



PARKES SHIRE COUNCIL

Annual Report

2017/18





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Fit within our planning documents

- + Community Strategic Plan 2030
(Reviewed 2017)
- + Parkes Shire Local Environmental
Plan (LEP) 2012
- + Community Engagement Strategy
2017- 2021
- + 12 Year Strategic Asset Management Plan
2017-18 To 2028-29
- + 12 Year Long Term Financial Plan 2017-18 to
2028-29
- + Parkes Shire Council Workforce Plan 2017-18
to 2020-21
- + Delivery Program 2017-18 To 2020-21
- + Delivery Plan Financial Forecasts 2017-18 to
2020-21
- + Operational Plan 2018- 2019
- + Operational Budget 2018- 2019
- + **Annual Report 2017 - 2018**
- + End Of Term Report 2017-18 to 2020-21

Parkes Shire Council is proud to present our Annual Report for 2017/18. This Annual Report provides a broad overview of Parkes Shire Council's performance within the 2017/18 financial year, and acts as a corporate scoreboard against the goals of the Operational Plan.

The Annual Report provides an overview of Council's financial position, operations and capital works and is prepared in accordance with the Local Government Act, 1993. A report against our Delivery and Operational Program is also contained within.

The final section of this Annual Report includes reports that meet our obligations under the Local Government Act 1993 (NSW) and the requirements of the NSW Integrated Planning and Reporting Framework.

Parkes Shire Council's website provides in-depth information about Council's activities, policies and plans for the future. Please visit parkes.nsw.gov.au if you would like to view this information.

We value your feedback and encourage you to provide any comments on this report. If you would like more information about any item in this report, please contact Council.

Email your feedback or questions to:
council@parkes.nsw.gov.au

Write to us at:
Organisational Capability
Parkes Shire Council,
2 Cecile Street,
PO Box 337,
Parkes NSW 2870

Speak to a Customer Service Officer on 02 6861 2333.



Mayoral Welcome



Cr Ken Keith OAM Mayor

It is with great pleasure that I provide the foreword to the Parkes Shire Council Annual Report for the 2017/18 financial year.

The Annual Report informs the community about the progress we have made towards the Parkes Shire's vision being that by 2030 the Parkes Shire will be "a progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyle".

Parkes Shire Council delivered 96% of the capital projects outlined in the 2017/18 Delivery Program, making the past year one of the most progressive and exciting years for the Parkes Shire.

This financial year, Council leveraged the Australian Government's announcement of \$8.4 billion in the 2017/18 budget for the development of the Melbourne to Brisbane Rail, by promoting the Parkes Shire as an attractive place to relocate and invest. Funded under the NSW Government's Regional Growth Marketing and Promotion Fund, Council launched a substantial integrated business to business marketing campaign targeted at the Western Sydney region, showcasing the benefits

of relocating or expanding businesses to Parkes - centred on Parkes as a strategic logistic node for transport and logistics.

In May 2018, Deputy Prime Minister and Minister for Infrastructure Michael McCormack and NSW Deputy Premier and Minister for Regional NSW John Barilaro chose Parkes to sign a landmark Bilateral Agreement, which made way for the commencement of works on the Inland Rail project in NSW.

Additionally, Parkes welcomed a number of other major logistics developments.

SCT Logistics and DP World Australia announcement of a joint capabilities initiative to provide exporters and importers direct access to the dock at DP World Australia's Sydney terminal via Botany Intermodal.

Pacific National, Australia's largest rail freight operator, committed an initial \$35 million to commence development of the company's Parkes Logistics Terminal. Once operational, the terminal will have the capacity to process approximately 450,000 cargo containers each year, including the ability to haul double-stacked containers from Parkes to Perth, and to Brisbane and Melbourne in the future. Construction will generate 50 full time jobs, while the future terminal will provide up to 20 new skilled jobs including train drivers and terminal crew.

Parkes Shire Council took the next step towards a sustainable future, as one of the first Councils to become a partner in the Cities Power Partnership (CPP). Council strives to be a leader in sustainability by implementing measures across our operations that aim to reduce our carbon footprint and impact on the environment. The CPP collaboration enable us to share resources and ideas with other regional and metropolitan councils about how we can accelerate emission reduction and become a greener, more efficient and resilient community. The new Advanced Water Recycling Facility was officially opened in April 2018. The facility is phase one of a three-phase Wastewater Treatment Plant

and Recycled Water Scheme development, jointly funded by Council and the Australian Government's National Stronger Regions Fund. The project will supply high quality recycled water for open space irrigation sites around Parkes and strengthen Parkes' water security by providing an additional source of water for non-potable use.

Council committed the largest capital work budget towards the Shire's road network, which included the delivery of the Kadina Bridge replacement, Middle Trundle Road widening, and the Bogan Way upgrades.

Other noteworthy projects delivered in 2017/18 include the Peak Hill Gold Mine revitalisation works, Little Theatre seating upgrades, Peak Hill's Lindner Oval exercise and playground equipment installation, construction of Parkes Active Movement footpath network, Parkes CBD CCTV and lighting upgrades, PAC Park shelters, and Trundle's Berryman Oval upgrades.

Council's Grants team were successful in 75 grant submission during the 2017/18 financial year, secured over 5.65 million in funding for Council and community projects. Major projects such as the Parkes Shire Library renovations, the Parkes CBD Vibrancy project and Multipurpose Centre development, refurbishment of the old hospital Community Hall, the Parkes Airport Business Park Development, and construction of the Recycled Water Ring Main are set to be delivered in the 2018/19 financial year.

The Parkes Shire has embraced its growing reputation as the home of fun and quirky events, with Council assisting in the delivery of 185 this financial year, including Trundle ABBA Festival, Tullamore Irish Festival, Peak Hill Meet You Up The Street, Parkes Aero Spectacular, St Elmo Shearing Shed Art Exhibition, and the biggest and best Parkes Elvis Festival to-date - to name just a few. In 2018, NSW Governor David Hurley unveiled a life-size statue of Elvis, recognising the importance of the Elvis Festival to Parkes, as well as the work of the Elvis Revival Inc members and volunteers throughout the Festival's 26 year history.

Parkes has also emerged as a premier destination for corporate events, having been selected to host the 2018 Local Government NSW Tourism Conference, and the inaugural Inland Rail Conference. Parkes is in a fantastic position to host these conferences - seizing the opportunity to tap into the benefits these events bring to host locations.

Throughout the 2017/18 financial year, Council received recognition for a number of projects and initiatives, including the RH Dougherty Award for Excellence in Communications, a Gold Award for Parkes Elvis Festival at the annual NSW Tourism Awards, and jointly awarded the Airport Innovation and Excellence (Operations category) for Aerodrome Reporting Officer Network Forum at the Australian Airport Association (AAA) Industry Awards. The Parkes Integrated Water Infrastructure Renewal Program received three prestigious accolades, winning the Local Government NSW Excellence in the Environment Award for Water Management, a Sustainable Systems Award at the Blue Stars, and the Energy, and winning the Water and Resources Project category at the Australian Excellence in Engineering Awards.

These projects, events and initiatives have ensured the continued prosperity of the Parkes Shire and secure its position as a vibrant, progressive regional hub.

I would like to thank the Parkes Shire community for their efforts in making the Parkes Shire all add up to a positive place to live, work, visit and invest.



Cr Ken Keith
Mayor OAM



Message from our General Manager



Kent Boyd General Manager

I am delighted to provide commentary on the 2017/18 financial year as outlined in this Annual Report. The elected council's four (4) year Deliver program is focused on sustaining and upgrading our capital assets, only when our existing assets reach a suitable standard will we seek to focus on new assets.

There have been a number of achievements during the year which I will highlight, however firstly and most importantly I acknowledge the strong and harmonious leadership provided by our elected Council. Mayor Ken Keith OAM with the support of Deputy Mayor Barbara Newton lead a team of dedicated Councillors, who undertake tasks large and small across the Shire almost every day. As Councillors they make decisions and guide the business of Council with great care and diligence. The Shire is exceptionally well represented.

I also acknowledge our dedicated staff. From Infrastructure, Works & Services and Planning, to Economic Development, customer service, and everything in between; Council's 180 strong workforce prides itself on helping to deliver progress and value to our community. We achieve this mission through working on our values which are being community focused, innovative, acting with integrity, being safe, respecting and caring for each other and teamwork.

It is also important to acknowledge our community, who work closely with Council to provide feedback and ideas for programs. It is our aim to work even more closely with the community to ensure the work we do is aligned with the needs and aspirations of the people we serve.

The 2017/18 financial year has been one of the most exciting to-date, following the Federal Government's commitment of \$8.4 billion towards the construction of the Melbourne to Brisbane Inland Rail. To quote the Deputy Prime Minister The Hon. Michael McCormack MP, we forged ahead in establishing Parkes as "the centre of the universe", launching the Parkes National Logistics Hub Business Attraction Campaign. The strategic multi-media marketing campaign, supported by the NSW Government's Regional Growth Marketing and Promotion Fund, aimed at attracting major logistics, manufacturing, warehousing and distribution companies to establish operations in Parkes.

The success of this campaign is now evident. In addition to the unprecedented national and international interest we are experiencing, we have attracted State Government funding to investigate and plan for a special activation precinct to be established in Parkes, including an inland port, focusing on agricultural value-adding and efficient cost-effective access to domestic and international markets.

We also welcomed a number of other major logistics announcements, with SCT Logistics and Pacific National both expanding their operations in the coming year.

The CleanTeq Nichol/Cobalt mine at Fifield in the Lachlan Shire, has been working with the neighbouring councils and has made significant progress in the past year. The Mine will be a \$2 billion-dollar investment in the region with its headquarters in Parkes. If the Mine proceeds it will be a major employer and contributor to the economy of the region.

In preparation for these major developments, Council embarked on its largest capital works program to-date, focusing on sustaining and upgrading existing assets. While our roads program continues to be the largest expenditure item within Council, we also invested in a number of major infrastructure projects, namely the Water/Sewer Infrastructure Renewal Project, to ensure we can support our current and future population. We are proud to have delivered sustainable infrastructure that will protect our natural resources whilst minimising operational costs, the projects have contributed to the local economy by ensuring local engagement and procurement where possible.

In acknowledging and celebrating the successes of the 2017/18 financial year, we will not however, rest on our laurels. We will continue to work to improve our connection with the people of the Shire, to make the Parkes Shire an even more vibrant and progressive place to live, work and visit.



Kent Boyd
General Manager





Parkes, it all adds up

The Parkes Shire is strategically located within five hours of Sydney and three hours of Canberra. Ideally situated along the Newell Highway, Australia's major inland touring route, where it intersects with essential rail corridors, Parkes is an accessible and appealing destination for tourism, lifestyle and business.

The Parkes Region boasts a diverse economy with strong industries including transport, mining, health care, tourism, agriculture and public administration. With its central location Parkes allows businesses to connect with suppliers and customers quickly with over 80% of the Australian population able to be reached by road within 12 hours.

POPULATION

- + Parkes | 12,096
- + Peak Hill | 1,150
- + Trundle | 666
- + Tullamore | 373
- + Bogan Gate | 307

CLIMATE

- + Rainfall | 584mm per year
- + Winter temperature | min. 6 degrees, max. 15 degrees
- + Summer temperature | min. 16 degrees, max. 32 degrees





Recognising *the Wiradjuri people*

Gawaymbanha Wiradjurigu Ngurambanggu

The traditional land owners of the Parkes Region are the Wiradjuri people who have lived in these lands for more than 40,000 years. The Wiradjuri tribe was the largest in the state, ranging from Albury in the South to Coonabarabran in the North covering approximately one fifth of NSW. The Wiradjuri lands were signposted with carved trees which marked burial grounds.

In the spirit of reconciliation, Parkes Shire Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as the Parkes Shire.

Council also pays respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Indigenous Australians who are present in the Parkes Shire.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

At Council's first Ordinary meeting of the 2016 - 2020 term of Parkes Shire Council held on 20 September 2016, local Wiradjuri Elder Lionel Lovett conducted a Welcome to Country.





Vision, Mission, Future Directions and Values

VISION:

In 2022 the Parkes Shire will be:

"A progressive regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities and healthy lifestyles".

MISSION:

"To deliver progress and value to our community"

Parkes Shire Council strives to delivery progress and value to our community while offering diverse and expansion career opportunities. This allows our employees to contribute positively to our local community while building their careers.

CORE VALUES:

Parkes Shire Council follows the **C.O.R.E.** values which guide our future choices and how we work together.

The C.O.R.E values consist of;

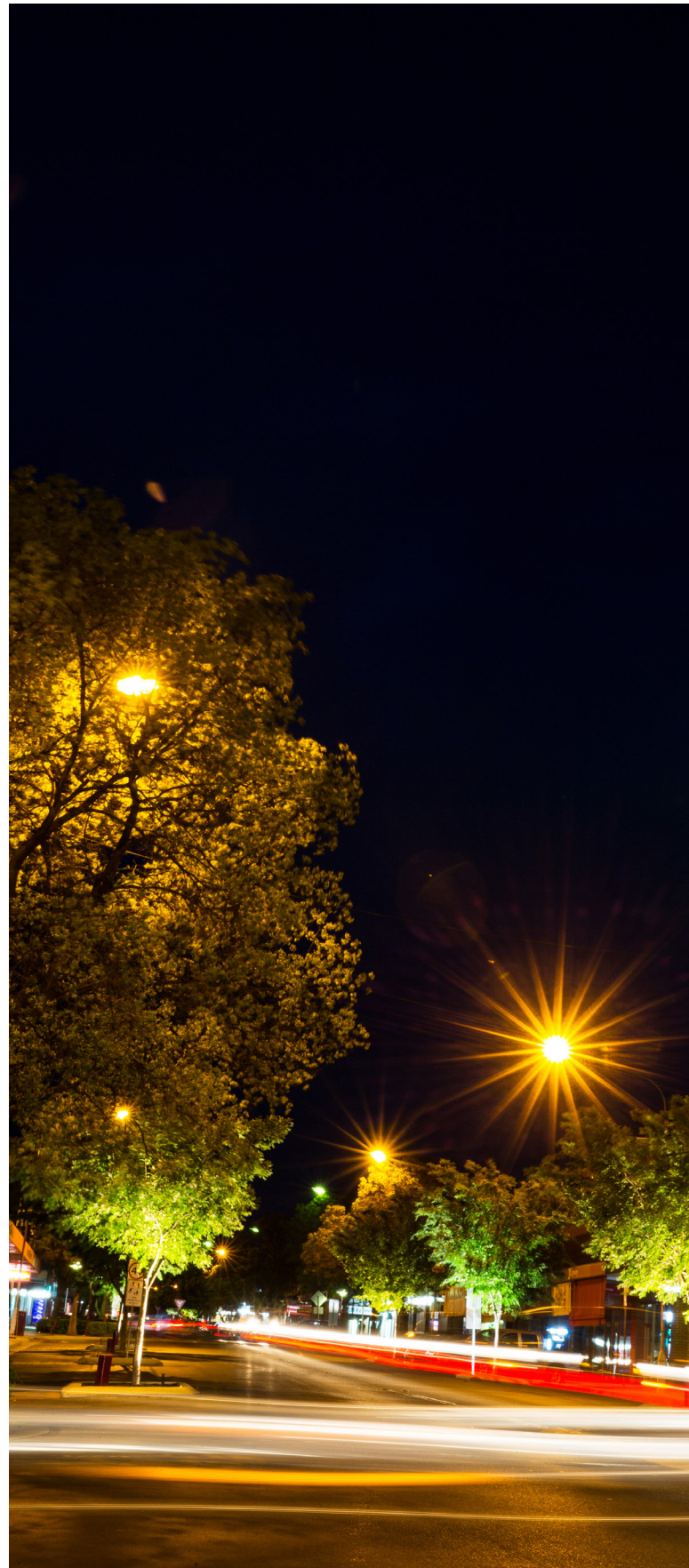
- Caring and friendly
- Open to new ideas
- Respectful, acting with integrity and tolerance
- Engaging and willing to work together

CORPORATE VALUES:

At Parkes Shire Council we are led by our six core values:

- + Community
- + Innovation
- + Integrity
- + Respect
- + Safety
- + Teamwork.

By integrating these corporate values into everything we do, we are able to achieve our mission of delivering progress and value to our community.





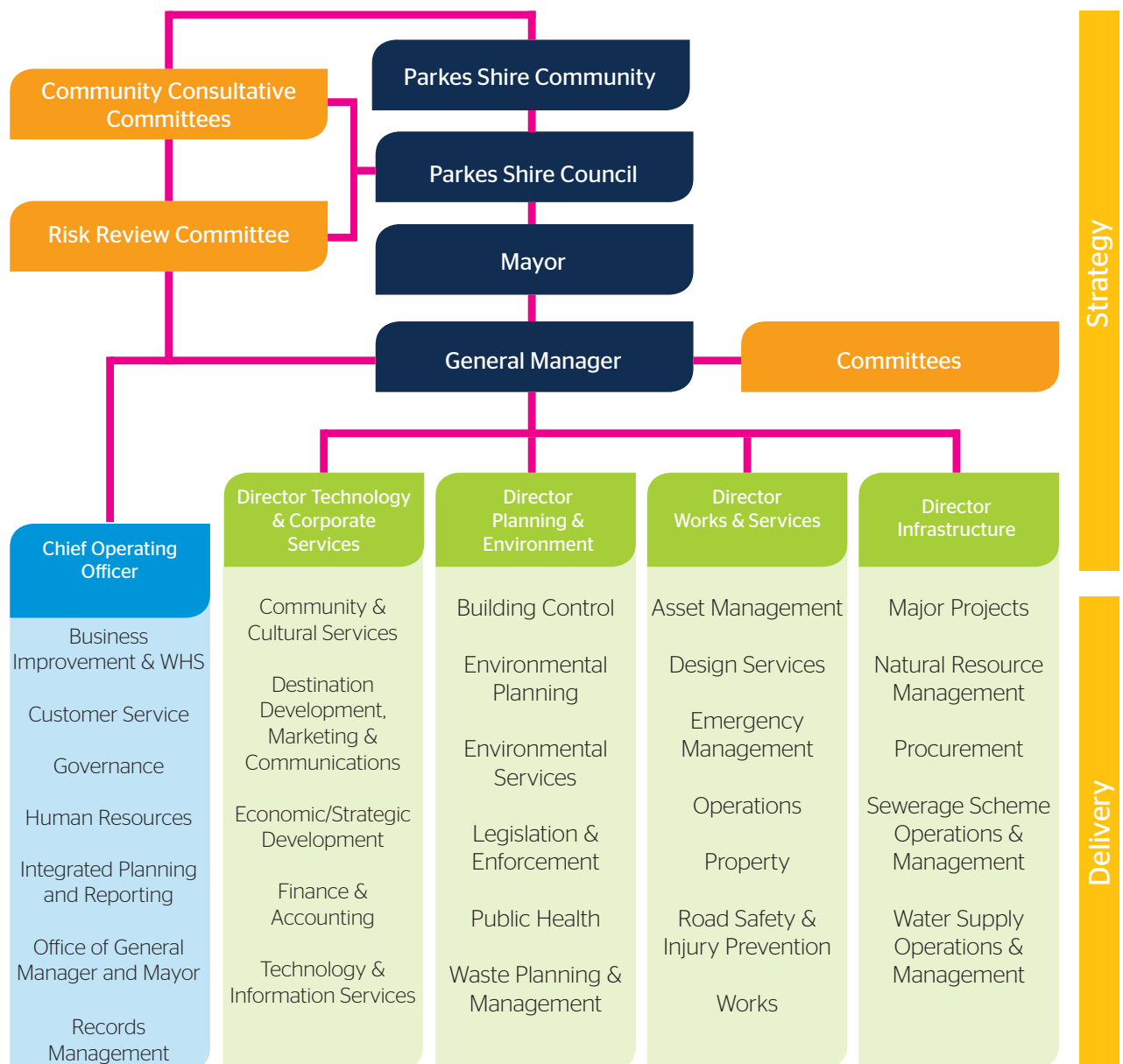
Organisational Chart



PARKES SHIRE COUNCIL

"A progressive regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles"

Organisational Chart





Our Councillors

Councillors are your elected representatives for the Parkes Shire.

Your elected representatives work for you, and advocate on behalf of residents and work to assist them.

Councillors are responsible for managing the Shire's assets, providing a wide range of services and facilities, and ensuring finances are allocated in the best interests of the whole community.



Cr Ken Keith OAM

Mayor

Cr Keith was first elected as a councillor on Parkes Shire Council in 1983.

He served as Deputy Mayor for 17 terms before being elected as Mayor in July 2008.

Cr Keith has a regional approach to issues serving as Centroc Chairman, E Division Representative and BLEG member. He believes in regional cooperation to achieve the best outcomes, whilst still promoting all of the Shire of Parkes.



Cr Barbara Newton

Deputy Mayor

Cr Newton made a tree change to Tullamore in 1998, serving on Council since 2004.

As a former Opera Singer, Cr Newton is passionate about developing the arts.

Cr Newton is enjoying the challenges and diversity of being a Shire Councillor with an interest in representing the townships as well as the development of the Shire as a whole.



Cr Alan Ward

Councillor - Elected 2008, serving 3rd term

Cr Ward is a longtime resident of Parkes. Having been in local business successfully for the past 29 years, initially as a watchmaker and now selling workwear, sportswear and promotional items Cr Ward believes he brings good business acumen to the Council.



Cr George Pratt

Councillor - Elected 2004, serving 4th term

Cr Pratt has served on Council since 2004 which has proven to be very rewarding experience. As a retired Ambulance Officer, providing for the community and pushing for greater services are always on his agenda.



Ken McGrath

Councillor - Elected 1992, serving 6th term

Self-employed Cr McGrath started his earthmoving business over 25 years ago, which now also includes landscaping.

Some of Council's operations relate to the business that Cr McGrath conducts and he feels that he can well represent the community in this area



Louise O'Leary

Councillor - Elected 2008, serving 3rd term

Cr O'Leary was born, raised and schooled in Parkes before moving to Peak Hill in 1983. She is a qualified, enrolled nurse employed at the Peak Hill Health Service. Actively involved in community life, Cr O'Leary brings an opportunity for community members to have their say and to improve facilities and services throughout the Shire.



Pat Smith

Councillor - Elected 2008, serving 3rd term

Cr Smith was born in Parkes and has lived in the Parkes Shire all her life. After running a long established family business in Parkes Cr Smith is now retired. Cr Smith acknowledges the importance of listening to members of the community and looks forward to further Shire growth and prosperity.



William Jayet

Councillor - Elected 2016, serving 1st term

Cr Jayet has been actively involved with the Parkes M and D Society for many years. Cr Jayet aims for future progression of the vibrant Parkes Shire. He has a passion for the arts and is keen to see the shire progress in this regard with the ultimate long-term goal of the establishment of a Parkes Civic Centre.



Neil Westcott

Councillor - Elected 2016, serving 1st term

Cr Westcott is a lifelong resident of Alectown. Cr Westcott has been an active member of the community, most notably a life member and former president of the M & D Society, and an active member of the Parkes Uniting Church.

Cr Westcott is passionate about the Arts and helping the younger generation achieve in this area.



Wally Biles

Councillor - Elected 2016, serving 1st term

Cr Biles was born in Brewarrina and his family moved to the central west in 1970. In 2003 Cr Biles entered the NSW Police Force and is currently stationed in Parkes. He looks forward to the challenges and states he will learn the position of Councillor and will be listening to all communities and putting forward the issues.

The Parkes Shire Council Executive team consisted on 1 General Manager and 4 Directors for the duration of the 2017/18 year.

Our Directors lead departments segregated into; Planning and Environment, Technology and Corporate Services, Works and Services, and Infrastructure work units.

Each department strives to deliver the priorities and aspirations identified in the Parkes Shire Community Strategic Plan and the subsequent objectives within the 201-18 to 2020-21 Delivery Program.



Kent Boyd

General Manager

Council's Senior Management Team is led by the General Manager, Kent Boyd. Kent was appointed General Manager of Parkes Shire Council on 1 July 2011 and prior to that he was Council's Director of Infrastructure. He is a strong advocate of long-term strategic planning.

Kent has a Bachelor of Civil Engineering (First Class Hons), a Graduate Diploma in Management, an MBA, a Masters of Government & Commercial Law and is a graduate of the Institute of Company Directors. He has worked both in the public and private sector.

Kent's Professional affiliations include, CPEng NPER-3, Fellow Engineers Australia, Fellow IPWEA, Member APESMA, Member AWA, Member IWA, Member Red R Aust, Graduate Member of the Australian Institute of Company Directors and a Member of the Local Government Managers Australia.



Steven Campbell

Director Planning & Environment

Steven Campbell, Director Planning and Environment has been with Parkes Shire Council since August 1990. Steven holds qualifications in Health, Building and Local Government Management.

Steven has held a number of positions in Local Government over the past 40 years and currently serves on the following committees; Executive Officer, NetWaste a regional collaborative waste management group; President of Environmental Development & Allied Professionals and member of the Australian Institute of Building Surveyors. Steven also serves on the following community organisations; Secretary, Neighbourhood Central; Chairperson of the local Red Shield Appeal Committee, and member of the Rotary Club of Parkes.



Les Finn

Director Technology and Corporate Services

Les Finn has been employed with Parkes Shire Council since 1983, having held positions in Personnel, Rating, Information Technology, Finance and Administration/Governance.

Les possesses a Degree in Local Government Administration and Corporate Affairs and is a member of the Local Government Professionals NSW.

Les has financial industry experience having served on the Board of the Central West Credit Union for 17 years, holding various positions including Board Vice-Chair, Chairman Governance Committee and Vice-Chair Audit Committee.

Les heads the Corporate Services Division of Council which includes Finance, Information Services, Library Services, Family Day Care and Tourism/Economic Development.



Ben Howard

Director Works and Services

Ben Howard has been with Parkes Shire Council since 2008, firstly as the Manager Works, and as the Director Engineering Services since March 2015. His portfolio covers the areas of roads, parks and gardens, sporting fields, design, assets, swimming pools, airports, fleet management, stores, and emergency management.

Ben possesses tertiary qualifications in Engineering, Project Management and Training. He began in Local Government in 1998 as a cadet engineer with Bathurst Regional Council, worked with the former Yarrowlunla Shire Council, now known as Palerang Council and Blayney Shire Councils. Ben has also spent over 12 months working overseas in Scotland consulting to Stirling City Council.

Ben is currently an active member of Engineers Australia, IPWEA and the Local Government Engineers Association.



Andrew Francis

Director Infrastructure

Andrew Francis has been with Parkes Shire Council since 2005, moving on to the role of Manager Natural Resources in 2007. He has held the position of Director Infrastructure since March 2015 and in this role is responsible for Council's Water, Sewer and Stormwater services, management of the natural environment including noxious weeds, sustainability and emergency management.

Andrew has tertiary training in Bioprocess and Environmental Engineering, WHS, Project Management and Training and Assessment.

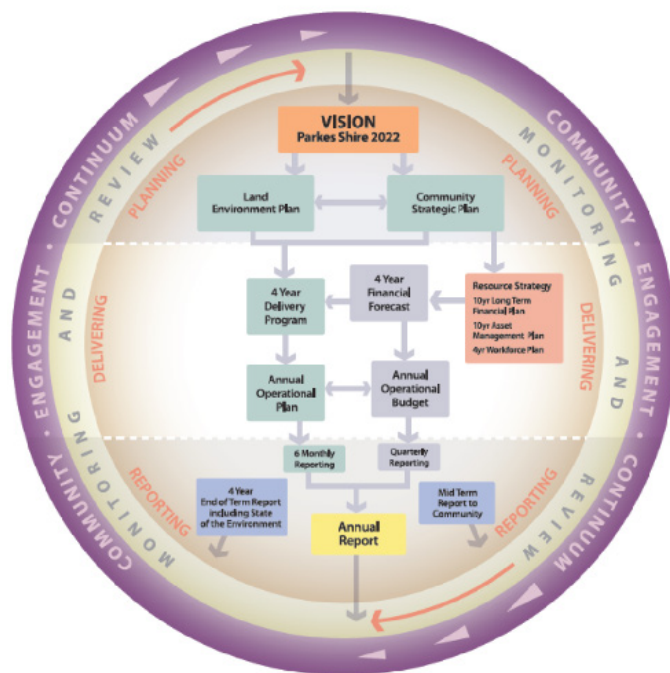
Andrew was the inaugural chair of the CENTROC Water Utilities Alliance when the entity formed in 2010 and has held the role since that time. He has served as Secretary and Chair of the Central West IPWEA Group, is an active member of Engineers Australia, the Australian Water Association and the Local Government Engineers Association.

COMMUNITY ENGAGEMENT CONTINUUM

Parkes Shire Council's Community Engagement Strategy lines the mechanisms that Parkes Shire Council uses to engage our communities in the issues and decisions that affect them.

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

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



OBJECTIVES AND GUIDING PRINCIPLES OF THE COMMUNITY ENGAGEMENT CONTINUUM

- + Activities are timely, held at the right time and given enough time;
- + Input is sought before decisions are made
- + Engagement activities are held at convenient times so as many as people as possible can participate;
- + Enough time is allocated so the process can be considered and not rushed;
- + Needed information is accessible to all throughout the Shire;
- + Information is written in plain English and is easy to understand;
- + Engagement is a genuine activity and is carried out so community views and priorities are heard just as Council views and priorities are heard;
- + Expectations are well managed;
- + The purpose of genuine activity is clearly stated and expectations are agreed upon;
- + Feedback is well received and is part of the process;
- + Feedback is provided so participants know how their input was used;
- + Not a 'one size fits all' approach;
- + Different processes and mediums are used to engage different groups in the community to encourage participation; and
- + Learning is central.

COMMUNITY ENGAGEMENT ACTIVITIES

Council engaged with the community through various platforms throughout 2017/18 including workshops, open days, mail-outs, training and information days and staff attendance at community meetings. Significant community engagement activities carried out throughout the year include:

Parkes Shire Show Circuit

Parkes Shire Council attended Shire-wide Agricultural shows in Parkes, Peak Hill, Trundle and Tullamore.

The Parkes Shire remains one of the few local government entities in rural NSW to boast four individual show stagings.

Council representatives were present at each Show and provided Parkes Shire promotional material such as flyers, brochures and promotional gift bags, as well as a noxious weeds display, with the aim being to educate the general public on the varied types of noxious weeds within the Shire.

Peak Hill Meet you up the Street 2017

Council staff held an exhibit at the Peak Hill Meet you up the street, the feature of this exhibit was the opportunity for residents to vote on their preference of main street design for the upcoming grant application Council were submitting. The main street beautification has been highlighted on the Peak Hill Strategic Plan.



SPECIAL RATE VARIATION (SRV)

- Identifying the need

During consultations with the community in 2012 it became clear that the needs and wants of the community were greater than Council's budget could facilitate. Council conducted further community research into service levels to determine the importance of and satisfaction with its current services and found that there were no areas the community deemed as "over-served". To ensure Council's continued service to the community and to ensure its financial sustainability a Special Rate Variation application was submitted to IPART in 2013.

SPECIAL RATE VARIATION (SRV)

- The approval and implementation

In 2013 Council received approval for a 4 year Special Rate Variation to increase its general income in order to secure its long term financial sustainability, maintain its assets and to deliver the level of service wanted and needed by our community.

The approved Special Rate Variation funded the Progress Delivery Program; a Delivery Program which was designed to improve services to the community in key areas, address Council's maintenance backlog and improve Council's long term financial stability.

For the 2017/18 financial year, the Special Rate Variation raised \$3,510,327 additional revenue, since the implementation of the Special Rate Variation. Council used these funds to maintain levels of service and invest in community infrastructure through renewals and key community projects identified during consultations with the community for the Progressive Delivery Program.

ADDRESSING FINANCIAL HARDSHIP

To limit the financial burden of the rate increase on pensioners and those experiencing hardship, Council increased its pensioner rebate over the 4 year Special Rate Variation period and has maintained the Year 4 rebate through to Year 5, as per the following table

	Additional Pensioner Rebate
Year 1	\$ 25
Year 2	\$ 40
Year 3	\$ 70
Year 4	\$ 105
Year 5	\$ 105

To assist any ratepayers facing difficulty paying their rates satisfactorily, arrangements can be made as per Council's financial hardship policy.

COMPLETED SRV PROJECTS

A list of projects and initiatives that were completed using Special Rate Variation funds during the Progressive Delivery Program is listed on page 21. These projects and initiatives were identified by the community during the 2012 consultation period.

As the end of the 4 year Progressive Delivery Program, Council was pleased to report that all but 1 of the 86 projects identified required to be carried over to the 2017/18 financial year. This project was placed temporarily postponed as Council saw opportunities to acquire grant funding to upgrade a wider scope of amenities and prioritised their time to accordingly. Cheney Park amenities is scheduled for upgrading in the 2018/19 year.

TOWN PROJECTS & STATUS

ALECTOWN

Town improvement* ✓

BOGAN GATE

Stormwater management planning* ✓

Town improvement* ✓

COOKAMIDGERA

Town improvement ✓

Stormwater Management Planning* ✓

GUNNINGBLAND

Town improvement ✓

TRUNDLE

Town improvement ✓

Building work for Trundle Library* ✓

Improvements to Trundle pool* ✓

Pool blanket ✓

Disabled access ✓

New entry and change room ✓

Master planning for sport facilities* ✓

Upgrade Middle Trundle Road* ✓

Improvements to footpaths in the main street* ✓

TULLAMORE

Town improvement ✓

Renovation to Doctors ✓

Surgery* ✓

Improvements to Tullamore pool* ✓

Pool blanket ✓

New entry and change room ✓

Shade ✓

Disabled access ✓

Stormwater management planning* ✓

Master planning for sport facilities* ✓

Improvements to footpaths in the main street* ✓

KEY

Progress

Delivering your priorities.
Progressing the Parkes Shire.

A Progressive Delivery Program Project

Parkes Shire Council



Work in Planning



Work in Progress



Work Complete

* Projects funded directly through increased rate revenue

TOWN PROJECTS & STATUS

PEAK HILL

Signage for Peak Hill Open Cut ✓

Experience ✓

Town improvement* ✓

New transfer station at Peak Hill tip ✓

Doctors Surgery ✓

Replace awning and ramp ✓

Renovation* ✓

Stormwater management planning* ✓

Master planning for sport facilities ✓

Improvements to Peak Hill pool* ✓

Pool blanket ✓

New change room ✓

Shade ✓

Disabled access ✓

Concourse ✓

Refurbishment of Memorial Park building* ✓

Refurbishment of public toilet* ✓

Improvements to footpaths in the main street* ✓

PARKES

Town Entry points and main street beautification ✓

Henry Parkes Centre ✓

Car park lighting ✓

Moat cottage refurbishment* ✓

Parks and Recreation ✓

Improvements ✓

Disabled access for Rotaract ✓

Park ✓

Refurbishment of toilets at ✓

Bushman's Dam ✓

Woodward Oval cricket nets ✓

Maintenance of toilet block ✓

for Lions Park ✓

New toilets for Cheney Park 2017/18 ✓

Refurbishment of Cooke Park ✓

bus shelter ✓

New toilets for the ✓

arboretum* ✓

New Car Parking works ✓

Refurbishments to buildings ✓

Little Theatre ✓

Neighbourhood Centre ✓

Currajong Disability* ✓

Improvements to Parkes ✓

Regional Airport ✓

Maintenance ✓

Building and Lighting* ✓

Improvements to Parkes Pool ✓

Fencing ✓

Pool blanket ✓

TOWN PROJECTS & STATUS

Improvements to Parkes tip

Drop-off centres ✓

Weighbridge and site works ✓

Improvements to Caravan Park ✓

Town Improvement ✓

Master planning for parks and recreation areas*

Keast Park ✓

Pioneer Oval precinct ✓

Woodward Oval ✓

Harrison Park ✓

Footpaths*

Main street ✓

School precincts ✓

Aged care precincts ✓

New works program ✓

Improvements to Parkes

Cemetery* ✓

Parking ✓

Buried Ashes Garden ✓

Beautification to entry ✓

Maintenance of town

drainage* ✓

SHIRE WORKS

Open space signage ✓

Street trees ✓

Drainage construction ✓

Drainage network enhancements* ✓

Sporting facilities capital works for ✓

villages* ✓

Pool maintenance* ✓

Implementation of sporting ✓

Master plans* ✓

Sports Oval maintenance* ✓

Open Space Improvements* ✓

Roads*

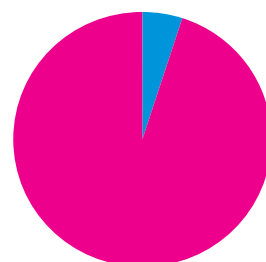
Resealing ✓

Pavement rehabilitation ✓

Unsealed maintenance ✓

Resheeting ✓

95% of projects were completed during the 2012-2016 Delivery Program.





Special Rate Variation (SRV)

SPECIAL RATE VARIATION - PROJECT EXPENDITURE

The increased revenue from the Special Rate Variation has been used to fund priority projects identified by the community. The expenditure of SRV funds is detailed below.

Actual SRV Expenditure						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Expenditure category	2013/14	2014/15	2015/16	2016/17	2017/18	
Maintenance of current services	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Village Maintenance (parks, gardens, streetscapes and amenity blocks)	60,000	70,000	80,000	80,000	80,000	370,000
Enhanced services						
Road Renewals	272,659	443,917	1,000,000	1,000,000	1,300,000	4,016,576
Infrastructure backlog (existing asset renewal - council buildings)	19,896	28,003	100,000	225,625	234,316	606,840
Footpath Renewals	64,244	197,307	260,537	231,000	400,000	1,153,088
Pensioner Rebate	31,825	49,890	87,640	100,687	74,000	344,042
Noxious Weeds/Pests/Toilets	0	100,000	100,000	100,000	100,000	400,000
New projects/services						
Village Drainage	58,632	116,067	321,774	552,594	811,412	1,860,479
Swimming Pools - Improvements/ renewals	67,282	127,055	499,248	0	0	693,585
Sporting Infrastructure (renewals and plans)	36,141	41,369	100,000	271,570	0	449,020
IP&R - determined community infrastructure (village footpaths, historical cottage, museum, community contributions, etc)	0	252,737	100,000	167,712	0	520,449
Open Space Infrastructure			171,000	782,199	300,000	1,253,199
Airport Terminal Upgrade	110,000	200,000	0	0	0	310,000
Borrowing Cost						
Debt Servicing Cost					77,367	77,367
Total \$	720,679	1,626,345	2,820,199	3,510,237	3,377,095	
Cumulative SRV Expenditure to date \$	720,679	2,347,024	5,167,223	8,677,550	12,054,645	12,054,645

Proposed Program of SRV Expenditure						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2013/14	2014/15	2015/16	2016/17	2017/18	
Maintenance of current services	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Village Maintenance (parks, gardens, streetscapes and amenity blocks)	60,000	70,000	80,000	80,000	80,000	290,000
Enhanced services						
Road Renewals	200,000	500,000	1,000,000	1,000,000	1,300,000	2,700,000
Infrastructure backlog (existing asset renewal - council buildings)	14,000	20,000	100,000	349,000	350,000	483,000
Footpath Renewals	100,000	200,000	350,000	400,000	400,000	1,050,000
Pensioner Rebate	36,000	58,000	101,000	151,000	151,000	346,000
Noxious Weeds/Pests/Toilets	0	100,000	100,000	100,000	100,000	300,000
New projects/services						
Village Drainage	100,000	100,000	300,000	500,000	200,000	1,000,000
Swimming Pools - Improvements/ renewals	80,000	330,000	400,000			810,000
Sporting Infrastructure (renewals and plans)	50,000	50,000	100,000	200,000	150,000	400,000
IP&R - determined community infrastructure (village footpaths,historical cottage, museum, community contributions, etc)	50,000	100,000	100,000	265,000	644,527	515,000
Open Space Infrastructure			171,000	995,000	300,000	1,166,000
Airport Terminal Upgrade	110,000	200,000		0	0	310,000
Borrowing Cost						
Debt Servicing Cost					110,000	
Total \$	800,000	1,728,000	2,802,000	4,040,000	3,785,527	9,370,000
Cumulative SRV Expenditure to date \$	800,000	2,528,000	5,330,000	9,370,000	13,155,527	



Productivity Improvements

BUSINESS IMPROVEMENT PROGRAM

Council's Business Improvement Program articulates the framework and initiatives currently being undertaken by Council in order to achieve efficiencies across its operations to provide the organisations overall sustainability. In order for Council's Business Improvement Program to flourish, it was identified that the Work Health and Safety Management System that was in place required significant improvement. Council recognised that significant workplace change was required to improve its safety culture and processes. As Council strived to achieve accreditation to the Australian and New Zealand Standard for Occupational Health and Safety Management Systems AS/NZS 4801:2001 In order for Council to achieve this accreditation, the WHS SSS program was developed, with the three S's being Safe (ensuring we are safe), Safer (always looking to improve) and Safest (working towards best practice). Council employs a Business Improvement Officer whose role is to drive and coordinate the organisational efforts To review the full Parkes Shire Council Business Improvement Program and its progress, please visit parkes.nsw.gov.au.

BEST PRACTICE WORK HEALTH AND SAFETY (WHS)



**Health & Safety
AS 4801**



A journey of business improvement, staff dedication and partnerships with City of Melbourne, the CPEM Consulting Group, KAS Consulting, Groupwork and Training Within Industry resulted in Council achieving formal accreditation under the Australian and New Zealand Standard for Occupational Health and Safety Management Systems AS/NZS 4801:2001 by SAI Global in November 2016

following a thorough audit of Council's Work Health and Safety Management Systems (WHSMS).

The accreditation is recognition of the dedication and commitment from Council staff to ensure safety management systems were robust and efficient. Council has many varied work environments and the safety management system implemented was required to be robust enough to cover our high risk work areas and flexible enough to suit the many different tasks and jobs that Council undertakes.

Parkes Shire Council continues to strive for Best Practice Work Health and Safety, conducting 3 Internal Audits with KAS Consulting on Council's Safety system. In 2017/18 as well as achieving AS/NSZ4801 accreditation for the new Water Treatment Plant on 27 April 2018.

LEAN METHODOLOGY

LEAN and a LEAN based transformation is a relatively new approach in the context of Local Government.

LEAN is about maximising customer value while minimising waste using fewer resources. A LEAN organisation understands the customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

Council has summarised the basic LEAN concepts in our vision to *"deliver progress and value to our community"*.

The five-step thought process for guiding the implementation of LEAN techniques consists of:

1. Identify the "value"
2. Map the "value stream"
3. Create "flow"
4. Establish "pull"
5. Seek "perfection"

This process is easy to remember, but not always easy to achieve. In order to achieve this process, Council strives to ensure that LEAN techniques are engrained in daily work habits.

Council initially worked with City of Melbourne to fully embrace the LEAN philosophy as an effective continuous improvement model. City of Melbourne developed a number of Lean Learning programs to support people in their understanding and development of LEAN thinking. Parkes Shire Council staff members have undertaken training in these programs, including:

- + LEAN Basics
- + LEAN Learner
- + LEAN Practitioner

All Council staff complete LEAN Basics as part of the induction process, with LEAN Practitioners utilising their skills and knowledge to facilitate the training for all staff. Our internal Lean training team piloted its first Lean Learner inhouse program in May 2018, with 4 staff members undertaking the training.

Council's Business Improvement Plan and well established Risk Review Committee, oversees Business Improvement and Services Reviews within Council.

In preparing for Council's second round of IP&R, to commence in the 2012/13 financial years, the process forced Council and the Parkes Shire community to address significant issues with regards to its long term financial sustainability as income was forecasted to be significantly outstripped by expenditure, resulting in vital infrastructure being impacted in future years.

Consequently, Council applied to NSW IPART for a Special Rate Variation (SRV) of 64% over the four years of the Progressive Delivery Program. The SRV was subsequently granted.

Through this process, Parkes Shire Council gave an undertaking to itself and the community that it would continually work towards providing services and infrastructure as efficiently and effectively as possible, therefore resulting in a formalised Business Improvement Program.

In keeping with implementing a Business Improvement Program, Council has chosen the established and recognised philosophies of LEAN and Training within Industry (TWI) as frameworks to drive and sustain improvement, with both frameworks proving to be a successful

Parkes Shire Council is committed to promoting both safety and innovation in the workplace. Staff are actively encouraged to take responsibility for their own and others' safety, to assess their work processes and continuing ensure we they are always working in the most efficient manner.

As part of the improvements to the WHSMS, Parkes Shire Council has also adopted many technological innovations including the use of electronic forms and applications to ensure that job safety instructions are being followed and the risks associated with non-routine tasks can be assessed and managed.

Council will continue to look for new and innovative ways of ensuring we provide a safe workplace for our staff and contractors now and into the future.



Councils Presentation Team hold their daily Start Up meeting as part of their Lean way of working

Our communities expect leadership from Council; they want Council to manage its finances and assets responsibly and to deliver its services for the community effectively and efficiently. Our communities expect Council to represent them within all levels of government to responsibly plan for the Shire's future, and to behave ethically and encourage accountability and transparency.

WHAT IS GOVERNANCE?

Governance refers to "the systems and procedures that are put in place to ensure that things run effectively and equitably, with accountability and transparency". It also defines the way in which decisions are evaluated, made and implemented.

As a governing authority, Parkes Shire Council has a responsibility to its stakeholders to make informed, intelligent and responsible decisions. The principles of governance underpin all of Council's decisions.

Local governments in NSW derive their power and responsibilities from the Local Government Act 1993 which gives Councils a Charter comprising of principles which should drive Councils' functions. These include:

- + Community leadership;
- + Custodianship and trusteeship over public assets;
- + Facilitating development, improvement and coordination of local communities; and
- + An obligation to inform their communities and the State Government of Council's activities

In addition to this Act, there are legislations that influence the work of Councils such as the Environmental Planning and Assessment Act 1979, the Roads Act 1993, Rural Fires Act 1997, Companion Animals Act 1998, and the Work Health and Safety Act 2011.

ACCESS TO INFORMATION

The Government Information (Public Access) Act 2009 (GIPA Act) encourages the proactive release of information by government. Certain types of information, require an information access request to be lodged before Council's is able to release the information. Council may also withhold information it deems against the public interest.

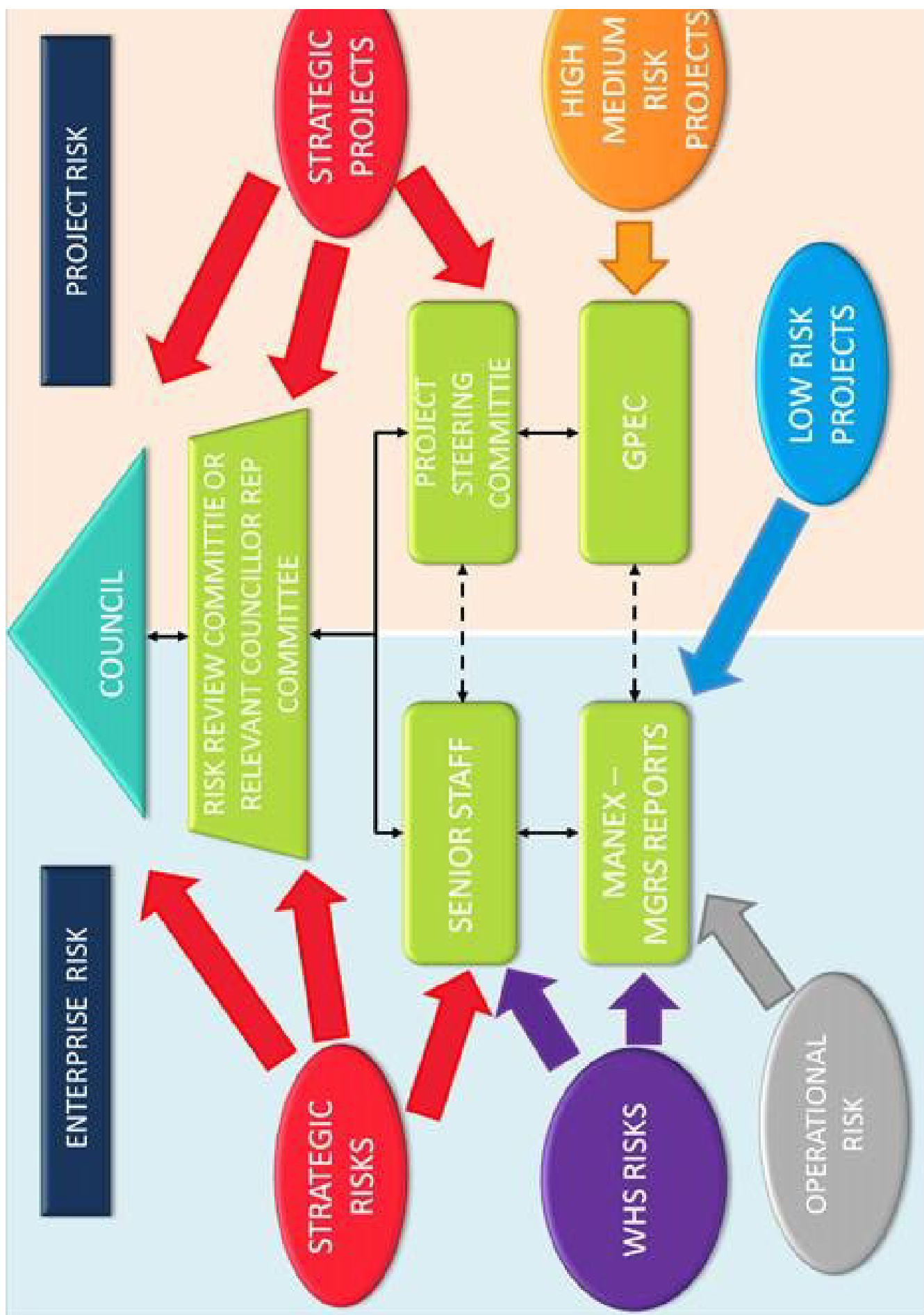
Parkes Shire Council did not receive any formal requests in 2017/18 as noted within the 'Our Statutory Report' section of this document (page 61).

RISK REVIEW COMMITTEE AND INTERNAL AUDIT

Council's Risk Review Committee forms a vital component of Parkes Shire Council's Governance Framework. The Committee focuses on areas such as risk, audit and compliance relating to Council's functions and operations, and oversees Councils Enterprise Risk Management Program and Internal Audit Program. In accordance with Council's Internal Audit Program, the internal audits carried out in 2017/18 by National Audits Group were:

- + Procurement Review
- + Fraud and Corruption Prevention Review
- + Property Function & Community Services Review
- + Credit Card Processes

Council's Risk-Audit Framework can be found on the following page.





Our People



Community Focus + Innovation+Integrity +Safety + Teamwork + Respect +Caring

The above values continue to be our organisations focus. They influence our internal attitudes about what is right and wrong, ethical and unethical. They translate into our day to day interactions with our colleagues and customers and form part of each and every staff members annual performance appraisal.

NSW Local Government Workforce Strategy 2016-2020 developed eight strategic themes based on the workforce challenges for local government:

- + Improving workforce planning and development
- + Promoting local government as a place-based employer
- + Retraining and attracting a diverse workforce
- + Creating a contemporary workplace
- + Investing in skills
- + Improving productivity and leveraging technology
- + Maximizing management and leadership
- + Implementation and collaboration

Parkes Shire Council has incorporated these themes to enhance our local strategy as well as analysing our internal environment and workforce.

Key Human Resource Strategies

- + Organisational Culture and Leadership
- + Developing Talent and Performance Management
- + Adapting to Change
- + Building Workplace Capacity

TRAINEES ARE OUR FUTURE

Council runs a successful and ongoing Traineeship Program which offers a range of traineeships, cadetships and school-based traineeships.

During 2017/18, traineeships and cadetships were undertaken in Council's Works & Services, Infrastructure and Planning and Environment departments.

Of its 190 Council employees, 4% of the full time staffing Equivalents (FTE). 3% Trainees, 1% Cadet.

HEALTH & WELLBEING

The health, wellbeing and safety of our staff is of the utmost importance. Council runs regular health checks and a comprehensive Wellness Program Calendar offering influenza vaccinations, skin cancer screening and general health checks every 6 months.

E-RECRUITMENT

Council has implemented successful e-recruitment software which has enabled the organisation to save money through reduced recruitment expenditure, reduce time to hire and has enhanced the screening process to select the best people for our organisation. Other benefits of the software include:

- +Web-based
- +Applicants can apply online using any electronic devices
- +Customised screening questions
- +Candidate friendly
- +Use of smartforms
- +Reporting and analytics including time to hire and cost per hire,
- +Advertising source effectiveness
- +Provides a talent pool or database of candidates

INDUSTRIAL RELATIONS

Council continues to have a good industrial relations record with employees, relevant Union and Associations. No industrial relations matters were lodged with the Industrial Relations Commission in 2017/18.

FOCUS ON WORKFORCE PLANNING

Council is planning a major focus on workforce planning into the future to ensure the ability for Council to continue to deliver professional services and projects to the Parkes Shire community.

Our ability to ensure we are fit for the future requires strategic planning with up to date statistics and attraction and retention strategies to ensure Right People, Right Skills, Right Time to sustain our organisation and community services into the next decade.

INVESTING IN OUR YOUTH

The annual Jack Scoble Educational Scholarship was a legacy of the late Mayor of Parkes, Mr Jack Scoble, who passed away in 2003. The scholarship provides financial aid to the successful applicants in their chosen studies.

2018 Jack Scoble Educational Scholarship recipients were:

- + Madeline Swan, who plans to undertake a double degree in a Bachelor of Creative Arts and Communication and Media at the University of Wollongong.
- + Yasmin Potts, who plans to study a Bachelor of Science (Advanced) (Honours) at the Australian National University.

CENTROC REGIONAL TRAINING SERVICE

Parkes Shire Council is a member of Centroc which is a voluntary regional collaboration of Councils in Central NSW. It exists to advocate for and improve operational efficiencies for its member Councils. Parkes has benefited significantly from accessing the Regional Training Service with a training spend of \$3,748 for the 2017/18 year.

\$249,802 was expended in training expenses during 2017/18, which is reflective of Councils commitment to training and professional development in accordance with the Training Needs Analysis (TNA) completed for each individual role within Council.

AWARDS AND ACHIEVEMENTS OF STAFF

Throughout 2017/18, awards and achievements of staff consisted of:

G A Taylor medal Institute of Public Works Engineering Australasia (IPWEA) NSW State Conference.

Parkes Shire Council's Engineering Cadet has been acknowledged for her efforts to change the demographic of engineering and empower young women to consider a career in the industry.

Cate Fennell was awarded the G A Taylor medal for best paper at the Institute of Public Works Engineering Australasia (IPWEA) NSW State Conference, for her presentation 'What makes an Engineer today?'



EQUAL EMPLOYMENT OPPORTUNITIES

Parkes Shire Council recognises the value of its staff and is committed to ensuring that fair practices exist in a workplace that is free from discrimination and harassment, and are in line with Social Justice Principles and our own identified values.

Council's Equal Employment Opportunity Management Plan identifies that all staff are responsible for Equal Employment Opportunities within Council, particularly those involved in the management and supervision of people. This plan is a statutory requirement under the Local Government Act 1993. Its development, implementation and periodic revision are coordinated by the Human Resources team, the Equal Employment Opportunity Contact Officer and Consultative Committee on behalf of the General Manager.

To review the full Parkes Shire Council Equal Employment Opportunity Plan and supporting documentation, please visit parkes.nsw.gov.au.

WORKPLACE DIVERSITY

Council's workforce continues to reflect the diversity within the community with 29% of the workforce identifying as female and 71% identifying as male.



6.4% of Council's workforce identify as Aboriginal and Torres Strait Islander and 1.6% from a Non-English speaking background.

FTE STAFF PER DEPARTMENT

Parkes Shire Council staffing levels as at 30 June 2018 included paid full-time equivalents of 190.2, with a staff turnover rate of 14.1%.

FTE BY DEPARTMENT	MALE	FEMALE	TOTAL
Technology & Corporate Services	9.10	27.71	36.81
Planning & Environment	13.21	5.06	18.27
Works & Services	79.92	11.33	91.25
Infrastructure	29.00	2.00	31.00
Organisational Capability	4.00	8.90	12.90
Total Employees (including vacancies)	135.23	55.01	190.25



2018 MINISTERS' AWARDS FOR WOMEN IN LOCAL GOVERNMENT

Engineering Cadet, Cate Fennell was awarded Highly Commended in the category of Women in a Non-Traditional Role – Rural or Regional Council. These award celebrate the contribution of women to local government in NSW. The awards night was held at Parliament house in March, 2018.



RH DOUGHERTY AWARD FOR EXCELLENCE IN COMMUNICATION (DIVISION A)

Parkes Shire Council has been recognised for its commitment to becoming a more responsive, engaging and informative organisation, awarded the RH Dougherty Award for Excellence in Communication (Division A) at the 2017 Local Government Awards



BLUE STAR AWARDS - SUSTAINABLE SYSTEMS AWARD

Parkes Shire Council was awarded The Blue Star - Sustainable Systems Award, for the Water and Sewage Treatment renewal projects.

This award is to acknowledge the contributions of NSW regional councils, community groups and businesses for efforts in responsible environmental management and heritage protection in their local area.

LOCAL GOVERNMENT NSW EXCELLENCE IN THE ENVIRONMENT AWARD - WATER MANAGEMENT CATEGORY

The Parkes Integrated Water Infrastructure Renewal Project earned Parkes Shire Council the Local Government NSW Excellence in the Environment Award in the Water Management category.

The awards, recognise outstanding achievements by local government in managing and protecting the environment. Council's Integrated Water Infrastructure Renewal Project represents a raft of improvements across the town's entire water cycle with the aim to provide the region with a safe and secure water supply into the future.



MARIAH WILLIAMS FIELD OFFICIALLY OPENED

Parkes Hockey's second synthetic turf was officially opened on Saturday 26 August, named in honour of local hockey celebrity and Olympian Mariah Williams.

Minister for Racing Paul Toole in collaboration with Cr Ken Keith OAM, Mayor of Parkes Shire and Parkes Hockey Inc Executive Director, Aaron Huppatz cut the ribbon on this major sporting project.

The project was jointly funded by the NSW Government's ClubGrants Program, Parkes Shire Council and Parkes Hockey Inc with a total overall cost of the project totalling over \$1.5M



PEAK HILL GOLD MINE REVITALISATION WORKS OFFICIAL OPENING

The new gold mining themed entry shelter and associated revitalisation works were officially opened at the Peak Hill Gold Mine in August 2017.

NSW Minister for Tourism and Major Events Adam Marshall was in Peak Hill to officially open the works, which are proudly supported by the NSW Government.



PACIFIC NATIONAL COMMITS INITIAL \$35 MILLION TO PARKES LOGISTICS TERMINAL

In October 2017 Australia's largest rail freight operator, Pacific National, announced a commitment of an initial \$35 million to commence development of the company's Parkes Logistics Terminal.

Once fully operational, Pacific National's Parkes Logistics Terminal will have the capacity to process approximately 450,000 cargo containers each year, including the ability to haul double-stacked containers from Parkes to Perth. -

OPENING OF THE RECYCLED WATER SCHEME

Construction was declared complete for the Advanced Water Recycling Facility (AWRF). in December 2017.

QUEEN'S BATON RELAY

The Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) announced 19 local batonbearers from the Parkes Shire and surrounds to carry the Queen's Baton. Parkes was one of only eight overnight stops in NSW along the QBR route Parkes



MIDDLE TRUNDLE ROAD SECOND STAGE UPGRADES OPENED

Parliamentary Secretary for Western NSW Rick Colless announced the completion of the second stage of works to Middle Trundle Road in February 2018. This project involved widening, reshaping and sealing a 4.5-kilometre stretch of Middle Trundle Road.

The second stage of upgrade works received \$300,000 in funding through the NSW Government's Restart NSW Fixing Country Roads program, \$300,000 from the Australian Government's Heavy Vehicle Safety and Productivity Program and \$300,000 from Parkes Shire Council.

HOST OF 2018 LOCAL GOVERNMENT NSW TOURISM CONFERENCE

Parkes was delighted to be name the venue for the 2018 Local Government NSW Tourism Conference. The town welcomed over 200 delegates to town for the 3 day conference

PARKES WATER FACILITIES COMMUNITY OPEN DAY

Over 500 residents took the opportunity to tour Parkes' state-of-the-art water infrastructure facilities as part of the Community Open Day held at the new Water and Sewage Treatment Plants in March 2018.



Parkes Plus Delivery Program

Parkes Shire Council is committed to delivering on the Communities vision being that by 2030 Parkes Shire will be “a progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles”

This aspirational vision was identified and has been sustained through a continual strategy of engagement with the Parkes Shire Community by Council via its commitment to Integrated Planning and Reporting Framework since 2010. The Community Strategic Plan (CSP) for Parkes Shire identifies the Future Directions and strategic outcomes the community is adopting to achieve this vision.

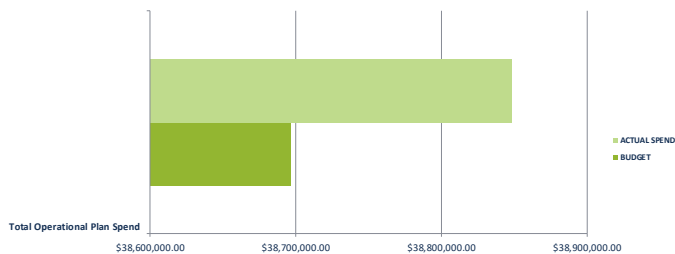
Council is mindful that the CSP is the Communities’ document and not a Council document, with the Parkes Shire community being the most important external stakeholder to be considered by Council in its planning for the future. Parkes Shire Council has therefore prepared the Parkes Plus Delivery Program as the Council’s organisational response to the Parkes Shire CSP.

In looking at the assets and services Council manages on behalf of the Shire Community, seven themes have been identified that encapsulate the value Council delivers in working towards the Community Vision and objectives of the Community Strategic Plan 2030 being;

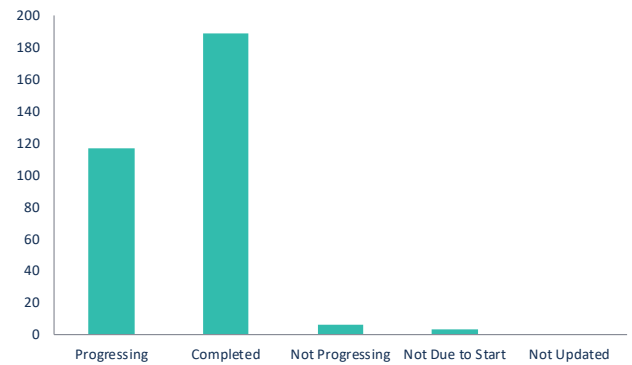
- + Transport
- + Environment
- + Community
- + Activity
- + H2O
- + Economy
- + Council



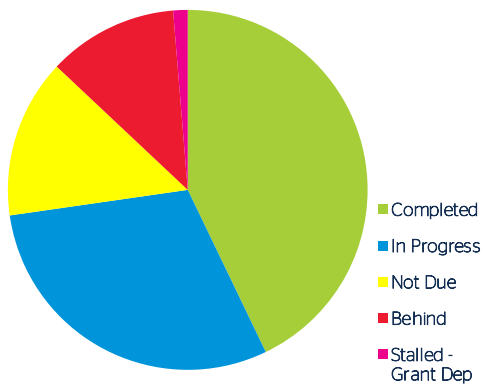




Operational Budget Status



Operational Plan Action Status



Capital Projects



\$1,546,030 Total PSC Grant Funding awarded

2017/18 Grants



Councillors welcome guests to the LG NSW Tourism Conference



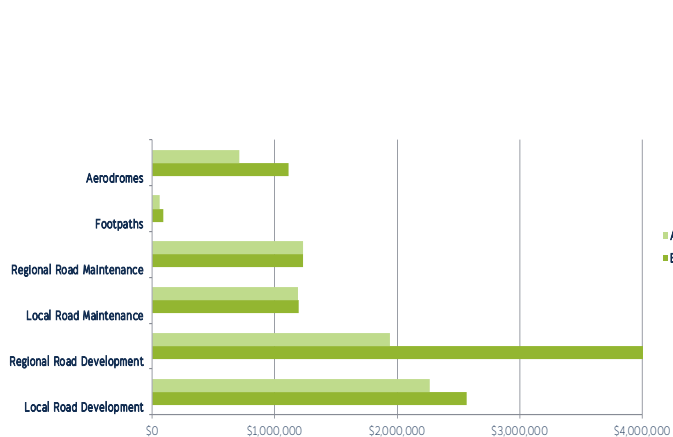
The Parkes Shire Council Capital suite was completed to 93% in the 2017/18 financial year. The remaining 7% will be carried-forward to 2018/19 Capital Project Suite.

For a quick reference guide to the projects and their status refer to the table below (note. some projects will span over more than 1 financial year).

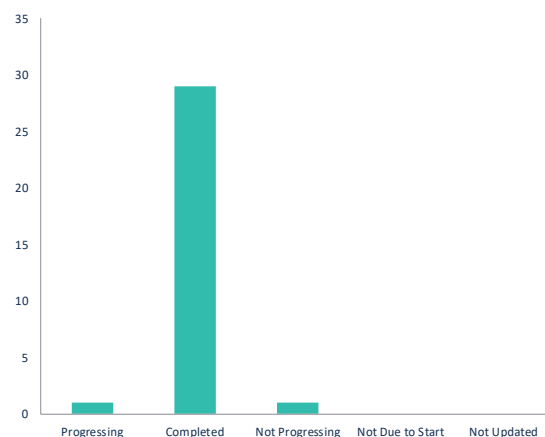
CAPITAL PROJECT	STATUS	CAPITAL PROJECT	STATUS
TRANSPORT +			
Roads	COMPLETE	Roads - Repair Grant	COMPLETE
Ancillary Roadworks	NOT DUE	Grant Funded Roads	COMPLETE
Bus shelter refurbishments	BEHIND	Footpath Renewals	COMPLETE
Urban Roads Program	COMPLETE	Parkes Regional Airport Industrial Precinct	IN PROGRESS
Urban Construction	COMPLETE	Parkes Regional Airport - line marking	IN PROGRESS
Rural Construction	COMPLETE	Parkes Regional Airport - reseal runway edges	NOT DUE
Middle Trundle Road (Fixing Country Roads)	COMPLETE	Car parking structures (w/ solar panels) - Pkes Airport	NOT DUE
ENVIRONMENT +			
Development Control Plan Review	NOT DUE	PAC Park Environmental Improvements/ Shelters	COMPLETE
Heritage Study	IN PROGRESS	Waste Management	IN PROGRESS
Shire Cemetery Improvements	COMPLETE	Shire Landfill Operations	BEHIND
Section 94A Capital Program	BEHIND	Shire Transfer Stations	NOT DUE
Cheney Park Salinity	COMPLETE	Environmental Improvements	NOT DUE
ACTIVITY +			
Lighting Investigations and designs	COMPLETE	Town Presentation	COMPLETE
Lighting infrastructure projects	NOT DUE	Street Tree Replacement Program & Strategy	IN PROGRESS
Develop Maintenance Strategy and Program	NOT DUE	Infrastructure backlog upgrades	IN PROGRESS
Develop Playground strategy & replace. program	IN PROGRESS	Memorial Hill Improvements	NOT DUE
Cycleway/Exercise/Wellness Program	COMPLETE	Shade structure renewals as required	BEHIND
Sporting Ground Improvements	IN PROGRESS	Trundle Concourse (Grant Dependent)	NOT DUE
Main Street Vibrancy Program	COMPLETE		

Our Progress

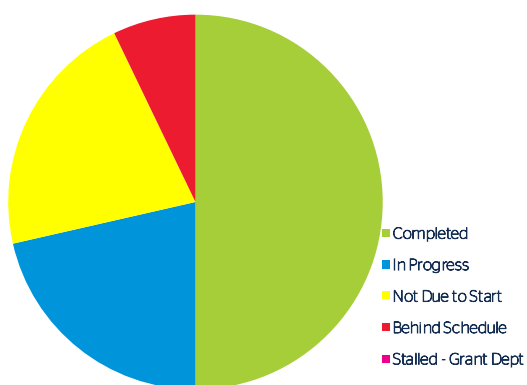
CAPITAL PROJECT	STATUS	CAPITAL PROJECT	STATUS
ECONOMY +			
Lower Clarinda Street upgrade	IN PROGRESS	Enhance entrance to South Parkes	NOT DUE
Main Street Furniture/Landscaping/Street Art	COMPLETE	Industrial Land Development	BEHIND
Cooke Park Precinct Development	IN PROGRESS	Residential Amenities Development	BEHIND
Heritage Interpretation Plan	IN PROGRESS	Industrial Estate Improvement	IN PROGRESS
Destination Management	IN PROGRESS		
H2O +			
B-Section Pipeline upgrade	COMPLETE	Pipe Investigation and Reline (CCTV)	COMPLETE
Water Main Construction	COMPLETE	Mains Renewal Program	COMPLETE
Gravity Renewal Mains	COMPLETE	Reticulation Network Extension	NOT DUE
Recycled Water Main	IN PROGRESS	Effluent Ponds Rehabilitation	IN PROGRESS
Mains Renewal Program	COMPLETE	Drainage Construction - Stormwater Levy	COMPLETE
Smart Meters	BEHIND	Drainage Construction - General	COMPLETE
Sewer Mains Construction	COMPLETE		
COMMUNITY +			
Public Libraries - Makerspace/Expansion	IN PROGRESS	Upgrade Animal Trnsprt systems (lifting mechanism)	COMPLETE
Public Libraries - Library Books	COMPLETE	Planning of Animal Shelter expansion additional enclosures	IN PROGRESS
Public Libraries - Furniture, Office Equipment etc	COMPLETE	Animal Desexing program	COMPLETE
Little Theatre Tiered Seating	IN PROGRESS	Upgrade Peak Hill dog holding enclosure	BEHIND
Relocate & expand Central West children Services	STALLED GNT DEP	Develop Off Leash area	NOT DUE
Education Ctre Upgrade - Old Prkes Hospital	IN PROGRESS	RFS - Bushfire Tankers Replacement Program	COMPLETE
Fenced Dog Park	BEHIND	RFS - Fire Stations	COMPLETE
COUNCIL +			
Plant & Motor Vehicle Replacement Program	COMPLETE	Parkes Plus - Strategic Planning	NOT DUE
Computer Hardware, Software & Office Equipment	COMPLETE		



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$3,087,400 awarded in grant funding

2017/18 Grants



PSC's Rural Works Supervisor Gary Abernethy, Mayor Ken Keith, Parliamentary Secretary for Western NSW Rick Colless & PSC's Director Works & Services Ben Howard officially open the second stage of the Middle Trundle Road Upgrades

Roads

Council continued to improve and develop its road network throughout 2017/18 implementing its many annual road maintenance and improvement programs, seeking advice and feedback from The Rural Road Advisory Group.

Road upgrade projects such as rehabilitation, widening and sealing of SR173 Condobolin Road and SR126 Back Peak Hill Road were completed.

An additional \$1M of funding was distributed across projects including SR83 Middle Trundle Road which received 4.2 kms of reconstruction work and culvert replacement.

The Kadina Bridge replacement project was completed in February 2018. The removal and replacement of the old bridge, along with reconstructed road approaches, major scale protection and new guard rail approaches, was funded by the Bridges Renewal Program Grant.

Council's purchase of a road reclaimer has enable unsealed maintenance of roads to be carried out in a more cost effective and quality assured method. At the conclusion of the pilot project Council assessed savings of one third of traditional costs using the new reclaimer.

Footpaths

Council's footpath 17/18 program delivered 2000 square metres of footpath projects in line with the Masterplan for walkways and cycleways. Examples of new footpaths can be found in Bushman Street between Cooke and Dalton Streets, and between Parkes Public and Holy Family Primary Schools as well as Bogan Street between Hartigan Ave and Grenfell Streets.

The PAMP has been developed and delivering projects has commenced.

Footpath maintenance work was carried out on an as needed basis. Areas of work included the Parkes CBD, High school precinct and Trundle School precinct

The 2017/18 Kerb and Gutter projects consisted of an upgrade to the Parkes Cemetery Entrance, Currajong Street and Hill Street tree root damage repairs.

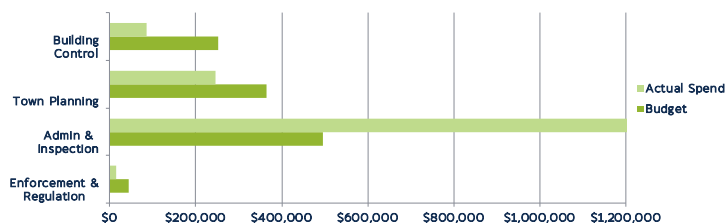
Aerodromes

The Parkes Regional Airport was assessed on many levels throughout the 2017/18 year. The Airport was subject to a CASA Audit which was passed with no non compliances. A Lighting inspection in August 2017 found the Airport to be fully compliant and a Technical inspection in September 2017 raised observations to be researched and addressed.

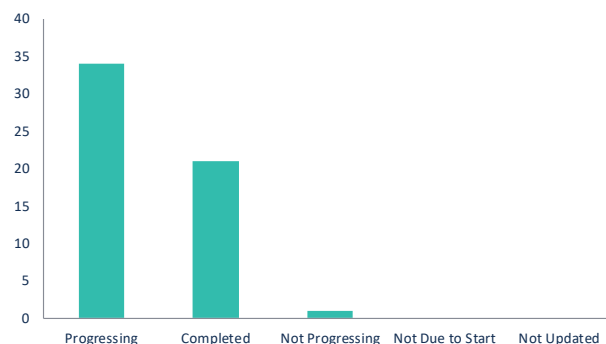
The Obstacle Limitation Surface Survey in August 2017 identified tree penetrations which have since been addressed.

The Transport Security Plan was audited in September 2017 in conjunction with the Annual Technical Inspection. Following the audit, a permit system is being implemented for airside access at Parkes Regional Airport.

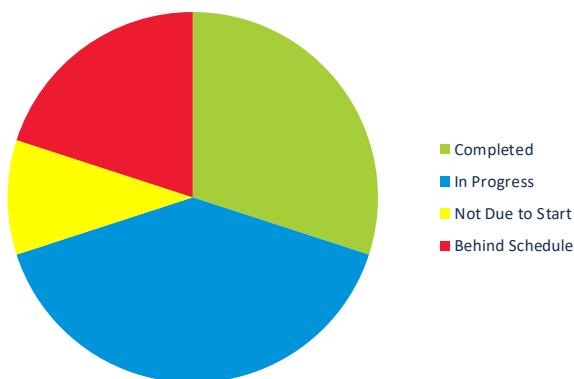
Grant funding has been successful for the development of an Industrial Precinct at Parkes Regional Airport. Stage One of the development incorporating an additional access road for hangarage allotments, kerb and gutter, stormwater and drainage is nearing completion.



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$627,420 awarded in grant funding (2 grants)

2017/18 Grants



2017 National Tree Day in Parkes

Built

Throughout the 2017/18 year Council governed planning and building within the Shire in compliance with legislative timeframes, with no court action incurred. Development Application approvals averaged 28 days, Section 68 applications averaged 46 days and Complying Development Certificates achieved an average application time between 10 and 20 days.

Council's Heritage Advisor undertook field investigations of each of the villages and parts of Parkes, holding a meeting with key stakeholders at Trundle in order to obtain history of local property for inclusion in the Shire Heritage Study. The free monthly Heritage Advisor continued to be provided to shire residents throughout the year, as did the Local Heritage Fund, with 9 applications awarded funding and acquitted. Projects included the painting of the Tullamore Hotel and Balmoral Parkes, Parkes Uniting Church (damaged doors), and restoration/works to the Balcony at the Railway Hotel, Parkes.

The new Remembrance Section at Parkes Lawn Cemetery received enhancements with tree planting and installation of an irrigation system installation, while Peak Hill Cemetery received a new road and bins.

20 Swimming Pool Barrier Inspection applications were determined during the period at an average of 60 days. Council engaged local schools during the year with a tree planting and environmental education session in which Students helped plant local native trees within the school grounds learnt about the environment and what we can

Natural

do to help it.

Support was displayed to the Central West Lachlan Landcare (CWLL), through National Tree Day and Schools Eco Day 2017 with strong participation from local schools.

A partnership with Rotary Club of Parkes was profitable with a successful Community Litter Grant awarded, used to install 2 bins in PAC Park.

Council's Weeds Team inspected 157 private, 34 Shire properties and 100% of Shire Roads in the 2017/18 year. The team distributed Biosecurity information fliers to landholders during property inspections, and provided an opportunity for any issues to be discussed.

The waste collection service continues to deliver the 3 bin service throughout the Shire with 2,379.93 tonnes of waste being diverted from the landfill through kerbside recycling and green waste, which equates to 51% of total kerbside waste stream.

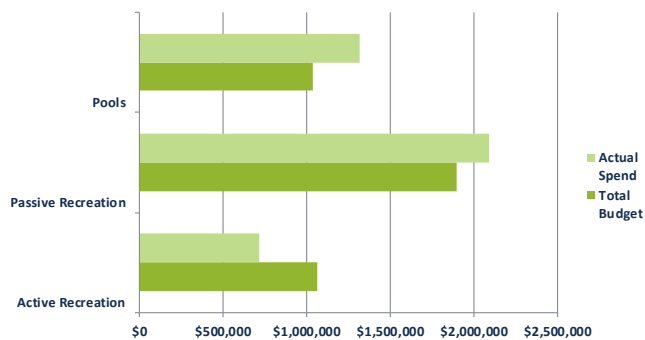
The waste contract has been satisfactorily operating in accordance with contract, with only 88 missed services

Waste

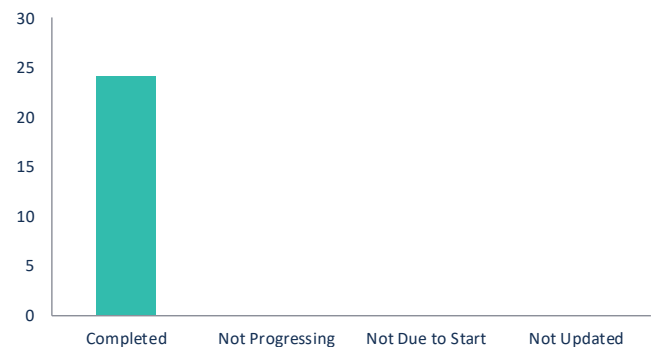
logged out of the 373,916 collections (0.02% missed rate).

Parkes landfill site has been operated in accordance with the contract. Recent EPA inspection of the site confirm compliance with licence conditions.

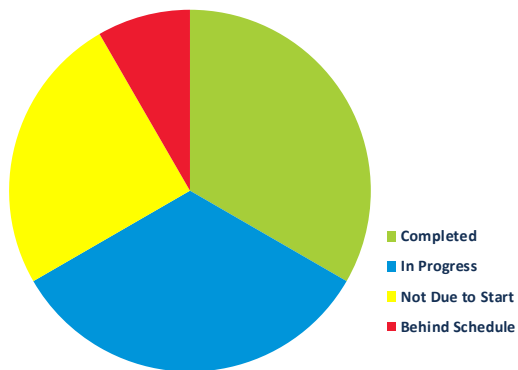
Council's used many methods of communication to ensure shire residents are well informed on the local waste strategy and how to appropriately use the Waste Facility. Social Media channels, Media Releases and Council's website provide up to date information, with additional letter drops implemented to highlight special items of interest such as Peak Hill moving to a whole town same day collection, free tip weekends and the new disposal charges as they came into effect.



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$374,987 awarded in grant funding

2017/18 Grants



Parkes Pool Lifeguards prepare the Easter egg hunt

Active Recreation

Council continued to upgrade and develop parks and playgrounds within the shire with fitness stations at Kelly Reserve and Lions Park installed as part of Council's Active Movement Project.

Parkes and District Netball partnered with Council in late 2017 to resurface and mark 8 netball courts. A treatment that will enable greater use of the courts by both local and visiting teams.

Cheney Park is currently receiving extensive underground drainage treatment, to attempt to overcome salinity issues and improve the general condition of the ground for use for sporting group

Berryman Oval masterplan implementation will commence in the 2018/19 year, with \$500,000 in grant funding announced in June 2018. Elements from the plan such as amenities, lighting, grandstands and new paths are planned for completion early in the 2018/19 year.

Council was successful in a grant application for funding under the NSW Government ClubGrants - sporting category for lighting at Lindner, Spicer and Woodward ovals to the value of \$218,750. This project will come to fruition in the 2018/19 year.

Lindner Oval, Peak Hill has secured funding through the department of Family & Community Services - Social Housing Community Improvement Fund to the value of \$50,000 for upgrades that will include playground and exercise equipment, shades and softfall.

Passive Recreation

The Bushman Street to new Water Treatment Plant and Wellington Road to Lions Park pathways were constructed under the Cycling and walking Strategy, providing great path linkages within the town for walking, running and cycling.

Ongoing maintenance has been carried out in high pedestrian areas with focus on strategic links such as the CBD, aged care and school precincts. Examples of projects delivered include Bogan, Victoria, Court and Mitchell Streets.

The Peak Hill Main Street Plan was developed and presented to the community with a voting campaign at Peak Hill Meet You Up The Street with a grant application submitted to attempt to fund the works.

The annual footpath cleaning program was carried out in late 2017, in which all Clarinda street footpaths received pressure cleaning in preparation for the Elvis Festival.

During the 17/18 a total of \$155,000 was spent managing street trees. Maintenance work is schedule by using a risk triage method after inspections are carried out by Council's arborists.

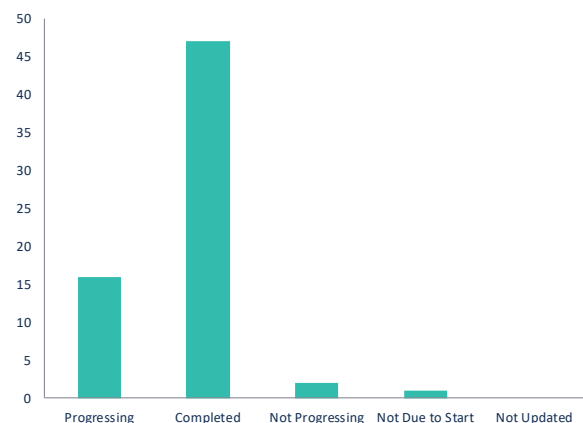
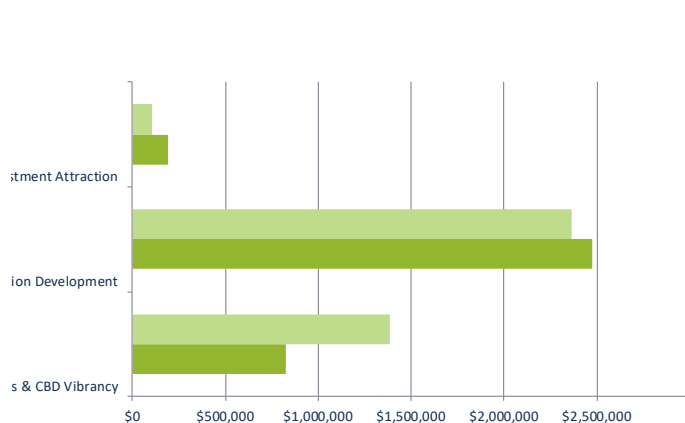
All Shire pools were audited received a 5 star Water Safety Partnership Accreditation from the Royal Life Saving Society in

Pools

December 2017, complimented by high scores in the Facility Safety Assessments, ranging from 84% to 93%.

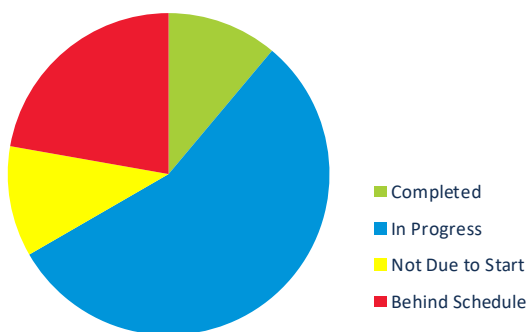
Aqua Aerobics classes were held during the 17/18 pool season with an attendance total of over 400 people.

Council facilitated Lean To Swim classes for the first time in the 2017/18 pool season with great success. 635 enrolments were received, a utilisation rate of 88.16%. (ranging from babies to adults). Swimmers showed great skill progression, with some advancing from swimming lessons to joining the Parkes Swimming Club. Swim Instructors were provided additional AUSTSWIM courses in skill areas of stroke correction, teaching infants and preschool students as well as access and inclusion.



Operational Budget Status

Operational Plan Action Status



\$4,548,180 awarded in grant funding (6 grants)

Capital Projects

2017/18 Grants



Business

Council worked with the Chamber of Commerce throughout the year to promote a variety of business networking opportunities such as The Henry Awards and CenWest Innovate's Next Stage Growth Program.

The Parkes National Logistics Hub campaign targeted industry investors, supported by the NSW Government's Regional Growth - Marketing and Promotion Fund and Parkes Business Chamber aiming to attract major logistics, manufacturing, warehousing and distribution companies to establish operations in Parkes. This campaign received 3,266 page views and 182 sign ups to e-news.

Retail workshops such as 'Your Business & the Internet' Retail Workshop, 'Export to Asia' and 'Free Trade Agreements Information Seminar' were held to provide education and awareness to local businesses.

Council was awarded \$4.2 million from the Federal Government's Building Better Communities Fund to implement the Parkes CBD Vibrancy Strategy. Lower Clarinda Street will receive footpath upgrades, lighting, smart technology and extended green areas for the southern end of Clarinda street, as well as the development of a Multipurpose Centre in Cooke Park. Plans for the centre and the development application have been lodged, with the aim to commence works in the 19/20 financial year.

Market

Council's "Be Out There" Destination campaign was launched alongside the 2018-19 Parkes Destination Guide in March 2018, providing an platform to promote local businesses. Other successful campaigns held throughout the year included "Love your Local" and Parkes Shop and Win.

420,000 people utilised Council's websites and social media channels during the 17/18 financial year, 10 different publications featured Parkes with multiple distributions such as Discover Magazine (bi-monthly) and Central West Lifestyle magazine (quarterly).

Invest

The profile of Parkes was put forward in many forms ranging from the Parkes National Logistics Hub z cards to the Parkes Relocate and Clean Teq attraction proposals.

The Parkes Visitor Information Centre achieved record visitation during the 2017/18 financial year, with a 24% increase in visitor numbers compared to 2016/17.

Lobby

Council has developed subdivision plans for 50 new lots of Industrial land in Parkes, with the Development Application lodged and approved.

A Development Application has been approved for an Industrial Estate at the Parkes Regional Airport, and construction has commenced.

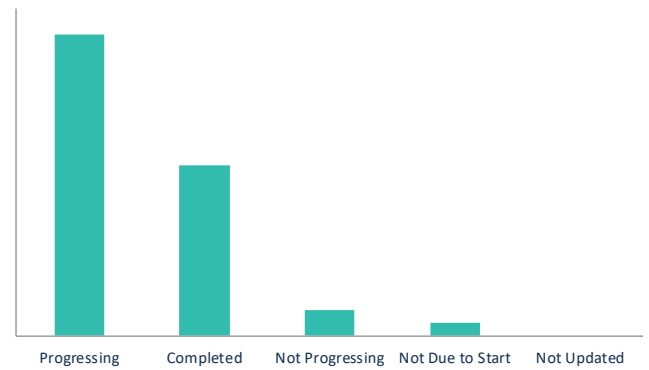
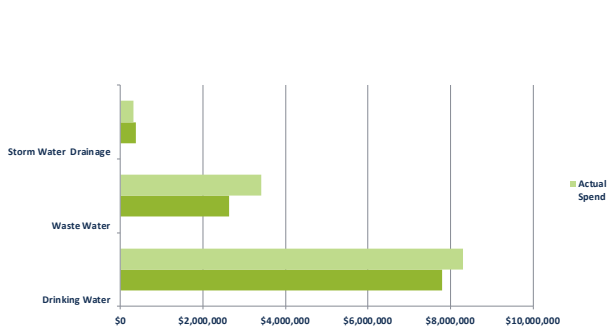
The newly named Parkes National Economic Enabling Zone has been closely discussed with State and Federal Government to explore its potential and development.

Applications for black spot funding were lodged, as was a DA for a new Telstra tower in lower Clarinda Street.

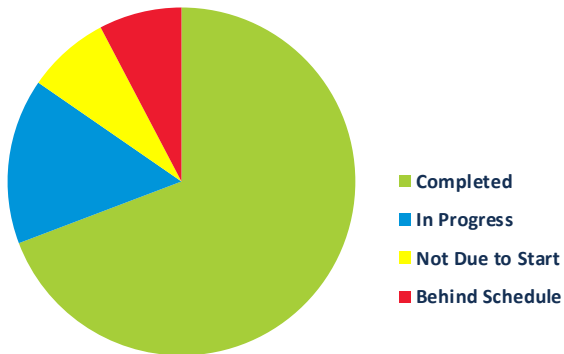
In May 2018 the Deputy Premier announced the signing of a bilateral agreement with the Federal Government to deliver the Inland Rail.

Council's Grants Team submitted 135 grant applications, over the course of 2017/18, achieving a 76% grant submission success rate.

Major successes included; \$500,000 for the Berryman Oval Masterplan implementation, \$2.2 million for Parkes Library Expansion and \$3 million Parkes Regional Airport Upgrades



Operational Budget Status



Operational Plan Action Status



1 awarded, providing 80 Laboratory Services to H2O projects

Capital Projects

2017/18 Grants



Drinking Water

The new \$45m Parkes Water Treatment Plant was officially opened on 24 March 2018 with a community open day. Over 500 residents visited the plant, taking a tour.

Treatment costs at the new Water Treatment Plant continue to be optimised with adjustments to chemical use being made, with cost per kL being \$0.63.

The major upgrade to the Lachlan River Pumping Station saw the pump station being offline for a large proportion of the period.

With Lake Endeavour storage level at 40% at the end of 2017/18 year, Council commenced sourcing water from the borefields and the Lachlan River to manage the water demands of the shire.

Planning has commenced for the installation of Smart meters on the B-Section for rural residential and business properties which assist with locating areas of water loss.

Waste Water

Water Treatment Plant Operators altered the timing of their processes to optimise the use of off peak power, seeing a cost reduction of over 10%.

The Advanced Water Recycling Facility is now operational and currently being verified to satisfy regulator requirements.

This has enabled continued supply of effluent/recycled water to the Golf Club and Jockey Club, with 51% of effluent breakdown being reused.

New Parkes Sewer Treatment Plant is now fully commissioned and undergoing optimisation. The Community VIP day at the new STP on 4 November 2017, providing awareness of the new Sewer Treatment Plant system.

The Plant remains under the same EPA licence conditions as the previous plant. Whilst a variation application has been submitted to move to new conditions, data indicates that the Plant is consistently meeting the existing EPA guidelines.

Council work to attempt to reduce sewer chokes include:

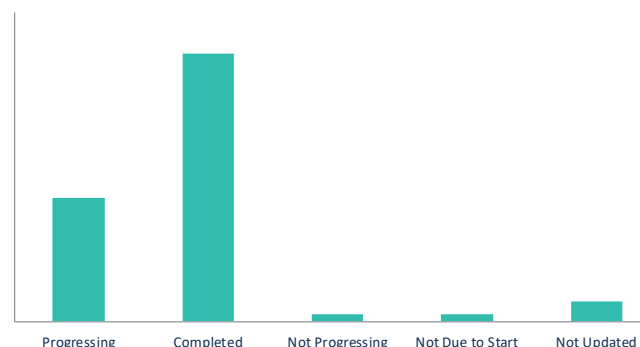
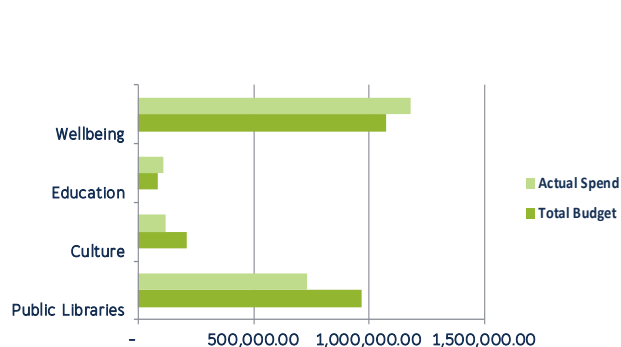
prioritising of sewerlines for cleaning/flushing through CCTV inspection and condition assessments.

Contractors have been engaged for necessary root cutting and flushing/cleaning of pipework.

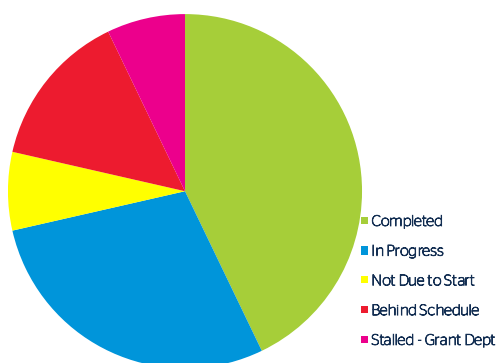
Storm Water

The Parkes Shire Council Storm Water Management Plan is approximately 70% complete.

All projects planned for the 17/18 year were complete with exception of the Cheney Park Sub Soil project rolling over into the 18/19 year. The total Storm Water project budget was exceeded by 10% due to an increase in the scope of works, extending the Victoria Street pipe by 250 metres..



Operational Budget Status



Operational Plan Action Status



\$3,495,867 awarded in grant funding

Capital Projects

2017/18 Grants



Libraries

5 Author visits were hosted by Parkes Library in the 17/18 year, including Erica Brazel. A local self published author of the book "I'm Special and it Shows from my Head Down to my Toes."

Council increased Library programs on offer by 40% during the year seeing attendance rise by 5%. New programs included Peak Hill Book Club and Rhyme Time, Blender Code Club and Big Bang Little Discovery Club.

Varied programs were held for adults including Arts & Crafts Workshops, a live streaming of Sydney Symphony Orchestra performance, creative art and technology skills classes. Great patronage was received with a total attendance of 549 adults, an average of 11 attendees at each session.

Parkes Library hosted a successful Curiosity + Wonder and Fun Palace events in September / October 2017 with 1,529 children and adults participating in the 25 events. Great support was received from family groups through the year, the average attendance 24 at each session, well above the target of 15.

Culture

Parkes Library's grant application to the Public Library Infrastructure Grant was successful, with \$200,000 being awarded. Council are currently planning to commence construction in 2019.

7 applications for the Parkes Shire Cultural grants were received. Successful applicants were Peak Hill Show Society, Parkes School of Dance, Parkes Public P&C and Tullamore War Memorial Hall.

7 local artists/groups were exhibited by Parkes Library: Joseph Bondareff, Parkes 2 Embroidery Guild, Waste to Art, Reconciliation Week, Cecily Walters, Rebecca Wilson's Kate Kelly - Sister of an outlaw.

9 traveling and non-local exhibitions were hosted, among these were Lounging Lions, JFK, Norma Lindsay and May Gibbs

2 Peak Hill public art features were installed and the Parkes Community Wall was updated with an Elvis theme

Education

Central West Family Day Care boasted a 46 Educators in 2017/18 and met both the Federal Government National Quality Frameworks and Compliance standards and National Quality Standards.

The Jack Scoble scholarships were awarded to Madeline Swan and Yasmin Potts in February 2018.

Music development funds were distributed to the Tullamore War Memorial Hall - \$2,500 and the Parkes Shire Concert Band - \$3,000.

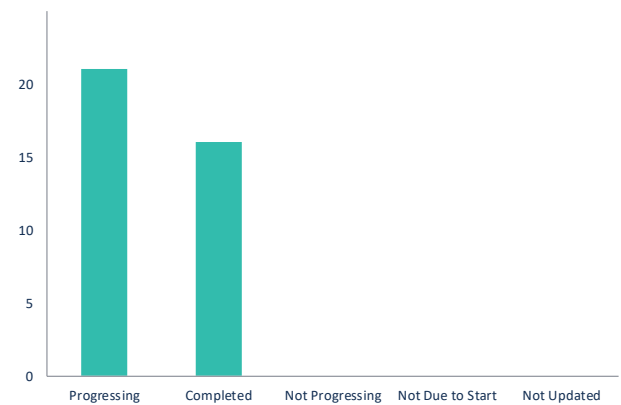
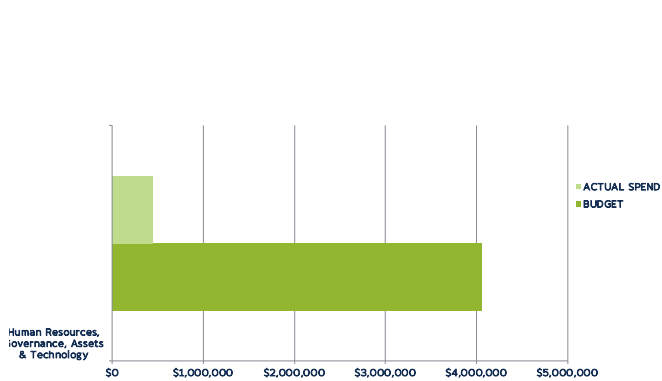
Wellbeing

The first year of 2017 - 2020 Parkes, Forbes and Lachlan Shire Councils Road Safety Action Plan has been completed - 11 projects, to the value of over \$85,000 were implemented, including the "Free Cuppa for the Driver" with 17 local businesses participating.

Council was awarded grant funding for the CCTV Stage 4 - Lower Clarinda Street project. This project will increase the CBD CCTV number from 80 to 92, upgrading 12 of the existing cameras located along the taxi rank.

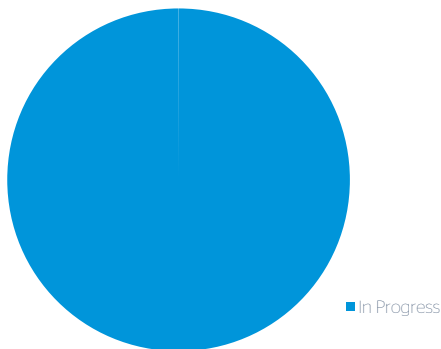
Council in collaboration with Parkes PCYC hosted a Youth Week Neon Disco, which was supported well with over 70 in attendance. The NSW Youth Week Shuttlebus Grant facilitated a return shuttle buses from the townships of Alectown, Bogan Gate, Peak Hill, Tullamore and Trundle into Parkes to attend the disco.

Council resolved to continue its Joint Funding Agreement with Northparkes Mines for the engagement of an Aboriginal Project Officer for another 5 years, beginning June 2018. This role supported the Parkes Shire Aboriginal Community by assisting with many events and activities such as NAIDOC celebrations, Peak Hill Women's Group, Homework Centre and Peak Hill girls Youth Group.



Operational Budget Status

Operational Plan Action Status



No Grants relating to Council + awarded in the reporting period. Government funding sources for training & development have been utilised.

Capital Projects

2017/18 Grants



PSC's Engineering Cadet Cate Fennell, Design & Traffic Engineer Mohammed Islam & Projects & Development Engineer Debabrata Dey

People

Council has implemented the Leadership and Development program, funded by the "Smart & Skilled" State Government Initiative with 17 participating in the Leadership and Development Certificate IV or Diploma.

Council has reviewed its Disability Inclusion Program and amended its recruitment and employment processes so that it aligns with the Australian Network on Disability Guidelines.

Internal meetings such as MANEX and ACE are held quarterly to provide consultation within the organisation

Information Technology

Council's new corporate information system (CIS) went live in July 2017. Employee's skills in business improvement and lean methodology were put into place to make immediate improvements in areas such as Accounts Payable, Customer Requests and Payroll processing. Improvement in payroll processes resulted in time pay staff reducing the time taken to process weekly payroll by 1-2 days.

Asset Management

Council has established a Strategic Longer Term Plan for Asset Management which is currently being executed. All of Council's asset data has been loaded into the new TechOne Enterprise Asset Management system specific modules identified for key areas; WTP, STP, Transport and Fleet.

Council's Asset and Design teams have been merged for a more streamlined environment

Support Services

Council has undertaken a significant 17/18 replacement program. The use of competitive tendering has enabled savings in excess of \$60,000 for the program and the use of Electronic Tender Box has removed probity concerns and added data integrity and transparency.

Plant turn around and down time has decreased during this reporting period and all plant is made available within 1 working day, Plant uptime achieved 95% across all fleet.

Governance

Council Risk Review Committee (RRC) meetings were held in November and December 2017, March and June 2018 with all minutes presented to Council.

Corporate Credit Card processes were assessed for procedural governance by National Audits Group, with all 10 identified actions implemented.

The 5 year Internal Audit plan was reviewed at the June Risk Review Committee, 3 audits have been scoped for the 2018/19 year.

Council continued with Training Within Industry (TWI) building to build staff capability in Leader Standard Work, Job Instruction, Job Methods and KATA Coaching methodology. The aim is that these team members become mentors to others within our organisation, passing on these valuable skills.

Councils' Presentation and Information Services teams have commenced the "Lean Ops" program in which they receive lean training, focusing on many small improvements such as 5S projects, storage of equipment and small plant.



AUDITED FINANCIAL REPORTS

[Local Government Act 1993 and Local Government (General) Regulation 2005 Section 428 A]

Council received an extension to lodge its 2017/18 Audited Financial Reports until 30 November 2018. Reports were lodged reports on 15 November 2018

A summary of Council's overview of financial performance for the year can be found in the 'Our Financial Performance' section of this report.

A full copy of the Financial Reports are available on Council's webpage, parkes.nsw.gov.au.

RATES AND CHARGES WRITTEN OFF

[Local Government Act 1993 Section 428, Local Government (General) Regulation 2005 Clause 132]

Rebate	Value
General	\$ 213,814.10
Water	\$ 98,488.39
Sewer	\$ 85,669.91
Domestic Waste Management	\$ 123,047.64
General-Council Rebate (Eligible Pensioners)	\$ 114,240.000
TOTAL	\$ 595,449.56

Pension rebates granted during the 2017/18 financial year:

Note: Council receives a subsidy equivalent to 55% of the amount of Pension Rebates.

An amount of \$ 5,310.55 was written off as rates and charges during the year.

OVERSEAS VISITS

[Local Government Act 1993 Section 428(4)(b), Local Government (General) Regulation 2005 Clause 217(1)(a)]

Nil to report for 2017/18 year.

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

[Local Government Act 1993 Section 428, Local Government (General) Regulation 2005 Clause 217(1)(a)]

Council's Payment of Expenses and Provision of Facilities to Mayors and Councillors Policy allows for the payment of expenses incurred by, and the provision of facilities to the Councillors in relation to their roles as elected persons and members of the governing body of Council. This policy was updated on 18 September 2018. A copy can be found on Council's webpage, parkes.nsw.gov.au.

Council is required to furnish a copy of its currently adopted policy relating to the provision of expenses and facilities to Councillors.

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

[Local Government Act 1993 Section 428, Local Government (General) Regulation 2005 Clause 217(1)(a1)(i-viii)]

The total amount of fees paid to the Mayor and Councillors for the year was \$ 139,498.69, being \$ 25,301.67 for Mayoral fees and \$ 114,197.02 for Councillors fees.

The total amount spent on providing facilities to Councillors' expenses and paying Councillors' expenses for the year was \$ 38,801.31. This includes:

Expense	Value
Dedicated Office Equipment	Nil.
Telephone Calls	\$ 5,328.00
Conferences and Seminars	\$ 4,219.41
Training and Skill Development	Nil.
Travel	\$ 16,138.55
Overseas Visits	Nil.
Expenses of spouses, partners or accompanying persons	Nil.
Child care	Nil.
Council Meeting expenses	\$ 8,465.55
Mayor's vehicle expenses	\$ 4,649.80
Councillors uniforms	Nil.
Functions - Council Representations	Nil.

LEGAL EXPENSES

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a3)]

Rates and Charges

Council retains a debt recovery service for the recovery of outstanding rates and charges. All charges incurred to Council through the use of service is recovered against the ratepayer.

The total amount spent on external revenue recovery agents in 2017/18 was \$ 1,314.76.

Legal Action Against Council

No legal action was commenced against Council in the period under review.

Legal Action by Council

Council were a third party in legal proceedings against Agricultural Equity Investments Pty Ltd, in which Council were awarded \$96,575.46 in costs.

The cost respondent bought proceedings in the Land and Environment Court NSW seeking judicial review of a modified consent to operate a mine. The cost applicant was joined as the second respondent.

Council engaged Marsdens Law Firm to pursue legal action against Tracserv to the value of \$19,892.95. The matter is currently being pursued.

CONTRIBUTIONS AND DONATIONS

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a5)]

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act 1993 was \$14,633

Particulars	Value
School Spectacular - Aboriginal Dance Ensemble	\$ 500
Timor Shipment	\$ 2,000
Currajong Disability Services - Rates Contribution	\$ 1,275
Naidoc School Initiatives	\$ 450
Rates Contribution - Frazer Court	\$ 452
Western Region Academy of Sport	\$ 827
CWA Public Speaking Competition	\$ 300
Gate Takings - Parkes Pool	\$ 475
Parkes PA&H - Show Contribution	\$ 1,125
Peak Hill PA&H - Show Contribution	\$ 1,075
Trundle PA&H Show Contribution	\$ 1,075
Tullamore PA&H Show Contribution	\$ 1,075
Portable Stage Set up	\$ 4,004
TOTAL	\$ 14,633

STATEMENT OF PROPOSED CHARGES FOR THE CARRYING OUT OF WORK ON PRIVATE LAND

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a4)]

The Council may, by agreement with the owner of occupier of any private land, carry out any kind of work that may lawfully be carried out on the land (Section 67(1) of the Act). Examples of private works include subdivision works such as road making and water and sewerage connections. Private works are also undertaken in accordance with Council's Hire of Plant and Equipment Policy.

The following is Council's Policy for the carrying out of Private Works other than for works listed under Council's Fees and Charges:

Suggested Rates: (Section 67(2)(a))

Wages: Actual wages of employee(s) carrying out the work

On-Cost: Based on the appropriate rate to cover costs such as annual leave, holiday loading, sick leave, long service leave, public holidays, superannuation, workers compensation insurance, fringe benefits tax, training and etc. The rate to cover the above employee costs is reviewed as necessary and in consideration of changing operating costs.

Stores & Materials: Based on average cost (plus percentage for store cost recovery)

Goods & Services: Based on actual cost plus freight

Plant Hire: Based on external rates

Administration: 4% to cover Engineering and Administration costs

Profit Margin: A minimum of 15% on total account as a profit margin

GST: Add 10% to the total of the above

Works carried out based upon the above to be dealt with in two ways:

1. Jobs up to \$1,000.00
(i.e. \$1,000 + \$100 GST = \$1,100)

A fixed price is given including GST and money paid up front, unless otherwise authorised by the Director.

2. Jobs over \$1,000.00
(i.e. \$1,000 + \$100 GST = \$1,100)

An estimate is given including GST and deposit received, with the actual job charged out as detailed above. An account is then set if the deposit does not cover the total deposit does not cover the total account. A refund is forwarded if the job

cost does not reach the amount of the deposit received.

An additional account is not sent and a deposit not refunded if the difference between the deposit and the actual cost plus profit margin is within \$100.00.

The level of deposit required is to be determined by the Director of the department involved. If a fixed quote is given and accepted a refund is not required.

The only exception to the above policy is for kerb and guttering works. With kerb and guttering works, plant hire will be charged at internal rates and the profit margin would not apply. Half of the actual costs would then be charged to property owners.

It is also a requirements that should Council decide to carry out work for an amount or at a rate which is less than the amount so fixed, that decision must be by resolution of the Council at an open meeting before the work is carried out (Section 67(2)(b)).

Council's Annual Report must include details or a summary of the above policy including work carried out as applicable in the preceding paragraph (i.e. work carried out at less than the rates fixed) (Section 67(3)).

Private works is subject to the Goods and Service Tax (GST).

A tax invoice in the prescribed form will be forwarded for all private works. All deposits received will include GST.

No works were carried out on private land which were subsidised by Council during the year.

DELEGATED EXTERNAL BODIES

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a6)]

During the 2017/18 year there were no external bodies exercising functions delegated by Council.

CONTROLLING INTEREST IN COMPANIES

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a7)]

During the 2017/18 year, Parkes Shire Council did not hold a controlling interest in any company.

SENIOR STAFF

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(b-c)(i-v)]

Staff Group	General Manager	Senior Staff
Total Salary Component	\$200,741	\$844,948
Bonus, performance or other payments outside salary component	\$0	\$300 (Rex Lounge membership)
Superannuation including Salary sacrifice	\$25,639	\$118,067
Total non cash benefits elected under package	\$0	\$0
Total amount payable by way of Fringe Benefits Tax for any such non cash benefits	\$0	\$0

PLANNING AGREEMENTS UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT (EPA) ACT 1979

[Section 93G(5) EPA Act 1979]

Nil to report for 2017/18 year.

ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

[Local Government Act 1993 Section 54P]

Nil to report for 2017/18 year.

RECOVERY AND THREAT ABATEMENT PLANS

[Fisheries Management Act 1994, s220ST (2)]

Nil to report for 2017/18 year.

PARTNERSHIPS, CO-OPERATIVES AND MEMORANDUM OF UNDERSTANDINGS

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(a8)]

Council was a party to the following partnerships, co-operatives and Memorandum of Understandings throughout 2017/18:

- + StateCover - Workers Compensation insurance by a collective of Councils
- + Skillset
- + Resource sharing with Centroc Group of Councils
- + Mid Lachlan Alliance of Councils with Forbes, Lachlan and Weddin Councils
- + NetWaste - Waste Minimisation Strategy in conjunction with 29 Local Government bodies and the Environmental Protection Authority
- + Newell Highway Promotion Committee (together with 14 Councils along the length of the Highway)
- + Road Safety and Injury Prevention Officer employed under a Memorandum of Understanding between Parkes, Forbes and Lachlan Shire Council's and the Roads and Maritime Service of NSW
- + Grants Officer and Aboriginal Project Officer positions - Memorandum of Understanding with Northparkes Mines
- + Central NSW Tourism
- + Voluntary Planning Agreement with Northparkes Mines
- + Melbourne to Brisbane Inland Railway Alliance
- + Centroc Water Utilities Alliance
- + Centroc Lighting and Energy Efficiency Program
- + Centroc Transport Technical Committee
- + Syerston Sunrise Voluntary Planning Agreement
- + Lachlan Area Command Police & Parkes Shire Council Memorandum of Understanding

STORMWATER MANAGEMENT SERVICES

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1)(e)]

This requirement applies where a Council has levied an annual charge for stormwater management services. It requires a comparison of the actual stormwater management services made available by the Council during the year with the projected stormwater management services that were proposed to be made available, together with a statement of the reasons for any difference between them.

Stormwater Management Services charged by Parkes Shire Council in 2017/18 are as follows:

- + \$25.00 for all lots with an area below 1,200m²
- + \$100.00 for all lots with an area greater than or equal to 1,200m² and below 5,000m²
- + \$375.00 for lots with an area greater than or equal to 5,000m²

NATIONAL COMPETITION POLICY

Parkes Shire Council has adopted the following activities for the purpose of the National Competition Policy.

Category 1 (Turnover >\$2m)

Water Supply

Sewerage

Category 2 (Turnover <\$2m)

No Category 2 businesses

Council has reported on the Category 1 businesses in the Special Purpose Financial Statements for the year ending 30 June 2018. These can be viewed on Council's webpage, parkes.nsw.gov.au.

COMPETITIVE NEUTRALITY COMPLAINTS

Council has in place a specific category within its complaints handling system. During the 2017/18 financial year, no complaints regarding competitive neutrality were received.

Parkes Shire Council publicises the system that it has in place in the revenue policy. Council places a public notice annually, setting out the complaints process. When a complaint is received staff will carry out an investigation and report back to the application.

PUBLIC WORKS

[Local Government Act 1993 Section 428]

Parkes Shire Public Works and Infrastructure comprises of Buildings, Roads, Water and Sewer services, Stormwater management and Open Spaces/Recreational assets. It is the major function of Council's business with a total current asset value of \$631 million.

The 2017/18 report on Infrastructure assets (Special Schedule 7) reported 98.8% of the assets are at a satisfactory level of service or better.

Notwithstanding the favourable report on the assets, the report shows there is a backlog (works to improve or renew assets) of works of \$7.2 million to sustain the Assets at a sustainable satisfactory level of service.

Council completed major works on the upgrade and renewal of its water and sewerage assets in the 2017/18 financial year. These works were commissioned on 1 August 2017.

Council continues to liaise with the community regarding forward planning and major works including such groups as the Rural Road Advisory Group.

The Public Works program is formed by the Integrated Planning & Reporting Delivery (IP&R) and Operational Plans.

REPORTING REQUIREMENTS UNDER THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 SECTION 125

[Government Information (Public Access) Act 2009 Section 125]

Under Section 7 of the GIPA Act agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. Council's program for the proactive release of information involved providing as much information as possible on Council's website and where proactive making other information available free of charge in accordance with Council's Information Guide.

During the reporting period Council did not receive any formal access applications.

REPORTING REQUIREMENTS UNDER THE PUBLIC INTEREST DISCLOSURE ACTIVITY

[Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4]

Nil to Report.

SWIMMING POOL INSPECTIONS AND CERTIFICATES OF COMPLIANCE

[Local Government Act 1993 Section 428]

Swimming pool inspections made by Council: 36

Swimming pool inspections made by Council of tourist and visitor accommodation: 5

Inspections of premises with 2 or more dwellings: 0

Inspections resulting in the issuing of a certificate of compliance: 23

Inspections resulting in the issuing of a certificate of non-compliance: 8

COMPANION ANIMALS ACT AND REGULATION

[Enforcement and Compliance Clause 217(1)(f)]

This statement requires Council to report its activities in enforcing and ensuring compliance with the Companion Act 1998 and Companion Animals Regulation 2008.

The pound collection data for the 2017/18 reporting period was lodged with the Division.

Lodgement of data relating to dog attacks with the Office of Local Government

Council has a procedure in place to notify the Office of Local Government when Council officers have investigated complaints of dog attacks.

Animal management/activities expenditure

Expenditure for animal management and activities including wages, vehicle running costs and maintenance of the animal shelter totaled \$ 2728,345 for the 2017/18 year.

Companion Animal and Desexing Community Education Programs

Council ran a responsible dog ownership campaign "Take the Lead" which included media, guides and shire wide mail out outlining the responsibilities of owners and good animal ownership attributes.

Strategies to comply with S64(5) - euthanasia alternatives for unclaimed animals

Council works with a local re homing group to facilitate re homing of companion animals. During 2017/18 54 companion animals were re homed

Off-Leash Area

Council acknowledges that dogs need an area where they can walk/run without being on a leash and as such provides a designated off-leash area adjoining Spicer Park in Parkes. Council has programmed the planning and construction of an enclosed dog park in the 2017-2021 Parkes Plus Delivery Program.

Companion Animals Fund expended as per S85(1)(a)

Council received \$ 9,903 from the Companion Animals Fund for the 2016/17 year. These funds were used towards the wages of one full time Ranger and a part time Ranger/Officer.

Summary of pound data	Cats	Dogs	Total
Seized and transferred to Council's facility	66	260	326
Dumped	217	139	356
Surrendered by owners	7	59	66
Released to owners	3	104	107
Euthanized	256	287	543
Sold	0	3	3
Released for re-homing	29	25	54
Died at Council facility	0	0	0
Stolen or escaped from Council's facility	0	0	0
Holding pending Court action	0	0	0
Totals	578	877	1455

CONTRACTS AWARDED

[Local Government Act 1993 Section 428 and Local Government (General) Regulation 2005 Clause 217(1) (a2)]

Contractor	Goods/Services provided	Value
Parkes Ready Mixed Concrete	2017/18 supply and delivery of ready mix concrete	\$ 220,000
Miller's Metals	Gravel crushing	\$ 300,000
Civil Independence & Boral	Delivery of coldmix	\$ 170,000
Bitupave Limited	Supply and delivery of bitumen	\$190,000
Cabonne Constructions Pty Ltd	Refurbishment alteration of Parkes Little Theatre	\$ 385,800
Colas Pty Ltd (Previously SRS Roads)	Bituminous Surfacing	\$1,000,000
Westlime Pty Ltd	Supply and delivery of gravel	\$1,000,000
Steve Magill Earthmoving	Parkes Airport Subdivision Access Road Part 1	\$593,799.80

INFORMATION ON THE IMPLEMENTATION OF COUNCIL'S DISABILITY INCLUSION PLAN AND GIVE A COPY TO THE MINISTER FOR DISABILITY SERVICES

[Disability Inclusion Act 2014, s 13(1)]

- + Parkes Shire Council Access Committee formed
- + Access Improvement Fund established, with \$12,000 budget allocated
- + Council continues to fund administration of Interagency and ensures a representative of Council is in attendance at meetings.



Our Statutory Report

SPECIAL SCHEDULE 7

Special Schedules 2018

Parkes Shire Council

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2018

\$'000												
Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Buildings – non-specialised	1,850	398	255	280	15,635	23,818	40%	23%	36%	1%	0%
	Buildings – specialised	885	885	176	151	15,473	27,514	30%	16%	42%	11%	1%
	Sub-total	2,735	1,283	431	431	31,108	51,332	34.6%	19.6%	39.1%	6.1%	0.6%
Roads	Sealed Roads Surface	251	251	1,000	1,355	16,858	25,198	39%	33%	25%	3%	0%
	Sealed Roads Structure	404	204	–	–	237,574	290,241	79%	12%	8%	0%	1%
	Unsealed roads	589	589	1,085	1,248	56,270	73,815	64%	14%	18%	3%	0%
	Bridges	204	–	12	–	10,282	13,964	39%	37%	18%	6%	0%
	Footpaths	2	2	82	60	7,834	10,012	40%	55%	5%	0%	0%
	Bus Stops	–	–	3	–	108	147	6%	94%	0%	0%	0%
	Kerb and Gutter	22	22	–	–	13,340	17,590	55%	38%	7%	0%	0%
	Car Parking	47	47	–	–	1,904	2,412	66%	15%	12%	6%	1%
	Sub-total	1,519	1,115	2,182	2,663	344,172	433,379	71.0%	16.7%	11.0%	1.0%	0.4%

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Council

Schedule 7 – Report on Infrastructure Assets as at 30 June 2018 (continued)

Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
							1	2	3	4	5
Assets	93	93	142	72	1,889	3,151	22%	47%	19%	12%	0%
Assets (Surface Storage)	–	–	30	–	15,514	24,248	37%	0%	63%	0%	0%
Assets (Storage)	305	–	25	25	12,327	18,060	38%	29%	33%	0%	0%
Assets (Water Services)	605	–	300	706	62,987	115,808	7%	17%	75%	0%	0%
Assets (Treatment Plants)	–	–	200	–	39,926	48,219	82%	0%	0%	0%	18%
Assets (Pump Stations)	30	–	159	49	5,540	10,520	25%	14%	61%	0%	0%
Assets-total	1,033	93	856	852	138,183	220,006	30.5%	12.9%	52.4%	0.2%	4.0%
Assets (Wastewater Treatment Plant)	–	–	200	192	29,345	40,330	66%	2%	12%	19%	0%
Assets (Water Mains)	41	41	400	404	21,437	35,644	22%	24%	54%	0%	0%
Assets (Water Nodes)	17	17	–	–	3,175	5,401	15%	37%	46%	1%	0%
Assets (Water Pump Stations)	–	–	26	–	1,293	2,444	0%	41%	59%	0%	0%
Assets-total	58	58	626	596	55,250	83,819	41.9%	15.1%	33.4%	9.6%	0.0%
Assets (Stormwater Basins)	–	–	5	–	708	743	100%	0%	0%	0%	0%
Assets (Stormwater Drains)	–	–	–	–	807	845	100%	0%	0%	0%	0%
Assets (Inlet and Outlet Structures)	2	2	–	–	2,199	2,898	28%	61%	10%	0%	0%
Assets (Structures)	–	–	200	314	18,942	23,380	38%	62%	0%	0%	0%
Assets-total	2	2	205	314	22,656	27,866	40.7%	58.2%	1.1%	0.0%	0.0%



Our Statutory Report

Report on Infrastructure Assets as at 30 June 2018 (continued)

Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance ^a	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
							1	2	3	4	5
Assets	328	228	200	179	4,958	7,620	22%	50%	17%	11%	0%
Assets	–	–	140	173	530	642	57%	39%	4%	0%	0%
Assets	1,152	852	900	994	22,579	31,877	53%	28%	5%	14%	0%
Infrastructure	371	371	250	259	9,167	12,351	76%	0%	14%	7%	2%
	1,851	1,451	1,490	1,605	37,234	52,490	53.6%	24.7%	9.1%	11.8%	0.8%
	–	–	230	452	2,603	2,910	100%	0%	0%	0%	0%
	–	–	230	452	2,603	2,910	100.0%	0.0%	0.0%	0.0%	0.0%
ASSETS	7,198	4,002	6,020	6,913	631,206	871,802	53.9%	17.5%	24.8%	2.5%	1.3%

amount identified in Council's asset management plans.

Condition assessment 'key'

- No work required (normal maintenance)
- Only minor maintenance work required
- Maintenance work required
- Renewal required
- Urgent renewal/upgrading required

Special Schedule 7 – Report on Infrastructure Assets (continued)
for the year ended 30 June 2018

	Amounts 2018	Indicator 2018	Prior periods		Benchmark
			2017	2016	
Infrastructure asset performance indicators * consolidated					
1. Buildings and infrastructure renewals ratio ⁽¹⁾					
Asset renewals ⁽²⁾	18,939	200.60%	272.59%	206.23%	>= 100%
Depreciation, amortisation and impairment	9,441				
2. Infrastructure backlog ratio ⁽¹⁾					
Estimated cost to bring assets to a satisfactory standard	7,198	1.16%	1.42%	1.24%	< 2.00%
Net carrying amount of infrastructure assets	619,436				
3. Asset maintenance ratio					
Actual asset maintenance	6,913	114.83%	115.00%	105.85%	> 100%
Required asset maintenance	6,020				
4. Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	4,002	0.46%	0.64%	0.43%	
Gross replacement cost	871,802				

Notes

* All asset performance indicators are calculated using the asset classes identified in the previous table.

⁽¹⁾ Excludes Work In Progress (WIP)

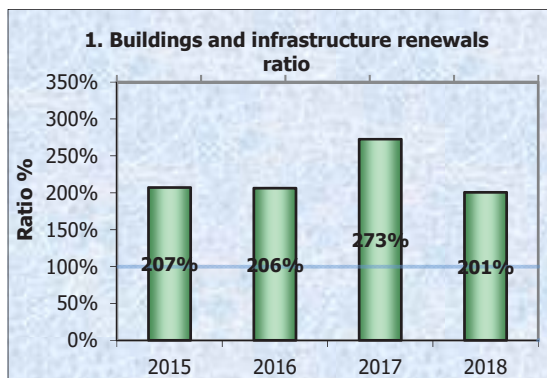
⁽²⁾ Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Our Statutory Report

Parkes Shire Council

Special Schedule 7 – Report on Infrastructure Assets (continued) for the year ended 30 June 2018



Benchmark: — Minimum $\geq 100.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of asset renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

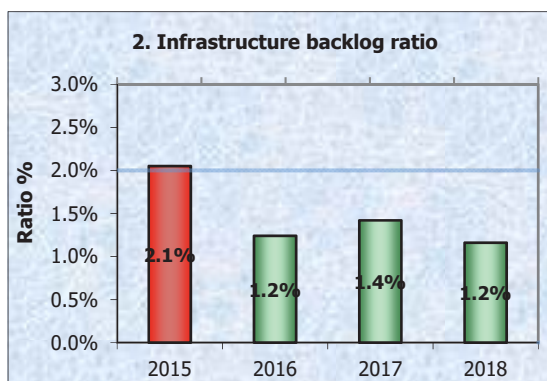
Commentary on 2017/18 result

2017/18 Ratio 200.60%

The Building & Infrastructure Renewal Ratio for 2017/18 was 200.60%. As outlined in Council's Fit for the Future Submission. Council's strategy has been to concentrate on the renewal of its assets bringing them up to satisfactory standard and thereby reducing the required maintenance, and Infrastructure Backlog.



Ratio achieves benchmark
Ratio is outside benchmark



Benchmark: — Maximum $< 2.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

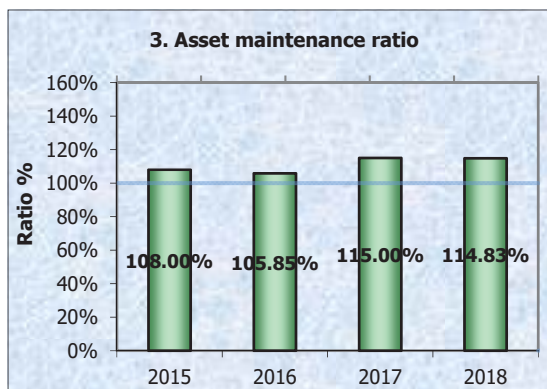
Commentary on 2017/18 result

2017/18 Ratio 1.16%

The benchmark for the proportion of the infrastructure backlog is less than 0.02x. Council in the Parkes Plus Delivery Program has worked through a works program to reduce the backlog and improve the condition of Council's assets. Council is maintaining this ratio at close to the required benchmark.



Ratio achieves benchmark
Ratio is outside benchmark



Benchmark: — Minimum $> 100.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Purpose of asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

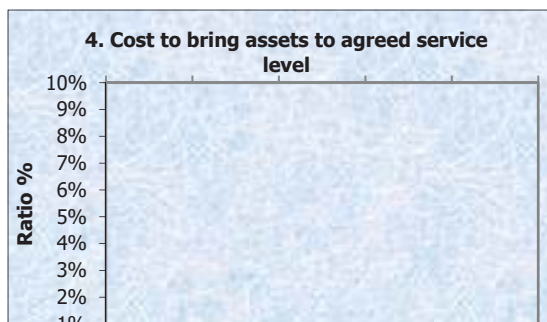
Commentary on 2017/18 result

2017/18 Ratio 114.83%

In 2017/18, Council is maintaining the amount of maintenance spent on Council's infrastructure. This will assist with preventing the Infrastructure backlog from increasing. The Infrastructure backlog currently is at \$7.198m in 2017/18.



Ratio achieves benchmark
Ratio is outside benchmark



Purpose of agreed service level ratio

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under

Commentary on 2017/18 result

2017/18 Ratio 0.46%

This is the third year of measuring this service level ratio. Council undertakes considerable community consultation in the preparation of its Operational Budget, and Delivery Program outlining the level of service which is anticipated from the funds





Our Financial Position



FINANCIAL PERFORMANCE

Council's financial performance continues to remain sound. A summary of our performance is outlined below.

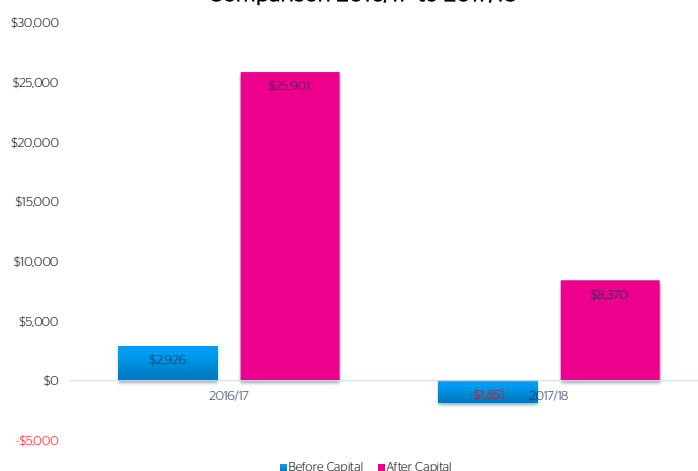
	2018 (\$'000)	2017 (\$'000)
Income Statement		
Total Income from Continuing Operations	\$ 54,124	68,959
Total Expenses from Continuing Operations	\$ 45,754	43,058
Operating Result from Continuing Operations	\$ 8,370	25,901
Net Operating Result for the Year	\$ 8,370	25,901
Net Operating Result before Grants and Contributions provided for Capital Purposes	\$ (1,851)	2,926
Statement of Financial Position		
Total Current Assets	\$ 44,937	56,584
Total Current Liabilities	\$ 11,025	(9,949)
Total Non Current Assets	\$678,433	654,284
Total Non Current Liabilities	\$ (21,889)	(19,792)
Total Equity	\$690,456	681,127
Other Financial Information		
Operating Performance Ratio (%)	(0.17 %)	8.03%
Own Source Operating Revenue Ratio (%)	59.86 %	46.43%
Unrestricted Current Ratio	1.99 x	3.21 x
Debt Service Cover Ratio (%)	7.48 x	4.84 x
Rates & Annual Charges Outstanding Ratio (%)	5.37%	6.41%
Cash Expense Cover Ratio (times)	10.86 mths	13.78 mths

SUMMARY OF FINANCIAL STATEMENTS

Operating Result

Council has had a strong financial result in 2018 of \$8,370,000 for the year as compared to \$25,901,000 for 2017. This result was attributable to an Operating Result of \$2,405,000 within the Water Fund, a deficit of (\$99,000) within the Sewer Fund and a surplus of \$6,064,000 within the General Fund. These results include Grants and Contributions provided for Capital Purposes. After considering Grants and Contributions provided for Capital Purposes, Council still posted a deficit of (\$1,851,000), this was attributable to deficit of (\$790,000) within the Water Fund, (\$166,000) within the Sewer Fund, and (\$895,000) deficit was recorded within the General Fund.

Consolidated Operating Result - Comparison 2016/17 to 2017/18





Our Financial Position

Rates and Annual Charges income grew by \$483,000 (2.5%) to \$19,498,000 (2017 - \$19,015,000). User charges and fees income increased by \$1,074,000 (10.8%) to \$10,993,000 (2017 - \$9,919,000) mainly as a result of increased revenue from Waste management services due to the opening of the new weigh-bridge at the Parkes Waste Facility and an increase in revenue received from water consumption, and sewerage services.

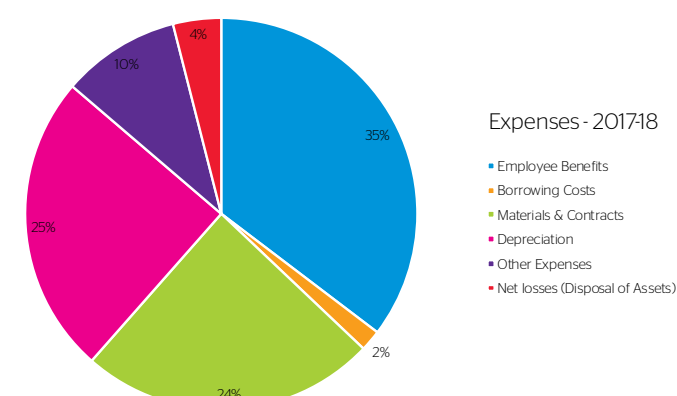
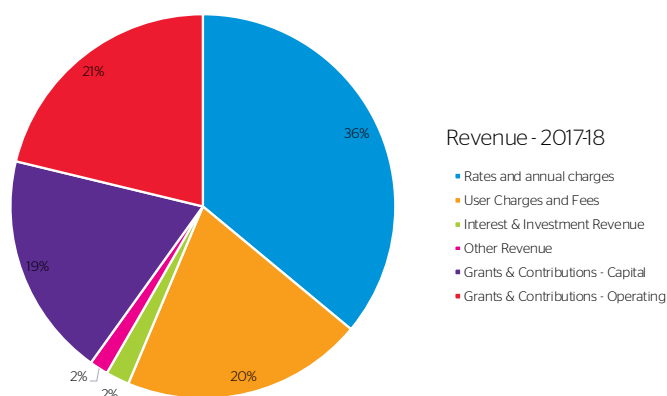
Interest and Investment Revenue is down for 2018, showing \$1,073,000 (2017 - \$1,953,000).

Employee benefits and on-costs grew to \$16,172,000 (2017 - \$16,094,000) which is an increase of 0.48%. Costs were maintained through a slight decrease in the number of employees and a reduction in the amount of overtime worked through the year.

Council's depreciation expense has increased from the previous year affected by the revaluation of Council's infrastructure assets, and indexation of Council's infrastructure assets.

Total Interest and Investment Revenue decreased in 2018 due to the low interest rate environment, and a reduction in the average amount of funds available to invest due to drawing down on reserve funds to complete the Parkes Water and Sewerage Treatment Plants, which were commissioned in 2017/18.

Other revenues decreased by \$305,000 due to legal recoveries being received of \$110,000 in 2017 from legal proceedings against Lehmann Brothers and Standards and Poors, the remaining reduction relates to Workers Compensation refunds not received in 2018, as compared to 2017.



Materials and Contract expenses increased to \$11,167,000 (2017 - \$10,039,000) consistent with the one-off costs associated with the bringing on-line of the two new Treatment Plants. There were one-off costs associated with the flushing out of the Water Supply Network prior to commissioning the new water treatment plant. In addition, there was an inspection program undertaken of the Sewer Network, whereby there were many instances, which did not lead to an improvement or enhancement in the asset, and therefore regarded as maintenance expenditure.

Council's Building and Infrastructure ratio 200.60% was similar to 2017 (272.59%).

The works for the year have been prioritized by the work programme being affected by weather with two major rain events affecting Council's infrastructure in the first half of 2016/17 continuing to being repaired in 2017/18. The two major rain events resulted in damage totaling \$3,960,000 to Parkes Transport Infrastructure. During 2016/17 and 2017/18, Council has repaired to date \$3,758,000.

Council's rating staff have been concentrating on reducing outstanding rates, interest and annual charges ratio still remain low by industry standards at 5.27% (2017 - 6.41%).

CASH POSITION

Council had cash and investment holdings of \$36,642,000 at 30 June 2018, which is a decrease of \$14,954,000 from the previous year. Total cash holdings included \$31,118,000 of Externally Restricted Assets, which restricts Council to commit those funds to the purposes from which they are provided, and \$5,415,000 is subject to internal restrictions agreed upon by Council for designated purposes

Summary of Cash Flow for year ended 30 June 2018

	2018 (\$000)	2017 (\$000)
Cash flows from Operating Activities	\$ 19,886	\$40,588
Cash Flow from Investing Activities	\$ (15,759)	\$ (60,618)
Cash flows from Financing Activities	\$ 2,186	\$ 6,516
Net increase/decrease in cash held	\$ 6,313	\$ (13,514)
Cash at beginning of the financial year	\$ 1,939	\$ 15,453
Cash at the end of the financial year	\$ 8,252	\$ 1,939
Additional information	-	
Plus investment on land - end of year	\$ 28,390	\$ 49,657
Total cash, cash equivalents & investments	\$ 36,642	\$ 51,596

Council's overall cash and investment position has decreased during the year and this has been due to the use of restricted reserve funds set aside Water and Sewerage Treatment Plants. Council had also increased its loan borrowings of \$3,000,000. Council has invested funds at an average interest rate of 2.45%.

Council has significant amounts in Accrued Revenues (\$0.325m) and Government Debtors (\$1.473m) which when received should increase its level of cash backed reserves in 2017/18.

FINANCIAL POSITION

Council's total equity increased to \$690,456,000 (2018) from \$681,127,000 (2017).

Council's liquidity continues to be well maintained as indicated by an Unrestricted Current Ratio of 1.99 (2017 - 3.21), well above the benchmark of 1.50x. Council drew down additional borrowings in 2017/18 totaling \$3,000,000. These funds will be used for planned roadworks of Clarinda Street within Parkes CBD. The debt service ratio which is the cost of repaying principal and interest which expresses that cost as a percentage of revenue from ordinary activities) was 4.40% (2017 - 4.24%). Parkes Shire Council's ratio is well below the industry benchmarks and indicates manageable debt.

Council's operating performance ratio reflected a slightly negative result of (0.17%) or (\$76,000) in 2017/18 (2017 - 8.03%). The result for 2017/18 was affected by the writing down of Infrastructure assets which had been replaced which totaling \$2,195,000.

With Council's emphasis on renewal of assets, the Infrastructure Backlog Ratio continues to improve from 0.0124x (2016), 0.0142x (2017) to 0.0116 (2018). With the works programmed in the Delivery Program, and 2018/19 Operational Budget, and the emphasis on renewal works in the revised Long Term Financial Plan 2017/18 to 2028/29, it is forecast that the benchmark of 0.02x will continue to be realised.

Council's program of asset maintenance ratio of 1.15x (2017 - 1.15x) indicates Council is investing enough funds to stop the infrastructure backlog increasing. The Capital Expenditure Ratio of 3.03x (5.44x - 2017) indicates the extent that Council is expanding its asset base through capital expenditure on both new, upgrading and the replacement of existing assets.



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