



PARKES SHIRE COUNCIL

# Annual Report

2020/21



# 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.



## Table of Contents

Mayoral Message.....	<b>6</b>
General Manager Message.....	<b>8</b>
Our Councillors.....	<b>10</b>
Our Organisation.....	<b>12</b>
Our Executive.....	<b>14</b>
Our People.....	<b>16</b>
Our Performance.....	<b>19</b>
Parkes Plus Delivery Program.....	<b>20</b>
Our Statutory Report.....	<b>44</b>
Our Financial Position.....	<b>58</b>



*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 2020/21. This Annual Report provides a broad overview of Parkes Shire Council's performance within the 2020/21 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](http://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](mailto:council@parkes.nsw.gov.au)

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

**Speak** to a Customer Service Officer on 02 6861 2333.

# MAYORAL Message



**Cr Ken Keith OAM**  
Mayor

It is with great pleasure that I provide the foreword to the Parkes Shire Council Annual Report for the 2020/21 financial year.

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

While 2020 may have been one of the toughest in our history with the crippling drought, devastating bushfires and a global pandemic, for our community it is one that I believe has been most memorable. It has seen how our community can come together in times of a crisis and wrap its arms around each other in support while showing our 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, we have seen programs delivered to support our industries and agricultural industries and we have seen our essential services continue to be delivered for our community.

I would like to commend the community for their teamwork, persistence, and cooperation during the COVID-19 pandemic. It has been pleasing to see the

community pull together and support one another during difficult and unprecedented times.

Council has progressed and completed a range of projects many of which were grant funded by the State and Federal Governments that will continue to enhance the livability for the Parkes Shire. Some of the highlights include the construction of the Cooke Park Pavilion, the connection of recycled water throughout the town, upgrades to Peak Hill Main Street, upgrades to recreational facilities across the Shire including ovals and amenities, construction of a new family daycare facility, upgrades to key freight routes and road networks in our Shire and the commencement of early works for the Newell Highway Bypass.

In 2020/21, Council also commenced the delivery of \$1.3 million in community infrastructure projects as part of the Australian Government's Local Roads and Community Infrastructure Program. Some of the projects included the upgrades to the Woodward Oval Tennis Courts, the lighting at Spicer Oval, child safety traffic upgrades at Parkes East Public School and improvements to Cooke Park .

We also saw the completion of the refurbished Parkes Library and Cultural Centre. The new architecturally designed indoor and outdoor facility offers the local community an innovative and modern expansion to deliver new dynamic art, cultural and education spaces plus a brand-new intergenerational Makerspace Studio which will provide a wide range of creative learning opportunities, experiences and events.

We also saw the completion of the refurbished Parkes Library and Cultural Centre. The new architecturally designed indoor and outdoor facility offers the local community an innovative and modern expansion to deliver new dynamic art, cultural and education spaces plus a brand-new intergenerational Makerspace Studio which will provide a wide range of creative learning opportunities, experiences and events.

Lifelong Learning is the first objective of the Parkes Community Strategic Plan and this fabulous new space will allow all members of our community and visitors to our region, to come and enjoy the educational, cultural and social opportunities the new Parkes library has to offer.

The Parkes Country Universities Centre (CUC) was also officially opened in November. The CUC Parkes is housed in the brand-new Parkes Library and Cultural Centre. This new facility will maximise opportunities for

existing residents as well as for the expected influx of people to the growing regional centre and will enable students of all ages to further their education without having to leave the area.

Council's Grants team were successful in 71 grant submissions during the 2020/21 financial year, secured over \$30 million in funding for Council and community projects. Some of the projects included, \$9M in funding to upgrade seven sections of the Bogan Way between Forbes and Tullamore, \$945,400 to revitalise the Trundle Main Street and \$5 million to contribute towards the Parkes water security projects.

Council assisted with the delivery of 67 events across the Shire throughout the 2020/21 financial year, including the Parkes Picnic Races, Foxy in the Park, Trundle Tractor Pull & ANZAC Day. Unfortunately, due to the COVID-19 pandemic, 128 events were cancelled. Of the 67 events that were delivered, 52 of the events were existing events. Many major events including Parkes Elvis Festival and Trundle ABBA Festival were cancelled due to the COVID-19 pandemic.

Council also continues to work with the State Government on development the Parkes Special Activation Precinct (SAP). In July 2020 the former Deputy Premier John Barilaro MP announced that the NSW Government had committed \$185 million to fund enabling infrastructure for the Parkes Special Activation Precinct. The aim of the SAP is to, have streamlined approval pathways, be Australia's first UNIDO eco industrial park and it is estimated that over 40 years it will create over 3,000 new jobs for the region.

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



# GENERAL MANAGER

## Message



**Mr Kent Boyd PSM**  
General Manager

I am pleased to present Council's 2020/21 Annual Report, the final year of the Parkes Plus Delivery Program.

In what was another difficult year as a result of the global COVID-19 pandemic. I would like to take this opportunity to acknowledge the leadership of our elected Council, led by Mayor Cr Ken Keith OAM, supported by Deputy Mayor Cr Barbara Newton and the team of dedicated Councillors who helped guide our community through one of the most challenging times in our history.

I would also like to acknowledge our dedicated staff from across all our departments. Our workforce prides itself on helping to deliver progress and value to our community. We achieve this mission through our values which are to be community focused, innovative, act with integrity, safe, respectful and caring for each other and our community.

It is also important that I acknowledge our community, who we work closely with. The community are integral in providing feedback and ideas to Council for programs and projects. By working closing with the community, we are able to ensure that we are meeting the needs and aspirations of the people we serve. Council has seen a significant amount of investment in industry and infrastructure in the Parkes Shire with

the completion of the \$300 million Parkes to Narromine section of the Inland rail, construction of a \$80 million manufacturing facility, new solar farms and the announcement of \$185 million for the Parkes Special Activation Precinct.

All this has contributed to growth of Parkes Shire's economic value and diversity, while also decreasing unemployment - a stark contrast to the rest of NSW. With continued growth expected for the region, water security is more important than ever. Council has been proactively working towards future proofing water security for the Shire. Council has undertaken a raft of projects to upgrade our infrastructure to ensure the strength, security and sustainability of our water supply and allow for the project growth of the region.

Following the announcement of the construction of the Parkes Special Activation Precinct now underway, job opportunities will be created for not only Parkes but for the region. This means that we are one step closer to realising the benefits of the Parkes Special Activation Precinct, which will attract and grow businesses, drive agriculture value-adding, facilitate modern manufacturing, stimulate the local economy, and provide more local employment opportunities."

With the development of the Parkes Special Activation Precinct now underway, it is imperative that Council continues to focus on delivering innovative, sustainable and quality infrastructure and services that will meet our community's long-term needs and vision.

We will continue to work to improve our connection with the people of the Shire, to make the Parkes Shire an even more vibrant and progressive place to live, work and prosper.

A handwritten signature in black ink, appearing to read 'Kent Boyd', written in a cursive style.

Kent Boyd PSM  
General Manager



# 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 38 years on Council, 13 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.

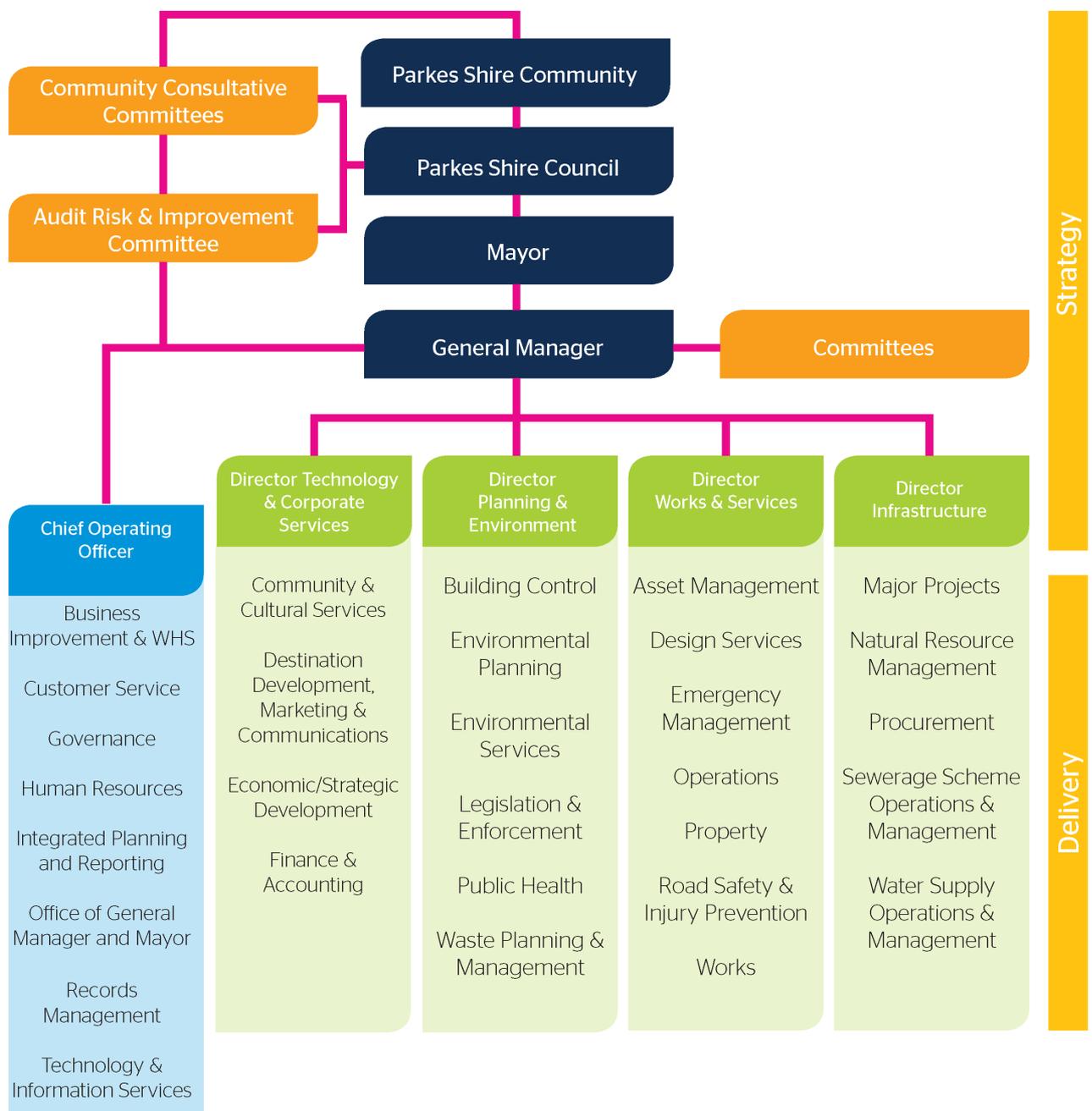
# OUR Organisation



## 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 Yarrowlunla 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.

# OUR People

## 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.

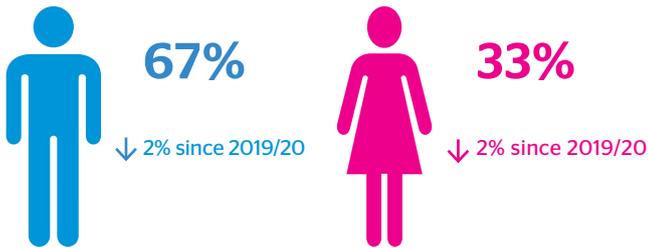


## WORKFORCE

Parkes Shire Council staffing levels as at 30 June 2021:

**179.02** total FTE Count

## WORKPLACE DIVERSITY

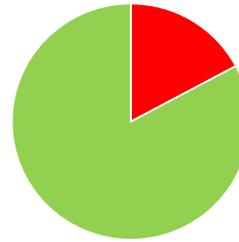
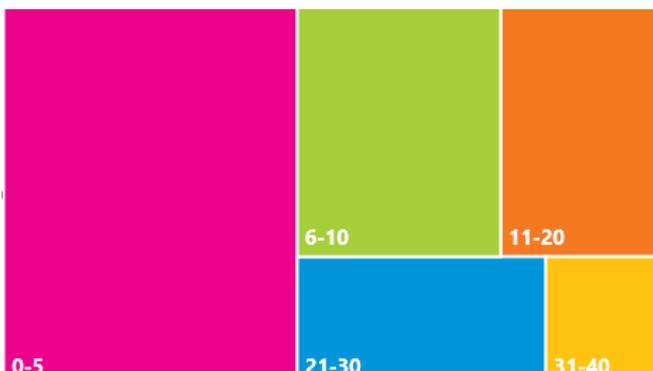


FTE BY DEPARTMENT	MALE	FEMALE	TOTAL
Technology & Corporate Services	2.02	20.29	22.32
Planning & Environment	11.69	14.65	26.34
Works & Services	69.53	16.68	86.22
Infrastructure	24.0	2.25	26.25
Organisational Capability	9.0	8.88	17.88
<b>Total Employees</b>	<b>116.25</b>	<b>62.76</b>	<b>179.02</b>

**5.18%** of the workforce identifies as Aboriginal & Torres Strait Islander or from a non-English speaking background

## 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 31-40 years.

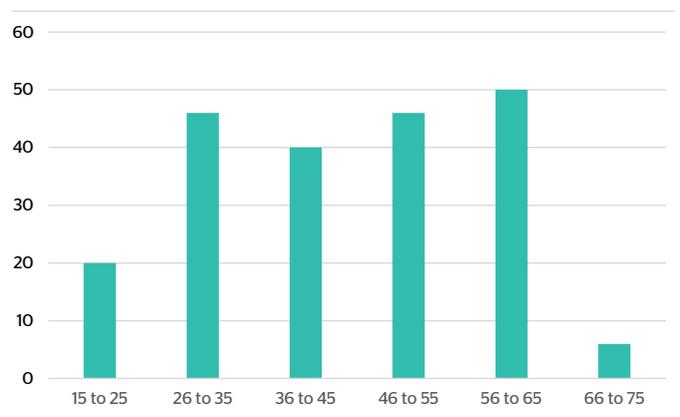


**17.2%**

staff turnover rate  
(PwC 20/21 average 11.8%)

## AGE PROFILE

24% of Council's staff fall into the 56-65 year old age group.



## LEARNING & DEVELOPMENT

**39**

staff received education assistance to undertake studies including Masters Degree, Bachelor Degree, Diploma, and Certificates

**3**

future leaders are completing a Certificate IV in Leadership & Management

**61**

Professional Development Plans implemented

**2%**

workforce made up of Cadet/Traineeship roles

# OUR People

## STAFF UPSKILLING

In the current environment Council is faced with the opportunity and challenge and of continually adjusting its workforce capabilities to meet changing community needs and expectations. In addition, it is imperative that Council offer incentives to retain staff by offering a range of tailored and diversified training and tertiary education opportunities for both new and existing workers.

### Courses delivered throughout the year included:

Diploma Project Management (17 employees)  
Wastewater (2 employees)  
Certificate III in Horticulture (5 employees)  
Certificate III in Civil Construction (11 employees)  
Certificate IV in Business Administration (1 employee)  
Certificate IV in Leadership & Management (3 employees)

### Other training included:

Sharps Awareness Training (16 employees)  
IAP2 Foundation in Public Participation (3 employees)  
Developing Successful Grant Applications (1 employee)  
Flood & Stormwater Modelling Management (1 employee)  
Monitor & Operate Ultra Violet Disinfection Processes (1 employee)  
Commencement of Certification Short Course (Building Surveying) (1 employee)  
Traffic Control Training (2 employees)  
Procurement & Contracting Training (7 employees)

## 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 2020/21 year (Business Administration, Health & Building Surveyor (x2) and one Cadetship (Town Planning). There were no School Based Trainees (SBAT) for the 20/21 period. Council's Trainees and Cadets equated to 2% of the workforce during the 2020/21 year.

## 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.

## STAFF AWARDS AND RECOGNITION

iTnews Benchmark Awards

**Local Government Winner**

Parkes Recycled Water Scheme (25 March 2021)

RH Dougherty Awards

**Excellence in Communications**

Parkes Elvis Festival Communication Strategy (6 August 2020)

RH Dougherty Awards

**Innovation in Events**

Marketing Campaign and CBD event activations -50th Anniversary of the Apollo 11 moon landing mission (6 August 2020)

# OUR Improvements

## TECHNOLOGY ONE MODULES

The 2020/21 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;

### +Accounts Receivable

Through migrating to the Accounts Receivable module in Ci Anywhere, Council's debtor's system provided the opportunity to improve processes with improvement to costs and resourcing through the automation of the distribution of invoices and monthly statements.

### + Velpic eLearning Software

The transition from ELMO to Velpic saw the introduction of a seamless learning experience for staff with the software integrating with Technology One's Talent Management and Training modules.

2021/22 will see the implementation of Procure to Pay, the transition from Pulse to Project Life Cycle Management, the transition from Minutes Manager to DXP Meetings and the migration of Customer Request Management from Ci to Ci Anywhere.

## 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 for Council to streamline processes by transitioning internal and external forms from traditional paper-based forms to electronic forms. 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.

## TECHNOLOGY ONE CLOUD MIGRATION

The transition to Technology One's SaaS platform was performed in March 2021. The transition allowed for improved accessibility, performance, scalability and security of the Council Information System, the option for redeployment of ICT staff, and greater flexibility with regards to Disaster Avoidance and Business Continuity Planning.

## BUSINESS PROCESSES

Council transitioned from the traditional workflows to Business processes in August 2020. The transition assisted in improving existing processes to allocate and distribute documents across the Technology One suite, and ensured that documents were tasked to the correct Council officer or department for action and/or response, with no change to the end user experience. The change saw a reduction in processes by 75%.

## ELECTRONIC RATES AND WATER NOTICES

Council's Customer Service team implemented electronic Rates and Water Notices as a quality enhancement and cost saving activity. 847 home owners opted to receive their Rates Notice electronically and 731 home owners opted to receive their Water Notice electronically.

## IMPROVING INTERNAL CAPABILITIES

Council identified a number of areas of improvement where regulatory requirements could be completed by internal resources, rather than outsourcing. An example of this includes the completion of ladder inspections in-house, which saw a cost savings of over \$5,000, and the test and tagging of equipment in-house, which saw a cost savings of over \$4,500 in 2020/21.

# PERFORMANCE SUMMARY

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.

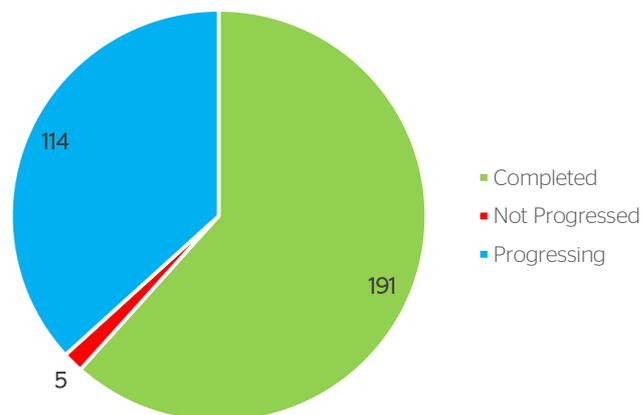
In looking at the assets and services Council manages on behalf of the Shire Community, seven themes have been identified that encapsulate the value Council delivers in working towards the Community Vision and objectives of the Community Strategic Plan 2030 being;

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

### WHAT WE ACHIEVED

A large number of actions have been achieved this year, with 191 actions out of 310 completed - an overall achievement of 63%. The details of what has been achieved is provided under each of the Community Strategic Plan Themes.

**63%** of Operational Plan actions completed



### WHAT IS DELAYED

Despite the challenges faced this year only 5 actions have been delayed. This is primarily as a result of changing priorities or due to other factors such as weather constraints or COVID-19. The details of each action that is delayed is provided under each of the Community Strategic Plan Themes.

### LOOKING FORWARD

There are 6 actions that are scheduled to commence after 2020/21. Progress of what has been achieved has been detailed under each of the Community Strategic Plan Themes.



### OPERATIONAL BUDGET STATUS



Total Budget  
**\$58.1M**  
Total Expenditure  
**\$42.8M**

### CAPITAL PROJECTS EXPENDITURE



Total Expenditure  
**\$26.9M**

Grant Funds **\$7.9M**  
Joint Funds **\$7.8M**  
Council Funds **\$8.0M**  
State Funds **\$2.8M**  
Other **\$179K**

### GRANT FUNDING



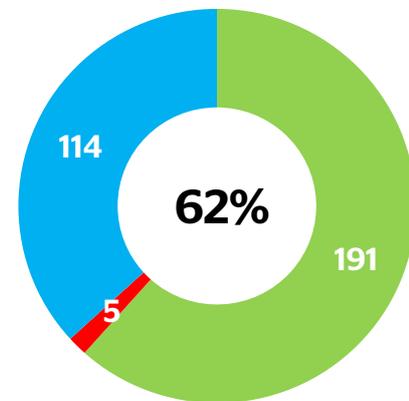
Successful Grants  
**\$24.7 M**



### OPERATIONAL PLAN ACTION STATUS

#### WHAT WE ACHIEVED

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■ Completed ■ Not Progressed ■ Progressing

#### WHAT IS DELAYED

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#### LOOKING FORWARD

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# TRANSPORT +

## Snapshot

### TRANSPORT + ROADS



**DIRECTORATE:** Works & Services

**STATUS:** ON TRACK



DELIVERABLES	UPDATE	
<b>R1 Develop Council's Local Road Network</b>	Progressing	<p>The 2020/21 road program is designed to maintain Council's road network to the highest condition possible within its resourcing capabilities.</p> <p>Council continues to apply and deliver grant funded projects. Projects were funded through Roads to Recovery (R2R), Fixing Country Roads (FCR) and the Federal Governments Heavy Vehicles Safety Productivity Program (HSVPP).</p> <p><b>Roads to Recovery</b></p> <ul style="list-style-type: none"> <li>• Bulgandramine Road (SR1158)</li> <li>• Alagalah Road (SR128)</li> <li>• Back Peak Hill Road (SR126)</li> </ul>
<b>R2 Develop Council's Regional Road Network</b>	Complete	<p><b>Fixing Country Roads</b></p> <ul style="list-style-type: none"> <li>• Cookamidgera Road (SR)</li> <li>• Peak Hill - Baldry Road (SR)</li> <li>• Rural Road Re-Sheet Program</li> </ul> <p><b>Heavy Vehicles Safety Productivity Program</b></p> <ul style="list-style-type: none"> <li>• The Bogan Way (SR)</li> </ul> <p>Council continued to source road making materials from a number of areas under Council's responsibility and management, with 60% of Council's crushing program delivered. Council recently completed an audit and update of its Mine Management Plans and aligned the priorities into these documents to ensure legislative compliance is achieved to ensure no breaches are recorded.</p>
<b>R3 Maintain Council's' Local Road Network</b>	Complete	<p>Council continues to develop and implement priority upgrades along the Regional Road network. Successful funding for The Bogan Way (MR350) saw request for tenders released and awarded to commence vital projects on this asset. Project delivery is scheduled to commence in September 2021.</p> <p>Routine inspections continued to be carried out on Council's road network and condition reports produced for action in order to maintain Council's asset.</p>
<b>R4 Maintain Council's' Regional Road Network</b>	Complete	<p>Technological advancements continue to be investigated for all plant and equipment purchases including safety devices and load weight devices on trucks and trailers, adjustable road sweeper to improve driver vision, purchase of a "side tipper" truck to reduce manual handling, an a review of light vehicle spare wheels.</p>

## TRANSPORT + AERODROMES



**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 \$440,000 of capital funding secured from the Active Transport Program for 2 priority connections in Middleton Street and Clarinda Street.

**F2 Footpath Maintenance**

Complete

**F3 Pedestrian Access and Mobility Plan (PAMP)**

Progressing

3 footpath projects identified in the PAMP progressed to detailed design stage including pedestrian paths in Reid Street, East Street, and Clarinda Street.

**F4 Kerb and Gutter**

Progressing

## TRANSPORT + AERODROMES



**DIRECTORATE:** *Works & Services*

**STATUS:** **ON TRACK**



### DELIVERABLES

### STATUS

**A1 Providing a Safe Aviation Facility**

Complete

The Parkes Regional Airport Terminal continues to be welcoming, well maintained and safe gateway to the Shire. 2020/21 activities to ensure this included:

- The Industrial Precinct Stage 1 has been developed and prepared to go to market in 2021/22.
- Planning for a marketing strategy to be implemented in 2021/22.

**A2 Maintaining and Operating Parkes Regional Airport**

Complete

**A3 Development of Industrial Precinct**

Complete

Audits undertaken by CASA and the Department of Home Affairs highlighted Council's commitment to providing a safe aviation facility with no non-conformances identified. .

# ENVIRONMENT +

## Snapshot

### ENVIRONMENT +BUILT



**DIRECTORATE:** *Planning & Environment*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>BE1 Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation</b>	<b>Complete</b>	<p>Council's Planning &amp; Environment Team achieved the following during the period:</p> <p>Development Applications and processing procedures met the required assessment and approval requirements with 31 applications for Local Development Applications approved in 39.09 days.</p>
<b>BE2 Heritage</b>	<b>Progressing</b>	<p>Complying Development Applications - 19 applications approved within the period.</p> <p>Construction Certificate Applications - 54 applications approved within the period.</p>
<b>BE3 Certificates</b>	<b>Complete</b>	<p>Local Government Development Applications - 144 applications approved within the period.</p> <p>Swimming Pool Barrier Inspections - 51 inspections carried out within the period.</p>
<b>BE4 Cemeteries</b>	<b>Complete</b>	<p>The Parkes Shire Heritage Study Project has identified 250 buildings of heritage significance in the Shire which will be presented to Council before commencing community consultation.</p> <p>87 burial rights were processed and issued within timeframe and legislation - 100% compliance.</p>
<b>BE5 Private Swimming Pools</b>	<b>Complete</b>	

## ENVIRONMENT + NATURAL



**DIRECTORATE:** *Infrastructure*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>NE1 Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives</b>	Complete	Council's Environmental Team continued to work with Central West Lachlan Landcare, despite all organised events being cancelled due to public health orders.
<b>NE2 Sustainably manage Council owned and managed natural areas</b>	Complete	Council engaged with local schools to deliver activities for students including planting activities at Bushman's Hill Wiradjuri Garden and Schools Eco Day.  Council's Environmental Team worked with Lachlan Valley Bushwalking Group on a Glossy Black Cockatoo project which saw Council collect and propagate bird count and seed to use feed tree tubestock in future revegetation plantings.
<b>NE3 Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations</b>	Complete	Due to COVID-19 and social distancing measures, and a need to focus on on-ground control works, less focus was placed on property inspections (105 private inspections carried out), and more on targeted weed control.
<b>NE4 Improve the environmental outcomes of Council's operations</b>	Progressing	An application that was made to the Environment and Waterways Alliance for on-ground environmental works was successful, and several others discussed with Council's Grants Team for future submission.

## ENVIRONMENT +WASTE



**DIRECTORATE:** *Planning & Environment*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>W1 Implement Parkes Shire Waste Strategy</b>	Complete	<p>Services continued throughout the year despite COVID restrictions and further complications. Service levels were upheld to ensure appropriate service to the community.</p>
<b>W2 Operate and maintain facilities</b>	Complete	<p>Total waste collected throughout the period at Shire waste facilities included 2,207 tonnes of resident waste, 769 tonnes of dry recyclables, 1,932 tonnes of organic/green waste, and 65 tonnes of hard waste.</p> <p>Council's collection contractor, JR Richards, were effectively managed and issues dealt with accordingly, 65 services were missed throughout the period, and 102 complaints lodged to Council.</p>
<b>W3 Supervise waste management contracts</b>	Complete	<p>Parkes and Peak Hill residents were issued with two vouchers for up to a trailer-load of domestic waste per household per annum, in lieu of the free tip weekends, to ease pressure and congestion at the waste facilities.</p>
<b>W4 Rethinking Waste Strategy</b>	Complete	



# ACTIVITY +

## Snapshot

### ACTIVITY + ACTIVE RECREATION



DIRECTORATE: Works & Services

STATUS: ON TRACK



DELIVERABLES	STATUS	
AR1 Sports Grounds Development	Completed	Many recreation areas were upgraded during the year. Projects included Pola Park Oval Changeroom Facilities, Berryman Oval Changeroom Upgrades, Parkes Tennis Court synthetic surfacing replacement, replacements of new goal posts at Pioneer Oval, and the commencement of the construction phase of the cricket net installation at Berryman Oval.
AR2 Sports Grounds Maintenance	Completed	The Cheney Park Salinity Project was completed in February 2021 and included the rehabilitation of sub soil to provide adequate surface for activities.
AR3 Playgrounds	Completed	Council was successful in securing grant funding for the \$1.89M Spicer Oval Amenities project with the tender documenting released to market in June 2021.  Works on walking paths were focused on strategically linking services such as the CBD, aged care precincts, and schools.
AR4 Walk/Cycle	Completed	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, whilst carrying out inspections and audits on these areas to ensure playgrounds are safe and adequate for the public.

## ACTIVITY + PASSIVE RECREATION



**DIRECTORATE:** *Works & Services*

**STATUS:** **ON TRACK**



### DELIVERABLES

### STATUS

**PR1 Main street beautification**

Complete

An application for grants funds for the Trundle Main Street project was successful, with more than \$900,000 secured to upgrade the main street. The project will be delivered in the 2021/22 financial year.

**PR2 Maintenance and improvement of park areas**

Progressing

Customer Requests for the 2020/21 financial year relating to Parks and Street trees achieved average days to respond results above targets. Council will aim to improve these statistics in the 2021/22 financial year.

**PR3 Maintenance and improvement of reserve areas**

Progressing

Request Type	Average Days	No. of Requests
Parks	5.31	73
Street Trees	4.65	272

**PR4 Streetscape amenity**

Progressing

Council's Parks and Gardens team have continued the implementation of Council's Street Tree Replacement Strategy throughout the period to ensure that the replacement trees suit the surrounds and infrastructure of the Parkes Shire.

## ACTIVITY + POOLS



**DIRECTORATE:** *Works & Services*

**STATUS:** **ON TRACK**



### DELIVERABLES

### STATUS

**P1 Pool Operations and Maintenance**

Complete

All Shire pools undertake regular inspections and regular maintenance is performed to ensure patron safety and satisfaction.

Due to the COVID-19 health orders, private functions at the Shire pools have been held, but not actively promoted.

**P2 Maximise Pool Patronage opportunities**

Complete

Learn to Swim Classes enrolled 690 students across the 2 sessions, with 354 students in the Oct-Dec session and 336 students in the Jan-March session.

**P3 Implementation of Learn to Swim Program at Parkes Pool**

Complete

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

Works commenced on the \$15,000 upgrades to the Peak Hill Toddler Pool.

**P4 Indoor Heated Pool Strategy**

Not Progressing

### ECONOMY + BUSINESS



**DIRECTORATE:** *Corporate Services*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>B1 Support the Parkes Business Chamber</b>	<b>Complete</b>	<p>During the COVID-19 pandemic Council and the Chamber of Commerce worked actively together to minimise the impacts of the restrictions on local businesses, and guided the Chamber in the implementation of online activities to provide support and advice to businesses. Initiatives include the development of a weekly e-newsletter to over 600 local businesses providing links to useful resources.</p>
<b>B2 Support Local Business Growth</b>	<b>Complete</b>	<p>Council partnered with Why Leave Town Promotions to deliver the Shop Local Program which aimed to stimulate the local economy activity and support the local business community. 100 local businesses participated with over \$120,000 loaded on Shop Parkes gift cards, and over \$99,000 spent in local businesses.</p>
<b>B3 Promote Local Businesses</b>	<b>Complete</b>	<p>In celebration of Small Business Month, Council partnered with the Parkes Business Chamber to deliver free social media, digital and website workshops for our local business community.</p> <p>Council continued to promote opportunities for businesses in the community to secure grant funding for upgrading of their facilities through grant opportunities such as the Refresh and Renew Fund.</p>
<b>B4 CBD Vibrancy</b>	<b>Progressing</b>	<p>The construction of the \$4.2 million Cooke Park Multipurpose Centre was finalised in April 2021. Major business opportunities have been unlocked as a result of the completion of the revitalisation works in Lower Clarinda Street, with the CBD works officially opened in September 2020 by the Deputy Prime Minister and Minister for Transport and Regional Development Michael McCormack.</p>

## ECONOMY + MARKETING



**DIRECTORATE:** *Corporate Services*

**STATUS:** **ON TRACK**

DELIVERABLES	STATUS	
<p><b>MD1 Market and promote Council and Parkes Shire</b></p>	<p><b>Complete</b></p>	<p>Many forms of marketing were initiated to promote the shire of Parkes, including Love NSW, Shop Local, Waste Vouchers and No Balloon Release campaigns.</p> <p>Council's online presence experienced steady growth throughout the year with a media reach of 640 million people and a 260% increase in media value from \$1.9 to \$5.9 million. Council's social media platforms saw a 7% increase in engagement with a cumulative support following of 15,675 across 10 channels.</p>
<p><b>MD2 Grow the Visitor Economy</b></p>	<p><b>Complete</b></p>	<p>The 2021 Parkes Elvis Festival was cancelled due to COVID-19. To maintain fan engagement and brand awareness, the Festival Team created "Elvis Vision", which included thirteen videos screened via YouTube and Facebook over the cancelled Festival weekend.</p> <p>As a result of COVID-19 most existing local events were cancelled due to health orders, however Council continued to support key existing events including NAIDOC Week, Remembrance Day, Local Government Week, Peak Hill Boori Christmas Party, and Paint Parkes REaD. Similarly, few new events were attracted to the Parkes Shire including Arts Revival Festival and local band, Foxy Cleopatra, performing in the park.</p>

## ECONOMY + INVESTMENT ATTRACTION



**DIRECTORATE:** *Corporate Services*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
IA1 Industrial Estate	Complete	To enable the expansion of the Parkes Special Activation Precinct, Expressions of Interests have been completed and released to market for leasing and operating at the airside Business Park at Parkes Regional Airport and are due to close in August 2021.
IA2 Parkes Regional Airport	Complete	Council continued work on the servicing of industrial lots at Parkes Industrial Estate Langlands Street. Electricity, telecommunications, water, sewer and gas services have all been connected to 9 lots as part of Stage 1 construction.
IA3 Business Growth	Complete	A Marketing strategy for the Airport Business Park has been developed with the focus being on the blocks that have been released in the Airport Business Park.
IA4 Newell Highway Bypass Opportunities	Complete	Council has been working proactively with Transport for NSW in the planning for the Parkes Newell Highway Bypass. TFunding has been received for a Master Plan and a Business Case from Resources for Region, with consultation works expected to commence in late 2021.
PR5 Residential Amenity	Complete	Council has been working with the State Government on the designs and roll-out of the new infrastructure associated with the Special Activation Precinct project, after the State Government announced over \$180 million in funding for enabling works for the project.

## ECONOMY + LOBBY



**DIRECTORATE:** *Corporate Services*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>L1 Transport &amp; Logistics Infrastructure</b>	<b>Complete</b>	<p>Council worked closely with the State Government to identify and lobby for access into the major ports by road, rail and air. Council was proactive in their approach to maintaining air services from Parkes during COVID-19, with staff working closely with REX Airlines during this time.</p>
<b>L2 Telecommunications Infrastructure</b>	<b>Complete</b>	<p>Council successfully maintained the momentum of logistical growth, with regular meetings with State and Federal Ministers regarding issues such as health, maternity services, the Country Universities Centre, and the Special Activation Precinct (SAP), and presentations to Council's along the rail corridor regarding the benefits and how to manage the impact of Inland Rail on communities.</p>
<b>L3 Smart City Development</b>	<b>Not Progressing</b>	<p>A Smart Places Strategy and Roadmap was developed to explore opportunities including edge computing, IOT networks, smart computing, sustainability, and economic growth.</p>
<b>L4 Grants &amp; Funding</b>	<b>Complete</b>	<p>Council's Grants Team worked diligently throughout the year, with 163 grant applications submitted on behalf of Council and community groups, requesting a total of \$29.3 million of funding. 67 of these grant applications were successful to the value of \$23.2 million.</p>

### H2O + DRINKING WATER



**DIRECTORATE:** *Infrastructure*

**STATUS:** **ON TRACK**



#### DELIVERABLES

#### STATUS

**DW1 Secure raw water sources**

**Completed**

Council continued to monitor water levels for the reporting period, with levels reaching the highest level in 3 years. Water restrictions were eased to Level 1 in December 2020.

A concept design for a pre-treatment facility has been completed and is awaiting funding. The facility will improve the use of surface water from the Lachlan River.

Council participated in a pilot program with the NSW Department of Planning, Industry and Environment to develop a dashboard for use by all NSW Council's to target network losses and determine a Business Case for intervention.

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.

**DW2 Sustainably treat water supply**

**Completed**

Council received 11 water quality complaints during the year with testing carried out on 1 of these complaints within the drinking water guidelines. 9 complaints related to supernatant return and increase in dam water through the treatment plants.

7 service complaints were received relating to water pressure. 6 of the complaints were found to be related to broken water mains.

37 main breaks occurred in the reporting period. Council has identified a priority main renewal in Military Road after 5 breaks occurred.

**DW3 Safely distribute drinking water to the community**

**Completed**

Students from the University of NSW conducted research into modelling the Parkes network to identify areas of low pressure. Areas of concern were identified and works are being planned to construct new pipelines and improved operation of the network.

Council continued to communicate water-related updates to the community via Council's website, social media channels and newsletters posted with all Rates Notices. Council is pleased to report that 100% of water notices were paid on time in June 2021.

## H2O + WASTE WATER



**DIRECTORATE:** *Infrastructure*

**STATUS:** **ON TRACK**



### DELIVERABLES

### STATUS

**WW1 Safely collect waste water from the community**

Progressing

Council received 180 customer requests relating to sewer requests. This is an increase/reduction of 23% compared to 2019/20.

Council has continued to optimise resource use during treatment of waste water with the chemical cost per ML of treated effluent reducing by 15% to \$53.86 per kL inflow. This has been complimented by a reduction in total operation costs of the treatment of waste water compared to 2019/20.

**WW2 Sustainably treat waste water**

Complete

The oxidation ponds at Council's old Sewer Treatment Plant are in the process of being redesigned and retrofitted to create an artificial wetland which will utilise the additional effluent produced at the new Sewer Treatment Plant not currently being utilised by the recycled water system.

**WW3 Responsibly manage waste by-products of treatment**

Complete

The use of the custom Smart Control system has continued to be well received by stakeholders, with 100% uptime and zero service related complaints over the period.

**WW4 Safely and sustainably treat and distribute recycled water**

Complete

Council continued to manage waste by-products and maximise bio-solid re-use by completing works on a lagoon at the Sewer Treatment Plant to drain 2.7ML of liquid and sludge, with the sludge to be re-used once dried out.

## 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 \$193,776 completed during the year.

Council has updated the Flood Model for the Parkes urban area and hydraulic model with these updates feeding into the Stormwater Management Plan which uses outputs from the urban flood model and stormwater network model to determine options for improvement in the network and to set a program of works based on available funding.

**SW2 Investigate options for stormwater harvesting**

Not Progressing

79 customer requests were received in relation to stormwater in the reporting period, a 22% increase from 2019/20.

The designs to construct drainage pipes in Reid Street is being developed with works scheduled to be undertaken next financial year.

# COMMUNITY +

## Snapshot

### COMMUNITY + PUBLIC LIBRARIES



**DIRECTORATE:** *Corporate Services*

**STATUS:** ON TRACK



#### DELIVERABLES

#### STATUS

<p><b>PL1 Inspire and nurture the joy of reading, writing and research</b></p>	<p>Completed</p>	<p>The Library and Cultural Team showed great resourcefulness and resilience this year as they continued to provide educational opportunities to the Shire despite being interruptions to programming due to a closure of the facility for 13 weeks as a result of COVID-19 restrictions and flooding of the library.</p>
<p><b>PL2 Library Service Review</b></p>	<p>Completed</p>	<p>2020/21 saw:</p> <ul style="list-style-type: none"> <li>• 23 events across the Library and Cultural Centre targeting adults such as book club and computer classes were held with 1879 participants, an average attendance of 82 participants per event.</li> <li>• 43 activities aimed at youth and primary age children such as Storytime and Code Club were delivered, with 763 attendees, an average attendance of 18 participants per activity.</li> <li>• Study groups and Distance Education programs reached another 251 students.</li> </ul>
<p><b>PL3 Provide lifelong learning activities</b></p>	<p>Completed</p>	<p>Due to COVID-19 and the relocation of the library, reading, writing and science (STEAM) experiences have been delivered throughout the year.</p>

### COMMUNITY + EDUCATION



**DIRECTORATE:** *Corporate Services*

**STATUS:** ON TRACK



#### DELIVERABLES

#### STATUS

<p><b>E1 Provision of early childhood education support</b></p>	<p>Progressing</p>	<p>The early childhood age group within the Shire were provided with: 22 Rhyme Time sessions - 209 participants (average of 9 per session) 26 Story Time sessions - 464 participants (average of 17 per session)</p>
<p><b>E2 Approved Provider of Central West Family Day Care</b></p>	<p>Progressing</p>	<p>Council received 7 applications for the Jack Scoble Scholarship, with Josie Thompson and Monique Morgan being the successful applicants.</p>
<p><b>E3 Provided and support educational opportunities</b></p>	<p>Progressing</p>	<p>Council continued to support the delivery of music lifelong learning opportunities with regular meetings held with the Parkes Shire Concert Band and representation by Cr Bill Jayet through Chairing the annual Parkes Shire Concert Band AGM.</p>

## COMMUNITY + WELLBEING



**DIRECTORATE:** *Planning & Environment*

**STATUS:** **ON TRACK**

### DELIVERABLES

### STATUS

<b>WB1 Safety</b>	<b>Progressing</b>	Councils Planning & Environment Department governed public safety during the period by responding to: 69 dog and animal complaints 146 dogs impounded 3 dog attacks during the reporting period 27 incidences of waste dumping
<b>WB2 Village Strategic Plans</b>	<b>Progressing</b>	56 livestock complaints 25 abandoned vehicles complaints 30 parking patrols conducted 25 inspections of high and medium risk food premises 7,215km patrolled by Council Rangers
<b>WB3 Disability Action Plan</b>	<b>Progressing</b>	The Road Safety Program implemented a number of programs for the year, including Load Restraint Education Project, Plan B Win a Swag, and Online Learner Driver Workshops. Annual programs such as Mock Crash and the Central West NSW Heavy Vehicle Breakfast Forum were cancelled due to COVID-19 restrictions.
<b>WB4 Social Justice Principals</b>	<b>Progressing</b>	Council continues to support for a reduction in health professional vacancies in the community with scoping works completed for accommodation retrofit of the Tullamore GP Residence.  Council hosted a number of Youth Week events include banner making workshops, a Games Day and a Skills for Youth Workshop..

## COMMUNITY + CULTURE



**DIRECTORATE:** *Corporate Services*

**STATUS:** **ON TRACK**

### DELIVERABLES

### STATUS

<b>C1 Support existing, and plan for future, cultural activities and facilities</b>	<b>Completed</b>	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 \$8,660 to 3 local groups, the annual Arts OutWest contribution was made, and accommodation was provided for the Parkes Shire Concert Band and the Parkes Painters Group.
<b>C2 Provide opportunities for all to experience and participate in cultural activities</b>	<b>Completed</b>	Council continued to develop cultural facilities with renovation works completed in the Coventry Room including painting, re-carpeting, and a gallery hanging system. The project is due for completion in October 2021.  Council hosted 4 exhibitions during the period including Our Arts exhibition, Arts Revival exhibition, Parkes Painters exhibition and the Waste 2 Art exhibition.

COUNCIL +



**DIRECTORATE:** *All Council*

**STATUS:** **ON TRACK**



DELIVERABLES	STATUS	
<b>C1 Human Resources</b>	<b>Complete</b>	<p>Council continues to support ongoing education of the workforce through the introduction of Position Profiles which allows for identification of professional development opportunities through gap analysis. 61 Professional Development Plans were implemented.</p> <p>Attracting and retaining staff continues to be a challenge with a turnover rate of 17.2%. Council has established a Staff Retention Working Group to identify opportunities for improvement and risks.</p>
<b>C2 Information Technology</b>	<b>Complete</b>	<p>Council undertook 2 internal and 1 external audit of its Safety Management System. Council maintained its ISO45001 accreditation for this period.</p> <p>The improvements of the CIS continued with the transition from an on-premise environment to the Cloud SaaS Solution. This resulted in an increase in efficiencies due to automated updating processes.</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>
<b>C3 Governance and Assurance</b>	<b>Complete</b>	<p>Internal Audits were conducted throughout the year on safety, financials, payroll and waste management. Audits were conducted in line with Council's Internal Audit Program.</p> <p>Council is continuing to work through a Corporate Systems improvement program, which includes the evaluation and implementation of new modules within its corporate software system. Modules included Accounts Receivable, Training, and Performance Management. Work has continued on a new Recruitment and Selection module which will be implemented in 2021/22 and will replace a third party product.</p>
<b>C4 Support Services</b>	<b>Complete</b>	<p>Council's 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>
<b>C5 Asset Management</b>	<b>Complete</b>	<p>Council's Asset Team are working with the ICT Team to develop team capabilities in use of QGIS and INtramaps via training and work experience, and have continued to use technology to log defects for planned maintenance.</p>



# GRANT FUNDING

## Capital Grants Income

Function	Value	Funding Provider
Section 94 Developer Contribution	\$1,824.00	Developer Contributions
Section 94A Developer Contribution	\$142,169.94	Developer Contributions
Section 64 Sewer Developer Contribution	\$145,440.00	Developer Contributions
Section 64 Water Developer Contribution	\$418,968.55	Developer Contributions
Drought Communities	\$650,000.00	Commonwealth
Blackspot - Roads	\$11,000.00	Commonwealth
Blackspot - Church Street	\$27,000.00	Commonwealth
Blackspot - Court Street	\$9,000.00	Commonwealth
Regional Airports	\$22,295.00	Commonwealth
Local Roads Community Infrastructure	\$1,245,196.34	Commonwealth
Upgrades to Henry Parkes Centre	\$90,083.00	Commonwealth
Building Better Regions Funds	\$1,630,514.00	Commonwealth
Community Infrastructure Projects Policy	\$26,507.25	Other
Community Infrastructure Projects Policy - Parkes Tennis	\$10,992.73	Other
Crown Lands - Parkes Tennis	\$100,120.77	Other
ARTC Legacy Project	\$117,248.25	Other
Restart NSW - Five Chain Lane	\$998,328.00	State
Stronger Country Communities Fund - Cheney Park	\$365,628.00	State
Stronger Country Communities Fund - Community Garden - Peak Hill	\$16,884.68	State
Stronger Country Communities Fund - Carrington Hotel - Peak Hill	\$100,000.00	State
Safer Roads - East & Gap Street	\$74,000.00	State
Crown Lands - Northparkes Oval	\$1,003.02	State
Resources for Regions - Spicer Oval	\$30,556.00	State
Parkes Shire Library Expansion	\$200,000.00	State

Function	Value	Funding Provider
Parkes Shire Library - Infrastructure	\$134,052.36	State
Parkes National Logistics Hub	\$931,275.60	State
ePlanning Portal	\$9,276.85	State
Parkes Community Recycling Centre	\$30,000.00	State
Tullamore GP Suite	\$50,000.00	State
Central West Childcare Services Facility Upgrade	\$938,760.49	State
Water - Safe & Secure	\$203,207.00	State
Water - Critical Water	\$855,920.05	State
Resources for Regions - Entry Signs Bypass	\$8,280.00	State
<b>Total Funding</b>	<b>\$9,584,549.82</b>	

# OUR Statutory Report

## AUDITED FINANCIAL REPORTS

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

Council's Audited Financial Reports were lodged on 27 October 2021.

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](http://parkes.nsw.gov.au).

## RATES AND CHARGES WRITTEN OFF

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

No rates and charges were written off during the 2020/21 year.

## PENSION REBATES

Pension rebates granted during the 2020/21 financial year:

Rebate	Value
General	\$ 205,790.46
Water	\$ 94,653.41
Sewer	\$ 82,310.33
Domestic Waste Management	\$ 83,333.19
General-Council Rebate (Eligible Pensioners)	\$ 84,776.25
<b>TOTAL</b>	<b>\$ 550,863.64</b>

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](http://parkes.nsw.gov.au).

Councillor Expenses for 2020/21 totaled \$21,825.27, a reduction of \$31,354.73 from the 2019/20 year.

Allowances	Value
Mayoral Allowance	\$ 27,764.09
Councillor Allowances	\$ 124,912.00
Total Allowances 2020/21	\$ 152,676.09
Councillor Expenses	\$
Dedicated Office Equipment	Nil.
Telephone Calls	Nil
Conferences and Seminars	Nil
Training and Skill Development	\$ 2,681.82
Travel	\$ 14,023.21
Overseas Visits	Nil.
Expenses of spouses, partners or accompanying persons	Nil.
Child care	Nil.
Council Meeting expenses	\$ 2,022.23
Mayor's vehicle expenses	\$ 3,098.00
Councillors uniforms	Nil.
Functions - Council Representations	Nil.
Total Expenses 2020/21	\$ 21,825.27

## 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 2020/21 year.

## 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
Maddocks	Legal & Probity Advisor Support Services	<\$250,000.
O'Brien Electrical	Spicer Oval Lighting Upgrades	\$251,460
Parkes Shire Council	Cheney Oval Lighting Upgrades	\$513,739
Dubbo Terrazzo & Concrete Industries	Refurbishment of Carrington Hotel, Peak Hill	\$387,387.77
Hunter H2O	Parkes Town Water Security Program - Lachlan Pipeline Duplication Design - Peer Review/ Technical Support Services	\$531,344
Hines Construction	Construction of Spicer Oval Grandstand and Amenities Building	\$2,224,216.50

# OUR Statutory Report

## LEGAL EXPENSES

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

Item	2020/21 Cost
Debt Recovery	\$102,906
Planning & Development	\$79,979
Other legal proceedings	\$84,346
<b>Total Legal Expenses</b>	<b>\$267,231</b>

## 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 Sec 356 of the Local Government Act 1993 for the 2020/2021 financial year was:

Particulars	Value
Parkes Kennel Club	\$1,000.00
NAIDOC 2021 School Challenge	\$450.00
Cycling Without Age	\$1,000.00
Rates & Charges Contributions	\$4,645.65
Mindset Project - Youth Mental Health	\$1,000.00
Adavale Lane Community Hall - Community Fundraisin Raffle	\$235.00
Trundle PA&H Association (Vintage Tractor Pull)	\$925.00
Currajong Disability Association - DA Fees	\$432.50
<b>TOTAL</b>	<b>\$9,688.15</b>

## 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 2020/21 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 2020/21 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 2020/21.

- + 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
- + Central NSW Tourism
- + CleanTeQ Sunrise Voluntary Planning Agreement
- + Lachlan Area Command Police & Parkes Shire Council Memorandum of Understanding

# OUR Statutory Report

## **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 2020/21 report on Infrastructure assets (Special Schedule 7) reported 92.4% 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 \$17.3 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 2020/21 are as follows:

- + \$25.00 for all lots with an area below 1,200m<sup>2</sup>
- + \$100.00 for all lots with an area greater than or Equal to 1,200m<sup>2</sup> and below 5,000m<sup>2</sup>
- + \$375.00 for lots with an area greater than or equal to 5,000m<sup>2</sup>

## **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 2018. The pound collection data for the 2020/21 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 \$127,725 for the 2020/21 year.

### **COMPANION ANIMAL AND DESEXING COMMUNITY EDUCATION PROGRAMS**

Council continues to run a responsible dog ownership campaign "Take the Lead" which includes providing waste disposal kits for dogs and outlines the responsibilities of owners and good animal ownership attitudes.

### **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 2020/21, 141 companion animals were re homed.

### **OFF-LEASH AREA**

There are two designated off-leash areas that allow dogs to walk/run without being on a leash. One enclosed/fenced area being the Kelly Reserve Dog Park and one unenclosed dog off-leash area being within Spicer Park and Kelly Reserve.

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

Council did not receive any funding within the 2020/21 period.

Summary of pound data	Cats	Dogs	Total
Seized and transferred to Council's facility	42	167	<b>209</b>
Dumped	77	163	<b>240</b>
Surrendered by owners	19	2	<b>21</b>
Released to owners	8	91	<b>99</b>
Euthanized	77	107	<b>184</b>
Sold	0	0	<b>0</b>
Released for re-homing	63	78	<b>141</b>
Died at Council facility	1	0	<b>1</b>
Stolen or escaped from Council's facility	0	0	<b>0</b>
Holding pending Court action	0	0	<b>0</b>
<b>Totals</b>	<b>287</b>	<b>608</b>	<b>895</b>

## 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	\$222,836.87	\$735,681.68
Bonus, performance or other payments outside salary component	\$0	\$0
Superannuation including Salary sacrifice	\$21,694.20	\$69,931.19
Total non cash benefits elected under package	\$10,000	\$30,000
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 2020/21 year.

## ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

[Local Government Act 1993 Section 54P]

Nil to report for 2020/21 year.

## RECOVERY AND THREAT ABATEMENT PLANS

[Fisheries Management Act 1994, s220ST (2)]

Nil to report for 2020/21 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. Council has ensured accessibility when constructing new facilities such as Cooke Park Multipurpose Centre and Rose Street Community Centre.

+ 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.

# OUR Statutory Report

## 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 is for the proactive release of information, providing as much information as possible on Council's website and making other information available free of charge in accordance with Council's Access to Information Policy.

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

## REPORTING REQUIREMENTS UNDER THE PUBLIC INTEREST DISCLOSURE ACTIVITY

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

Nil disclosures submitted or reported for 2020/21 year.

## SWIMMING POOL INSPECTIONS AND CERTIFICATES OF COMPLIANCE

*[Local Government Act 1993 Section 428]*

Inspection Category	Amount
Swimming pool inspections made by Council:	51
Swimming pool inspections made by Council of tourist and visitor accommodation	3
Inspections of premises with 2 or more dwellings	1
Inspections resulting in the issuing of a certificate of compliance:	36
Inspections resulting in the issuing of a certificate of non-compliance	28

**Parkes Shire Council**

**Report on infrastructure assets as at 30 June 2021**

Asset Class	Asset Category	Estimated cost to bring to the level of service set by standard		2020/21		Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	Required maintenance	Actual maintenance		Net-carrying amount	1	2	3	4
Buildings	Buildings	785	785	452	234	63,559	52.0%	30.0%	10.0%	7.0%	1.0%
	Sub-total	785	785	452	234	63,559	52.0%	30.0%	10.0%	7.0%	1.0%
Roads	Roads	4,128	4,128	2,193	2,533	428,088	64.0%	12.0%	19.0%	3.0%	2.0%
	Bridges	58	59	12	4	15,750	26.0%	50.0%	23.0%	1.0%	1.0%
	Footpaths	81	81	85	117	11,884	31.0%	37.0%	29.0%	3.0%	0.0%
	Sub-total	4,246	4,246	2,291	2,654	455,802	61.8%	14.0%	19.4%	2.9%	1.8%
Water supply network	Water supply network	5,011	1,260	900	1,032	232,243	37.0%	14.0%	41.0%	4.0%	4.0%
	Sub-total	5,011	1,260	900	1,032	232,243	37.0%	14.0%	41.0%	4.0%	4.0%
Sewerage network	Sewerage network	5,740	5,740	643	670	68,025	42.0%	18.0%	21.0%	9.0%	10.0%
	Sub-total	5,740	5,740	643	670	68,025	42.0%	18.0%	21.0%	9.0%	10.0%
Stormwater drainage	Stormwater drainage	507	907	215	202	35,756	21.0%	60.0%	6.0%	1.0%	12.0%
	Sub-total	507	907	215	202	35,756	21.0%	60.0%	6.0%	1.0%	12.0%
Open space / recreational assets	Swimming pools	262	262	210	227	8,817	45.0%	36.0%	16.0%	3.0%	0.0%
	Other Open Space / Assets	320	320	285	263	38,570	23.0%	46.0%	20.0%	11.0%	0.0%
	Sub-total	572	572	495	490	47,387	27.1%	44.1%	19.3%	9.9%	0.0%
	Parkas/Airport Infrastructure	84	84	75	67	16,395	82.0%	0.0%	10.0%	1.0%	1.0%
Other Infrastructure assets	84	84	75	67	16,395	82.0%	0.0%	10.0%	1.0%	1.0%	
<b>Total – all assets</b>		<b>17,345</b>	<b>13,694</b>	<b>6,071</b>	<b>6,349</b>	<b>846,047</b>	<b>59.3%</b>	<b>18.6%</b>	<b>23.7%</b>	<b>4.3%</b>	<b>3.4%</b>

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

**Infrastructure asset condition assessment 'key'**

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required

continued on next page ..

## Parkes Shire Council

### Report on infrastructure assets as at 30 June 2021 (continued)

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4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

## Parkes Shire Council

### Report on infrastructure assets as at 30 June 2021

#### Infrastructure asset performance indicators (consolidated) <sup>(1)</sup>

\$ '000	Amounts 2021	Indicator 2021	Indicator 2020	Benchmark
<b>Buildings and infrastructure renewals ratio</b>				
Asset renewals <sup>(1)</sup>	<u>18,441</u>	155.07%	144.93%	≥ 100.00%
Depreciation, amortisation and impairment	<u>10,802</u>			
<b>Infrastructure backlog ratio</b>				
Estimated cost to bring assets to a satisfactory standard	<u>17,348</u>	2.83%	1.46%	< 2.00%
Net carrying amount of infrastructure assets	<u>686,248</u>			
<b>Asset maintenance ratio</b>				
Actual asset maintenance	<u>5,349</u>	105.48%	102.87%	> 100.00%
Required asset maintenance	<u>5,071</u>			
<b>Cost to bring assets to agreed service level</b>				
Estimated cost to bring assets to an agreed service level set by Council	<u>13,894</u>	1.46%	0.72%	
Gross replacement cost	<u>940,047</u>			

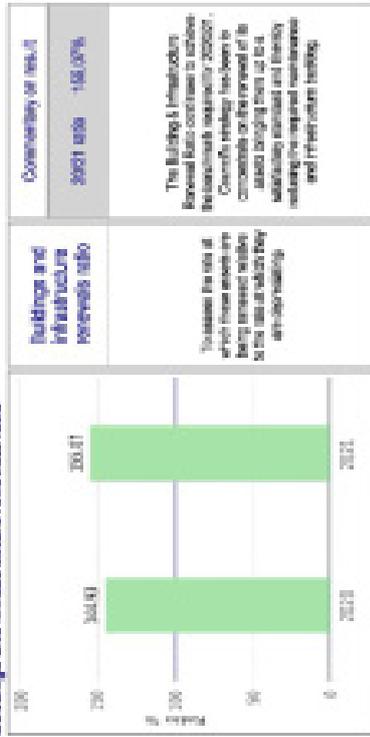
(1) All asset performance indicators are calculated using classes identified in the previous table.

(1) 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 as at 30 June 2021

#### Buildings and infrastructure renewals ratio



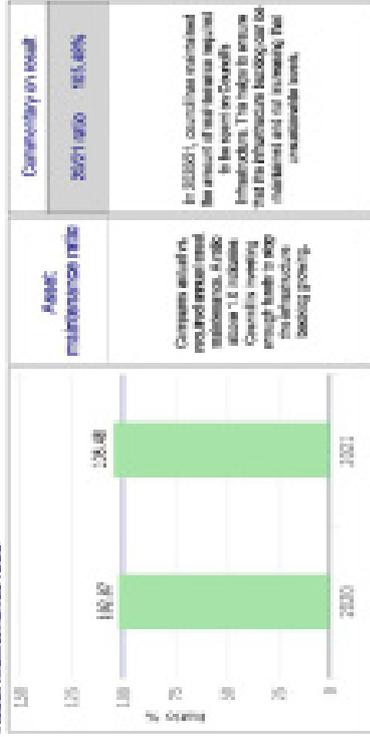
Benchmark: 18.0%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### Asset maintenance ratio



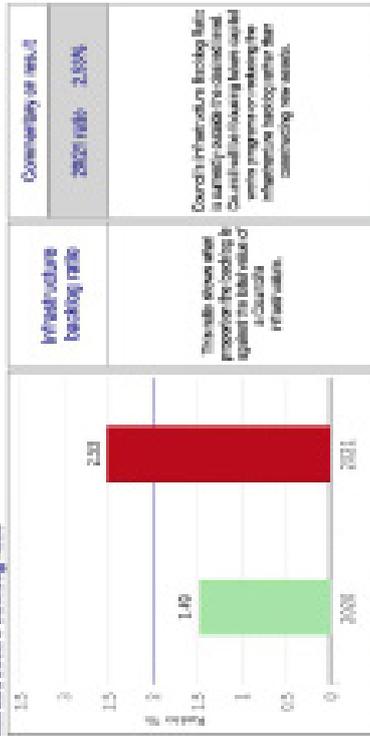
Benchmark: 10.0%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### Infrastructure backlog ratio



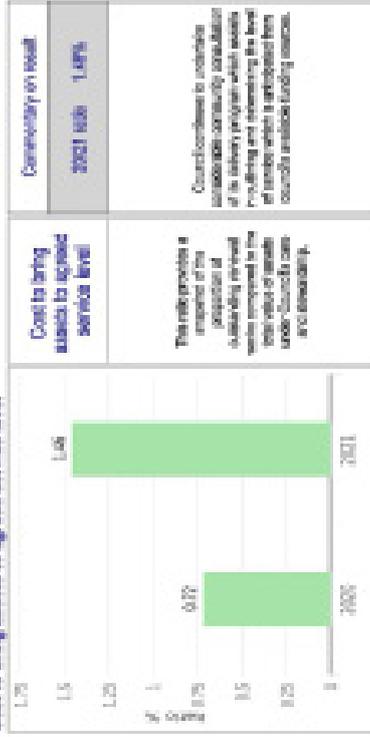
Benchmark: 0.8%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### Cost to bring assets to agreed service level



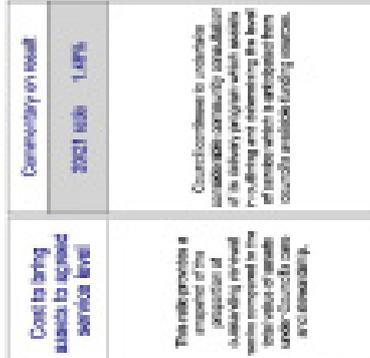
Benchmark: 1.0%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### Cost to bring assets to agreed service level



Benchmark: 1.0%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## Parkes Shire Council

### Report on infrastructure assets as at 30 June 2021

#### Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2021	2020	2021	2020	2021	2020	
<b>Buildings and infrastructure renewals ratio</b>							
Asset renewals <sup>1</sup>	249.89%	244.84%	31.82%	0.00%	9.41%	21.91%	≥= 100.00%
Depreciation, amortisation and impairment							
<b>Infrastructure backlog ratio</b>							
Estimated cost to bring assets to a satisfactory standard	1.38%	1.18%	3.47%	1.25%	10.44%	4.52%	< 2.00%
Net carrying amount of infrastructure assets							
<b>Asset maintenance ratio</b>							
Actual asset maintenance	103.37%	101.46%	114.87%	100.86%	104.20%	104.70%	> 100.00%
Required asset maintenance							
<b>Cost to bring assets to agreed service level</b>							
Estimated cost to bring assets to an agreed service level set by Council	1.07%	0.64%	0.89%	0.04%	6.48%	1.67%	
Gross replacement cost							

<sup>(1)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets for the refurbishment of old assets) that increase capacity/performance.

# OUR

## Financial Position

### FINANCIAL PERFORMANCE

A summary of our performance is outlined below.

A copy of the audited financial statements for the year ended 30 June 2021 can be found on council's website.

	2021 (\$'000)	2020 (\$'000)
<b>Income Statement</b>		
Total Income from Continuing Operations	63,334	61,020
Total Expenses from Continuing Operations	50,058	51,270
<b>Operating Result from Continuing Operations</b>	<b>13,726</b>	<b>9,750</b>
<b>Net Operating Result for the Year</b>	<b>13,276</b>	<b>9,750</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,682</b>	<b>100</b>
<b>Statement of Financial Position</b>		
Total Current Assets	39,883	29,927
Total Current Liabilities	19,511	11,635
Total Non Current Assets	734,627	724,549
Total Non Current Liabilities	25,310	24,462
<b>Total Equity</b>	<b>738,689</b>	<b>718,379</b>
<b>Other Financial Information</b>		
Operating Performance Ratio (%)	6.61%	4.98%
Own Source Operating Revenue Ratio (%)	60.66%	59.10%
Unrestricted Current Ratio	0.77 x	2.48 x
Debt Service Cover Ratio (%)	10.07 x	9.44 x
Rates & Annual Charges Outstanding Ratio (%)	11.76%	13.16%
Cash Expense Cover Ratio (times)	9.57 mths	6.00 mths

## SUMMARY OF FINANCIAL STATEMENTS

### OPERATING RESULT

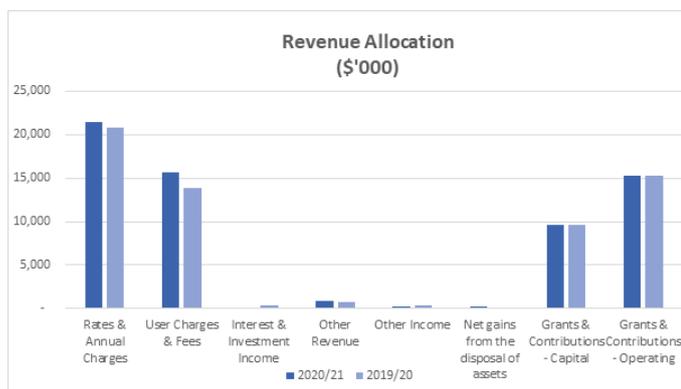
#### REVENUE

Council recorded an operating result in 2021 of \$13,276,000 for the year as compared to \$9,750,000 for 2020. This result was attributed to a surplus of \$3,511,000 within Water Fund, a surplus of \$381,000 in Sewer Fund and a surplus of \$9,384,000 within the General Fund. These results include grants & contributions provided for capital purposes.

The net operating result before capital grants and contributions was \$3,692,000. This was attributable to a profit of \$2,033,000 within water fund, a profit of \$236,000 in the sewer fund and a profit of \$1,423,000 within the general fund.

Rates and annual charges income grew by \$679,000 (3.3%) to \$21,422,000 compared with \$20,743,000 in 2020. User charges & fees income increased by \$1,787,000 (12.9%) to \$15,606,000 from \$13,819,000 in 2020. This was mainly due to an increase in commercial water charges.

Interest & investment revenue decreased by \$282,000 to \$119,000 from \$401,000 in 2020. 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.



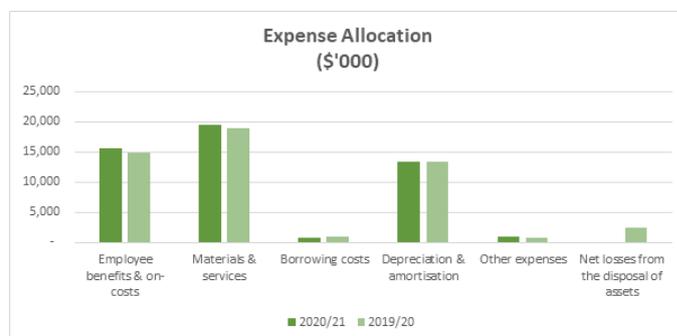
#### EXPENSES

Employee benefits and on-costs increased by \$868,000 (5.9%) on the previous year this was predominantly a result of an increase in the number of full-time equivalent 'FTE' employees and increased worker compensation insurance.

Materials and contract expenses increased by \$444,000 to \$19,433,000 (2.3%) from \$18,989,000 in 2020. This was an increase in comparison to the previous year and was contributed by council delivering significant storm damage restoration works.

Borrowing costs decreased by (\$76,000) to \$805,000 in comparison with \$881,000 in 2020. Other expenses recorded a slight increase of \$37,000 to \$892,000 in comparison to \$855,000 in 2020.

Depreciation and amortisation decreased by (\$105,000) due to the revaluation of several asset classes in the previous year which adjusted the useful life and depreciation rates.



# OUR Financial Position

## CASH POSITION

Council had cash and investment holdings of \$30,083,000 at 30 June 2021, which was an increase of \$8,408,000 from the previous year. Total cash holdings included \$25,473,000 of externally restricted assets, which restricts council to commit those funds to the purpose from which they are provided, and \$4,499,000 was subject to internal restrictions agreed upon by council for designated purposes.

Council's overall cash & investment position increased during the year, and this was a result of specific purpose unexpended grants increasing by \$6,401,000. This relates to grant funding received in advance and the recognition of this income will occur once the performance obligations are satisfied by council. The increase in the industrial water price also positively contributed towards the improved cash & investment position.

## SUMMARY OF CASH FLOW

YEAR ENDED 30 JUNE 2021

	2021 (\$'000)	2020 (\$'000)
Cash flows from Operating Activities	34,895	23,783
Cash Flow from Investing Activities	(27,378)	(16,978)
Cash flows from Financing Activities	(946)	(902)
Net increase/decrease in cash held	6,571	15,903
Cash at beginning of the financial year	13,998	8,095
Cash at the end of the financial year	20,569	13,998
Additional information		
Plus investment on land - end of year	9,514	7,677
<b>Total cash, cash equivalents &amp; investments</b>	<b>30,083</b>	<b>21,675</b>

## FINANCIAL POSITION

Council's total equity increased to \$738,689,000 (2021) from \$718,379,000 (2020). Council did not draw down any additional borrowings during 2020/21. 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 10.07 x (9.44 x 2020) 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 6.61% and strengthened in comparison to the previous year result of 4.98%.





## PARKES SHIRE COUNCIL

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