



PARKES SHIRE COUNCIL

Annual Report

2018/19



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PARKES SHIRE COUNCIL

Delivering progress and value to our community



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 2018 - 2019**
- + End Of Term Report 2017-18 to 2020-21

Parkes Shire Council is proud to present our Annual Report for 2018/19. This Annual Report provides a broad overview of Parkes Shire Council's performance within the 2018/19 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.



Cr Ken Keith OAM
Mayor

It is with great pleasure that I provide the foreword to the Parkes Shire Council Annual Report for the 2018/19 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".

The Parkes Shire is suffering through one of the worst droughts in history, heading into our third year without significant rainfall. During this dry time, it is important that Council continues to plan and deliver programs and projects to deliver immediate economic support, as well as ensuring a prosperous and sustainable future. Over the last financial year building community resilience has been a priority for Council.

Parkes Shire was one of 60 Local Government Areas deemed eligible for the \$1 million in funding under the Australian Government's Drought Communities Programme Extension, to support communities impacted by drought. The funding has facilitated the delivery of six of community infrastructure priority projects, standpipe upgrades as well as the appointment of the Shire's Drought Response Officer. These projects have gone a long way towards providing short-term relief by boosting local employment and procurement, as well as addressing a number of social and community needs.

Additionally, as a small token of assistance to drought affected community members, Council unanimously supported the resolution to provide free entry to all shire pools for the 2018/19 swim season.

Council also partnered with Why Leave Town Promotions to deliver the Shop Parkes Gift Card program, which aims to stimulate economic activity and support our local business community. Since its inception in December 2018, over \$55,000 has been spent across the 60 local participating businesses.

With more pressure placed on our urban water supply during these dry times, the commencement of construction of the Recycled Water Scheme (RWS) was opportune. Once fully operational the RWS, which forms part of the award-winning Parkes Integrated Water Infrastructure Renewal Program, will supply high quality recycled water for the Advanced Water Recycling Facility to our public green spaces for irrigation. The scheme strengthens Parkes' water security by providing an additional source of water for non-potable (non-drinking) use, reducing the demands on treated drinking water and lower Council's operational costs.

In 2018/19, we celebrated the completion of a number of other major projects including the refurbishment of the old hospital Community Hall, the Parkes Airport Business Park Development, Berryman Oval upgrades, the rejuvenation of PAC Park and Peak Hill's Lindner Oval, and The Little Theatre refurbishment.

Council continued to prioritise the upgrade and maintenance of the Shire's regional road assets and footpath network for the benefit of the Parkes Shire community and its visitors. Some of the more noteworthy works delivered in 2018/19 include the completion of the 17 kilometre widening and sealing of Middle Trundle Road (SR83), the reconstruction work on Peak Hill - Tullamore Road (MR348), construction of further linkages to the Parkes Shared Footpath surrounding Northparkes Oval, Hooley and Bushman Streets, as well as the first shared path for Peak Hill, providing a path along Derribong Street to Whitton Park Road.

During this dry time, our region continues to be supported by the tourism sector. Having cemented itself as the home of fun and quirky events, Council assisted in the delivery of 175 events this financial year, including the first Inland Astro-Trail Symposium, Trundle ABBA Festival, the 10th anniversary of the Mock Crash Demonstration, Peak Hill Busking Championships, Trundle Back in Time Tractor Pull, and the biggest and best Parkes Elvis Festival to-date. Events, such as these, provide a huge boost to the local economy as well as community morale.

Having secured over \$5.65 million in grant funding last financial year, the sod was turned on several major infrastructure projects including the Parkes Shire Library expansion, the Parkes CBD Vibrancy project and Multipurpose Centre development, and a new integrated Central West Family Day Care facility. We look forward to seeing these projects delivered in 2020.

These projects, events and initiatives will ensure the continued prosperity of the Parkes Shire and secure its position as a vibrant, progressive regional hub well into the future.

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 OAM
Mayor





Message from our General Manager



Mr Kent Boyd PSM
General Manager

I am pleased to provide the forward for the 2018/19 Annual Report, the third year of the Parkes Plus Delivery Program 2017/18 - 2020/21.

The social and financial challenges currently being faced by our community due to this devastating drought are indeed heartfelt. Over the past year we have tried to help at the local level, albeit in a small way, including free standpipe water to farmers, facilitated the Drought Response Officer and free entry to the Shire's pools, improvements to community halls and places while remaining committed to ensuring our community is well supported by a diverse economy as we capitalise on our strategic position at the "crossroads of the nation".

Parkes played host to the inaugural Inland Rail Conference in August 2018, welcoming 500 industry representatives to town. Then in December 2018 the sod-turning for the inland rail was performed by the Deputy Prime Minister the Hon Michael McCormack at Parkes which marked the commencement of construction on the Inland Rail, aptly breaking ground on the once-in-a-generation project at a greenfield site within the Parkes National Logistics Hub precinct.

The \$300m Parkes to Narromine section of the Melbourne to Brisbane Inland Rail has significantly helped our economy, with a construction workforce of over 300 people working in the region on this nationally significant project, many of these local people and local businesses.

It was also as a direct consequence of the Australian Governments financially committing to the Inland Rail that Pacific National (the largest rail company in Australia) commenced construction of their \$35 million Parkes Logistics Terminal, which commenced in October 2018 and will generate 50 full time jobs.

Council was also fortunate to secure nearly \$7 million in grant funding to extend infrastructure throughout the Hub under the NSW Government's Regional Growth Fund. The project will deliver enabling infrastructure including road upgrades, water, power, gas and communications, all intended to attract new business to the precinct.

As a region we should all be extremely grateful for the July 2018 announcement by NSW Deputy Premier and Minister for Regional NSW John Barilaro, that Parkes will be the State's first special activation precinct (SAP), funded under the NSW Government's \$4.2 billion Snowy Hydro Legacy Fund. The SAP will provide land, fast tracked planning approvals, enabling infrastructure, government lead studies and a business concierge service. The SAP is based around the National Logistics Hub, but will also focus on agricultural value-adding, national recycling opportunities and renewable energy generation.

Looking to the future, while we hope for drought breaking rain, other infrastructure projects are developing, such as the Clean Teq Mine with their headquarters at Parkes, the \$178m Parkes bypass, \$650m Wyangala Dam Upgrade, the Regional Digital Connectivity Program and the \$300m development at the Northparkes Mines.

We have also successfully sought several grants intended to improve our community infrastructure but also to stimulate the economy during construction. These include the lower Main Street upgrade, new Cooke Park multipurpose centre, Parkes library upgrade, and relocated Family Daycare centre, to mention just a few. In the past five (5) years nearly \$200m of community infrastructure has been delivered, the largest in the history of the Council and possibly a record for regional NSW

In delivering the infrastructure our workforce has achieved many awards and accolades, individually and project based, which is a direct reflection of their dedication and abilities. Many of these projects are partnered by local groups and we also thank them for their devotion to the communities in which they live.

I sincerely thank our workforce and also our elected Councillors for their devotion.

Kent Boyd PSM
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 be a smart organisation that delivers 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.





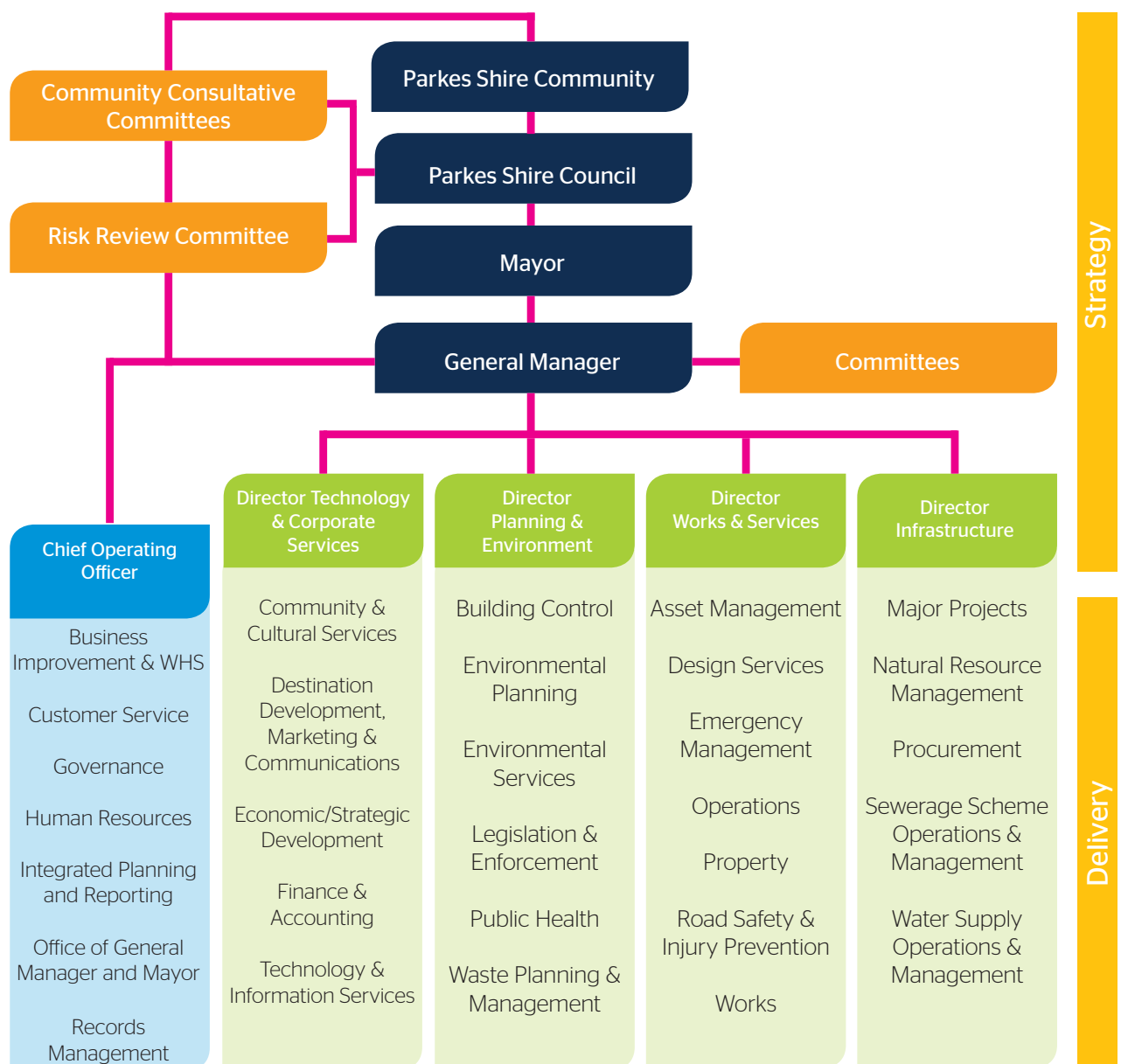
Organisational Chart



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 and to date has served 36 years on Council, 11 of these as Mayor, being elected as Mayor in July 2008.

He has served as Centroc Chairman and E Division Representative to the Shires Association of NSW. He has chaired the Newell Highway Taskforce since its inception and currently chairs the Central NSW Joint Organisation Strategic Transport Group. He believes in regional co-operation to achieve the best outcomes, while still promoting all of the Shire of Parkes. Ken has encouraged Parkes Shire Council to remain non-political, considering each issue on its merit and reaching consensus in a harmonious manner where possible.



Cr Barbara Newton

Deputy Mayor

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

Previously Cr Newton worked as a registered nurse, nurse educator and Director of Nursing in Aged Care; and as a professional singer with the Australian Opera.

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 work wear, 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 and raised in Parkes before moving to Peak Hill in 1983. She is a qualified, enrolled nurse employed at the Peak Hill Health Service.

Cr O'Leary brings an opportunity for community members to have their say and 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.

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 until April 2019. At which time Council farewelled its Director Planning and Environment Steven Campbell, as he commenced his transition into retirement after more than 40 years in Local Government. Council placed Howard Orr, in the role of Acting Director Planning and Environment from whilst the recruitment of a permanent incumbent takes place.

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



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.



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.



Andrew Francis
Director Infrastructure

Andrew Francis has been with Parkes Shire Council since 2005, progressing his career to the position of Director Infrastructure in March 2015.

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.



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.

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 Yarrowlumla Shire Council and Blayney Shire Councils. Ben has also spent over 12 months working overseas in Scotland consulting to Stirling City Council.



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.



Howard Orr

Acting Director Planning & Environment (April 2019)

Howard Orr, Acting Director Planning & Environment welcomed the opportunity to step into the acting Director role in April 2019. Howard holds tertiary qualifications in Building Surveying, Environmental Health and Management.

Starting at Parkes Shire Council as a trainee in 1995, Howard has held positions in Health and Building Surveying at both Parkes and Cowra Shire Councils. His usual role at Parkes includes the management of the Regulation and Enforcement Team. Howard brings a wealth of knowledge to the Planning and Environment Team.



Community Engagement

COMMUNITY ENGAGEMENT CONTINUUM

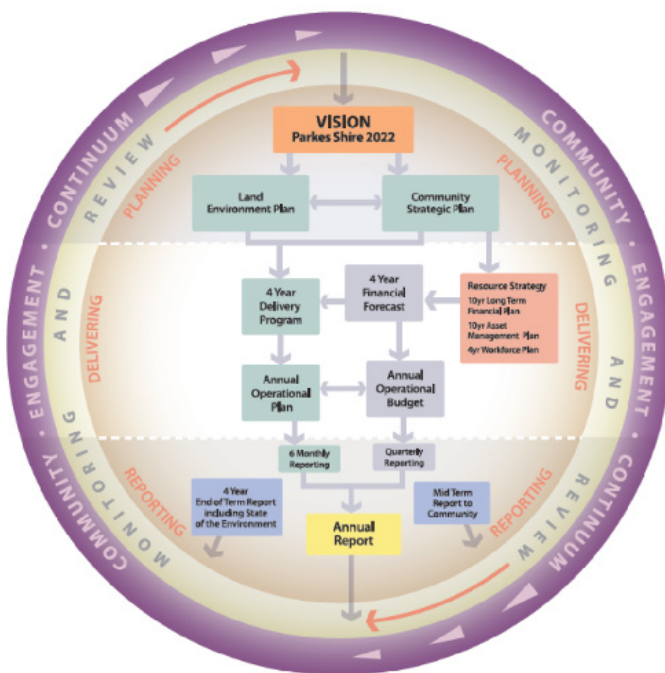
Parkes Shire Council's Community Engagement Strategy lines the mechanisms that Parkes Shire Council uses to engage our communities in the issues and decisions that affect them.

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 2018/19 including workshops, open days, mail-outs, training and information days and staff attendance at community meetings.

Community engagement activities carried out throughout the year include:

Parkes Shire Council Mid Term Reporting Workshops

Council Senior Staff delivered community workshops to Parkes and the Shire's Townships to mark the half way point of its four year Delivery Program.

The workshops provided an update to residents on the progress of the Delivery Program objectives and provided the opportunity for community members to raise their issues, concerns and feedback to Council staff.

Each workshop was tailored to include the relevant projects and aspirations of the different townships, was well attended and displayed an impressive level of engagement from all.

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.





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, it was then the first Improvement journey for Council was identified and the Business Improvement Plan was framed upon.

Council commenced work to strive for 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).

To review the full Parkes Shire Council Business Improvement Program and its progress, please visit parkes.nsw.gov.au.



**Health & Safety
AS 4801**



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.

BEST PRACTICE WORK HEALTH AND SAFETY (WHS)

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

Parkes Shire Council continues to strive for Best Practice Work Health and Safety, conducting Internal Audits with KAS Consulting on Council's safety system and successfully completing SAI Global maintenance audits as scheduled. Throughout the year Council staff commenced work with KAS Consulting to update the current WHSMS to the ISO 45001 standard.

COUNCILS COMMITMENT

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.

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 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 in house, continually improving and customising the training package to suit our work environment. 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 newly named Audit Risk & Improvement Committee, oversees Business Improvement and Service Reviews within Council.



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 2018/19 as noted within the 'Our Statutory Report' section of this document (page 61).

AUDIT RISK & IMPROVEMENT COMMITTEE AND INTERNAL AUDIT

Council's Audit Risk & Improvement Committee (ARIC) forms a vital component of Parkes Shire Council's Governance Framework. The Committee focuses on areas such as risk, audit, compliance and improvement initiative relating to Council's functions and operations. ARIC oversees Council's Enterprise Risk Management Program and Internal Audit Program. In accordance with Council's Internal Audit Program, the internal audits carried out in 2018/19 by National Audits Group were:

- + Project Management Office
- + Computer Information System Implementation and Data and Security processes





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.

Council's School Based Trainees (SBAT), Trainees and Cadets equated to 4% of the workforce during the 2018/19 year, 8 roles in total. across all departments of Council.

Pictured below are Council's School Based Trainees Sophie Field and Jayden Wirth, who are placed in the Economic Development and Civil Construction teams 1 day per week for a period of 2 years.



LOCAL HIGH SCHOOL WORK EXPERIENCE

Council received many applications for work experience from local High School Students. Council was more than happy to accommodate these requests, placing the students in roles within Council based on their interests and future career aspirations.



Pictured above, Anouk Labuschagne, Tom Buesnell and Liam Tory, 3 of Council's work experience students.

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.

HUMAN RESOURCES TECHONE MODULES

Council's Human Resources Team made great system improvements during the year, migrating the 2016 implemented CI payroll system into CI Anywhere. This update from the CI platform offers payroll staff the ease of "one touch payroll", among other benefits, and provide the end user with an easy to use platform to submit timesheets and leave, view historical payroll data, personal and role specific details.

Further developments will be seen in the coming 2 years with the team committed to transferring all aspects of Human Resources into Technology One modules: E Recruitment, Organisational Management and Employee Performance Management

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 2018/19.

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. The 2019 Jack Scoble Educational Scholarship recipients were:

- + Riley Crocker, who plans to take undertake a degree in Bachelor of Science at the University of Newcastle
- + Georgia Goodrick, for her studies in Bachelor of Paramedicine at the University of Tasmania.

Pictured below are both Riley and Georgia along with Cr Bill Jayet, Mayor Ken Keith OAM and PSC Librarian Andrea Lovell



ACHIEVEMENTS OF STAFF

LEADERSHIP AND DEVELOPMENT PROGRAM

Council's Leadership and Development program, funded by the "Smart & Skilled" State Government Initiative was completed in March 2019. This marked the completion either a Certificate IV or Diploma in Leadership and Development for 17 council staff members.

The Leadership and Development Program provided the opportunity of a study tour of China for a selected group of students from the 2018/19 enrollment. Parkes Shire Council were extremely proud to have 2 of its team members selected for this tour, which will



take place in the 2019/20 year. The Leadership and Development students are pictured below.

IPWEA PROJECT MANAGEMENT AWARD

Council's Director Infrastructure Andrew Francis received the 2018 IPWEA Project Management Award his management of the town urban water network project.



WATER INDUSTRY OPERATORS ASSOCIATION NATIONAL CERTIFICATION

The commitment and professionalism of Parkes Shire Council's water operations staff was formally recognised with national certification through the Water Industry Operators Association (WIOA) October 2018.

5 Parkes Shire Council Staff were among 18 operators to receive their certification.

Parkes Shire Council, along with 4 Centroc councils and the Centroc team, have been working at both State and Federal level to gain recognition for the invaluable role that water treatment plant operators play in providing safe drinking water for their communities.

Operators from the five councils were in the pilot of a NSW based accreditation scheme, and have now been accredited and certified under a newly formed National Certification of Water Treatment Plant operators.

In order to achieve certification, operators are required to complete a set of fit-for-purpose units of competency from the nationally recognised Water Training Package as well as demonstrate relevant industry experience. Certified operators are also required to keep their skills and knowledge current.



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.

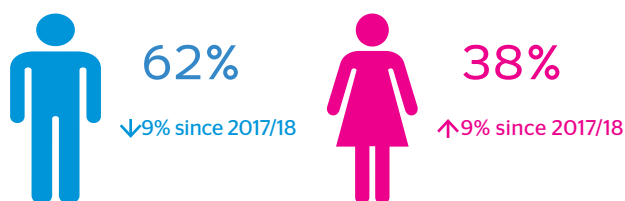
To review the full Parkes Shire Council Equal Employment Opportunity Plan and supporting documentation, please visit parkes.nsw.gov.au.

FTE STAFF PER DEPARTMENT

Parkes Shire Council staffing levels as at 30 June 2019 included paid full-time equivalents of 201.1.

| FTE BY DEPARTMENT | MALE | FEMALE | TOTAL |
|--|-----------------|----------------|-----------------|
| Technology & Corporate Services | 11.0000 | 28.0912 | 39.0912 |
| Planning & Environment | 9.7368 | 6.8635 | 16.6003 |
| Works & Services | 83.5362 | 17.6287 | 103.1649 |
| Infrastructure | 30.0000 | 1.6214 | 31.6214 |
| Organisational Capability | 2.0000 | 10.9315 | 12.9315 |
| Total Employees (including vacancies) | 135.9730 | 65.1363 | 201.1093 |

WORKPLACE DIVERSITY



Council's workforce continues to reflect the diversity within the community and shows some steady changes from the previous year. As per the info graphic below, Council has seen an increase in the number of female employees

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



Our Highlights

PARKES REGIONAL AIRPORT UPGRADES

The Parkes Regional Airport underwent significant upgrades through the year, both land and air side. The Airport Industrial Precinct received construction of Roads 1 and 2 as well as the servicing of subdivision lots with water, sewer, telecommunications and electricity. The quality of the airside was enhanced with the Taxiway C realignment, the construction of taxi lanes 1,2& 3, the interface with Taxiway C and main runway, as well as lighting and drainage works.

Airside apron works included pavement strengthening on the existing Rex parking bay and the apron extension. Totalling 32,000 m2 of airside pavement works.

Council welcomed Deputy Prime Minister Michael McCormack to the Parkes Regional Airport to inspect the upgrade works in November 2018.

NEW COMMUNITY CENTRE OPEN FOR BUSINESS

NSW Deputy Premier and Minister for Regional Development, The Hon. John Barilaro MP opened the new Parkes Community Centre in February 2019.

The former Health Education Centre was transformed into a modern, functional meetings space, ideal for use by a wide range of community organisations. The refurbished facility was funded through Strong Country Communities Fund.



PEAK HILL LINDNER OVAL PLAYGROUND PROJECT

Lindner Oval Peak Hill was upgraded with the installation of a Health and Wellness zone, utilising the NSW Government's Social Housing Community Improvement grant. The new play equipment, shade cloth and an outdoor exercise station was opened in December 2018.

BERRYMAN OVAL UPGRADE

The Trundle Berryman Oval Upgrade Project was completed, expending the \$520,000 grant funding on providing the sporting community of Trundle with new amenities, paths, lighting and seating to enjoy. The Hon. Rick Colless, Parliamentary Secretary for Western NSW officially opened the upgraded sporting precinct in February 2019.



MIDDLE TRUNDLE ROAD PROJECT STAGE 2 COMPLETION

A further 5kms of SR83 was fully reconstructed and sealed between MR 61W and MR 350N during the year, marking the completion of 17kms of widening and sealing over 5 years.

Deputy Prime Minister Michael McCormack officially opened the Middle Trundle Road Upgrade, along with Parliamentary Secretary for Western NSW Rick Colless.



KEEP AUSTRALIA BEAUTIFUL FOUNDATION NSW RENEWABLE ENERGY AWARD

Council's new Water and Sewage Treatment Plant were awarded this renewable energy award for the integration of solar systems at the new facilities in November 2018.



THE KEEP AUSTRALIA BEAUTIFUL COMMUNITY SPIRIT AND INCLUSION AWARD

In November 2018 Council's high level of stakeholder engagement was honoured with the Keep Australia Beautiful Community Spirit and Inclusion Award. This awarded recognised Council's high level of community engagement displayed at the new Water and Sewage Treatment Plant Community Open Days held in early 2018.

CITIESPOWERPARTNERSHIP(CPP)AMBASSADOR AWARD

Council was awarded the Cities Power Partnership (CPP) Ambassador Award at the inaugural CPP Awards in October 2018. The CPP Awards celebrate the outstanding work of local governments in the fields of renewable energy, energy efficiency, sustainable transport and community advocacy.

2018 NSW TOURISM AWARD

Parkes Shire Council was deeply honoured when the 2018 Parkes Elvis Festival was named best festival in the State, winning Gold - Hall of Fame at the NSW Tourism Awards for Excellence in Festivals & Events.

ANNOUNCEMENT OF THE PARKES SPECIAL ACTIVATION PRECINCT

Council's Lobbying efforts were rewarded in July 2018 when the Deputy Premier announced the establishment of the Special Activation Precincts as part of the NSW Government's 20 year economic vision. Parkes being the first SAP. The SAP will take advantage of the east-west rail line and the north-south Inland Rail project, creating jobs and supporting the freight and logistics industry, allowing local products to be more easily delivered across Australia and around the world.



INLAND RAIL CONSTRUCTION COMMENCED

Construction on the Inland Rail marked a significant milestone in February 2019 with the Australian Rail Track Corporation contractors Inlink taking possession of the existing track between Goonumbla in Parkes and Narwonah in Narromine.

The Melbourne to Brisbane Inland Rail line will transform freight movement in Australia and create outstanding investment opportunities in Parkes which has been announced as a major node on the rail line.

2018 INLAND RAIL CONFERENCE

Parkes Shire Council welcomed the opportunity to be named the location for the 2018 Inland Rail Conference. The conference enticed a large number of attendees to the town and provided Council with the chance to powerfully promote the Parkes Hub and other investment opportunities in Parkes.



Parkes Plus Delivery Program - Our Progress

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.

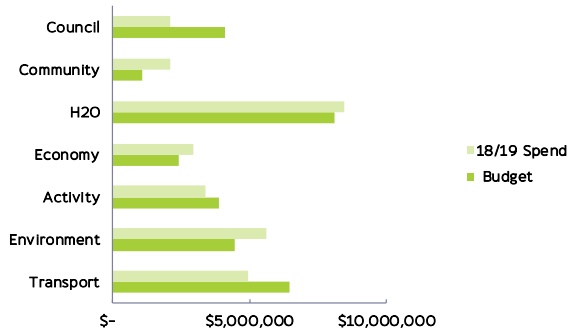
Council is mindful that the CSP is the Communities’ document and not a Council document, with the Parkes Shire community being the most important external stakeholder to be considered by Council in its planning for the future. Parkes Shire Council has therefore prepared the Parkes Plus Delivery Program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

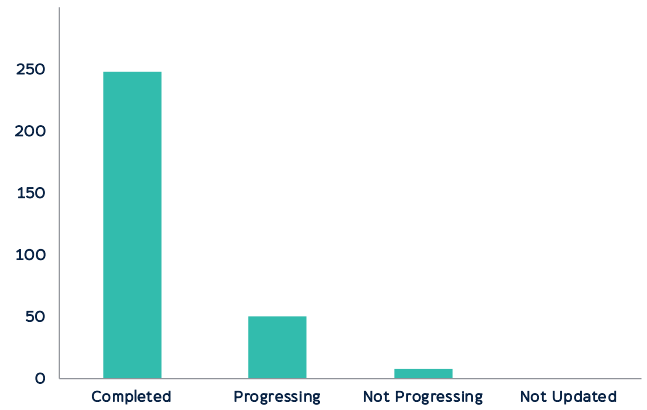
- + Transport
- + Environment
- + Community
- + Activity
- + H2O
- + Economy
- + Council



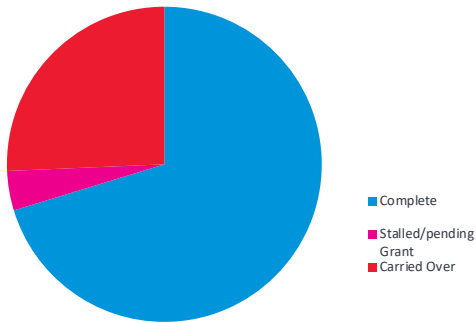
PARKES PLUS + Snapshot



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$ 13,404,626 Total PSC Grant Funding awarded (79 grants)

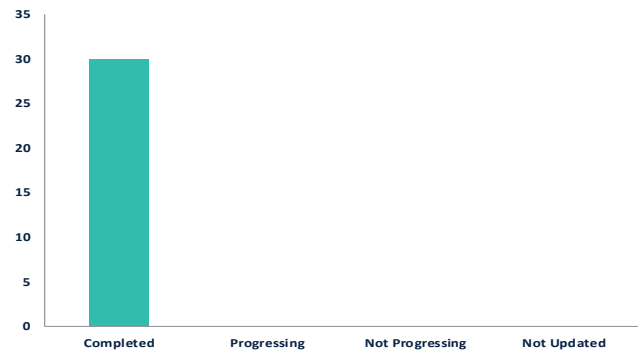
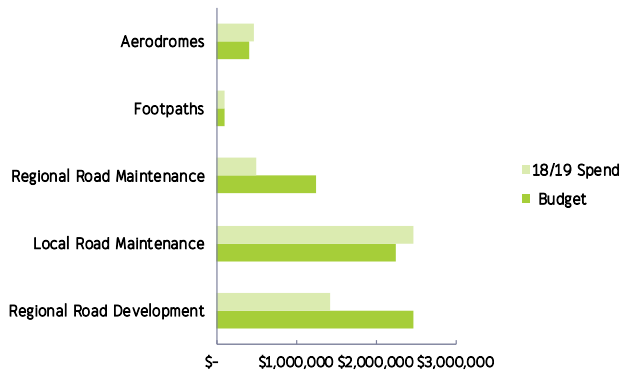
2017/18 Grants



| CAPITAL PROJECT | STATUS | CAPITAL PROJECT | STATUS |
|--|-------------|---|-------------|
| TRANSPORT + | | | |
| Roads | COMPLETE | Roads - Repair Grant | COMPLETE |
| Ancillary Roadworks | COMPLETE | Grant Funded Roads | COMPLETE |
| Bus shelter refurbishments | BEHIND | Footpath Renewals | COMPLETE |
| Urban Roads Program | COMPLETE | Parkes Regional Airport Industrial Precinct | COMPLETE |
| Urban Construction | COMPLETE | Parkes Regional Airport - line marking | COMPLETE |
| Rural Construction | COMPLETE | Parkes Regional Airport - reseal runway edges | COMPLETE |
| Middle Trundle Road (Fixing Country Roads) | COMPLETE | Car parking structures (w/ solar panels) - Parkes 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 | COMPLETE |
| Section 94A Capital Program | IN PROGRESS | 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 | COMPLETE | Street Tree Replacement Program & Strategy | COMPLETE |
| Develop Maintenance Strategy and Program | COMPLETE | Infrastructure backlog upgrades | IN PROGRESS |
| Develop Playground strategy & replace. program | COMPLETE | Memorial Hill Improvements | COMPLETE |
| Cycleway/Exercise/Wellness Program | COMPLETE | Shade structure renewals as required | BEHIND |
| Sporting Ground Improvements | IN PROGRESS | Trundle Pool Concourse (Grant Dependent) | NOT DUE |
| Main Street Vibrancy Program | IN PROGRESS | | |
| 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 | | |

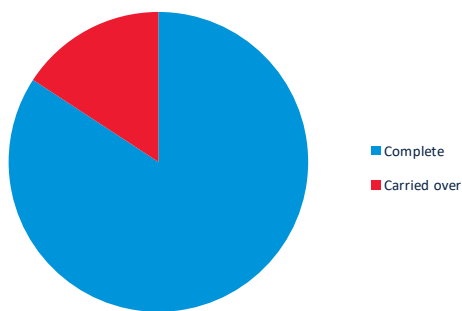
| CAPITAL PROJECT | STATUS | CAPITAL PROJECT | STATUS |
|--|-----------------|--|-------------|
| H2O + | | | |
| B-Section Pipeline upgrade | COMPLETE | Pipe Investigation and Reline (CCTV) | COMPLETE |
| Water Main Construction | COMPLETE | Mains Renewal Program | COMPLETE |
| Gravity Renewal Mains | COMPLETE | Reticulation Network Extension | IN PROGRESS |
| 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 Transport 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 | IN PROGRESS |
| Little Theatre Tiered Seating | COMPLETE | Upgrade Peak Hill dog holding enclosure | BEHIND |
| Relocate & expand Central West children Services | STALLED GNT DEP | Develop Off Leash area | IN PROGRESS |
| Education Ctre Upgrade - Old Parkes Hospital Site | COMPLETE | RFS - Bushfire Tankers Replacement Program | COMPLETE |
| Fenced Dog Park | IN PROGRESS | RFS - Fire Stations | COMPLETE |
| COUNCIL + | | | |
| Plant & Motor Vehicle Replacement Program | COMPLETE | Parkes Plus - Strategic Planning | COMPLETE |
| Computer Hardware, Software & Office Equipment | COMPLETE | | |

TRANSPORT + Snapshot



Operational Budget Status

Operational Plan Action Status



\$13,004,626 awarded in grant funding (3 grants)

Capital Projects

2018/19 Grants



Roads

Council continued to improve and develop its road network throughout 2018/19 implementing its many annual road maintenance and improvement programs, seeking advice and feedback from The Rural Road Advisory Group.

Upgrade works on the Local Road Network included:

- A further 5kms of SR83 Middle Trundle Road was surveyed, designed and constructed. This section of road is now fully reconstructed and sealed between MR 61W and MR 35ON, marking the completion of 17kms of widening and sealing over 5 years.
- Sealing works on SR128, SR126, SR76 and SR83
- 7 Urban Street Rehabilitation Program projects totaling \$278,153
- 8 Urban Lanes Rehabilitation Program projects totaling \$193,950, Design work of 4
- 9 Urban Construction Program projects totaling \$565,000
- 100% of Rural Construction Program projects were complete

Council work on regional Roads included

- Heavy patch work on MR61 East
- Heavy patch work and new shoulder grading on MR61 West and the extension of the wire safety barrier
- 2 kms of resheeting on MR348 Peak Hill to Tullamore Road

All maintenance budgets for 2018/19 were fully expended such as:

- Patching and Signs
- Local Roads Resealing
- Unsealed Roads Maintenance

Footpaths

2018/19 saw the completion of the shared footpath in Hooley Street with new fencing and the planting of mature trees along Keast Park. This project completed the network linkage with Southern Cross Retirement Village and west of the town centre to the CBD.

Further shared footpaths were constructed in Bushman, Alexandra and Wentworth Streets in Parkes and Whitton Park Road Peak Hill. All aiming to assist mobility for residents.

90% of footpath maintenance projects identified were completed during the year, this involved a number of small projects to rectify pavers in key pedestrian areas.

Council delivered Kerb and gutter projects in Station Street and Clarinda Street (outside Central West Funerals).

Aerodromes

The Parkes Regional Airport received significant upgrades both land and air side during 2018/19, working towards Council's objective to expand Parke Shire's opportunities for growth.

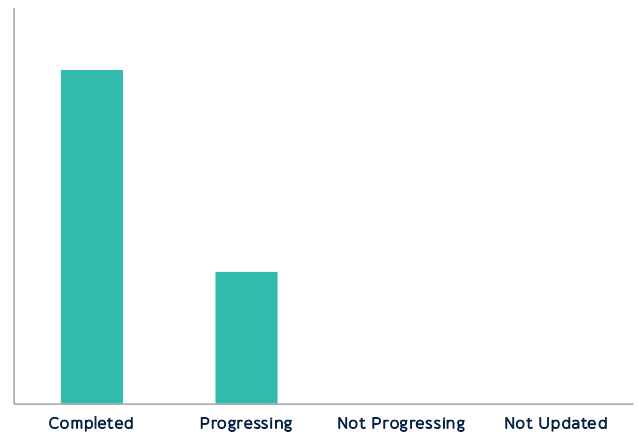
The development of the Airport Industrial Precinct continued with upgrades to Roads 1 and 2 as well as the servicing of subdivision lots with water, sewer, telecommunications and electricity. Legal Agreements for land available to lease have been drafted and a prospectus being created to promote the availability of the newly constructed industrial subdivision precinct.

The quality of the airside was enhanced with the taxiway C realignment, the construction of taxi lanes 1,2& 3, the interface with taxiway C and main runway as well as lighting and drainage works.

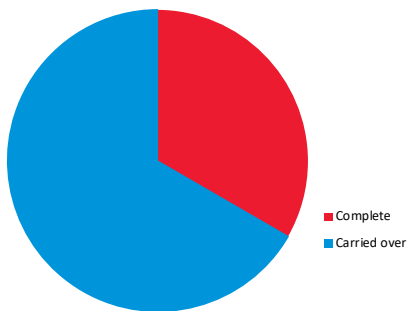
Airside apron works were completed which included pavement strengthening on existing Rex parking bay and the apron extension. Totaling 32,000 m² of airside pavement works.



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$100,000 awarded in grant funding (1 grant)

2018/19 Grants



Councillor Bill Jayet and Member for Orange Phil Donato MP gather with "Bango the Frog" to celebrate Eco Schools Day.

Built

Throughout the 2018/19 year Council governed planning and building within the Shire in compliance with legislative time frames, with no court action incurred. The following average processing days were achieved:

- Development Application 28.38 days
- Section 68 applications 89 days
- Complying Development Applications 12.12 days
- Construction Certificates 43.6 days

Council's Heritage Study is progressing with the inventory of significant buildings in all Shire Townships complete, identifying 191 heritage buildings. Further investigation is required to finalise the inventory of Parkes.

With support from the NSW Heritage Office, Council provided a free Heritage Advisory Service to the community. During this time the Heritage Advisor provided advice to the local heritage Committee, and local 46 projects. 3 projects were successfully completed under the Local Heritage Fund, including:

- Reinstatement of the original signage and colour schemes at the Railway Hotel
- Restoration of a period verandah at 27 Currajong Street, Parkes
- Parkes Anglican Church window and door repairs

Cemetery upgrades were carried out at Peak Hill and Parkes including:

A new lawn section, new memorial garden and ashes interment areas at the Parkes Cemetery
16 additional grave sites, granite paths, circular seating section and native tree plantings at Peak Hill Cemetery.

Natural

Council's Environment and Sustainability team supported and co-hosted many events throughout the year including:

- Schools Tree Day Activities
- Schools Eco Day
- Enviro Education Field Days at Kelly Reserve
- National Tree Day 2018 (CWLL)
- Community Weeding Days at the Waterwise Garden (CWLL)
- "Breakfast with the Birds" at PAC Park in October 2018 (Rotary)

Council was honoured with the Cities Power Partnership (CPP) Ambassador Award at the inaugural CPP Awards in October 2018, recognising its work in the fields of renewable energy, energy efficiency, sustainable transport and community advocacy.

A new Roadside Vegetation Management Plan (RVMP) was adopted in early 2019 and is proving to be a highly valuable resource for Council activities. The mapping documents high, medium and low conservation areas in the Shire, facilitating greater biodiversity outcomes for roadwork activities.

Council's Weeds Team inspected 1158 private properties and 65% of Shire Roads in the 2018/19 year. Biosecurity information was circulated throughout the community via the local newspapers, Social Media and a letter drop, receiving numerous responses from residents identifying areas for targeting of treatment.

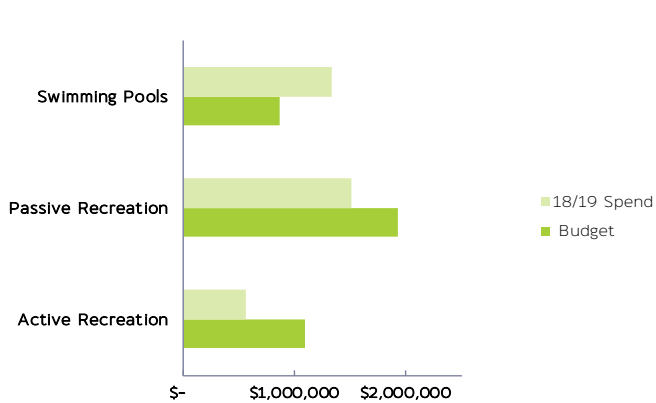
Council funding application under the Environmental Trust's Restoration and Rehabilitation Program was successful, being awarded \$100,000 for effluent ponds rehabilitation.

Waste

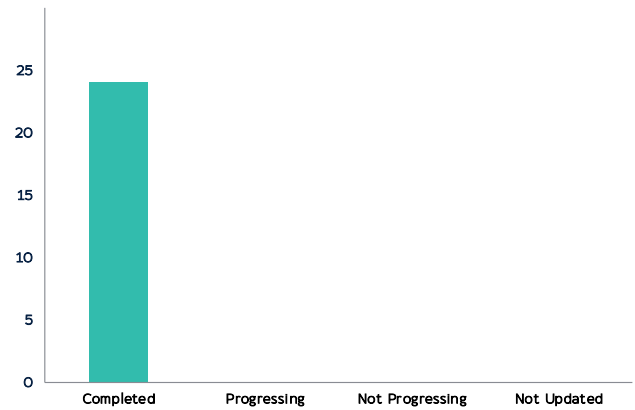
The 3 bin waste collection service continues to provide waste reduction benefits by diverting 12,515.36 tonnes of waste from landfill through kerbside recycling and green waste.

Peak Hill Transfer station is operational and 115.48 tonnes of waste being transferred to the Parkes Waste Facility during the year.

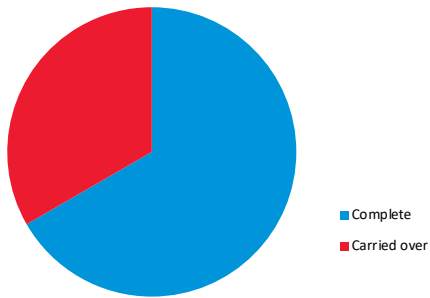
ACTIVITY + Snapshot



Operational Budget Status



Operational Plan Action Status

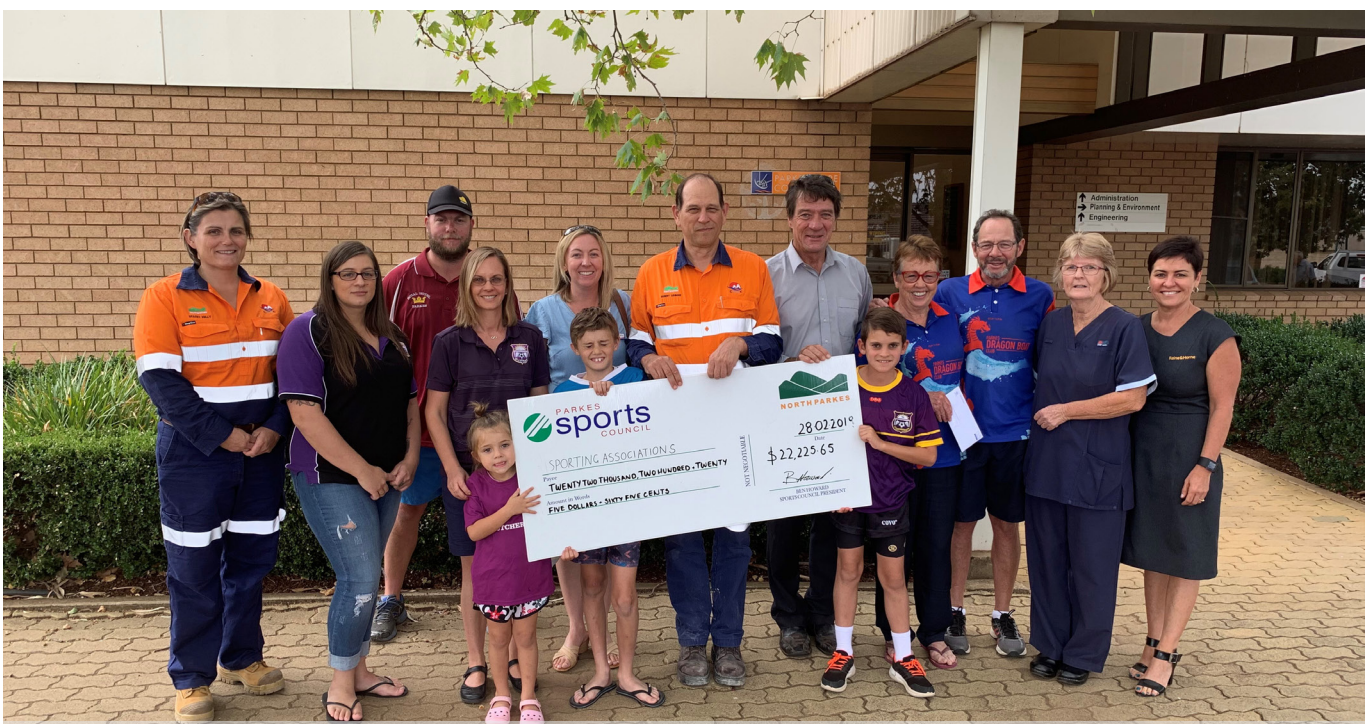


Capital Projects



\$1,726,705 awarded in grant funding (10 grants)

2018/19 Grants



Northparkes Mines representatives present to The 2019 Sporting Grant recipients

Active Recreation

Council leveraged grant funding opportunities to deliver many major enhancements to recreational zones during the 2018/19 year:

- Tullamore received a new Multi Court set up as part of the Australian Government's Drought Communities Program (DCP) - Extension. This project created a community hub for activity with 4 new courts, multipurpose ball hoops, a hit up wall and fencing.
- Peak Hill welcomed developments to the existing Lindner Oval precinct co funded by Council and the NSW Government's Social Housing Community Improvement Fund. This project included the installation of new play equipment, shade cloth and an outdoor exercise station.
- New lighting was also installed as part of the NSW Government ClubGrants - sporting category funding. This grant funded lighting at Woodward Oval Parkes as well - both projects were completed during the year, providing better access and facilities for the communities.
- Trundle's Berryman Oval upgrade project was completed providing the sporting community of Trundle new amenities, paths, lighting and seating to the value of \$520,000 from the NSW Government Stronger Communities Fund.
- Parkes Walking and Cycling pathways were further developed with paths constructed in Bushman, Alexandria and Northparkes Oval surrounds, providing greater path linkages within the town for walking, running and cycling.

Passive Recreation

Passive recreation areas throughout the Shire receiving improvement works included:

- The completion of the Peak Hill Main Street beautification project. This work included concrete blister removal with rubber replacements, tree limb and root trimming, refilling of garden beds, installation of irrigation and the installation of additional seating in the street.
- Bogan Gate Memorial Park received an upgrade during the year with the additions of a shade structure, turf, and an irrigation system.

The installation of 2 new barbeque shelters, paths and turf at Parkes PAC park.

Pools

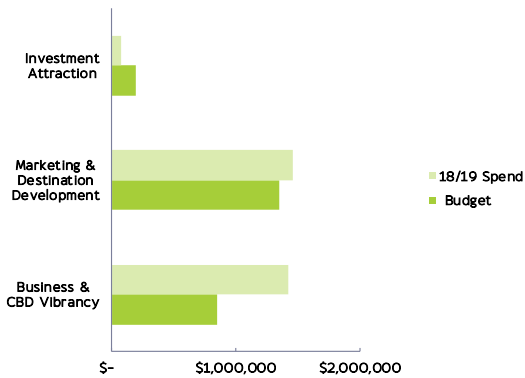
Council introduced free entry to all shire pools for the 2018/19 pool season, as a wellbeing initiative in response to the demanding drought conditions. As a result of this, all shire pools experienced a large increase in patronage, tallying 93,070 patrons.

Royal Life Saving Society conducted audits of the 4 Shire Pools in November 2018 and the following safety scores were received:

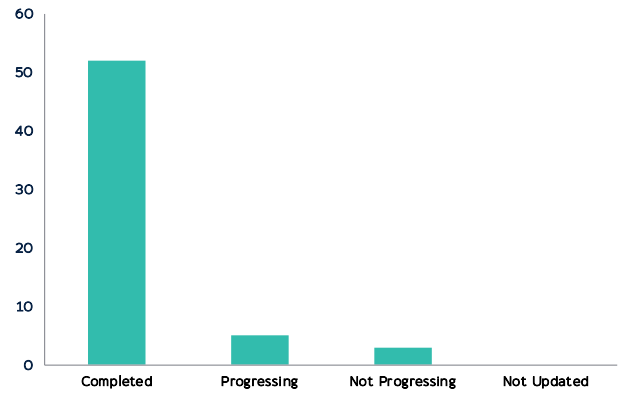
- | | |
|---------------|-----------------|
| • Parkes 94% | • Tullamore 92% |
| • Trundle 93% | • Peak Hill 84% |

The Parkes Pool provided many opportunities to patrons such Aqua Aerobics classes, hire of party areas and the pool inflatable as well as Learn to Swim Classes.

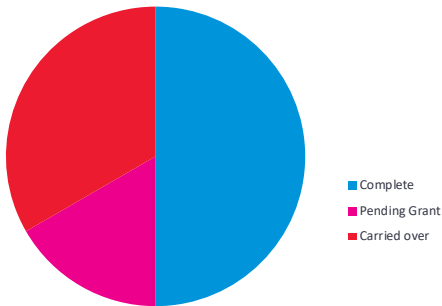
ECONOMY + Snapshot



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$9,791,750 awarded in grant funding (4 grants)

2018/19 Grants



NSW Government announces funding for the Parkes National Logistics Hub (PNLH)
L-R: Kate Hazelton, Nationals Member for Orange, The Hon. Rick Colless MLC, Cr Alan Ward, Cr Bill Jayet and Cr Neil Westcott

Business

Council continued its strong relationship with the Chamber of Commerce throughout the year collaborating on many opportunities such as the delivery of the 2018 Henry Awards and joint marketing campaigns such as the Apollo 11 50th Anniversary Event and the Shop Local Campaign.

The Shop Parkes Gift Card program, funded by Council was implemented prior to Christmas 2018 and is showing solid momentum with 50 participating businesses and approximately \$105,000 has been loaded onto Shop Parkes Gift Cards.

The Parkes Christmas Campaign Customer Survey indicated the Christmas season average spend of customers in Parkes increased by 16% from 2017.

Detailed plans have been developed for the Lower Clarinda Street Upgrade and new Multipurpose Centre. These projects, co-funded by Federal Government's Building Better Communities Fund and Parkes Shire Council aim to stimulate business and investment in the CBD as well as create opportunities to facilitate community, cultural and tourist events. The Multipurpose Centre has been fully designed and tenders let. Construction commencement date is July 2019.

Market

Council was honored to be the location for the 2018 Inland Rail Conference, taking full advantage of the opportunity to promote the town's potential to the vast number of attendees.

In excess of 1.5M people utilised Council's websites and social media channels during the 18/19 year, exceeding the industry best practice engagement rate of 10% @14%.

The 2019 Parkes Elvis Festival reported great success with record breaking crowds of 27,000+, \$10.5M injection into the economy, \$180,000 in sponsorship and an increase in length of stay by visitors.

During the reporting period Council supported 175 events, 98 of which are regular, existing events equating to 56% of the total events

Invest

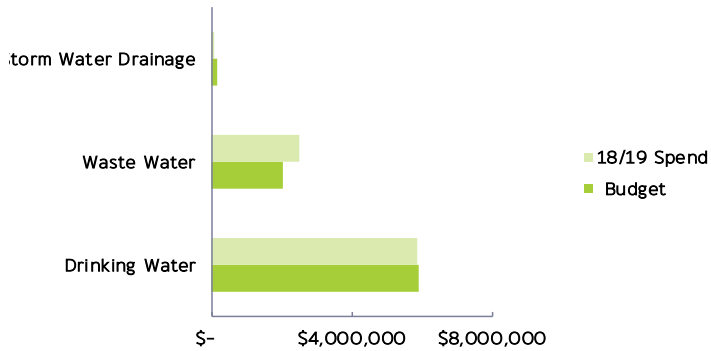
Council worked extensively with the State Government to progress the Special Activation Precinct through INSW gateways and to develop a Master Plan for the area. Council now continues this collaboration with State Government on target investment opportunities within the SAP.

Council continues to work toward the development of both new residential and industrial land use areas, with subdivision plans for 50 new lots of Industrial land in Parkes receiving developmental approval and consultants engaged to commence designs for residential blocks on the old hospital site.

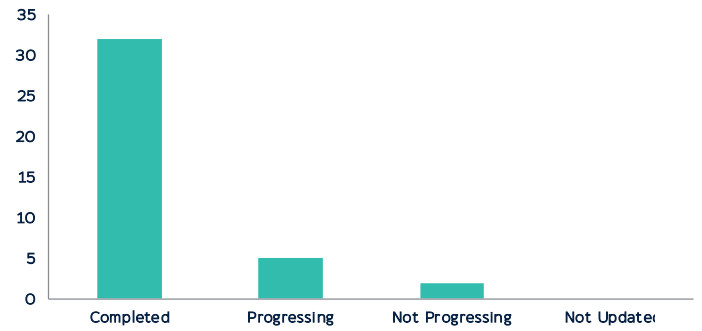
Lobby

Council's Lobbying efforts were rewarded in July 2018 when the Deputy Premier announced the establishment of the Special Activation Precincts as part of the NSW Government's 20 year economic vision. Parkes being the first SAP.

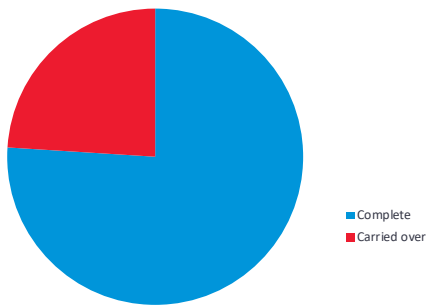
Council's Grants Team worked tirelessly during the year to obtain funding and opportunities for the Parkes Shire, achieving a 83% success rate for the 2018/19 year, with a total value of \$20,394,731 being awarded in grants.



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$ 300,000 awarded in grant funding (1 grant)

2018/19 Grants



Council's Water Staff celebrate the 1st anniversary of the Water Treatment Plant on "World Water Day"

Drinking Water

The new \$45m Parkes Water Treatment Plant celebrated its 1st anniversary in March 2019, on World Water Day.

Council's water operations team successfully worked to maintain a high level of water quality during the year with only 39 complaints received, an average of 5.2 unplanned service interruptions per 100km of mains achieved and 18 burst water mains recorded. As the team's experience with the new plant developed, further cost savings have been seen, with a reduction in chemical costs per KL at an average of \$87, a reduction of \$22ML from 2017/18.

In response to the pressures on water supplies, Level 2 water restrictions were put into effect for 163 days of the year. On the implementation of these Water Restrictions, water saving tips and restriction conditions were shared with the community through media releases, social media and Council website content.

Waste Water

Council was awarded 2 Keep Australia Beautiful Foundation Awards in November 2018: The NSW Renewable Energy Award for the integration of solar systems at the new water plants as well as the Community Spirit and Inclusion Award for the WTP and STP Community Open Days held in early 2018.

Council's Sewer staff continue worked to maintain and improve the sewerage network during the period with the following activities:

- Cleaning and CCTV checking of 6.65kms of sewerlines
- 8.6 kms of sewertrunk mains relined
- 168 junctions resealed
- 300 manholes inspected, 39 refurbished
- 14 man holes raised, new lids fitted
- 343m of clay sewer pipe replaced with high density polyethylene pipe
- Acoustic sewer pipe inspections
- 1.76 km of sewerlining

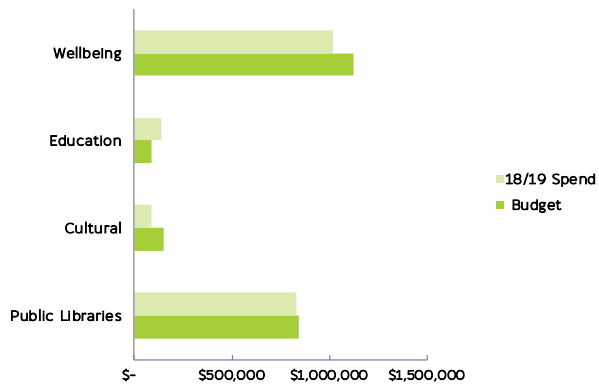
Council delivered high quality recycled water to the Golf Course and Race Course, operating the Recycled Water Ring Main for 44/62 days, producing 55.2ML of on spec water. Only 1 of 28 samples for the year tested as being outside the relevant AGWR specifications.

Further innovative water savings will be seen with the completion of construction of the Recycled Rising Main now completed and commissioning scheduled for September 2019.

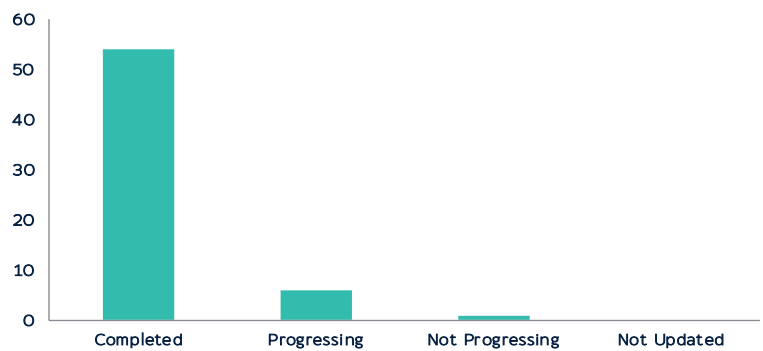
Storm Water

Council continued to implement projects identified in the Parkes Shire Council Storm Water Management Plan during the year with:

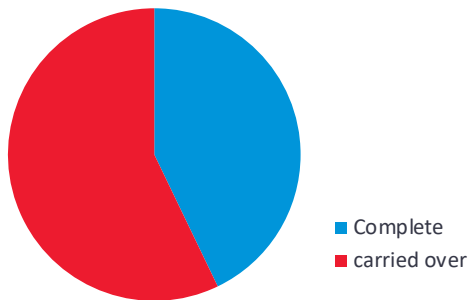
- Cheney Park sub-surface drainage project completed
- Croker field and Flinders St retention basins surveyed prior ready to obtain design quotes
- Gap Street drainage project commenced, in an effort to alleviate flooding issues
- Reid Street investigations took place and findings of under capacity pipes downstream expanded the 2019/20 project scope of works



Operational Budget Status



Operational Plan Action Status



Capital Projects



\$761,892 awarded in grant funding (61 grants)

2018/19 Grants



The opening of the Parkes M&D Little Theatre Refurbishments

Libraries

Parkes Regional Library delivered a multitude of opportunities to its members during the year, with 8 Author visits, reading activities such as Book Clubs in Peak Hill, Trundle and Parkes; Arts & Crafts Workshops, live streaming of the Sydney Symphony Orchestra; Family activities such as Curiosity and Wonder, Fun Palace and Simultaneous Story Time. All events held were well patronised, with attendance targets all meet or exceeded.

Library membership impressively exceeded its target of 1% increase per year with an increase of 6%

Parkes Library's grant application to the Public Library Infrastructure Grant was successful, with \$200,000 being awarded to expand the Parkes Library facility to once that will provide upgrades to the existing facility with the inclusion of additional rooms to be fitted out at Makerspaces and Technology/study zones. Construction is scheduled to commence in the 2019/20 year

Culture

The Parkes Shire Cultural grants program for 2018/19 was well received with 7 applications.. Successful applicants were Peak Hill Show Society, Parkes School of Dance, Parkes Public P&C and Tullamore War Memorial Hall.

Local Artists and groups were exhibited by the Parkes Library, including: Joseph Bondareff, Parkes 2 Embroidery Guild, Waste to Art, Reconciliation Week, Cecily Walters and Rebecca Wilson's Kate Kelly - Sister of an outlaw . The Shire Public Art Collection expanded yet again, with a piece installed on the Trundle Library titled "Trundle Through Young Eyes" and the Bogan Gate Hall with artwork featuring images of the local area.

The refurbished Parkes Little Theatre re-opened to the community in March 2019 with the installation of luxurious tiered seating, upgrades to the foyer and increased accessibility with widen doorways.

Education

The Central West Family Day Care work hard through the year to developed a transition to school program, ready for implementation in the 2019/20 year.

The Annual Jack Scoble scholarships were awarded in February 2019 with funding assistance provided to Georgia Goodrick and Riley Crocker to pursue their educational goals. The 2019 round of the Jack Scoble Scholarship marks 13 years for the program, distributing a total of \$85,000 to local students.

Wellbeing

Council's jointly funded Road Safety Officer delivered various programs throughout the year included, but were not limited to The 'NOT A STATISTIC! Youth Driver Education Program' which celebrated it's 10th anniversary and the annual 'Be Road Ready for Harvest'.

Council's Regulation and Enforcement Team worked extensively to address public health and safety throughout the year patrolling 20,594 kms, responding to over 500 reports, impounding 389 dogs and conducting 81 random parking enforcement patrols.

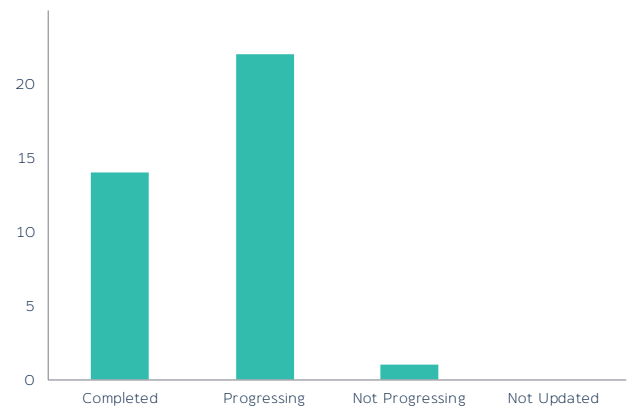
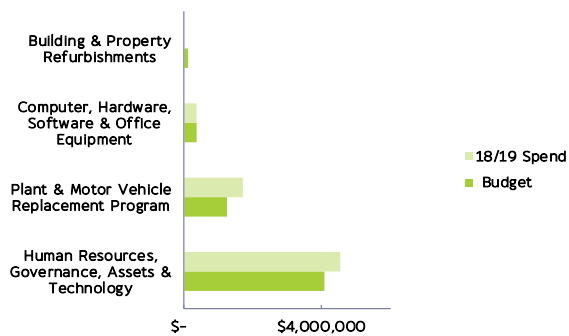
Priorities identified by the township communities remained an area of focus for Council for the year with the following projects completed fro the Township Strategic Plans:

Bogan Gate Memorial Park landscaping and irrigation system installation

Peak Hill Cemetery enhancements - additional grave sites, gravel paths and seating areas

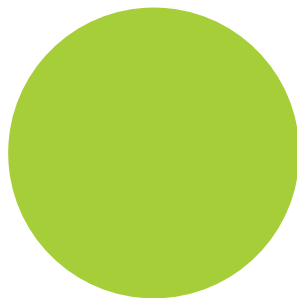
Trundle's Berryman Oval upgrades, new and upgraded amenities to the value of \$520,000

Design work for the refurbishment of Tullamore's GP Suite



Operational Budget Status

Operational Plan Action Status



■ Complete



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

Capital Projects

2018/19 Grants



People

17 members of council staff completed the State Government funded "Smart and Skilled" Leadership and Development program, acquiring either a Certificate IV or Diploma in Leadership and Development.

A further grant funding opportunity was secured to hold a Capability Development Program for 25 staff members, facilitated by TWI this training provided training units in Job Relations, Leader Standard Work and Positive

Information Technology

Behaviours, developing skills for future roles in staff supervision.

Council's new corporate information system (CIS) went live in July 2017. The latest version of the software has been installed into the a testing environment, with key users testing it before it goes into production by the early March.

The Organisational Management module has been implemented which will be followed by more HR modules;

Governance

E-Learning, E-Recruitment, Performance Management

During the reporting period meetings of the PSC Risk Review Committee meetings were held in October and December 2018, March and May 2019. Special Meetings of the committee are held for high risk projects (for example Parkes Special Activation Precinct)

At the December meeting Council adopted the new title and charter for the Audit Risk and Improvement Committee (ARIC) which now incorporates a focus on business improvement.

Council has contracted National Audits Group to review risk areas from Council's Risk Management Plan endorsed by the ARIC. Council's Project Management Office, Computer Information System Implementation and Data and Security processes were assessed for procedural governance National Audits Group.

Code of Conduct and Code of Meeting Practice were reviewed and adopted as per Office of Local Government model in June 2019.

Support Services

During the reporting period numerous technological advancements have been implemented into Councils fleet. Some examples of this include:

- Introduction of seatbelt alarms and reversing cameras as standard issue into graders which was a safety recommendation
- Purchase of Smooth drum roller with inbuilt compaction metering enabling greater quality and accuracy with road construction
- Reversing cameras on light vehicles becoming standard issue
- Weight stickers on plant, equipment and trailers to clearly identify carrying and weight capacity

Asset Management

Council has established a Strategic Longer Term Plan for Asset Management which is currently being executed.

The Transport 2019/20 Program was adopted by Council at its April 2019. All asset data has been loaded into Council's new Corporate Information System and the asset team are seeing more Operational and capital work orders being used and available for analysis.



AUDITED FINANCIAL REPORTS

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

Council received an extension to lodge its 2018/19 Audited Financial Reports until 30 November 2019. Reports were lodged on 26 November 2019.

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]

An amount of \$ 8,614.20 was written off as rates and charges during the year.

PENSION REBATES

| Rebate | Value |
|--|----------------------|
| General | \$ 208,429.88 |
| Water | \$ 61,699.06 |
| Sewer | \$ 121,566.50 |
| Domestic Waste Management | \$ 83,335.31 |
| General-Council Rebate (Eligible Pensioners) | \$ 103,005.00 |
| TOTAL | \$ 578,005.75 |

Pension rebates granted during the 2018/19 financial year:

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

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

| Allowances | Value |
|---|------------------|
| Mayoral Allowance | \$ 25,410.39 |
| Councillor Allowances | \$ 116,553.34 |
| Total Allowances 2018/19 | \$141,963.73 |
| Councillor Expenses | \$ |
| Dedicated Office Equipment | Nil. |
| Telephone Calls | \$ 6,964.67 |
| Conferences and Seminars | \$ 3,800.00 |
| Training and Skill Development | Nil. |
| Travel | \$ 32,353.91 |
| Overseas Visits | Nil. |
| Expenses of spouses, partners or accompanying persons | Nil. |
| Child care | Nil. |
| Council Meeting expenses | \$ 13,309.86 |
| Mayor's vehicle expenses | \$ 3,703.03 |
| Councillors uniforms | Nil. |
| Functions - Council Representations | Nil. |
| Total Expenses 2018/19 | 60,250.38 |

facilities to Councillors.

OVERSEAS VISITS

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

Nil overseas travel for Councillors to report for 2018/19 year.



Our Statutory Report

CONTRACTS AWARDED

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

| Contractor | Goods/Services provided | Value \$ |
|-----------------------------------|---|----------------------------|
| Colas Pty Ltd | Spray Bituminous Surfacing - C7 Extension | Schedule of Rates >500,000 |
| Parkes Ready Mix | Supply & Delivery of Ready Mix Concrete | Schedule of Rates >500,000 |
| Oils Plus | CENTROC Bulk Fuel Supply | Schedule of Rates >500,000 |
| Ocwen Energy Pty Ltd | CENTROC Bulk Fuel Supply | Schedule of Rates >500,000 |
| Liberty Oils Pty Ltd | CENTROC Bulk Fuel Supply | Schedule of Rates >500,000 |
| Avante Linemarking | Linemarking Services | 170,000 |
| Central West Linemarking | Linemarking Services | 170,000 |
| Complete Linemarking | Linemarking Services | 170,000 |
| Oz Linemarking Services | Linemarking Services | 170,000 |
| Red Squirrel Pty Ltd | Linemarking Services | 170,000 |
| RE & JA Barnes | Harrison Park Amenities Upgrade | 355,510.50 |
| Incline Constructions Pty Ltd | Project Management Services | 499,153 |
| Work Control - Forbes | Provision of traffic control services | 500,000 |
| Westlime Pty Ltd | Supply and delivery of gravel - Parkes Airport Upgrade project | 529,300 |
| Steve Magill Earthmoving Pty Ltd | Parkes Airport Road 1 (part) and Road 2 Construction | 537,372 |
| Downer EDI Pty Ltd | Parkes Airport Aircraft Movement Area Upgrade - Bitumen Sealing | 540,488.27 |
| BLD Constructions Pty Ltd | Construction of RFS Headquarters | 746,053 |
| Steve Magill Earthmoving | Parkes Regional Airport Airside Movement Upgrade Civil Works | 911,416.10 |
| Cabonne Constructions Pty Ltd | Construction of Parkes Multipurpose Centre | 4,022,476.37 |
| Lead Engineering and Construction | Civil Infrastructure | 7,430,000 |

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 2018/19 was \$ 116,343.54

Legal Action Against Council

Warner vs Parkes Shire Council.

Council is in the appeal process of a legal decision relating to an Order issued by Council in the Land and Environment Court. It is scheduled for mediation in March 2020.

Legal Action by Council

Parkes Shire Council Costs Recovery vs AEI

Council has an outstanding legal cost recovery matter relating to a successful appeal with the Land and Environment Court. Council has been awarded costs and has commenced these legal proceedings to obtain the funds.

Richmond Valley vs Jardine Lloyd Thompson

During 2018/19 financial year, Council joined a class action against Jardine Lloyd Thompson Pty Ltd in the Supreme Court of NSW (Proceedings Number: 2018/00371447). The lead plaintiff in the representative proceeding is Richmond Valley Council. The matter relates to relief claimed on the grounds stated in the Commercial List Statement submitted to the Court on 3 December 2018. The action has a Litigation Funder engaged on a 'no win, no fee basis' to progress the claim.

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 \$13,550.00

| Particulars | Value |
|--|------------------|
| Birdman Rally(Parkes High & Christian Schools) | \$400 |
| Parkes Railway Bowling Club -Zone Pennants | \$1,500 |
| Parkes PA&H - Show Contribution | \$ 1,000 |
| Peak Hill PA&H - Show Contribution | \$ 1,000 |
| Trundle PA&H Show Contribution | \$ 1,000 |
| Tullamore PA&H Show Contribution | \$ 1,000 |
| Rates Contributions | \$3,500 |
| Royal Far West | \$150 |
| Timor Shipment | \$ 4,000 |
| TOTAL | \$ 13,550 |



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)]

Nil to report for the 2018/19 year.

CONTROLLING INTEREST IN COMPANIES

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

Nil to report for the 2018/19 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 2018/19

- + StateCover - Workers Compensation insurance by a collective of Councils
- + Central NSW Joint Organisation of Councils
- + Mid Lachlan Alliance of Councils with Forbes, Lachlan and Weddin Councils
- + NetWaste
- + Newell Highway Promotion Committee
- + Newell Highway Task Force
- + 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
- + Northparkes Mines CMOC - Grants Officer and Aboriginal Project Officer positions - Memorandum of Understanding
- + Voluntary Planning Agreement with Northparkes Mines CMOC
- + Central NSW Tourism
- + CleanTeQ Sunrise Voluntary Planning Agreement
- + Lachlan Area Command Police & Parkes Shire Council Memorandum of Understanding

PUBLIC WORKS

[Local Government Act 1993 Section 428]

ParkesShire 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 \$644million.

The 2018/19 report on Infrastructure assets (Special Schedule 7) reported 95.6% 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 \$9.7million to sustain the Assets at a sustainable satisfactory level of service. 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.

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 2018/19 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

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.

| Summary of pound data | Cats | Dogs | Total |
|--|------------|------------|-------------|
| Seized and transferred to Council's facility | 46 | 211 | 257 |
| Dumped | 189 | 128 | 317 |
| Surrendered by owners | 7 | 35 | 42 |
| Released to owners | 1 | 126 | 127 |
| Euthanized | 222 | 217 | 439 |
| Sold | 0 | 0 | 0 |
| Released for re-homing | 21 | 42 | 63 |
| 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 | 486 | 759 | 1245 |

The pound collection data for the 2018/19 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 \$ 204,374.89 for the 2018/19 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 the re homing of companion animals. During 2018/19, 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 commenced the development of an enclosed dog park at Kelly Reserve as identified within the 2017-2021 Parkes Plus Delivery Program.

COMPANION ANIMALS FUND EXPENDED AS PER S85(1)(A)

Council received \$17,409.95 from the Companion Animals Fund for the 2017/18 year. These funds were used towards the wages of one full time Ranger and a part time Ranger/Officer.

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 | \$232,289.10 | \$629,889.37 |
| Bonus, performance or other payments outside salary component | \$0 | \$300 (Rex Lounge membership) |
| Superannuation including Salary sacrifice | \$20,531.58 | \$83,552.65 |
| 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 the 2018/19 year.

ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

[Local Government Act 1993 Section 54P]

Nil to report for 2018/19 year.

RECOVERY AND THREAT ABATEMENT PLANS

[Fisheries Management Act 1994, s220ST (2)]

Nil to report for 2018/19 year.

INFORMATION ON THE IMPLEMENTATION OF COUNCIL'S DISABILITY INCLUSION PLAN

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

+ Parkes Shire Council Access Committee was re-established in 2017/18 continues to function. Council funds the administration of Interagency and ensures a representative of Council is in attendance at meetings.

+ Council strives to make all community events and facilities as inclusive as resources currently permit. It is estimated over 62% of its events provide accessibility options for wheelchair attendees.

New Wheel chair accessible amenities have been constructed in Lions Park during the year and tourist maps that Council provide in places such as the Destination Guide and Town Map signs include information on accessible parking and toilet facilities.

+ Parkes Shire Council Website is WCAG 2.0 level A compliant. Its use of fonts and colour in documents and publications are considered to be in "easy read" format. A CMS upgrade and redesign of the Visit Parkes Website to these standards was also undertaken in March 2018.

+ Council attends quarterly Interagency meetings where people with disabilities and disability advocates have the opportunity to provide Council with both formal and informal feedback, and also have input into Council's programs, initiatives and events. 6 meetings were attended by council representatives during the reporting period.

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.



Our Statutory Report

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. for 2018/19 year.

SWIMMING POOL INSPECTIONS AND CERTIFICATES OF COMPLIANCE

[Local Government Act 1993 Section 428]

| Inspection Category | Amount |
|--|--------|
| Swimming pool inspections made by Council: | 35 |
| Swimming pool inspections made by Council of tourist and visitor accommodation | 2 |
| Inspections of premises with 2 or more dwellings | 0 |
| Inspections resulting in the issuing of a certificate of compliance: | 24 |
| Inspections resulting in the issuing of a certificate of non-compliance | 27 |

Report on Infrastructure Assets
as at 30 June 2019

| Asset Class | Asset Category | Estimated cost | | 2018/19 Required maintenance ^a | 2018/19 Actual maintenance | Net carrying amount | Gross replacement cost (GRC) | Assets in condition as a percentage of gross replacement cost | | | | | |
|--|-----------------------------------|--|---|---|----------------------------------|------------------------|------------------------------------|--|-------|-------|-------|------|------|
| | | Estimated cost to bring assets to satisfactory standard | to bring to the agreed level of service set by Council | | | | | 1 | 2 | 3 | 4 | 5 | |
| (a) Report on Infrastructure Assets - Values | | | | | | | | | | | | | |
| Buildings | Buildings – non-specialised | 78 | 78 | 255 | 262 | 15,397 | 24,033 | 46.0% | 41.0% | 13.0% | 0.0% | 0.0% | 0.0% |
| | Buildings – specialised | 1,120 | 1,120 | 176 | 180 | 16,710 | 28,972 | 46.0% | 30.0% | 12.0% | 10.0% | 2.0% | 2.0% |
| | Sub-total | 1,198 | 1,198 | 431 | 442 | 32,107 | 53,005 | 46.0% | 35.0% | 12.5% | 5.5% | 1.0% | 1.0% |
| Roads | Sealed Roads Surface | 123 | 123 | 1,000 | 893 | 17,810 | 26,664 | 51.0% | 33.0% | 14.0% | 2.0% | 0.0% | 0.0% |
| | Sealed Roads Structure | 576 | 576 | – | – | 239,151 | 293,124 | 83.0% | 12.0% | 4.0% | 1.0% | 0.0% | 0.0% |
| | Unsealed roads | 628 | 628 | 1,085 | 1,424 | 55,510 | 73,726 | 65.0% | 18.0% | 14.0% | 3.0% | 0.0% | 0.0% |
| | Bridges | 244 | 244 | 12 | 146 | 10,452 | 14,215 | 38.0% | 32.0% | 23.0% | 7.0% | 0.0% | 0.0% |
| | Footpaths | 60 | 60 | 82 | 101 | 8,339 | 10,651 | 29.0% | 15.0% | 54.0% | 2.0% | 0.0% | 0.0% |
| | Bus Stops | – | – | 3 | 16 | 138 | 179 | 23.0% | 77.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Kerb and Gutter | 312 | 312 | – | 18 | 13,236 | 17,680 | 10.0% | 46.0% | 38.0% | 6.0% | 0.0% | 0.0% |
| | Car Parking | 91 | 91 | – | – | 1,984 | 2,530 | 63.0% | 16.0% | 11.0% | 5.0% | 5.0% | 5.0% |
| | Sub-total | 2,034 | 2,034 | 2,182 | 2,598 | 346,620 | 438,769 | 72.2% | 16.4% | 9.5% | 1.8% | 0.1% | 0.1% |
| | | | | | | | | | | | | | |
| Water supply network | Bores | 95 | 95 | 142 | 78 | 1,840 | 3,214 | 23.0% | 34.0% | 31.0% | 12.0% | 0.0% | 0.0% |
| | Dams (Surface Storage) | – | – | 30 | 3 | 15,650 | 24,761 | 37.0% | 47.0% | 16.0% | 0.0% | 0.0% | 0.0% |
| | Reservoirs & Storage | 268 | – | 25 | 8 | 12,341 | 18,348 | 38.0% | 25.0% | 31.0% | 6.0% | 0.0% | 0.0% |
| | Main & Water Services | 908 | – | 300 | 463 | 63,866 | 119,000 | 8.0% | 12.0% | 77.0% | 3.0% | 0.0% | 0.0% |
| | Treatment Plants | 566 | – | 200 | 37 | 40,712 | 50,281 | 82.0% | 11.0% | 4.0% | 2.0% | 1.0% | 1.0% |
| | Pump Stations | – | – | 159 | 131 | 5,369 | 10,698 | 25.0% | 7.0% | 14.0% | 48.0% | 6.0% | 6.0% |
| | Sub-total | 1,837 | 95 | 856 | 720 | 139,778 | 226,302 | 31.1% | 16.7% | 46.7% | 4.9% | 0.6% | 0.6% |
| | | | | | | | | | | | | | |
| Sewerage network | Sewerage Treatment Plant | 828 | – | 200 | 212 | 29,187 | 41,421 | 66.0% | 5.0% | 22.0% | 4.0% | 3.0% | 3.0% |
| | Sewer Mains | 1,101 | 1,101 | 400 | 425 | 22,155 | 36,970 | 24.0% | 24.0% | 41.0% | 10.0% | 1.0% | 1.0% |
| | Sewer Nodes | 213 | 213 | – | – | 3,329 | 5,665 | 7.0% | 45.0% | 33.0% | 13.0% | 2.0% | 2.0% |
| | Sewer Pump Stations | 85 | 85 | 26 | – | 1,250 | 2,482 | 0.0% | 41.0% | 45.0% | 14.0% | 0.0% | 0.0% |
| | Sub-total | 2,227 | 1,399 | 626 | 637 | 55,921 | 86,538 | 42.3% | 16.8% | 31.5% | 7.4% | 2.0% | 2.0% |
| | | | | | | | | | | | | | |
| Stormwater drainage | Retarding Basins | – | – | 5 | – | 722 | 756 | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Open Drains | – | – | – | – | 821 | 886 | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Pits– Inlet and Outlet Structures | – | – | – | – | 2,240 | 3,068 | 31.0% | 60.0% | 9.0% | 0.0% | 0.0% | 0.0% |
| | Pipes | 54 | 54 | 200 | 155 | 19,289 | 23,845 | 40.0% | 59.0% | 0.0% | 1.0% | 0.0% | 0.0% |
| | Sub-total | 54 | 54 | 205 | 155 | 23,072 | 28,555 | 42.5% | 55.7% | 1.0% | 0.8% | 0.0% | 0.0% |

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Parkes Shire Council

Report on Infrastructure Assets - Values (continued)

as at 30 June 2019

| Asset Class | Asset Category | Estimated cost to bring to the level of satisfactory standard | | 2018/19 Required maintenance ^a | 2018/19 Actual maintenance | Net carrying amount | Gross replacement cost (GRC) | Assets in condition as a percentage of gross replacement cost | | | | |
|----------------------------------|---|---|---------------------------------|---|----------------------------|---------------------|------------------------------|---|--------------|--------------|-------------|-------------|
| | | to bring assets agreed level of | to bring assets agreed level of | | | | | 1 | 2 | 3 | 4 | 5 |
| Open space / recreational assets | Swimming pools | 224 | 224 | 200 | 226 | 4,824 | 7,654 | 22.0% | 47.0% | 19.0% | 12.0% | 0.0% |
| | Public Cemeteries | – | – | 140 | 148 | 528 | 656 | 58.0% | 38.0% | 4.0% | 0.0% | 0.0% |
| | Other Open Space / Recreational Assets | 1,943 | 1,457 | 900 | 931 | 22,592 | 32,407 | 34.0% | 34.0% | 16.0% | 8.0% | 8.0% |
| | Parkes Airport Infrastructure | 165 | 165 | 250 | 258 | 11,541 | 14,415 | 85.0% | 0.0% | 12.0% | 0.0% | 3.0% |
| | Sub-total | 2,332 | 1,846 | 1,490 | 1,563 | 39,485 | 55,132 | 46.0% | 27.0% | 15.2% | 6.4% | 5.4% |
| Other infrastructure assets | Other - Present Closure Obligation Assets | – | – | – | – | 4,499 | 4,499 | 100.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| | Tip Assets | – | – | 230 | 236 | 2,574 | 2,910 | 93.0% | 7.0% | 0.0% | 0.0% | 0.0% |
| | Sub-total | – | – | 230 | 236 | 7,073 | 7,409 | 97.3% | 2.7% | 0.0% | 0.0% | 0.0% |
| TOTAL - ALL ASSETS | | 9,682 | 6,626 | 6,020 | 6,351 | 644,056 | 895,710 | 55.0% | 19.4% | 21.2% | 3.6% | 0.8% |

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

- 1 **Excellent/very good** No work required (normal maintenance)
- 2 **Good** Only minor maintenance work required
- 3 **Satisfactory** Maintenance work required
- 4 **Poor** Renewal required
- 5 **Very poor** Urgent renewal/upgrading required

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Report on Infrastructure Assets (continued)

as at 30 June 2019

| | Amounts | Indicator | Prior period | Benchmark |
|--|---------|-----------|--------------|-----------|
| \$ '000 | 2019 | 2019 | 2018 | |
| Infrastructure asset performance indicators (consolidated) * | | | | |
| Buildings and infrastructure renewals ratio ¹ | | | | |
| Asset renewals ² | 17,024 | 156.41% | 200.60% | >=100.00% |
| Depreciation, amortisation and impairment | 10,884 | | | |
| Infrastructure backlog ratio ¹ | | | | |
| Estimated cost to bring assets to a satisfactory standard | 9,682 | 1.55% | 1.16% | <2.00% |
| Net carrying amount of infrastructure assets | 625,442 | | | |
| Asset maintenance ratio | | | | |
| Actual asset maintenance | 6,351 | 105.50% | 114.83% | >100.00% |
| Required asset maintenance | 6,020 | | | |
| Cost to bring assets to agreed service level | | | | |
| Estimated cost to bring assets to an agreed service level set by Council | 6,626 | 0.74% | 0.46% | |
| Gross replacement cost | 895,710 | | | |

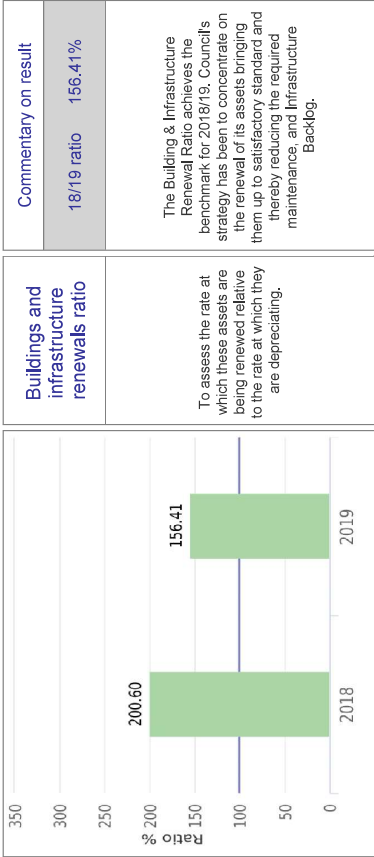
(*) All asset performance indicators are calculated using classes identified in the previous table.

(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.



Buildings and infrastructure renewals ratio

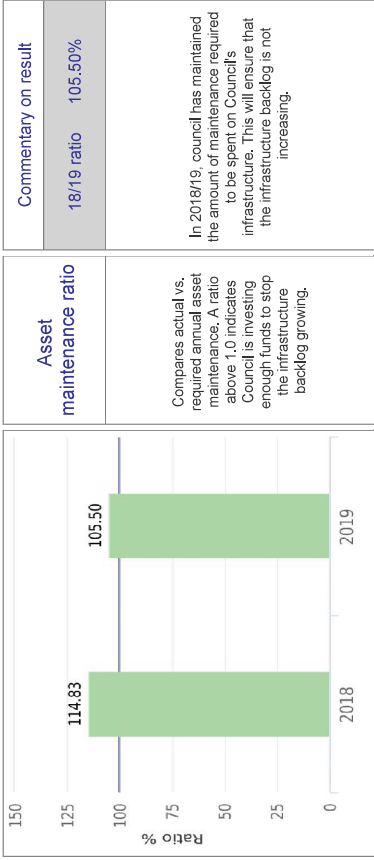


Benchmark: — >= 100.00%

Ratio achieves benchmark

Ratio is outside benchmark

Asset maintenance ratio

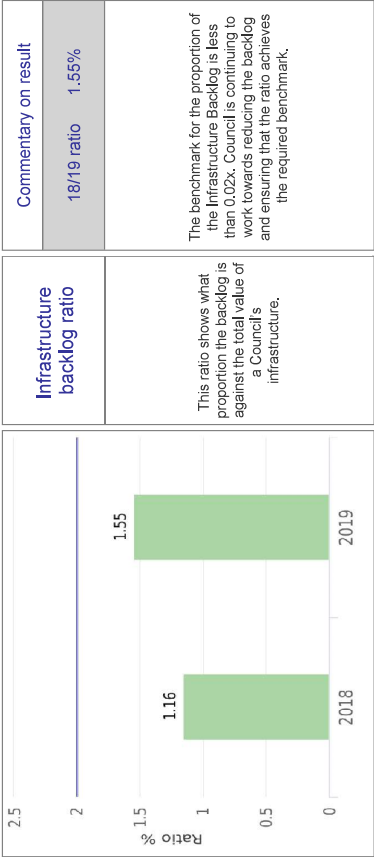


Benchmark: — > 100.00%

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio

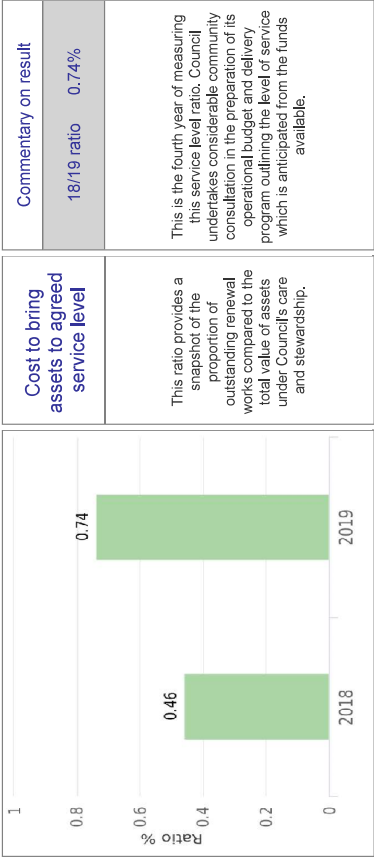


Benchmark: — < 2.00%

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level



Benchmark: — 1.00%

Ratio achieves benchmark

Ratio is outside benchmark





Our Financial Position



FINANCIAL PERFORMANCE

A summary of our performance is outlined below.

| | 2019 (\$'000) | 2018 (\$'000) |
|--|------------------|------------------|
| Income Statement | | |
| Total Income from Continuing Operations | 61,777 | 54,124 |
| Total Expenses from Continuing Operations | 52,741 | 45,754 |
| Operating Result from Continuing Operations | 9,036 | 8,370 |
| Net Operating Result for the Year | 9,036 | 8,370 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (6,456) | (1,851) |
| Statement of Financial Position | | |
| Total Current Assets | 32,633 | 44,937 |
| Total Current Liabilities | (11,414) | (11,025) |
| Total Non Current Assets | 707,575 | 678,433 |
| Total Non Current Liabilities | (25,893) | (21,889) |
| Total Equity | 702,901 | 690,456 |
| Other Financial Information | | |
| Operating Performance Ratio (%) | (12.04%) | (0.17 %) |
| Own Source Operating Revenue Ratio (%) | 55.43% | 59.60 % |
| Unrestricted Current Ratio | 2.69 x | 1.99 x |
| Debt Service Cover Ratio (%) | 4.88 x | 7.48 x |
| Rates & Annual Charges Outstanding Ratio (%) | 11.54% | 5.40% |
| Cash Expense Cover Ratio (times) | 6.95 mth | 10.86 mth |



Our Financial Position

SUMMARY OF FINANCIAL STATEMENTS

OPERATING RESULT

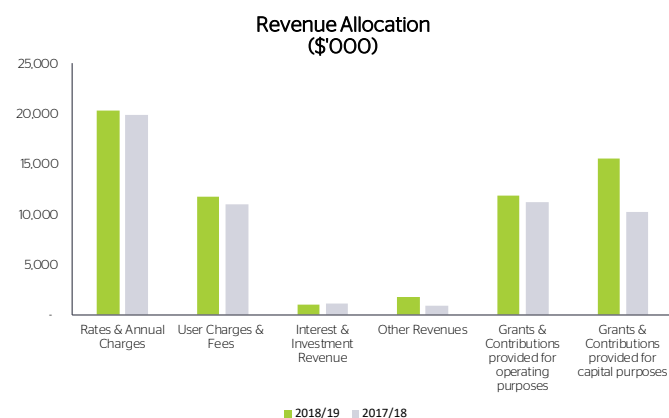
- REVENUE

Council recorded an operating result in 2019 of \$9,036,000 for the year as compared to \$8,370,000 for 2018. This result was attributed to a surplus of \$4,187,000 within Water Fund, a deficit of \$893,000 in Sewer Fund and a surplus of \$5,742,000 within General Fund. These results include grants & contributions provided for capital purposes.

After considering grants & contributions provided for capital purposes, council posted a deficit of \$6,456,000, this was attributable to deficits of \$1,537,000 within Water Fund, \$978,000 within Sewer Fund, and \$3,941,000 within General Fund.

Rates and annual charges income grew by \$443,000 (2.2%) to \$20,230,000 compared with \$19,787,000 in 2018. User charges & fees income increased by \$667,000 (6.0%) to \$11,660,000 from \$10,993,000 in 2018. This was mainly due to an increase in works ordered by the RMS.

Interest & investment revenue decreased by \$145,000 to \$928,000 from \$1,073,000 in 2018. The decline in interest & investment revenue was attributed to record low interest rates and a reduction in the value of investments held due to council's ongoing capital works program.



- EXPENSES

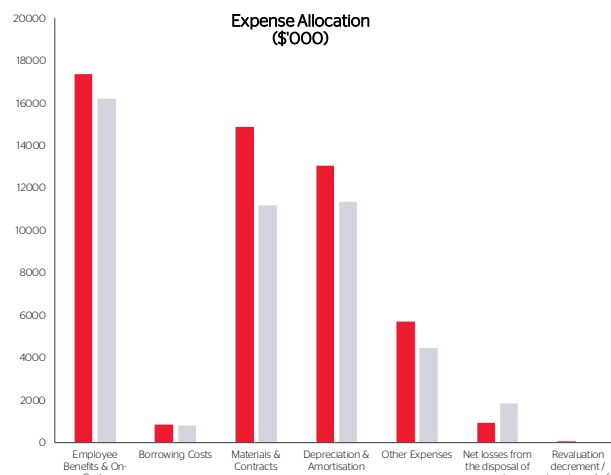
Employee benefits and on-costs grew by \$1,188,000 (7.35%) on the previous year this was predominantly a result of increases in employee leave entitlements (\$583), training costs (\$101k) and a reduction in capitalised wages (\$687k).

Materials and contract expenses increased by \$3,710,000 to \$14,877,000 (33%) from \$11,167,000 in 2018. This was a significant increase in comparison with the previous year and was a result of road related expenditure, increased costs of consultants and external services. The increase in consultants relates to coverage for staff on maternity leave and staff acting in higher positions, while the educator's costs relates to an expansion of the existing service. Clean-up costs associated with a major storm event and increases in waste collection charges were also attributable to the increase. There were also substantial increases in IT associated expenditure following the implementation of the new ERP system and additional costs of operating shire swimming facilities due to increased attendance.

Borrowing costs increased by \$47,000 to \$844,000 in comparison with \$797,000 in 2018. Council initially planned to refinance several higher interest loans, however analysis undertaken it was not beneficial to break the fixed term loans.

Depreciation and amortisation increased by \$1,681,000 due to the commissioning of new water supply and sewerage network infrastructure assets.

Other expenses recorded an increase of \$1,252,000 to \$5,704,000 in comparison to \$4,452,000 in 2018. This increase was primarily due to additional costs of pumping water to new infrastructure, purchasing of water due to the drought and significant increases in electricity supply due to network and environmental charges.



CASH POSITION

Council had cash and investment holdings of \$25,283,000 at 30 June 2019, which was a decrease of \$11,359,000 from the previous year.

Total cash holdings included \$18,377,000 of externally restricted assets, which restricts council to commit those funds to the purpose from which they are provided, and \$6,873,000 was subject to internal restrictions agreed upon by council for designated purposes.

SUMMARY OF CASH FLOW

YEAR ENDED 30 JUNE 2019

| | 2019 (\$000) | 2018 (\$000) |
|---|-----------------|------------------|
| Cash flows from Operating Activities | \$21,873 | \$ 19,886 |
| Cash Flow from Investing Activities | (\$21,172) | \$ (15,759) |
| Cash flows from Financing Activities | (\$858) | \$ 2,186 |
| Net increase/decrease in cash held | (\$157) | \$ 6,313 |
| Cash at beginning of the financial year | \$8,252 | \$ 1,939 |
| Cash at the end of the financial year | \$8,095 | \$ 8,252 |
| Additional information | | |
| Plus investment on land - end of year | \$17,188 | \$ 28,390 |
| Total cash, cash equivalents & investments | \$25,283 | \$ 36,642 |

Council's overall cash & investment position decreased during the year and this was a result of using restricted reserve funds allocated towards the Water and Sewerage Treatment Plants and Recycled Water Scheme.

Council had significant amounts in accrued revenues (\$0.265m) and government debtors (\$2.775m) which when received should increase its level of cash backed reserves.

FINANCIAL POSITION

Council's total equity increased to \$702,901,000 (2019) from \$690,456,000 (2018).

Council's liquidity continues to be well managed as indicated through the unrestricted current ratio of 2.69x (1.99x 2018), well above the benchmark of 1.5x.

Council did not draw down any additional borrowings during 2018/19. The debt service cover ratio is measured by the cost of repaying principal and interest and expresses that cost as a percentage of revenue from ordinary activities. The debt service cover ratio for Parkes Shire Council was recorded as 4.88x (7.49x 2018) and remains above the industry benchmark of 2.0x and indicates that council have a manageable level of debt.

Councils operating performance ratio indicated a negative result of (12.04%) as compared with a negative result of (0.17%) in the previous year. The operating result for 2019 was impacted by significant increases in expenses from continuing operations, many of which were unavoidable.





PARKES SHIRE COUNCIL

2 Cecile Street, Parkes NSW 2870
PO Box 337, Parkes NSW 2870

T: 02 6861 2333

F: 02 6862 3946

E: council@parkes.nsw.gov.au

W: parkes.nsw.gov.au