	<ul style="list-style-type: none"> <li>• ETS impact on agriculture, mining, transport in Parkes</li> <li>• Health policy</li> <li>• Allocating for rural Australia - funding</li> </ul>

### *Chameleons group*

<b>Time line</b>	<b>Issue</b>	<b>Implication for the future</b>
<b>Personal</b>	<ul style="list-style-type: none"> <li>• We're all human</li> <li>• Family concerns</li> <li>• Sustaining our youth (education, employment)</li> <li>• Health – lack of doctors</li> <li>• Employment</li> <li>• Environment/climate affects us all</li> <li>• Sustaining the aged</li> <li>• Cultural and sporting pursuits</li> </ul>	<ul style="list-style-type: none"> <li>• Growing expectations of services</li> <li>• Maintaining quality of life</li> </ul>
<b>Parkes</b>	<ul style="list-style-type: none"> <li>• Lack of funding</li> <li>• Multicultural complex – performing arts, visual arts, galleries</li> <li>• Economic impact – positives and negatives, drought, mining, small business, electronic infrastructure</li> </ul>	
<b>Australia</b>	<ul style="list-style-type: none"> <li>• Financial difficulties</li> <li>• Global influences – financial, cultural, technologies</li> <li>• Climate change</li> <li>• Government changes</li> <li>• Escalating health and community service issues/demand</li> <li>• Population shift (rural – coastal)</li> <li>• Education</li> </ul>	

***Bluebirds group***

<b>Time line</b>	<b>Issue</b>	<b>Implication for the future</b>
<b>Personal</b>	<ul style="list-style-type: none"> <li>• Ageing population</li> <li>• Births, deaths and marriages</li> <li>• Working away</li> <li>• Shift work</li> <li>• Courses suit this area – not happening now</li> <li>• More unemployment</li> <li>• Lack of after hour child care</li> <li>• Importance of family</li> <li>• Mental health</li> <li>• More time</li> <li>• medical</li> </ul>	
<b>Parkes</b>	<ul style="list-style-type: none"> <li>• More doctors/dentists</li> <li>• Exploring partnerships with other towns/villages</li> <li>• Closing of small businesses caused by large businesses/chain stores</li> <li>• Festivals of the Shire</li> <li>• Tourism and mining</li> <li>• Reduction of services to the small towns</li> <li>• Lack of Henry Parkes Centre final</li> <li>• Loss of people and services from smaller towns to Parkes</li> <li>• More child care – shift workers</li> <li>• Low income levels</li> <li>• Social issues impacting on school demography</li> </ul>	
<b>Australia</b>	<ul style="list-style-type: none"> <li>• Doom and gloom</li> <li>• New government'</li> <li>• Drought – overall</li> <li>• Impact of grain exports</li> <li>• Natural disasters</li> <li>• PM's apology</li> <li>• Lack of law and order/gangs/drugs</li> <li>• Social unrest and racial riots</li> <li>• Drop in economy</li> <li>• Breakdown of family unit</li> <li>• Climate change</li> <li>• Corrupt politicians</li> <li>• Social issues impacting on schools demography</li> <li>• City/Country divide</li> <li>• Hospital collapse</li> <li>• Shortage of medical facilities</li> </ul>	

***Wobblies group***

<b>Time line</b>	<b>Issue</b>	<b>Implication for the future</b>
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<b>Time line</b>	<b>Issue</b>	<b>Implication for the future</b>
<b>Personal</b>	<ul style="list-style-type: none"> <li>• Drought</li> <li>• Health</li> <li>• Finance</li> <li>• Education</li> <li>• Jobs</li> <li>• Families</li> </ul>	<ul style="list-style-type: none"> <li>• Young leaving</li> <li>• Relationships</li> <li>• Health</li> <li>• Financial</li> <li>• Social disruption</li> <li>• Can't access</li> <li>• Less services</li> <li>• Ageing population</li> <li>• Disability services</li> <li>• Indigenous</li> <li>• Town investment</li> <li>• Jobs</li> <li>• Retail decline</li> <li>• Young people leaving</li> <li>• Diversity of jobs, good jobs</li> <li>• Insufficient stabilities in families</li> </ul>
<b>Parkes</b>	<ul style="list-style-type: none"> <li>• Tourism +</li> <li>• Health -</li> <li>• Sport +</li> <li>• Community</li> <li>• Population -</li> <li>• Infrastructure</li> <li>• Education -</li> </ul>	<ul style="list-style-type: none"> <li>• Event officer - Irish, Elvis, Spit Spud etc</li> <li>• Lack of GPs, decline in services - nursing, no hospital upgrade, respite,</li> <li>• More sporting facilities, lack of volunteers</li> <li>• Men's Shed</li> <li>• Declining population</li> <li>• Henry Parkes Centre, WFC</li> <li>• TAFE, State Government, LLni funding</li> </ul>
<b>Australia</b>	<ul style="list-style-type: none"> <li>• Environment - climate change, value water, drought</li> <li>• Economics - World Financial Crisis</li> <li>• Health - diminishing funding</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disadvantage</li> <li>• Cost</li> <li>• Need for Government Support</li> <li>• Reduced funding</li> <li>• Reduced investment</li> <li>• Councils finances</li> <li>• Health service to our people</li> <li>• Pressure on health workers</li> </ul>

Time line	Issue	Implication for the future
	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of</li> <li>• Difficult for rural students</li> </ul>

## Activity 3: The Present Situation

### Goods and not so goods

Working in groups participants thought about the good things about Parkes Shire at present and the not so good things.

Note: This is not a question of right or wrong. Good things are 'good' because they work. 'Not so goods things' you would do differently or not at all. They then prioritised their top three goods and not so goods (they are shown in bold in the table set out below)

Goods	Not so goods
<b><i>Greenies group</i></b> <ul style="list-style-type: none"> <li>Community spirit - volunteers</li> <li>Development potential – transport and tourism</li> <li>Central location and accessibility</li> <li>Villages</li> <li>M + D</li> <li>Sporting facilities</li> <li>Airport</li> <li>Community health</li> <li>Festivals and accommodation facilities</li> <li>Population</li> </ul>	<ul style="list-style-type: none"> <li>Lack of health professionals – hospital</li> <li>Roads, public transport, airport infrastructure</li> <li>Tertiary education</li> <li>Financial crisis</li> <li>Council's investment policy</li> <li>Lack of youth facilities</li> <li>Highway Bypass Road</li> <li>Youth orientated events</li> <li>Exposure to ETS</li> <li>Vandalism</li> <li>Population</li> </ul>
<b><i>Wobblies group</i></b> <ul style="list-style-type: none"> <li>Position – geographic – The Hub</li> <li>Event tourism</li> <li>Mining/agriculture</li> <li>Sporting facilities</li> <li>M + D + cultural</li> <li>Telescope – astronomy</li> <li>Mining</li> <li>Community groups</li> <li>Innovative agriculture</li> <li>Shopping centre</li> <li>PCYC</li> <li>Education to Yr 12</li> </ul>	<ul style="list-style-type: none"> <li>Hospital and health services – mental health services</li> <li>Transport infrastructure and access</li> <li>Electronic infrastructure</li> <li>Public transport</li> <li>Village decline</li> <li>Marketing of Shire</li> <li>Social</li> <li>Youth Support Services</li> <li>Tertiary education</li> <li>Police – nos.</li> <li>Promotion of services</li> <li>Business/Council/Interaction</li> <li>Economic Diversity</li> </ul>
<b><i>Bluebirds group</i></b> <ul style="list-style-type: none"> <li>Community spirit</li> <li>Small towns embracing their futures</li> <li>Good stable shire culture</li> <li>Sporting facilities</li> <li>Mining and agriculture</li> <li>Schools</li> <li>Festivals</li> <li>Town attractiveness</li> <li>Telescope</li> </ul>	<ul style="list-style-type: none"> <li>Lack of medical</li> <li>Use of water resources</li> <li>Young people leaving town</li> <li>Lack of communications between elderly and youth</li> <li>Lack of crematorium</li> <li>Lack of University</li> <li>Local media</li> <li>Tourist attraction – more diversity</li> <li>Town attractiveness – but not in</li> </ul>

Goods	Not so goods
<ul style="list-style-type: none"> <li>• Good state member</li> <li>• Ethnic diversity</li> <li>• Air service</li> </ul>	<ul style="list-style-type: none"> <li>• smaller towns</li> <li>• Lack in policing in smaller towns</li> <li>• Lack of cultural facilities</li> </ul>
<p><i>Swagmen group</i></p> <ul style="list-style-type: none"> <li>• Progressive, dynamic Council team approach</li> <li>• Strong community and neighbourhood centre</li> <li>• Airport</li> <li>• Rural services network</li> <li>• Town beautification</li> <li>• Tourism festivals</li> <li>• Sports – sports council</li> <li>• Culture – music, theatre, arts</li> <li>• Good provision of services</li> <li>• Self promotion</li> <li>• Men’s Shed</li> <li>• Pre-school education</li> <li>• Welfare facilities</li> <li>• Birth to kindergarten reading program</li> </ul>	<ul style="list-style-type: none"> <li>• General environmental awareness</li> <li>• Healthy and lifestyle services</li> <li>• Medical and doctor facilities</li> <li>• Improve lobbying</li> <li>• Water security</li> <li>• Roads and safety</li> <li>• Pools</li> <li>• Parkes and Roadsides presentation</li> <li>• Animal welfare</li> <li>• Volunteer base</li> <li>• Over 55 retirement village</li> <li>• Roadside litter</li> <li>• Farm family support</li> <li>• Tertiary education</li> </ul>
<p><i>Chameleons group</i></p> <ul style="list-style-type: none"> <li>• Tourism</li> <li>• Transport hub and airport</li> <li>• Buoyant resources sector (mining)</li> <li>• Cohesive (non-political) local council</li> <li>• Low crime</li> <li>• Sports Council</li> <li>• M + D</li> </ul>	<ul style="list-style-type: none"> <li>• Education and health services</li> <li>• Lack of diversity of youth activities</li> <li>• Public transport</li> <li>• Lack of cultural infrastructure – hall</li> <li>• Drought impact on rural industry (declining rural)</li> <li>• Decline of villages</li> </ul>
<p><i>Evolutionaries group</i></p> <ul style="list-style-type: none"> <li>• Council – good, strategy, apolitical</li> <li>• Locality – transport hub/dish</li> <li>• Good farming and mining</li> <li>• Environment</li> <li>• Coffee shops</li> <li>• Community spirit</li> <li>• Traditional country values</li> <li>• Good sporting facilities</li> <li>• Child care</li> </ul>	<ul style="list-style-type: none"> <li>• Career development</li> <li>• Under 18years venues</li> <li>• Tertiary Education</li> <li>• Health</li> <li>• Lack of water for recreation</li> <li>• Shire pools</li> <li>• Transport – road, rail, public</li> <li>• Tradition country values</li> <li>• Lack of entertainment (music)</li> <li>• No cinema</li> </ul>
<p><i>All Blacks group</i></p> <ul style="list-style-type: none"> <li>• Good cohesive Council</li> <li>• Good location</li> <li>• Sport</li> <li>• Tourism</li> <li>• Community</li> <li>• Air service</li> <li>• Community services</li> <li>• Crossroads for transport</li> <li>• Good feeling in Parkes</li> </ul>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Lack of employment opportunities for young people</li> <li>• Water</li> <li>• Public transport</li> <li>• Tertiary education</li> <li>• Road and rail infrastructure</li> <li>• Fuel depots</li> <li>• Incomplete infrastructure</li> </ul>

Goods	Not so goods
<ul style="list-style-type: none"> <li>• Good retail outlets (get more things)</li> <li>• Good primary education (all Shire)</li> <li>• Parkes, gardens, streetscapes</li> <li>• Elvis</li> <li>• Telescope</li> <li>• Access to Government Agencies</li> <li>• Tourist accommodation</li> <li>• Mines - employment</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of ambiance in small communities</li> <li>• Loss of Parkes Tourism Board</li> <li>• Tourism</li> <li>• Job security</li> </ul>

## Outside trends and opportunities

Together all participants made a mind map of all the external present trends ,issues and opportunities affecting Parkes Shire right now that could influence the future.

The various trends, issues and opportunities were then voted on to determine the most likely to influence the future of Parkes Shire

Trend, Issue, opportunity	Score	Rank
<b>Health services</b> <ul style="list-style-type: none"> <li>• Community to take responsibility for health</li> <li>• Perceptions that facilities will fix problems but they will not</li> <li>• New hospital needed</li> <li>• Need to attract health professionals</li> <li>• Dentists</li> <li>• Community Health</li> <li>• Community take care of own health</li> <li>• Staffing and skills</li> <li>• All members have opportunity to participant - "25m pool"</li> <li>• Amalgamate with Forbes</li> <li>• Health planning with Forbes - we don't have sufficient population to go it alone</li> </ul>	51	1
<b>Freight and Transport</b> <ul style="list-style-type: none"> <li>• Growth in interstate freight</li> <li>• Decline of Newell Highway</li> <li>• Newell Highway is falling apart</li> <li>• Can't take the volume</li> <li>• Use more rail</li> <li>• Regional airport</li> <li>• Public transport</li> <li>• New highway over mountains</li> <li>• Decrease in funding for roads</li> <li>• Newell Highway Bypass</li> <li>• Western Bypass</li> <li>• Get heavy transport out of town</li> <li>• Service centres on highway</li> <li>• Truck stops</li> </ul>	46	2
<b>Agriculture</b> <ul style="list-style-type: none"> <li>• Productivity</li> </ul>	32	3

<b>Trend, Issue, opportunity</b>	<b>Score</b>	<b>Rank</b>
<ul style="list-style-type: none"> <li>• Sustainability</li> <li>• Employment</li> <li>• Support whole community</li> <li>• Carbon credits</li> <li>• The right to farm</li> <li>• Very skilled workforce</li> <li>• Demand for higher skills in agriculture</li> <li>• De-commissioning of productive farm land</li> </ul>		
<b>Youth – facilities</b> <ul style="list-style-type: none"> <li>• Education and support</li> <li>• Growth in use of recreational drugs</li> <li>• Childcare facilities for shift workers</li> <li>• Road fatalities</li> <li>• Understand what youth want</li> <li>• Youth have input into what they want</li> <li>• Water recreational facilities</li> <li>• Old Bumbery Dam</li> </ul>	28	4
<b>Education Opportunities</b> <ul style="list-style-type: none"> <li>• Tertiary Education</li> <li>• Employment</li> <li>• Education opportunities</li> <li>• Transport Industry requires skilled workforce</li> <li>• Strength of services sector</li> </ul>	25	5
<b>Tourism</b> <ul style="list-style-type: none"> <li>• Need more accommodation</li> <li>• More opportunities Bogan Way</li> <li>• New attractions</li> <li>• ‘Sydney’ weather forecasts</li> <li>• RV friendly towns</li> <li>• Truck stopovers</li> <li>• B-Doubles pushing tourists off Newell</li> <li>• Camping</li> <li>• More promotion</li> <li>• Develop Goobang National Park</li> <li>• Older tourists – grey nomads</li> <li>• Use more rail</li> <li>• Regional airport</li> <li>• New highway</li> <li>• People spending more time at home</li> <li>• Event tourism</li> <li>• Focus on astronomy</li> </ul>	20	6
<b>Generational welfare dependency</b> <ul style="list-style-type: none"> <li>• 2<sup>nd</sup> and 3<sup>rd</sup> generational welfare</li> </ul>	18	7
<b>Infrastructure – buildings</b> <ul style="list-style-type: none"> <li>• Retail</li> <li>• Housing</li> <li>• Needs to be ‘green’</li> <li>• Children’s playgrounds</li> <li>• Cycle tracks</li> </ul>	15	8

<b>Trend, Issue, opportunity</b>	<b>Score</b>	<b>Rank</b>
<ul style="list-style-type: none"> <li>• Public housing</li> <li>• Community garden</li> <li>• Botanic garden</li> <li>• Water infrastructure</li> <li>• Crematorium</li> <li>• Affordable housing/village for over 55's</li> </ul>		
<b>Rural decline</b> <ul style="list-style-type: none"> <li>• Social decline</li> <li>• Affect on villages</li> <li>• Skate parks for villages</li> <li>• Increasing mental health issues</li> <li>• Animal welfare</li> <li>• Putting stock down</li> <li>• Veterinary health</li> <li>• Develop villages to compliment Parkes</li> </ul>	14	9
<b>Climate change</b> <ul style="list-style-type: none"> <li>• Water shortage</li> <li>• Opportunity in renewable energy</li> <li>• Conversion to rail freight</li> <li>• Recycling and waste</li> <li>• E.T.S</li> <li>• Solar farming</li> <li>• Carbon tax effect on agriculture</li> <li>• Increase Bumbery Dam</li> <li>• Cost of power</li> <li>• Energy and green power</li> <li>• Water and infrastructure</li> <li>• More productive use of recycled water</li> </ul>	13	10
<b>Volunteering</b> <ul style="list-style-type: none"> <li>• Opportunity to encourage volunteering</li> <li>• Encourages community spirit</li> <li>• Landcare and Care for Country</li> <li>• Attract funding</li> </ul>	11	11
<b>Cultural Facilities</b> <ul style="list-style-type: none"> <li>• No large scale stage or concert hall</li> <li>• No multi art gallery</li> <li>• External funding</li> <li>• Subsidised touring</li> <li>• Planning for cultural development</li> <li>• Good strategic planning</li> </ul>	8	12
<b>Increasing Red Tape</b> <ul style="list-style-type: none"> <li>• Bureaucracy</li> <li>• Increasing legislation</li> <li>• Too much red tape</li> <li>• Expense to reform</li> </ul>	7	13
<b>Information Technology</b> <ul style="list-style-type: none"> <li>• Improve technology</li> <li>• Attract businesses</li> <li>• Crossroads optic fibre</li> </ul>	6	14



<b>Trend, Issue, opportunity</b>	<b>Score</b>	<b>Rank</b>
<b>Business</b> <ul style="list-style-type: none"> <li>Contracting opportunities</li> <li>Retain and grow manufacturing across Region</li> </ul>	4	15
<b>Geographic Location</b> <ul style="list-style-type: none"> <li>Opportunities with geographic location</li> <li>Transport and distribution</li> <li>Diverse economy</li> </ul>	3	16
<b>Mining</b> <ul style="list-style-type: none"> <li>The affect of China and India</li> <li>What happens outside affects Parkes</li> <li>Drives demand</li> <li>Part of sector booming because of China and equally part of sector not booming because of China</li> <li>Must understand the competition</li> </ul>	3	16
<b>Sport</b> <ul style="list-style-type: none"> <li>Maintain</li> <li>Volunteers</li> <li>Adds to employment</li> <li>Cycle track</li> </ul>	3	16
<b>Global Financial Crisis</b> <ul style="list-style-type: none"> <li>Commodity prices</li> <li>Mining – closing and reopening</li> <li>External investment</li> </ul>	3	16
<b>Decline in Farm Incomes</b> <ul style="list-style-type: none"> <li>Currency fluctuation</li> <li>GFC</li> <li>Corporate farms</li> <li>Less low skill labour</li> <li>Employment</li> <li>Decline in villages</li> </ul>	2	17
<b>Indigenous Culture</b>	2	17
<b>Forbes</b> <ul style="list-style-type: none"> <li>Form stronger relationship</li> <li>Combine with health planning</li> <li>Amalgamate opportunity</li> <li>Live stock facility</li> </ul>	2	17
<b>Environmental Demands East of Divide</b> <ul style="list-style-type: none"> <li>Urban/rural divide</li> </ul>	1	18
<b>Multi-cultural Support</b> <ul style="list-style-type: none"> <li>Support new arrivals to Parkes</li> </ul>	0	19

## Hard questions

Participants thought about everything they had discussed about the present situation. Working in groups they then developed the 'hard questions' that would need to be addressed in any future plan. The top three hard questions were then identified and are shown below in bold.

*Bluebirds group*

- How do we deal with water shortages? How do we get another dam in the hills?
- How do we get a new hospital for Parkes and Forbes?
- How do we get a responsive ear from the State and Federal Government? How do we develop the N/S Railway line?
- How do we keep our young people?
- How do we keep the small towns coming ahead with Parkes?
- How do we tap into more funding?
- Other systems for agriculture?
- Do we want to develop more tourism?
- How do we get transport from road to rail?
- How do we get the leaks from Brumbury Dam
- Does water/sewerage need replacing?
- How do we cater for gophers?
- New airport upgrade – potential
- How do we attract businesses to area? Growth of Shire – employment for youth and spread work around Shire?

#### *Swagman group*

- How will we provide a health service for Parkes/Forbes area?
- How do we provide for transport industry access? How do we provide support and services for the trucking industry and balance this with tourism needs?
- What do we do if we run out of water?
- How do we successfully lobby State and Federal Governments for funding?
- How do we support the small, rural communities and their infrastructure and services?
- How do we attract professionals and skilled labour to the Parkes areas and keep them?
- How do we maintain the well stitched community fabric?
- What do we do when the mine closes?
- How do we take advantage of the national fibre optic network through Parkes?

#### *Wobblies group*

- How do we get the State and Federal Governments to recognise we're out here and fund appropriately? How do we get Governments to value agriculture and the rural sector?
- How do we secure water?
- How do we get a new hospital? GP's and Allied Health – how do we attract and maintain?
- How will we get funding for roads?
- How do we get the inland rail?
- How do we get tertiary education?
- How do we stop youth leaving the shire?
- How do we attract mining related developments?
- How do we maintain and develop the villages?
- How can we better promote Parkes?

#### *Red Hot Evolutionaries group*

- How do we retain our youth?
- How do we get the Railway Corridor?
- How do we achieve an enduring water supply?
- How do we get a new hospital/improve and build on what we have?
- How do we get more volunteers?
- How do we get the highway by-pass?
- How do we increase education opportunities?
- How do we integrated wider opportunities from the transport advantage? Education (trade skills), retain skills?
- How do we compete on the world and local market?
- How do we increase community involvement in cultural activities?
- Do we want Parkes to become a huge city?
- How do we adapt to living with climate change?

#### *All Blacks group*

- How do we encourage growth without funding?
- How do we improve the economy of the villages? Promote the villages?
- How do we influence health policy to achieve locally available health services and professions?
- How will we improve employment in Parkes Shire?
- How will we remove trucks from Bogan Street? Increase opportunities?
- How do we improve tourism? What do we do when there is no event?
- What impact will emissions trading have on Parkes Shire?

#### *Greenies group*

- How will we attract and retain health professionals? How do we improve and develop health services?
- How do we attract youth back if they leave for education?
- How do we attract money for infrastructure? Water, roads, hospitals etc?
- How do we make Parkes a healthier community?
- How do we get the youth to stay in town? Education?
- What will we do when we run out of water?
- How do we grow volunteers?
- How do we grow the arts?
- How do we further develop the mid-Lachlan alliance?
- How do we improve public transport?
- How do we get the North/South rail line established?
- How do we develop/attract new businesses?
- How do we offer tertiary education? (niche?)

#### *Chameleons group*

- How do we stop the youth drain?
- How do we make Parkes Shire attractive to professionals?
- How do we increase our income streams to match increases in service demands?
- How do we increase the community's capacity for cultural development – subsidise visiting teachers?
- How do we respond to the demands of changing population and demographics?
- How do we create increased employment opportunities?
- How do we market the Shire for Big Business development more effectively?

- How do we ensure our communities overall sustainability and viability?
- How do we meaningfully support our rural communities?
- Can we work with Forbes or similar to ensure viable services supplied?

## Review of the Vision Statement

The vision developed from the 2006 community workshop is:

**In 2020 Parkes Shire will be a progressive, national hub with vibrant country communities which foster ‘learning, lifestyle and opportunity’.**

Each group reviewed the vision statement and made suggestions about possible changes

### *Greenies group*

In 2020 Parkes Shire will be a progressive regional hub with vibrant, healthy communities providing learning, lifestyle and opportunities

### *Reds group*

In 2020 Parkes Shires will be a progressive, regional hub with healthy, vibrant country communities – opportunity, lifestyle and learning.

### *Bluebirds group*

In 2020 Parkes Shire will be a progressive, regional centre embracing a national transport and logistics hub with vibrant, rural communities extolling learning, lifestyle and opportunity.

### *Wobblies group*

In 2020 Parkes Shire will be a progressive hub with vibrant country communities providing learning, lifestyle and opportunity.

### *All Blacks group*

In 2020 Parkes Shire will be a progressive regional hub with vibrant country communities – health, learning, lifestyle and opportunity.

In 2020 Parkes Shire will be a progressive, national hub with vibrant country communities which foster ‘learning, lifestyle and opportunity’.

## Future Directions and Associated Projects

Each group asked the question “If everything went well achieving the future directions what projects would we need to work on. Set out below is a list of the reviewed future directions and associated projects,

### Promote, Support and Grow Our Townships

Project	Score
Plan to maintain services and infrastructure	21
Community consultation – what do they want? What do they need?	9

Grow townships – funding to improve infrastructure, community transport – buses, improving environment	6
Promote existing and new industry	4
Foster working relationships with Council and community e.g. strategic plans	2
Strengthen village branding	2
Improve infrastructure facilities and signage	2
Foster business prospect	2
Develop more themes	
Improve access	
Improve appearance	
Renewable energy	

## Develop education and life-long learning opportunities

Project	Score
Develop youth arts and cultural projects	9
Develop niche education e.g. mining school	8
Develop partnership with universities and training providers	4
Liaise with TAFE, CSU and Industry	3
Consult with industry especially mining and transport to identify what skilled workforce requirements are needed for future	3
Establish a vocation based internships across local industry and business	2
Productive training programs for unemployed etc	1
Apprenticeships and traineeships including pre-apprentices	1
Investigate expansion of local educational facilities	1
Lobby government and institutions to set up and support courses in key areas of need	
Better TAFE outcomes	
University	

## Care for our environment in a changing climate

Project	Score
Utilise land care networks	5
Develop an environmental/strategy plan	4
Responsive and innovative uptake or agricultural best practice	3
Plant more trees	
Raise public awareness	
Promote public awareness	
Impact of ETS on Parkes	
Education of ETS impacts	
Promote stormwater harvesting	
Water recycling	
Improve environment – support landcare groups, community education, encourage recycling	

## Manage our water resources wisely

Project	Score
Build a new dam/Repair Bumberry Dam wall	18
Implement IWMP	11
Investigate technology for underground storage	5
Stormwater harvesting	5
Access to new technology (water)	2
Water saving devices	2
Promote responsible usage	1
Water wise gardening	
Grey water systems	
Water cycling	
Source alternatives such as stormwater harvesting	
Water recycling	

## Develop and improve health and well being

Project	Score
New hospital	19
Swimming pool upgrade and walking tracks	11
Identify health 'gaps', priorities for Lachlan Area – public education	8
Healthy lifestyles	3
Priority health issues - services	1
Promote active lifestyles	
Actively attract and retain health care workers	
Promote lifestyle activities – Relay for Life, Expos, Health vans	
Develop and maintain public access (footpaths)	
Continue Mens Shed and similar activities	
Lobby for more funding	
Lobby for new hospital; promote health professionals to come and stay; extra places of Uni for country professionals	

## Develop Parkes as a national freight and transport node

Project	Score
Lobbying for inland rail line	35
Newell upgrade and Bogan Way upgrade	8
Ring Road	1
Attract support from LGA's and Regions	
Provide services to and for trucks	
National regulations on freight industry	
More B-Doubles access	
Promote freight/rail	

## Grow and diversify the economic base

Project	Score
Working as a region to attract business and diversify industry risk	11
Investigate new and relocating industries	1
Promote industrial estate and provide more land	1



Project	Score
Mining support industry	
Proactive in business attract	
Rail overpass	
Develop and promote Parkes as a mine service and supply centre	
Promote light industry associated with established major industries	

## Maintain and improve recreation and cultural facilities and activities

Projects	Score
Encourage youth events run by youth	12
Concert halls and art galleries	10
Complete Henry Parkes Centre	9
Walking/bike track	7
Cinema, ten pin bowling, water course/recreation	5
Water recreation area	3
Improve lobbying and funding from State and Federal Government	2
Asset audit to identify regional infrastructure gaps and determine priorities	2
More parks, canoeing, camping in National Park, walking paths	1

## Maintain and continually improve infrastructure

Projects	Score
Develop Asset Management Plans	1
New hockey field	
Improve 'grantsmanship' - allocate position	
Regular audit and long term planning	
Promote political pressure	
Water factory - improve roads	

## Activity 5: Close and next steps

Participants formed a circle and commented on the day.



## **Annexure 2.c.**

# **Developing the Parkes Shire Community Strategic Plan and the Parkes Shire Council Community Engagement Strategy, pgs 8 - 17**



# DEVELOPING THE PARKES SHIRE COMMUNITY STRATEGIC PLAN

## ENGAGING THE WHOLE SYSTEM

The process for engaging the community in the development of the Community Strategic Plan began with identifying the 'whole system' of Parkes; the complex network of groups, organisations and networks that influence or are influenced by the Shire. Using this approach not only were all perspectives heard and explored but common ground and the preferred future agreed.

A database of around 200 community members was developed and each invited to attend the key engagement activity of a full day workshop which was held September 2006 and titled 'Play Your Part'. In October of 2009 the 'whole system' of the Shire was again brought together at another whole day workshop to 'Check We're Still On Track'. The first whole system workshop was attended by 84 people, the second by 75 people. At each workshop the geographic and demographic profile was achieved and those from outside who influence the Shire also attended. These were milestone planning and community engagement events.

Representatives from the following 'whole system' groups came together on the two workshop occasions

- Council, government and neighbours
- Agriculture
- Mining
- Business
- Education, training and learning
- Arts and culture
- Health and Well being
- Transport and Infrastructure
- Sports and Recreation
- Emergency Services

Specific social justice groups were also identified and engaged in the process via additional workshops and meetings. These included:

- Council – elected representatives and staff
- Villages and communities outside the Parkes township
- Children and families
- Young people
- Older people
- Aboriginal and Torres Strait Islanders
- People with disabilities

## WORKSHOP PROCESS AND ACTIVITIES

At the two recent workshops participants undertook the following activities.

- Exploration of the present situation of the Parkes Shire; its internal strengths and weaknesses and external opportunities and threats
- Designing the preferred future, identifying the future directions to follow, values to guide choice and behavior, strategic outcomes, groups to be involved and how success will be measured.

Three township workshops were held, one each at Peak Hill, Trundle and Tullamore. At these workshops the issues relevant to each township were discussed in relation to the overall community vision, future directions and strategic plan.

To gain the perspectives of social justice groups, 7 individual meetings were held with groups throughout the Shire.

## STAGES OF COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT STAGE	TIMELINE
Stage 1 - Inform	Weeks 1-4 August 2006 Weeks 1-4 September 2009
Stage 2 - Consult	September 2006 October 2009
Stage 3 – Involve and collaborate	October and November 2006 November and December 2009
Stage 4 - Launch	December 2006 January 2010

## STAGES AND ACTIVITIES 1

### **STAGE 1:** To inform the whole system groups, other relevant groups and Parkes Shire of the initial development and review of the Community Strategic Plan.

KEY MESSAGES	AUDIENCE	METHOD OF ENGAGEMENT	WHEN	RESOURCES
<ul style="list-style-type: none"> <li>We're developing a community strategic plan which will guide the growth and development of the entire Shire.</li> <li>Council is hosting the process.</li> <li>We'd like you to participate and add your thoughts and ideas.</li> <li>How to engage.</li> <li>Information and contact details</li> </ul>	<ul style="list-style-type: none"> <li>Whole system groups</li> <li>Shire community</li> <li>Councillors</li> <li>Council staff</li> </ul>	<ul style="list-style-type: none"> <li>Publicity – newspaper, newsletters</li> <li>Direct contact with representatives from the whole system groups</li> <li>Website content developed</li> <li>Word of mouth</li> </ul>	August 2006	<ul style="list-style-type: none"> <li>Generic press release</li> <li>Generic newsletter piece</li> <li>Letter of invite and workshop registration form</li> <li>Website and content</li> </ul>
<ul style="list-style-type: none"> <li>We're developing a community strategic plan and your perspectives are important</li> <li>How to add your thoughts and ideas</li> <li>Information and contact details</li> </ul>	<ul style="list-style-type: none"> <li>Social justice groups</li> </ul>	<ul style="list-style-type: none"> <li>Letter to representative groups</li> <li>Attending meetings of these groups</li> <li>Conversations with managers of specific social justice groups</li> </ul>	August 2006	<ul style="list-style-type: none"> <li>Letter asking to attend meetings</li> <li>Appointments with managers</li> <li>Comment capture at meetings</li> </ul>
<ul style="list-style-type: none"> <li>In 2006 we developed the Community Strategic Plan following consultation via a major whole system workshop, township workshops and meetings with specific groups</li> <li>It is now nearly three years on and we're 'checking we're still on track' with our community plan</li> </ul>	<ul style="list-style-type: none"> <li>Whole system groups (including social justice groups).</li> <li>Councillors</li> <li>Council staff</li> </ul>	<ul style="list-style-type: none"> <li>Publicity newspaper and newsletters</li> <li>Letter of invite to workshop</li> <li>Website</li> <li>Word of mouth</li> </ul>	September 2009	<ul style="list-style-type: none"> <li>Generic press release</li> <li>Letter of invite and workshop registration form</li> <li>Website and content</li> </ul>
<ul style="list-style-type: none"> <li>Council is hosting another whole system workshop to gain your input</li> <li>We've prepared a document outlining the present situation of the Shire and some of the key issues we face. Please read it before you attend the workshop</li> <li>How to engage</li> <li>Information and contact details.</li> </ul>				
<ul style="list-style-type: none"> <li>This is the present situation of the Shire – economically, socially, environmentally and with governance and leadership</li> </ul>	<ul style="list-style-type: none"> <li>Workshop participants</li> <li>Councillors</li> <li>Council staff</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Brochure titled ParkesNOW distributed to each participant and also available online and in public places throughout the Shire</li> </ul>	September 2009	<ul style="list-style-type: none"> <li>A DL folded brochure outlining the present situation of the Shire</li> </ul>

## STAGES AND ACTIVITIES 2

**STAGE 2:** To engage the Shire's 'whole system' and outside influencers to gain an understanding of the issues, aspirations and preferred future.

KEY MESSAGES	AUDIENCE	METHOD OF ENGAGEMENT	WHEN	RESOURCES
<ul style="list-style-type: none"> <li>This is a plan for the entire community.</li> <li>Council is just one player and cannot do everything.</li> <li>We want to know what the preferred future is for our Shire</li> <li>At this workshop we're going to explore our present and design our preferred future</li> </ul>	<ul style="list-style-type: none"> <li>Whole system groups</li> <li>Workshop participants</li> </ul>	<ul style="list-style-type: none"> <li>Daylong workshop involving 84 representatives</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Workshop workbook</li> <li>Independent facilitators</li> </ul>
<ul style="list-style-type: none"> <li>The outputs from all engagement activities will be used to shape a draft community engagement plan</li> <li>You can then comment on this draft</li> <li>All comments will be considered</li> <li>Council will adopt the community strategic plan on behalf of the community and work on the parts of the plan they're responsible for</li> <li>Others will also have to work on the plan</li> </ul>				
<ul style="list-style-type: none"> <li>Each township will develop within the overarching strategic plan for the Shire</li> <li>We want to know what is important to you about your township so we can ensure these issues and aspirations are represented in the end plan</li> </ul>	<ul style="list-style-type: none"> <li>Community members of the townships of Peak Hill, Tullamore, and Trundle - 30 people in total engaged.</li> </ul>	<ul style="list-style-type: none"> <li>Workshops of two hours in each of the townships</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Workshop worksheet</li> <li>Independent facilitators</li> </ul>
<ul style="list-style-type: none"> <li>We'd like to know your specific issues and aspirations so they are represented in the end plan</li> </ul>	<ul style="list-style-type: none"> <li>Social Justice Groups –seven meetings were held with specific social justice groups and over 45 people engaged</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Conversations around a set of questions which explored the present situation with particular focus on group; needs; services and facilities offered; gaps</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Worksheet</li> <li>Independent facilitator</li> <li>Social planner</li> </ul>
<ul style="list-style-type: none"> <li>This is a plan for the entire community.</li> <li>Council is just one player and cannot do everything.</li> <li>We want to know what the preferred future is for our Shire</li> <li>At this workshop we're going to explore our present and design our preferred future</li> </ul>	<ul style="list-style-type: none"> <li>Whole system groups</li> <li>Workshop participants</li> </ul>	<ul style="list-style-type: none"> <li>Daylong workshop involving 84 representatives</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Workshop workbook</li> <li>Independent facilitators</li> </ul>

## STAGES AND ACTIVITIES 2 CONTINUED

KEY MESSAGES	AUDIENCE	METHOD OF ENGAGEMENT	WHEN	RESOURCES
<ul style="list-style-type: none"> <li>The outputs from all engagement activities will be used to shape a draft community engagement plan</li> <li>You can then comment on this draft</li> <li>All comments will be considered</li> <li>Council will adopt the community strategic plan on behalf of the community and work on the parts of the plan they're responsible for</li> <li>Others will also have to work on the plan</li> </ul>				
<ul style="list-style-type: none"> <li>Each township will develop within the overarching strategic plan for the Shire</li> <li></li> <li>We want to know what is important to you about your township so we can ensure these issues and aspirations are represented in the end plan</li> </ul>	<ul style="list-style-type: none"> <li>Community members of the townships of Peak Hill, Tullamore, and Trundle - 30 people in total engaged.</li> </ul>	<ul style="list-style-type: none"> <li>Workshops of two hours in each of the townships</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Workshop worksheet</li> <li>Independent facilitators</li> </ul>
<ul style="list-style-type: none"> <li>We'd like to know your specific issues and aspirations so they are represented in the end plan</li> </ul>	<ul style="list-style-type: none"> <li>Social Justice Groups –seven meetings were held with specific social justice groups and over 45 people engaged</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li></li> <li>Conversations around a set of questions which explored the present situation with particular focus on group; needs; services and facilities offered; gaps</li> </ul>	<ul style="list-style-type: none"> <li>September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Worksheet</li> <li>Independent facilitator</li> <li>Social planner</li> </ul>
<ul style="list-style-type: none"> <li>It's now three years since we agreed our preferred future.</li> <li>Much has changed in our Shire, our State, Nation and the World.</li> <li>We're reviewing the community strategic plan and 'checking we're still on track' so we can develop our IPR framework</li> <li>We'd like you to engage with the process and offer your thoughts and ideas</li> <li>How to engage</li> <li>Information and contacts</li> </ul>	<ul style="list-style-type: none"> <li>Whole system groups</li> <li>Councillors</li> <li>Council staff</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Whole day workshop with 75 participants representative of the whole system groupings, social justice groupings, demographic and geographic profile of the Shire</li> </ul>	<ul style="list-style-type: none"> <li>October 2009</li> </ul>	<ul style="list-style-type: none"> <li>Worksheet</li> <li>Independent facilitator</li> <li>Logistics</li> </ul>



**STAGE 3:**     **Involve and collaborate – Shaping the community strategic plan and developing the principles for ongoing community engagement in decision making**

KEY MESSAGES	AUDIENCE	METHOD OF ENGAGEMENT	WHEN	RESOURCES
<ul style="list-style-type: none"> <li>We are going to take the outputs from all the engagement activities along with relevant working plans and shape it into the community strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Councillors</li> <li>Council management and key staff members</li> </ul>	<ul style="list-style-type: none"> <li>Workshop</li> </ul>	<ul style="list-style-type: none"> <li>October 2006</li> </ul>	<ul style="list-style-type: none"> <li>Workshop worksheet</li> <li>Independent facilitators</li> </ul>
<ul style="list-style-type: none"> <li>Here is the draft strategic plan.</li> <li>We've used the outputs from the engagement activities as well as information from relevant existing plans</li> <li>We would like your feedback on it</li> <li>Deadlines for comment</li> <li>Contact details</li> </ul>	<ul style="list-style-type: none"> <li>All those who participated in engagement activities</li> <li>Councillors</li> <li>Council staff</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Draft strategic plan sent to participants</li> <li></li> <li>Advertising of availability of draft plan and invite to comment</li> </ul>	<ul style="list-style-type: none"> <li>November 2006</li> </ul>	<ul style="list-style-type: none"> <li>Printed draft plan</li> <li>Accompanying letter</li> <li>Advertisement</li> <li>Website</li> </ul>
<ul style="list-style-type: none"> <li>We are going to take the outputs from the second whole system workshop and relevant working plans and review the original strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Councillors</li> <li>Council management and key staff members</li> </ul>	<ul style="list-style-type: none"> <li>Workshop</li> </ul>	<ul style="list-style-type: none"> <li>November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Worksheet</li> <li>Independent facilitators</li> <li>Workshop logistics</li> </ul>
<ul style="list-style-type: none"> <li>Here is the new draft strategic plan.</li> <li>We'd like your comments on it.</li> <li>Deadlines for comment</li> <li>Contact details</li> </ul>	<ul style="list-style-type: none"> <li>All workshop participants</li> <li>Relevant stakeholder groups</li> <li>Councillors</li> <li>Council staff</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Copies of the draft plan sent to participants</li> <li>Copies available from website and public spaces</li> <li>Meeting with relevant stakeholder groups who have a role to play in achieving any of the strategic outcomes</li> </ul>	<ul style="list-style-type: none"> <li>December 2009</li> </ul>	<ul style="list-style-type: none"> <li>Draft plan</li> <li>Letter inviting comment</li> <li>Advertisement</li> <li>Website</li> </ul>
<ul style="list-style-type: none"> <li>Ongoing community engagement is important to ensure our decision making is the best it can be</li> <li>We'd like you to help us develop the principles of engagement so we can be guided in when and how we engage</li> </ul>	<ul style="list-style-type: none"> <li>20 community representatives</li> </ul>	<ul style="list-style-type: none"> <li>Workshop which developed the success factors of community engagement, values to guide choice and behavior, best mediums to use</li> </ul>	<ul style="list-style-type: none"> <li>November 2009</li> </ul>	<ul style="list-style-type: none"> <li>Letter of invite</li> <li>Independent facilitator</li> </ul>

**STAGE 4:     Launch Community Strategic Plan**

KEY MESSAGES	AUDIENCE	METHOD OF ENGAGEMENT	WHEN	RESOURCES
<ul style="list-style-type: none"> <li>• Here is the community strategic plan</li> <li>• How it has been developed</li> <li>• What it will be used for</li> <li>• Who is involved</li> <li>• Council's role</li> </ul>	<ul style="list-style-type: none"> <li>• All who have participated</li> <li>• Shire community</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity</li> <li>• Letter and plan sent to participants</li> </ul>	<ul style="list-style-type: none"> <li>• December 2006</li> <li>• January 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Community Strategic Plan 2006</li> <li>• Community Strategic Plan 2010</li> </ul>

FIGURE 1.1 DEVELOPING OUR COMMUNITY STRATEGIC PLAN - PROCESS OVERVIEW



# PARKES SHIRE COUNCIL COMMUNITY ENGAGEMENT STRATEGY “THE PARKES SHIRE WAY”

This document describes how the Parkes Shire Council will engage and build trust with the community. It demonstrates the philosophy Council embraces to ensure the appropriate levels of community awareness, consultation and empowerment with regard to the decision making processes affecting the community.

## OUR COMMUNITY - DEFINITION

The residents of Parkes Shire are our primary concern but we also acknowledge that ‘our community’ includes all those who live here, own property here, do business here and visit Parkes Shire.

## THE BENEFITS OF COMMUNITY ENGAGEMENT

### IT IS CENTRAL TO PARTICIPATORY DEMOCRACY

Communities rightfully expect to have input into matters that affect them and seek involvement and engagement beyond the election of their political representatives.

Community engagement complements the official electoral process and a key method for participatory democracy.

## OUR COMMUNITY - DEFINITION

### DECISION MAKING IS IMPROVED

Better decisions are made when we have information and all points of view have had the opportunity to be heard. Where feasible and desirable, Council’s decisions need to match the needs and aspirations of the community.

### IT BUILDS TRUST

Trust and understanding is likely to grow in an environment where engagement and involvement is taken seriously.

### IT BUILDS NETWORKS

When we work together we meet other people, build relationships and have the opportunity to form purposeful networks. In this environment, collaboration can take place.

### IT HELPS CREATE STRONGER COMMUNITIES

Trusting, confident and involved communities tend to be stronger and able to respond to change and circumstances ‘together’ using their combined resources on potential solutions.

## THE RISKS OF COMMUNITY ENGAGEMENT

There can be risks with community engagement.

### THE COST OF USING POOR ENGAGEMENT PROCESSES OR TOOLS

Communities recognise poor engagement processes and tools. Poorly managed community engagement will lead to scepticism and loss of trust.

We need to use the right processes.

### MANAGING EXPECTATIONS

Engagement does not give decision making powers to non-elected representatives. Sometimes engagement can raise unrealistic expectations of both council and community. Again this is usually a product of poor processes.

### BALANCING THE ACT

More is not necessarily better. We need to know just what form of engagement to use in which case

### BUDGET

Engagement should be an integral part of how work is done, not an “add on”.

### THE COST OF NOT COLLABORATING OR SHARING RESOURCES

Working together on things that matter without engagement can lead to conflict and costly rework

# **Annexure 2.d.**

## **Parkes Champion Post Articles**

**dated 28th March 2012, 18th,  
27th April 2012, 11th and  
14th of May 2012**

Removed due to copyright concerns