

End of Term Report

2016 - 2021







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MESSAGE FROM THE MAYOR

It is with great pleasure that I provide a foreword to the Parkes Shire Council End of Term Report for the 2016-2021 Term of Office. As a result of the COVID-19 Pandemic, Local Government elections were postponed in 2020 and will now take place on 4 December 2021. This has meant that the current Councillors have served the community for an additional year, and the newly elected Council in December this year, will serve for a reduced term of three years.

The Report maps the progression of the Parkes Shire towards the vision of being:

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

This Report provides a permanent record of the achievements and challenges experienced by Council and the Parkes Shire community, in working together to deliver this vision and building the foundations for our future.

On behalf of Council, I am delighted to provide the community and the incoming Council with an evaluation of how the Parkes Shire has progressed towards the priorities set in 2017 during the review of the Community Strategic Plan.

During this Term of Council, we have seen the delivery of many of the priorities set by the communities of Parkes, Peak Hill, Trundle, Tullamore, Bogan Gate, Alectown and Cookamidgera.

Since 2016, we have delivered \$230M in capital expenditure, including \$32.7M in road construction and renewal projects, \$100M in water infrastructure upgrades and a new recycled water scheme, \$8.4M in upgrades to lower Clarinda street and the new Cooke Park Pavillion, \$4.7M Airport Terminal Upgrade and Business Park Expansion and a \$3M for the expansion of the library and cultural centre, just to name a few.

Despite the trying times of drought over the last four years, and the impact of the global COVID-19 pandemic, the Parkes Shire economy has been afforded some reprieve thanks to significant government and private sector investment. The Federal Government's Inland Rail project which commenced in Parkes and the State Government's investment for the Parkes Special Activation Precinct, to two major private developments, being the Pacific National

Logistics Terminal and an advanced manufacturing facility as well as major investment in mining.

These projects are part of a long list of priorities successfully delivered to the Parkes Shire throughout the 2016-2021 Term of Council.

I would like to also extend my sincere gratitude to my fellow Councillors for their unwavering support and dedication to the Parkes Shire. I must make special mention of my Deputy Mayor Cr Barbara Newton who is retiring at the end of this term. When other duties required my leave from the Shire, I was always confident to leave knowing the Council was in capable hands. I would also like to mention Cr Patricia Smith, Cr Alan Ward and Cr Wally Biles, for their devoted service to the community during this Term of Council, as they have indicated that they will not be standing for re-election.

I would also like to take this opportunity to thank the Council staff, for their contribution in delivering projects for the benefit of the community. Under the guidance of Council's General Manager, Kent Boyd, Council staff continue to make innovative and progressive improvements to our local services and environment for our residents, businesses, ratepayers and visitors to enjoy.

Finally, I would like to thank the entire Parkes Shire community for their efforts in making the Parkes Shire a positive, vibrant, and enjoyable place where it all adds up to live, work, stay, play and prosper.

Council will continue to engage with the community to ensure we strive towards Parkes Shire's vision and continue delivering progress and value to our community.



Cr Ken Keith OAM
Mayor



PARKES SHIRE PROFILE

Population

Parkes | 10,142 (▲ 136 compared to 2016)

Parkes Shire | 14,729 (▲ 120 compared to 2016)

Elevation

339 Metres

Shire Area

5,919sq km

Major Industries

Agriculture
Transport
Mining
Tourism

Average Temperature **Winter**

Minimum 6 degrees / maximum 15 degrees

Summer

Minimum 16 degrees / maximum 3 degrees

Average Rainfall

584mm per year



WHAT IS THE END OF TERM REPORT?

The Integrated Planning provisions outlined in the NSW Local Government Act 1993, stipulate that Council is required to table its End Of Term Report at its last meeting of Council. The report should reflect; “..the council’s progress in implementing the Community Strategic Plan over the previous four years and that this report looks at outcomes, ie what have been the results for the community and council as a result of the activities undertaken..” (Local Government Act NSW 1993, Section 428(2)).

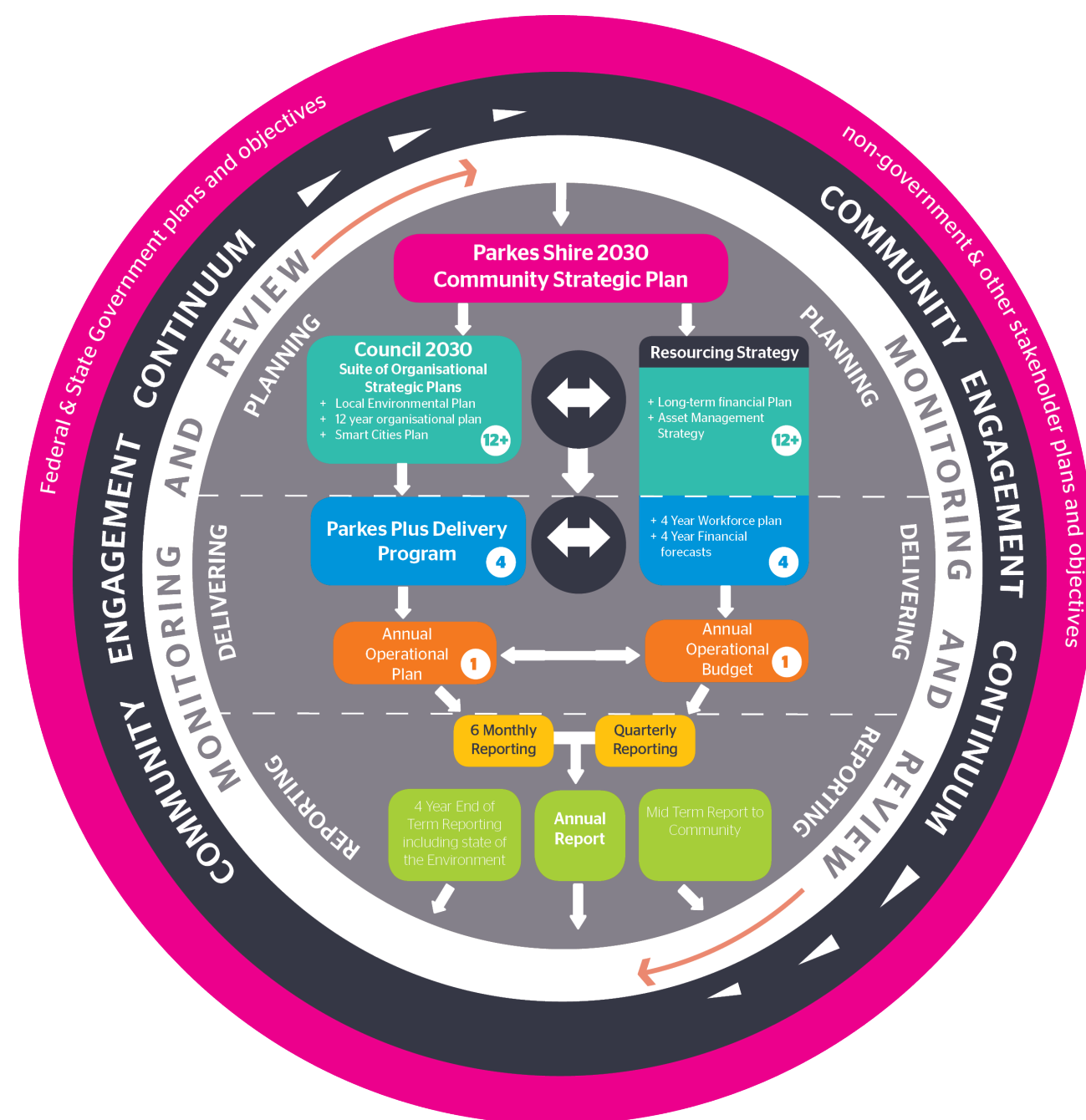
In 2010 Council adopted its first Community Strategic Plan under the Integrated Planning and Reporting Framework. This plan was again reviewed prior to the current Councils term of office and in 2013 the revised plan was adopted by Council with the Communities vision and the 8 Future Directions devised to achieve the vision being found to still be valid for the Parkes Shire collectively.

Council has been committed to working with the Community as well as the levels of Government in achieving the desired outcomes of the Community Strategic Plan. This End of Term Report evaluates how well we as a community have gone in striving to attain these goals. Council has identified the nature of the role it has played in this endeavour, whether that be; a “Provider” being the primary body working on the strategy or action; a “Facilitator”, using Councils resources to enable or assist another group or body on the strategy or action; or an “Advocate”, as an active voice or lobbyist in encouraging other levels of government or industry to action.

The work that was to be undertaken by Council was set out in Council’s Delivery Program, which Council used to guide its efforts in achieving the goals of the Parkes Shire Community over its term.

The information, data and commentary found in this End of Term Report is Council’s effort in articulating to the Community and wider stakeholders where we are up to in working towards our collective vision as a community.

Council will continue improve and refine measures of performance against community goals, as well as to build better relationships and communication with government partners to evaluate outcomes.



HOW TO READ THIS REPORT

The Parkes Shire Council End of Term Report is set out in Future Direction chapters, in numerical order. Each chapter consists of a Future Direction title page (figure 1), an indicators page, and a strategic direction assessment (figure 2).

Community Strategic Plan Goal

This goal provides an explanation as to the importance of the Future Direction.

Assessing Progress

How Council intend to measure its performance against the Future Direction/Community Strategic Plan Goal.

FIGURE 1

Future Direction 1 DEVELOP LIFELONG LEARNING OPPORTUNITIES

Community Strategic Plan Goal

Education, learning and skill development are the foundation stones for maximizing the Shire's potential and opportunities. If quality education through to tertiary level is available, students can remain in the Shire and be supported by their families and the community. Specific skills will also be needed to support the future agricultural, mining, transport, health, tourism and retail sectors. Actively promoting and encouraging skill development and educational participation will in turn help business growth and expansion. Parkes Shire should develop a reputation as a learning community.

Parkes Shire Delivery Plus Link:

COMMUNITY+ LIBRARY

Assessing Progress

Over the next ten year period Council will need to show it has actively advocated for the establishment of a university level tertiary education and an enhanced TAFE facility in the Parkes Shire. The standard of infant to high school education will be assessed through NAPLAN results. NAPLAN is the acronym for the National Assessment Program - Literacy and Numeracy.

Position Statement

Education, whilst not traditionally viewed as a function of Local Government, is an area identified by the Community as being of vital importance.

Council is committed to advocating and where it can, facilitating improved education outcomes for the Parkes Shire Community. This sees education having both social and civic leadership as being the most relevant QBL obligations

Strategic Objectives

- 1.1 By better access to university education opportunities including digital mediums
- 1.2 By better access to other tertiary education opportunities such as TAFE
- 1.3 By widespread access and participation for early childhood education
- 1.4 By the highest standard of educational opportunities being provided for school aged children from Kindergarten to Year 12
- 1.5 By utilisation of non-traditional education opportunities to encourage lifelong learning in the Shire

Position Statement

A summary of Council's approach to the Future Direction.

Strategic Objectives

Each Future Direction is made up of many Strategic Objectives, it articulates the sub categories that fit within the Future Direction - the more specific areas the community wishes to address.

FIGURE 2

Delivery Program Performance



COMPLETED
19

Work is completed / target achieved



PROGRESSING
1

Multi-year project or is still underway



NOT PROGRESSING
0

Work is on hold until further notice or there has been a change in priority and it will not be delivered

Delivery Program Performance

This is an internal assessment of completed Operational Plan Actions from 2016/17 to 2020/21 taken from each annual Parkes Shire Council Operational Plan Progress Report. They have been tallied for this report as per Strategic Objective. Actual numbers are provided here for a clear interpretation of Council's outputs for this area.

Community Satisfaction

Services for our Community	2016	2021	Trend
Library services	98%	97%	▼
Childcare services	89%	91%	▲
Youth services	73%	71%	▼
Cultural services	87%	86%	▼

Community Satisfaction

The tables provided in this section are the results of a Community Satisfaction Survey conducted by Micromex Research in May 2021 and June 2016. Interviewing was conducted in accordance with the AMSRS (Australian Market and Social Research Society) Code of Professional Behaviour.

PARKES SHIRE

10 YEAR COMMUNITY PLAN

VISION

In 2022 Parkes Shire will be:

*“A progressive **and smart** regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy life-styles”*

The following C.O.R.E. values will guide our future choices and how we work together.

We will be;

Caring and friendly

Open to new ideas

Respectful, acting with integrity and tolerance

Engaging and willing to work together

Council’s commitment is demonstrated in their organisational values where staff believe,

**INTEGRITY + SAFETY + CARING & RESPECT + TEAMWORK +
INNOVATION + COMMUNITY FOCUS**

all add up to a smart organisations that delivers progress and value to our community.

Council’s Code of Conduct and its key principals of Integrity, Leadership, Selflessness, Objectivity, Accountability, Openness, Honesty, and Respect that ensures the growth of a workforce and Council, characterised by codes of personal and collective behaviour.





FUTURE DIRECTIONS

As a community we worked together on the following future directions which helps us to reach our 2030 destination.

1. Develop education and lifelong learning opportunities
2. Improve health and well being
3. Promote, support and grow our communities
4. Grow and diversify the economic base
5. Develop Parkes as a national logistics hub
6. Enhance recreation and culture
7. Care for the natural and built environment in a changing climate
8. Maintain and improve the Shire's assets and infrastructure

YOUR ELECTED REPRESENTATIVES

Council has ten Councillors, with the Mayor elected annually by his or her peers.

Local Government Elections were held in September 2012. The elected Council is responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation.

Councillors represent the interest of the residents and ratepayers, provide leadership and guidance of the community and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the whole Parkes Shire Community.

Top: Mayor Ken Keith OAM), Deputy Mayor Barbara Newton

Middle: Cr Alan Ward, Cr Louise O'Leary, Cr Pat Smith, Cr Ken McGrath

Bottom: Cr George Pratt, Cr Neil Westcott, Cr Bill Jayet, Cr Wally Biles





Parkes Shire Council 2016 - 2021

L-R Seated: Brendan Hayes - Director Planning & Environment, Kent Boyd PSM - General Manager, Mayor Ken Keith OAM, Ben Howard - Director Works & Services, Andrew Francis - Director Infrastructure

L-R Standing: Cr Alan Ward, Cr Louise O'Leary, Cr George Pratt, Cr Ken McGrath, Deputy Mayor Barbara Newton, Cr Pat Smith, Cr Neil Westcott, Cr Bill Jayet

Absent: Cr Wally Biles

PARKES SHIRE PERFORMANCE



In 2030, Parkes Shire will be a progressive and smart regional centre embracing a national leadership role

WHAT HAVE WE ACHIEVED





Future Direction 1

DEVELOP LIFELONG LEARNING OPPORTUNITIES

-  \$3M expansion of the Parkes Library & Cultural Centre including makerspace
-  Parkes Country Universities Centre
-  Early Childhood literacy programs, book clubs & workshops
-  \$1.3M Family Daycare relocation and expansion to include preschool services





Future Direction 2

IMPROVE HEALTH AND WELLBEING

-  CCTV upgrades and expansion of services
-  Public forums and lobbying to advocate for improved health services
-  Road safety initiatives including free cuppa program, mock crash and load restraint
-  Aboriginal Projects Officer, Womens Day events, youth mental health program

Future Direction 5

DEVELOP PARKES AS A NATIONAL LOGISTICS HUB

-  \$300M Inland Rail Parkes to Narromine; \$110M spent direct local business, 762 local jobs
-  \$7M Service extension along Brolgan road to facilitate developments in the Hub
-  Parkes Special Activation Precinct announced and \$185M for enabling works
-  Newell Highway Realignment for Parkes Bypass \$172M

Future Direction 6

ENHANCE RECREATION AND CULTURE

-  \$4.4M sports field and amenities upgrades across the Shire
-  1,242 enrolled in Learn To Swim program, 16,983 lessons \$450k in pool upgrades
-  \$2.2M playground and shared pathway improvements
-  \$46K cultural grants awarded; Establishment of Arts Advisory Committee, Little Theatre seating

Logistics hub with vibrant communities, diverse opportunities, learning and healthy lifestyles.

OVER THE PAST 4 YEARS?

Future Direction 3 PROMOTE, SUPPORT AND GROW OUR COMMUNITIES



Tullamore GP Suite extension, COVID-19 community response



\$64M in grants secured for Council and community projects (362 grants)



\$4M township improvements including community facilities, halls and new RFS sheds

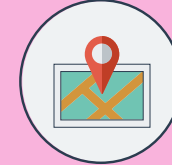


\$1M drought response initiatives

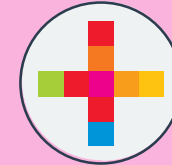
Future Direction 4 GROW DIVERSIFY THE ECONOMIC BASE



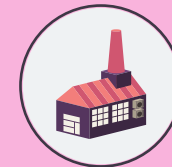
5% increase in Gross Regional Product



Destination development & marketing projects = \$66M visitor economy (14% increase)



\$8.4M CBD Vibrancy projects in Parkes, Peak Hill & Trundle Main Street plans & upgrades

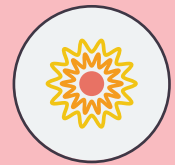


Investment attraction of new \$56M Manufacturing facility & \$35M Pacific National Terminal

Future Direction 7 CARE FOR THE ENVIRONMENT IN A CHANGING CLIMATE



Waste Facility upgrades and Community Recycling Facility



\$267K in solar installations and smart water meters



PAC Park upgrades, Lake Endeavour fish restocking and visitor facility upgrades



Environmental programs including heritage, waste, smart ag & bio-security

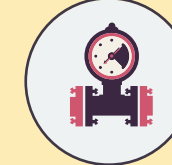
Future Direction 3 MAINTAIN & IMPROVE SHIRE ASSETS & INFRASTRUCTURE



\$32.7M road construction and renewal projects including MR350 & Middle Trundle Rd



Drinking water management, \$100M water infrastructure renewal projects



\$20M Advanced Water Recycling Facility connecting 16 open spaces in Parkes.



\$3M Airport Business Park Expansion

DEVELOP LIFELONG LEARNING OPPORTUNITIES

Community Strategic Plan Goal

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Parkes Shire Delivery Plus Link:

COMMUNITY+

LIBRARY

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Delivery Program Performance



COMPLETED
17

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target achieved



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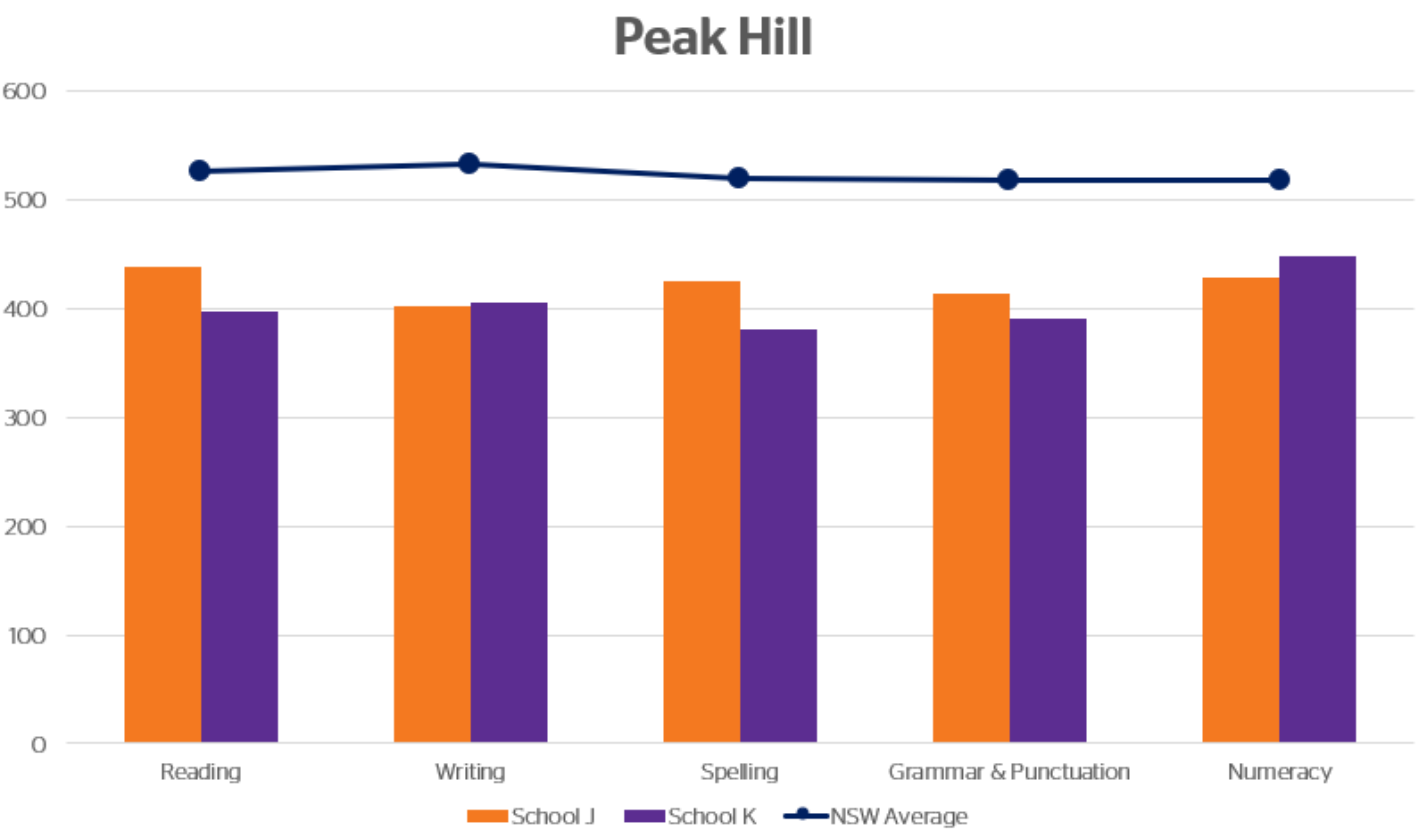
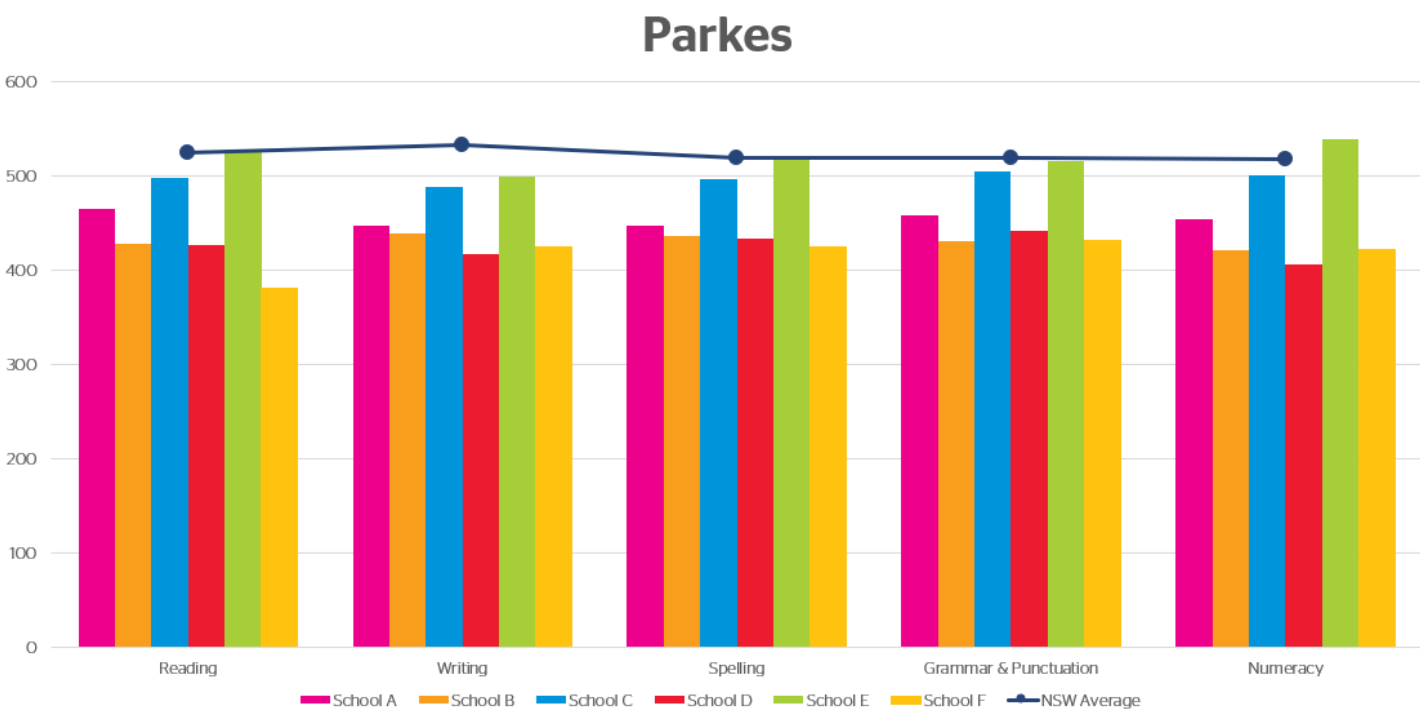
Indicators

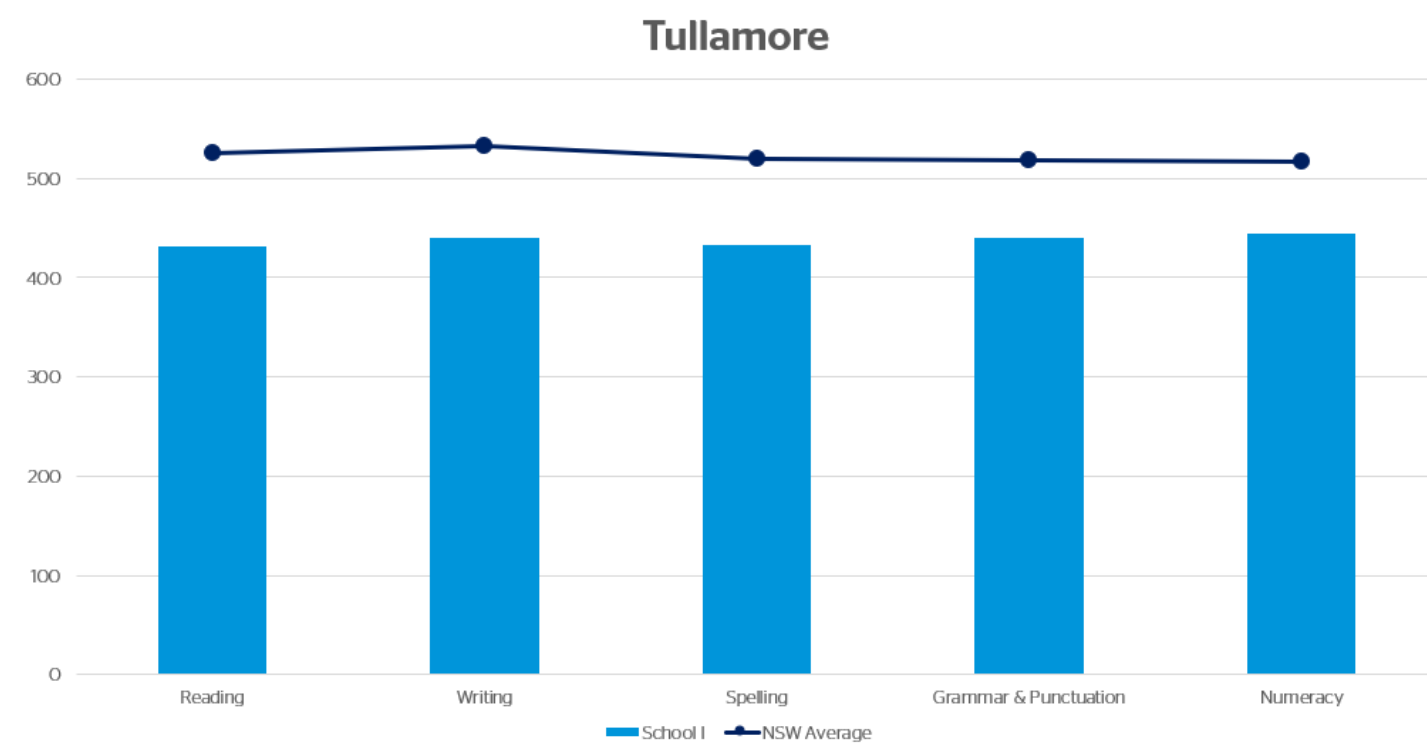
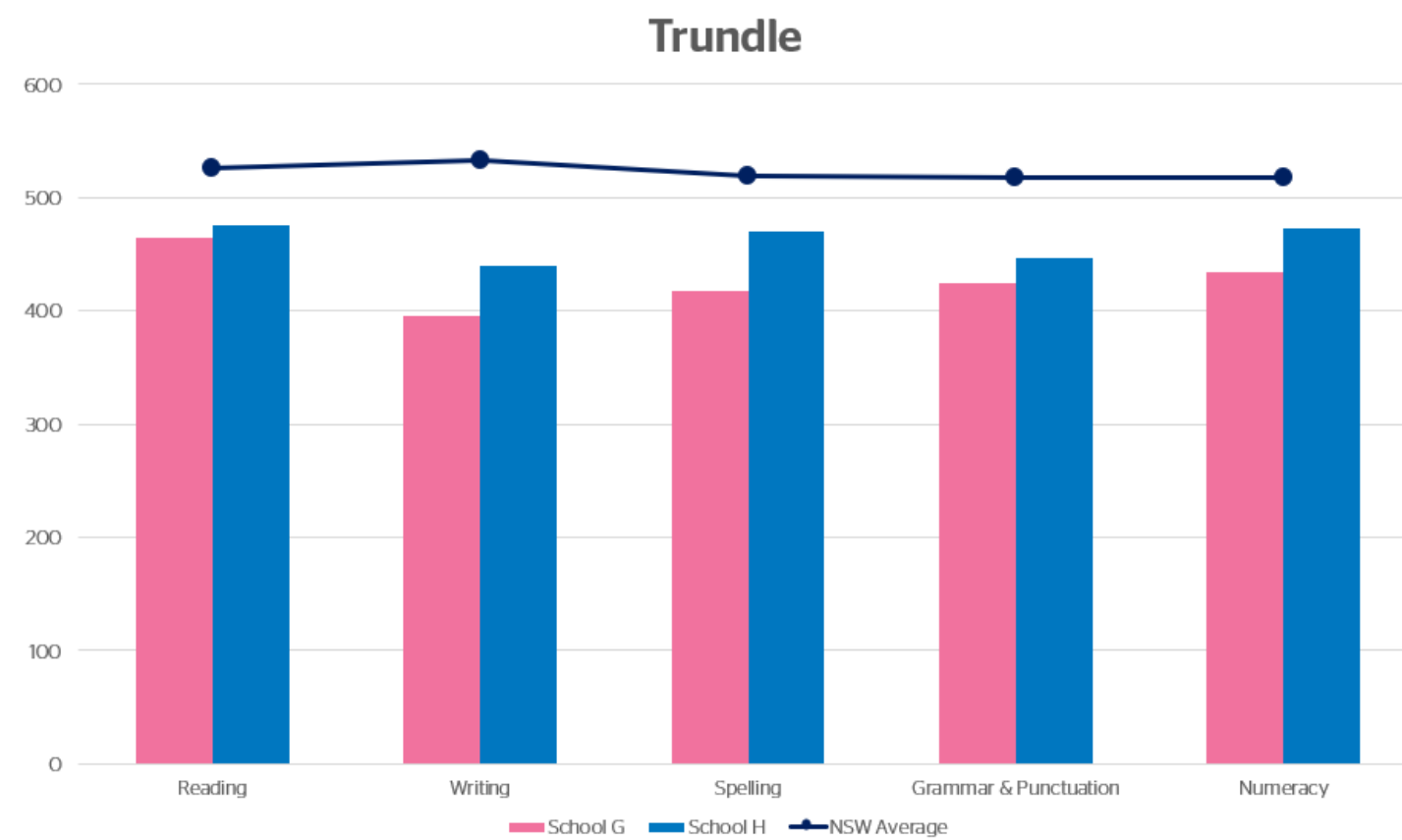
National Assessment Program - Literacy and Numeracy

National Assessment Program - Literacy and Numeracy (NAPLAN) tests are conducted across Australia annually since 2008 for all students in Years 3,5,7 & 9. Results are reported as community results rather than school results, the idea being that it is the community’s responsibility to help their own children’s development.

Council has chosen not to specifically identify each school, rather just label them A to K.

Source: NAPLAN Results found on My School website
www.myschool.edu.au





Indicators

Australian Early Development Census

The Australian Early Development Census (AEDC) provides a national measurement to monitor Australian children’s development as they arrive at school.

AEDC results are reported as average scores (0 is the lowest score; 10 is the highest score) on each of the five AEDC domains (Physical, Social, Emotional, Language and Communication). Children who are ‘developmentally vulnerable’ are divided into two categories being Vulnerable 1 (developmentally vulnerable on one or more AEDC domains) and Vulnerable 2 (developmentally vulnerable on two or more AEDC domains).

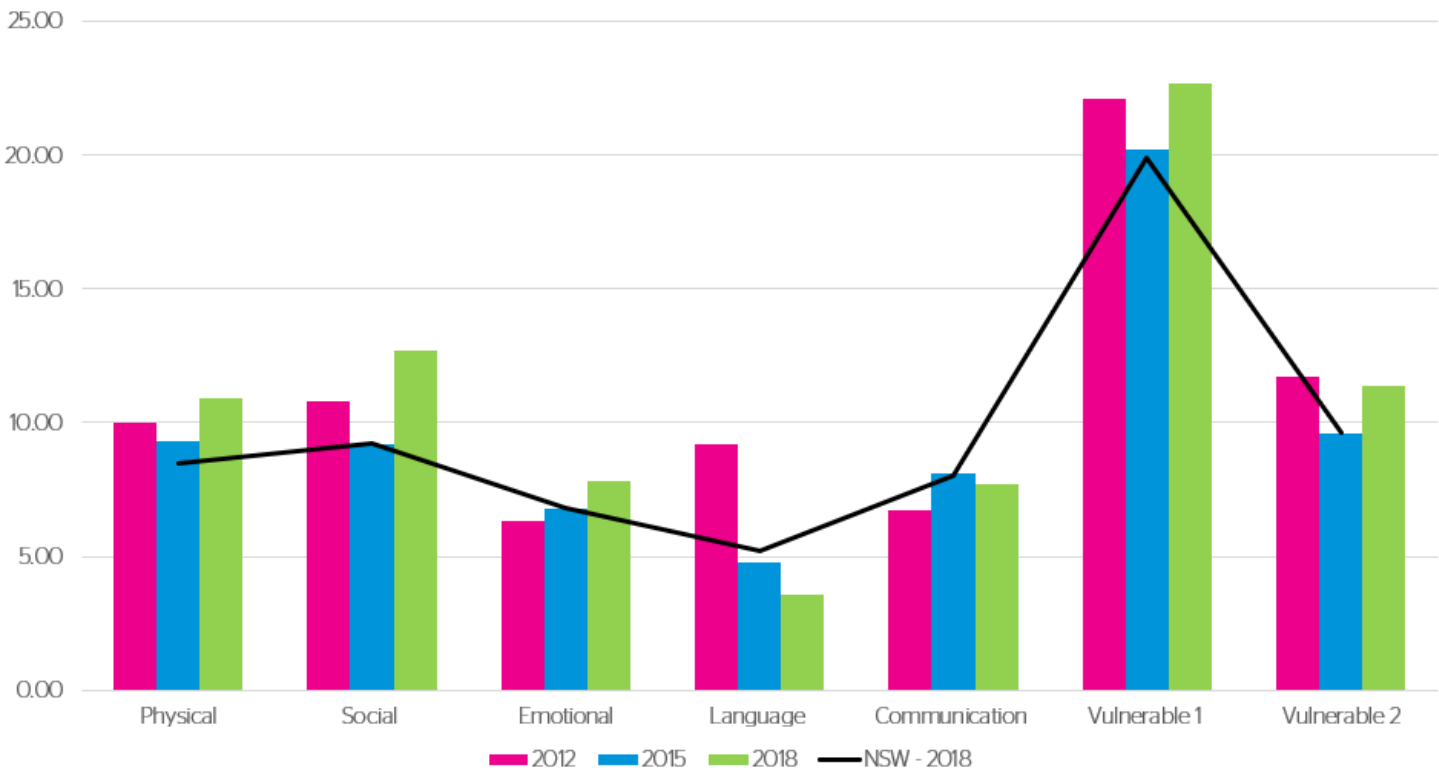
Children developmentally ‘on track’: Children who score above the 25th percentile of the national AEDC population are classified as ‘on track’.

Children ‘developmentally at risk’: Children who score between the 10th and 25th percentile of the national AEDC population.

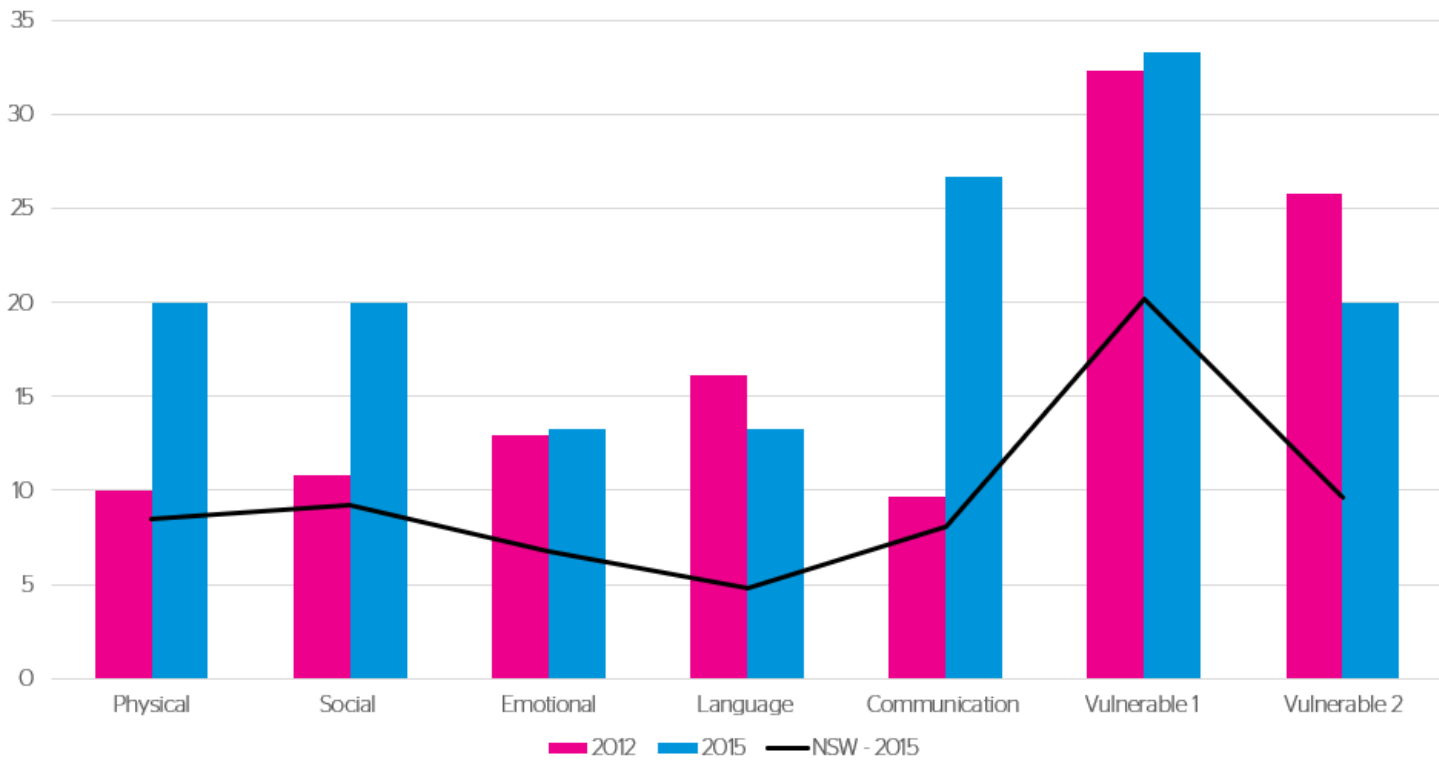
Children ‘developmentally vulnerable’: Children who score below the 10th percentile (in the lowest 10 per cent) of the national AEDC population are classified as ‘developmentally vulnerable’. These children demonstrate a much lower than average ability in the developmental competencies in that domain.

Source: Australian Early Development Census Index - website data tool. www.aedc.gov.au

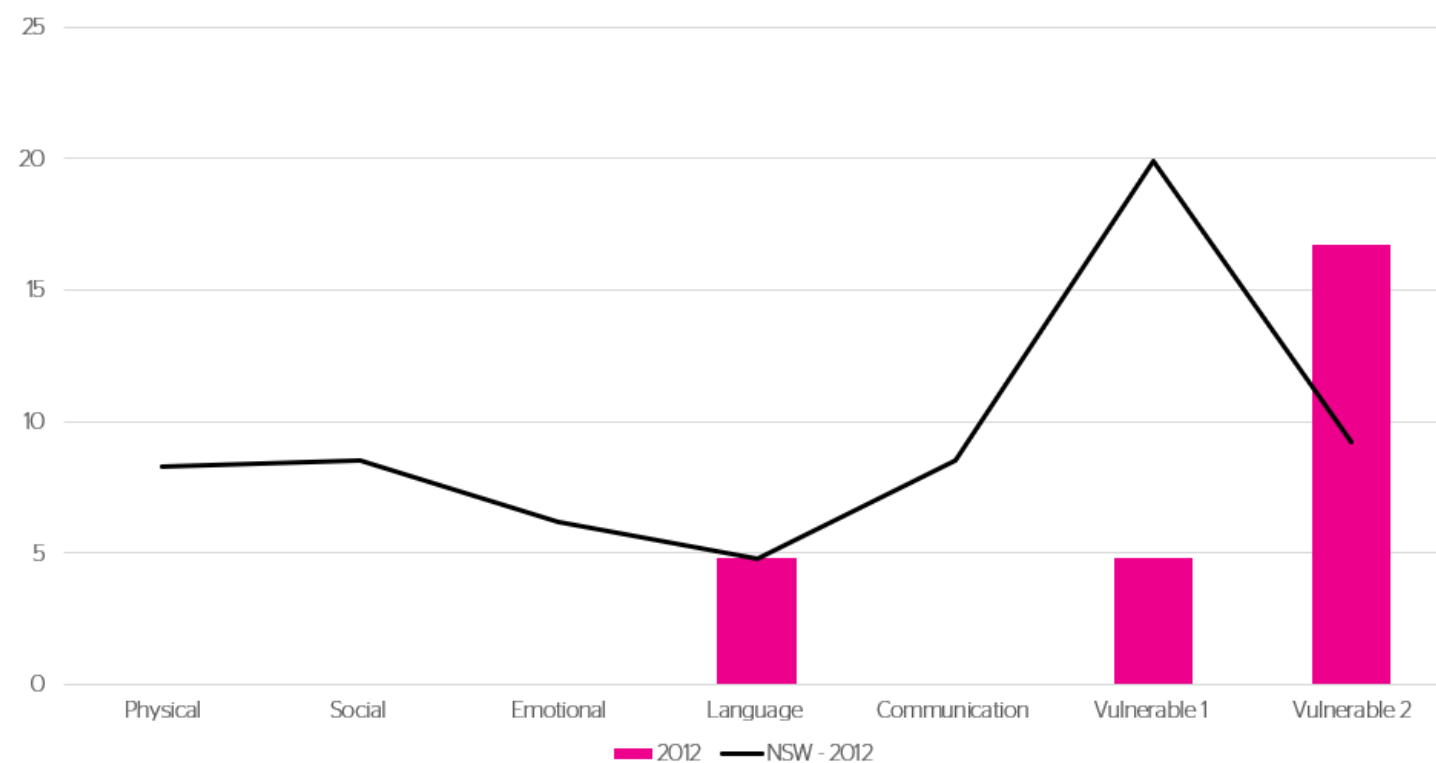
Percentage of Children Developmentally Vulnerable
Parkes/Alectown/Tichborne



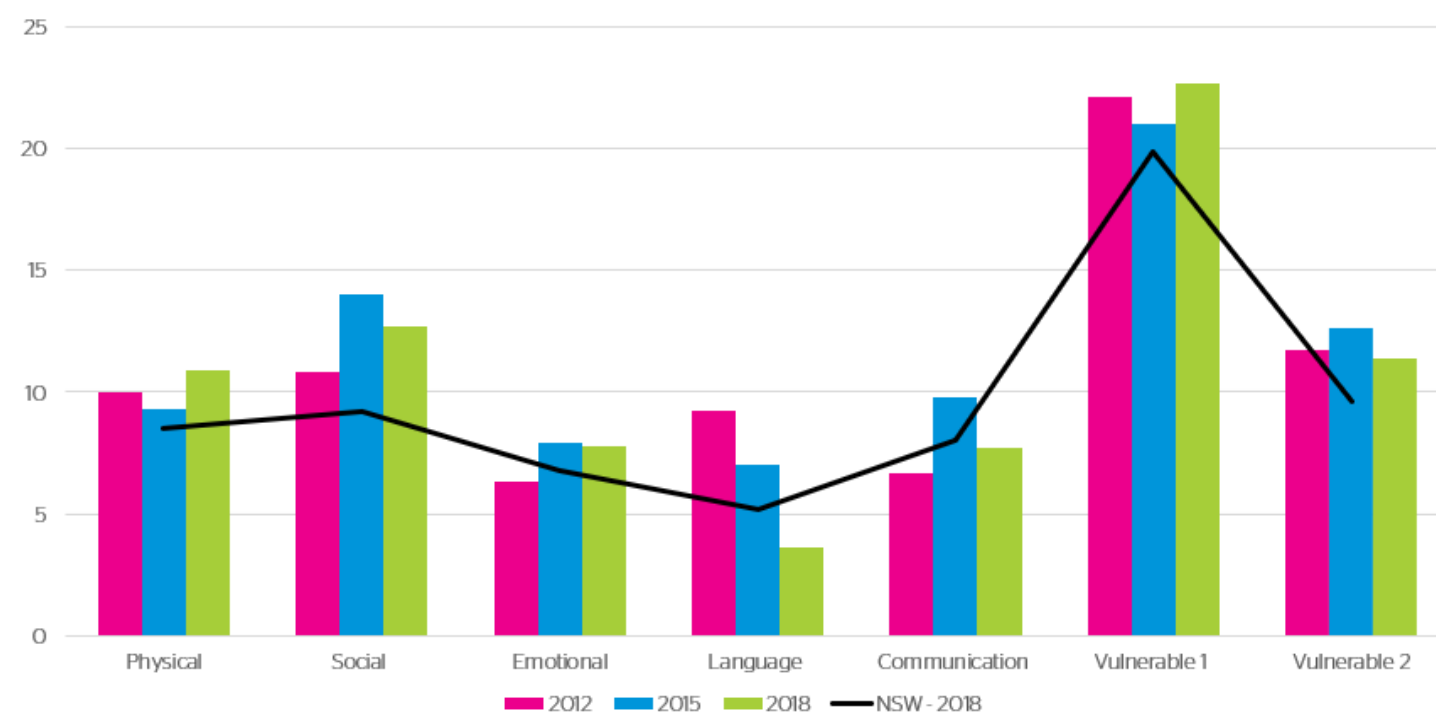
Percentage of Children Developmentally Vulnerable
Trundle/Bogan Gate



Percentage of Children Developmentally Vulnerable
Peak Hill/Tullamore



Percentage of Children Developmentally Vulnerable
Parkes Shire





Access to University and other tertiary education opportunities

The Country Universities Centre (CUC) Parkes, officially opened in November 2020 is one of now six CUC's scattered throughout Regional areas in New South Wales, Queensland and Victoria as part of the Australian Government's Regional University Centre's Program. The \$505,000 Centre is a hub for students to freely access study spaces and technology including computers and video conferencing equipment to assist with their studies, enabling students of all ages to further their education without having to leaving the Parkes Shire.

Over the Council Term, access to tertiary education was facilitated through awarding the Jack Scoble Educational Scholarship to the value of over \$25,000 to 9 students.

Council employed 26 trainees, cadets and school-based trainees over the Council Term. This reinforced Council's commitment to facilitating lifelong learning within its workforce. Trainees, cadets and school-based traineeships were completed in various disciplines within Council including Business Services, Information Technology and Town Planning. After completion of their studies, 10 trainees, cadets or school-based trainees secured further employment with Council.



Access and participation in Early Childhood Education

Funding was announced by the NSW Government under the Resources for Regions program to expand the current services delivered by Central West Family Day Care Service through the transformation of the unutilised community health building located within the old Parkes Hospital precinct, into the new Central West Family Day Care base. As part of the project, the new base site will offer families in Parkes an integrated early childhood education facility, services for school aged children, and family services for children from birth to twelve years old.

The updated facility is currently under construction and will also allow for the offering of complementary services to utilise the rooms within the facility for consultation purposes, such as occupational therapists, speech pathologists, dental checks, and parenting classes.

Over the term, Parkes Shire Library provided early childhood education support through the facilitation of Story Time sessions, Rhyme Time sessions, Preschool Story Time sessions, and Little Bang sessions to encourage lifelong learning in a creative, fun, and exclusive environment:

Parkes, Peak Hill, Trundle and Tullamore Town Improvement Funds contributed \$5,000 each to support Project Sprouts in 2020 to assist in creating a working model to screen children for developmental health before they start school. In the projects first year of operation, 120 pre-school children were screened for speech and language development and occupational therapy from Parkes, Trundle, Peak Hill, Tullamore and Bogan Gate, as well as 30 early childhood educators and allied health staff participating in a capacity building session in March 2021.



Access to traditional and non-traditional educational opportunities

350 students from Parkes were joined by Deputy Prime Minister Michael McCormack and Parkes Shire Mayor Councillor Ken Keith in September 2020 to experience a new-look outdoor Healthy Harold classroom, known as the Life Education Inflatable Outdoor Classroom. The experience aimed to bring health education to students in an innovative and exciting way at a time when they need it most. The new initiative was delivered by Life Education and funded by the NSW Government under a \$2 million funding agreement, to ensure Healthy Harold continues to educate the next generation of young students.

Parkes Shire Library implemented a new form of digital access to its customers through Hublet, a complete, ready-to-use self-service solution offering which offers loanable tablets in shared spaces. Since its introduction in 2019, Hublet has been used to support workshops, holiday programs and general everyday use within the library. The tool reinforces Council's commitment to offering opportunity for all in our community to have access to information and culture and promotes lifelong learning.

Parkes Shire Library launched its Click and Collect service in 2020 in the height of the COVID-19 pandemic in an attempt to ensure members could continue to access and borrow from the various collections the library has to offer.

Council opened the first Australian public library to be accessible for members 24/7 at Tullamore Library in September 2016. Following the success of Tullamore, Council equipped Trundle Library to make it available 24/7. 24/7 access is facilitated through the use of a computer where members can borrow out and return items themselves and a process in place where members can apply for a key to the front door.



Community Strategic Plan Goal

A healthy and active community responds much better to challenges and opportunities. When we are fit and healthy we are able to make the most of our lifestyle and cope with change. Priority areas include promoting wellbeing through education, having facilities, services and programs that match and respond to community needs and building a connected and networked community.

Parkes Shire Delivery Plus Link:

COMMUNITY+

WELLBEING

Assessing Progress

Council will need to demonstrate that it has strongly advocated maintenance and improvement of health services and infrastructure that are commensurate with the Shire community needs. Council will assist where possible, in retaining health professionals for the community. Council will have actively worked with Government Departments and community groups in ensuring Parkes Shire is a safe and health community. Council will utilise statistics regarding health outcomes provided by the State Government. In looking at Safety, Council will also demonstrate Crime Rates as reported by the NSW Bureau of Crime Statistics Research

Position Statement

Improvements in the area of health were identified as a very high priority by the Parkes Shire community. Council has an obligation to its community to work with other levels of Government to improve services in health and social impacts. Council also seeks to ensure optimal health and safety outcomes through its operations and activities.

Strategic Objectives

- 2.1** Through access to whole of life medical and ancillary facilities and services
- 2.2** By promoting and developing health education and encouraging people to take personal responsibility for their health and wellbeing
- 2.3** By adequate access to community transport
- 2.4** By the developing of care facilities for the aged and the provision of age-appropriate care for those with disabilities
- 2.5** By widespread adoption of public health and safety initiatives
- 2.6** By adequate provision of infrastructure to access online health services

Delivery Program Performance



COMPLETED
3

Work is completed / target achieved



PROGRESSING
1

Multi-year project or is still underway



NOT PROGRESSING
0

Work is on hold until further notice or there has been a change in priority and it will not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Food Safety	94%	93%	▼
Road Safety	90%	90%	▶
Cemeteries	93%	95%	▲



Indicators

Parkes Neighbourhood Central Services

Parkes Neighbourhood Central provides a vast range of services to the Shire. The graphs displayed depict only a sample of these services and the volume of clients or hours utilised by Shire residents per service in our Local Government Area.

Community Transport services are provided to HACC eligible clients, their carers, and transport disadvantaged so that they can access activities in the community. Transport is made possible by a team of volunteer drivers.

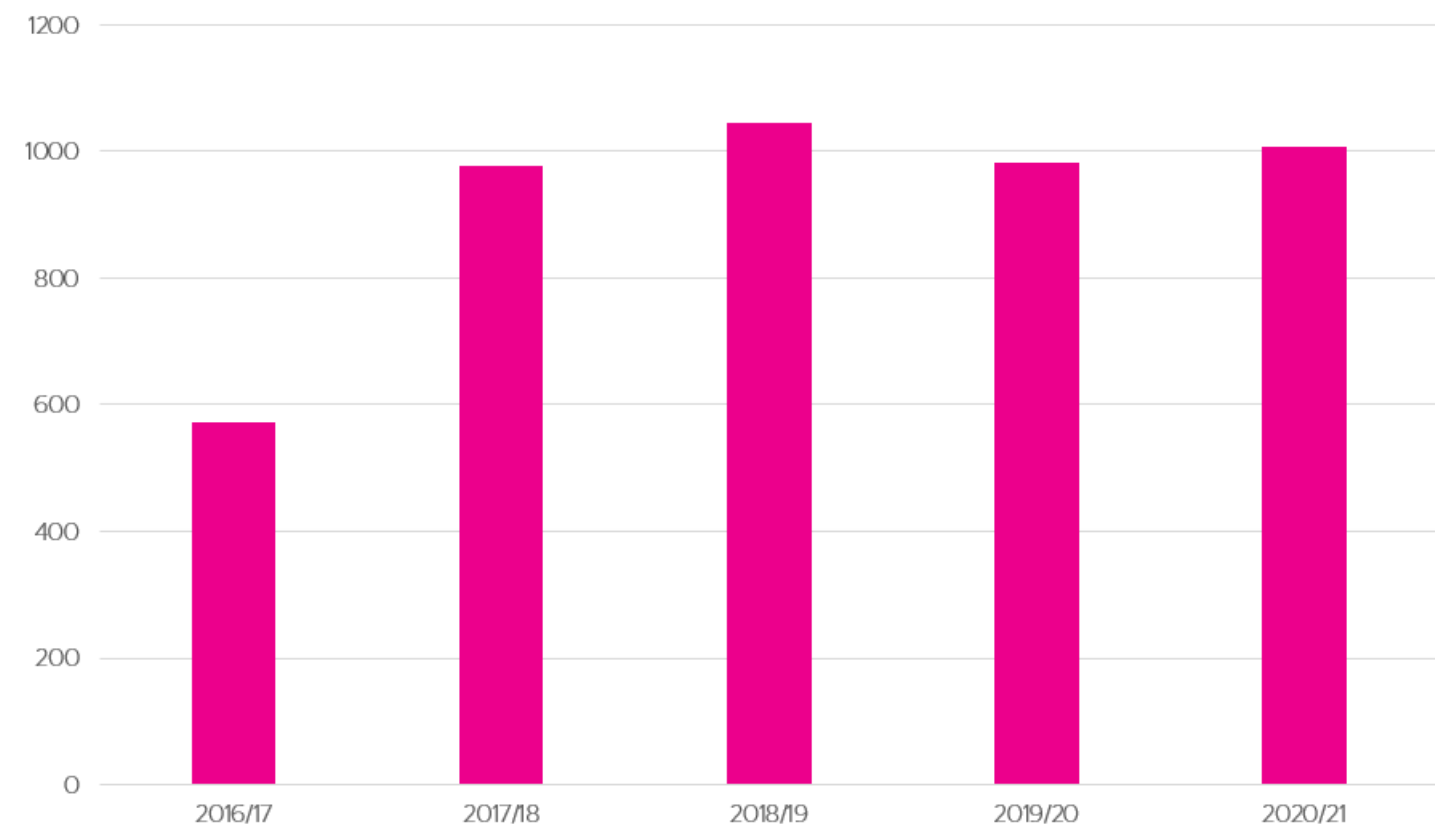
Home Modification and Maintenance Service supports frail aged, people with disabilities and their carers so they may live more independently in the community and remain in their own homes longer.

The Parkes Palliative Care volunteers aim o assist people to die with dignity, in a setting of their own choosing, helping the family and person with the terminal illness over the demanding and difficult time.

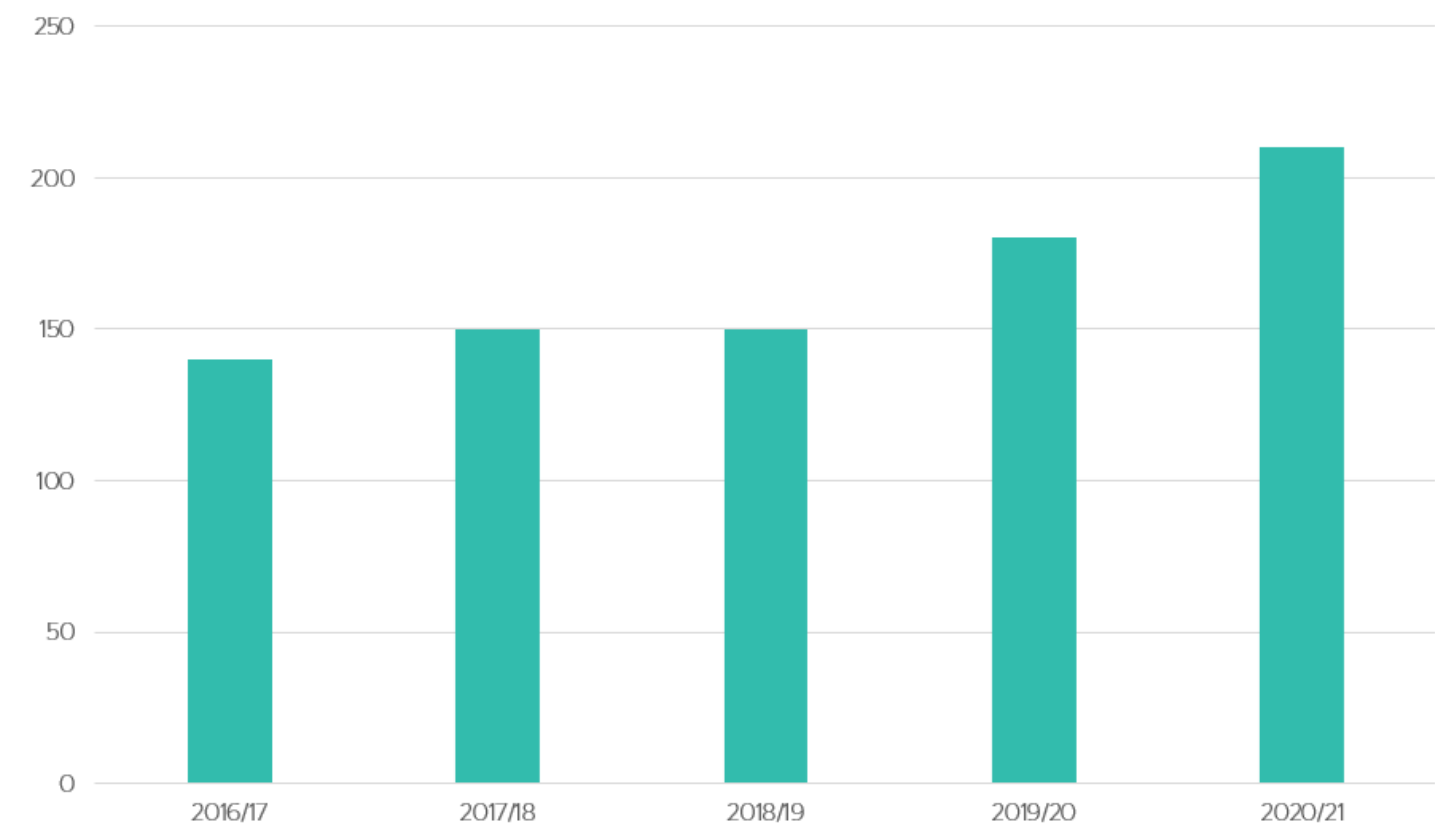
Social Support is a community based service targeting frail aged and younger people with disabilities to continue to live in their own homes by offering social support services, including shopping, banking, account paying, appointments and social outings.

Source: Parkes Neighbourhood Central Service Outputs for Parkes Shire July 2016 - June 2021

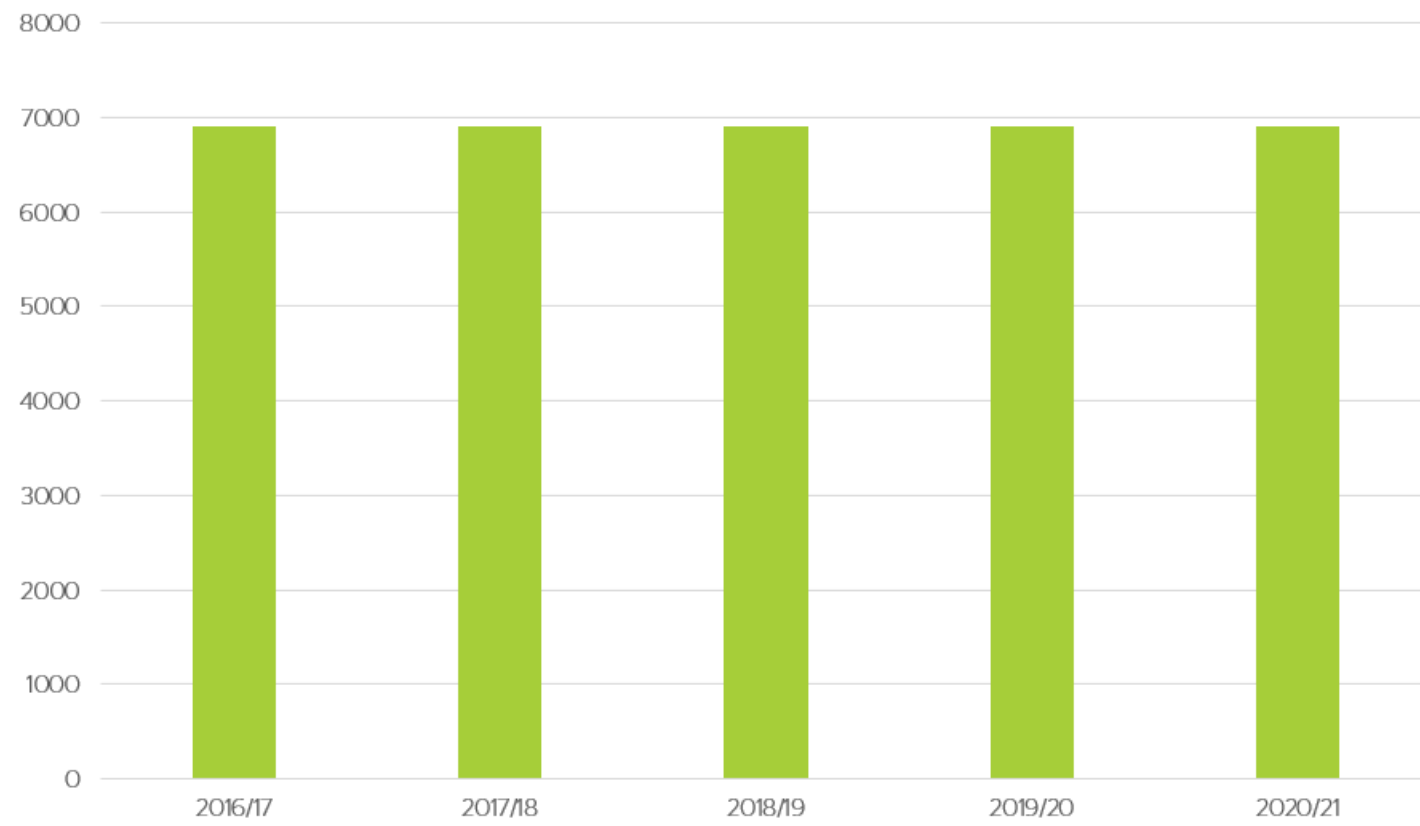
Community Transport Clients



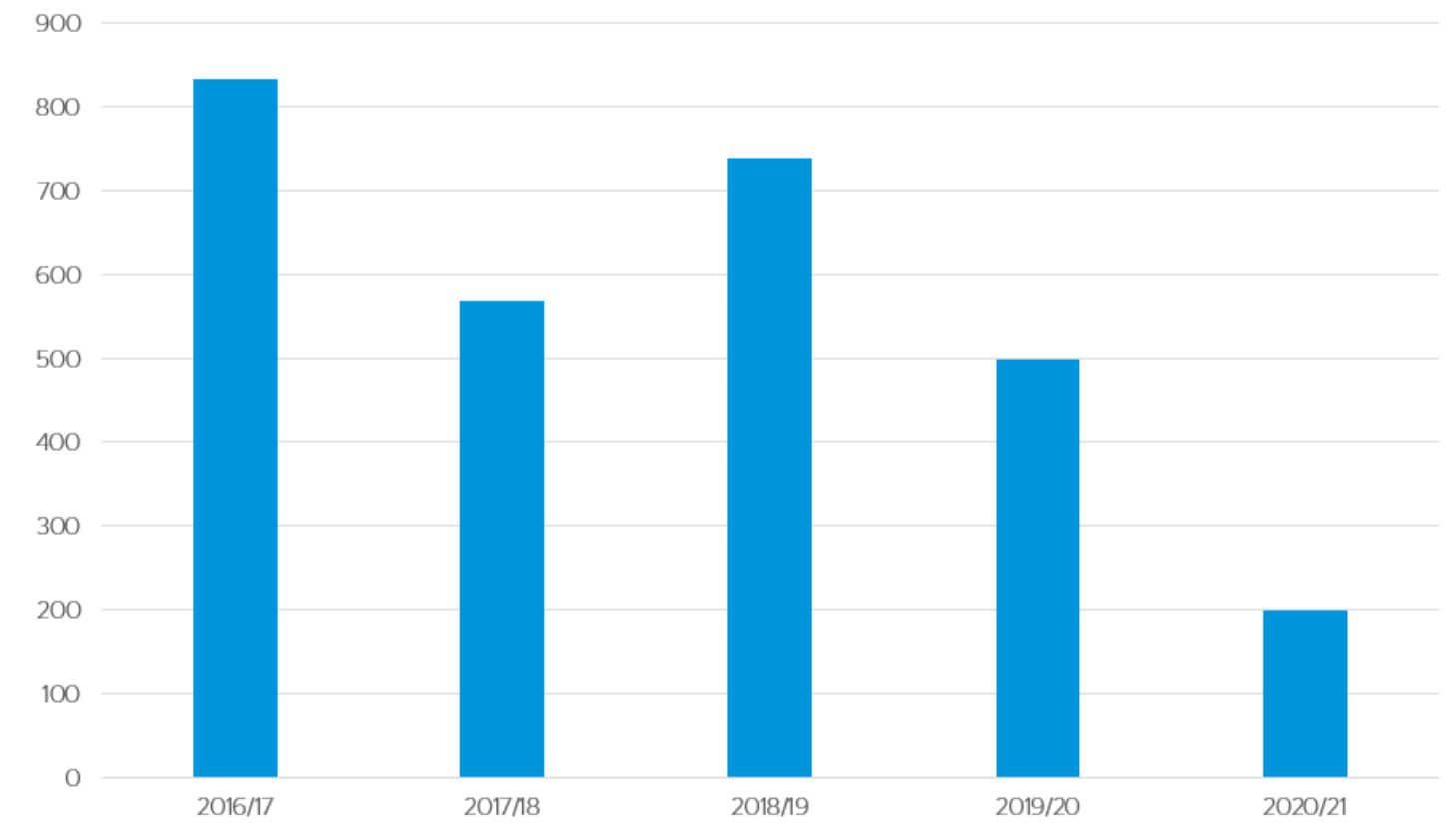
Home Modification and Maintenance Clients



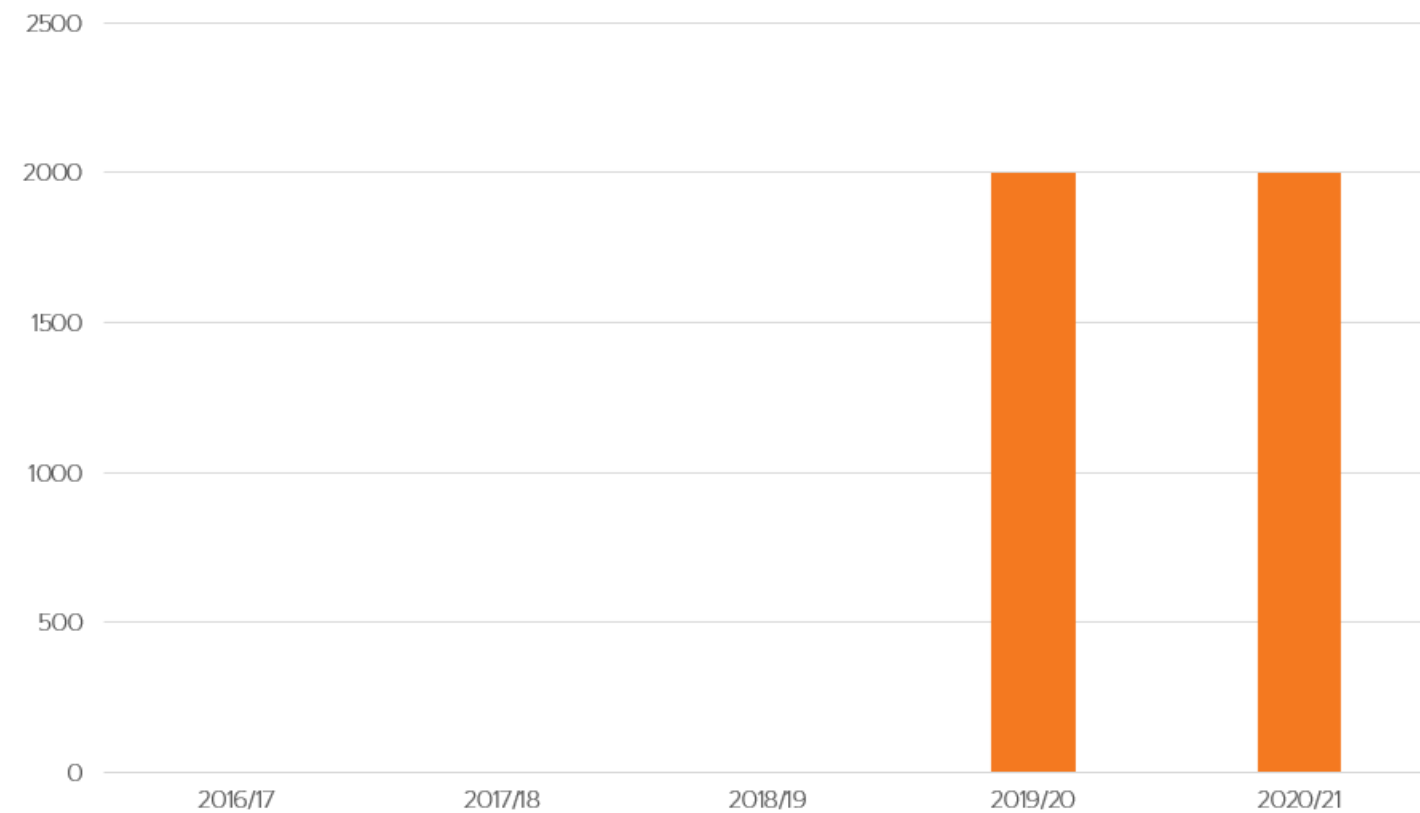
Social Support Individual Hours



Parkes Palliative Care Volunteer Service Hours



Social Support Group Hours



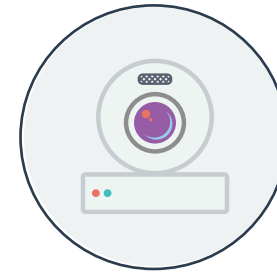
DELIVERY PLAN HIGHLIGHTS



Access to whole of life medical facilities and ancillary services

Council was heavily involved in the lobbying of the State Government to restore maternity services at Parkes Hospital during the term. As part of Council's commitment to restoring services, it hosted a public meeting to discuss the future of Parkes health services in December 2019. In support of the public meeting, 36 submissions were received for discussion on the night with community members to assist in identifying priority issues which were submitted to the NSW Minister for Health.

Council secured funding to provide alterations and additions to the existing Tullamore MPS which provided a much needed space for a GP, Tegisrar, treatment nurse, 17 seat waiting room, pharmacy and reception area. Council was successful in securing \$400,000 in funding from the NSW Government's Stronger Country Communities fund, and \$50,000 from NSW Health. Council provided funds to the value of \$139,778 for the project. The project was delivered in early 2020.



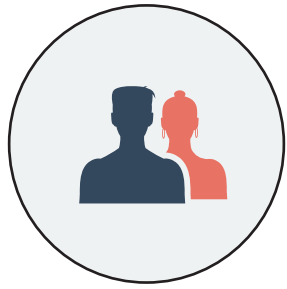
Public health and safety initiatives

Council partnered with the Central West Police District to roll out the final phase of upgrades to the Parkes CBD network thanks to funding from the Australian Government's Safer Communities Fund. The funding allowed for 24 new CCTV cameras, artificial intelligence software and a new video workstation based at Parkes Police Station to be rolled out in 2020.

Council also purchased a Mobile CCTV Trailer that is deployed at events and areas of concern to assist in ensuring the safety of the public is prioritised at events.

24-hour CCTV cameras were installed at Alectown, Gunningbland, Bogan Gate, Trundle, and Tullamore landfill sites.

Council was announced as a Yellow Ribbon Council by Safer Australian Roads and Highway (SARAH) in May 2021 for its long-time support of National Road Safety Week. Council has been supporting and promoting National Road Safety Week since 2017, with staff wearing yellow lapel ribbons, fleet vehicles fitted with the yellow vehicle stickers, and our email signature displaying the National Road Safety Week artwork.



Promoting and developing health education and encouraging people to take personal responsibility for their health and wellbeing

Council received funding from the Stronger Country Communities funding to develop the Heads Up, Heads Together Youth Mental Health Program. The program was developed to engage with youth aged 12-24 and formed a framework of events held across the Shire in 2020 and 2021 in Parkes, Peak Hill, Trundle, and Tullamore. Youth were provided with information packs, connections with support services, and careers advice which was supported by Counsellors at local schools for participating in the program.

The Lachlan Health Council is a vital resource for the Parkes Shire, with the role of the council being to advocate for the community, communicate the local health issues, identify community needs and work with the local health service to deliver these needs. The Lachlan Health Council continued to be supported by Council in this term with a Councillor representative (either the Mayor or Deputy Mayor) attending monthly meetings.

Council continued to be the auspice for the Parkes & Forbes Community Drug Action Team (CDAT), with representations from Council on the team. The program aims to reduce alcohol and other drug harms in the local community with initiatives during the term including the Parkes PCYC Fit for Life Program and the Peak Hill Friday Fun Day Outreach.



Community Strategic Plan Goal

An important part of the makeup, personality and potential of Parkes Shire are the various individual communities. These communities want to grow and be viable into the future. Long term urban development plans which build on the various strengths need to be developed and implemented. Whilst they are individual communities, they are still part of the whole Parkes Shire. If the Shire grows and is strong then the communities have the best chance of reaching their objective viability. The communities need to work together and with the Council to support one another in their endeavours. Sustainable land use planning is needed to guide how our communities grow and develop in the future.

Parkes Shire Delivery Plus Link:

COMMUNITY+ WELLBEING

Assessing Progress

Council recognises that the townships have established community consultative committees. Council will have continued to support these communities in working towards their visions and goals devised by those township or communities. Council will have continued to apportion funding for these bodies via the town improvement vote that is allocated on an annual basis and maintain the strong communication links that have been developed. Council will analyse and report on census data from the Australian Bureau of Statistics.

Position Statement

Parkes Shire is a rural community and the social importance of support and growth to these communities has even more emphasis than the economic benefits which are intrinsically linked.

Many communities are struggling to maintain essential services and Council will be measured on its efforts in maintaining if not further developing its townships.

Strategic Objectives

- 3.1 By our Communities being committed to strong Social Justice Principles and the disadvantaged
- 3.2 By including and increasing the quality of life for members of the community with a disability
- 3.3 By implementing and continuing to review local community Strategic Plans for all the townships within the Shire
- 3.4 By Communities having active and engaged Community Consultative Committees and other community groups working on behalf of their townships
- 3.5 By our communities having equitable access to services including education, health, technology and transport

Delivery Program Performance



COMPLETED
20

Work is completed /
target achieved



PROGRESSING
7

Multi-year project or is
still underway



NOT PROGRESSING
0

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Indigenous Services	91%	79%	▼
Customer Service	79%	82%	▲



Indicators

Community Township Strategic Plan Actions

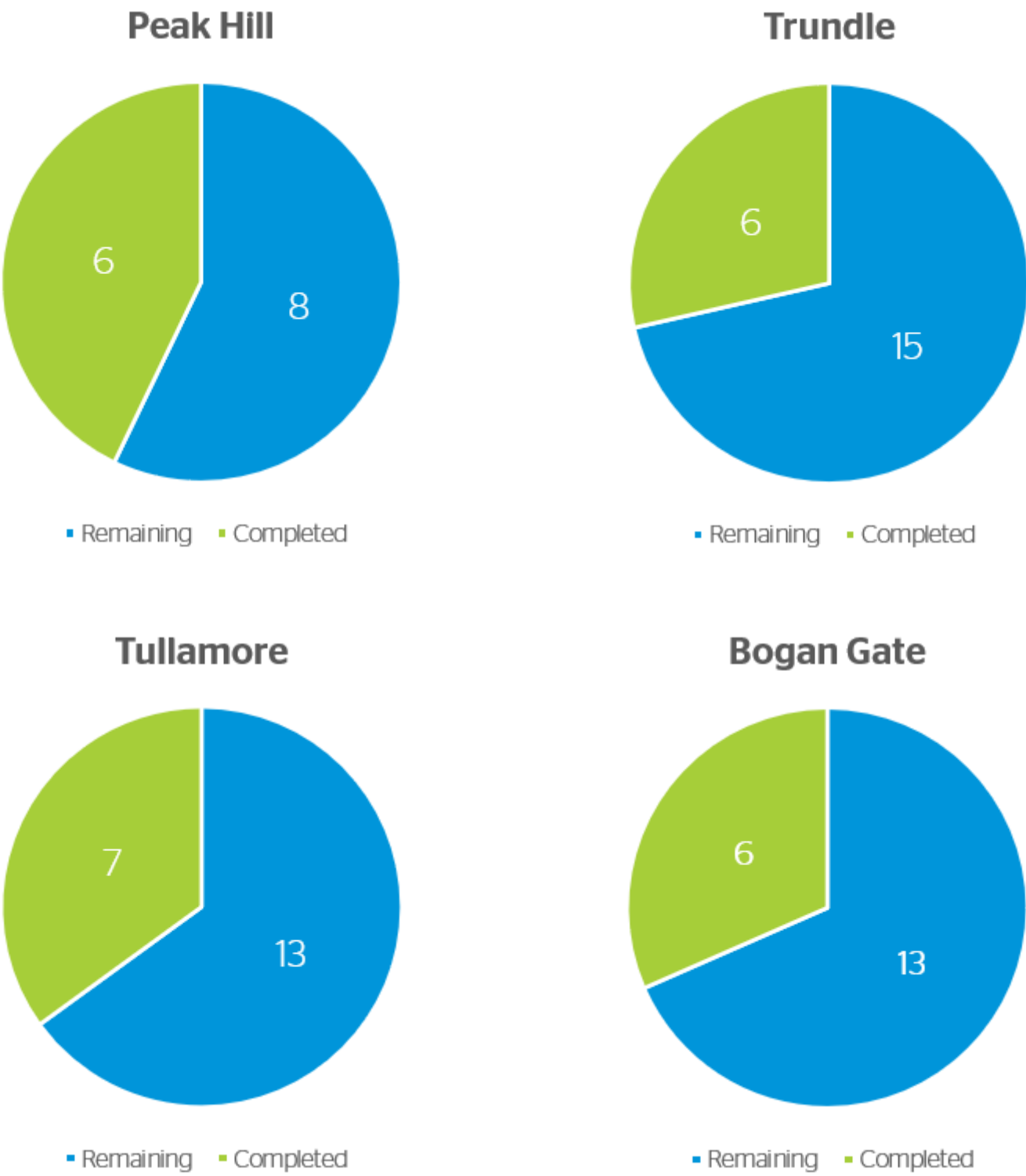
Each Township Community Strategic Plan has a list of Priority Actions which were set by the community after thorough community engagement sessions.

Community Consultative Committees from each township can make requests to Council for assistance to achieve these goals by requesting funding allocations from their Town Improvement Fund or utilising Council's Grants Team to help achieve grant funding to drive the project or action. Displayed right is a status update of these actions, based on assistance provided by Council.

To the far right Town Improvement Fund allocations are also listed outlining funds released on request for community projects throughout the term. The total allocation for the term was \$2.8m, with \$2.1m spent.

** Total Funds Available is the combination of each previous years carry over funds and yearly budget amount.*

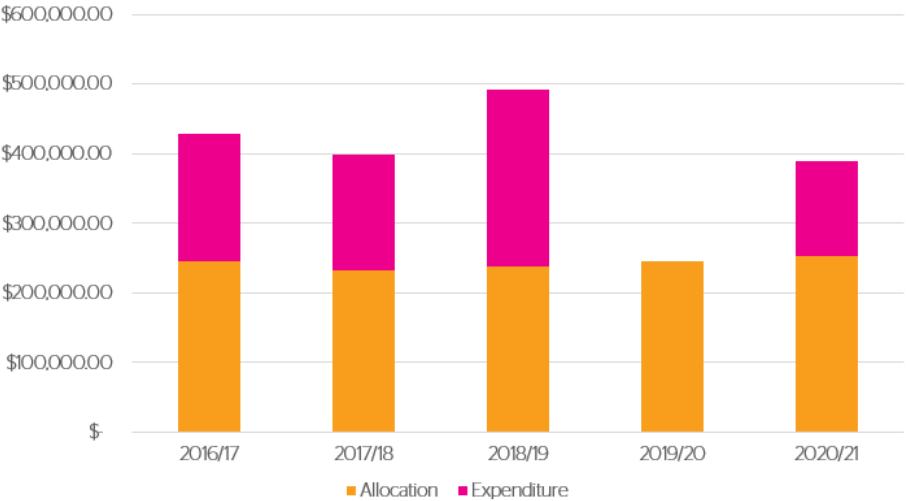
Township Strategic Plans Project Status



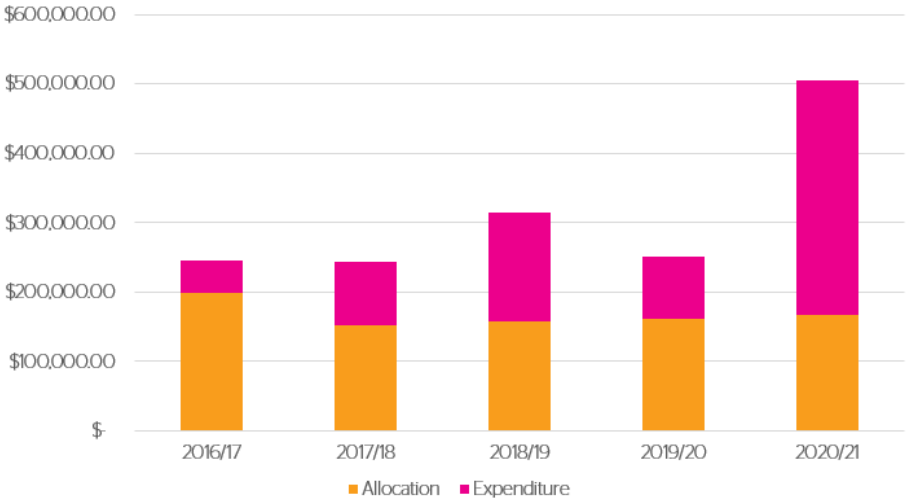
Town Improvement Funds

Allocation v Expenditure

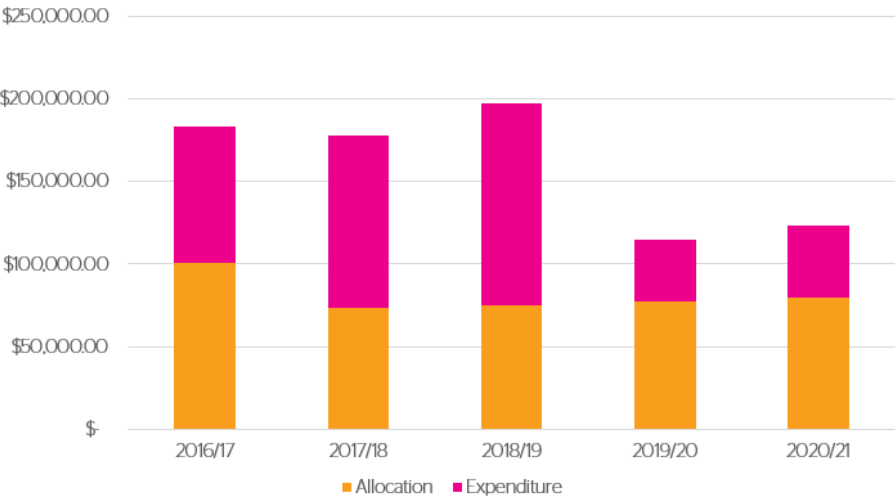
Parkes



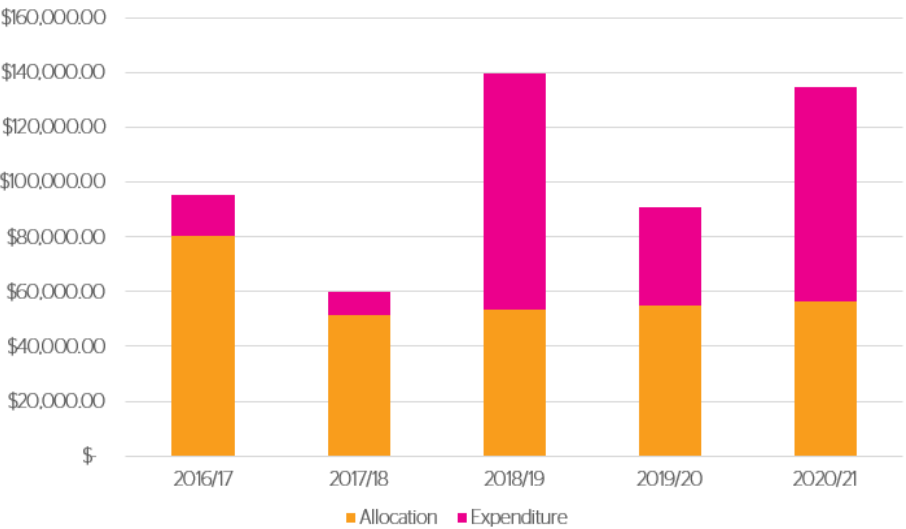
Peak Hill



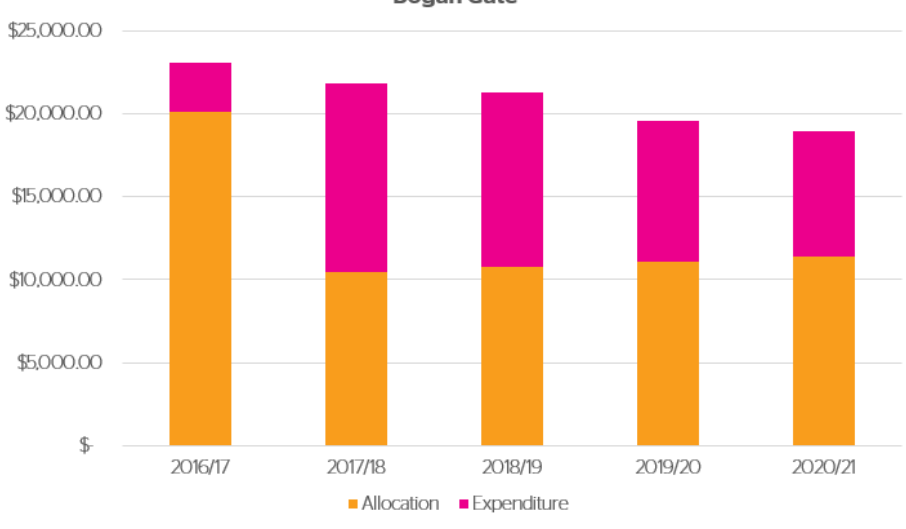
Trundle



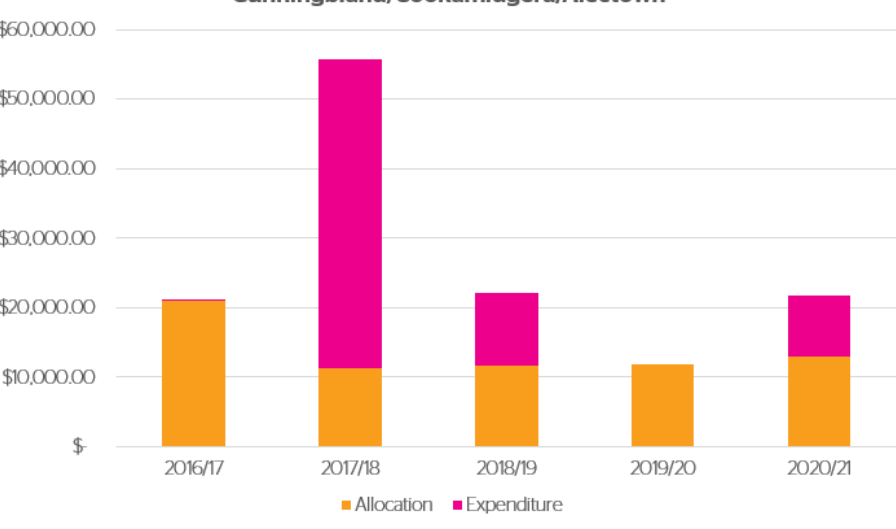
Tullamore



Bogan Gate



Gunningbland/Cookamidgera/Alectown



Indicators

Successful Grants

The data displayed to the right is a summary of the total value of grants secured with the assistance of Council's Grants Team during the 2017/18 to 2020/21 term.

94% of grant funding secured in the period was awarded to Council Grants. This funding was used to enhance the social and economic capacity of local communities through the provision of quality services and infrastructure. The remaining 6% of grant funding secured in the period was awarded to community groups for the betterment of the Parkes Shire.

The tables displayed show the funding distribution breakdown by Council and Community Grants, and the funding distribution by township.

Source: Parkes Shire Council Grants Team

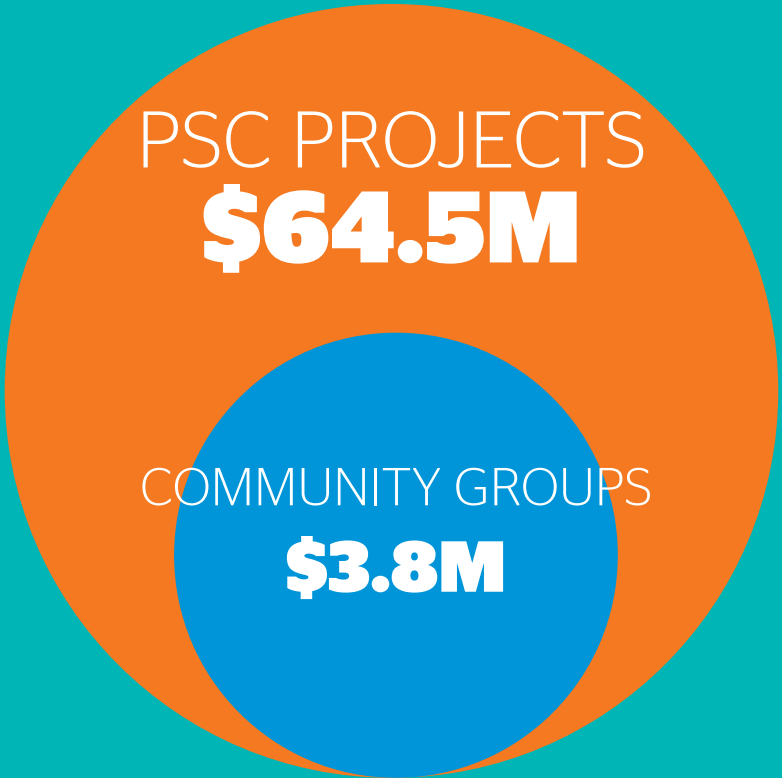
Grants & Funding

2016/17 to 2020/21

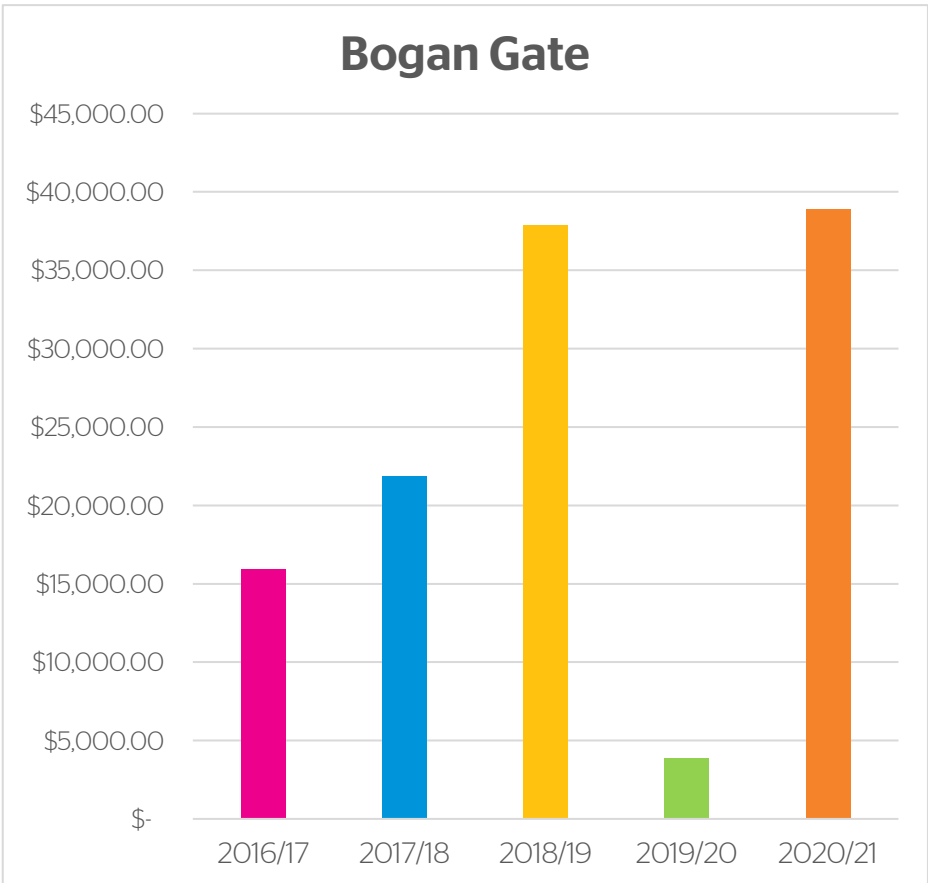
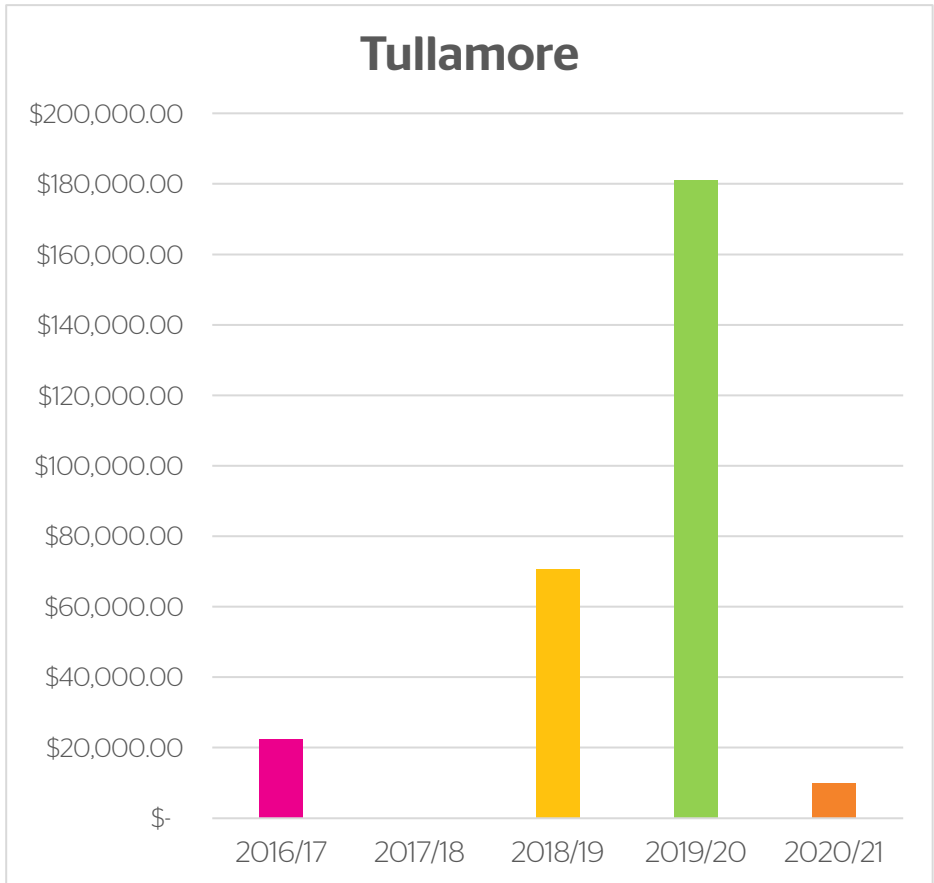
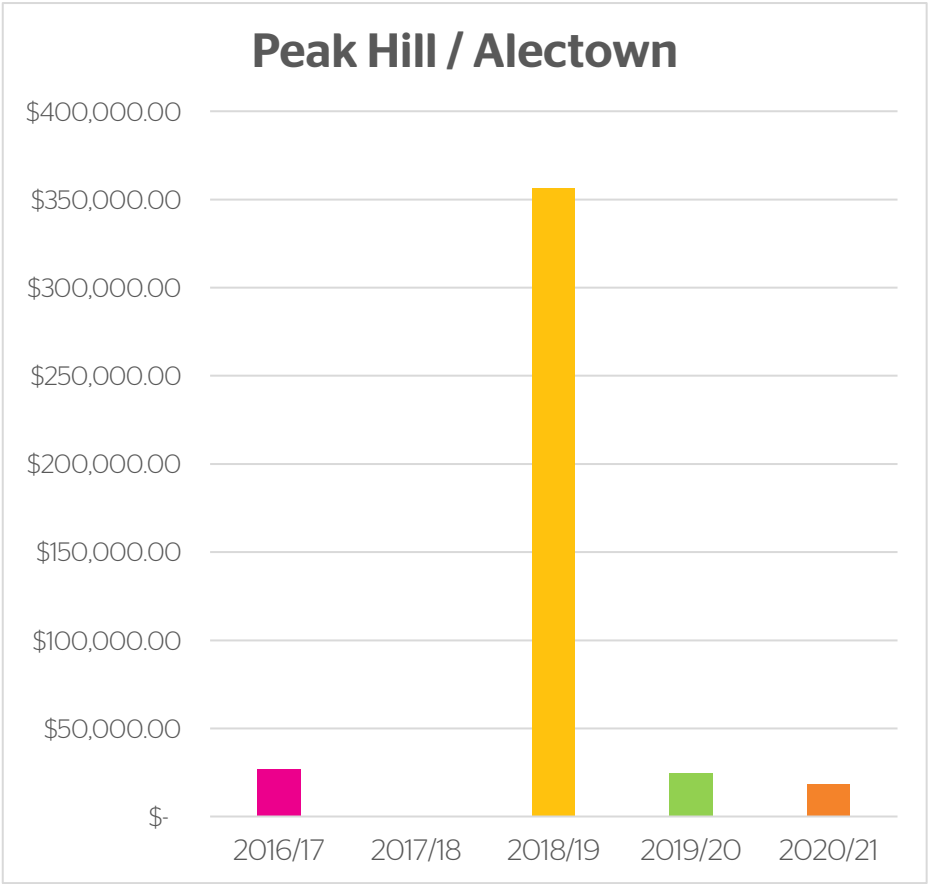
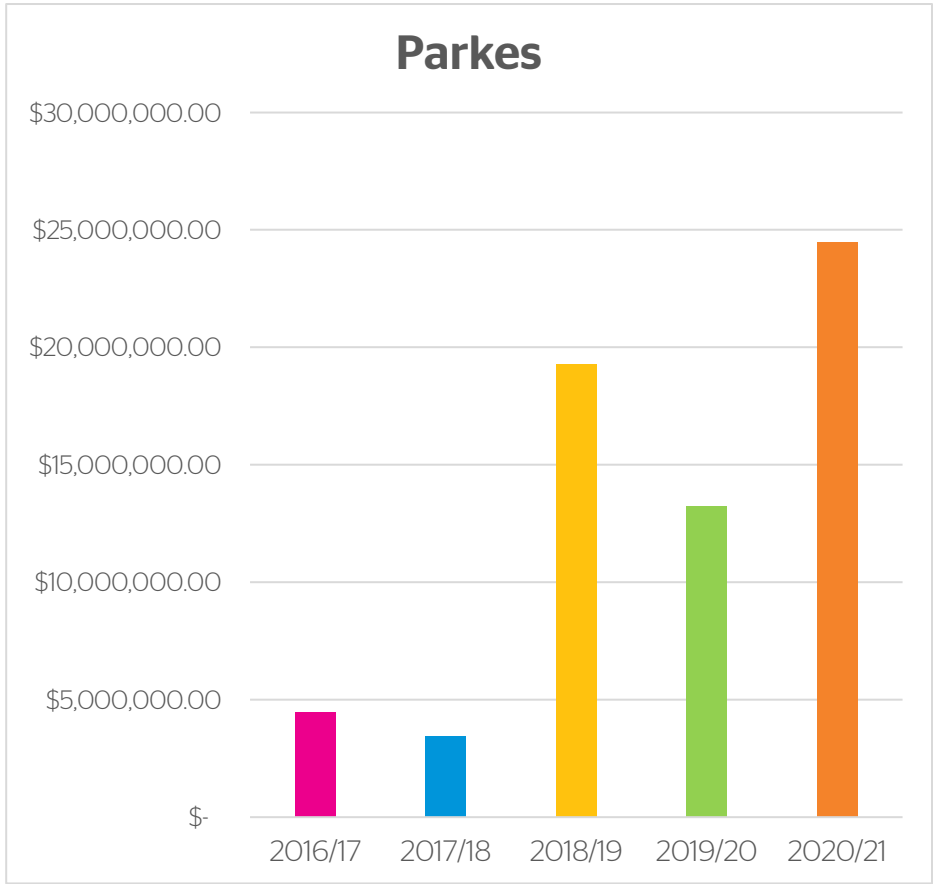


SUCCESSFUL GRANTS
\$68.4M

579 community groups assisted
with funding applications



PARKES **\$64.8M**
PEAK HILL / ALECTOWN **\$426K**
TRUNDLE **\$1.4M**
TULLAMORE **\$284K**
BOGAN GATE **\$118K**
COOKAMIDGERA **\$20K**



DELIVERY PLAN HIGHLIGHTS



Active and engaged Community Consultative Committees and community organisations

The Parkes Shire Community Financial Assistance Program (CFAP) continued to assist local community groups and organisations in the Parkes Shire during the term, with over \$29,000 donated to 40 community groups and organisations in the Shire.

Throughout the term, \$2.86 million was allocated to the Parkes, Peak Hill, Trundle, Tullamore, Bogan Gate, Alectown, Gunningbland, and Cookamidgera Town Improvement Funds with \$2.18 million spent.

Key projects completed during the term utilising Town Improvement Funds include:

- Upgrades to Trundle Showground Amenities
- Upgrades to Carrington Hotel, Peak Hill
- Changerooms and Public Amenities at Pola Park, Tullamore
- Bogan Gate Carpark
- Shade Shelter at Cookamidgera
- Fencing at Alectown Hall
- Air Conditioner upgrade at Parkes Early Childhood Centre



Implementing, and reviewing local community Strategic Plans for all the townships within the Shire

Council continued to consult with the township Community Consultative Committees to review the Community Strategic Plans for Peak Hill, Trundle, Tullamore, and Bogan Gate in 2018. As part of the review, service areas and projects were identified for each township which provided Council with an understanding of the priorities for the townships.

Over the term, a total of 25 projects were completed across the townships, including:

- 6 projects in Peak Hill (*including upgrades to Lindner Oval to include children's playground equipment*)
- 6 projects in Trundle (*including upgrades to lighting at Berryman Oval*)
- 6 Projects in Bogan Gate (*including a new shelter at Memorial Park*)
- 7 projects in Tullamore (*including providing a Doctors residence*)

Council will continue to regularly consult with the community to ensure the communities' visions and expectations are aligned with the Community Strategic Plan and appropriate funding opportunities are sourced to assist with completing projects.



Communities commitment to strong Social Justice Principles and the disadvantaged

In light of the COVID-19 pandemic, Council, in cooperation with NSW Health, provided information regarding the coronavirus for the Parkes community via a COVID-19 hub on its website. The hub acted as a 'one-stop-shop' for the community to access information including Public Health guidelines including access to public facilities, vaccination roll-out information, and drive-thru COVID testing facilities.

Council implemented the community initiatives of 'Neighbourhood Note' which is aimed to help the more vulnerable people in our community by letting them know how you can help, and pop it in their letterbox, with support from local businesses.

Council initiated a Council Community Support Program with the various charity and community support groups within the Shire. Council worked closely to offer support from Council staff to assist with services such as Meals on Wheels lunch deliverables, packing food hampers with Anglicare, and providing supermarket 'Click and Collect' deliveries to the towns of Trundle and Tullamore where delivery services are unavailable.

Council also liaised with local and regional food delivery service providers and have passed on regular updates to the village community representatives regarding food services available in their areas, as well as vaccination clinic information and community transport services available.

Council continued to support the Commonwealth Home Support Programme, facilitated by Neighbourhood Central, during the term. Council is pleased to report that community transport was accessed by 4,582 clients in the Parkes/Forbes/Lachlan and Bland Local Government Areas during the term.

Council was dedicated to assisting residents through the drought with the implementation and support of various programs and initiatives, including:

\$2M funding for Drought Projects in Parkes Shire

\$2M in funds were secured from the Drought Communities Program for projects including weather-proofing the Cookamidgera Hall, upgrading changerooms at Berryman Oval, and the employment of a Drought Response Officer (in partnership with Neighbourhood Central).

Free Standpipe Water for Approval Farming Enterprises

Council introduced a new Standpipe Water Scheme in 2019 to allow approved farming enterprises who are not connected to town water supply to access free water from Council's standpipes to provide essential water for stock and domestic use.

Hardship Provision

Council resolved to allow for any rural rate payer in the Parkes Shire to apply for a hardship provision for 2019/20 Rates to be paid over two years. 44 residents accessed this initiative in the 2019/20 financial year.

Entry to Shire Pools

Council resolved to provide free entry to pools across the Shire during the 2018/19 summer season to provide farmers, businesses and residents some small respite and a friendly gathering place for families. Free entry remained in place for village pools for the 2019/20 summer season, and fees were half price for the Parkes Aquatic Centre.

GROW AND DIVERSIFY THE ECONOMIC BASE

Community Strategic Plan Goal

Parkes Shire has many opportunities for future growth in transport, mining, agriculture, industry, tourism, government services, broadband technology and retail. It is important the community understands the scope and interdependencies of these opportunities so they can respond. Agriculture has always been and continues to be, an evolving industry which has largely underpinned the Parkes economy. The nurturing of the agricultural industry is important to our Shire. Learning how to work together and with others outside the Shire will maximize potential and benefits particularly with marketing, technology and retailing. Parkes Shire is recognised nationally as the home of the famous “Dish”. The Parkes brand should build on this enviable strength and related opportunities. Increased economic activity will lead to an increase in population. With more people come the demand for increased retail options, services and service delivery standards. Parkes should deliberately respond to these demands to secure its position as the retail centre of the region.

Parkes Shire Delivery Plus Link:

ECONOMY +

BUSINESS

MARKET

INVEST

LOBBY

Assessing Progress

Parkes Shire will maintain and grow a wide and diverse economic base. Council will demonstrate through its strategic objectives, a concerted effort to retain and attract a range of industry and investment securing the Shire’s economic future. Council will examine unemployment and economic indicators from the Australian Bureau of Statistics, as well as Council development data.

Position Statement

Council is committed to supporting all of the diverse range of economic activities in the Shire. The economic benefits and the flow on improvements to the Shire community quality of life, are embedded on ensuring the reliability and sustainability of the Parkes Shire Economic Base.

Council is also looking to embrace the emerging and exciting developments in digital and fibre optic technologies. Performance will need to be measured in both quantitative and qualitative terms.

Strategic Objectives

4.1 By having a strong Local Business Sector

4.2 By the promotion and marketing of the Parkes Shire as a destination to visit, live, work and invest

4.3 By lobbying government for increased infrastructure & services funding

4.4 By attracting business investment into the Shire

4.5 By developing and implementing a range of Strategic Economic Development projects to drive economic diversification, investment, employment & population growth

4.6 By the implementation of innovative technology strategies to ensure that the Parkes Shire becomes a more connected, agile, smart, and vibrant community

Delivery Program Performance



COMPLETED
20

Work is completed /
target achieved



PROGRESSING
32

Multi-year project or is
still underway



NOT PROGRESSING
5

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Festival / Events	95%	92%	▼
Museums	90%	92%	▲
Development Approvals	71%	66%	▼
Town Planning	82%	71%	▼
Tourism	95%	91%	▼
Business & Industry Support	84%	78%	▼
Caravan Park	92%	91%	▼



Indicators

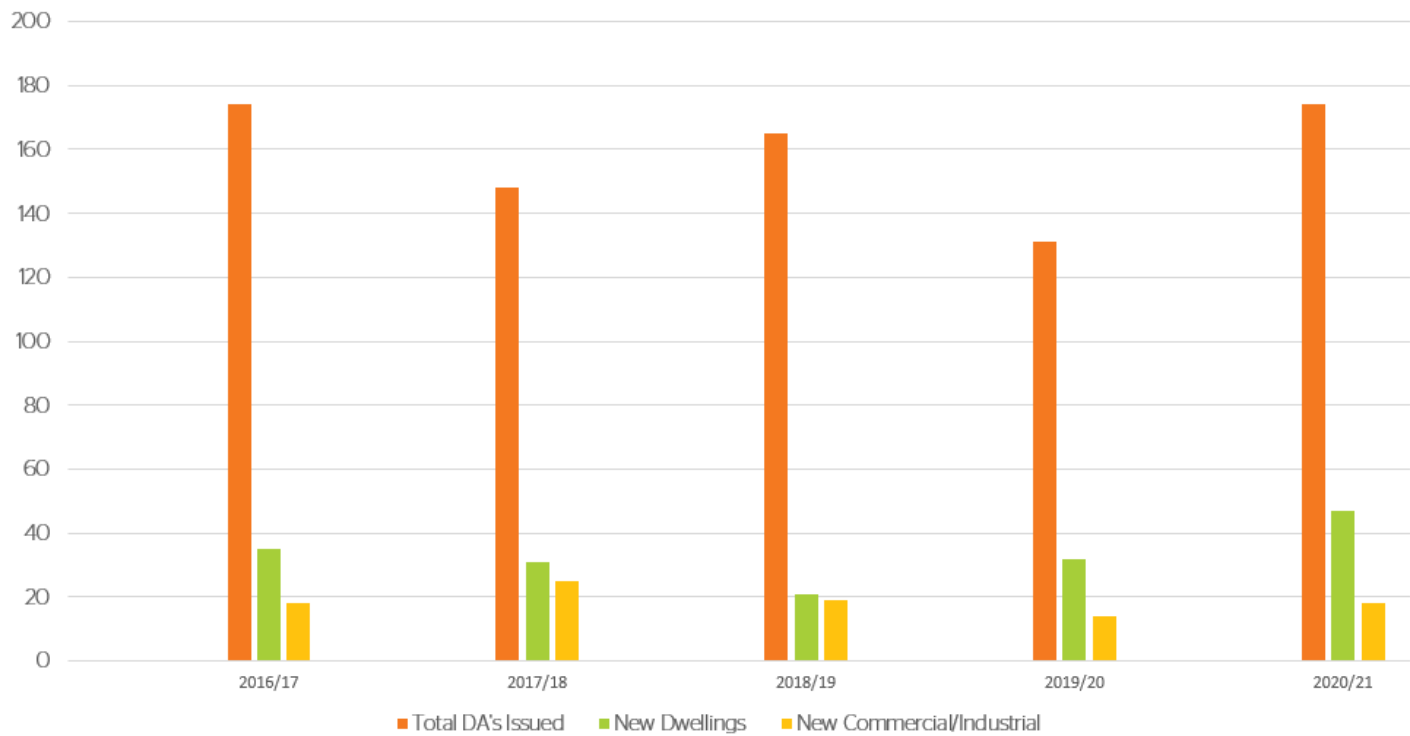
Parkes Shire Development Activity

This data has been generated from Parkes Shire Council's Customer Request Management System.

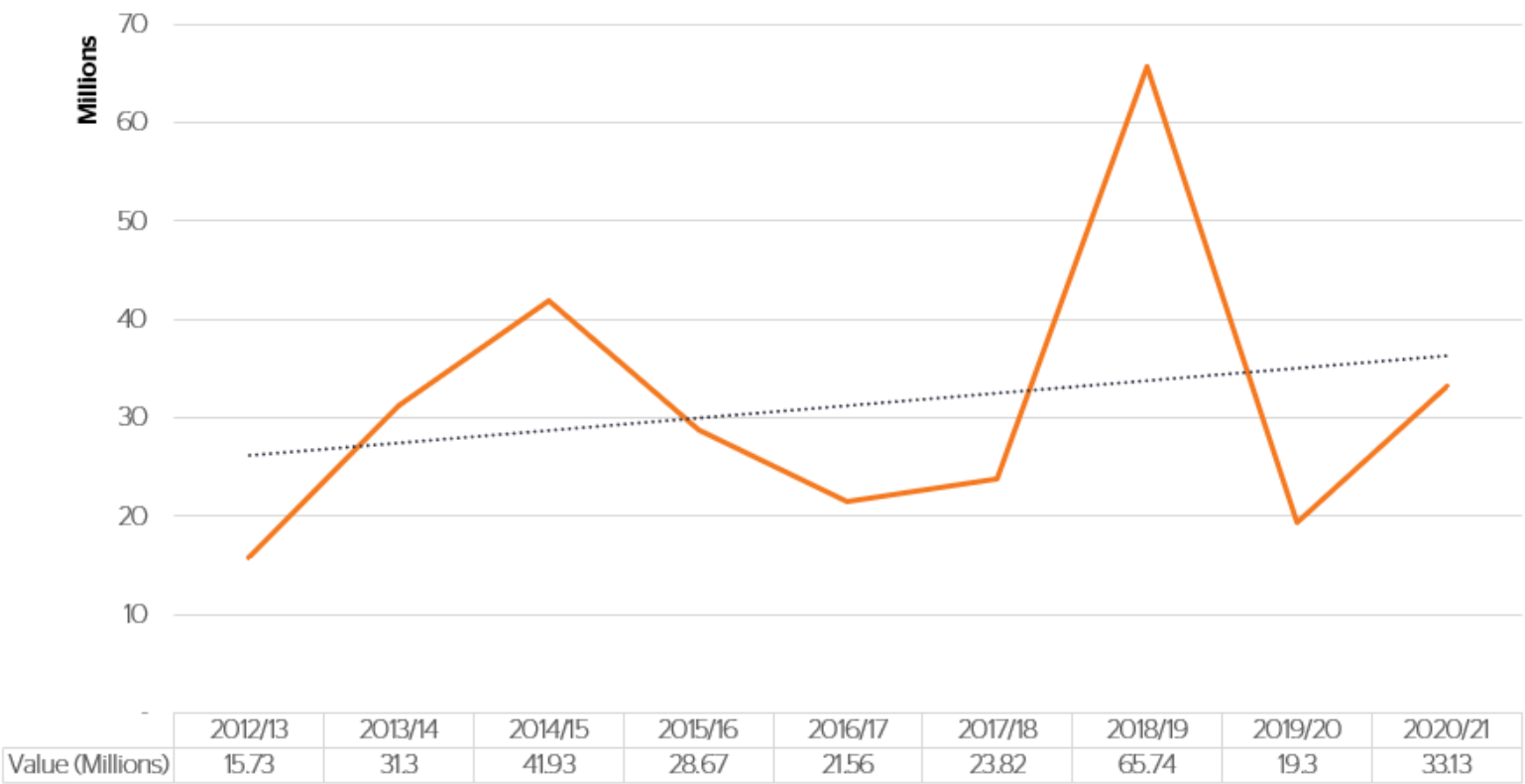
These records are created as the Development Applications are received and reported to Council annually as a summary of the financial year.

Source: Parkes Shire Council Customer Request Management System

Development Approvals
2016/17 - 2020/21



Estimated Value of Development Proposals



		2016/17		2017/18		2018/19		2019/20		2020/21
Building Type	No.	Estimated Value	No.	Estimated Value	No.	Estimated Value	No.	Estimated Value	No.	Estimated Value
Commercial	15	\$2,734,999.40	17	\$3,722,769.00	11	\$291,410.00	7	\$146,445.00	9	\$3,308,790.00
Community Facilities	6	\$2,821,490.00	4	\$2,599,395.00	6	\$3,484,399.90	7	\$795,890.00	2	\$40,300.00
Industrial	3	\$91,000.00	8	\$728,500.00	8	\$24,885,800.00	7	\$2,213,000.00	9	\$2,168,339.00
Infrastructure	2	\$232,449.00	5	\$1,287,000.00	10	\$25,869,824.00			3	\$1,192,500.00
Tourist Development	4	\$208,000.00	4	\$3,000.00	1	\$88,006.00	2	\$-		
Single Dwelling - House	34	\$10,150,691.00	28	\$8,403,387.29	21	\$6,318,934.00	30	\$10,440,131.00	43	\$16,875,435.00
Residential Alterations & Additions (incl. ancillary/outbuildings)	92	\$2,731,518.00	73	\$2,156,239.00	89	\$3,483,630.87	63	\$2,421,514.41	100	\$5,14,324.00
Residential Other										
Multi-Residential	4	\$2,528,510.00	5	\$4,717,974.00	1	\$185,257.00	2	\$2,993,319.00	7	\$3,257,000.00
Seniors Living	1	\$96,000.00					1	\$7,847.00		
Secondary Dwelling	8	\$7,500.00	4	\$-	12	\$-	8	\$-	9	\$186,500.00
Other (incl. demolition, earthworks, advertising structure)	1	\$180,000.00	3	\$300,000.00			2	\$256,350.00	4	\$874,387.00
Mixed Development	4	\$146,000.00			6	\$1,136,840.00	2	\$32,500.00	6	\$130,000.00
Total	174	\$21,568,157.40	148	\$23,827,264.29	165	\$65,744,101.57	131	\$19,306,996.41	174	\$33,137,575.00



	Total Approvals	Estimated Value
Previous Term Average Figures (2012/13 - 2015/16)	185	\$29,428,556.82
Current Term Average Figures (2016/17 - 2020/21)	792	\$32,716,818.93

Indicators

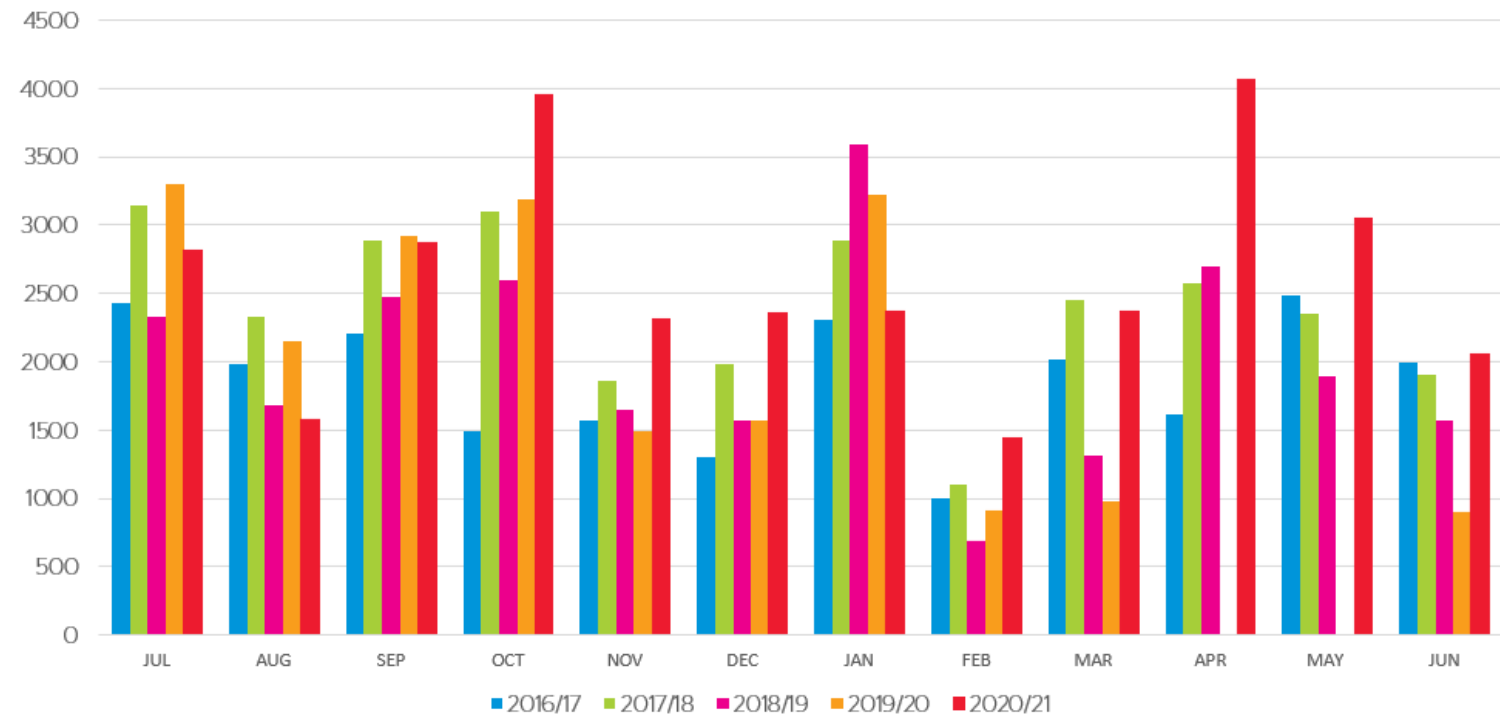
Parkes Shire Visitors Information Centre Statistics

The data provided right is collected by Council Visitor Services Staff regularly and submitted to Council on a monthly basis.

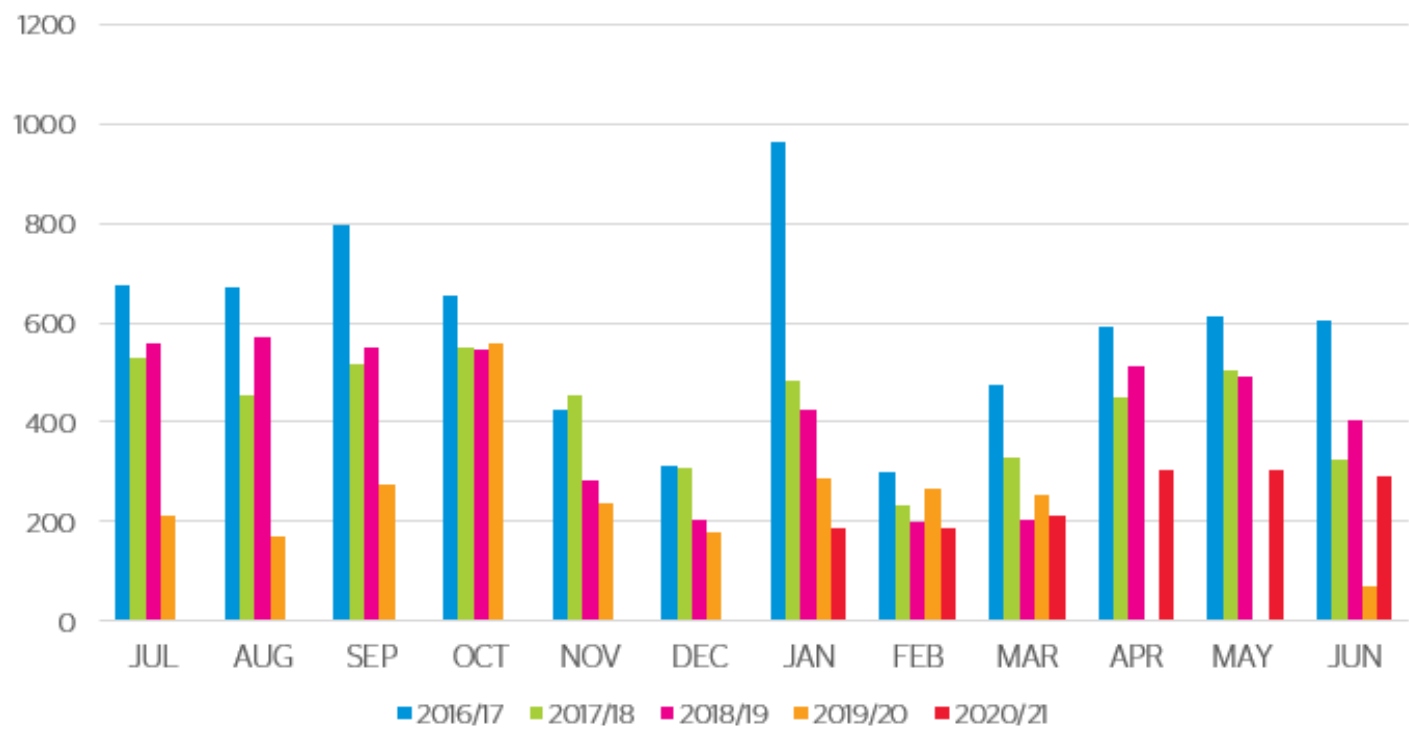
Visitor Enquiries are any attendees to the Visitors Centre in Parkes and Peak Hill, Henry Parkes Ticket Sales refer to tickets purchased to the Museum.

Source: Henry Parkes Centre data collection

Visitor Statistics
Parkes Visitors Centre

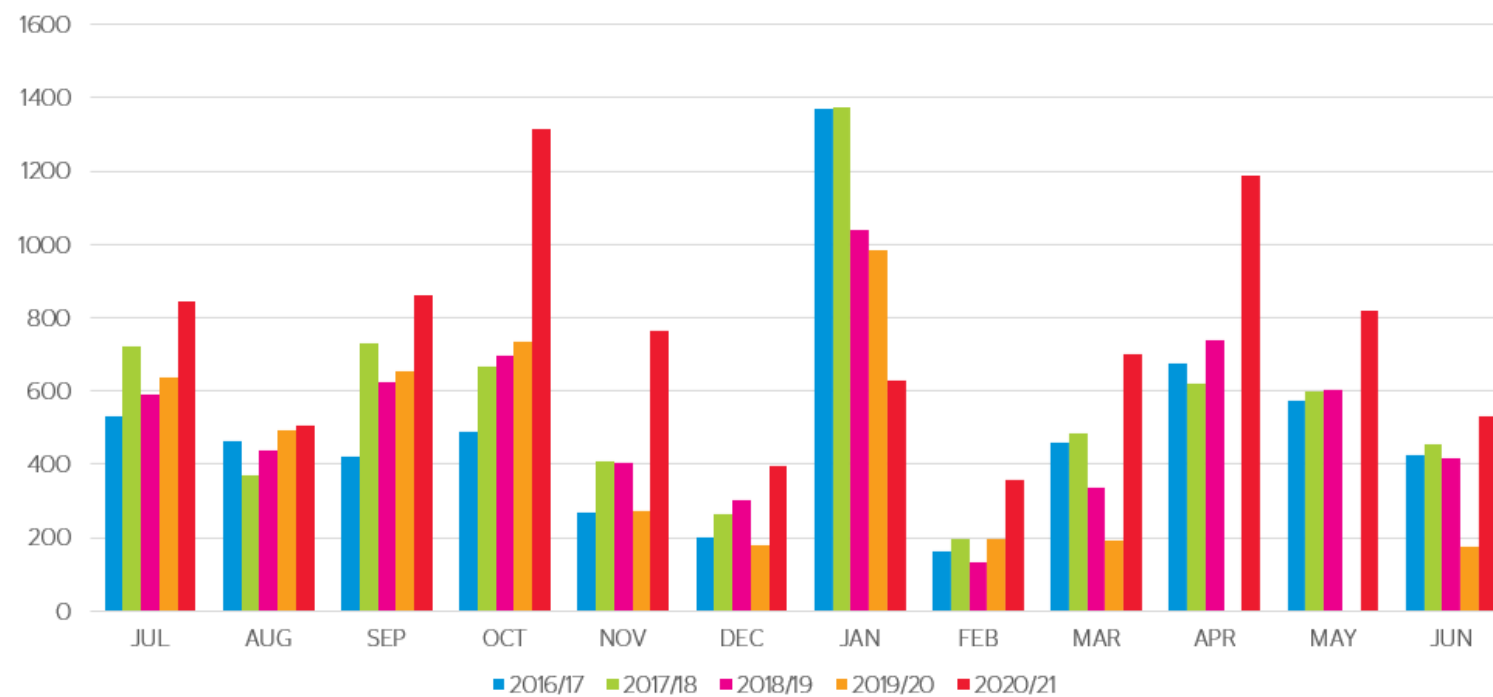


Visitor Numbers
Peak Hill



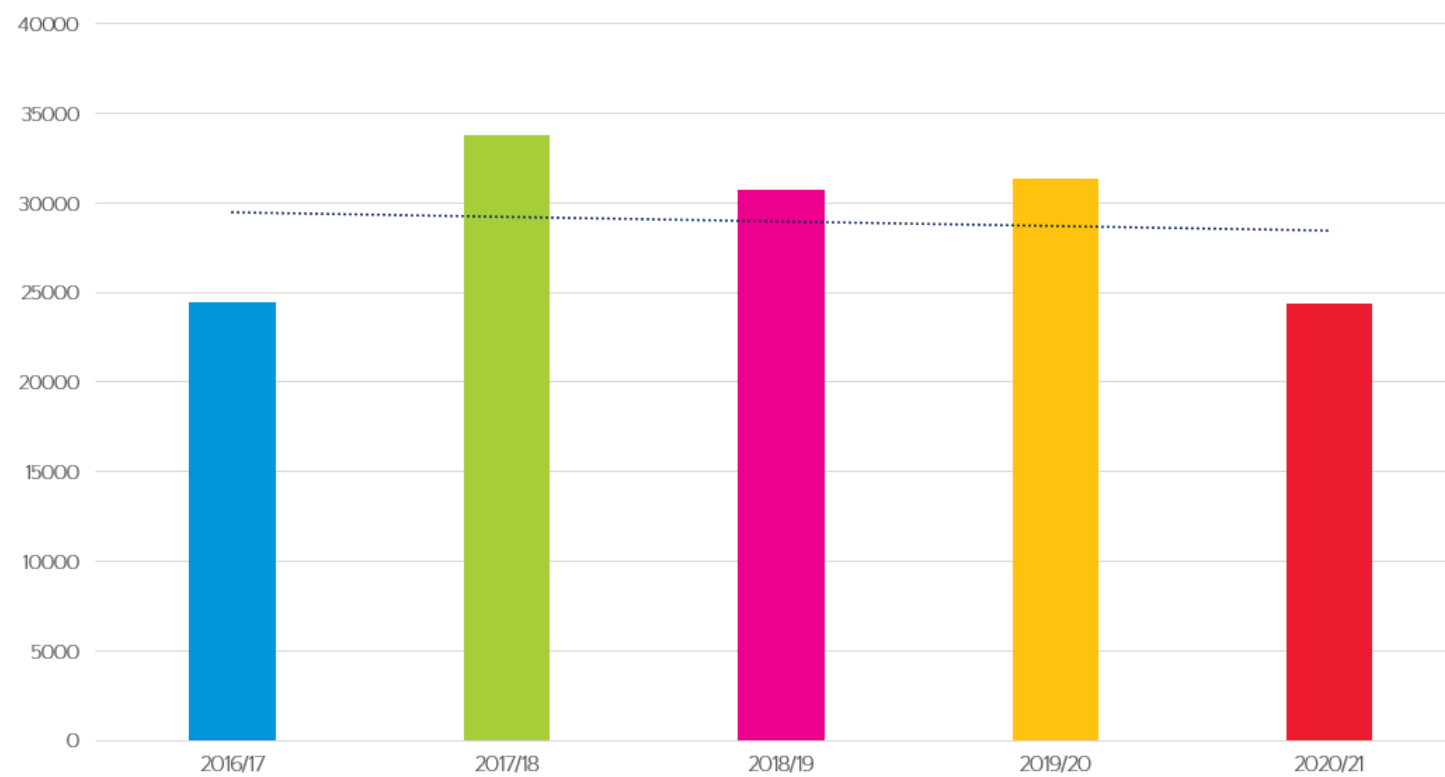
Ticket Sales

Henry Parkes Centre



Visitor Statistics

Parkes Shire





Promotion and marketing of the Parkes Shire as a destination to visit, live, work and invest

Council received \$50,000 from the NSW Government under the Regional Growth Marketing and Promotion Fund towards the promotion of the Parkes Shire as an attractive place to live, work and invest. Council matched this funding to deliver a substantial integrated business to business marketing campaign targeted at the Western Sydney region to create awareness about the benefits of relocating or expanding to Parkes.

Council was awarded a number of awards during the term recognising its success with destination marketing, including:

- 2018 QANTAS Australian Tourism Awards (Bronze) - Parkes Elvis Festival
- 2019 Festival and Events Hall of Fame Inductee - Parkes Elvis Festival
- 2020 RH Dougherty Excellence in Communication (Division A) - Parkes Elvis Festival Community Strategy
- 2020 RH Dougherty Innovation in Special Events (Division A) - 50th Anniversary Celebrations of Parkes' role in the Apollo 11 Mission

Council commissioned local artists during the term to provide the art works in the Parkes CBD and Shire villages which all reflect elements of Parkes' character through sculptures and murals covering themes of history, astronomy, pop culture, literacy, agriculture and indigenous heritage which depict the essence of these thriving country communities.

15 pieces of public art were installed during the term, with key pieces including Pholeros Lane facing Cooke Park, Melvin the Ram at Peak Hill, Trundle Through Young Eyes and Tullamore GrainCorp Storage Facility.

Parkes Elvis Festival continued to be a massive success during the term with this being the first term that Council has managed and delivered the event including programming, marketing, logistics and infrastructure.

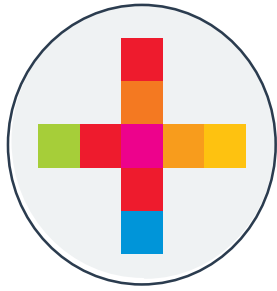
The event drew over 70,000 festival-goers to the Shire which generated more than \$27 million in direct visitor expenditure for the Shire to benefit from.

During the term Council's Economic and Business Development team supported over 380 events in the Shire.

The Henry Parkes Centre (HPC) continued to provide a high level of visitor information services during the term with 126,000 visitor enquiries actioned and 36,000 tickets sold for the Henry Parkes Centre's Elvis and Henry Parkes Museums. The HPC continued to promote the Parkes Shire as a desired destination through the generation of over \$260,000 in revenue, with \$160,000 of this made up of merchandise sales.

Popular lifestyle program Better Homes and Gardens showcased local food and destinations in 2020 with presenter, 'Fast' Ed Halmagyi enjoying a recipe road trip through Parkes and Forbes.

Council introduced the Shop Parkes Region Gift Card program in 2018 in partnership with Why Leave Town Promotions. The program aimed to stimulate economic activity and support the local business economy. To date, \$337,109 has been loaded onto the gift cards with \$265,706 spent.



Developing and implementing projects to drive economic diversification, investment, employment & population growth

The Parkes CBD Vibrancy Strategy was adopted in 2016. This Strategy

The Parkes CBD was reinvigorated with construction of an \$8.5 million Main Street Revitalisation Project and Multipurpose Centre development in Cooke Park commencing during the term. These projects were included in Council's Parkes CBD Vibrancy Strategy which aims to inject new life and vitality into areas of the Parkes CBD which lacked vibrancy.

Works commenced on the Main Street Revitalisation Project in August 2019 and were completed over 12 months, with the Lower Clarinda Street officially opened in September 2020 by Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack.

Construction of the \$4.2 million Cooke Park Multipurpose Centre commenced in July 2019 and gained practical completion in April 2021. The official opening of the centre is planned for 2021/22.

Council was successful in securing over \$940,000 in funding from the NSW Government through the Your High Street program to revitalise the Trundle Main Street. Council commenced consultation with members of the Trundle community in late 2020 to develop ideas and solutions designed to improve this space to best meet the needs of the Trundle community. The project outcomes include improvements to pedestrian access and safety, tree planting and a new community hub to provide a gathering spot and events to draw in the community and passing motorists. Works are expected to commence in 2021 and be completed by June 2022.



Attracting business investment into the Shire

Council was acknowledged with a Highly Commended for Excellence in Communications at the RH Dougherty Awards for the delivery of the Parkes National Logistics Hub Business Attraction Campaign. The strategic multi-media marketing campaign was aimed at attracting major logistics, manufacturing, warehousing and distribution companies to establish operations in Parkes and leverage from the National Logistics Hub to tap into new markets. The campaign further strengthened relationships with current operators and generated additional marketing and media opportunities for Parkes, while also connecting Council with new partners and industry industry representatives.

Following the announcement of the Parkes Bypass, in addition to the Parkes Special Activation Precinct and Inland Rail announcements, Council has fielded a number of inquiries from companies interested in building a service-centre along the bypass route.

Average Development Application processing times were achieved during the course of the term:

2016/17 - 137 applications at an average of 23.16 days
2017/18 - 122 applications at an average of 28.42 days
2018/19 - 135 applications at an average of 28.38 days
2019/20 - 99 applications at an average of 26.48 days
2020/21 - 144 applications at an average of 34.35 days

Council has supported the development of Parkes by its strong involvement in the Parkes Chamber of Commerce, Regional Development Australia, Parkes Business Enterprise Centre (BEC) and NSW Trade and Investment.

Community Strategic Plan Goal

Parkes Shire is the transport crossroad of the nation. The development and promotion of the Parkes National Logistics Hub is a key project for the future. Both skill development and infrastructure, such as a direct highway access route for heavy vehicle traffic, will support and compliment the Logistics Hub. Access to and from Sydney, as well as the development of freight through the Parkes Regional airport will further strengthen the strategic location of the Shire.

Parkes Shire Delivery Plus Link:

ECONOMY + INVEST LOBBY

Assessing Progress

Parkes Shire Council has a recognised National Logistics Hub supported by a diverse range of transport industry and stakeholders. Parkes Shire will have actively supported efforts to improve road access to Sydney. The Parkes Shire Council will have demonstrated active support and promotion of the Inland Rail Corridor and a transfer of freight volumes from road to rail.

Position Statement

Council must rely significantly on the assistance of other levels of Government to continue to develop as a National Logistics Hub. In a similar vein to growing its economic base, there are substantial social benefits to the wider community if key economic strategies are realised. These are linked through employment and the increase in services that closely follow development in these areas.

Strategic Objectives

- 5.1 By continuing to plan and advocate for Parkes National Logistics Hub and ensuring its Synchromodality functionality
- 5.2 By developing strategies to leverage the economic potential of the Parkes Western bypass
- 5.3 By advocating and promoting the Melbourne to Brisbane Inland Rail project
- 5.4 By advocating and promoting access into all major capital cities, markets and ports via road, rail and air

Delivery Program Performance



COMPLETED
6

Work is completed /
target achieved



PROGRESSING
0

Multi-year project or is
still underway



NOT PROGRESSING
0

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered



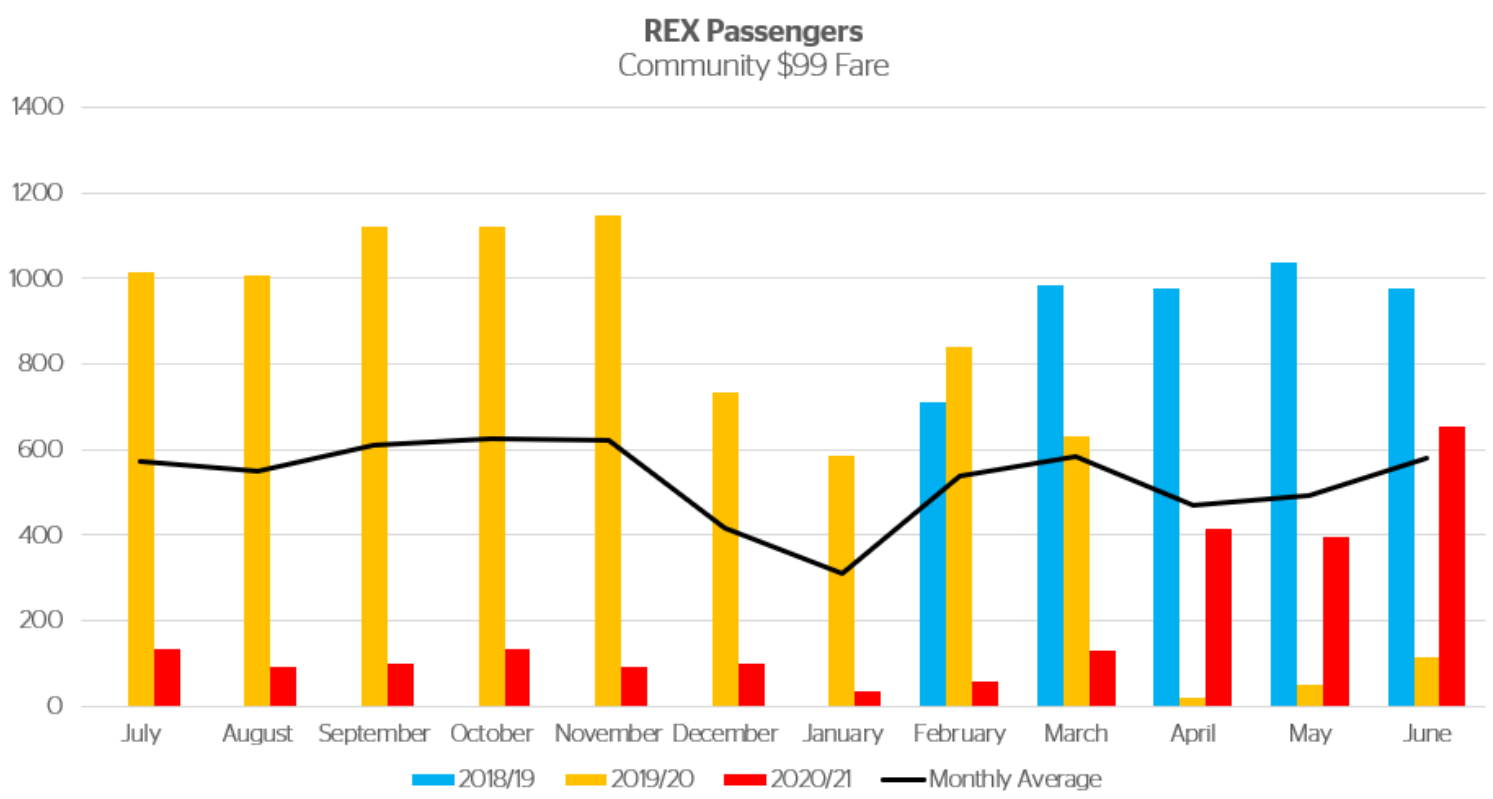
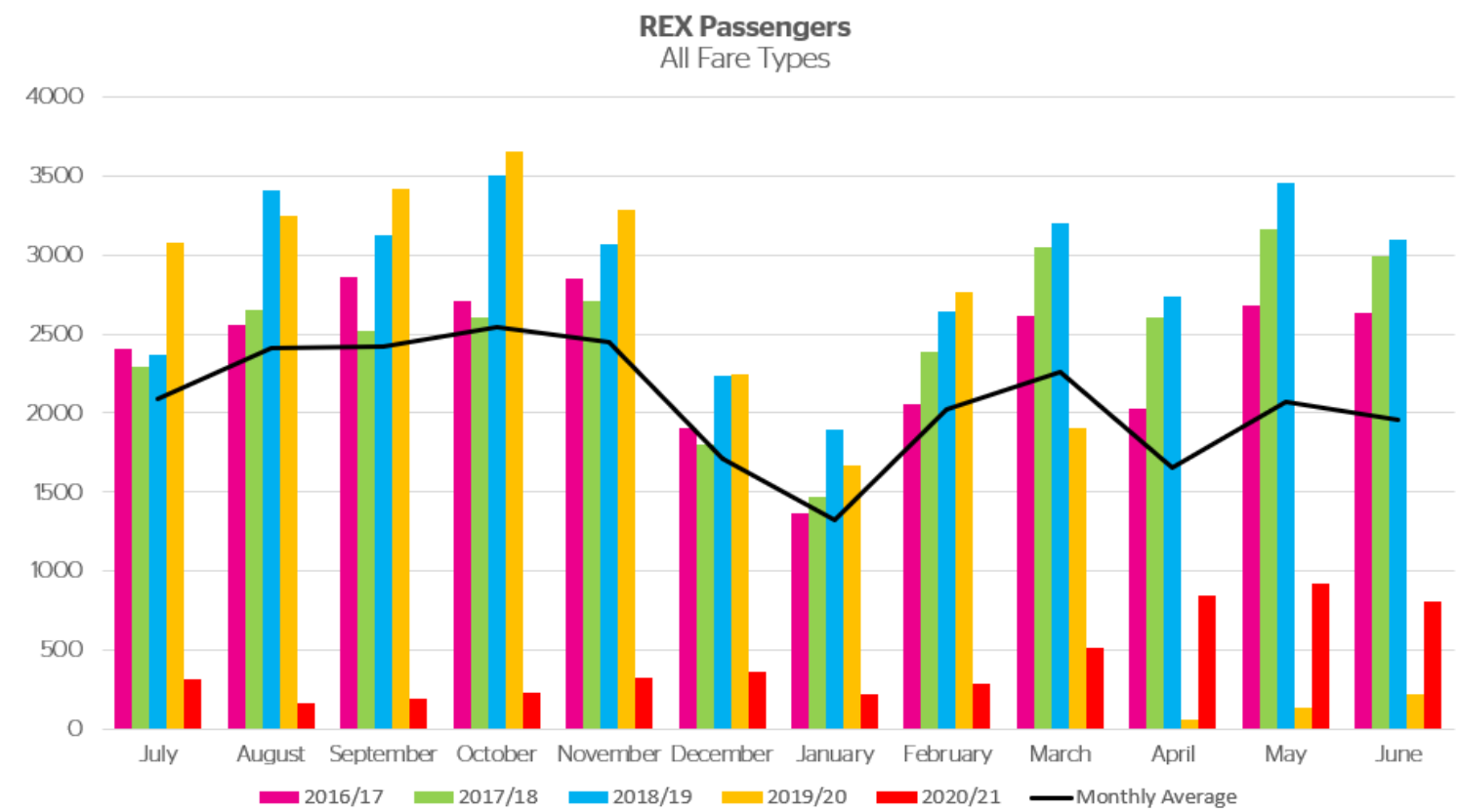
Indicators

Regional Express (REX) Passenger Numbers

REX Passenger numbers are provided on a monthly basis to Council directly from REX, based actual passenger travel numbers.

In 2018/19, REX introduced \$99 Community Fares for route for a number of regional routes, including Parkes to Sydney and return. 12% of flights departing from Parkes were booked as Community Fares. This incentive provided Parkes Shire residents affordable travel and will compliment and support the accessibiliy of Parkes.

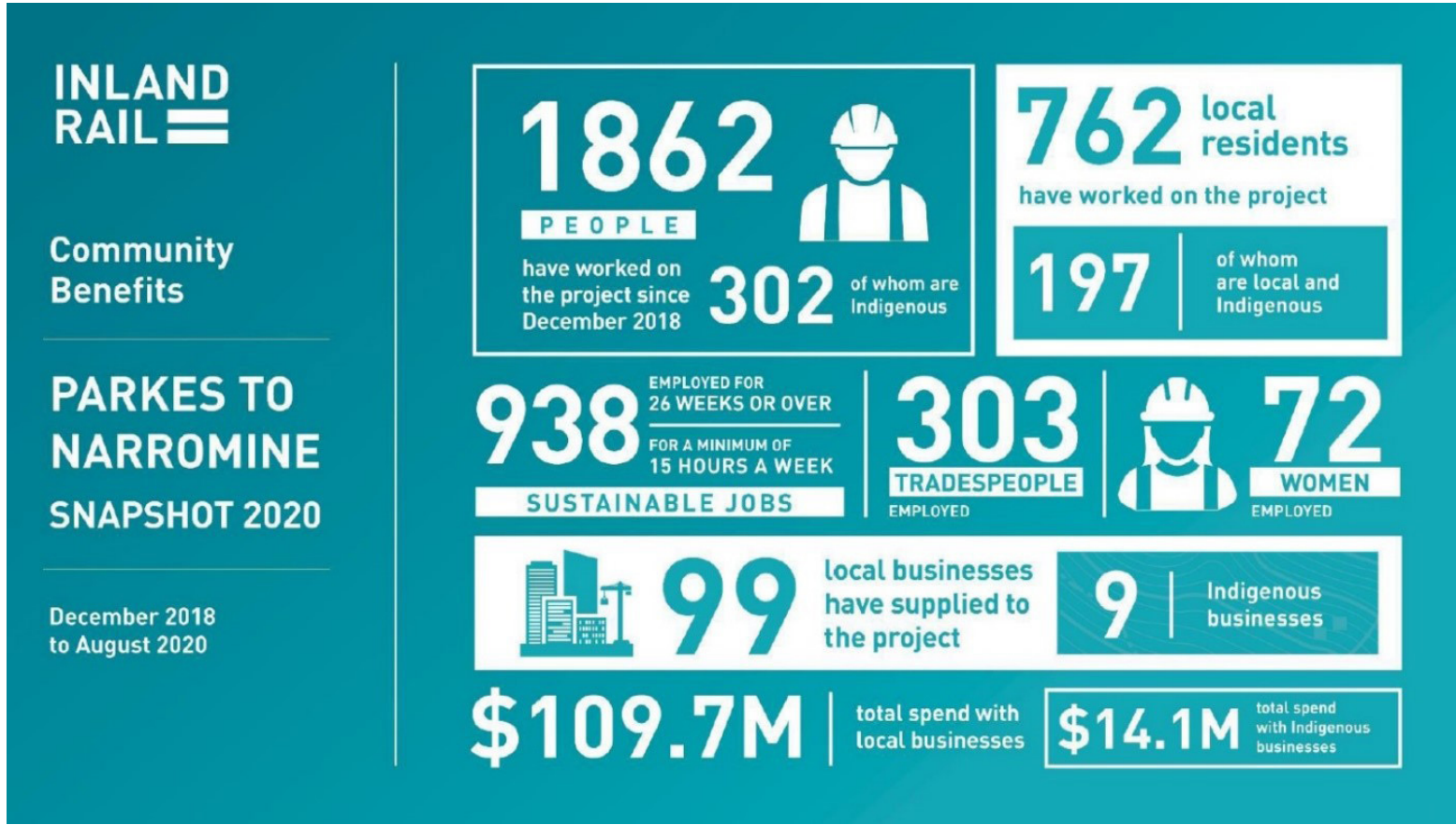
Source: Reciprient created tax invoice - monthly summarised by Council data collection spreadsheet.



Indicators

Melbourne to Brisbane Inland Rail Statistics

Displayed far right is a snapshot of statistics relating to the Melbourne to Brisbane Inland Rail.



DELIVERY PLAN HIGHLIGHTS



Advocating and promoting the Melbourne to Brisbane Inland Rail project

The Federal Government announced \$8.4 billion in equity to be provided to the Australian Rail Track Corporation (ARTC) for construction of the 1,700 kilometre Melbourne to Brisbane Inland Rail project.

1,862 people worked on the project, 762 of these were residents from the Parkes Shire, and 99 local businesses supplied to the project. A total of \$109.7 million was spent with local businesses.

The Parkes to Narromine section was commissioned in late September 2020 and is now operational. The project involved upgrading 98.4km of existing rail track between Parkes and Narromine and construction of 5.3km of new rail track near Parkes, known as the North West Connection.



Developing strategies to leverage the economic potential of the Parkes Western bypass

As part of the Australian and New South Wales Government's \$500 million Newell Highway upgrade program, \$187.2 million has been committed to a 10.5km bypass on the western outskirts of Parkes. The Bypass seeks to improve connectivity, road transport efficiency and safety for local and interstate motorists.

Key Project Achievements:

- Council commenced construction of planned early works in 2020 with the following works completed in the term:
 - Nock Road was completed in November 2020 and included the permanent closure of Nock at the Newell Highway and construction of a bitumen sealed road between the Newell Highway and Bleechmore Road.
 - Reedsdale Road was completed in late December 2020 and created a link road between Mitchell Street and Thomas Street which included construction of a new bitumen sealed road with stormwater improvements and guardrail work.



Plan and advocate for Parkes National Logistics Hub and ensuring its Synchromodality functionality

Construction of the once-in-a-generation Inland Rail began in December 2018, with the project boosting jobs, creating vital infrastructure and strengthening the economy of Parkes. Construction of the project began with the 98km of line between Parkes and Narromine. The Parkes to Narromine stage of the project was completed in September 2020. A total of 1,862 people worked on the project, 762 of these were residents from the Parkes Shire, and 99 local businesses supplied to the project, and a total of \$109.7 million was spent with local businesses.

The NSW Government's Department of Planning led an 'enquiry by design' workshop in Parkes in May 2019 to develop the masterplan for a Special Activation Precinct in Parkes. Held across five days, the workshops were facilitated with the purpose of delivering a quality draft masterplan informed by extensive technical investigations and expert industry knowledge.

The NSW Government announced the establishment of Special Activation Precincts in 2020 with \$185 million in funding announced for vital infrastructure to enable development of the Parkes Special Activation Precinct (SAP).

The Parkes SAP will benefit the whole of the Parkes Shire and the wider region by creating jobs and prosperity, and will allow for agriculture value adding, opening up of opportunities for recycling and renewables, encourage a resurgence in manufacturing and provide a competitive network in terms of transport and logistics by leveraging Inland Rail and Parkes' strategic location at the cross roads of the Nation.

Following the NSW Government's community and stakeholder consultation, the Parkes Special Activation Precinct draft master plan went on exhibition in October 2019. The Parkes SAP master plan, and new planning framework, have now been finalised and works have commenced.

Community Strategic Plan Goal

Parkes Shire has a rich and diverse range of sporting, recreational and cultural activities that help promote community participation. However, facilities need to respond to changing needs. The development of aquatic facilities, walking and cycling tracks and trails and realizing the full cultural and recreational opportunities of the Parkes Shire, will both respond to community need and help the shire reach its full potential. It is recognised that by enhancing recreation and culture, Parkes Shire will attract people to the area to enjoy the benefits of the lifestyle on offer.

Parkes Shire Delivery Plus Link:

ACTIVITY + ACTIVE PASSIVE

Assessing Progress

Parkes Shire Council maintains high quality recreation, sporting and cultural facilities. Over the next 10 year period Council will continue its reputation as a high standard sports event facilitator attracting a range of major events as well as ensuring excellent sporting facilities for its residents. Council will continue to show a commitment to supporting and maintain cultural activities and groups in the Shire including quality library services. Parkes Shire Council recognises the increasing needs of its communities with regard to improved access and health lifestyles and its strategies will be commensurate with this increased demand. A particular challenge for Council is the ongoing improvements of its aquatic facilities. The Parkes Shire Council Pools Strategy will guide Council's future investment in this regard. Council will examine sporting participation rates across the Shire, Shire Library statistics as well as its support of cultural pursuits.

Position Statement

It is through provision of services in these two areas of recreation and culture that Council provides social and economic benefits to those living in the Shire.

Social benefits are reflected through the health and wellbeing of the community and culturally enriched lifestyles. Economically, these areas are seen to attract new businesses and residents to the region.

Council will be measured on how it is able to continue to resource and support the existing facilities and community groups engaged in areas of the QBL.

Strategic Objectives

- 6.1 Improve aquatic recreation facilities
- 6.2 Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan)
- 6.3 Maintain and develop sporting, recreational and cultural facilities
- 6.4 Ensure the library is an ongoing cultural, recreational, learning centre for the community

Delivery Program Performance



COMPLETED
20

Work is completed /
target achieved



PROGRESSING
9

Multi-year project or is
still underway



NOT PROGRESSING
0

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Parks	95%	85%	▼
Sports Grounds	93%	95%	▲
Playgrounds	90%	82%	▼
Swimming Pools	94%	89%	▼
Public Toilets	70%	73%	▲

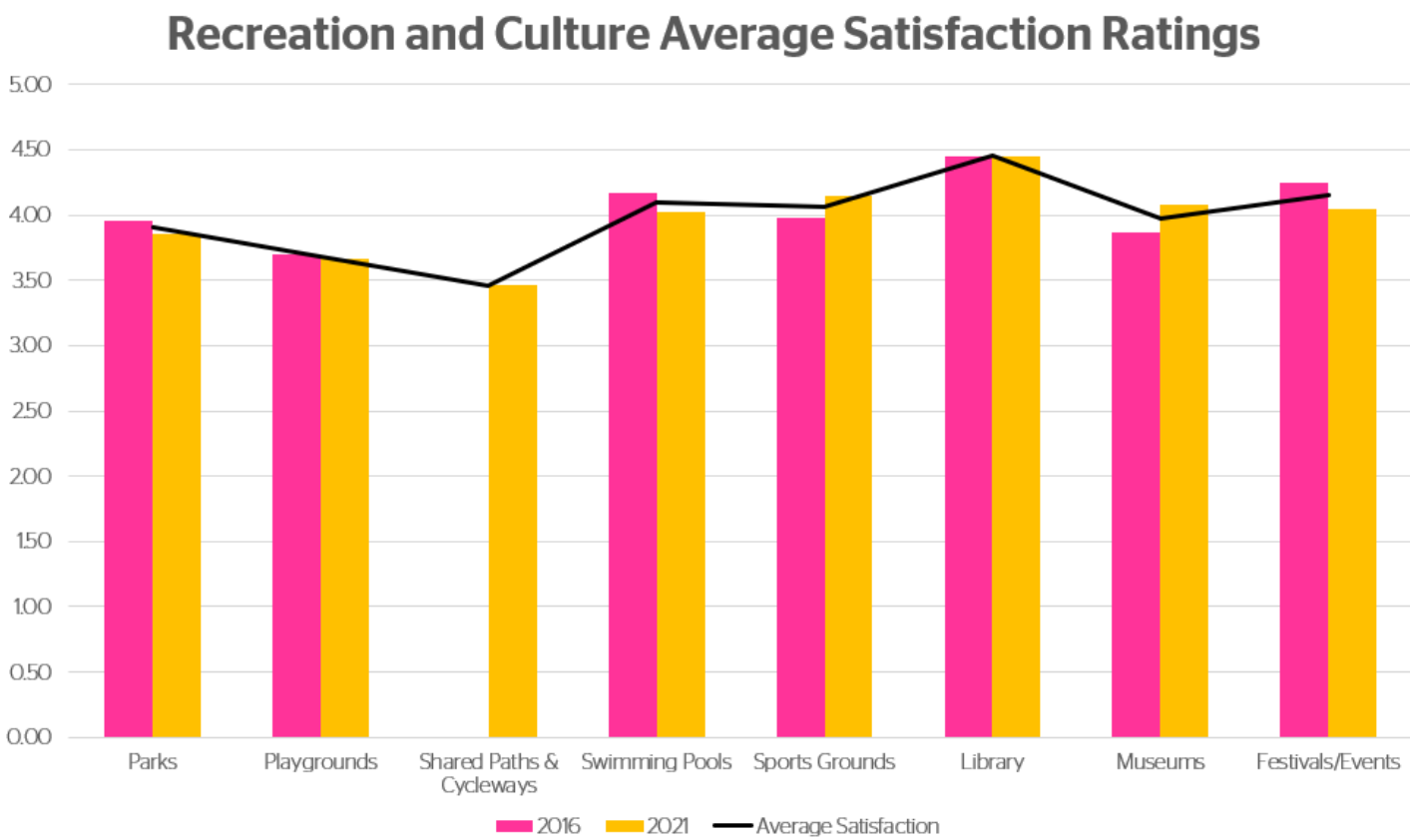
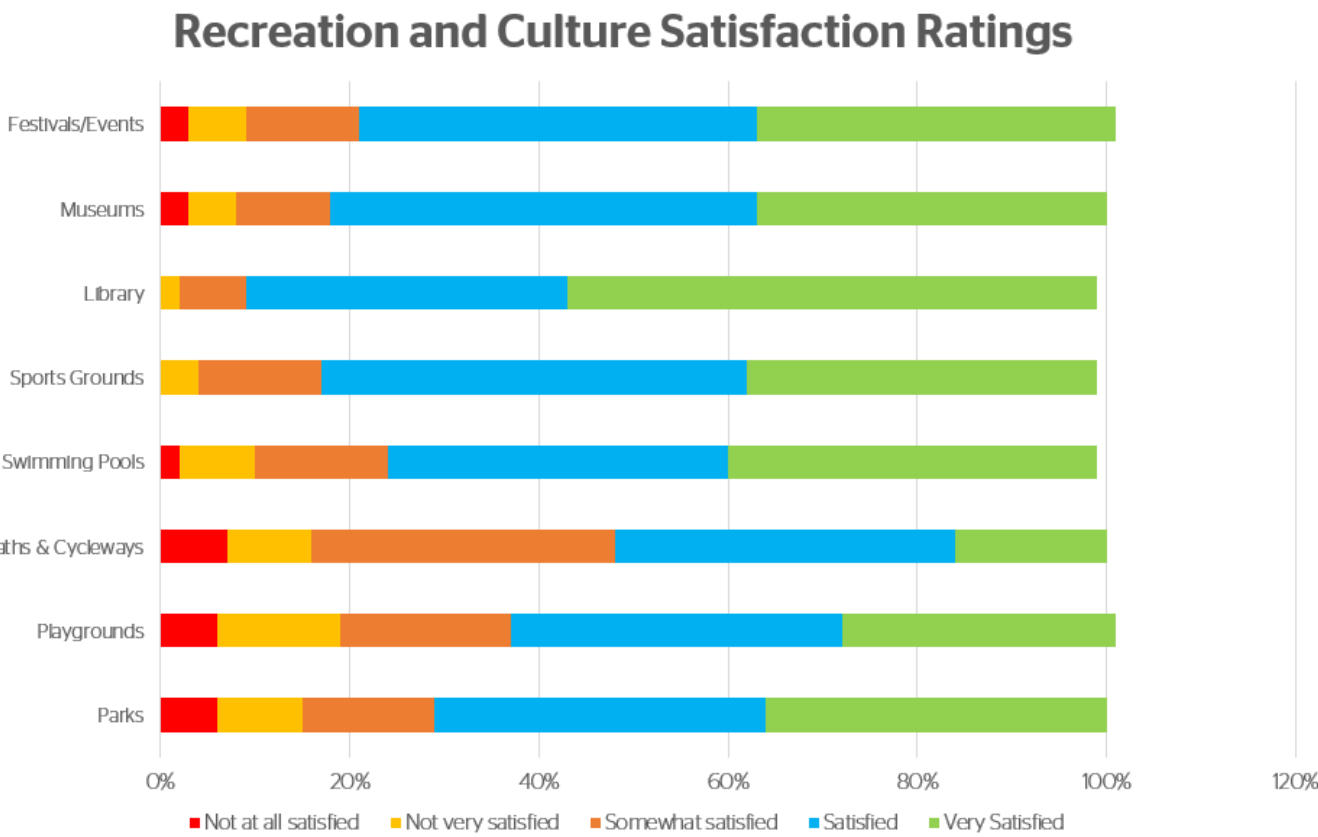


Indicators

Community Satisfaction Survey

Parkes Shire Council undertook a community satisfaction survey in April 2021 to understand the overall level of satisfaction with Council’s performance over the Council Term in regard to recreation and culture. Results of the survey show a high satisfaction rating for Council’s recreational and cultural facilities, as shown in the graphs to the right.

Source: Parkes Shire Council Community Research Survey, facilitated by Micromex Research



Indicators

Parkes Shire Library Statistics

Parkes Shire Council operates 4 Libraries throughout the Shire.

The tables display inform you of the annual visits, new borrowers and the average of monthly issues each library experiences.

Source: Parkes Shire Library Statistics

Parkes			
	Library Visits	New Borrowers	Average Monthly Issues
2016/17	55,486	607	5,607
2017/18	55,623	608	5,420
2018/19	52,109	530	51,08
2019/20	25,259	294	2,866
2020/21	26,318	403	3,341

Peak Hill			
	Library Visits	New Borrowers	Average Monthly Issues
2016/17	2,611	31	245
2017/18	2,557	46	245
2018/19	1,756	32	198
2019/20	1,504	26	161
2020/21	1,903	17	168

Trundle			
	Library Visits	New Borrowers	Average Monthly Issues
2016/17	3,916	29	360
2017/18	3,197	35	318
2018/19	2,927	22	292
2019/20	2,105	17	267
2020/21	2,537	18	226

Tullamore			
	Library Visits	New Borrowers	Average Monthly Issues
2016/17	3,264	43	354
2017/18	2,557	19	239
2018/19	1,756	4	157
2019/20	1,203	6	134
2020/21	951	3	104

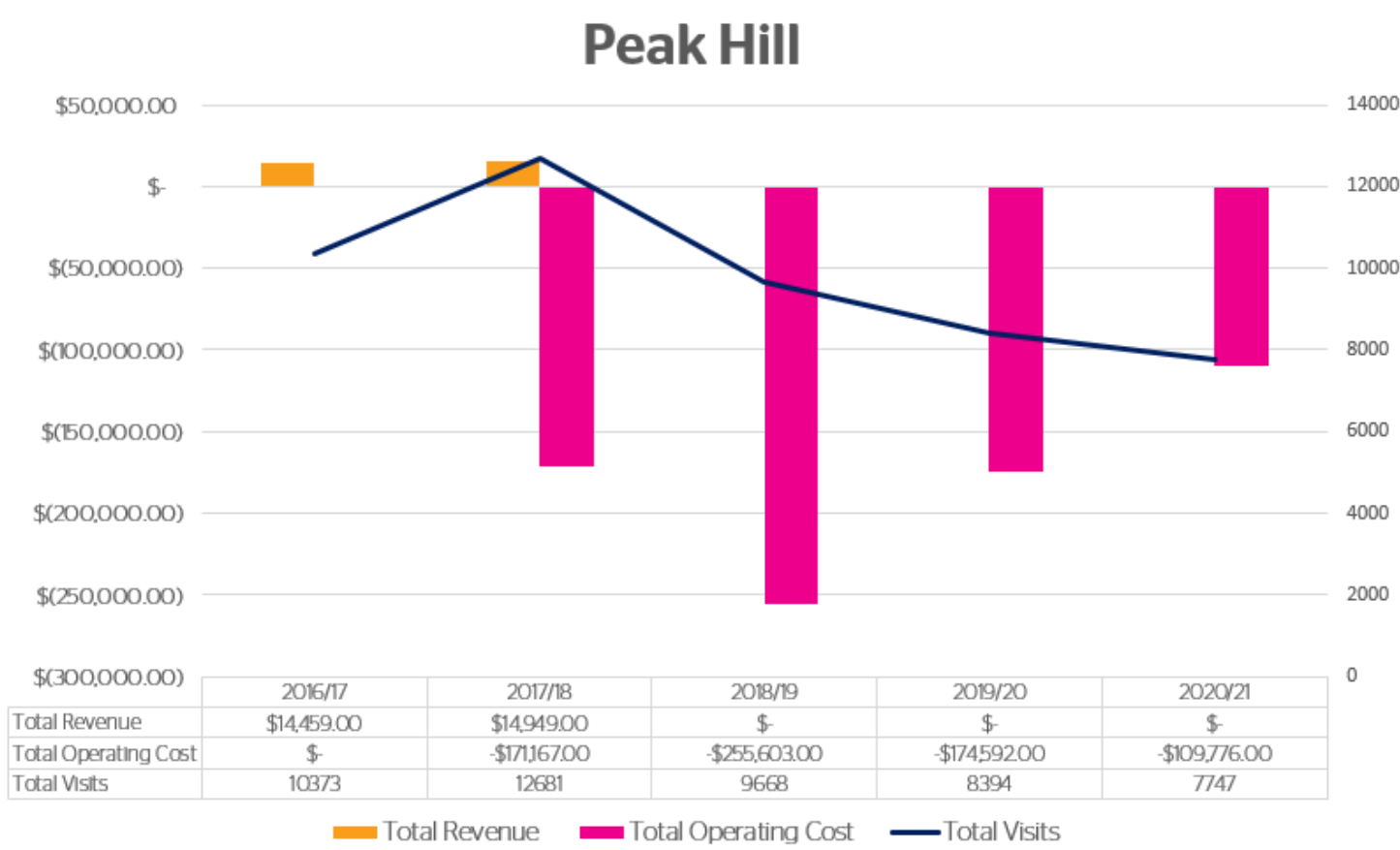
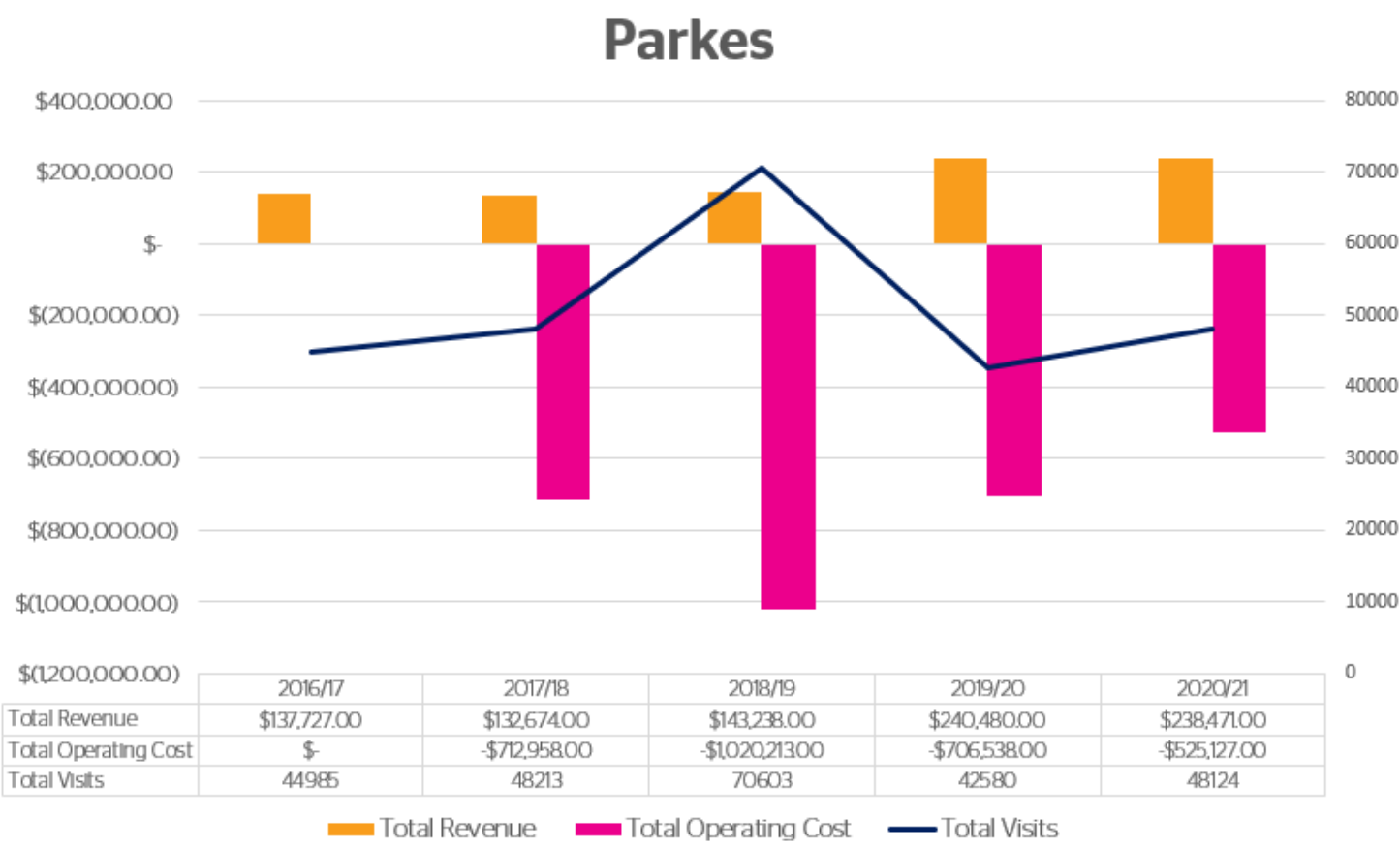
Indicators

Parkes Shire Swimming Pool Usage

The data far right displays the swimming pool usage statistics of all pools within the Parkes Shire.

During the Term, Council resolved to waive entry fees to Village pools in 2018/19, 2019/20 and 2020/21 as a drought initiative.

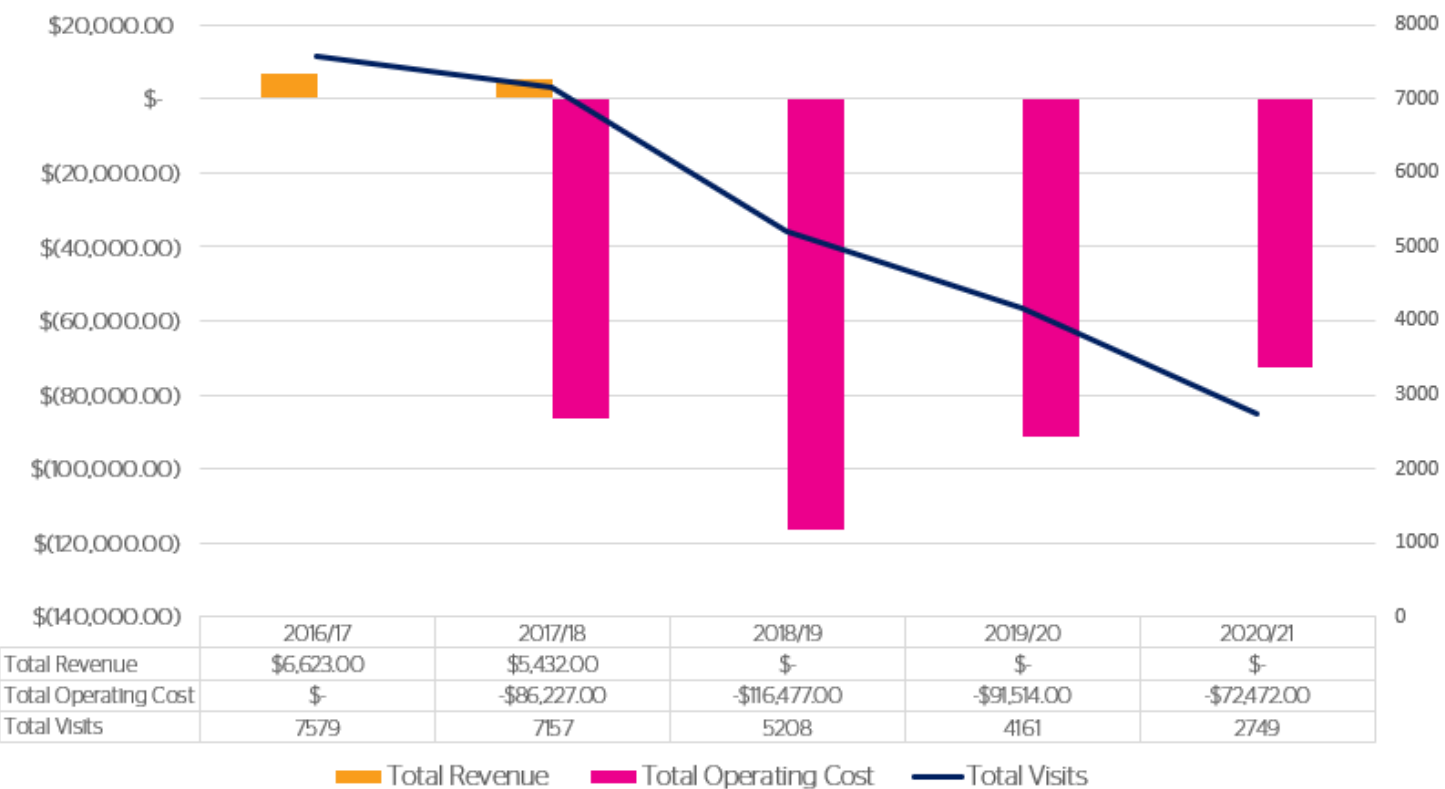
Source: Parkes Shire Council Local Government Performance Excellence Program, Parkes Shire Council General Ledger



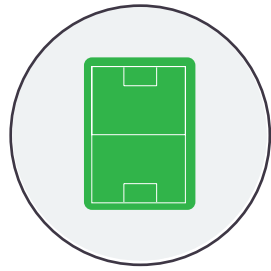
Trundle



Tullamore



DELIVERY PLAN HIGHLIGHTS



Maintain and develop sporting, recreational and cultural facilities

Council was committed to providing higher quality parks and recreational open spaces through the implementation of highly efficient and improved irrigation systems, intensive drainage systems and turf maintenance practices. Council completed \$4.4 million in sports field and amenities upgrades including:

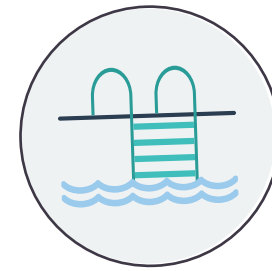
- Rehabilitation works at Cheney Park
- Refurbishment of the Wes Cheney Pavilion amenities block at Cheney Park
- Improved irrigation for the Bogan Gate Memorial Park
- Upgrade of multi-purpose sports courts at Tullamore
- Lighting upgrades to Lindner, Spicer and Woodward Ovals
- Berryman Oval Masterplan implementation including amenities, lighting, grandstands and new paths
- Resurfacing and marking of 8 netball courts at McGlynn Sporting Complex
- Kelly Reserve off-leash dog park
- Upgrades to amenities at Harrison Park

Council completed a number of works on recreation facilities including:

- Installation of playground and exercise equipment, shades and softfall at Lindner Oval
- Upgrades to the playground and shelters (including BBQ facilities) at the Parkes Arboretum
- Memorial Park Remembrance Walk
- Improvements to BBQ facilities at Kelly Reserve

Council completed a number of projects set out in the Pedestrian and Cycle Strategy including:

- Walking paths extending the existing shared path network were constructed in Dalton and East Streets.
- 1.3km bike path from Bushman to Webb street constructed



Improve aquatic recreation facilities

Council introduced free entry to all Shire pools for the 2018/19 pool season as a wellbeing initiative in response to the drought conditions. As a result of this, all Shire pools experienced a large increase in patronage, tallying 93,070 patrons for the 2018/19 pool season. Council continued this initiative in the 2019/20 and 2020/21 pool seasons for all Peak Hill, Trundle, and Tullamore Pools, and entry to Parkes Aquatic Centre was half price. A total of 366,132 patrons visited the Shire pools in the term.

Council completed \$450,000 in pool upgrades, including concourse upgrades to the value of \$120,000 to Parkes Aquatic Centre and Peak Hill Pool.

Council implemented the Learn to Swim Program in the 2017/18 pool season. Since its introduction 1,242 children have been enrolled in the program and 16,983 lessons delivered. Council's Learn to Swim Instructors were provided with additional AUSTSWIN courses in skill areas of stroke connection, teaching infants and preschool students as well as access and inclusion.

The Parkes Aquatic Centre provided many opportunities to patrons such as Aqua Aerobics classes, hire of party areas and the pool inflatable across the term.



Ensure the library is an ongoing cultural, recreational, learning centre for the community

Council recognises that a robust cultural life is important to the health and wellbeing of any community, including the role it plays in attracting and retaining residents. During the term, Council awarded \$46,000 to 17 community groups as part of its annual Cultural Grants Program.

Council is committed to the conservation and retention of properties that possess a unique, historical, cultural, architectural or aesthetic charm in the Shire. To assist with the maintenance of such properties, Council offered the Local Heritage Fund on an annual basis to provide financial support for owners and/or lessees of heritage listed items or properties within conservation areas. During the term, Council assisted 24 owners and/or lessees to the value of \$448,515.62.

In consultation with the community, Council developed the Parkes Shire Arts Advisory Committee in 2019. The Committee was formed as a guiding body to assist with the short, medium and long term planning for the Arts in the Parkes Shire.



Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan)

Council implemented the Parkes Pedestrian and Cycling Strategy in 2016 which focused on identifying the needs of pedestrians, cyclists, access impaired, aged, and young children. The strategy was prepared in consultation with the community and key user groups to ensure the correct mix of footpath connections, new shared paths, cycling routes, outdoor exercise equipment and end-of-trip facilities that appeals to all stages of life for our residents.

As part of the strategy, Council developed a new active movement network with the focus being to make pedestrian and cycling activities a safe, healthy and attractive travel option throughout the Parkes Shire.

The Active Movement Plan identified 55 priority projects across the Shire. Council is pleased to report that 12 projects were completed in the term. The remainder of the projects will be scheduled for completion in future Operational Plans.

CARE FOR THE NATURAL AND BUILD ENVIRONMENT IN A CHANGING CLIMATE

Community Strategic Plan Goal

Parkes Shire Council also needs to work with others to find alternative energy sources for use by the community and industry. Reduction, reuse and recycling need to become a way of life in Parkes Shire. The work of groups such as Landcare in the management of our natural resources should be encouraged, as should innovative and responsive land management practices. Parkes Shire needs to collaborate with its neighbours and the Federal and State Governments to adapt and respond to the availability and use of its precious resource. (The important area of water management is dealt with in Direction 8).

Parkes Shire Delivery Plus Link:

ENVIRONMENT + WASTE NATURAL

Assessing Progress

Council has a clear understanding of its responsibility with regard to its environmental impact. Council will continue towards better measuring and the reduction of its “environmental footprint”. Council will further refine and improve its decision making and reporting processes, utilizing the Quadruple Bottom Line Principle and its sustainability initiatives. Council will examine a range of indicators previously utilized in its State of the Environment Reporting mechanisms.

Position Statement

Climate Change is a challenge facing the global community as well as the Parkes Shire community. Council is committed to addressing both adaptation and migration strategies that are required to meet this challenge.

Council will work with all stakeholders both Government and Non-Government. The measurement of its success in these areas will continue to be refined as the methodologies and processes to carry out these measures improve and develop.

Strategic Objectives

- 7.1 By improved environmental outcomes of Council’s operations
- 7.2 By having a high awareness of sustainable practices throughout the Community
- 7.3 By widespread adoption of recycling and waste reduction across the Shire
- 7.4 By high levels of compliance with environmental regulations and controls in Council’s sphere of operations

Delivery Program Performance



COMPLETED
18

Work is completed /
target achieved



PROGRESSING
11

Multi-year project or is
still underway



NOT PROGRESSING
2

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Waste Management	67%	85%	▲
Water Supply	83%	90%	▲
Sewerage	97%	96%	▼
Stormwater / Gutters	84%	64%	▼
Order and Cleanliness	93%	95%	▲







Indicators





Solar Edge





Solar Edge is a solar energy data monitoring service engaged by Council.





The web-based product monitors Councils various solar energy sites through a portal, providing enhanced PV performance monitoring and yield assurance through immediate fault detection and alerts at module level, string level and system level.





The data provided (left) has been sourced from Council's Solar Edge Dashboard.





Council Administration Building		
	System Production	568.57 MWh
	CO2 Emissions Saved	222,878.70 kg
	Equivalent Trees Planted	6,652.25
	Lightbulbs Powered for a Day	1,748,091

Library and Cultural Centre		
	System Production	310 MWh
	CO2 Emissions Saved	62,063.40 kg
	Equivalent Trees Planted	1,852.40
	Lightbulbs Powered for a Day	935,110.50

Sewerage Treatment Plant		
	System Production	1559.09 MWh
	CO2 Emissions Saved	611,163.30 kg
	Equivalent Trees Planted	18,241.35
	Lightbulbs Powered for a Day	4,793,500

Henry Parkes Centre		
	System Production	200 MWh
	CO2 Emissions Saved	78,400 kg
	Equivalent Trees Planted	2,340
	Lightbulbs Powered for a Day	614,910

Water Treatment Plant		
	System Production	800.46 MWh
	CO2 Emissions Saved	313,780.30 kg
	Equivalent Trees Planted	9365.38
	Lightbulbs Powered for a Day	2,461,054

Parkes Shire Depot		
	System Production	158.33 MWh
	CO2 Emissions Saved	62,063.40 kg
	Equivalent Trees Planted	1,852.40
	Lightbulbs Powered for a Day	486,778.10

DELIVERY PLAN HIGHLIGHTS



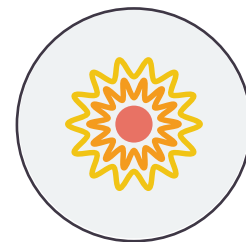
Widespread adoption of recycling and waste reduction across the Shire

The Parkes Waste Facility and Peak Hill Waste Transfer Station received upgrades to the value of \$320,965. The upgrades to Parkes Waste Facility were delivered improved customer services and sustainable outcomes comparable to larger waste facilities. The facility has been adapted to focus on recycling rather than just waste disposal and operates as the central waste landfill for the Shire. The upgrades to Peak Hill Waste Transfer Station delivered a more user-friendly, safer facility for residents, as well as increased environmental performance and diversion of materials from landfill.

Council introduced a waste disposal voucher initiative in 2020, providing households in Parkes and Peak Hill the opportunity to dispose of up to a trailer load of domestic waste for free. Each household in Parkes and Peak Hill were and will continue to be provided with two vouchers per annum, in lieu of free tip weekends.

Council introduced the three-bin system to reduce landfill and environmental impact. The new service provides a much improved environmental outcome with the goal being to achieve 70% diversion of domestic waste going to landfill. The implementation of the new three-bin system has provided increased capacity for recycling and food and garden waste while still providing a garbage waste bin. Council has achieved a slight reduction in general waste from 51% to 49%.

To complement recycling services already delivered by Council for the community, a Return and Earn station was installed in Parkes to help reduce drink container litter. The initiative was well-received by the Shire with daily collection of the recycled materials required.



High awareness of sustainable practices throughout the Community

Council continued its partnership with the City of Canada Bay to deliver project outcomes through a combined Reduction Project. During the term, 10kW PV solar systems were installed at Trundle and Tullamore Village Pools. Since installation the systems have been generating on average 50kWh of energy per day which is close to netting the daily operational energy usage for each site.

Council introduced smart water meters to allow continuous electronic reading, storage, display and transfer of water consumption data.

Council continued to coordinate the annual Clean Up Australia Day activities across the Shire, as well as continued to support other initiatives including Aussie Backyard Bird Count and Bird Hollow Augmentation.

As part of the \$21 million Recycled Water Scheme project, Council established a community project reference group to provide input and oversight to the Scheme's design and development. A comprehensive communications strategy was developed, including the design of a mascot known as Banjo Frog, to promote the Recycled Water Scheme. A recent survey showed that the Recycled Water Scheme is well received by the community, with over 92% of respondents expressing their support.

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



Improved environmental outcomes of Council's operations

Council completed works in 2020 to upgrade security at Alectown, Gunningbland, Bogan Gate, Trundle and Tullamore landfill sites. The project, funded by the Landfill Consolidation and Environmental Improvements Grants Program, provided improved environmental outcomes and prolong the life of the small landfill sites by minimising unauthorised disposal, and included the installation of new fencing, a security lock system, and 24-hour CCTV cameras.

Under the Recreational Fishing (Freshwater) Trust, Council released 11,600 Murray Cod and 4,500 Golden Perch into Lake Endeavour in an effort to increase the dam's health and biodiversity of the man, enhance recreational freshwater fishing opportunities and assist in the development of regional aquaculture industries.

The environmental benefits of the Parkes Integrated Water Infrastructure Renewal Program, including the new Water Treatment Plant, new Sewage Treatment Plant, refurbishment of Bore 8, Lachlan River Intake Upgrade, Active Leak Detection Program, and Recycled Water Scheme was highly recognised with a number of prestigious awards received. These combined projects will and have optimised power usage, allow for remote monitoring, and strengthen the reuse of limited water supply for the Parkes Shire.

Council completed a number of the key outcomes in the Parkes Shire Waste Management Strategy, including upgrading the Parkes Waste Facility, upgrading of the Peak Hill Waste Depot to become a waste transfer station, roll-out of the three-bin kerbside collection system, maintenance and upgrades to the waste landfill depots at Bogan Gate, Trundle and Tullamore, closure of unsustainable landfill operations at Alectown, Gunningbland and Yarrabandai, and changes to fees and charges to achieve full cost recovery.



Compliance with environmental regulations and controls in Council's sphere of operations

Parkes Waste Facility and Peak Hill Waste Transfer Station received accreditation under the ISO 45001:2018 standard in 2020. The ISO 45001:2018 provides a framework for Council to help prevent workplace injuries and accidents and ensures that Council is able to build its processes at the facilities around best practice for identifying and managing risks.

Council continued its partnership with Central West Lachlan Landcare Services and other Central West LGAs, as well as the Department of Industry and Local Land Services to deliver education programs about biosecurity and weed management in line with the Central West Regional Strategic Weed Management Plan 2017 - 2022. The acquiring of a drone significantly improved Council's ability to detect and manage weed in the Shire.

Following the introduction of the Parkes Shire Waste Management Strategy in 2015, Council utilised a number of communication methods to ensure residents were well-informed on the local waste strategy and how to appropriately use the waste facilities within the Shire. Communications were used to highlight special items of interest, collection days / times, free tip weekends and new disposal charges as they came into effect.

MAINTAIN AND IMPROVE THE SHIRE'S ASSETS AND INFRASTRUCTURE

Community Strategic Plan Goal

The Local Government Act requires Council to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible. With over \$470,000 of public assets listed, Council considers the collection of asset information, valuing and the development of asset management plans, a high priority and core responsibility. As a consequence of ageing assets and diminishing resources, asset management, in particular asset maintenance and renewal, represents the single biggest financial challenge facing Council. A primary consideration in the development of new assets will accordingly be the whole of life maintenance and renewal affordability.

Parkes Shire Delivery Plus Link:

TRANSPORT +

ROADS

AIRPORT

H2O +

WATER

WASTE

STORM

Assessing Progress

Asset management plans will be the Communities' performance assessment guide and Council's management guide to ensure the longevity of the Shire's assets. Therefore, Council's demonstration of efficient asset management will be the development and promulgation of Asset Management Plans for all classes of assets, which clearly define the level of service that can be provided by asset groups, with the funding available and the articulation of those plans to the community.

Position Statement

It is the area of maintaining and improving the Shire's assets and infrastructure that Council expends the most resources and spends the most time. It is this that the "traditional" responsibilities expected of Council by the community are found.

Council must ensure that it has appropriate governance and reporting structures to transparently guide its resourcing decisions. Council must measure accurately the state and condition of its assets and infrastructure to appropriately inform its decision making and to prioritise and allocate its resources.

Council's transport assets have a particular emphasis as they link all the Shire communities and are fundamental to Council's impact on the other seven Future Directions of the Community Strategic Plan.

Strategic Objectives

8.1 By the Shires water system management meeting industry best practice

8.2 By Shire road assets have adequate levels of service for the Community and other road users

8.3 By the Shires Sewer system management meeting industry best practice

8.4 By the Shires stormwater management meeting industry best practice and having maximised reuse potential

8.5 By operating a safe and high-quality Parkes Regional Airport

Delivery Program Performance



COMPLETED
26

Work is completed /
target achieved



PROGRESSING
17

Multi-year project or is
still underway



NOT PROGRESSING
1

Work is on hold until further
notice or there has been a
change in priority and it will
not be delivered

Community Satisfaction

Services for our Community	2016	2021	Trend
Airport	93%	94%	▲
Signage	91%	90%	▼
Public Toilets	70%	73%	▲
Local Roads	57%	60%	▲
Main Roads	69%	69%	▶
Car Parking	81%	84%	▲
Footpaths	67%	63%	▼





Shire road assets have adequate levels of service for the Community and other road users

Grant funding was obtained from the NSW Government's Safer Roads, Blackspot and Fixing Local Roads Programs to fund improvements to the Shire's roads network. Key achievements include..

- Upgrades to Cookamidgera Road
- Reconstruction and sealing of 1.6km of Brolgan Road
- Upgrades to Middle Trundle Road

Council improved productivity and cost effectiveness through the purchase of a road reclaimer which has enabled unsealed maintenance of roads to be carried out in a more cost-effective and quality-assured method. At the conclusion of the pilot project in 2018, Council assessed savings of one third of traditional costs using the reclaimer.

The development of the Pedestrian and Cycle Strategy in 2016 enabled Council the opportunity to identify a range of infrastructure improvements and social initiatives, aimed at enhancing pedestrian and cycling opportunities in the Shire. As part of the strategy, Council implemented the Active Movement Plan which includes 55 projects across the Shire to upgrade and construct quality footpaths and shared paths to encourage people across all ages to lead more active lifestyles. 21% of projects were completed over the term with key achievements including the Renshaw McGirr Way shared path, Southern Cross Village shared path, installation of bicycle rack in various location, installation of outdoor exercise equipment across the Shire, and the renewal and extension of footpath at St Patrick's Primary School in Trundle.



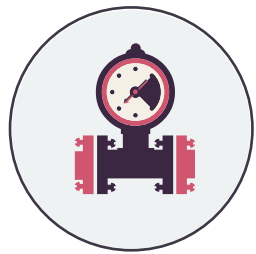
Shire water system management meeting industry best practice

The new Water Treatment Plant (WTP) was officially opened in March 2018. The \$45 million project was delivered to provide a safe, secure and reliable water supply for Parkes and Peak Hill. The NSW Government contributed approximately 45% of the project costs, providing Council with an \$18 million subsidy through the Country Towns Water Supply and Sewerage Program.

The new Sewerage Treatment Plan (STP) began processing the town's wastewater in July 2017 and was officially opened in March 2018. The \$27.5 million project was delivered to improve the treatment process of wastewater. The NSW Government contributed approximately 38% of the project costs, providing Council with a \$9.44 million subsidy through the Country Towns Water Supply and Sewerage Program.

Council spent \$100 million on water infrastructure renewal projects including upgrades to Lake Endeavour Dam, upgrades to the Lachlan River Intake, upgrades to the Lachlan River Borefield (Bore 8), water mains renewals, and standpipe upgrades.

Council completed the Parkes Water Survey in 2019 and asked residents to rate their satisfaction with the quality and affordability of Parkes' drinking water. Residents who participated in the survey went into the draw to win vouchers towards their water bills. The survey saw 164 respondents with 43% considering the water quality to be high or very high, and 92% of respondents supportive of the Recycled Water Scheme.



Shire stormwater management meeting industry best practice and having maximised reuse potential

The Advanced Water Recycling Facility (AWRF) supplies high quality recycled water for 16 open space irrigation sites around Parkes. The \$20.9 million project was jointly funded between the Australian Government and Parkes Council, with the government providing \$8.725 million under the National Stronger Regions Fund. The AWRF achieved significant water and energy savings by reclaiming wastewater discharges, substituting potable supply for municipal irrigation, reducing energy costs of raw water transfer and treatment, and incorporating solar PV systems and operational scheduling to reduce energy consumption.

Council updated the Integrated Water Cycle Management Plan in 2017 to ensure the delivery of efficient water and sewage services and cost-effective solutions to our water and wastewater issues. The plan identifies the key water and sewage issues faced by Parkes Shire, and presents a range of scenarios so the most cost-effective solutions can be achieved. Through analysis of 9 scenarios outlined in the plan, Council implemented or commenced planning for the following key elements through the term:

- New Water Treatment Plant for the Parkes - Peak Hill Supply Scheme (complete)
- New Sewage Treatment Plant for Parkes (complete)
- New Advanced Water Recycling Facility (complete)
- Permanent Lachlan River Intake (complete)
- Connection to Centroc Water grid via a pipeline between Eugowra and Gooloogong
- Delivery of the System Loss Management Plan
- Minor changes to the Permanent Water Conservation Measures



Operating a safe and high-quality Parkes Regional Airport

Over the past four years, Council has undertaken a \$3 million redevelopment of the Parkes Regional Airport precinct.

The first stage of works were completed in 2015/16 and included new runway lighting and a refurbished and expanded airport terminal with security regime readiness. The second stage of development is the Airport Business Park with new airside apron constructed providing a further five sites for commercial investment. Council has developed a Masterplan to drive and facilitate investment in the airport industrial precinct by unlocking a commercial hangar precinct. Additionally, under the Australian Government's Tourism Driver Infrastructure Fund, Council has recently delivered a new 600 metre access road to the Business Park.

Construction over the next phase of the Airport Business Park Development is expected to generate 42 full time jobs and inject \$5.3 million into the region's catchment.

DELIVERY PLAN PROJECT HIGHLIGHTS



Sewerage Treatment Plant

The new Sewerage Treatment Plan (STP) began processing the town's wastewater in July 2017 and was officially opened in March 2018. The \$27.5 million project was delivered to improve the treatment process of wastewater.

The NSW Government contributed approximately 38% of the project costs, providing Council with a \$9.44 million subsidy through the Country Towns Water Supply and Sewerage Program.

The state-of-the-art facility provides a range of benefits to the community including; reduction of odours, improvements in effluent quality, and increased operational efficiency.

The STP operates with a high level of automation which supports remote monitoring, substantially reducing day-to-day manual handling. The automation also optimises energy efficiency, which, combined with the site's solar panels, sustains the ongoing energy costs.

The new STP increases capacity, with the new plant being a 15,000 Equivalent People (EP) treatment plant, which can be upgraded to 20,000 EP to accommodate population growth.

To maximise the value of the construction of the STP, Council used unique and progressive tendering method not usually undertaken by local government. Council used the Early Contractor Involvement process, and developed a framework in line with NSW Government procurement policy.

Council worked in partnership with the contractor, John Holland, to achieve a sustainability rating for the STP through the Infrastructure Sustainability Council of Australia. Council's STP is the only sewerage treatment facility that has been certified under the scheme. A Sustainability Policy and Sustainability Management Plan were developed for the delivery of the project.



Water Treatment Plant

The new Water Treatment Plant (WTP) was officially opened in March 2018. The \$45 million project was delivered to provide a safe, secure and reliable water supply for Parkes and Peak Hill.

The NSW Government contributed approximately 45% of the project costs, providing Council with an \$18 million subsidy through the Country Towns Water Supply and Sewerage Program.

The state-of-the-art facility is fully automated with minimal operator supervision required and employed the latest technologies for water production and water quality monitoring.

The new WTP is more efficiency and more productive than the old plant, with double the capacity as it is capable of treating up to 16 Megalitres of water each day, ensuring the supply of quality water during peak seasons, and allowing Parkes to accommodation projected growth.

To maximise the value of the construction of the WTP, Council used unique and progressive tendering method not usually undertaken by local government. Council used the Early Contractor Involvement process, and developed a framework in line with NSW Government procurement policy.

Council worked in partnership with the contractor, John Holland, to achieve a sustainability rating for the WTP through the Infrastructure Sustainability Council of Australia. Council's WTP is one of only two water treatment facilities that have been certified under the scheme. A Sustainability Policy and Sustainability Management Plan were developed for the delivery of the project.

DELIVERY PLAN PROJECT HIGHLIGHTS



Parkes Library and Cultural Centre Refurbishment and Expansion

The newly refurbished Parkes Library and Cultural Centre was officially opened in November 2020 by The Hon. Sam Faraway Member for the NSW Legislative Council.

The new \$3.4 million architecturally designed facility was funded through the NSW Government's Regional Cultural Fund, the NSW State Library Infrastructure Grants and the Federal Government's Drought Communities Programme.

The refurbished facility offers the local community an innovative and modern expansion to deliver new dynamic art, culture and education spaces with an intergenerational Makerspace Studio which will provide a wide range of creative learning opportunities, experiences and events.

The Parkes Library and Cultural Centre is also home to the new establishment of a Country Universities Centre (CUC) which is providing our regional communities with opportunities for higher education study without having to relocate to the city. The Parkes CUC was officially opened in December 2020.



Parkes Main Street Revitalisation

The Parkes Main Street Revitalisation project was officially opened in September 2020 by Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development the Hon. Michael McCormack MP.

The project was jointly funded with the Australian Government providing \$2.117 million out of the Building Better Regions Fund, and Parkes Shire Council providing \$2.088 million.

The revitalisation project has unlocked major business opportunities in the Parkes Central Business District (CBD), with the CBD being the main commercial centre for the Shire, servicing a regional catchment of approximately 40,000 people.

The project included new smart poles that provide not only lighting and speakers, but can also be equipped with accessories such as lighting projectors and Wi-Fi, which will boost internet access for all in the CBD, support existing businesses and attract more businesses.

The project also included new landscaping, trees, garden beds, modern street furniture, newly paved footpaths and the green areas that feed into Cooke Park being revitalised to inject life and vitality into Parkes.

The main street revitalisation delivers the new infrastructure that provides the catalyst for new investment, new business and new jobs which will generate further growth in the local and regional economies and complement other CBD projects such as the Cooke Park Multipurpose Centre.

DELIVERY PLAN PROJECT HIGHLIGHTS



Cooke Park Multipurpose Centre

A recommendation from the 2016 Parkes CBD Vibrancy Strategy was to activate the civic precinct, including Cooke Park. Council developed the Parkes Main Street Revitalisation project which included the construction of a new \$4.2 million Multipurpose Centre in Cooke Park.

The project was co-funded by Parkes Shire Council and the Australian Government through the Buiding Better Regions Fund.

The Multipurpose Centre will put Parkes on the map as a destination for tourism and business events with the new facility including an events stage, multipurpose room behind the stage, kitchen facilities, flexi-room, store room, and male, female and accessible toilets.

The Multipurpose Centre will be officially opened in the 2021/22 financial year.



Parkes Community Centre

The former Health Education Centre within the Old Parkes Hospital precinct was transformed into a space for the whole community in 2018. The new Parkes Community Centre was officially opened by Deputy Premier and Minister for Regional Development, The Hon. John Barilaro MP in February 2019.

The (\$value) project was co-funded by Parkes Shire Council and the NSW Government under the Strong Country Communities Fund, with the NSW government subsidising (\$value) of the project costs.

As part of the refurbishment of the Community Centre, the building received a kitchen upgrade, new flooring, internal doors, unisex bathroom with disabled access, replaced light fittings, upgraded air conditioning unit, upgraded wiring, painting, disabled support infrastructure and installation of new smartboard, as well as the construction of an ancillary carpark and landscaping.

The centre provides a space for the local groups who used the Community Centre in Cooke Park and is a functional meeting space that is ideal for use by a wide range of community organisations and outreach services for the Parkes Shire.

DELIVERY PLAN PROJECT HIGHLIGHTS



Advanced Water Recycling Facility

The Advanced Water Recycling Facility (AWRF) supplies high quality recycled water for open space irrigation sites around Parkes.

The \$20.9 million project was jointly funded between the Australian Government and Parkes Council, with the government providing \$8.725 million under the National Stronger Regions Fund.

The AWRF was undertaken as part of the Parkes Integrated Water Infrastructure Program and was officially opened by Deputy Prime Minister, the Hon. Michael McCormack in October 2019.

The AWRF achieved significant water and energy savings by reclaiming wastewater discharges, substituting potable supply for municipal irrigation, reducing energy costs of raw water transfer and treatment, and incorporating solar PV systems and operational scheduling to reduce energy consumption.

The sustainability benefits of the AWRF have been recognised with prestigious awards including:

- 2019 LGNSW Excellence in the Environment Award for Sustainable Infrastructure
- 2019 Tidy Towns and Sustainable Communities Award for Response to Climate Change
- 2020 NSW Australian Water Association Award for Program Innovation



Tullamore Multipurpose Courts

The Multipurpose Courts at Tullamore project, completed in May 2020, was part-funded by the Federal Government's Drought Communities Programme (\$170,000) and the Tullamore Community Consultative Committee (\$8,000).

The project included:

- Two synthetic tennis courts
- One asphalt multi court for use by basketball, netball and tennis
- Fencing
- Sandstone block retaining walls
- New bench seating

The investment by the Federal Government and Tullamore Community Consultative Committee allowed for the employment of local tradespeople, apprentices, specialist tradies and general helpers to complete works including base works, court layin, asphalt court, fencing, and rehabilitaion / tar sealing of the courts.

DELIVERY PLAN PROJECT HIGHLIGHTS



Berryman Oval Upgrades

The residents of Trundle will now benefit from upgraded facilities at Berryman Oval thanks to \$300,000 in funding from the NSW Government's Stronger Country Communities Fund which transformed the oval into a premier sporting and recreational asset.

The project was officially opened in 2019 by the Hon. Rick Colless, Parliamentary Secretary for Western NSW with completed works including new seating and grandstands, a new amenities block, replacement of fencing, installation of new flood lighting, and the construction of a new footpath.



Lindner Oval Upgrades

Peak Hill residents and visitors are now able to take advantage of a new recreation space at Lindner Oval after funding was received by the NSW Government's Social Housing Community Improvement Fund and Parkes Shire Council to install recreational activities in the precinct.

The project was officially opened in December 2018 after the Peak Hill community earmarked the Lindner Oval masterplan as a priority for the town during the Parkes 2030 community consultations.

As part of the Lindner Oval project, new play equipment, a new shade cloth, and a new outdoor exercise station were installed to increase the attractiveness of the recreational space.



PARKES SHIRE COUNCIL

Delivering progress and value to our community