



PARKES SHIRE COUNCIL

Annual Report

2019/20





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.



Contents

1.	Introduction.....	5
2.	Our Councillors.....	12
3.	Our Events.....	16
4.	Our Governance	18
5.	Our Executive.....	22
6.	Productivity Improvements.....	20
7.	Governance.....	22
8.	Our People	24
9.	Our Achievements.....	27
10.	Our COVID-19 Response	28
11.	Our Improvements	31
12.	Our Community Strategic Plan Progress	34
13.	Parkes Plus Delivery Program Our Progress.....	40
14.	Our Statutory Report.....	72
15.	Our Financial Position.....	86



It all adds up.

PARKES



PARKES SHIRE COUNCIL



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



Parkes Shire Council is proud to present our Annual Report for 2019/20. This Annual Report provides a broad overview of Parkes Shire Council's performance within the 2019/20 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 2019/20 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 health lifestyle".

From the crippling drought, to the devastating bushfires and a global pandemic, it has been one of the toughest times in history. And despite the downturn in the global economy, we have seen a significant amount of investment in industry and infrastructure in the Parkes Shire, with the completion of the Parkes to Narromine section of Inland Rail, the construction of a \$50M manufacturing facility, expansion of Northparkes Mines, new solar farms and the announcement of \$185M for the Parkes Special Activation Precinct.

It is also important to note the work of our community, who have come together in a time of crisis and wrapped their arms around each other in support, while showing resilience and courage to forge ahead. We have seen our businesses pivot and innovate to continue to safely deliver their services and broaden their customer base online, we have seen people give up their time to lend a hand to those most in need and we have seen our essential services continue to be delivered for our community. All this has contributed to the growth of Parkes Shire's economic value and diversity, while also decreasing unemployment - a stark contrast to the rest of NSW.

2019/20 has seen Council progress and complete a range of projects including the upgrades to lower Clarinda street, construction of the multipurpose centre in Cooke park, connection of recycled water throughout the town, upgrades to Peak Hill Main Street and master planning for Trundle Main Street, refurbishment and expansion of the Library and Cultural Centre, upgrades to recreational facilities across the shire including ovals and amenities, construction of a new family daycare facility and upgrades to key freight routes and road networks in our Shire.

In the 2019/20 financial year, the Grants team secured more than \$13.7M in grants for Council and community projects. Some of the highlights included \$5.2M worth of new road projects targeting some of the most urgent upgrades across the Shire and \$4M for the first stage of the water security project for Parkes, under the State Government funded Drought Critical Water Infrastructure Fund.

Other major wins for the Shire included further funding for the Library expansion project and additional funding from State and Federal Government to secure the new Parkes Country University Centre as part of the new library precinct.

The third round of the Stronger Country Communities Fund was announced in March and will see several exciting projects across the Shire delivered in the next 12 months, with a focus on youth projects. Some of these include an extension to the Parkes Skate Park, a new skate park for Trundle, the completion of works at the Carrington Hotel and a community garden for Peak Hill, as well as an innovative program for Council being the 'Heads Up, Heads Together' youth mental health program which will be run across the schools in the Shire targeting students from Years 9 to 12.

Council assisted in the delivery of 118 events throughout the 2019/20 financial year, including the Parkes Elvis Festival, the Trundle Bush Tucker Day, Apollo 11, AirVenture and the Jimmy Barnes Concert in Tullamore. Unfortunately, due to the COVID-19 pandemic, 46 events were cancelled in 2020. Of the 118 events that were delivered, 66 of the events were existing events.

Throughout the 2019/20 financial year, Council received recognition for a number of projects and initiatives including, a multi-award sweep at the Keep Australia Beautiful Sustainable Communities Tidy Towns Awards for Waste Management, Response to Climate Change, Environmental Education, Community Spirit and Inclusion, as well as the Overall Award for population 12,001-20,000, the Parkes Elvis Festival was inducted into the Regional Tourism Awards Hall of Fame. Council was also named the winner of the Economic Development Initiatives category (under 15,000 population) for the Parkes National Logistics Hub Expansion at the Economic Development Australia Awards.

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

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



Cr Ken Keith OAM
Mayor





Message from our General Manager



Mr Kent Boyd PSM
General Manager

I am pleased to present Council's 2019/20 Annual Report, the fourth year of the Parkes Plus Delivery Program 2017/18 - 2020/21.

The COVID-19 Pandemic has created very significant issues for all parts of our community, compounded by three years of the worst drought ever recorded in the region. I acknowledge the leadership of our elected Council, led by Mayor Cr Ken Keith OAM, supported by Deputy Mayor Barbara Newton and the team of dedicated Councillors to guide our community through what has been one of the most difficult times in our history.

Our organisation responded to the COVID-19 pandemic and pivoted operations to ensure essential services could continue to be delivered to the community. Council's diligent organisational response to all Public Health Orders was comprehensive and augmented by a range of special supports including rolling out online meeting platforms through Microsoft teams, equipping staff to work safely within the workplace and from home, and live broadcasting Council meetings via Facebook.

Council provided hardship relief for ratepayers, additional support for business and industry such as waiving development fees, extending payment periods, reviewing our local purchasing policy pricing advantage and assisting community organisations such as Anglicare and Meals on Wheels to deliver food packages to vulnerable community members.

Council continued to observe its commitment to workplace safety achieving re-accreditation under the International Standard for Occupational Health & Safety Management Systems ISO45001 by SAI Global. The Parkes Waste Facility, Parkes Animal Shelter and Peak Hill Waste Transfer Station are the latest Council facilities to receive accreditation under the ISO 45001:2018 standard - the highest safety certification globally.

The ISO 45001:2018 provides a framework to help prevent workplace injuries and accidents, as well as continually improve OH&S performance and we proudly report a 47% reduction in WHS related incidents (45) from last year.

Over the past year Council achieved a \$5.3M turnaround in the financial position. An uncharacteristic \$6.5M net operating deficit (2019) has been converted to a profit, through tight fiscal controls and with no redundancies.

Water security continues to be one of the most crucial issues that faces our Shire. Council has proactively strengthened our water security and climate resilience by taking an integrated approach to water management. This has helped Council manage the devastating effects of the drought that has ravaged much of regional NSW over the last 3 years. To address recurring water shortages and to build drought resilience, Council sought to achieve 100% reuse of wastewater to bolster the town's water security. Council constructed a water recycling facility adjacent to the new wastewater treatment plant, with a new purple pipeline network to distribute recycled water around the Parkes urban area for irrigation of public spaces. The RWS now comprises 16 end user sites, 12 km pipeline, three pump stations, a reservoir and is fed by a resource-efficient, fit-for-purpose water recycling facility. Recycled water now compliments the 8 groundwater bores, 2 dams (Lake Endeavour and Lake Metcalfe) and the Lachlan River to create a highly secure water supply.

During the 2019/20, Parkes Shire experienced unprecedented investment by three levels of Government. With major developments underway in Parkes such as the construction of the \$10B Inland Rail, NSW's first Special Activation Precinct, Newell Highway Bypass, the expansion of Northparkes Mines and the potential for the \$2B Clean TeQ Sunrise Mine project, the Shire's population is forecast to grow significantly.

With such developments underway and the expected population growth, Council is focused more than ever on delivering innovative, sustainable and quality infrastructure and services that will meet our community's long-term needs and vision.

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.

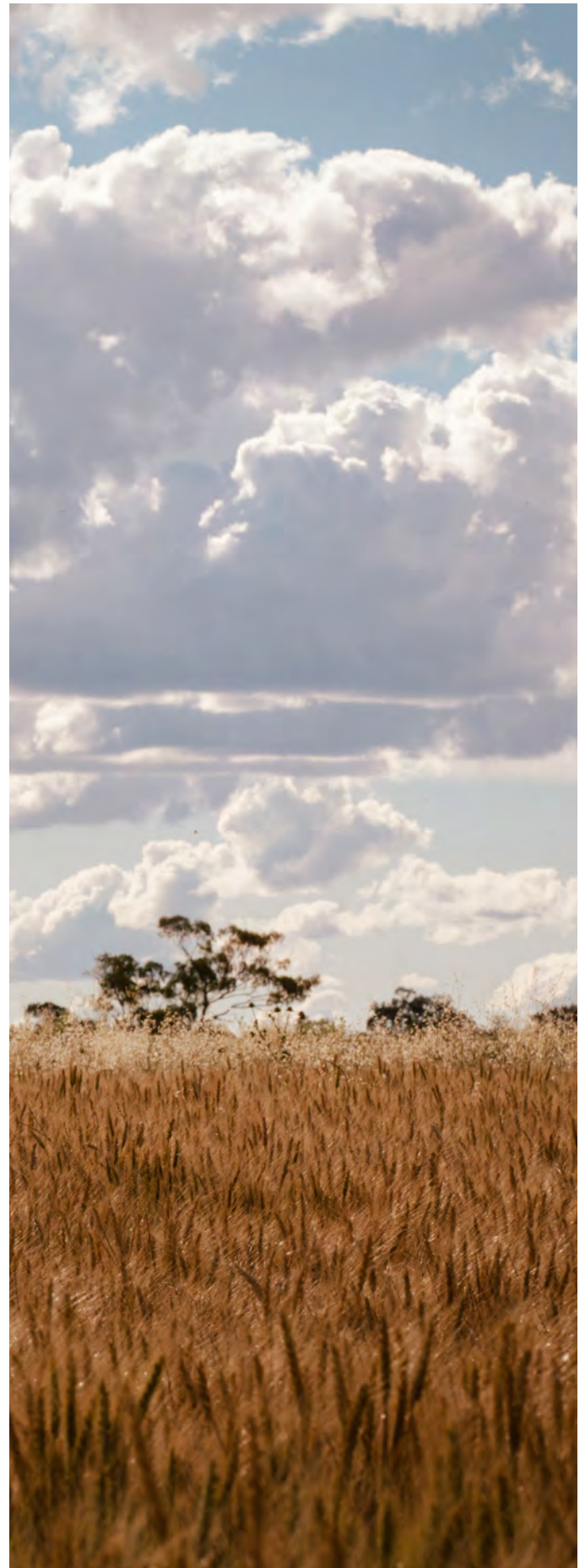
The Parkes Region boasts a diverse economy with strong industries including transport, mining, health care, tourism, agriculture and public administration. With its central location Parkes allows businesses to connect with suppliers and customers quickly with over 80% of the Australian population able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





Vision, Mission and Future Directions

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





Our Councillors

Councillors are your elected representatives for the Parkes Shire.

Your elected representatives work and advocate for you, the residents of our Shire.

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 37 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.



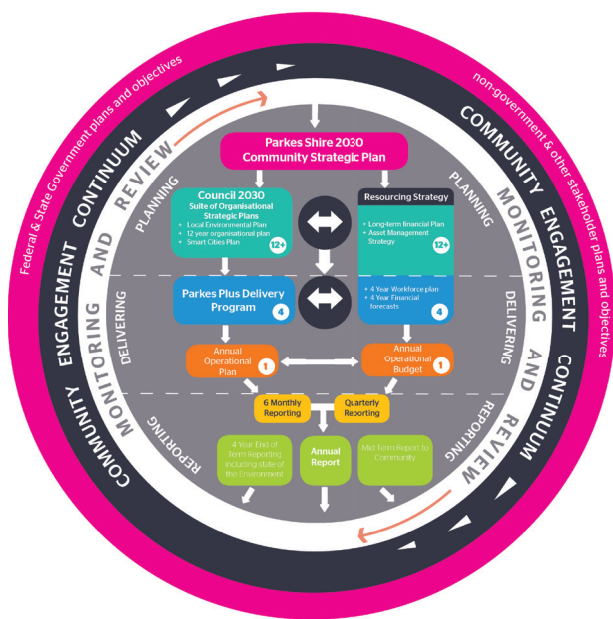
Community Engagement

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's opportunities for Community Engagement were limited during the 2019/20 due to the COVID-19 pandemic and Council realised the need to be resourceful if it wished to maintain its strong links to the community.

Community engagement activities carried out throughout the year included:

PARKES SHIRE COUNCIL LOCAL STRATEGIC PLANNING STATEMENT ENGAGEMENT (LSPS)

Parkes Shire Residents were invited to attend engagement sessions to review the Draft Parkes Shire Local Strategic Planning Statement, a 20 year vision for land use planning in the Parkes Shire. The sessions were held through the following village Community Consultative Committees;

- + Peak Hill Community Consultative Committee
- + Trundle and District Progress Association
- + Tullamore Community Consultative Committee
- + Bogan Gate Memorial Hall Trust Committee

COMMUNITY CONSULTATIVE COMMITTEE MEETINGS

Council's Chief Operating Officer attends many monthly Community Consultative Committee Meetings, providing the opportunity to the group to raise their issues, concerns and provide feedback to Council.



Parkes Shire Council supported 118 events for the 2019/20 year. The events took place throughout the Parkes Shire including Parkes, Peak Hill, Tullamore, Bogan Gate & Trundle.

Due to COVID-19 restrictions and government regulations, 46 community events & sporting proceedings were cancelled between March & June 30th 2020 across the Parkes Shire. Major events included:

Apollo 11

July 2019



Parkes Shire Council supported CSIRO Apollo 11 event in July 2019. CSIRO coordinated Open Days at the Parkes Observatory over the weekend of 20-21 July 2019 to acknowledge and celebrate the 50th anniversary of the contribution that the CSIRO Parkes Radio Telescope made to the Apollo 11 moon landing mission in July 1969, the Parkes Observatory played an important role in history, when it received and broadcast the first Moon landing, Apollo 11. CSIRO's Parkes Radio Telescope received television signals that allowed six hundred million people, one fifth of humanity at the time, to watch the broadcast.

The event was very successful for our region attracting nearly 20,000 visitors and injecting a huge economic impact into our region.

- 100% accommodation capacity (1800 beds in Parkes)
- \$3.7 million estimated economic impact
- 19,500 visitors to the Parkes Radio Telescope across the weekend

AirVenture Australia

September 2019

Parkes Shire Council support the premier three-day aviation spectacular at the Parkes Regional Airport in September 2019. It was the first time Parkes hosted the event and unfortunately due to the extreme weather conditions some activities were delayed and or cancelled however the event director David Young assured not all was lost.

This year featured a comprehensive youth aviation engagement program - the first of its kind in regional Australia - which saw a selection of 25 school students from the Central West and across Australia come together as a team and build a BushCat aircraft from a kit within seven days.

Parkes' location was described as an outstanding venue and praised by attendees as being a big part of the 2019 event's success with amazing 360 degrees of uninterrupted views.

Trundle Bush Tucker Day

September 2019

The iconic Trundle Bush Tucker Day event consisted of cooking competitions, cooking demonstrations, taste testing, bands, sheep shearing and markets. Over 300 Locals and visitors enjoyed a great day out tasting a range of different foods followed by a fabulous night camping at the Trundle Showground.

Parkes Shire Council promoted this event and assisted in the organising and planning, we also organised a photographer and videographer to source promotional material to use in upcoming campaigns, future event promotion and internally.

Pink up Parkes

October 2019

Parkes joined towns throughout Australia and turned pink in October to raise funds and awareness for the McGrath breast care nurses. The Parkes community were widely involved in the month long Pink up Parkes fundraiser which generated a huge \$34,215 for the McGrath Foundation.

You only had to walk to the streets of Parkes to recognise the phenomenal efforts of the community as the whole town turned pink; from shop windows, to hair, to posters and decorations. A number of pink themed events also took place throughout October including charity dinners, walks, morning teas, lawn bowls, tennis and golf days.

The 2020 Pink up Parkes committee had a goal of raising \$20,000 which they went above and beyond. Parkes Shire Council supported this event through promotion, events, fundraising and helping to raise awareness.

Western Rams VS France Rugby

October 2019



Parkes proudly hosted the Western Rams & France Rugby League teams for an iconic rugby match at Pioneer Oval. The French Rugby League Team spent over three days in Parkes where they visited surrounding townships, schools, iconic sites and sporting events. Both teams were welcomed to Parkes with a Civic Reception hosted by Parkes Shire Council as the Leagues Club. Deputy Prime Minister Michael McCormack attended the rugby game and presented the French captain with their winning cup.

The rugby game attracted over 3000 locals and visitors to enjoy the Western Rams take on France.

Pacific National Logistics Terminal Opening

October 2019

The Pacific National Board together with Deputy Prime Minister the Hon Michael McCormack and NSW Minister for Regional Transport and Roads the Hon Paul Toole were on hand to officially launch the Pacific National Logistics Terminal in Parkes, the largest logistics terminal in regional Australia on 30 October 2019.

The NSW Minister for Regional Transport and Roads - along with Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack and Pacific National CEO Dean Dalla Valle - praised those behind bringing more investment opportunities to the region and a forward thinking and visionary Parkes Shire Council.

The launch attracted over 150 guests to officially open the terminal.

Jimmy Barnes Concert

October 2019

More than 5000 people gathered at Pola Park for the Jimmy Barnes concert in Tullamore.

The Tullamore community embraced the visitors by setting up a fabulous camping ground and putting on entertainment including market stalls, sheep shearing demonstrations, food trucks, and entertainment at the camp grounds. Parkes Shire Council assisted with the event organising, concert set up and supported Stage in the Sticks when required.

Local Government Touch Carnival

February 2020

Parkes hosted the 2020 Local Government Touch Carnival across two days in February 2020. 18 local and visiting teams entered the carnival attracting over 180 visitors to our region across two full days.

All players stayed in Parkes for at least two nights and enjoyed dining out and shopping in our region.

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 2019/20 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, overseeing Councils Enterprise Risk Management Framework and Internal Audit Program. The Committee also focuses on areas such as compliance and improvement initiatives relating to Council's functions and operations.

In accordance with Council's Internal Audit Program, the following internal audits were carried out in 2019/20 by National Audits:

- + Enterprise Risk Management
- + HR Recruitment and Termination
- + ICT Content Security

In September 2019 ARIC endorsed Council's 3 year Audit Program.





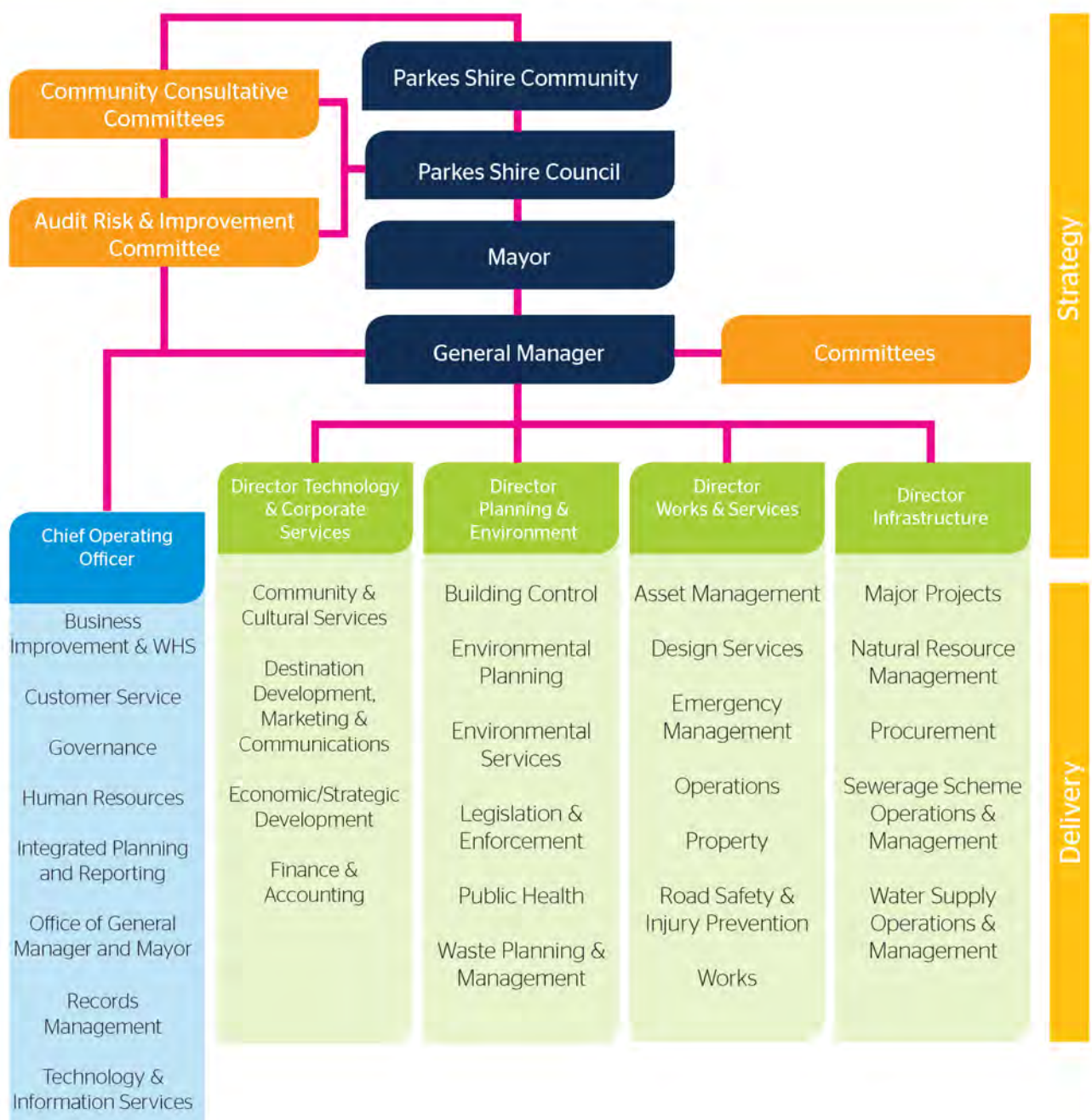
Organisational Chart



PARKES SHIRE COUNCIL

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

Organisational Chart







Our Executive

Parkes Shire Council is structured into four operational departments, in addition to the Office of the General Manager.

- + Planning and Environment
- + Technology and Corporate Services
- + Works and Services
- + Infrastructure

Council's Senior Management Team is lead by the General Manager, with the Director of each department a member. The team are passionate about continuous improvement, staff development and the long term future of the Parkes Shire; striving to deliver the priorities and aspirations identified in the Parkes Shire Community Strategic Plan and the objectives within the 201-18 to 2020-21 Delivery Program.



Kent Boyd *General Manager*

Kent commenced employment at Parkes Shire Council in 1992 as a Design Engineer and held the position of Director Infrastructure since 2001. He was appointed General Manager Parkes Shire Council on 1 November 2010 and 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, Masters of Government and Commercial Law and is a graduate of the Institute of Company Directors. He has worked both in the public and private sector.

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



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 holds a Degree in Local Government Administration, is a qualified Local Government Clerk under Ordinance 4 of the previous Local Government legislation and is a member of the Local Government Managers Australia.

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

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



Andrew Francis

Director Infrastructure

Andrew Francis has been with Parkes Shire Council since 2005, moving on to the role of Director Infrastructure in March 2015 and in this role is responsible for Council's Water, Sewer and Stormwater services, and management of the natural environment.

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 on formation in 2010 and has held the role since that time. He has served as Secretary and Chair of the Central West IPWEA Group, is a member of Engineers Australia, the Australian Water Association and the Local Government Engineers Association.



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 Works & Services since March 2015. His portfolio covers the areas of roads, parks and gardens, sporting fields, design, assets, swimming pools, airports, fleet management, stores, and emergency management.

Ben has tertiary qualifications in Engineering, Project Management and Training. He started in local government in 1998 as a cadet engineer with Bathurst Regional Council and has also worked with the former Yarrowlumla Shire Council and Blayney Shire Council. Ben has also spent over 12 months working overseas in Scotland consulting to Stirling City Council.

Ben is currently an active member of Institute of Engineers Australia, IPWEA and APESMA.



Brendan Hayes

Director Planning & Environment

Brendan was the Director Environmental Services Department at Weddin Shire Council and was responsible for the direct strategic and operational management and financial control of all certification, development approval, strategic planning, food shop inspections, building maintenance, heritage assessment, compliance and waste control.

Brendan has over 30 years of Local Government experience and holds qualifications in Urban and Regional Planning, Local Government Management, Applied Sciences and is also an A1 Accredited Certifier.



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.

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.

WORKFORCE

Parkes Shire Council staffing levels as at 30 June 2020

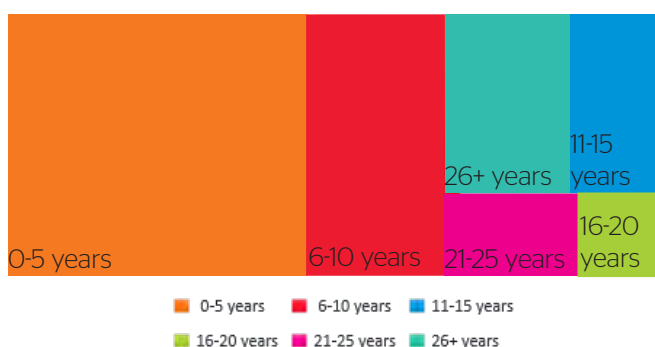
194 Total FTE Count

167 Full-time

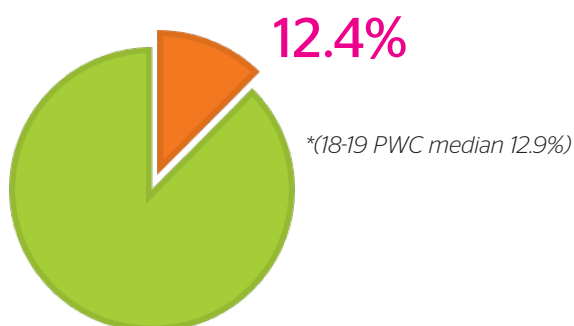
27 Part-time

STAFF RETENTION

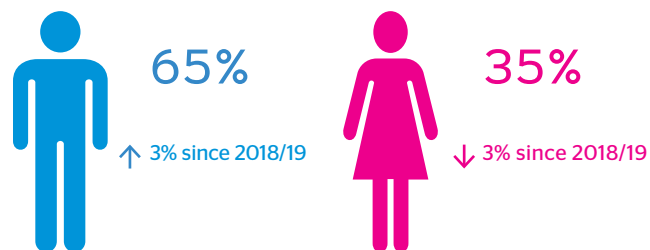
The below graphs depicts the tenure of Parkes Shire Council staff. Results show that the largest tenure group is 0-5 years, with the smallest tenure group being 16-20 years.



Staff Turnover Rate



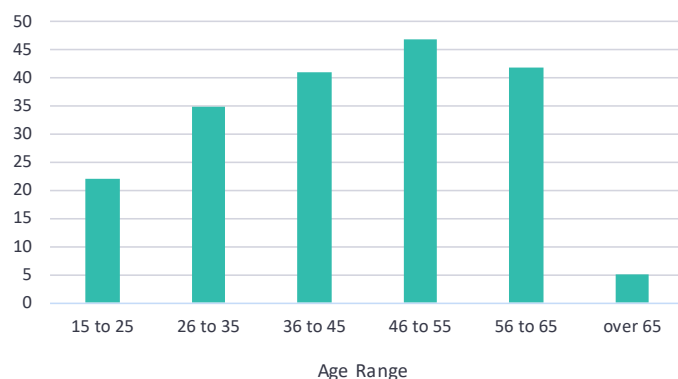
WORKPLACE DIVERSITY



FTE BY DEPARTMENT	MALE	FEMALE	TOTAL
Technology & Corporate Services	9	38	47
Planning & Environment	10	7	17
Works & Services	68	16	84
Infrastructure	28	1	29
Organisational Capability	4	10	14
Total Employees	68	72	191

AGE PROFILE

24% of Council's staff fall into the 46-55 year old age group.



LEARNING & DEVELOPMENT



111 Staff undertook a L&D Program

51 Staff received study assistance (TAFE or University level)

3% Workforce made up of Cadet/Traineeship roles



Our People

INVESTING IN OUR YOUTH

The annual Jack Scoble Educational Scholarship is 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.

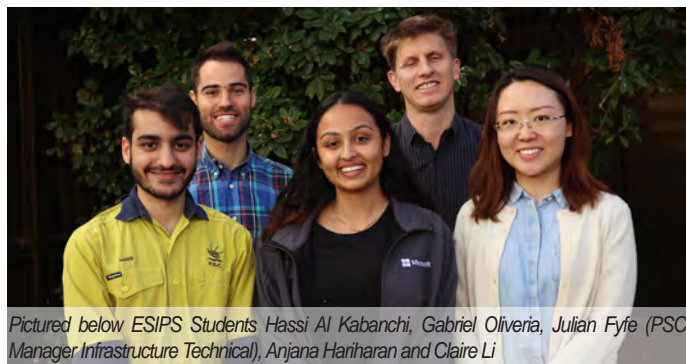
15 applications were received for the 2020 Jack Scoble Educational Scholarship, with the scholarship being awarded to Mikala McLean of Tullamore for assistance in completing a Bachelor of Animal Science at Charles Sturt University, Wagga Wagga.



Pictured below is Mikala, along with Mayor Ken Keith OAM and Council's Library and Cultural Services Manager Kerryn Jones

UNIVERSITY OF SYDNEY'S ENGINEERING SYDNEY INDUSTRY PLACEMENT SCHEME (ESIPS)

Participating in the University of Sydney's Engineering Sydney Industry Placement Scheme (ESIPS) gives students valuable opportunity to apply knowledge and skills in a real-world environment. This year we supervised two ESIPS students who conducted substantial research with fantastic outputs. A wonderful outcome for both students and Council!



Pictured below ESIPS Students Hassi Al Kabanchi, Gabriel Oliveria, Julian Fyfe (PSC Manager Infrastructure Technical), Anjana Hariharan and Claire Li

STAFF UPSKILLING

Staff also enjoy upskilling through a range of tailored training and tertiary education opportunities. Ten employees are now licensed to fly drones. Other courses delivered this year include Leadership & Management Certificate IV (7 staff) and Diploma (10 staff), plus Capability Development training (26 staff).

TRAINEES ARE OUR FUTURE

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

Council employed three Trainees during the 2019/20 year (Business Administration, Civil Construction and Water Industries Operations), One Cadetship (Information Technology) and two School Based Trainees (Business Administration and Civil Construction).

Council's School Based Trainees (SBAT), Trainees and Cadets equated to 3% of the workforce during the 2019/20 year, 8 roles in total.

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. During the 2019/10 year Council provided Mental Health Awareness training all Directors/Managers and Supervisors to support mental health at work.

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 2019/20.

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.



Our Achievements

Australian Water Association Awards, Program Innovation Award

Recycled Water Scheme (6-Mar-2020)



Director Infrastructure Andrew Francis and Manager Infrastructure Technical Julian Fyfe accept Australian Water Association Award for Innovation

Keep Australia Beautiful Sustainable Communities Tidy Towns Awards

Waste Management - Waste Minimisation Category D
Waste Management Strategy Implementation
(02-Nov 2019)

Keep Australia Beautiful Sustainable Communities Tidy Towns Awards

Response to Climate Change - Drought
Recycled Water Scheme (02-Nov 2019)

Keep Australia Beautiful Sustainable Communities Tidy Towns Awards

Environmental Education - (Category D) Highly Commended
Banjo the Frog and 'Our Water Story' (02-Nov 2019)

Australian Water Association Awards Legends of Water

Andrew Francis, Director of Infrastructure
(31-Oct 2019)

Economic Development Australia

Economic Development Initiatives (under 15,000 population)

Parkes National Logistics Hub Expansion
(24-Oct-2019)

Economic Development Australia

Peter Chaffey Honorary Award

Anna Wyllie, Contribution to Economic Development
(24-Oct 2019)

Local Government NSW RH Dougherty Awards, Excellence in Communication

Parkes National Logistics Hub Business Attraction Campaign
(1-Aug 2019)

Keep Australia Beautiful Sustainable Communities Tidy Towns Awards

Overall Award (Category D) Population 12,001 - 20,000
Parkes Shire Council 2-Nov-19

Regional Tourism Awards

Hall of Fame -
Parkes Elvis Festival (27-July 2019)



Parkes Elvis Festival Director Cathy Treasure along with Bob and Anne Steele accept Regional Tourism Awards Hall of Fame Award for Parkes Elvis Festival



Our COVID-19 Response

Council's diligent organisational response to all Public Health Orders was comprehensive and augmented by a range of special supports. Not only did Council look to support the health and wellbeing of its staff, during the COVID-19 Pandemic but also the Parkes Shire Community and Economy.

WORKPLACE MEASURES TAKEN

To ensure all Council Staff remained safe and could carry out as many of their usual daily duties the following measures were put into place:

- + Daily Incident Response Management Team Meetings
- + Workplace Policy for Infectious Disease Control;
- + COVIDsafe plans for all worksites, events/meetings and places of social gathering;
- + All business travel and office visitors banned
- + Social distancing measures within offices, worksites and customer service counters .
- + Transition of 50% of administration staff to working from home
- + Council Meetings were live streamed via Facebook;
- + Free flu shots were available to all staff = 128 staff vaccinated.
- + Utilising online meeting platforms through new Microsoft teams roll out.
- + Daily memos to all staff and COVID-19 notice boards at all Council sites
- + SMS alerts activated for all staff
- + #BeLike campaigns to encourage social distancing and maintain awareness of correct hygiene in the workplace
- + Mental wellbeing support
- + Regular video messages from the General Manager
- + ACE (All Council Employees) meeting rolled out as a video presentation



IMPACT TO COUNCIL SERVICES

- + Public amenities - The most commonly used amenities were kept open for as long as public health orders would allow with increased servicing and cleaning
- + Playgrounds and fitness stations. Daily cleaning and monitored usage;
- + Hardship relief for ratepayers;
- + Closure of Libraries, Visitors Centres, Community Centres, Camping Grounds,
- + All monetary transactions converted to cashless
- + Customer Service Counters condensed to one only
- + COVID-19 page added to Council website, complete with links to government information brochures and applications

LOCAL SUPPORTS

- + Council liaised with the Chamber of Commerce to ensure that local businesses were accessing Government stimulus packages, incentives and grants;
- + 6-month waiving of landing fees for REX airlines;
- + DA fees reduced by 15% for developments up to \$500,000;
- + Local Purchasing Policy pricing advantage raised from 5% to 10%;
- + Business re-establishment fees waived.
- + Constant community communication:
- + COVID-19 updates on the Council website;
- + E-newsletters and media releases;
- + Radio interviews with Mayor.
- + Volunteer support by way of staff resources, information, lobbying for assistance



Council's Tourism Team Leader, Lisa Moon delivering Meals on Wheels, a support given through the COVID-19 restriction period



Our Safety

BEST PRACTICE WORK HEALTH AND SAFETY (WHS)

In November 2016 Parkes Shire Council's Work Health and Safety Management Systems (WHSMS) achieved formal accreditation under the Australian and New Zealand Standard for Occupational Health and Safety Management Systems AS/NZS 4801:2001 by SAI Global.

In 2018 Council committed to the challenge of obtaining accreditation to the ISO45001 International Standard for occupational Health and Safety Management Systems.

In October 2019 Parkes Shire Council were successful in achieving this accreditation across the following work sites;

- + Parkes Administration Centre,
- + Parkes Waste Facility,
- + Parkes Water Treatment Plant,
- + Parkes Sewage Treatment Plant and
- + Parkes Animal Shelter.

The accreditation is recognition of the dedication and commitment from Council staff to ensure safety management systems are 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.



CONTINUOUS IMPROVEMENT

Throughout Parkes Shire Council's Special Rate Variation (SRV) application engagement process in 2012, Council gave an undertaking to the community that it would continually work towards providing services and infrastructure as efficiently and effectively as possible.

In order to make deliver on this commitment, Council chose the established and recognised philosophies of LEAN and Training within Industry (TWI) as frameworks to drive and sustain continuous improvement across all functions of the organisation, 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.

LEAN METHODOLOGY

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, utilising 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

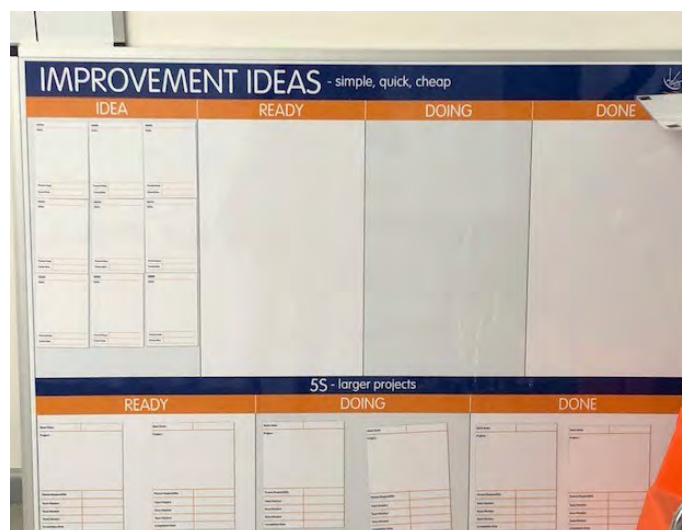
Council now deliver Lean Basics and Lean Learner in-house to all new starters, taking them through the Lean Methodology concepts and workplace simulations.

LEAN OPS

Council recognised the need to provide to an additional avenue of continuous improvement training that was tailored to maintenance crew work groups.

Simplicity Works was engaged to train these crews in the effectiveness of visual management to drive their day to day duties.

'Big Wins' have been realised using this technique in Council's Presentation, Sewer and Water Crews.





Our Improvements

HUMAN RESOURCES TECHONE MODULES

The 2019/20 year saw Parkes Shire Council focus largely on optimising the potential of its Technology One System. The amalgamation of stand alone platforms, paper based documentation and undefined processes into an integrated software system with clearly defined business processes, electronic forms has provided greater time efficiency for staff, robust document control regime and increase accuracy in use of correct processes.

The following modules were implemented during the year;

+ Employee Performance Management

The previously used stand alone employee appraisal system was replaced with the TechOne Employee Performance Management Module. Technology One's Appraisal software provides a platform to perform a scheduled of staff performance reviews stepping through from employee review to potential salary/step progressions, linking the records to the employee's TechOne profile.

+ Training and Development

Council's training and development records were migrated into the TechOne. Training and Development module. This migration now provides the ability to map position qualifications to employees and to perform gap analysis reporting.

2020/21 will see the implementation of Velpic online learning management system and E Recruitment. in the TechOne system.

ELECTRONIC FORMS

Technology One online forms have improved process efficiency. The need for many staff to transition to working from home during COVID-19 presented an ideal opportunity to trial Council's first TechOne form; Working from home application. The electronic form provides ease of completion for the user with the ability to upload images and link to your user profile. The workflows built into the form provide robust governance and document control.

MICROSOFT TEAMS

Not only did the implementation of Microsoft Teams allow a smooth transition to working from home during the COVID-19 restrictions, it also provided many productivity and financial improvement to Council.

Teams reduced the need for many other software platforms such as document collaboration tools and communication platforms, seeing Council make significant cost savings in software subscriptions. Microsoft Teams is now used by Parkes Shire Council to:

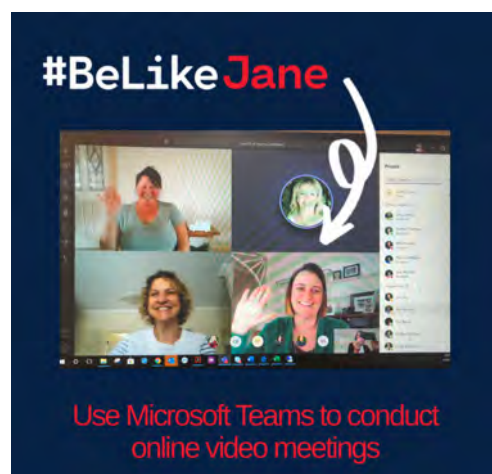
+ Broadcasted Council Meetings Online.

+ Deliver All Council Employees (ACE) Meetings online.

+ Conduct Internal and External Teams Meetings online, reducing the time and expense of traveling to attend meetings, ability to record meetings, participant chat functions and screen sharing capabilities allow collaboration on documents or view the minutes being taken to ensure accuracy.

+ Call staff members - the Teams call facility allow members to be "called" through Teams when connected to a Wifi or cellular connection, reducing the cost of telephone calls and increasing the means of communication of those without Council issued mobile phones.

+ Team Files - All Microsoft format documents, along with pdf and image formats can be stored within a Microsoft Team, allowing staff to access and collaborate on documents function which has significantly decreased internal email volume.



INTELLIGENCE HUB

All council devices were registered in Intelligent Hub, and staff profiles were updated with current contact information which allowed for the implementation of global text messaging, a powerful tool allowing Council to deliver quick, important messages to all staff when required.

REDUCTION IN EXCESS LEAVE AND TIME IN LIEU

Council achieved a reduction of 53% in excess leave liability and 88% T.I.L liability between April and June 2020.

Senior Staff made a concerted effort to reduce the excess provisions during the year, formally requesting those with excess leave balances, to define and implement leave plans.

Staff are to be congratulated on their positive response to these directions.

FLEET MANAGEMENT EFFICIENCIES

+ The purchase of a CAT 12M Grader provided efficient servicing and Increased safety features,

+ Weight Capacity Signage is now displayed on all Plant items providing a quick and easy way to safely load plant and ensuring no overloading occurs

+ Custom made CAT Road Reclaimer "Pulvi" Wear Plates sourced saving council \$50,000 per annum , through reducing the frequency of replacements.

+ Colour Coded Inspection Schedule of the chain, sling fire extinguisher and ladder inspection compliance schedule. A display signage regime commenced with the inspection currency indicated by colour makes testing faster and easier.

+ Compliance Tracking of Fleet compliance tasks can now be quickly identified by the workshop T Card board. All tasks required throughout the year can be quickly checked for completion with the red/green T Card system in place. This resource aims to increase productivity and compliance.



5S CHALLENGE

Council's Chief Operating Officer set a challenge to find the best 5S initiative that had taken place during the first few weeks of September. 2019 The response was of such high standard, that multiple winners were awarded. A sample of those winning initiatives are as follows;

+ PSC Signs Shed. This project included the removal of all out of date or damaged road signs, building new storage shelving and brackets and designing a new organised layout of the shed. A Road Sign booking procedure has now been implemented, which includes the requirement of time costings and durations, to allow for more efficient stock levels. The clear and organisation work space now allows for vast time savings for staff locating the correct signage as well increasing the level of safety in this work environment.



+ Development Application Storage Room
A re-organisation and standardisation took place of the storage room that housed the hard copies of approved Development Applications and other applications. Scanning of all files was outsourced and once returned were registered into Council's Electronic Document Management System. The storage room is now available for other purposes and Council's documents are safely stored electronically for quick and easy access by the staff.





Our Community Strategic Plan Progress

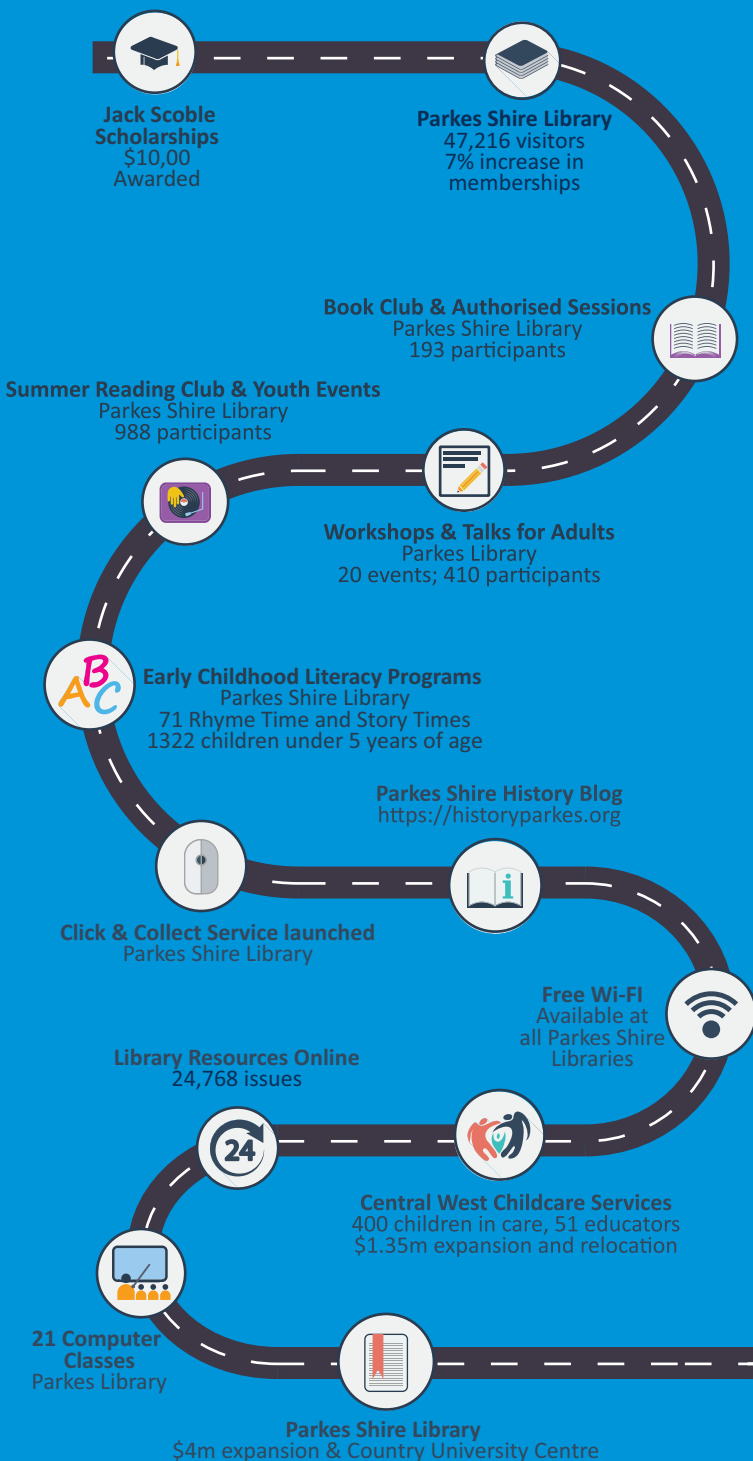




"Delivering progress and 2019/20 FINANCIAL YEAR

Develop Education & Lifelong Learning Opportunities

Improve Health & Wellbeing

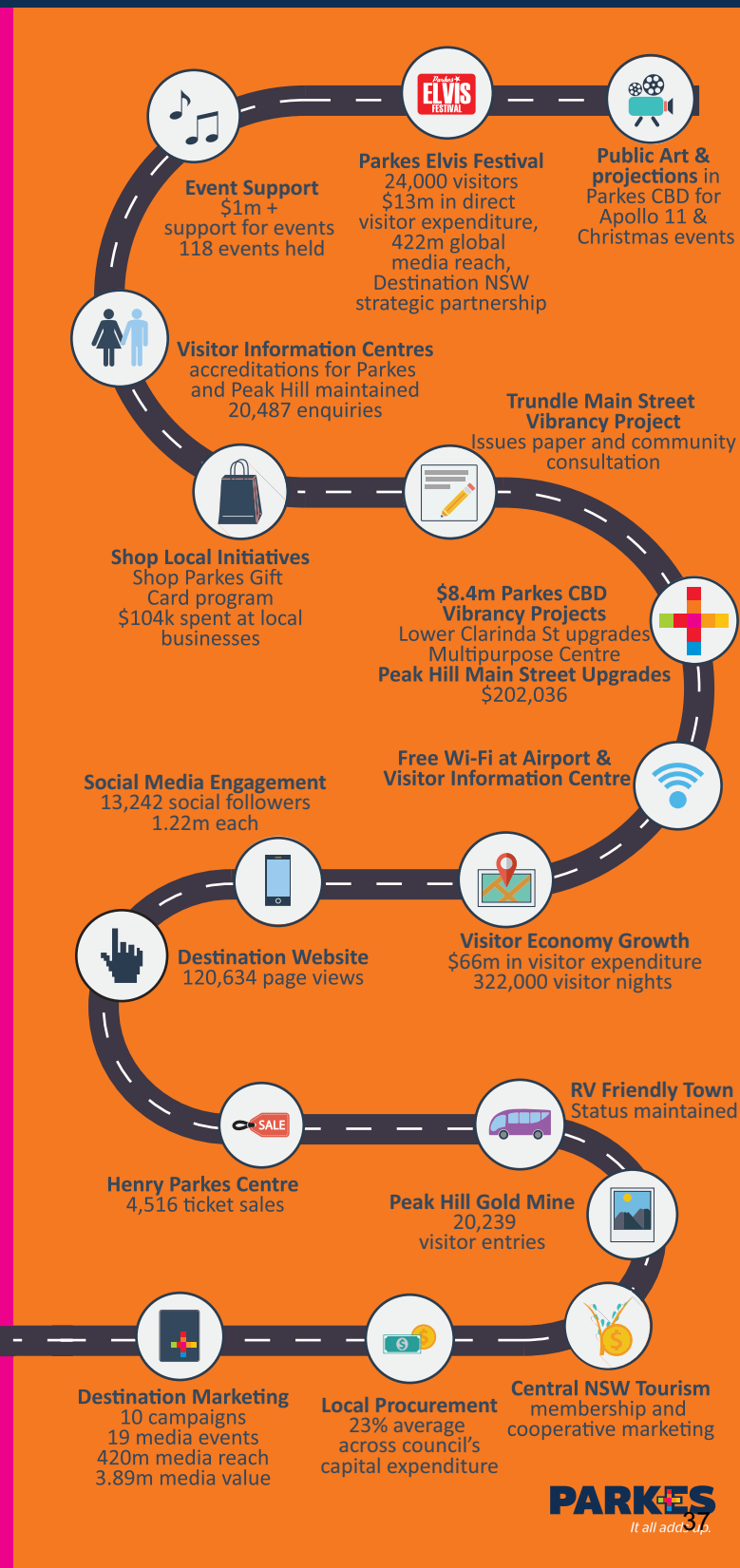
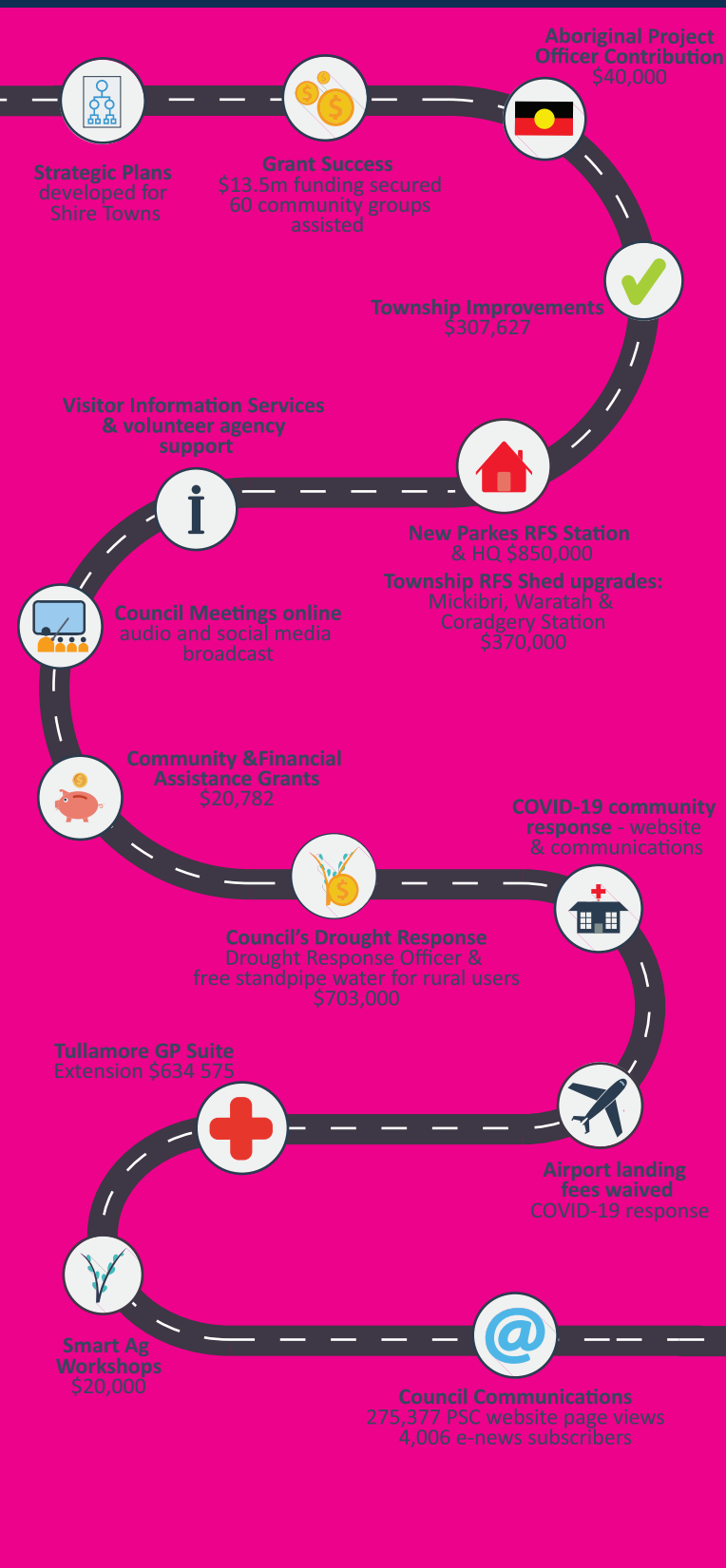


value to our community"

WORKS & ACHIEVEMENTS

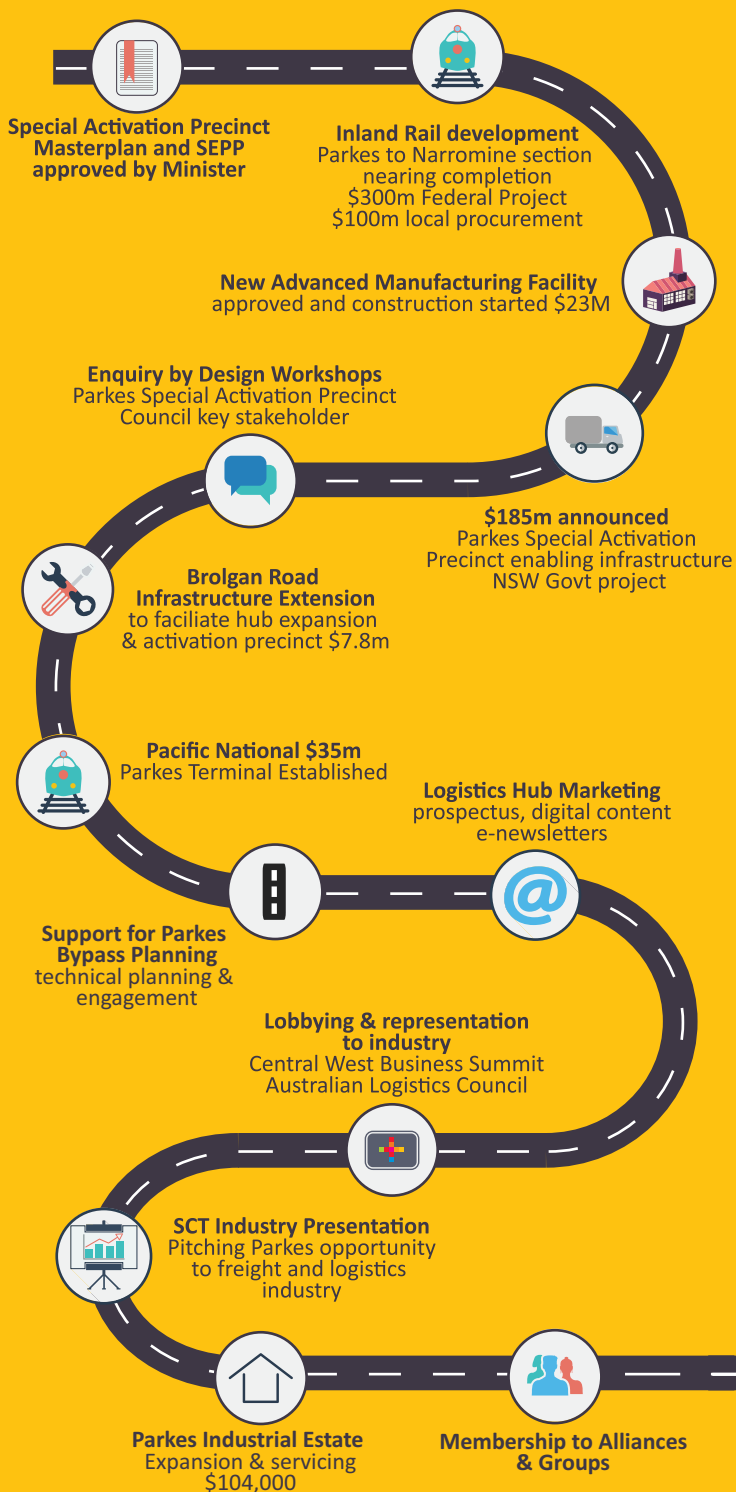
Promote, Support & Grow Our Communities

Grow & Diversify the Economic Base



"Delivering progress and 2019/20 FINANCIAL YEAR

Develop Parkes as a National Logistics Hub



Enhance Recreation & Culture



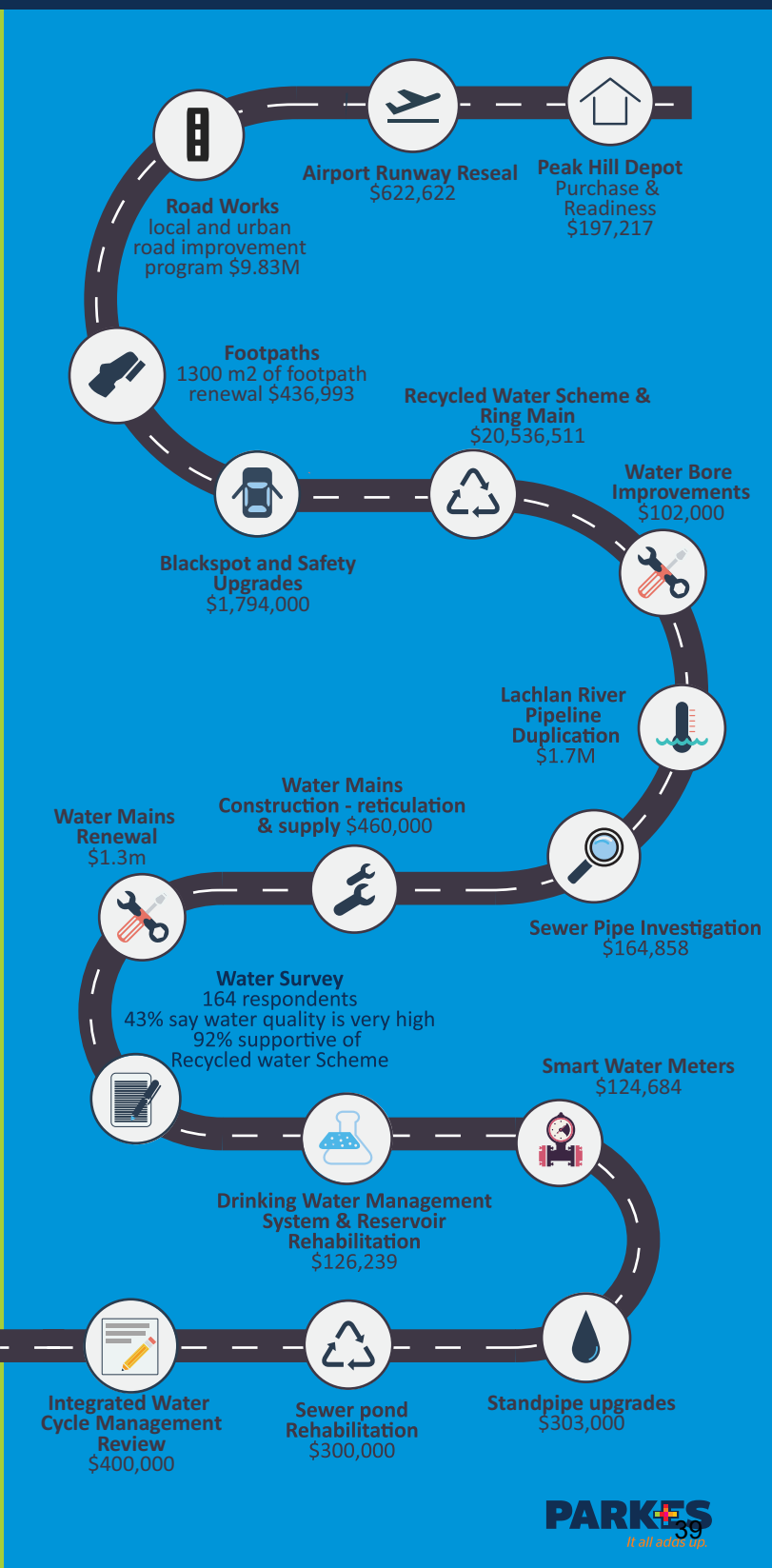
value to our community"

R WORKS & ACHIEVEMENTS

Care for the Environment in a Changing Climate



Maintain & Improve the Shire Assets & Infrastructure





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 Shire Grants & Funding Snapshot for July 2019 - June 2020



PARKES SHIRE COUNCIL



\$13.45m secured by Grants Team

\$10,888,379 Parkes
\$485,425 Trundle
\$276,203 Peak Hill
\$488,720 Tullamore
\$28,850 Bogan Gate
\$1,350,000 Cookamidgera

80%
SUCCESS RATE



60 community groups assisted
with funding applications

310 regular subscriptions
for grants notifications



\$12,662,571
COUNCIL PROJECTS

\$796k
COMMUNITY
PROJECTS

111 Grants
lodged

89 Successful
submissions

**BIG
WINS**

\$3.5M Fixing Local Roads
\$4M Critical Drought Infrastructure
\$1M Second round of Drought
Communities Program
Stronger Country Communities Funding



100+ reports completed on time

178:1 ROI

88:1 based on total combined
investment from NPM & PSC



Our Projects

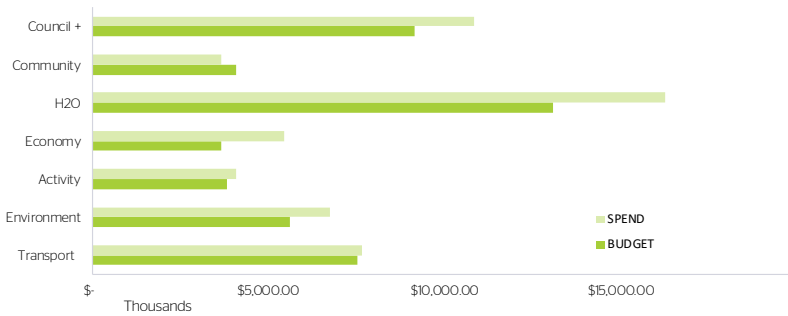
The table below summarises the projects undertaken by Parkes Shire Council and the project status as at 30 June 2020.

Project	% Complete	Estimated Project Cost	Source of Council funds
Recycled Water Rising Main & end user Scheme	98%	\$20,536,511	Council Revenue & Reserves
Lachlan Pipeline Duplication	3%	\$1,700,000	Council Reserves, Grant Funding
Integrated Water Cycle Management Plan Review	3%	\$400,000	Grant Funded
Sewer Pond Rehabilitation	10%	\$300,000	Council Reserves, Grant Funding
Drinking Water Management System/ Reservoir Rehabilitation	84%	\$126,239	Council Reserves
Water Mains Construction - Reticulation and Supply	65%	\$460,000	Council Revenue & Reserves
Water Main Renewal	3%	\$1,300,000	Council Revenue & Reserves
Brolgan Road Service Extension to the Parkes National Logistics Hub	62%	\$7,808,400	Council Revenue, Grant Funding, Private Investment
MR348 - Peak Hill to Tullamore Road	47%	\$800,000	Grant Funded
Five Chain Lane all weather access upgrade	20%	\$2,259,000	Council Revenue, Grant Funding, Private Investment
SR35 Causeway - Kadina	49%	\$150,000	Council Revenue
Peak Hill Golf Club Road (Roads to Recovery)	63%	\$72,236	Grant Funded
SR76 - Bogan Road (Northparkes Mines Partnership)	10%	\$600,000	Private Investment
Black Spot Program	5%	\$1,794,000	Grant Funded
MR358 Railway Approach Rehabilitation	89%	\$115,000	Grant Funded
FAGS - Gravel Re-sheeting Program	37%	\$1,000,000	Grant Funded
FAGS - Urban Lanes Rehabilitation Program	60%	\$180,000	Council Revenue
Wiradjuri Garden at Bushman's Hill	72%	\$41,500	Council Revenue
Town Entrance Garden Development	92%	\$65,000	Council Revenue
Cheney Oval Surface Rehabilitation	32%	\$545,700	Grant Funded
Cheney Oval Amenities Upgrades	99%	\$467,000	Council Revenue, Grant Funding
Cooke Park Multipurpose Centre & Lower Clarinda Street Revitalisation	75%	\$8,689,664	Council Revenue, Grant Funding

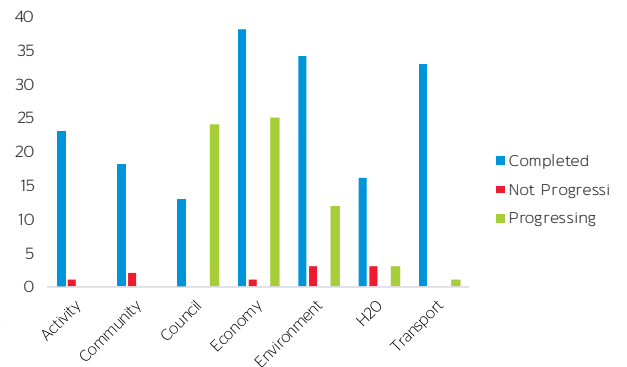
Project	% Complete	Estimated Project Cost	Source of Council funds
Power Bollards in Cooke Park	5%	\$60,000	Grant Funded
Family Daycare Expansion and Relocation	9%	\$1,890,000	Council Revenue, Grant Funding
Parkes Library Expansion	85%	\$4,189,506	Council Revenue, Grant Funding
Parkes Skate Park Expansion	5%	\$150,000	Grant Funded
Solar Lighting at Memorial Hill	10%	\$50,000	Grant Funded
Peak Hill Community Garden	5%	\$100,000	Grant Funded
Trundle Skate Park Development	5%	\$250,000	Council Revenue, Grant Funding
Peak Hill Carrington Hotel Refurbishment Stage 3	5%	\$220,000	Council Revenue & Reserves, Grant Funding
Trundle Main Street - New Public Amenities	50%	\$130,000	Council Revenue, Grant Funding
Trundle Main Street Vibrancy Strategy	10%	\$50,000	Council Reserves, Grant Funding
Pola Park Amenities (New Facility)	5%	\$200,000	Grant Funded
Cookamidgera Hall Upgrades	5%	\$30,000	Grant Funded
Bogan Gate Revitalisation - AC in Memorial Hall and painting of arts and craft centre	1%	\$25,000	Grant Funded
Trundle Berryman Oval Amenities Upgrade for changerooms	5%	\$80,000	Grant Funded
Peak Hill Memorial Park Shelters	15%	\$60,000	Grant Funded
Gunningbland Waste Facility Upgrades	10%	\$124,715	Council Revenue, Grant Funding
Youth Mental Health Program	1%	\$90,000	Grant Funded
Smart Ag Workshops	1%	\$20,000	Grant Funded
Drought Response Officer	20%	\$230,000	Grant Funded
Augmented Bird Hollows	50%	\$20,000	Grant Funded
Parkes Waste Facility Community Recycling Centre	10%	\$171,874	Council Revenue, Grant Funding
New Parkes RFS Station & HQ Building	75%	\$850,000	Grant Funded



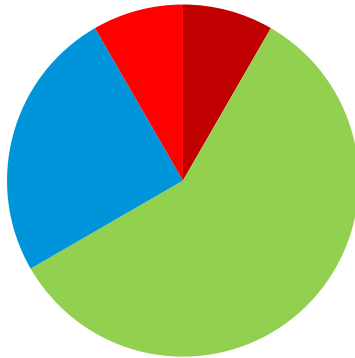
PARKES +



Financial Results



Operational Plan Action Status



Cancelled/Deferred Complete In Progress Not started

Capital Projects



\$ 4,815,403

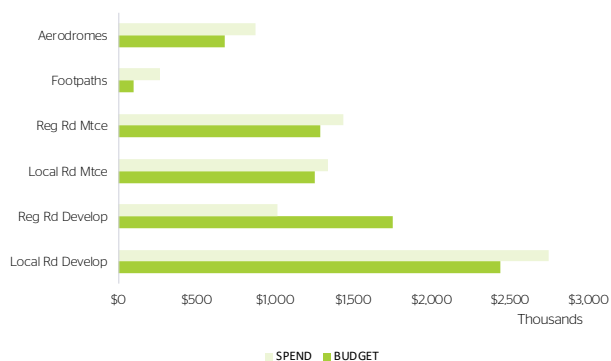
Total PSC
Grant Funding
awarded (46 grants)

2018/19 Grants

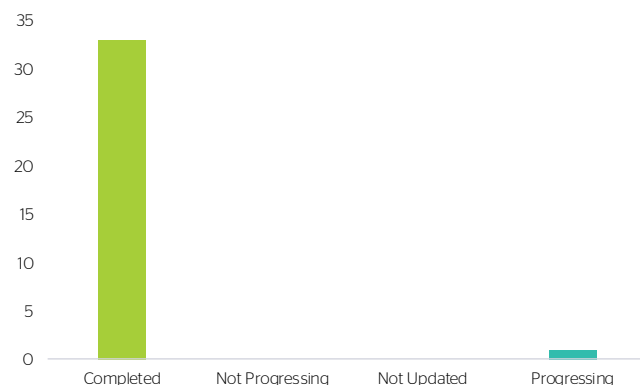


Cooke Park Main Stage during the 2020 Elvis Festival

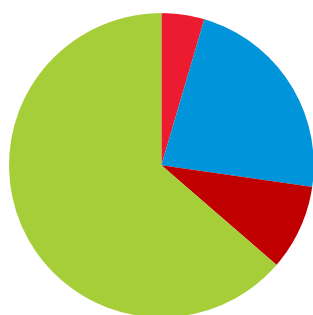
TRANSPORT +



Financial Results



Operational Plan Action Status



■ Behind Schedule ■ Completed ■ Deferred ■ On Track

Capital Projects



\$5,286,000

awarded in grant funding

2019/20 Grants



Cr Neill Westcott, Mayor Ken Keith, RMS Regional Director - West Alistair Lunn, Minister Roads & Transport The Hon Melinda Pavey, NSW Nationals Member Kate Hazelton, Parliamentary Secretary for Western NSW MLC Rick Colless Cr Bil Jayet at the announcement of funding for 5 Chain Lane in 2018/19, a project now in delivery in 2019/20 under the Fixing Country Roads Funds.



DIRECTORATE: *Works & Services*

STATUS: **ON TRACK**



DELIVERABLES	UPDATE	
R1 Develop Council's Local Road Network	Progressing	<p>The 2019/20 road program is designed to maintain Council's road network to the highest condition possible within its resourcing capabilities.</p> <p>Allocations this year included</p> <p>The additional \$1,000,000 Roads Improvement Program achieved 100% completion, which included upgrades to Kadina Causeway and the design and commencement of 5 kilometres of upgrades to Five Chain Lane (SR1249).</p>
R2 Develop Council's Regional Road Network	Progressing	<p>Council achieved 80% completion of projects identified in the Urban Construction Program including East St/ Clarinda St rail crossing and Cardigan St Tullamore.</p> <p>The Local Road Resealing program was delivered, with roads such as MR57, MR233 and MR238 resealed.</p> <p>Grant funding totaling \$5,287,120 was obtained from the NSW Governments Safer Roads, Blackspot and Fixing Local Roads Programs. This will fund projects including safety improvements at the East/Gap Street intersection, Adavale Lane Safety Signage and Close/Hooley St intersection improvements.</p>
R3 Maintain Council's' Local Road Network	Progressing	<p>Further funding applications were successful under the NSW Governments Fixing Local Road program which will allow for \$1.3M upgrades to Cookamidgera Road as well as upgrades to East Street and bridge.</p> <p>Council sought to accommodate the increased industrial growth of Parkes during the year, improving access roads to the new Pacific National Terminal to the value of \$500,000 as well as reconstructing and sealing 1.6km of Brolgan Rd at the Parkes Special Activation Precinct.</p>
R4 Maintain Council's' Regional Road Network	Progressing	<p>\$1.3M of local road maintenance including; \$381,000 of gravel re-sheeting, \$245,000 of local road sealing, \$43,000 of maintenance on unsealed regional roads.</p> <p>Regional Road maintenance and development totaled \$3,041,190 for the year and included: Shoulder grading, heavy patching and the installation of a safety barrier.</p> <p>All planned REPAIR grant projects were delivered seeing upgrades on Peak Hill to Tullamore Rd (MR348) west of Peak Hill and The Bogan Way (MR350N) (between Bogan Gate and Tullamore), among others.</p>

ACTIVITY + FOOTPATHS



DIRECTORATE: *Works & Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

F1 Footpaths Development

Progressing

Council continued to progress the implementation of the PSC masterplan for walk ways and cycle ways with 1300m2 of footpath renewals completed during the 19/20 year. Paths were completed in Hill, Medlyn and Dalton Streets.

F2 Footpath Maintenance

Progressing

F3 Pedestrian Access and Mobility Plan (PAMP)

Progressing

F4 Kerb and Gutter Development

Progressing

A total of 1,320m2 of Kerb and Guttering Infrastructure was replaced during the year. Locations include Dalton, East and Hill Streets.

TRANSPORT + AERODROMES



DIRECTORATE: *Works & Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

A1 Providing a Safe Aviation Facility

Progressing

The Parkes Regional Airport Terminal continues to be welcoming, well maintained and safe gateway to the Shire. 2019/20 activities to ensure this included:

A2 Maintaining and Operating Parkes Regional Airport

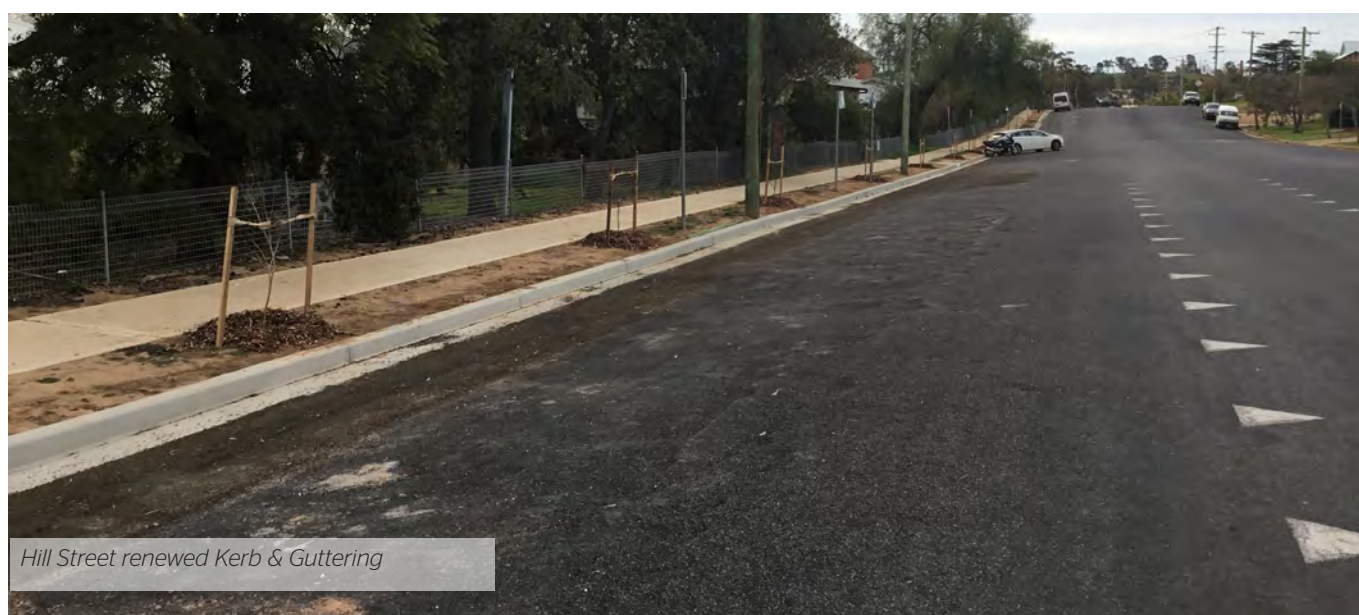
Progressing

- The Runway quality was enhanced with a reseal in April 2020.
- The Transport Security Plan was undertaken during September 2019 with no deficiencies recorded.

A3 Development of Industrial Precinct

Progressing

The Aerodrome Industrial Precinct subdivision is now complete with 10 serviced lots. A draft marketing strategy has been prepared to drive developer attraction to the site.

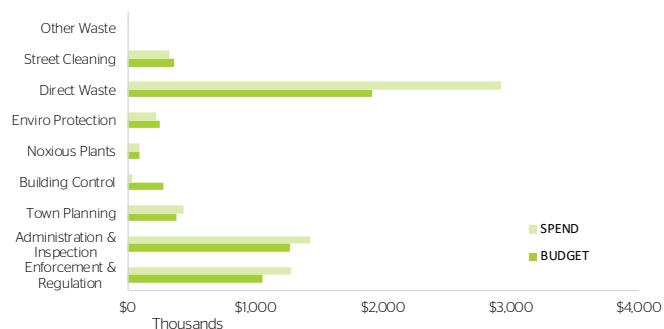


Hill Street renewed Kerb & Guttering

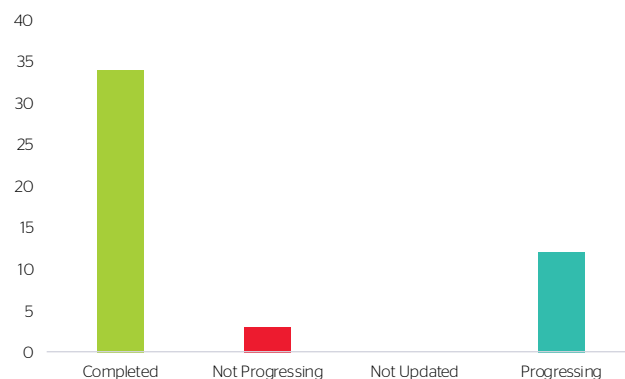


Council Crews constructing Kerb & Guttering at the Parkes Industrial Estate

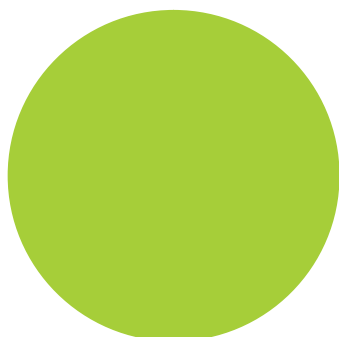
ENVIRONMENT +



Financial Results



Operational Plan Action Status



■ On Track

Capital Projects



\$269,000 awarded in Grant funding

2019/20 Grants



Council's Augmented Hollow Works Programme, funded by the Communities Environmental Grant



DIRECTORATE: *Planning & Environment*

STATUS: **ON TRACK**

DELIVERABLES	STATUS	
BE1 Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation	Complete	<p>Council's Planning & Environment Team achieved the following during the period:</p> <p>Local Development Applications - 99 approved within an average of gross determination days average of 34.82 days, with a stop the clock average determination days of 26.48 days</p>
BE2 Heritage	Progressing	<p>Complying Development Applications - average approval of 11.3 days. 47.6% within 10 days. 100% within 20 days. (21 applications)</p>
BE3 Certificates	Complete	<p>Construction Certificate Applications - average approval of 20.8 days, 67% of within 20 days, 90% within 40 days (61 applications)</p> <p>Local Government Development Applications - average approval of 40.7 days. (114 applications)</p>
BE4 Cemeteries	Complete	<p>Swimming Pool Barrier Inspections - 72.4% inspected within 10 days, with 31% found to be non-compliant. (29 inspections)</p> <p>The Parkes Shire Heritage Study Project has identified 150 buildings of heritage significance in the Shire which will be presented to Council before commencing community consultation.</p>
BE5 Private Swimming Pools	Complete	<p>Cemeteries within the Shire received upgrades with renewed signage and the installation of new beams at Parkes Cemetery lawn section.</p>

ENVIRONMENT + NATURAL



DIRECTORATE: *Infrastructure*

STATUS: ON TRACK



DELIVERABLES

STATUS

NE1 Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives

Complete

Council's Environmental Team collaborated with Central West Lachlan Landcare to host a Health and Wellness morning as part of "Pink Up Parkes" as well as 3 local school group visits for Enviro Education Days at Kelly Reserve and 2019 National Tree Day. Opportunities for school engagement were significantly impacted by COVID-19 restrictions.

NE2 Sustainably manage Council owned and managed natural areas

Complete

Council had commenced arrangements to host a Community Climate Forum to educate and brainstorm community groups on the topic of local climate change. Again, COVID-19 impacted the scope of this forum, with it only being delivered to Councillors and staff with the plan to reschedule for the community when restrictions are eased.

NE3 Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations

Complete

NE4 Improve the environmental outcomes of Council's operations

Not Progressing

Council resolved to suspend private property inspections temporarily due to the drought. Urban inspections were still undertaken, with 100 inspections completed.

\$20,000 was secured through Communities Environmental Program for augmented hollow works and direct seeding re vegetation works.

ENVIRONMENT +WASTE



DIRECTORATE: *Planning & Environment*

STATUS: ON TRACK



DELIVERABLES

STATUS

W1 Implement Parkes Shire Waste Strategy

Complete

The Parkes Shire Waste Management Strategy 2015-22 projects implemented during the year included; the installation of security cameras, gates and locks at all Wasteland Fills. These upgrades hope to extend to lifespan of Alectown and Gunningbland landfill which are identified to be decommissioned in upcoming years.

W2 Operate and maintain facilities

Complete

Parkes Landfill Operations diverted 8650 tonnes through kerbside recycling, organics recycling and Landfill Operations throughout 2019/20.

Peak Hill Transfer station transferred 81.88 tonnes of mixed waste to Parkes Waste Facility and diverted 7.5 tonnes of recycling from landfill.

W3 Supervise waste management contracts

Complete

Netwaste Pop Up Displays advocating for correct use of green bins were exhibited at Parkes Metro Plaza, Coles and Parkes Bowling Club Markets.

W4 Rethinking Waste Strategy

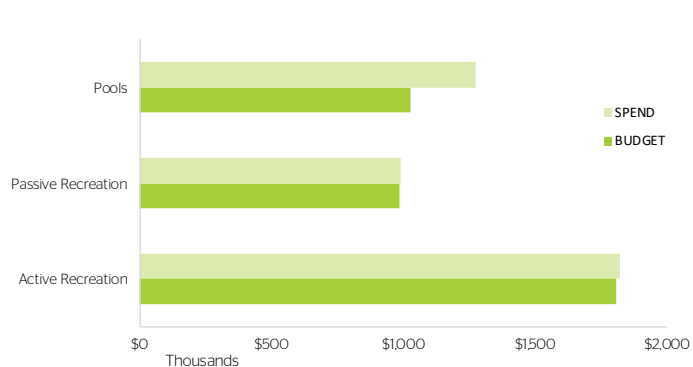
Complete

The NetWaste Education Program visited Parkes East and Middleton Public Schools, with over 300 students participating in sessions such as "Litter, Litter Everywhere" and "Recycling Rules"

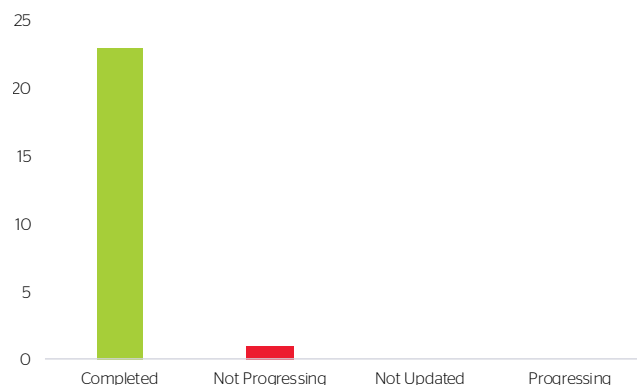


Council's Weed Control program underway

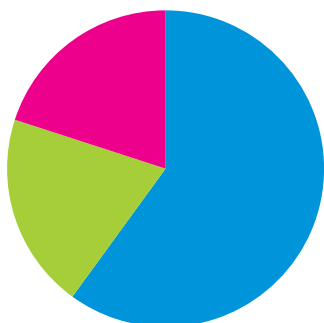
ACTIVITY +



Financial Results



Operational Plan Action Status



■ Completed ■ On Track ■ Pending Grant Funding

Capital Projects



\$450,000 Awarded in grant funding (4 grants)

2019/20 Grants



Mayor Ken Keith OAM and Cr Bill Jayet, along with the Cheney Family and the Parkes Cricket Community officially open the restored Wes Cheney Pavilion, Woodward Park



DIRECTORATE: Works & *Services*

STATUS: **ON TRACK**



DELIVERABLES	STATUS	
AR1 Sports Grounds Development	Completed	Many recreation areas were upgraded during the year. Projects included:
AR2 Sports Grounds Maintenance	Completed	Harrison Park Amenities Upgrade Project adding 2 change rooms, 8 toilets and disabled access to the existing facility, was officially opened in September 2019.
AR3 Playgrounds	Completed	Kelly Reserve Off Leash Dog Park, completed in September 2019 constructed a fully fenced dog enclosure divided in a large general exercise area and a smaller agility yard.
AR4 Walk/Cycle	Completed	<p>Pola Park Oval and Amenities Upgrade Stage 2 included installation of an irrigation system, new fencing and seating and a PA gate was completed in April 2020.</p> <p>Wes Cheney Pavilion Renovation upgraded the 61 year old pavilion with new walls, floors, kitchen, shower and toilet facilities was completed in October 2020.</p> <p>Walking paths extending the existing shared path network were constructed in Dalton and East Streets.</p> <p>Council's Presentation Team worked tirelessly through the Covid-19 Pandemic to ensure the availability of our recreational areas were in line with public health orders.</p>



Cr Bill Jayet enjoys the Kelly Reserve Off Leash Dog Enclosure

ACTIVITY + PASSIVE RECREATION



DIRECTORATE: *Works & Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

PR1 Main street beautification

Progressing

The Parkes Main Street Revitalisation Project - Lower Clarinda st reached practical completion in May 2020. The \$4.2M project, funded under the Building Better Regions Fund aims to activate the southern end of Clarinda Street. As of the end of the reporting period the following had been achieved:

PR2 Maintenance and improvement of park areas

Complete

- New stormwater lines
- New Kerb & Gutter
- New improved roadways between the Square and Short Street
- Installation of garden beds and Irrigation
- Installation of smart lighting systems
- New paved footpaths

PR3 Maintenance and improvement of reserve areas

Complete

Customer Requests for the 2019/20 year relating to Parks and Street trees achieved average days to respond results well below targets

PR4 Streetscape amenity

Complete

Parks -average days to respond 5.10 days average (48 total)
Street Trees - average days to respond 6.9 days (217 received)

ACTIVITY + POOLS



DIRECTORATE: *Works & Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

P1 Pool Operations and Maintenance

Complete

All Shire pools undertake monthly microbiological testing and random site visits from NSW Health to ensure health compliance.

P2 Maximise Pool Patronage opportunities

Complete

Parkes Pool received a Facility Safety Score of 95% along with a 5 Star Water Safety Accreditation (98%).

Peak Hill and Parkes pools received concourse upgrades to the value of \$120,000.

P3 Implementation of Learn to Swim Program at Parkes Pool

Complete

Australia Day celebrations were enjoyed at the Parkes Pool with 207 patrons attending the facility.

P4 Indoor Heated Pool Strategy

Not Progressing

Learn to Swim Classes enrolled 555 students across the 2 sessions, with another 185 enrolments for the January 2020 Intensive Lesson program.

Council is yet to source any grant opportunities to facilitate the Indoor Pool Strategy.

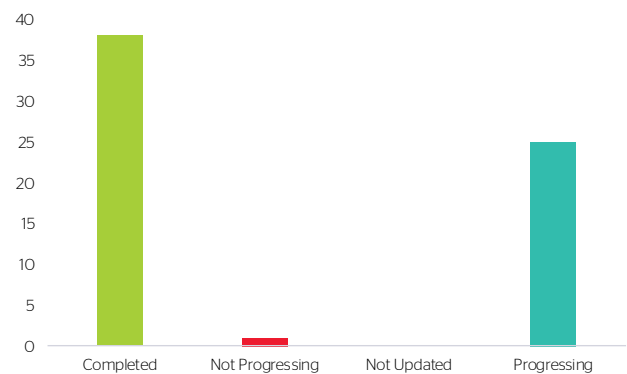


An Aerial image of the revitalised Parkes Lower Clarinda Street

ECONOMY +



Financial Results



Operational Plan Action Status



Completed Deferred On Track Stalled

Capital Projects



no funding awarded in grant funding

2019/20 Grants



2019 Parkes Business Awards Henry Winner - Kerin Physio. Council is proud to support the Chamber of Commerce in recognising the strength of local business.

DIRECTORATE: *Corporate Services*

STATUS: ON TRACK



DELIVERABLES	STATUS	
B1 Support the Parkes Business Chamber	Complete	During the COVID-19 pandemic Council and the Chamber of Commerce worked actively together to minimise the impacts of the restrictions on local businesses, assisting with hosting online workshops on the impact of COVID and establishing a Zoom meeting set up facilitating the continuation of the monthly chamber meetings to continue.
B2 Support Local Business Growth	Complete	Prior to COVID, Council, Parkes Chamber of Commerce, Central NSW BizHQ and the NSW Government's Business Connect Program to deliver a series of workshops and one- on-one mentorships for Parkes Retailers. The four workshops focused on:
B3 Promote Local Businesses	Complete	<ul style="list-style-type: none"> • Understanding the Changed Retail Environment • Build your own E-Commerce Website • Digital marketing for the Retailer • Advisory Sessions
B4 CBD Vibrancy	Progressing	<p>Council continued to advocate for shopping locally showcasing local businesses with the "Local Legend Profiles", the development of a local take away food guide to promoted permitted hospitality operations during COVID and Shop Parkes Mother's Day promotion.</p> <p>The Shop Local Gift Card Program continued, with over \$104,000 redeemed throughout the year.</p> <p>The Construction of the Cooke Park Multipurpose Centre continued to progress through the year, as did the Lower Clarinda Street revitalisation. Lower Clarinda St is scheduled for completion in September 2020, the Multipurpose Centre in January 2021.</p>

**DIRECTORATE:** *Corporate Services***STATUS:** **ON TRACK**

DELIVERABLES	STATUS	
MD1 Market and promote Council and Parkes Shire	Complete	<p>Many forms of marketing were initiated to promote the shire of Parkes, with "Buy From The Bush" being of particular interest throughout the drought and "We Want You Back" post COVID travel restrictions.</p> <p>Councils online presence experienced steady growth throughout the year with increases to website hits, page views, newsletter subscriptions, social media followers, engagement rates and media value calculations.</p> <p>External Media Monitoring results for the year estimate a media value of \$3.89M generated, 420 million people reached, 2,255 media articles written mentioning Parkes Shire Council and 19 media visits/government announcements.</p>
MD2 Grow the Visitor Economy	Complete	<p>The 2020 Parkes Elvis Festival was a success despite many areas of NSW being declared a state of emergency due to devastating bushfires.</p> <p>Official results show around \$25,000 attended the festival, 48% of these stated it was their first festival attendance.</p> <p>Over 200 events were held, ticket sales were the highest on record and it is estimated \$15M was injected into the local economy.</p>



DIRECTORATE: *Corporate Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

IA1 Industrial Estate

Complete

To enable the expansion of the Parkes Special Activation Precinct, Council commenced the Brolgan Road Infrastructure project. This \$7.8M project will extend Infrastructure including road upgrades, business access, water, power (with new substations), gas and communications to the Special Activation Precinct.

IA2 Parkes Regional Airport

Complete

Council commenced work on the servicing of industrial lots at Parkes Industrial Estate Langlands Street. Designs were completed for 6 lots serviced with water, sewer, drainage, power and NBN.

IA3 Business Growth

Complete

The Parkes Regional Airport Business park Subdivision has been completed. A Marketing strategy is currently being developed and consulted upon through Economic Development Committee - Airport Sub Committee. It is expected that the blocks will be released to market in coming months.

IA4 Newell Highway Bypass Opportunities

Complete

Council has been working proactively with Transport for NSW in the planning for the Parkes Newell Highway Bypass.

PR5 Residential Amenity

Complete

Transport for NSW has consulted heavily with Council with regards to town entry statements and urban design and will continue to develop strategies and opportunities to promote positive impacts of the bypass and mitigate negative impact to the community.





DIRECTORATE: *Corporate Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

L1 Transport & Logistics Infrastructure

Complete

The first trains running through the new east west connection of the Inland Rail and the opening of the new Pacific National terminal in 2019/20 were great milestones for transport and logistics in NSW.

L2 Telecommunications Infrastructure

Complete

Council successfully maintained the momentum of logistical growth, holding meetings with both State and Federal Ministers including the Deputy Prime Minister Michael McCormack on the topic of transport and logistical needs of Parkes and the development of the Special Activation Precinct.

L3 Smart City Development

Not
Progressing

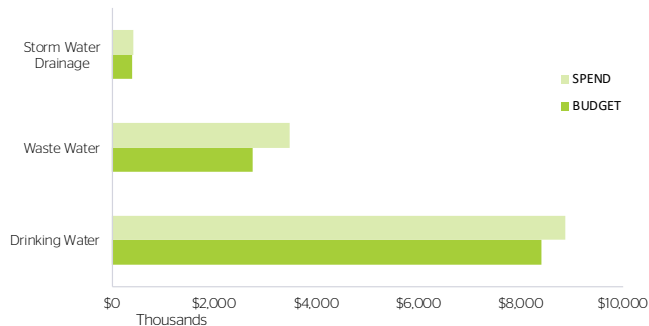
Council has been in discussion with Transgrid determining best options for extending telecommunications to the Special Activation Precinct

Council has engaged a consultant to guide the development of a Digital Strategy, in anticipation of the opening of the State Government's Gig State project, a \$100M project to boost regional Internet service.

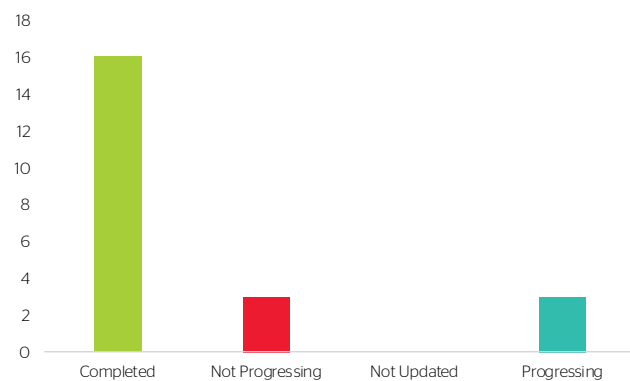
L4 Grants & Funding

Complete

Council's Grants Team worked diligently throughout the year, lodging 111 grant applications and securing \$13.45M of funding across 89 grants, a success rate of 80%.



Financial Results



Operational Plan Action Status



\$ 4,000,000

awarded in
grant funding (1 grant)

Capital Projects

2019/20 Grants



Council's Director Infrastructure Andrew Francis and Manager Infrastructure Technical collect the 2020 NSW Australian Water Association Award for Program Innovation, for the Recycled Water Scheme Project


DIRECTORATE: *Infrastructure*

STATUS: **ON TRACK**


DELIVERABLES

STATUS

DW1 Secure raw water sources

Completed

Council continued to impose level 2 water restrictions for the entire reporting period. Restrictions were initially due to drought conditions, but even once drought breaking rain occurred in early 2020, the magnitude of rain created high turbidity levels in the catchment, forcing council to turn off the dam water supply until late May. When switching the dam supply back on, the dam exceeded the Lake Endeavour spillway for the first time in several years.

Council commenced the installation of smart metres on the B Section, a project aimed to reduce water waste by providing prompt leak detection. 80 of the 138 meters were installed.

Council received 17 water quality complaints during the year a reduction of 26% from the 2018/19 year. A good indication of improved water quality and delivery.

DW2 Sustainably treat water supply

Completed

48 service complaints were received relating to water pressure, 43 (89%) of the complaints were found to be a result of water main break. Three mains breaks were investigated and added to future mains renewal programs were necessary.

The Parkes water network underwent a modelling exercise to identify areas of water flow rates requiring investigation. Design consultants have commenced work on providing a improved design for the areas.

Council construction 3 new water mains during the year in areas including Webb Street, connecting the network to the elevated area north west of Parkes to the high pressure zone.

DW3 Safely distribute drinking water to the community

Completed

Water related updates and information continued to be distributed to the community via Council's website, social media channels and newsletters posted with all Rates Notices.

Surveys were conducted across the shire shows in August 2019 with 164 being completed. 82% of customers rated the water quality as Average and above. The data also indicated customers are satisfied with the methods of communication council are utilising for water related information, such as social media and newsletters, but they would like more information regarding Councils response to the drought.

H2O + WASTE WATER



DIRECTORATE: *Infrastructure*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

WW1 Safely collect waste water from the community

Progressing

Council's sewer team has seen great improvements during the year since the renewal of older sewer mains and the implementation of preventative maintenance practices. This is evident by the 21% reduction of customer requests received relating to sewer issues. in comparison to the 2018/19 year.

WW2 Sustainably treat waste water

Complete

One of the preventative processes adopted is the CCTV checks all sewer chokes the teams carry out. This footage is taken when attending the call out, reviewed for issues and if required, the area is programmed in the monthly root cutting schedule.

WW3 Responsibly manage waste by-products of treatment

Complete

The Parkes Recycled Water Scheme is now fully connected to all Phase 2 End Users. 221ML of recycled water was produced, amounting to 40% of effluent flow from the Sewage Treatment Plant.

WW4 Safely and sustainably treat and distribute recycled water

Complete

Approximately 55% of the biosolids removed from the Sewer Treatment Plant were reused by direct injection into the adjacent farmland, a slight decrease on the previous year due to the wet weather preventing machinery access.

The AWRF ran for 111 days from November 2019 to February 2020 producing 155.212 ML of recycled water.

H2O + STORMWATER



DIRECTORATE: *Infrastructure*

STATUS: **REQUIRES MONITORING**



DELIVERABLES

STATUS

SW1 Collect and discharge urban Stormwater Management Plan

Progressing

Council commenced implementation of its Stormwater Management Plan, with drainage maintenance to the value of \$184,000 completed during the year, this work included new swales to the rear of Webb and Danilenko Streets to prevent stormwater encroaching on the private residences.

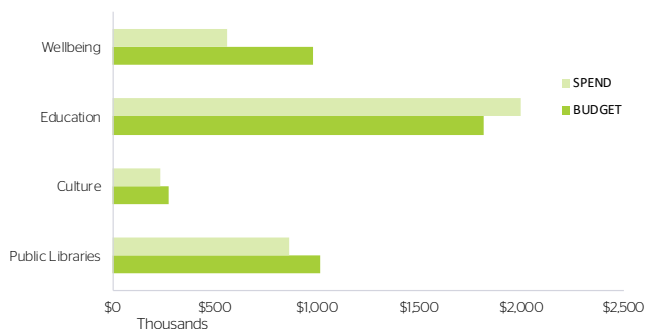
SW2 Investigate options for stormwater harvesting

Not Progressing

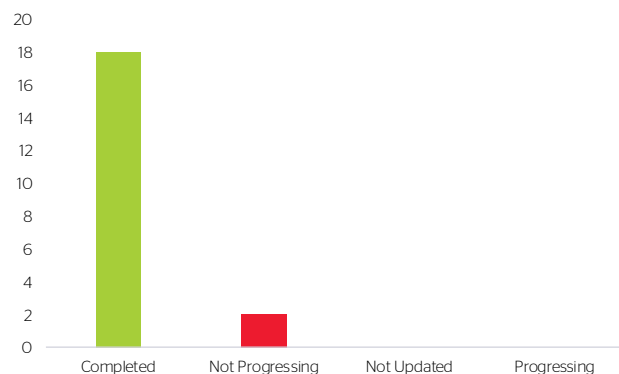
The designs for Reid St Drainage have been completed and are now being scheduled for the 2020/21 year

61 Customer Requests were received relating to stormwater issues, a 50% increase on the previous year. Upon analysis it was found that many of these requests were in relation to the storm events of early 2020, something that our shire did not incur to this degree in the previous year under the drought conditions.

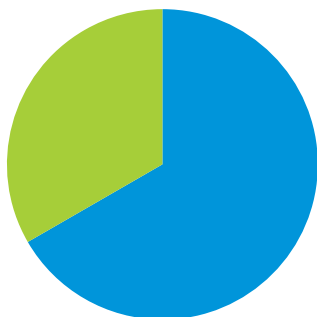
COMMUNITY +



Financial Results



Operational Plan Action Status



■ Completed ■ On Track

Capital Projects



\$2,658,400

awarded in grant funding
(9 grants)

2019/20 Grants



Road Safety Officers launch Phase 10 of the "Free Cuppa For The Driver" program

COMMUNITY + PUBLIC LIBRARIES



DIRECTORATE: *Corporate Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

PL1 Inspire and nurture the joy of reading, writing and research

Completed

The Library and Cultural Team showed great resourcefulness and resilience this year as they continued to provide educational opportunities to the Shire despite being housed in a temporary location and the COVID-19 restrictions reducing access and eventually causing closure of the Library for 2 months.

PL2 Library Service Review

Completed

2019/20 saw:

- 23 events targeting adults such as book club and computer classes were held with 215 participants, an average attendance of 9.3
- 26 activities aimed at youth and primary age children such as Storytime and Code Club were delivered, with 583 attendees, an average attendance of 22.4
- Study groups and Distance Education programs reached another 382 students.

PL3 Provide lifelong learning activities

Completed

Whilst the Library was closed, staff reviewed and updated the library collection to now include: eAudio Books, Indyreads, eMagazines, Computer School, StoryBox and Beamafilms.

COMMUNITY + CULTURE



DIRECTORATE: *Corporate Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

C1 Support existing, and plan for future, cultural activities and facilities

Completed

Council's support for local art and culture was apparent through the year with new and existing efforts.

The annual Parkes Shire Cultural Grants awarded \$18,000 to 8 local groups, the annual Arts OutWest contribution was made, and the redevelopment of the Parkes Library into the Parkes Library & Cultural Centre progressed well and is due for completion October 2020.

C2 Provide opportunities for all to experience and participate in cultural activities

Completed

The new Parkes Library & Cultural Centre will include a Makerspace Studio Facility to allow for flexible arts, cultural, events space to host exhibitions, cultural programs, performances and events.

Despite the Parkes Library being housed in temporary accommodation and the COVID-19 restrictions, Council managed to host 3 exhibitions in 2019/20.

The Parkes Shire Public Art Collection acquired 7 additions during the year, one of which being "Jaffa" the giant orange Sydmonaut installed at the Clarinda St entry to Cooke Park.

COMMUNITY + EDUCATION



DIRECTORATE: *Corporate Services*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

E1 Provision of early childhood education support

Progressing

The early childhood age group within the Shire were provided with;
45 Story Time sessions - 684 participants (average of 15.2 per session)
34 Rhyme Time sessions - 610 participants (average of 17.9 per session)

E2 Approved Provider of Central West Family Day Care

Progressing

5 Preschool story times - 236 participants (average of 47 per session)
6 Little Bang sessions provided - 182 participants (average of 30 per session)
Due to COVID-19 restrictions in 2020 Storytime and Rhymetime sessions moved online to Facebook, 10 sessions were provided with 376 views (average of 37.6 per session).

E3 Provided and support educational opportunities

Progressing

The Jack Scoble Scholarship received 15 applications, Tullamore Student Mikaela McLean being the successful applicant

COMMUNITY + WELLBEING



DIRECTORATE: *Planning & Environment*

STATUS: **ON TRACK**



DELIVERABLES

STATUS

WB1 Safety

Progressing

Councils Planning & Environment Department governed public safety during the period by responding to:
345 Companion Animal complaints
39 Dog attacks during the reporting period.
40 untidy land complaints
36 incidences of waste dumping
92 livestock complaints
69 parking patrols conducted

WB2 Village Strategic Plans

Progressing

The Road Safety Program implemented 7 programs for the year, with Free Cuppa for the Driver launching Phase 10, Learner Driver Parent Workshops and multiple observations surveys were completed to measure seatbelt and mobile phone legislation compliance.

WB3 Disability Action Plan

Progressing

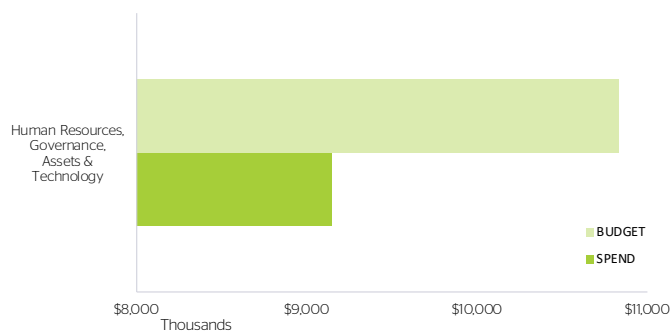
Provisions for accessibility and inclusion were developed for the Parkes Elvis Festival, with designated accessible "drop off zones" and viewing areas at the Main Stage in Cooke Park to allow for good visibility for disabled festival goers. The Parkes Library is currently being upgraded. The building will be accessible on completion.

WB4 Social Justice Principals

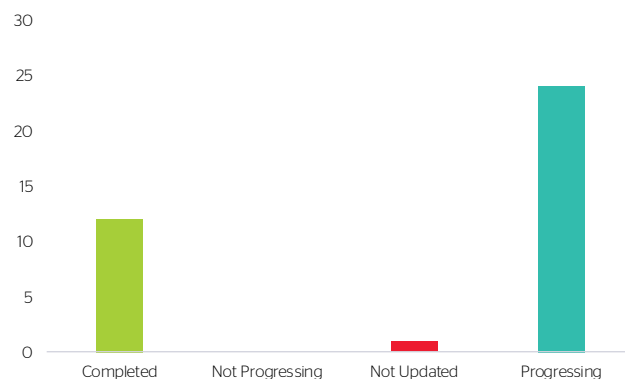
Progressing

Over 100 women participated in International Women's Day event coordinated by Council. The event culminated in a Pilates session led by Kerin Physio Co. local coffee cart Coffee Fix - by Larz and gift bags from La Bella Medispa

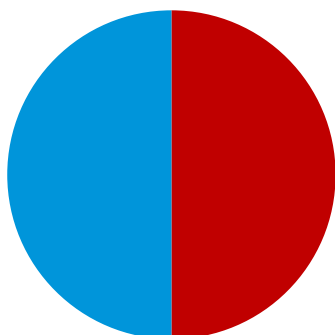




Financial Results



Operational Plan Action Status



■ Cancelled/Deferred ■ Complete ■ In Progress ■ Not started

Capital Projects



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

2019/20 Grants



DIRECTORATE: *All Council*STATUS: **ON TRACK**

DELIVERABLES	STATUS	
C1 Human Resources	Complete	Council continues to work on system improvements, particularly in the Human Resources area this year. Training records have been updated, a new integrated online training system was introduced, staff appraisals are now included within the HR system and work continues on the eRecruitment module. In addition a number of new processes were introduced around replacing paper-based forms.
C2 Information Technology	Complete	<p>Council sustained its contract with SAI Global to confirm compliance with ISO45000. The next audit is scheduled for October 2020.</p> <p>The improvements of the CIS continued with the implementation of the Performance Management module. eRecruitment and AR are now in test environment. The large project of migrating TechOne to the cloud has commenced.</p>
C3 Governance and Assurance	Complete	<p>With approximately 25% of the workforce operating from home during the COVID Pandemic, the roll out of Microsoft teams was escalated. The highly resilient workforce quickly adapted to the many features of Teams to ensure continuation of service to the community.</p> <p>4 meetings of the Audit Risk and Improvement Committee were held during the year, providing professional oversight to Council's governance framework.</p> <p>National Audits Group conducted an "Audit University" in which they held workshops with all departments of Council to identify areas for upcoming Internal Audits. From this, a new 3 year internal audit program was developed.</p>
C4 Support Services	Complete	<p>Audits that were held through the year were in the areas of Enterprise Risk Management and HR - Recruitment and Termination and ICT Security.</p> <p>Councils Fleet and Depot Coordinator continues to review innovative advancements with all fleet and equipment procurement decisions.</p> <p>Innovative ideas currently being considered for the current replacement program include the procurement of Electric Vehicles and light trucks for Presentation Team.</p>
C5 Asset Management	Complete	<p>Council's Asset Register was updated with new assets with a detailed Transport and Stormwater inspection carried out.</p>



AUDITED FINANCIAL REPORTS

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

Council's Audited Financial Reports were lodged on 3 December 2020.

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 \$ 10,502.12 was written off as rates and charges during the year.

PENSION REBATES

Pension rebates granted during the 2018/19 financial year:

Rebate	Value
General	\$ 208,835.61
Water	\$ 96,687.59
Sewer	\$ 83,853.99
Domestic Waste Management	\$ 82,431.84
General-Council Rebate (Eligible Pensioners)	\$ 94,841.25
TOTAL	\$ 566,650.28

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.

Councillor Expenses for 2019/20 totaled \$53,180.00, a reduction of \$7,070 from the 2018/19 year.

Allowances	Value
Mayoral Allowance	\$ 26,530.00
Councillor Allowances	\$ 121,600.00
Total Allowances 2018/19	\$ 148,130.003
Councillor Expenses	\$
Dedicated Office Equipment	Nil.
Telephone Calls	\$ 4,777.00
Conferences and Seminars	\$ 1,924.00
Training and Skill Development	Nil.
Travel	\$ 31,115.00
Overseas Visits	Nil.
Expenses of spouses, partners or accompanying persons	Nil.
Child care	Nil.
Council Meeting expenses	\$ 12,341.00
Mayor's vehicle expenses	\$ 3,023.00
Councillors uniforms	Nil.
Functions - Council Representations	Nil.
Total Expenses 2018/19	\$ 53,180.00

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 2019/20 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	Schedule of Rates >500,000
Oils Plus	CENTROC Bulk Fuel Supply	Schedule of Rates >500,000
Liberty Oils Pty Ltd	CENTROC Bulk Fuel Supply	Schedule of Rates >500,000
Lowes Petroleum Service	CENTROC Bulk Fuel Supply	Schedule of Rates >500,000
Whiteson & Company	Alterations and Additions to Cheney Park Amenities	411,377
BLD Constructions Pty Ltd	Construction of RFS Headquarters	746,053
Devone Construction	Upgrades to Wes Cheney Pavilion, Woodward Oval	235,835
Restart NSW Funding	RNSW2688 Parkes Water Security Project Stage 1	3,400,000
Dezign Interiors	Central west Children's Services New Facility	1,594,450

LEGAL EXPENSES

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

Item	2019/20 Cost
Debt Recovery	\$21,000
Planning & Development	\$39,000
Other court proceedings	\$34,000
Total Legal Expenses	\$94,000

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 for the 2019/20 year was \$20,781.80

Particulars	Value
Ronald McDonald House Charities	\$1,000.00
Parkes PA&H - Show Contribution	\$ 2,000.00
Peak Hill PA&H - Show Contribution	\$ 2,000.00
Trundle PA&H Show Contribution	\$ 2,000.00
Tullamore PA&H Show Contribution	\$ 2,000.00
Rates Contributions	\$8,412.43
Parkes Ladies Lounge	\$787.50
Parkes Community Choir	\$91.87
Country Women's Association	\$600.00
Central West Bird Club	\$440.00
NAIDOC Activities	\$450.00
Parkes Shire Food Service	\$500.00
Parkes College for Seniors	\$500.00
TOTAL	\$ 20,781.80



Our Statutory Report

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 2019/20 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 2019/20 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 2019/20

- + 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 Transport for NSW
- + Northparkes Mines CMOC - Grants Officer and Aboriginal Project Officer positions - Memorandum of Understanding
- + Voluntary Planning Agreement with Northparkes Mines CMOC - *Annual Road Capital and Maintenance Contribution*
- + 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]

Parkes Shire Public Works and Infrastructure comprises of Buildings, Roads, Water and Sewer services, Stormwater management and Open Spaces/Recreational assets. It is the major function of Council's business with a total current asset value of \$633million.

The 2019/20 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 \$9.8 million 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 2019/20 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



Our Statutory Report

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 200

The pound collection data for the 2019/20 reporting period was lodged with the Division.

LODGEMENT OF DATA RELATING TO DOG ATTACKS WITH THE OFFICE OF LOCAL GOVERNMENT

Council's procedures ensure staff enter data on the Companion Animals Register, including dog attack matters, in accordance with the guidelines.

ANIMAL MANAGEMENT/ACTIVITIES EXPENDITURE

Expenditure for animal management and activities including wages, vehicle running costs and maintenance of the animal shelter totaled \$ 118,304.00 for the 2019/20 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 2019/20, 39 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. The completion of Kelly Reserve Enclosed Dog Park during the 2019/20 year was milestone for the 2017/2021 Delivery Program and Parkes now has 2 designated off-leash areas in Parkes. Spicer Park and Kelly Reserve.

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

Council received \$ 11,102.00 from the Companion Animals Fund for the 2019/20 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	\$232,495.93	\$706,967.25

Summary of pound data	Cats	Dogs	Total
Seized and transferred to Council's facility	32	242	274
Dumped	164	44	208
Surrendered by owners	0	29	29
Released to owners	10	114	124
Euthanized	160	174	334
Sold	0	6	6
Released for re-homing	25	14	39
Died at Council facility	1	0	1
Stolen or escaped from Council's facility	0	3	3
Holding pending Court action	0	0	0
Totals	392	626	1018

Bonus, performance or other payments outside salary component	\$0	\$658
Superannuation including Salary sacrifice	\$21,002.60	\$67,499.03
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 2019/20 year.

ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

[Local Government Act 1993 Section 54P]

Nil to report for 2019/20 year.

RECOVERY AND THREAT ABATEMENT PLANS

[Fisheries Management Act 1994, s220ST (2)]

Nil to report for 2019/20 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.

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 2019/20 year.

SWIMMING POOL INSPECTIONS AND CERTIFICATES OF COMPLIANCE

[Local Government Act 1993 Section 428]

Inspection Category	Amount
Swimming pool inspections made by Council:	37
Swimming pool inspections made by Council of tourist and visitor accommodation	3
Inspections of premises with 2 or more dwellings	0
Inspections resulting in the issuing of a certificate of compliance:	22
Inspections resulting in the issuing of a certificate of non-compliance	15



Parkes Shire Council

Report on Infrastructure Assets as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring to the standard		Estimated cost to bring to the level of service set by Council		2019/20 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000				1	2	3	4	5
(a) Report on Infrastructure Assets - Values													
Buildings	Buildings – non-specialised	–	–	261	45	17,950	30,454	46.0%	41.0%	13.0%	0.0%	0.0%	
	Buildings – specialised	767	767	180	115	13,410	21,926	46.0%	30.0%	12.0%	10.0%	2.0%	
	Sub-total	767	767	441	160	31,360	52,380	46.0%	36.4%	12.6%	4.2%	0.8%	
Roads	Sealed Roads Surface	115	115	1,025	973	13,417	22,995	51.0%	33.0%	14.0%	2.0%	0.0%	
	Sealed Roads Structure	720	720	–	–	244,449	287,993	83.0%	12.0%	4.0%	1.0%	0.0%	
	Unsealed roads	647	647	1,112	1,242	71,861	86,218	65.0%	18.0%	14.0%	3.0%	0.0%	
	Bridges	275	275	12	14	11,633	15,731	38.0%	32.0%	23.0%	7.0%	0.0%	
	Footpaths	59	59	84	92	8,407	11,710	29.0%	15.0%	54.0%	2.0%	0.0%	
	Bus Stops	–	–	3	–	174	200	23.0%	77.0%	0.0%	0.0%	0.0%	
	Kerb and Gutter	315	315	–	57	11,834	21,023	10.0%	46.0%	38.0%	6.0%	0.0%	
	Car Parking	84	84	–	21	1,946	2,229	63.0%	16.0%	11.0%	5.0%	5.0%	
	Sub-total	2,215	2,215	2,236	2,399	363,721	448,099	71.4%	16.7%	10.0%	1.9%	0.0%	
Water supply network	Bores	97	97	146	–	1,758	3,245	23.0%	34.0%	31.0%	12.0%	0.0%	
	Dams (Surface Storage)	–	–	31	8	15,562	25,000	37.0%	47.0%	16.0%	0.0%	0.0%	
	Reservoirs & Storage	283	–	26	17	13,213	18,879	38.0%	25.0%	31.0%	6.0%	0.0%	
	Main & Water Services	871	–	308	671	64,087	116,168	8.0%	12.0%	77.0%	3.0%	0.0%	
	Treatment Plants	514	–	205	186	40,826	51,360	82.0%	11.0%	4.0%	2.0%	1.0%	
	Pump Stations	–	–	163	76	6,242	10,907	25.0%	7.0%	14.0%	48.0%	6.0%	
	Sub-total	1,765	97	879	958	141,688	225,559	31.5%	16.8%	46.1%	5.0%	0.5%	
Sewerage network	Sewerage Treatment Plant	1,049	–	205	285	28,709	41,945	66.0%	5.0%	22.0%	4.0%	3.0%	
	Sewer Mains	1,134	1,134	395	372	22,442	37,806	24.0%	24.0%	41.0%	10.0%	1.0%	
	Sewer Nodes	247	247	–	–	3,378	5,811	7.0%	45.0%	33.0%	13.0%	2.0%	
	Sewer Pump Stations	88	88	27	–	1,198	2,506	0.0%	41.0%	45.0%	14.0%	0.0%	
	Sub-total	2,518	1,469	627	657	55,726	88,068	42.2%	16.8%	31.5%	7.5%	2.0%	

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Parkes Shire Council

Report on Infrastructure Assets - Values (continued)
as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets agreed level of to satisfactory service set by standard		2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000			\$ '000	\$ '000	1	2	3	4	5
Stormwater drainage	Retarding Basins	-	-	5	-	774	822	100.0%	0.0%	0.0%	0.0%	0.0%
	Open Drains	-	-	-	-	773	866	100.0%	0.0%	0.0%	0.0%	0.0%
	Pits- Inlet and Outlet Structures	-	-	-	-	2,824	3,657	31.0%	60.0%	9.0%	0.0%	0.0%
	Pipes	64	64	205	210	19,693	25,726	40.0%	59.0%	0.0%	1.0%	0.0%
	Sub-total	64	64	210	210	24,064	31,071	42.2%	55.9%	1.1%	0.8%	0.0%
Open space / recreational assets	Swimming pools	235	235	205	278	4,820	7,838	22.0%	47.0%	19.0%	12.0%	0.0%
	Public Cemeteries	-	-	144	104	580	704	58.0%	38.0%	4.0%	0.0%	0.0%
	Other Open Space / Recreational Assets	2,008	1,506	923	987	23,002	33,471	34.0%	34.0%	16.0%	8.0%	8.0%
	Parkes Airport Infrastructure	225	225	258	313	11,817	15,011	85.0%	0.0%	12.0%	0.0%	3.0%
	Sub-total	2,468	1,966	1,528	1,682	40,219	57,024	46.1%	26.9%	15.2%	6.3%	5.5%
Other infrastructure assets	Other - Present Closure Obligation Assets	-	-	-	-	3,478	3,890	100.0%	0.0%	0.0%	0.0%	0.0%
	Tip Assets	-	-	236	268	2,578	2,944	93.0%	7.0%	0.0%	0.0%	0.0%
	Sub-total	-	-	236	268	6,056	6,834	97.0%	3.0%	0.0%	0.0%	0.0%
	TOTAL - ALL ASSETS	9,797	6,578	6,157	6,334	662,834	909,035	54.8%	19.7%	21.1%	3.6%	0.7%

(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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Our Statutory Report

Parkes Shire Council

Special Schedules 2020

Report on Infrastructure Assets (continued) as at 30 June 2020

	Amounts	Indicator	Prior period	Benchmark
	2020	2020	2019	
\$ '000			Restated	
Infrastructure asset performance indicators (consolidated) *				
Buildings and infrastructure renewals ratio ¹				
Asset renewals ²	15,274	144.93%	160.36%	>=100.00%
Depreciation, amortisation and impairment	10,539			
Infrastructure backlog ratio ¹				
Estimated cost to bring assets to a satisfactory standard	9,797	1.52%	1.56%	<2.00%
Net carrying amount of infrastructure assets	644,963			
Asset maintenance ratio				
Actual asset maintenance	6,334	102.87%	105.50%	>100.00%
Required asset maintenance	6,157			
Cost to bring assets to agreed service level				
Estimated cost to bring assets to an agreed service level set by Council	6,578	0.72%	0.74%	
Gross replacement cost	909,035			

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

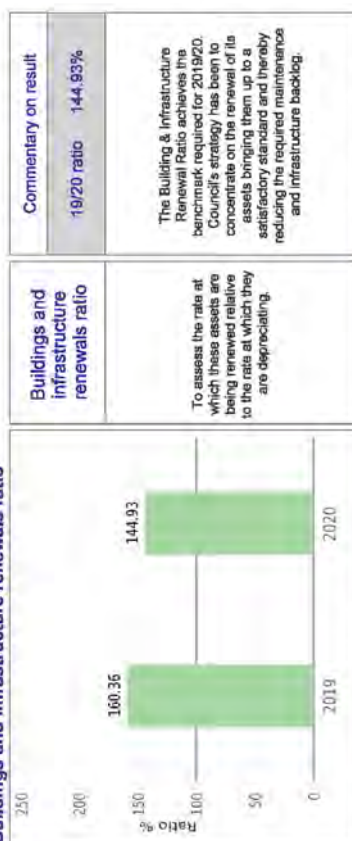
(1) Excludes Work In Progress (WIP)

(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.

Parkes Shire Council

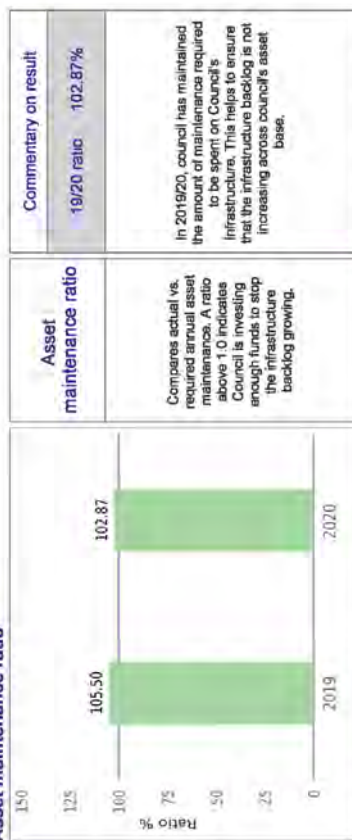
Report on Infrastructure Assets (continued) as at 30 June 2020

Buildings and Infrastructure renewals ratio



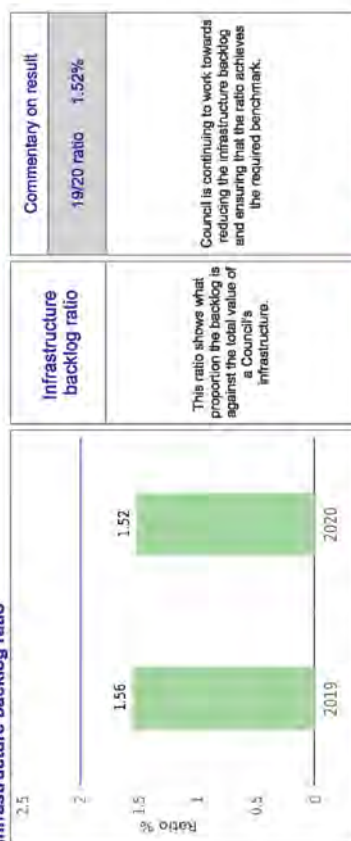
Ratio achieves benchmark
Source of benchmark: Code of Accounting Practice and Financial Reporting #28
Ratio is outside benchmark

Asset maintenance ratio



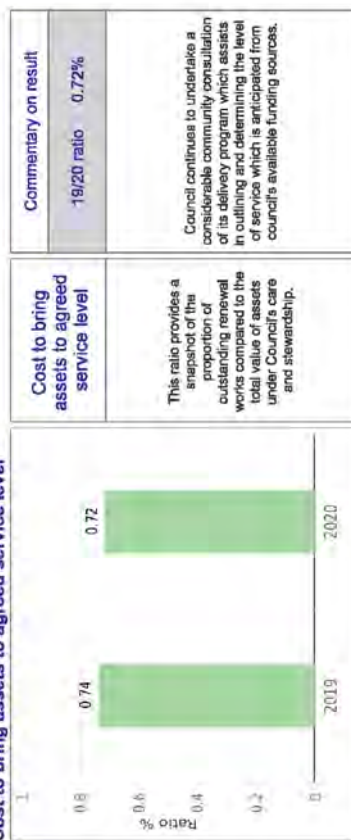
Ratio achieves benchmark
Source of benchmark: Code of Accounting Practice and Financial Reporting #28
Ratio is outside benchmark

Infrastructure backlog ratio



Ratio achieves benchmark
Source of benchmark: Code of Accounting Practice and Financial Reporting #28
Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level
This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

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Parkes Shire Council Report on Infrastructure Assets (continued) as at 30 June 2020

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2020	2019	2020	2019	2020	2019	
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio ¹							
Asset renewals ²							
Depreciation, amortisation and impairment	244.64%	285.45%	0.00%	0.00%	21.91%	0.00%	>=100.00%
Infrastructure backlog ratio ¹							
Estimated cost to bring assets to a satisfactory standard	1.23%	1.31%	1.25%	1.37%	4.52%	3.98%	<2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	101.46%	110.05%	108.99%	84.11%	104.78%	101.76%	>100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	0.84%	0.88%	0.04%	0.04%	1.67%	1.62%	
Gross replacement cost							

(1) Excludes Work In Progress (WIP)

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





Our Financial Position

FINANCIAL PERFORMANCE

A summary of our performance is outlined below.

	2020 (\$'000)	2019 (\$'000)
Income Statement		
Total Income from Continuing Operations	61,020	61,777
Total Expenses from Continuing Operations	51,270	52,741
Operating Result from Continuing Operations	9,750	9,036
Net Operating Result for the Year	9,750	9,036
Net Operating Result before Grants and Contributions provided for Capital Purposes	100	(6,456)
Statement of Financial Position		
Total Current Assets	29,927	32,633
Total Current Liabilities	(11,635)	(11,414)
Total Non Current Assets	724,549	707,575
Total Non Current Liabilities	(24,462)	(25,893)
Total Equity	718,379	702,901
Other Financial Information		
Operating Performance Ratio (%)	4.78%	(12.04%)
Own Source Operating Revenue Ratio (%)	59.10%	55.43%
Unrestricted Current Ratio	2.48 x	2.69 x
Debt Service Cover Ratio (%)	9.38 x	4.88 x
Rates & Annual Charges Outstanding Ratio (%)	13.16%	11.54%
Cash Expense Cover Ratio (times)	6.00 mths	6.95 mths

SUMMARY OF FINANCIAL STATEMENTS

OPERATING RESULT

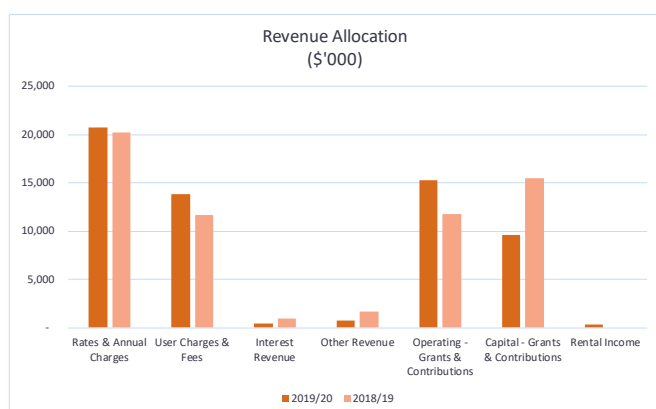
REVENUE

Council recorded an operating result in 2020 of \$9,750,000 for the year as compared to \$9,304,000 for 2019. This result was attributed to a surplus of \$1,930,000 within Water Fund, a deficit of \$21,000 in Sewer Fund and a surplus of \$7,841,000 within the General Fund. These results include grants & contributions provided for capital purposes.

The net operating result before capital grants and contributions was \$100,000. This was attributable to a profit of \$820,000 within water fund, a loss of \$135,000 in the sewer fund and a loss of \$585,000 within the general fund.

Rates and annual charges income grew by \$513,000 (2.5%) to \$20,743,000 compared with \$20,230,000 in 2019. User charges & fees income increased by \$2,159,000 (18.5%) to \$13,819,000 from \$11,660,000 in 2019. This was mainly due to an increase in commercial water charges.

Interest & investment revenue decreased by \$527,000 to \$401,000 from \$928,000 in 2019. 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.



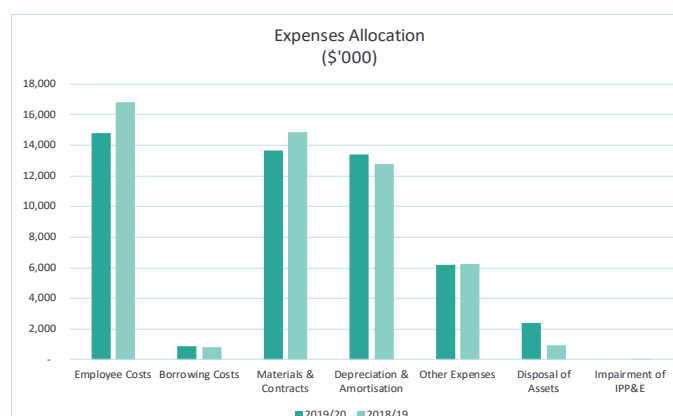
EXPENSES

Employee benefits and on-costs decreased by \$2,047,000 (-12.2%) on the previous year this was predominantly a result of decreased employee leave entitlements, overtime expenditure and an increase in capitalised wages.

Materials and contract expenses decreased by (\$1,212,000) to \$13,665,000 (-8.1%) from \$14,877,000 in 2019. This was a significant decrease in comparison to the previous year with several factors contributing to the decline. Council achieved a reduction in consultants and external labour hire costs. Tighter controls were implemented around procurement activities and the development of a zero-based budget to focus on efficiency savings across the organisation.

Borrowing costs increased by \$37,000 to \$881,000 in comparison with \$844,000 in 2019. Other expenses recorded a slight decrease of (\$69,000) to \$6,179,000 in comparison to \$6,248,000 in 2019.

Depreciation and amortisation increased by \$632,000 due to the commissioning of new infrastructure across the shire. Council also incurred an increase in losses from the disposal of assets which impacted the operating result.



CASH POSITION

Council had cash and investment holdings of \$21,675,000 at 30 June 2020, which was a decrease of \$3,608,000 from the previous year. Total cash holdings included \$17,060,000 of externally restricted assets, which restricts council to commit those funds to the purpose from which they are provided, and \$4,546,000 was subject to internal restrictions agreed upon by council for designated purposes.

SUMMARY OF CASH FLOW

YEAR ENDED 30 JUNE 2020

	2020 (\$'000)	2019 (\$'000)
Cash flows from Operating Activities	23,783	21,873
Cash Flow from Investing Activities	(16,978)	(21,172)
Cash flows from Financing Activities	(902)	(858)
Net increase/decrease in cash held	5,903	(157)
Cash at beginning of the financial year	8,095	8,252
Cash at the end of the financial year	13,998	8,095
Additional information		
Plus investment on land - end of year	7,677	17,188
Total cash, cash equivalents & investments	21,675	25,283

Council's overall cash & investment position decreased during the year and this was a result of using restricted reserve funds allocated towards the Recycled Water Scheme, Cooke Multipurpose Centre, and Parkes Shire Library Upgrade.

FINANCIAL POSITION

Council's total equity increased to \$718,379,000 (2020) from \$696,749,000 (2019). Council's liquidity continues to be well managed as indicated through the unrestricted current ratio of 2.48x (1.78x 2019), well above the benchmark of 1.5x.

Council did not draw down any additional borrowings during 2019/20. The Debt service cover ratio which 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 was recorded as 9.38 x (4.88 x 2019) and remains above the industry benchmark of 2.0x and indicates that council has a manageable level of debt.

Council's operating performance ratio indicated a positive result of 4.78% as compared with a negative result of (11.46%) in the previous year. The operating result for 2019 was impacted by significant increases in expenses from continuing operations.





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