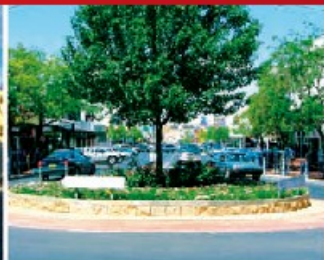


PART 1

STATEMENT OF PRINCIPAL ACTIVITIES & CORPORATE PLAN



MANAGEMENT PLAN

PARKES SHIRE COUNCIL 2006-2007 to 2008-2009

Table of Contents

1	MESSAGE FROM THE MAYOR	1
2	INTRODUCTION.....	2
2.1	WHAT IS A MANAGEMENT PLAN?	2
2.2	WHY DOES COUNCIL NEED A MANAGEMENT PLAN?	2
2.3	WHAT DOES THE MANAGEMENT PLAN INCLUDE?	2
2.3.1	STATEMENTS AND PARTICULARS IN RESPECT OF COUNCIL'S WORKS AND ACTIVITIES	3
2.3.2	STATEMENT OF ANNUAL REVENUE POLICY	3
2.4	HOW WILL THE PLAN OPERATE?	4
2.5	HOW DOES THE ORGANISATIONAL STRUCTURE RELATE TO THE MANAGEMENT PLAN? ...	6
2.6	HOW DOES THE MANAGEMENT PLAN MAKE COUNCIL ACCOUNTABLE?	8
2.7	HOW CAN PEOPLE CONTRIBUTE TO THE PLAN?	8
2.8	CURRENT COUNCILLOR'S CONTACT DETAILS.....	9
3	CORPORATE PLANNING.....	10
3.1	CORPORATE PLANNING HIERARCHY	10
3.2	ABOUT PARKES SHIRE.....	11
3.2.1	LOCATION AND AREA.....	11
3.2.2	POPULATION AND DEMOGRAPHICS.....	11
3.2.3	ECONOMIC BASE	12
3.2.4	TRANSPORT AND ACCESSIBILITY.....	13
3.2.5	DEVELOPMENT ACTIVITY	13
3.3	CORPORATE GOALS	14
3.3.1	GOAL 1 – DEMOCRACY	14
3.3.2	GOAL 2 – PARTNERSHIP AND LEADERSHIP	14
3.3.3	GOAL 3 – QUALITY CUSTOMER SERVICE	14
3.3.4	GOAL 4 – CORPORATE CULTURE	14
3.4	SUMMARY OF PRINCIPAL ACTIVITIES AND OBJECTIVES	15
3.5	SUMMARY OF KEY PERFORMANCE INDICATORS TO MEASURE COUNCIL'S OBJECTIVES	16
4	STRATEGIC DIRECTION.....	18
4.1	VISION STATEMENT.....	18
4.2	MISSION STATEMENT.....	18
4.3	STATEMENT OF VALUES.....	18
4.4	CUSTOMER SERVICE LEVELS	19
4.4.1	GENERAL REQUESTS/ENQUIRIES.....	19
4.4.2	TRANSPORT.....	19
4.4.3	WASTE SERVICES	19
4.4.4	SEWERAGE SERVICES	19
4.4.5	WATER SUPPLY SERVICES	19
4.4.6	COMMUNITY PROTECTION	19
4.4.7	BUILT AND NATURAL ENVIRONMENT	20
4.4.8	HUMAN ENVIRONMENT.....	20
4.4.9	PARKS AND LANDCARE SERVICES	20
5	THE MANAGEMENT PLAN	21
5.1	SUMMARY OF PRINCIPAL ACTIVITIES	21
5.2	STATEMENT OF PRINCIPAL ACTIVITIES AND OBJECTIVES PURSUANT TO SECTION 403(1) OF THE LOCAL GOVERNMENT ACT 1993.	22
5.3	STATEMENTS PURSUANT TO SECTION 403(2) OF THE LOCAL GOVERNMENT ACT 1993. ..	46
5.3.1	CAPITAL WORKS PROJECTS	46
5.3.2	SERVICES OF COUNCIL	46
5.3.3	REPLACEMENT OF ASSETS	46
5.3.4	SALE OF ASSETS	46
5.3.5	BUSINESS AND/OR COMMERCIAL ACTIVITIES.....	47
5.3.6	HUMAN RESOURCE ACTIVITIES.....	47
5.3.7	ENVIRONMENTAL PROTECTION ACTIVITIES	48
5.3.8	EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLANNING	49

MANAGEMENT PLAN PART 2 – STATEMENT OF REVENUE POLICY

GENERAL MANAGER’S REPORT

SUMMARY AND GRAPHS

ESTIMATES OF INCOME AND EXPENDITURE:

GENERAL FUND	1
WATER FUND	57
SEWERAGE FUND	61
RESERVES	64

ATTACHMENTS:

SECTION 404 STATEMENTS WITH RESPECT TO COUNCIL’S REVENUE POLICY, INCLUDING DETAILS OF FEES AND CHARGES 2006/2007, COMPETITIVE NEUTRALITY PRINCIPLES AND RATE LEVY COMPARISONS.

1 MESSAGE FROM THE MAYOR

Dear Residents

I am pleased to present the Parkes Shire Council's Draft Management Plan for your consideration and comment.

The Draft Plan is the culmination of diligent work by both Councillors and staff to establish achievable expenditure priorities under the significant financial constraints within which Council operates. However, Council's adherence to a financial strategy based on long term strategic expenditure plans has placed it in a strong position to meet another 12 months of challenges.



Despite welcome rain in the latter part of 2005, the continuing effects of the drought is evident. However, exciting times for the shire are ahead. Optimism and enthusiasm is evident in the industrial, mining and lifestyle sectors of Parkes Shire with the announcement of nearly \$1.7 billion in major Developments. Council's planned Transport Hub is attracting key players from the nation's transport industry, the successful implementation of which will boost employment opportunities and reinvigorate the housing market in the Shire.

Challenging times are expected for our community over the next 3 years and your Council is eager to accept these challenges. Our infrastructure and community support services will need to be ready for inflows associated with 5 major developments in the area, namely the \$1 billion Syerston Mine, \$40 million SCT Logistics Freight Interchange facility, \$300 million Terminals Australia Freight Interchange facility, \$250 million Northparkes Mine E48 project and the \$100 million Garden Estate Retirement Village.

Much of the capital expenditure within this Plan is due to the need to lay the foundation for the expected expansion of population and demands on services brought about by recent and proposed developments. At the same time, capital works associated with the traditional functions of Local Government have been included. Additionally, Council has been able to establish a recurrent fund of \$35,000.00 for the villages to cater for capital works outside of the normal Town Improvement Allocation. A detailed analysis of proposed large capital works items is included in The General Manager's Report at the beginning of Part 2 of the Draft Management Plan.

Significant work has also gone into developing Strategic Business Plans (SBP's) for Council's water supply and sewerage services. The SBP's carry on from, and assist with, the implementation of the Parkes Integrated Water Cycle Management Plan. These Plans will ensure Parkes Shire is a robust water supply capable of supplying future growth demands and will pave the way for the manner in which Council fulfils its obligations under State Legislation for the preservation and efficient use of water. The SBP's have been adopted by Council but the objectives, strategies and key indicators are referred to in various locations within this Draft Plan.

This Management Plan is crucial to matching the resources available to Council with the ability to achieve realistic priorities. I encourage all members of the community to read this Plan, and where possible to make comment on those components. The Plan will be on Public Display for 28 days. Feedback received will be considered prior to Council formally adopting the Plan at its June meeting. I commend the Management Plan for 2006/07 - 2008/09 for your analysis and input.

A handwritten signature in black ink, appearing to read 'Robert I. Wilson'. The signature is written in a cursive, flowing style.

Cr R I Wilson, OAM
Mayor
Parkes Shire Council

Comments or questions should be in writing addressed to the General Manager, Alan McCormack, Parkes Shire Council, PO Box 337 Parkes NSW 2870, and should reach Council no later than 5.00 pm on Thursday, 15 June 2006. Your submissions can also be faxed to (02) 6862 3946 or e-mailed to council@parkes.nsw.gov.au

2 INTRODUCTION

2.1 WHAT IS A MANAGEMENT PLAN?

A Management Plan forms part of the process for providing clear purpose and direction in the planning of Council's proposed activities, functions and services. The plan identifies Council's goals to be achieved and generates a number of strategies and actions to achieve these goals. The plan ties financial planning and annual budgets to Council activities and programs over a short to medium term with an emphasis on performance measures.

The Management Plan indicates how the Council organisation is performing in meeting the needs and aspirations of the people Council serves. The operation of the Management Plan therefore relates closely to the organisational structure of Council.

2.2 WHY DOES COUNCIL NEED A MANAGEMENT PLAN?

With the introduction of the Local Government Act 1993 more flexibility was provided to Councils in determining what service functions could be carried out by each Council and how. Such an approach however requires Councils to be accountable. The Management Plan forms part of the accountability framework for Councils.

The requirements for Management Plans are contained in Chapter 13 of the Act entitled "How Are Councils Made Accountable For Their Actions".

For the Management Plan to be an effective organisational tool it needs to be more than just a response to legislation. The Management Plan sets out what we propose to achieve over the next three years and more specifically the tasks and projects to be achieved over the coming year. It has been designed to meet certain legislative requirements while communicating our vision for Parkes Shire's future.

It is a useful planning tool which:

- Highlights the issues of most concern to Council and the community
- Identifies how we will respond to areas of greatest need by identifying specific tasks and projects
- Sets targets by which we can be measured against
- Is a 'living document' in that it is constantly subject to review.

The Management Plan's emphasis on performance requires commitment by Council and staff, and ensures accountability. The Management Plan provides a guide to performance for Council staff assessment relating to efficiencies and effectiveness of operations and for external examination by the public and State Government.

2.3 WHAT DOES THE MANAGEMENT PLAN INCLUDE?

The Local Government Act 1993 prescribes what matters must be included in the Management Plan.

Section 402 of the Act requires Council to prepare a draft management plan each year with respect to:

- *“the council's activities for at least the next three years; and*
- *the council's revenue policy for the next year.”*

These matters are addressed in Parts 1 and 2 of this Plan respectively.

2.3.1 STATEMENTS AND PARTICULARS IN RESPECT OF COUNCIL'S WORKS AND ACTIVITIES

Section 403(1) of the Act stipulates that the Plan must include the following statements:

- *“a statement of the principal activities that the council proposes to conduct*
- *a statement of the objectives and performance targets for each of its principal activities*
- *a statement of the means by which the council proposes to achieve these targets*
- *a statement of the manner in which the council proposes to assess its performance in respect of each of its principal activities*
- *statements with respect to such matters as may be prescribed by regulations.”*

These statements can be found in this Plan at Section 5.2 - *“Statement Of Principal Activities And Objectives Pursuant To Section 403(1) Of The Local Government Act 1993”*.

Section 403(2) of the Local Government Act, 1993 states that the statement of principal activities must also include the following particulars:

- *“capital works projects to be carried out by the council*
- *services to be provided by the council*
- *asset replacement programs to be implemented by the council*
- *sales of assets to be conducted by the council*
- *activities of a business or commercial nature to be undertaken by the council*
- *human resource activities (such as training programs) to be undertaken by the council*
- *activities to protect environmentally sensitive areas and to promote the ecological sustainability of the area undertaken by the council*
- *programs to be undertaken by the council to implement its equal employment opportunity management plan.”*

These particulars can be found in this Plan at Section 5.3 – *“Particulars Pursuant To Section 403(2) Of The Local Government Act 1993”*

2.3.2 STATEMENT OF ANNUAL REVENUE POLICY

Section 404 of the Act requires that the Plan includes the following budgetary considerations for the next year:

- *“a statement containing a detailed estimate of the council's income and expenditure (including information required by clause 6 of the Financial Management Regulations)*
- *a statement with respect to each ordinary rate and each special rate proposed to be levied*
- *a statement with respect to each charge proposed to be levied*
- *a statement of the type of fees proposed to be charged by the council and the amounts of such a fee*
- *a statement of the council's pricing policy with respect to goods and services provided by it*
- *a statement of the amounts or rates proposed to be charged for the carrying out by the council of work on private land*
- *a statement of the amounts of any proposed borrowings (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured.”*

These Statements can be found in the Revenue Policy in Part 2 of this Management Plan.

2.4 HOW WILL THE PLAN OPERATE?

The Management Plan's philosophy of improved performance via Council's activities, revenue policy, organisational structure, training and equal employment opportunity programs has implications on Council's finances, resources (particularly human resources and assets management) and operations (procedures, policies and delegations).

The Parkes Shire Management Plan's relation to Council operations is illustrated in the diagram on the following page.

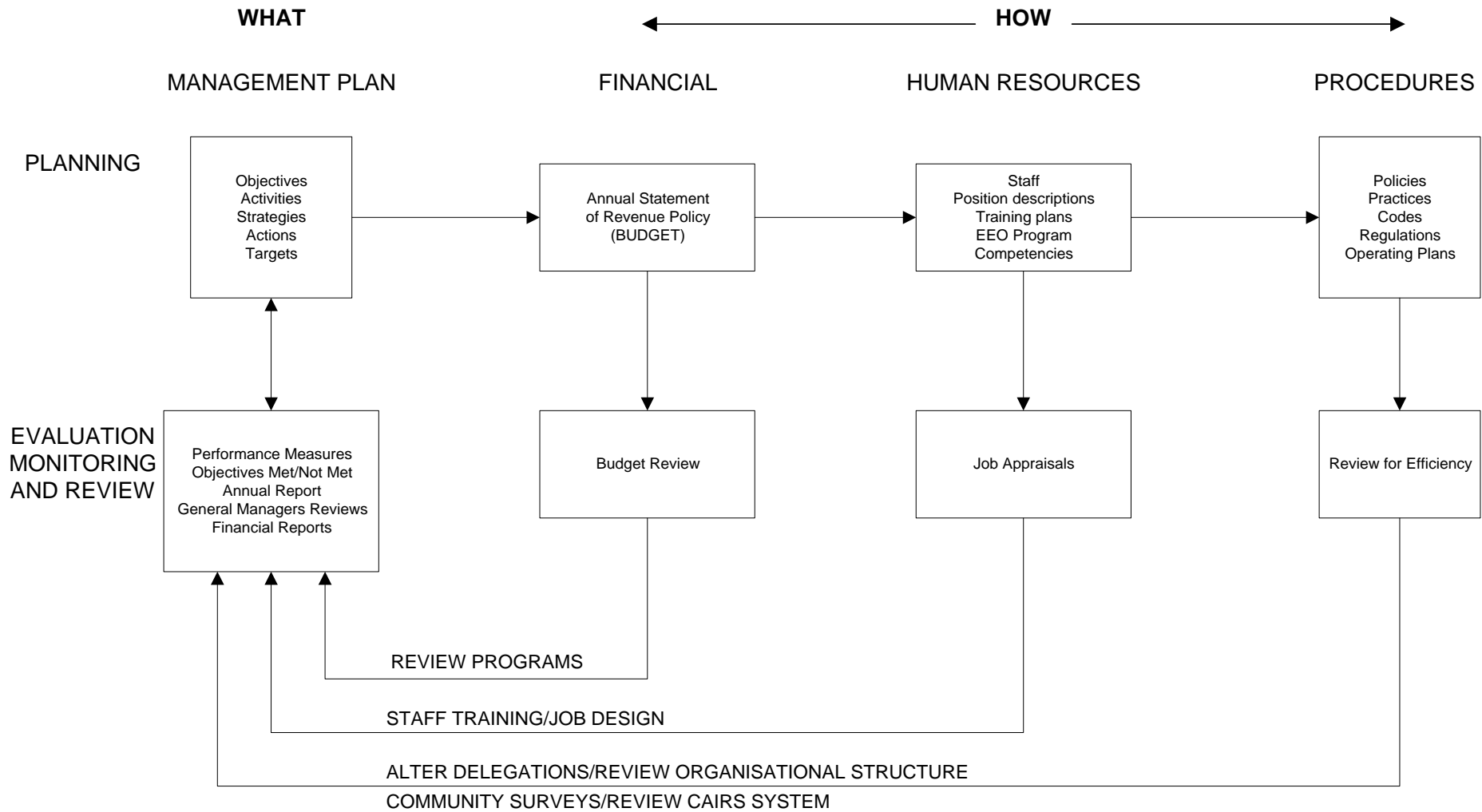
The performance of the plan is under continual review. The achievement of performance in the plan will therefore be affected by reviews of procedures, delegations and policies; organisational structure; and the way that staff skills, training and job design and appraisals apply to the activities undertaken. All these components will be reviewed and altered as necessary to ensure that continued performance is achieved.

Each year a new plan will be prepared for the following period (minimum of three years) and exhibited prior to Council's adoption of the Plan and the making of rates and charges for the following year.

The Management Plan process includes public participation (section 405 of the Act) and periodical (quarterly) review requirements (section 407).

Council has set a budget allocation in the 2006/07 Revenue Policy to undertake a revamp of its Management Planning process. Council has engaged suitably qualified consultants to assist with the implementation of a re-active set of planning documents that are linked and which will provide a holistic approach to Council's strategic planning. Consequently, this Plan is the last in this format.

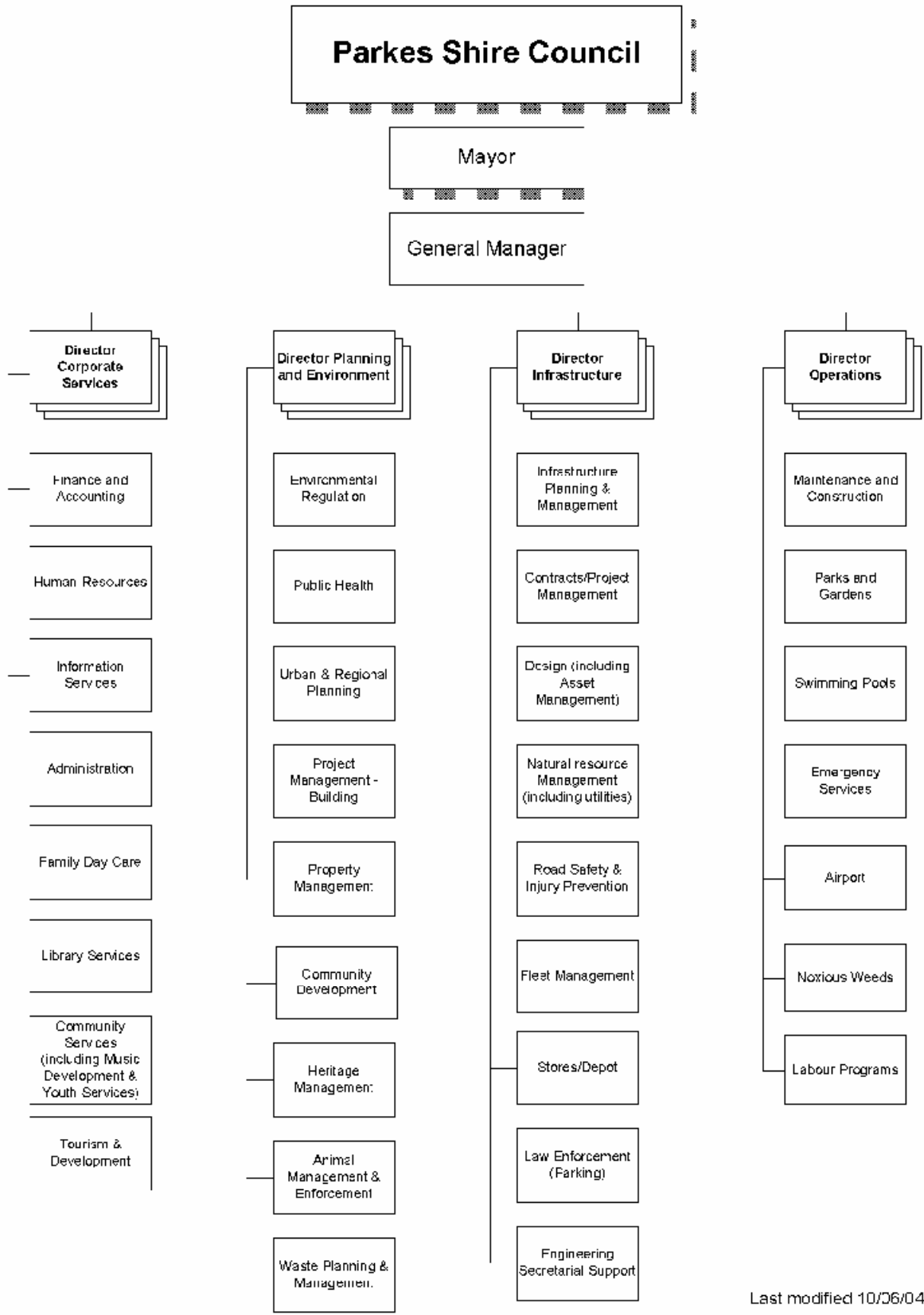
PARKES SHIRE COUNCIL INTEGRATED MANAGEMENT PLAN PROCESS



2.5 HOW DOES THE ORGANISATIONAL STRUCTURE RELATE TO THE MANAGEMENT PLAN?

To undertake its functions in accordance with the Local Government Act, Council has four "Departments" led by "Directors" who are directly accountable to the General Manager. The Directors and General Manager constitute Senior Management. The diverse functions of Council are managed within each Division by "Managers" who are accountable to a Director. Within twelve months of an election, Council is to determine its organisational structure.

Council has determined its Organisational Structure as follows:



Last modified 10/06/04

2.6 HOW DOES THE MANAGEMENT PLAN MAKE COUNCIL ACCOUNTABLE?

The purpose of the Management Plan is to make Councils accountable. This is achieved through public exhibition of draft plans, periodic reviews, annual reports and scope for inquiry and investigation by the Minister or Department of Local Government.

To ensure that the accountability requirements are met the General Manager is required under Section 407 of the Local Government Act 1993 to report on the performance of the Management Plan to Council within two months after the end of each quarter.

The Management Plan is a dynamic management process, not a definitive document that is referred to occasionally, and is subject to quarterly review and annual renewal.

The performance of Council, as identified from the Management Plan, relies on the performance of the organisation reflected in the organisational structure. The performance of the Management Plan is therefore based upon a clear set of responsibilities and accountabilities within the organisation.

The line of responsibility for the purpose of the performance of the Management Plan is as follows:

- Council is accountable to the public (and Minister of Local Government) for achieving the Plan. The Mayor can provide a link between Management and Council in achieving Principal Activities.
- General Manager is accountable by contract to Council for the performance of the Plan.
- Directors are accountable by contract for the performance associated with Principal Activities under their control.
- Managers are accountable to the Director convening the Principal Activity for achieving specific performance targets as detailed in the Management and Operational Plans.

2.7 HOW CAN PEOPLE CONTRIBUTE TO THE PLAN?

The purpose of the Management Plan is to help Council to better serve its customers including business interests, residents and visitors alike. There is a legitimate role for community participation in the Management Plan process in order for the diverse needs of the community to be debated and communicated to Council.

Section 405 of the Local Government Act 1993 requires that draft management plans be exhibited for public comment. During the period (28 day minimum) submissions may be made to Council. The exhibition period provides people with the opportunity to suggest alternative priorities, budget considerations and other proposals.

The General Manager's quarterly reports in accordance with Section 407 of Act will be presented in open Council and are available for public inspection.

2.8 CURRENT COUNCILLOR'S CONTACT DETAILS**LIST OF COUNCILLORS**

<u>ADDRESS</u>	<u>TELEPHONE</u>
Cr R I Wilson, OAM (MAYOR) 'Truben Park' PEAK HILL NSW 2869	Phone: 02 6869 1243 Fax: 02 6869 1254
Cr K J Keith (DEPUTY MAYOR) 'Stanleigh' PO Box 264 Brolgan Road PARKES NSW 2870	Phone: 02 6862 3599 Fax: 02 6862 3599
Cr P J Byrne 'Markdale' Back Yamma Road PARKES NSW 2870	Phone: 02 6863 4396 Fax: 02 6862 4288
Cr Y P Hutton 6 Kookaburra Street PARKES NSW 2870	Phone: 02 6862 3509 Fax: 02 6862 3509
Cr B J Laing 17 Kelly Road PARKES NSW 2870	Phone: 02 6862 1031 Fax: 02 6862 1032
Cr K M McGrath PO Box 671 PARKES NSW 2870	Phone: 02 6862 1947 Fax: 02 6863 4635
Cr J H Magill 'Cavanbah' Peak Hill Road PARKES NSW 2870	Phone: 02 6862 2882 Fax: 02 6862 5354
Cr B F Newton 'Kenton' TULLAMORE NSW 2874	Phone/Fax: 02 6892 5302
Cr G W Pratt 11 Phoenix Street PARKES NSW 2870	Phone/Fax: 02 6863 4804
Cr W W Scott 47 Mitchell Street PARKES NSW 2870	Phone: 02 6862 4826 Fax: 02 6863 4077

3 CORPORATE PLANNING

3.1 CORPORATE PLANNING HIERARCHY

The requirements of the 1993 Local Government Act and subsequent restructures have brought a high level focus to Council's corporate planning process.

Council has moved to a series of key performance indicators (KPI's) aimed at measuring and improving the performance of Council. The evaluation of KPI's for the various standards of customer service has enabled Council to provide a more tailored and responsive service to residents and visitors in the Shire.

The hierarchy of Council's corporate planning is:

DOCUMENT	PURPOSE	TIME FRAME
Corporate Strategic Plan (Includes Corporate Goals)	<ul style="list-style-type: none"> • Provide Focus and Direction • Long-Term Commitments. 	20 year plus due for renewal in 2006/2007
Management Plan (Principal Activity Section – Part 1 of this document)	<ul style="list-style-type: none"> • Future direction • Key Performance Indicators • Strategies/Action/Performance Targets 	3 years
Management Plan (Annual Operating Plans and Budget Section – Part 2 of this document and the adopted Long Term Financial Plans)	<ul style="list-style-type: none"> • Future Direction • Budget Allocation • Fees and Charges 	1-3 years

Principally, the Corporate Strategic Plan provides a framework for long-term management planning, concentrating on various key elements. It establishes general directions and priorities for actions in the future. Translation of the Corporate Strategic Plan's commitments and proposals into specific actions will occur through detailed actions contained in Council's Management Plan.

A review of the Corporate Strategic Plan will be carried out in 2006/2007 in advance of next year's revised Management Plan preparation. A strategic planning process will be undertaken to identify strengths, weaknesses and opportunities in light of the increase in residential, retail and industrial development taking place in the Shire.

The findings will be translated into performance goals and activities for future Plans.

Whilst somewhat dated, the following demographic information is still valid for the indicative purposes of this Plan.

3.2 ABOUT PARKES SHIRE

The development of Council's activities, programs, strategies and actions are not just a reflection of the Council's organisational structure but relate to the characteristics of the Shire and Council's past, current and future role in the community. The following provides the background against which the current Corporate Plan has been devised.

3.2.1 LOCATION AND AREA

The Parkes Shire is located west of the Great Dividing Range and is within the Central West Slopes and Plains Region of New South Wales. The general topography of the region is flat to undulating. The area is drained by two main river systems, the Bogan and the Lachlan, which are major tributaries of the Murray-Darling System. The Parkes Shire covers an area of 5,919 square kilometres with the town of Parkes being the major urban centre. Other centres are Peak Hill, Bogan Gate, Trundle, Alectown and Tullamore.

3.2.2 POPULATION AND DEMOGRAPHICS

A snapshot of the Parkes Shire obtained after the 2001 Census revealed the following:

- There are 15,100 people living in 5,313 households for an average of 2.8 people per household, which is equal to the average for Australia.
- 61.0% of the population is aged from 15 to 64 years, with 14.8% aged 65+ years and a further 24.2% aged under 15 years.
- 50.4% of the population is male, and 49.6% female.
- Of those aged 15+, 54.2% are married, 26.6% have never been married, 7.0% are divorced and 8.5% are widowed.
- Looking at adult income levels, 50.5% received an income of less than \$300 per week, 40.5% an annual income of \$300 to \$900 per week and 9.1% an income of \$1,000 or more per week.
- 94.7 % of the population speaks English at home compared to 79.1 % for Australia.

The population distribution of the Parkes Shire from 1991 to 2001 is summarised below:

Town	1991*	1996	2001
Parkes	8,777	10,094	10,267
Peak Hill	984	967	975
Trundle	548	491	451
Tullamore	308	268	223
Rural	3,702	3,278	3,184
Total Shire	14,319	15,098	15,100

(Sources: Australian Bureau of Statistics 2001 Census & Regional Population Growth publication 3218.0)

*Note: Not a controlled Data Set

The Shire population has maintained a relatively stable position. In fact, between the 1991 and 2001 census, Parkes Shire was one of very few country NSW council areas to experience positive growth. However, in line with the trend for many rural areas, the populations in the rural and village areas are static if not in slow decline. The 2002 ABS estimated population for Parkes identified Parkes as one of very few regional areas to experience real growth (0.4%). Further growth is expected associated with Transport industry developments in Parkes.

Although many factors contribute to a stable population, some of the more important trends include:

- Out-migration of the younger age groups due to the lack of employment and educational opportunities;
- Out-migration of families for better employment opportunities and better access to facilities that exist in the larger centres. This, in turn, encourages a down grading of services in smaller centres and improved economic activity in the larger centres;
- Out-migration of older people/retirees to larger settlements offering better access to health care as well as recreational and community facilities; and
- Fluctuations in the rural economy, technology improvements and subsequent reductions in the labour force.

In terms of age distribution, there is a high proportion in the 50+ age group for Parkes Shire compared to the State average. This reflects the unwillingness of the elderly to move from the Shire. Movement within the Shire has also become apparent as older people move to Parkes where close proximity to essential services is a high priority.

The proportion of the population in the Youth and Young Adult categories is lower than the State average. The 15-19 age group has a percentage of 6.6% compared to 6.9% for the New South Wales (NSW) average. The 20-29 age group is 10% for the Shire whilst the NSW average was 14.9%. These lower figures indicate out-migration in both age groups in search of further education and employment opportunities. The Census data for 2001 gave an unemployment rate for the Shire of 10.76% (compared to the State average of 6.6% and a 1996 Census figure of 9.9%).

The 2001 Census showed that most of the residents of the Parkes Shire were born in Australia (89.9%). Only a small proportion of residents were born overseas and very few in non-English speaking countries. People of Aboriginal and Torres Strait Islander descent represented 5.2% of the population (771 people).

The future demographics of the Parkes Shire community will be influenced by local employment prospects in the area, with young adults and families making the greatest contribution to population growth. Notwithstanding possible population changes, there are certain groups within the Shire such as the aged, unemployed, sole parent families and indigenous people that require careful consideration. Future demographic strategies are expected to relate to:

- Ongoing review of the demographic profile of the Parkes Shire with reference to more up to date Census information and alterations to the growth scenarios where necessary.
- Monitoring the demographic profile to determine changes to the age profile, ethnicity, employment/unemployment and income that may influence government policy in the Shire area.
- Developing strategies that address the most likely growth scenario and demographic profile.
- Council's Community/Social Plan which identifies gaps in services.
- Review of child and youth services given shifts in the general demography.

3.2.3 ECONOMIC BASE

3.2.3.1 Agriculture

Rich soils and consistent rainfall (recent dry years being an exception) support a diverse agriculture industry including wheat and other cereal crops, fruit, wool and livestock. Agriculture/Forestry/Mining industries employ 6.1% of the population (compared to the State average of 1.5%).

3.2.3.2 Manufacturing

Manufacturing industries employ 2.5% of the population.

3.2.3.3 Retail

Parkes Shire's retail sector turns over in excess of \$108 million annually and providing salaries of \$85 million and employment for 6.1% of the Shire's population.

Two mines are currently operating within the Shire and employ more than 400 people collectively.

3.2.4 TRANSPORT AND ACCESSIBILITY

The town of Parkes is the interchange of the north-south and east-west road corridors, connecting Australia's capital cities. It is also the interchange for the NSW Rail Freight Systems, providing linkages to capital cities and ports, with feeder lines to agricultural production centres. It is a major marshalling centre for the Indian Pacific Railway connecting the east and west coasts of Australia.

Sixty per cent of Australia's population is within 10 hours driving time, with 80% of the population within 15 hours. The average annual vehicle traffic entering the township of Parkes from Forbes is 3,900 and from Dubbo, 3,400.

Distance from Parkes	Road km's
Sydney	365
Melbourne	721
Brisbane	995
Adelaide	1,067
Perth	3,813
Canberra	306
Wollongong	403
Newcastle	496
Orange	100
Dubbo	115
Forbes	32
Condobolin	100

3.2.4.1 Transport to Work

Often the popularity of a certain mode of transport dictates where the maintenance and construction funds held by Council are directed. There has been a concerted effort to promote modes of transport, which lessen the impact upon the environment and improve the community's standard of health.

In the Parkes Shire the majority of the workforce utilise cars, however, there are a significant number who walk to work. There is also a large section of the community who work from home.

3.2.5 DEVELOPMENT ACTIVITY

A total of 320 development approvals were issued for the year 2004/2005 at a value of \$20,560,394. In the nine months to 31 March 2006, a further 212 Development Applications at a value of \$12,637,776 were received.

Pending Development Applications for a Freight Interchange Facility and a Retirement Village coupled with an approved Development Application for a Freight Interchange Facility has seen the high value of Developments over the past 3 years maintained.

3.3 CORPORATE GOALS

In compiling a Corporate Plan it was appropriate that major goals be identified to assist Council in its strategic planning in the medium to long term. Four corporate goals embracing the philosophy and intent of sound Local Government have been adopted:

3.3.1 GOAL 1 – DEMOCRACY

To promote Council as a democratic and effective representative body through:

- Community consultations
- Open Government

3.3.2 GOAL 2 – PARTNERSHIP AND LEADERSHIP

To provide focus and leadership for economic and cultural growth through active partnerships with the community, business and government through:

- Partnerships
- Financial and resource management

3.3.3 GOAL 3 – QUALITY CUSTOMER SERVICE

To deliver quality services that are responsive to business and community expectations, demonstrably cost-effective and subject to public accountability through:

- Customer service
- Customer evaluation

3.3.4 GOAL 4 – CORPORATE CULTURE

To embrace and pursue a corporate culture that promotes and recognises services, accountability, initiative, creativity and integrity through:

- Encouragement and recognition
- Development
- Accountability

The Corporate Goals are achieved by the identification and implementation of Principal Activities and Objectives.

Council has established 11 broad areas of activity which cover its service delivery. Those activities, and their associated objectives, are summarised in the next section.

3.4 SUMMARY OF PRINCIPAL ACTIVITIES AND OBJECTIVES

ACTIVITY	OBJECTIVE
Administration	To provide sound management of the resources of Council, representative and responsive government, meet statutory requirements and provide services to the organisation in a cost effective and timely manner.
Public Order and Safety	To provide adequate animal control and by-laws enforcement, and to support bush fire protection and emergency services.
Health	To provide a healthy environment and a level of service commensurate with available resources and reflective of community expectations.
Community Services and Education	To provide community services which are accessible to all and which meet the social and personal needs of residents.
Housing and Community Amenities	To ensure that uses of all land are appropriate and that Council provides community amenities that are sufficient to service the needs of the community.
Recreation and Culture	To provide, on an equitable basis, a variety of locally enjoyable recreational and cultural facilities.
Economic Affairs	To provide efficiently run business undertakings while facilitating the economic viability of the region and promoting tourism as a means of stimulating the local economy.
Transport and Communications	To provide a transport infrastructure system which allows safe, convenient and comfortable pedestrian and traffic movement within the Shire.
Water Supply	To provide a high quality water supply for urban areas and to provide the best possible service to consumers on the Villages Scheme.
Sewerage Services	To provide a sewerage service to defined benefit centres which is economical, reliable and safe and meets agreed community standards and EPA requirements
Mining, Manufacture and Construction	To encourage proper management and development of resources.

3.5 SUMMARY OF KEY PERFORMANCE INDICATORS TO MEASURE COUNCIL'S OBJECTIVES

ACTIVITY	KEY PERFORMANCE INDICATOR
Administration	<p>The current ratio (measure of liquidity) is above 1.</p> <p>The debt service ratio is zero.</p> <p>The General Rate is below the industry average.</p> <p>The staff turnover is less than the industry average of 13%.</p> <p>Wages and Salaries (including on-costs) as a percentage of total expenditure have not increased.</p> <p>Maintain a utilisation rate of 85% on major plant items.</p>
Public Order and Safety	<p>Bush Fire Management Committee to hold a minimum of two Meetings a year.</p> <p>Dog complaints have not increased.</p>
Health	<p>The percentage of environmental and health costs per capita is stable or increasing.</p>
Community Services and Education	<p>The cost of community services per capita remains stable.</p> <p>Family Day Care places remain stable or increase.</p>
Housing and Community Amenities	<p>The charge for domestic waste management services per residential property is below the average when compared with similar sized regional Councils.</p> <p>Development Applications are processed within 42 days.</p> <p>Trees planted shall be at least 300 per annum.</p> <p>The number of insurance claims for stormwater overflow is stable or reducing.</p>

Recreation and Culture	<p>Public Libraries expenditure per capita does not diminish.</p> <p>Libraries issues per capita remains stable or increases.</p> <p>Increase patronage at pools, taking into account weather conditions.</p> <p>Percentage of area of parks per capita does not diminish.</p>
Economic Affairs	<p>Number of businesses is increasing.</p> <p>Caravan Park utilisation remains stable or increase.</p> <p>Visitors' Centre visitors remain stable or increase</p>
Transport and Communications	<p>Road maintenance costs per kilometre are on par with other similar Councils.</p> <p>Accidents due to road standards are kept to a minimum.</p> <p>The Parkes Aerodrome generates enough income to cover all expenses.</p>
Water Supply	<p>The percentage of tests where water quality meets "Australian Drinking Standards, 1987" has remained at 100%.</p> <p>No development is inhibited due to inadequate planning and construction of water infrastructure.</p>
Sewerage Services	<p>Council shall comply with its Discharge Licence.</p> <p>No examples of development being inhibited due to inadequate planning and construction of sewerage infrastructure.</p>
Mining, Manufacture and Construction	<p>100% of Construction Certificates issued within 21 working days where no referral is required.</p>

4 STRATEGIC DIRECTION

4.1 VISION STATEMENT

The following Vision Statement is a declaration of the long-term aspirations of Council and serves as a focus for the future. It applies to all areas of the Shire.

**"PARKES SHIRE COUNCIL -
PROGRESS, OPPORTUNITIES
AND A QUALITY LIFESTYLE
FOR OUR RESIDENTS"**

4.2 MISSION STATEMENT

The following Mission Statement broadly describes how Council intends to achieve its vision:

- *To provide ratepayers/residents with commitment to service within the limitations of resources.*
- *To actively encourage quality development in the Parkes Shire.*
- *To develop an ethical and mutually beneficial relationship with governments, developers and residents.*
- *To include our employees as part of the team while achieving our objectives.*

4.3 STATEMENT OF VALUES

- *To provide essential services in a cost efficient and effective manner.*
- *To maintain the current standard of living enjoyed by all residents.*
- *To ensure the utmost integrity in any matter relating to the Council's affairs.*
- *To provide leadership in the community.*
- *To ensure the provision of service excellence to all sections of the community.*
- *To provide employees with an acceptable working environment and to provide teamwork in all issues facing the Council.*
- *To provide open and accessible Government.*

4.4 CUSTOMER SERVICE LEVELS

Parkes Shire Council is committed to satisfying the needs of the residents and visitors to the Shire. To achieve this, the following customer service levels are defined:

4.4.1 GENERAL REQUESTS/ENQUIRIES

- Parkes Shire Council will respond to all written requests/enquiries within ten working days of receipt. Whilst it is not always possible for the responses to be in full, Council will provide an acknowledgment, listing the action being taken and the name and telephone number of the officer dealing with the matter.
- Telephone and counter requests/enquiries will be handled promptly and where information is not readily available, verbal enquiries will be answered within four (4) working days.

4.4.2 TRANSPORT

- Dangerous road conditions will be responded to within two (2) hours of being reported to Council in working hours and within three (3) hours after working hours.
- Damaged or vandalised street/road signs will be repaired within one (1) week of being reported and where replacement is necessary, customer to be advised within one (1) week of Council's Replacement Schedule.

4.4.3 WASTE SERVICES

- All domestic waste management collections provided to residential properties will be completed by 1.00 pm on the respective collection day, subject to no mechanical breakdown of equipment.

4.4.4 SEWERAGE SERVICES

- All sewerage service system failures will be responded to within three (3) hours of being reported.

4.4.5 WATER SUPPLY SERVICES

- All water supply failures will be responded to within three (3) hours of being reported.

4.4.6 COMMUNITY PROTECTION

- All blockages in the drainage system with potential to flood private property will be responded to within three (3) hours and cleared within 24 hours of being reported to Council.

4.4.7 BUILT AND NATURAL ENVIRONMENT

- All fully documented development, subdivision and building applications shall be determined by Council within twenty-one (21) working days of lodgement, except:
 - When advertising of the proposal and notification of adjoining owners is required, where an additional 14 days will be required for processing; and/or
 - When reference to a statutory authority is required for any application.
- All requests in respect of noisy dogs will be responded to within two (2) days of the report being received.
- All complaints received during working hours with respect to stray dogs and straying stock will be investigated within eight (8) hours of being reported to Council. After hours calls will be attended to if situation is life threatening or an emergency.

4.4.8 HUMAN ENVIRONMENT

- All complaints received during working hours related to food premises shall be responded to within two (2) working days of being reported.
- All infectious disease notifications will be responded to within two (2) working days of receipt.

4.4.9 PARKS AND LANDCARE SERVICES

- All dangerous defects in parks and sporting facilities will be responded to within five (5) working hours of being reported.
- All fallen or hazardous street trees will be responded to within five (5) working hours of being reported, both during and after working hours, subject to severe weather conditions.

5 THE MANAGEMENT PLAN

5.1 SUMMARY OF PRINCIPAL ACTIVITIES

Principal Activity	Functions
Administration	Budgeting and Asset Planning Financial Reporting and Services Human Resources Public Image and Co-operation Information Services Store and Depot Operations Plant Management Services Corporate Development/Strategic Management
Public Order and Safety	Ranger Services Bush Fire Prevention Emergency Services
Health	Insect/Vermin Control Food Surveillance Immunisations Administration and Inspections Noxious Plants
Community Services and Education	Family Day Care Social Services Youth Services
Housing and Community Amenities	Domestic Waste Management Services Other Waste Management Services Town Centres' Beautification Urban Beautification Public Cemeteries Public Conveniences Soil Erosion and Preservation of Native Vegetation Town Planning Street Cleaning Urban Stormwater Drainage Environmental Protection
Water Supplies	Refer to Water Services Business Plan
Sewerage Services	Refer to Sewerage Services Business Plan
Recreation and Culture	Public Libraries Museums Art Galleries Community Centres Other Cultural Activities Swimming Pools Parks and Gardens Sporting Grounds Other Sport and Recreation
Mining manufacturing and Construction	Building Control Quarries and Pits
Transport and Communication	Roads Bridges Footpaths Airport Parking Area Bus Shelters and Services Ancillary Roadworks
Economic Affairs	Caravan Parks Tourism Industrial Development Promotion Saleyards Other Business Undertakings

5.2 STATEMENT OF PRINCIPAL ACTIVITIES AND OBJECTIVES PURSUANT TO SECTION 403(1) OF THE LOCAL GOVERNMENT ACT 1993.

The following table, contained on pages 23 to 45, details the Statement of Principal Activities and Objectives.

2006/2007 to 2008/2009 PRINCIPAL ACTIVITIES

PRINCIPAL ACTIVITY: ADMINISTRATION

Objective Statement

To provide sound management of the resources of Council, representative and responsive government, meet statutory requirements and provide services to the organisation in a cost effective and timely manner.

Key Performance Indicators

- 1 The current ratio (measure of liquidity) is above 1.
- 2 The debt service ratio is zero.
- 3 The General Rate is below the industry average.
- 4 The staff turnover is less than the industry average of 13%.
- 5 Wages and Salaries (including on-costs) as a percentage of total expenditure have not increased.
- 6 Maintain a utilisation rate of 85% on major plant items.

Customer service obligations.

- All written requests/enquiries will be responded to within 10 working days.
- Telephone and counter requests/enquiries will be handled promptly and where not answered immediately shall be answered within four days.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
The Council embraces all the elements of sound management and detailed forward planning.	Provide a fully planned Revenue Policy (including Estimates) on a 3 year basis and monitor performance of Council activities; Comply with statutory requirements and identify additional performance indicators.	Prepare Revenue Policy for inclusion in Management Plan.	31 May annually	DCS
		Develop and review long term financial plans.	31 May annually	DCS
	Ensure Council has adequate revenue to meet its needs.	Implement an equitable rating structure, maximise grant funds and revenue from the investment of surplus funds.	Ongoing	DCS

PRINCIPAL ACTIVITY: ADMINISTRATION

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Council has human resource capacities that will enable Council to fulfil its corporate planning objectives.	Planning and staffing. Recruit and develop a highly skilled and motivated workforce.	Current initiatives and procedures reviewed and circulated.	Ongoing	DCS
	Performance management and reward. Implement salary system and investigate options for performance assessment.	Annual competency assessments carried out.	30 June	DCS
	Training and development. Encourage ongoing training and development of staff to enhance their skills for the achievement of Council's objectives.	Corporate and individual training plans reviewed based on results of competency assessments.	30 June (corporate) 31 July (individual)	DCS
	Industrial relations. Utilise a range of strategies to obtain and provide information on current and emerging human resource issues, thereby minimising industrial conflict.	Industrial relations advice provided to management. Options considered for each issue and appropriate forms of communication selected.	Ongoing	DCS
	Occupational health and safety (OH&S). Provide a safe workplace.	Review OH&S management system to ensure compliance with OH&S Act and Regulations.	Ongoing	DCS
	Workers compensation and rehabilitation. Minimise the social and financial cost of workplace injuries.	Monitor and report on workers compensation claims. Develop and implement rehabilitation plans.	Ongoing	DCS
	Equal employment opportunity (EEO). Ensure the absence of discrimination or harassment in the workplace.	Review EEO management plan and develop grievance handling procedures.	Ongoing	DCS

PRINCIPAL ACTIVITY: ADMINISTRATION

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
<p>Council is regarded as an effective, responsible and responsive form of Government.</p> <p>There is high public awareness of Council's activities and operations.</p> <p>Ensure Council operates using innovative, flexible and responsible management systems.</p> <p>Provide Information Systems and Technology that meets the needs of the organisation.</p>	Promote Council.	Monitor newspaper comments, complaints made (CAIRS system).	Ongoing	DCS
	Create public awareness of Council's activities.	Monitor newspaper comments, radio and TV.	Ongoing	DCS
	Council is regarded as innovative and responsible .	Ensure Council Web Page is current and reflects up-to-date information for ratepayers, local community and internet community.	Ongoing	DCS
	Develop information and communication systems , which enhance the capability of the Council.	Encourage ongoing training and education of all staff. Hold informal and formal discussion groups. Reward innovative ideas.	Ongoing	DCS
		Undertake a review of the information needs and requirements of the organisation, including the priorities already assigned.	Feb each year	DCS
		Document on an ongoing basis the training needs of staff and develop training programs.	Ongoing	DCS

PRINCIPAL ACTIVITY: ADMINISTRATION

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Provide an effective Depots and Stores operation.	Depots and Stores to be operated in an economical and modern manner.	All purchasing complies with LGA and Council's policy.	Ongoing	DI
		Quarterly reviews undertaken. (1) Rates, (2) Utilisation, (3) Efficiencies	Ongoing	DI
		Implement Annual LTP strategy	Ongoing	DI
Maintain a modern plant fleet.	Council's Plant Fleet is modern and facilitates the most efficient work processes and is competitive with private sector organisation costings.	Prepare LTP Strategy for next year	30/6/07	DI
A planning process is in place which ensures that the long term visions and strategies of Council are documented and available to the community.	In Council's planning , no significant current or projected needs and/or concerns of Council or the community are overlooked.	Develop and update annually Council's Corporate Strategic Plan and Management Plan.	Ongoing	GM

PRINCIPAL ACTIVITY: PUBLIC ORDER AND SAFETY

Objective Statement

To provide adequate animal control and by-laws enforcement, and to support bush fire protection and emergency services.

Key Performance Indicators

- 1 Bush Fire Management Committee to hold a minimum of two Meetings a year.
- 2 Dog complaints have not increased.

Customer Service Obligations:

- All requests in respect of noisy dogs will be responded to within two days of the report being received.
- All complaints received during working hours with respect to stray dogs and straying stock will be investigated within 24 hours of being reported to Council.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
To develop, administer and promote ranger control and associated education services to maintain the quality of life of the community and protect its assets.	To encourage dog and animal owner accountability, including stock .	Animal registrations.	Ongoing	DPE
		Public education.	Ongoing	DPE
		Construct new animal shelter facility	30 June 2007	DPE
	To reduce vandalism .	Application of new techniques.	Ongoing	DPE
	To reduce litter .	Enforce litter reduction policies.	Ongoing	DPE
	To reduce public nuisances, including shopping trolleys .	Control over shopping trolleys, abandoned cars.	Continuously	DPE

PRINCIPAL ACTIVITY: PUBLIC ORDER AND SAFETY

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
To prevent and control bush fires.	Fire Safety Operations. Provide an efficient and effective Bush Fire response in co-operation with the Rural Fire Service.	<p>Ensure Rural Fire Service provides the services as per the Service Level Agreement.</p> <p>Attend Bush Fire Management Committee and Liaison Committee meetings to be held at least twice per year. Attend Senior Management Team meetings.</p> <p>Participate in the Review of Bush Fire Plans annually.</p> <p>Review Service Level Agreement annually in conjunction with Liaison Committee.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>By 30/6 each year</p> <p>By 30/6 each year</p>	<p>DO</p> <p>DO</p> <p>DO</p> <p>DO</p>
Local Emergency Services are capable of responding to appropriate emergencies	<p>Assist with the provision of an efficient and effective State Emergency Service for Parkes Shire.</p> <p>Assist with the provision of efficient and effective emergency response.</p>	<p>Review Plant long term plan and maintenance budgets.</p> <p>Implement quarterly reporting on SES activities and other matters as required</p> <p>Represent SES on the Local Emergency Management Committee.</p> <p>Provide Local Controller.</p> <p>Provide executive support to the Local Emergency Management Committee through the Council appointed Local Emergency Management Officer.</p> <p>LEMC to meet four times per year.</p>	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>DI</p> <p>DI</p> <p>DI</p> <p>DI</p> <p>DO</p> <p>DO</p>

PRINCIPAL ACTIVITY: HEALTH

Objective Statement

To provide a healthy environment and a level of service commensurate with available resources and reflective of community expectations.

Key Performance Indicators

1 The percentage of environmental and health costs per capita is stable or increasing.

Customer Service Obligations:

- All complaints received during working hours related to food premises shall be responded to within two working days of being reported.
- All infectious disease notifications will be responded to within two working days.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Prevent the harbourage and breeding of vermin and other pests.	Vermin Reduction. Maintain an efficient action and response system.	Carry out regular inspections and respond to information lodged.	Ongoing	DPE
Minimise health problems caused by unclean food and premises.	Food Surveillance. Provide an efficient food surveillance service.	Introduce projects and systems.	Ongoing	DPE
		Conduct education programs for food handlers and managers	Ongoing	DPE
Promote and preserve a healthy and safe community.	Health Planning Participate in Parkes Injury Prevention Project.. Attend Regional Health Service review meetings.	Review Parkes Injury Prevention Project.	Ongoing	DI
		Make comment on Health Service Planning Reviews.	Ongoing	DPE

PRINCIPAL ACTIVITY: HEALTH

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Restrict noxious plants infestation to the lowest practical level.	Maintain an efficient system of noxious plants control.	Carry out regular inspections and develop eradication programs.	Ongoing	DI
		Participate in the Lachlan Valley Noxious Weeds Advisory Group.	Ongoing	DI
		Maintain records of infestations using 'Weedmap'.	Ongoing	DI

PRINCIPAL ACTIVITY: COMMUNITY SERVICES AND EDUCATION

Objective Statement

To provide community services which are accessible to all and which meet the social and personal needs of residents.

Key Performance Indicators

- 1 The cost of community services per capita remains stable.
- 2 Family Day Care places remain stable or increase.
- 3 Youth Centre services an increasing number of young people within the target group.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Ensure Social Service needs of the Parkes Shire communities are identified, considered for service provision and where appropriate are provided for those in the community in need; Encourage social welfare services to the Shire, together with capital funds for accommodation of such services.	Provide Family Day Care services.	Family Day Care service monitored.	Ongoing	DCS
	Support Child Care facilities in the Shire.	Provide well maintained facilities.	Ongoing	DPE
	Implement Social/Community Plan .	Action plans undertaken.	Ongoing	DPE
		Prepare comprehensive review and update action plans	31/12/07	DPE
	Implement Cultural Plan .	Action plans undertaken	Ongoing	DPE
Ensure the youth needs of the Parkes Shire are identified and considered for service provision and where appropriate, met.	Needs identified and documented and considered for provision of service by consultation with communities.	Collect data in surveys triennially.	Ongoing	DCS
		Work with to improve access to services and encourage a broader range of activities.	Ongoing	DCS

PRINCIPAL ACTIVITY: HOUSING AND COMMUNITY AMENITIES

Objective Statement

To ensure all land uses are appropriate and that Council provides community amenities that are sufficient to service the needs of the community.

Key Performance Indicators

- 1 The charge for domestic waste management services per residential property is below the average when compared with similar sized regional Councils.
- 2 Trees planted shall be at least 300 per annum.
- 3 The number of insurance claims for stormwater overflow is stable or reducing.

Customer Service Obligations:

- Domestic garbage will be collected by 1.00 pm on the collection day, subject to no breakdowns.
- The percentage of waste management complaints has decreased.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Operate an efficient Waste Management and Resource Recovery System for urban and rural areas.	Provide waste and recycling collection services.	A weekly collection service for mixed solid waste to residents, commercial and industrial premises of all villages and towns within the Shire and areas zoned 1c under the Parkes Local Environmental Plan 1990.	Commence 3 October 2005	DPE
		<ul style="list-style-type: none"> • Fortnightly commingled recycling collection service in a 240 litre wheelie bin • Two annual source separated kerbside cleanup services. One for bulky waste and one for green waste 	3 October 2005	DPE
	Develop Waste Landfill Depot facilities and acquire adequate plant.	Develop and review Long Term Financial Plans.	Ongoing	DPE
	Support Regional and Subregional strategies to maximise resource recovery and to improve the overall sustainability of waste management	Revised Operation Plan for the management of the Parkes landfill to be implemented. Operation of unsupervised landfills to be reviewed and consolidated	3 October 2005	DPE
		Implement NetWaste Regional and Subregional strategies, actions and programs	Ongoing	DPE

PRINCIPAL ACTIVITY: HOUSING AND COMMUNITY AMENITIES

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Improve visible appearance of town centres.	Prepare Parkes Main Street Plan .	Implement Main Street Plan.	Annually	DI
		Develop and implement Approach Routes Plan	30/6/07	DI
Make urban areas more attractive.	Provide an arboricultural service which encourages visitors and favourable comment in relation to the urban areas of the Shire.	Prepare a Tree Planting Plan.	Ongoing	DO
		Conduct a major tree planting programme each year.	Annually	DO
		Support community groups to carry out tree planting programmes.	Ongoing	DO
Provide cemeteries in the various Shire communities.	Cemeteries are provided which meet the community's expectations.	Record on CAIRS System comments in relation to cemeteries.	Ongoing	DPE
		New lawn cemetery to be developed.	30/6/07	DPE
Provide public conveniences in the various Shire communities.	Public Conveniences are provided which meet the community's expectations.	Undertake regular inspection and cleaning of facilities.	Ongoing	DPE
Prevent soil erosion and preserve native vegetation.	Reduction of areas affected by soil erosion and maintenance of level of native vegetation.	Carry out education programs in conjunction with LandCare, DIPNR, etc. Develop and implement policies. To carry out works to address erosion areas and preserve areas of native vegetation.	Ongoing	DI

PRINCIPAL ACTIVITY: HOUSING AND COMMUNITY AMENITIES

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
<p>Provide for Council's strategic planning of land use and development through the maintenance and implementation of the Parkes Local Environmental Plan and associated Development Control Plans.</p>	<p>Use Local Environmental Plans and other planning controls to provide clear direction for future growth and to reflect community needs.</p>	<p>Prepare new Local Environmental Plan.</p>	<p>30/6/07</p>	<p>DPE</p>
		<p>Preparation of Comprehensive Land Use Strategy.</p>	<p>31/12/06</p>	<p>DPE</p>
	<p>Ensure sensitive design and environmental responsibility in developments.</p>	<p>Apply and review Development Control Plans.</p>	<p>Ongoing</p>	<p>DPE</p>
	<p>Recognise and proactively facilitate the whole of Parkes as a transport focus.</p>	<p>Amend Parkes LEP 1990 to rezone land directly west and south of Parkes from 1(a) Rural "A" to 4(a) Industrial "Hub" and 6(a) Service Corridor.</p>	<p>30/6/07</p>	<p>DPE</p>
		<p>Prepare a development control plan incorporating a structure plan for the Parkes Hub</p>	<p>30/6/07</p>	<p>DPE</p>
		<p>Prepare a new Section 94 Development Contributions Plan</p>	<p>30/6/07</p>	<p>DPE</p>
		<p>Formalise a team approach to provide technical and professional assistance to key private sector development.</p>	<p>31/12/07</p>	<p>DPE</p>

PRINCIPAL ACTIVITY: HOUSING AND COMMUNITY AMENITIES

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP	
Acknowledge and build upon the heritage of our Shire.	Preserve our natural and cultural heritage.	Preparation of Parkes Shire Heritage Study.	2004	DPE	
		Preparation of Aboriginal heritage Study	30/6/07	DPE	
	Identify and act upon funding opportunities for heritage schemes.	Continue Heritage Advisory Service and Local Heritage Funding (Heritage Incentives Scheme).	Until 2007	DPE	
		Continue Parkes Shire Heritage Committee.	4 meetings held per year	DPE	
	Create an intersectorial approach to heritage matters.	Establish combined museum to relate and celebrate the history of the area.	Completion of volunteer manager museum (stage 1)	31/12/07	DPE
			Development of Moat Cottage to contain exhibition of Sir Henry Parkes	30/6/07	DPE
		Development of a volunteer managed motor museum and craft centre	30/6/07	DPE	
Provide a system of regular street cleaning.	Street Cleaning. Enhance the physical appearance of towns and villages.	Sweep gutters in Parkes' commercial area daily. Others in Parkes and townships in accordance with programme.	Ongoing	DO	
Stormwater systems enable the effective management of stormwater flows.	Provide a stormwater drainage system.	Complete Stormwater Model.	Ongoing	DI	
	Provide a stormwater drainage system using best practice principles.	Apply water sensitive urban design.	Ongoing	DI	

PRINCIPAL ACTIVITY: HOUSING AND COMMUNITY AMENITIES

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Environmental best practice is displayed by the Council and the community.	To provide the public, decision makers and governments with information about the status and condition of the environment , and to take positive steps for improvements.	Prepare a report on the State of the Environment and in particular in relation to the environmental sectors listed under 428 2 (c) (i) to (ix) of the Local Government Act 1993.	30/11/07	DPE
		Participate in the CENTROC Regional Environmental Managers forum and in the preparation of any Regional State of the Environment Report.	30/11/07	DPE
On site sewerage management implemented	Implement On-site Sewage Management Regulation to ensure that householders and other operators of small sewage management systems take responsibility for maintenance and performance of their facilities, to eliminate risks to public health and to minimise pollution and negative impacts on community amenity. Promote the sustainable use of land, water and living natural resources.	Review the draft On-site Sewage Management Plan.	31/12/07	DPE
		Integrate Plan with State of the Environment Report to address on-site sewage management matters.	31/12/07	DPE
		Applications for approval processed and monitored.	Ongoing	DPE
		Support Parkes District LandCare	Ongoing	DPE

PRINCIPAL ACTIVITY: WATER SUPPLY

Objective Statement

To provide a high quality water supply for urban areas and to provide the best possible service to consumers on the Villages Scheme.

Key Performance Indicators

- 1 The percentage of tests where water quality meets “Australian Drinking Standards, 1987” has remained at 100%.
- 2 No development is inhibited due to inadequate planning and construction of water infrastructure.

Customer Service Obligations:

- All water supply facilities will be responded to within three hours of being reported.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
The Water Service meets national drinking water standards and public expectations.	Meet Australian Standards.	Provide water sampling and testing through NATA laboratories to Parkes and villages.	Ongoing	DI
		Identify and address deficiencies.	Ongoing	DI
		Investigate need for chlorination unit on Peak Hill pipeline.	30/6/07	DI
Water is supplied to all delivery points whether residential, industrial or commercial.	Council will endeavour to supply water to all consumers at a pressure which maximises the capacity of the systems, within defined service areas.	System monitored for pressure, flow and quality. Deficiencies addressed.	Ongoing	DI
		Identify requisite infrastructure for Parkes Transport HUB	As required	DI

PRINCIPAL ACTIVITY: WATER SUPPLY

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
A water supply system with sufficient capacity for current and projected growth requirements is provided.	No examples of water supply system failing to meet anticipated demand in recognised supply areas.	Implement Parkes Integrated Water Cycle Management Plan	On subsidy provision by DIPNR	DI
	Develop Strategy for Village Schemes.	Identify deficiencies.	Ongoing	DI
		Develop strategies.	Ongoing	DI
Water is supplied at reasonable prices, with encouragement for conservation.	Implement Department of Energy, Utilities and Sustainability best practice guidelines.	Review Developer Contribution Plan.	30/6/07	DI
		Review Financial Plan.	30/6/07	DI
		Review Strategic Business Plan.	30/6/07	DI
		Develop Asset Management Plan and Policy.	30/6/07	DI

PRINCIPAL ACTIVITY: SEWERAGE SERVICES

Objective Statement

To provide a sewerage service to defined benefit centres which is economical, reliable and safe and meets agreed community standards and EPA requirements.

Key Performance Indicators

- 1 Council shall comply with its Discharge Licence.
- 2 No examples of development being inhibited due to inadequate planning and construction of sewerage infrastructure.

Customer Service Obligations:

- All Sewerage Service System failures will be responded to within three hours of being reported.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
A sewerage system with sufficient capacity for current and projected growth requirements is provided.	Implement Parkes Integrated Water Cycle Management Plan	Petition for financial subsidy.	Ongoing	DI
		Develop strategies to implement Integrated Urban Water Cycle Management Plan (IWCM)	30/6/07	DI
		Implement Trundle and Tullamore Sewerage.	30/6/08	DI
		Identify requisite systems for Parkes Transport HUB	As required	DI
Provide a sewerage system at a reasonable cost.	Implement Department of Energy, Utilities and Sustainability best practice guidelines.	Review Developer charges.	30/6/07	DI
		Review Financial Plan.	30/6/07	DI
		Review Strategic Business Plan.	30/6/07	DI
		Develop Asset Management Plan and Policy	30/6/07	DI
Trade Waste users are licensed with a charging structure that reflects cost of treatment and encourages on-site treatment of waste.	Implement Department of Energy, Utilities and Sustainability best practice guidelines.	Complete and implement fees and charges.	30/6/07	DI
		Develop Trade Waste Approval Policy	30/6/07	DI
		Undertake liquid trade waste inspections and discharge contracts.	30/6/07	DI

PRINCIPAL ACTIVITY: RECREATION AND CULTURE

Objective Statement

To provide, on an equitable basis, a variety of locally enjoyable recreational and cultural facilities.

Key Performance Indicators

- 1 Public Libraries expenditure per capita does not diminish.
- 2 Libraries issues per capita remains stable or increases.
- 3 Increase patronage at pools, taking into account weather conditions.
- 4 Percentage of area of parks per capita does not diminish.

Customer Service Obligations

- All dangerous defects in parks and sporting facilities will be responded to within five days of being reported.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
A high quality Library service is provided which meets the educational, recreational and information needs of the residents of the Shire and visitors to the Library.	Develop and implement Library Services at Parkes, Peak Hill, Trundle, Tullamore and Bogan Gate.	Conduct Information Sessions on the use of Library Services.	Ongoing	DCS
		Develop Information Technology.	Ongoing	DCS
		Provide efficient reference and information services to the public and Council staff.	Ongoing	DCS

PRINCIPAL ACTIVITY: RECREATION AND CULTURE

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
To encourage and promote local historical, cultural and arts organisations and activities.	Assist local museums .	Consider annual budgetary allocation.	Ongoing	DCS
	Assist local arts shows .	Purchase art works.	Annually	DCS
Provide swimming pools in the most cost effective manner.	Provide all Council swimming pools in a manner which provides for maximum enjoyment without compromising health or safety standards.	Maximise Pool availability within funds available.	Ongoing	DO
Beautify the Shire of Parkes through its Parks and Gardens.	Develop and maintain Council's passive recreation areas and public gardens to meet the needs and expectations of the community.	Ensure effective maintenance with funds available.	Ongoing	DO
		Maintain playgrounds in accordance with Australian Standards.	Ongoing	DO
Village Improvements	Provide assistance for Village improvements, generally after consultation with local representative Committees.	Consult with local committees where appropriate.	Ongoing	DO

PRINCIPAL ACTIVITY: MINING, MANUFACTURE AND CONSTRUCTION

Objective Statement

To encourage proper management and development of resources.

Key Performance Indicators

- 1 Development Applications are processed within 42 days.
- 2 100% of Construction Certificates issued within 21 working days where no referral is required.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Assess and determine development applications in accordance with statutory and policy requirements and contemporary practices.	Assess and approve applications in accordance with statutory standards, codes and requirements and Council's policies.	Maintain 'Approve NSW' approvals management system.	Ongoing	DPE
	Undertake effective consultation in accordance with Council Policy.	Meet performance targets and service levels of operating plan.	Ongoing	DPE
Inspect developments under construction to ensure compliance.	Consistent approach to assessment/determination of Development Applications.	Review Development Control Plan for relevance on a regular basis.	Ongoing	DPE
	Council to act where appointed as Principal Certifying Authority	Mandatory Critical Stage Inspections maintained	Ongoing	DPE

PRINCIPAL ACTIVITY: TRANSPORT AND COMMUNICATION

Objective Statement

To provide a transport infrastructure system which allows safe, convenient and comfortable pedestrian and traffic movement within the Shire.

Key Performance Indicators

- 1 Road maintenance costs per laned km are on par with similar Councils.
- 2 Accidents due to road standards are kept to a minimum.
- 3 The Parkes Aerodrome generates enough income to cover all expenses.
- 4 Claims for footpath injuries are stable or decreasing.

Customer Service Obligations

- Dangerous road conditions will be responded to within two (2) hours of being reported to Council in working hours and within three (3) hours after working hours.
- Damaged or vandalised street/road signs will be repaired within one (1) week of being reported and where replacement is necessary, customer to be advised within one (1) week of Council's Replacement Schedule.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Provide an adequate and safe road system for vehicles.	Provide a road maintenance and construction service on State Roads and Regional Roads for the Roads and Traffic Authority.	Undertake Program in accordance with Maintenance Agreements and Contracts.	Compliance Dates	DO
	Provide a road maintenance and construction service on Rural Roads .	Develop maintenance and construction programmes to best utilise available resources.	Ongoing	DO
	Provide a road maintenance and construction service on Urban Roads .	Develop maintenance and construction programmes to best utilise available resources	Ongoing	DO
	Develop Asset Management Plan and Policy	Integrate into Works Program.	Ongoing	DI
Provide adequate and safe access systems for pedestrians.	Provide a footpath maintenance and construction operation.	Develop Footpaths Capital Works Programme.	Annually	DO
		Implement a rolling programme for footpath repair and resurfacing.	Annually	DO
		Implement strategic Asset Management Program.	Annually	DO

PRINCIPAL ACTIVITY: TRANSPORT AND COMMUNICATION

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Provide an airport facility at Parkes.	Airport Facility to operate profitably and meet the needs of commuters and local owners.	Implement the Long Term Management Plan.	Annually	DO
		Investigate ways to increase income to match expenditure.	Ongoing	DO
		Maintain the airport facility in a manner that creates a good impression of the Shire for visitors.	Ongoing	DO
Provide a street lighting network.	Street Lighting system to be provided which meets Australian Standards.	Conduct a Street Lighting Audit to identify non-complying areas and priorities for proposed upgrading.	30/6/07	DO
Develop existing traffic facilities including sign posting and line marking.	Prepare and implement a program for construction and maintenance of facilities, including roundabouts.	As identified.	Ongoing	DI
		Facilitate necessary infrastructure for the Parkes Transport HUB.	As required	DI
To provide off-street car parking.	Ensure that off-street car parking is adequate for demands.	Strategic acquisition of areas for parking	Ongoing	DI
To investigate provision of communications/navigation infrastructure	Areas of deficiencies are identified and relevant action taken	Investigate opportunities for mobile telephone coverage in Tullamore area.	30/6/07	DI
		Implement rural addressing	By December 2007	DI

PRINCIPAL ACTIVITY: ECONOMIC AFFAIRS

Objective Statement

To provide efficiently run business undertakings while facilitating the economic viability of the region and promoting tourism as a means of stimulating the local economy.

Key Performance Indicators

- 1 Number of businesses is increasing.
- 2 Caravan Park utilisation remains stable or increase.
- 3 Visitors' Centre visitors remain stable or increase.

STRATEGY	PERFORMANCE TARGET	ACTIONS/RESPONSIBILITIES (STATEMENT OF MEANS)	BY WHEN	RESP
Promote the economic development of the Shire.	Attract Industry to the Shire.	Promote Parkes Shire through the Tourist Centre, the media, Tourism Board, exhibitions and industry promotions.	Ongoing	GM
Provide a Caravan Park.	A Caravan Park is provided in Parkes which meets the requirements of patrons and has a 3 star rating.	Review the operations/building programme for the Caravan Park to maintain the NRMA rating. Implement Long Term Financial Plan	Ongoing 30/6/07	DPE DPE
Visitors have access to tourism information.	A Visitor Information Centre is provided which meets the needs of visitors.	Promote Parkes Shire through the Tourist Centre, the media, Tourism Board, exhibitions, etc.	Ongoing.	DCS

5.3 STATEMENTS PURSUANT TO SECTION 403(2) OF THE LOCAL GOVERNMENT ACT 1993.

5.3.1 CAPITAL WORKS PROJECTS

Capital works projects to be carried out by Council during the three year period include public works covering the planning, acquisition, construction, rehabilitation and augmentation of infrastructure assets. Infrastructure assets are long life assets that provide services to the community directly or indirectly by their use. Examples are the Council's road network, water supply system and land and buildings.

Spending on capital works projects is referred to as capital expenditure and is distinguished from asset maintenance and operations costs which are part of recurrent (annual) expenditure. The amounts considered for capital works are contained in the Revenue Policy under Capital Expenditure in each function.

5.3.2 SERVICES OF COUNCIL

The Act requires the statement of principal activities to include particulars of the services to be provided. Council's services are listed within this document at 5.1 Summary of "Statement of Principal Activities".

5.3.3 REPLACEMENT OF ASSETS

Council's policies on asset replacement and maintenance include:

5.3.3.1 Light Motor Vehicles

Replace when the distance travelled exceeds 40,000 kilometres or the vehicle is two years old, whichever occurs first. Council reserves the right to trade vehicles at other times when market conditions dictate a favourable return on changeover.

5.3.3.2 Road Plant and Trucks

Replace when running costs exceed the benefits derived from the units.

5.3.3.3 Computer Equipment

Approximately one third of Council's personal computer fleet is replaced annually to ensure a state of the art information technology network.

5.3.4 SALE OF ASSETS

Council disposes of surplus or redundant assets including, but not limited to, small plant, computer equipment, office furniture and fittings etc each year through public sale or auction. It may be prudent from time to time in the ensuing three years to dispose of other Assets (such as surplus buildings). Such disposals will be carried out in accordance with prevailing business practices and any relevant legislative requirements.

5.3.5 BUSINESS AND/OR COMMERCIAL ACTIVITIES

Business and commercial activities are distinguished from other activities by Council's intention to generate a surplus from their operation. The surpluses could be used to subsidise Council's other activities, or to fund the operations and expansion of the commercial activities. They are sometimes referred to as "entrepreneurial" activities.

Council's commercial activities are:

- Spicer Park Caravan Park
- Industrial Development - Lease/Purchase and sale
- Real Estate Development - Residential Estates
- Miscellaneous Private Works

5.3.6 HUMAN RESOURCE ACTIVITIES

Human resource activities are activities aimed at improving the effectiveness and efficiency of Council's staff and providing employees with access to more fulfilling, varied and rewarding work.

Parkes Shire Council is committed to developing a highly skilled and motivated workforce, and its human resource priorities include:

- Continued improvement of its competency-based salary system and training plans.
- Investigation of performance appraisal options.
- Constant monitoring of EEO Management Plan.
- Adoption of grievance handling procedures.
- Update of employees' handbook on a regular basis.
- Identification of performance indicators.
- Recognition of long serving employees.

Council will continue its commitment to Human Resource activities by continued participation in:

- Refinement of recruitment and selection procedures and documentation.
- Involvement in local careers market.
- Development of career information resources.
- Participation in the Central West Human Resources Group.
- Competency assessments carried out for permanent and part-time staff.
- Development of additional performance indicators.
- Development of an Occupational Health Safety and Rehabilitation Management System.
- Provision of assistance with staff education, including payment of half of university and TAFE fees for approved courses.
- Involvement in the Central West Health and Safety Management Group.
- Regular articles on occupational health and safety included in staff newsletter.
- Review meetings with Council's Workers Compensation insurer.
- Involvement in Work Experience Programs.

Council has adopted policies on staff matters including:

- Awards - Higher Grade Pay.
- Absenteeism Due to Sick Leave.
- Code of Conduct.
- Complaints against Employees.
- Corporate Wardrobe.
- Education and Training.
- Equal Employment Opportunity.
- Expenses - Conferences and Council Representatives.
- Information Services Usage.
- Occupational Health and Safety Matters, eg. Protective Equipment, Safe Operating Procedures, Rehabilitation.
- Sun-Protection.
- Work Experience Participants.
- Lease-back Motor Vehicles.

5.3.7 ENVIRONMENTAL PROTECTION ACTIVITIES

Council is required to provide particulars of activities to protect environmentally sensitive areas and to promote the ecological sustainability of the area. Activities currently being undertaken include:

- Identification of environmentally sensitive areas.
- Development of plans to protect the identified areas and to promote their ecological sustainability.
- Establishment of a database.
- Determination of the resources required to implement a program in stages.

Council's environmental programs are listed in its State of the Environment Report under the twelve functions/principal activities.

5.3.7.1 State of the Environment Reports

Council's last State of the Environment (SoE) Report related to the period 1 July 2003 to 30 June 2004, and has been used to collect information on the environment and to identify many areas where Council requires more information. The report addresses the ten themes as required under the Local Government Act, 1993. This **supplementary** report updates the information presented in the previous **comprehensive** document of 2000 and subsequent supplementary reports.

The structure of the report has been changed in accordance with the revised Environmental Guidelines prepared by the Environment Protection Authority to a format covering the various environmental media and including Council's Environmental Management Plans.

The SoE Report has been linked to Council's Management Plan in order to provide clear direction for future environmental management and planning. This will also facilitate the gathering of further environmental information and concentration on local issues.

Council has continued to fund a reserve to resource future SoE reports, in order to ensure that it presents information about the condition or state of the environment in the area.

5.3.8 EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLANNING

In implementing its Equal Employment Opportunity Management Plan, the following programs will be undertaken by Council:

- Competency based selection criteria for vacant positions.
- Gender balanced staff selection interview panels.
- Competency assessments for the purpose of salary progression and training.
- Collection of EEO statistics.

A number of steps are proposed in the current corporate planning process to ensure the absence of discrimination or harassment in the workplace, including:

- Review the EEO Management Plan.
- Adopt a grievance handling procedure.
- Incorporate EEO training in induction program and training plans.
- Implement approved recommendations of the Local Government Aboriginal Employment Study.

As a result of obligations under the Local Government (State) Award to develop and implement a salary system and training plans, Council has carried out formal EEO training for all staff. The present strategy for implementation and evaluation of the EEO Management Plan is as follows:

- Annually review and if necessary amend the EEO Management Plan.
- Annually report on the progress of the EEO Management Plan to the community, Councillors and Senior Officers.
- Consult with and seek advice from employees as part of the review process.
- Review personnel system to ensure data required to monitor the EEO program is included.
- Develop guidelines to ensure employees' confidentiality in access and use of personnel records.
- Collect relevant data on recruitment, selection, promotion and training and analyse data for representation of EEO target groups.