



PARKES SHIRE DELIVERY PROGRAM

2022/23 TO 2024/25

PARKESTM

It all adds up.





Acknowledgement of Country

Parkes Shire on the lands of the Bogan River people, part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement, encompassing the Central West slopes and plains.

Wiradjuri Country extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to western NSW, encompassing around one fifth of NSW. The people of Wiradjuri Country are known as 'people of three rivers', due to the three rivers that border their lands: the Wambool (Macquarie River), Kalari (Lachlan River) and Murrumbidjeri (Murrumbidgee River).

In the spirit of reconciliation, Parkes Shire Council acknowledges and the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Parkes Shire.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri community.

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INTRODUCTION

MESSAGE FROM THE MAYOR

OUR COUNCILLORS

OUR COMMUNITY

COMMUNITY PROFILE

OUR COMMUNITY VISION

OUR STRUCTURE





MESSAGE FROM THE MAYOR

After dealing with years of drought and then a global pandemic, the impact of COVID-19 continues to be felt across the community. I am proud to say that our community has come together in times of a crisis and wrapped its arms around each other in support while showing our resilience and courage to forge ahead.

We have seen our businesses pivot and innovate to continue to safely deliver their services and broaden their customer base online, we have seen people give up their time to lend a hand to those most in need, we have seen programs delivered to support our industries and farming families in times of drought and we have seen our essential services continue to be delivered for our community.

We have also developed community facilities, open green spaces and infrastructure projects to create more welcoming and connected neighbourhoods that meet the needs of our growing community.

This is an exciting time for Parkes Shire. As more people look beyond the cities to live, work and visit, increased migration to the regions is fuelling growth throughout the Central West, including here in Parkes Shire. Coupled with the significant industry expansion and job growth associated with the transformational Parkes Special Activation

Precinct, we can expect our community to continue to grow in the years ahead. The challenge for Parkes Shire is to carefully manage this growth to bring about the greatest benefit for all members of our community.

Through our Parkes Plus Delivery Program, Parkes Shire Council commits to delivering the communities vision to be “Connected, vibrant and sustainable. Parkes Shire 2035, it all adds up”.

A number of priorities were identified throughout this process and have assisted in the identification of capital projects that will be delivered over the Parkes Shire 2035+ Delivery Program. Major projects outlined in the program include:

- 2.5 million towards the Spicer Oval Amenities Project
- 2.7 million towards upgrading the Stephen Davies Field at the Parkes Hockey Complex
- 9.2 million to upgrade the Peak Hill / Baldry Road
- 1.5 million to upgrade the Cookamidgera Road
- 15 million towards upgrading The Bogan Way
- 2.5 million in upgrades for East Street
- 77.2 million towards future proofing our water security

I am confident that this Delivery Program will also work towards continuing to improve liveability, boost the economy, encourage tourism, improve sustainability, create new public open spaces and enhance our cultural life to make the Parkes Shire more connected, vibrant and sustainable.

Cr Ken Keith OAM
Mayor, Parkes Shire Council

OUR COUNCILLORS

Councillors are your elected representatives for the Parkes Shire. Your elected representatives work and advocate for you, the residents of our Shire.

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



Cr Ken Keith OAM (Mayor) - elected 1983



Cr Neil Westcott (Deputy Mayor) - elected 2016



Cr Kenny McGrath - elected 1992



Cr George Pratt - elected 2004



Cr Louise O'Leary - elected 2008



Cr William Jayet - elected 2016



Cr Marg Applebee - elected 2021



Cr Jacob Cass - elected 2021



Cr Daniel Weber - elected 2021



Cr Glenn Wilson - elected 2021

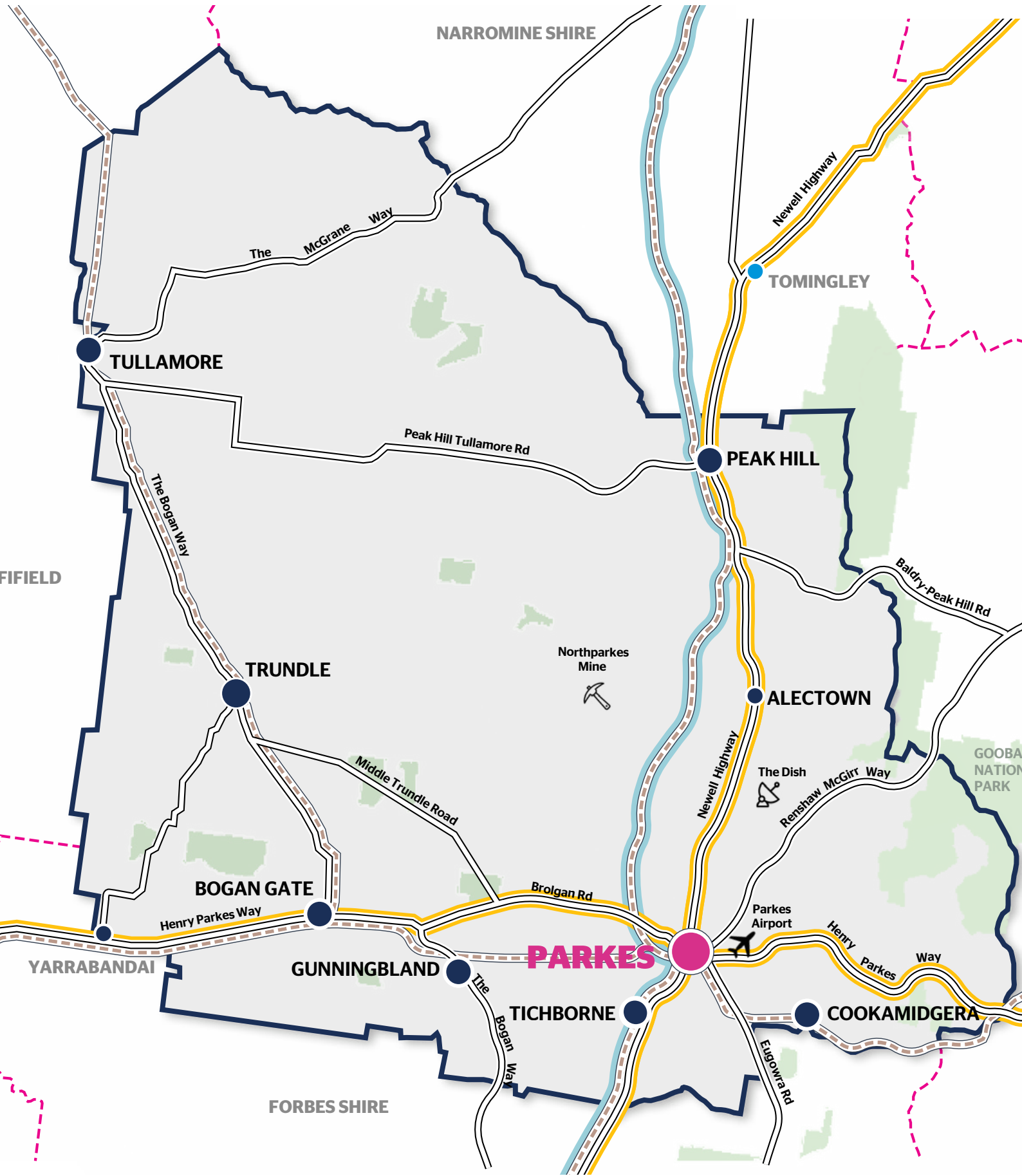


OUR COMMUNITY

LAND-USE

-  Parkes Local Government Area
-  Parkes Township Location
-  Parkes Village Location
-  Neighbouring centre location

-  National Park / Forests
-  Northparkes Mine
-  Parkes Regional Airport
-  The Dish



COMMUNITY PROFILE

GEOGRAPHICAL AREA: 5919 SQ KMS SHIRE: 14,608

Parkes (incl. Cookamidgera, Alectown and Tichborne) - 12,102

Trundle - 687

Tullamore - 424

Peak Hill - 1,106

Bogan Gate - 289

DIVERSITY

Indigenous population 10%

Born overseas - 5.4%

Non-English-speaking background - 5.7%

GENDER

49.2% Male

50.8% Female

AGE

Pre-school Children (0-4 years) 6.4%

Primary School (5-11) 9.9%

Secondary Schoolers (12-17) 8.1%

Tertiary Education / Independence (18-24) 8.2%

Young Workforce (25-34) 10.5%

Parents / Homebuilder (25-49) 16.9%

Older Works and Pre-Retirees (50-59) 13.6%

Empty Nester and Retirees (60-69) 12.1%

Seniors (70+) 14.2%

PROJECTED TRENDS

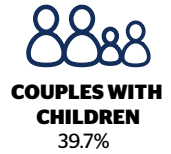
Projected Shire population in 2036 - 14,818

Projected dwellings in 2036 - 7,585

Projected households in 2036 - 6583

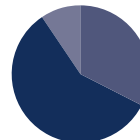
Sources

Australian Bureau of Statistics, 2016
Department of Planning and Environment, 2019



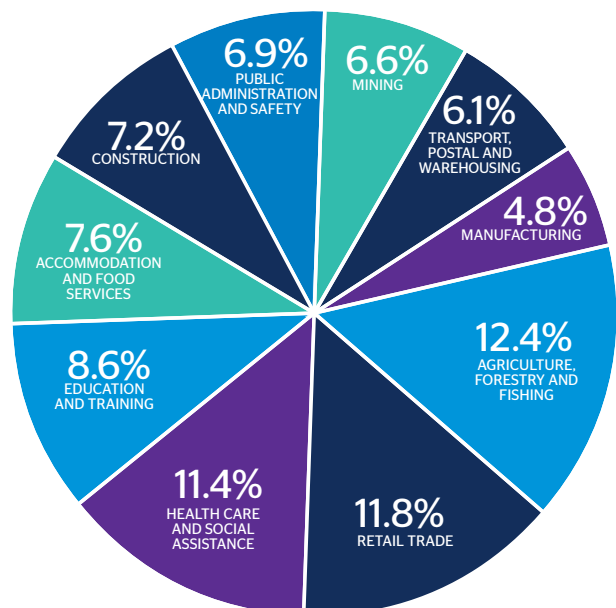
EMPLOYMENT

IN 2016 % OF POPULATION HAD THE FOLLOWING OCCUPATION:



6303 LABOUR FORCE
2065 **PART TIME WORKERS**
3644 **FULL TIME WORKERS**

INDUSTRIES BY EMPLOYMENT





OUR COMMUNITY VISION

Connected, vibrant and sustainable.
Parkes Shire 2035, it all adds up

OUR COUNCIL VALUES

Council's commitment is demonstrated in Council's organisational values being:

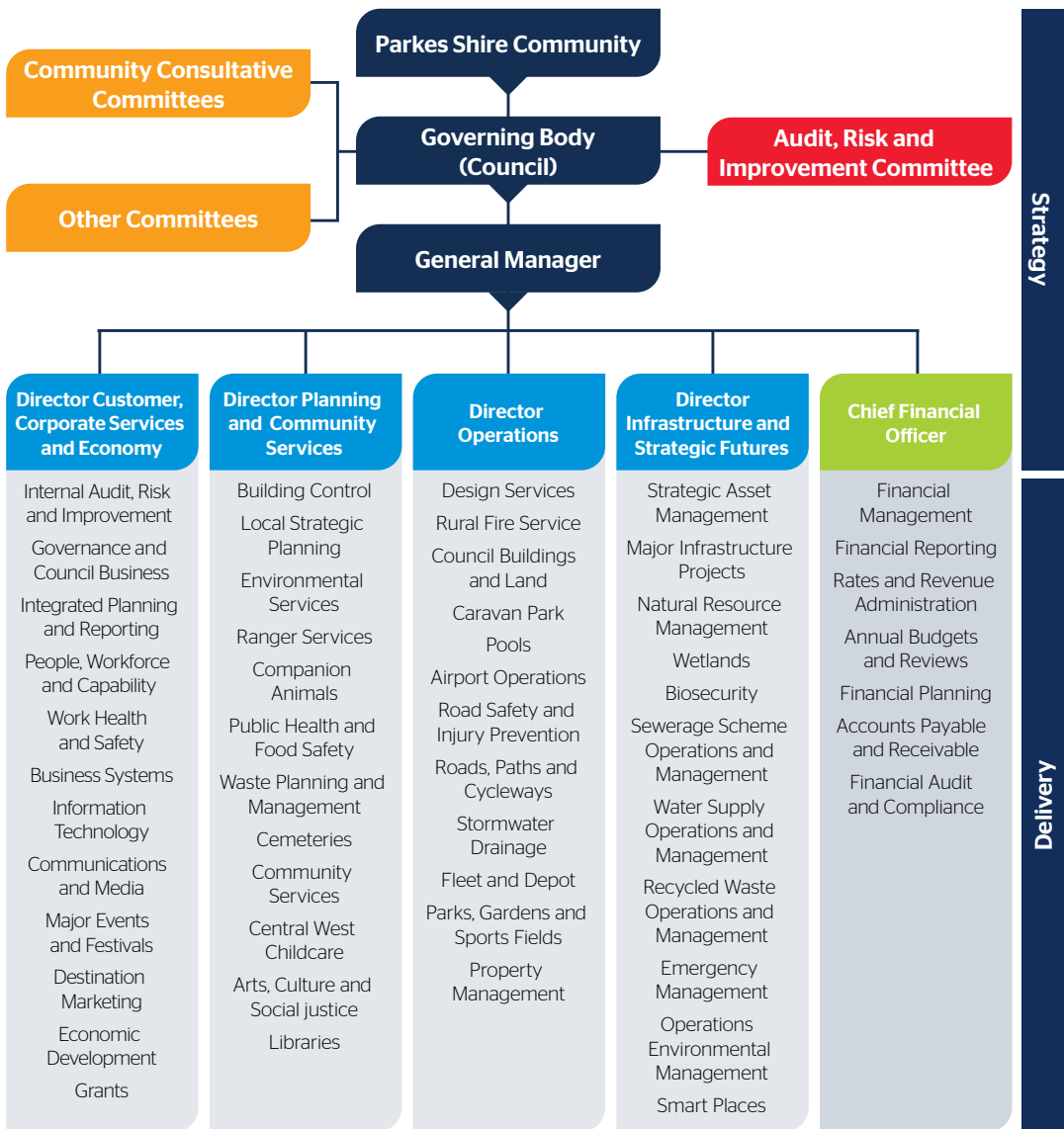
Parkes Shire Council is committed to be an organisation where staff believe,

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

**all add up to a connected, vibrant and sustainable
organisation 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.

OUR STRUCTURE



DEVELOPING THE PARKES SHIRE 2035+ DELIVERY PROGRAM

INTEGRATED PLANNING AND REPORTING

GUIDING PRINCIPLES

QUADRUPLE BOTTOM LINE

COMMUNITY ENGAGEMENT



INTEGRATED PLANNING AND REPORTING

The Parkes Shire 2035+ Delivery Program forms part of the Integrated Planning and Reporting (IP&R) framework.

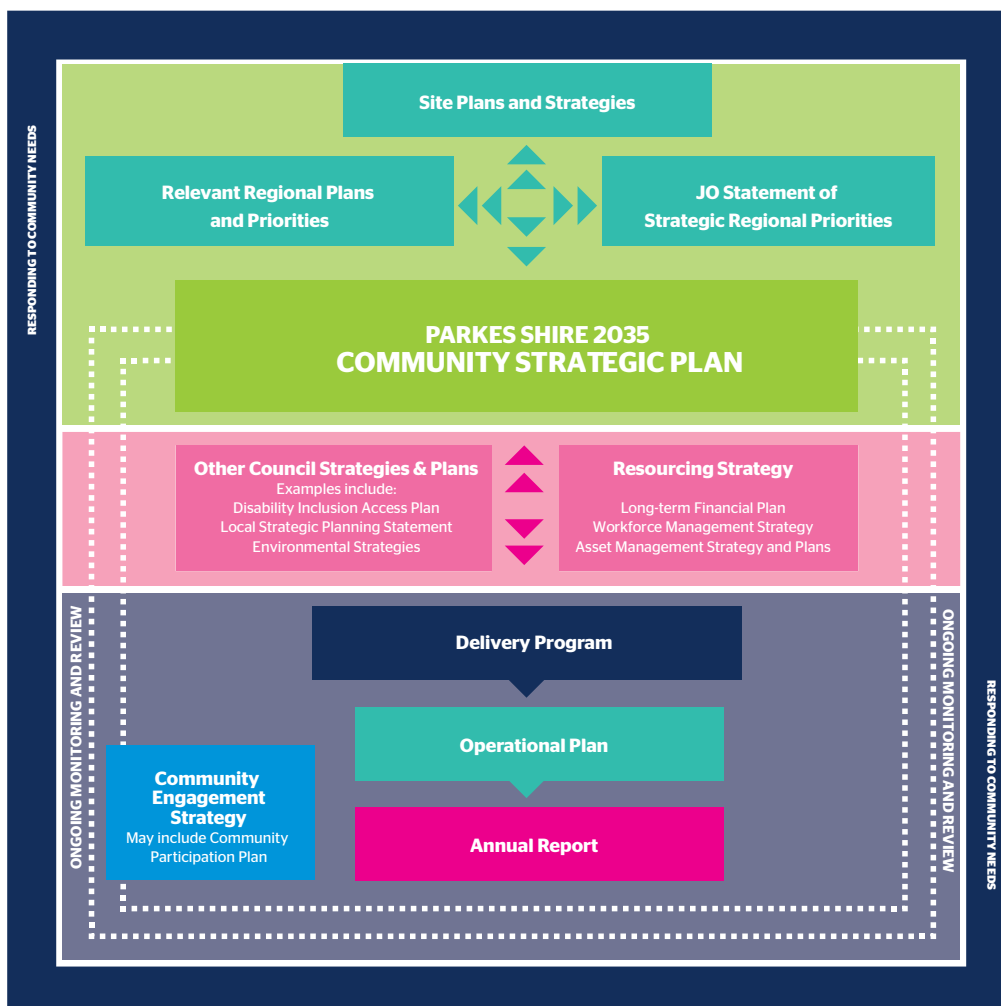
In 2009, a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales (NSW). Parkes Shire Council was one of the first Council's to embrace this large and wide-ranging reform in becoming what was termed a

"Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its IP&R documentation in the 2009/10 Council year.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest End of Term Report being tabled at the final meeting of the previous Council in November 2021.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in December 2021) will deliver in order to assist the community to achieve the aspirations set out in the Parkes Shire 2035+ Community Strategic Plan.

The following diagram illustrates how the IP&R framework ensures that local strategic planning and reporting is informed, relevant and responsive to community needs:



GUIDING PRINCIPLES

SOCIAL JUSTICE

Preparation of Parkes Shire 2035+ Delivery Program has been guided by the following social justice principles:

- **Equity:** there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.
- **Access:** all people should have fair access to service, resources and opportunities to improve their quality of life
- **Participation:** everyone should be given genuine opportunities to participate in decisions which affect their lives
- **Rights:** equal rights should be established and promoted, with opportunities provided for all people from all backgrounds.

QUADRUPLE BOTTOM LINE

The Quadruple Bottom Line (QBL) addresses social, environmental, economic, and civic leadership (governance) considerations. The QBL ensures a holistic balanced approach is applied to all aspects of the Parkes Shire 2035+ Delivery Program.

Social Sustainability

Support cohesive, inclusive, and diverse dynamic communities

Environmental Sustainability

Protect the natural, social, cultural, and built heritage and decrease the consumption of resources

Economic Sustainability

Maintain a strong and stable economy and ensure the delivery of services, facilities and infrastructure is financially sustainable

Civic Leadership

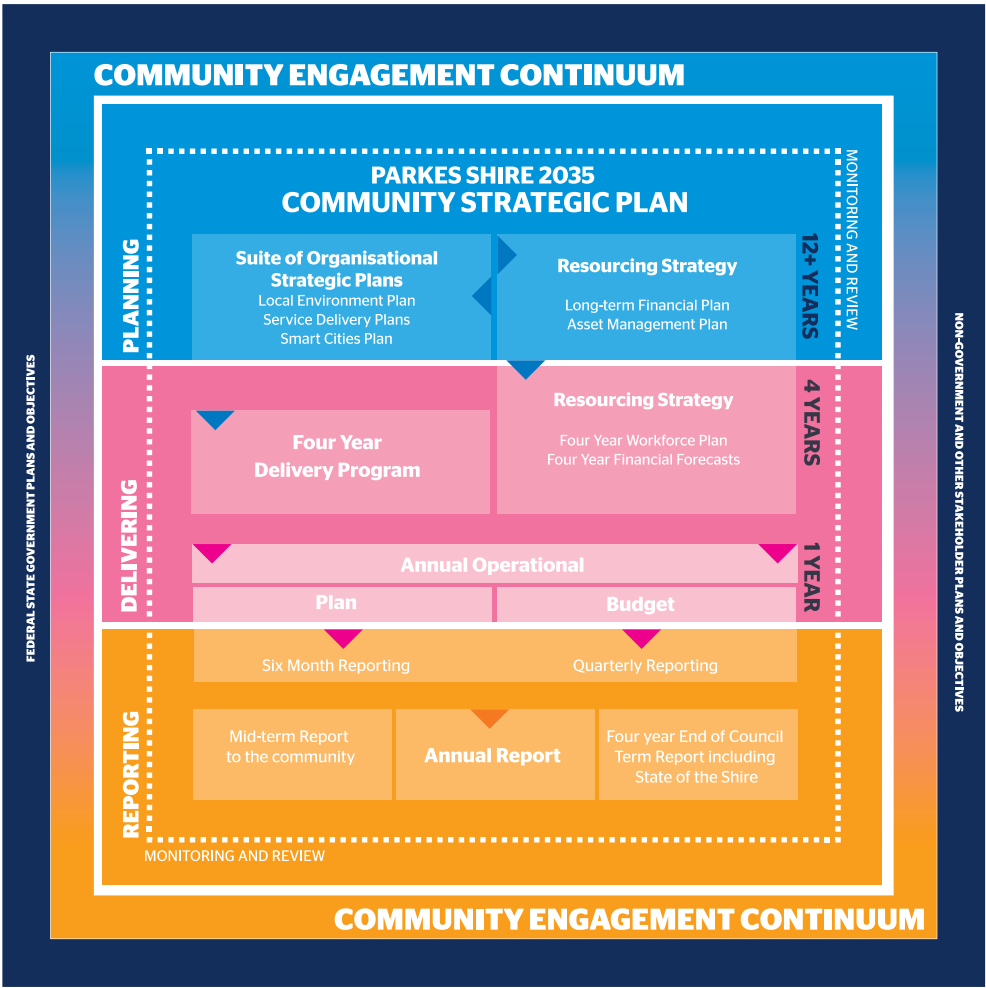
Transparency and accountability in decision-making.



COMMUNITY ENGAGEMENT

Under Council’s Integrated Planning and Reporting (IP&R) framework, community engagement is built into the process to ensure that the community is providing feedback, advice and direction to Council’s activities.

The IP&R framework is underpinned by strong community engagement. Engagement with residents as well as business, state agencies and non-government organisations is essential to creating plans that truly represent the aspirations and needs of the local community.



Throughout 2021, Parkes Shire Council embarked in an extensive engagement process with our community through to gain input and feedback to understand our community's local priorities for the years ahead, including services, programs and facilities.

A number of priorities were identified throughout this process and have assisted in the identification of capital projects that will be delivered over the **Parkes Shire 2035+** Delivery Program. The top twenty priorities are illustrated below.

Priorities	Occurrence	
Cycleways / Shared Paths	● ● ● ●	4.3%
Public Art	● ● ● ●	4.3%
Open Space / Reserves	● ● ● ●	4.0%
Heated Pool and Ancillary Services	● ● ● ●	3.7%
Housing / Land Availability	● ● ●	3.4%
Signage, Promotion and Marketing	● ● ●	3.4%
Kerb, Guttering and Footpaths	● ● ●	3.1%
Stormwater Drainage Improvements	● ● ●	3.1%
Community Gardens	● ● ●	2.8%
Public Amenities	● ● ●	2.8%
Passive Recreation - Lake / Lagoon Recreation Area	● ● ●	2.5%
Rural Roads Sealing	● ●	2.5%
Building and Halls	● ●	2.5%
Adventure Playground / Ninja Park	● ●	2.5%
Caravan / Camping / RV Parking	● ●	2.5%
Youth Activities and Mental Health	● ●	2.2%
Active Recreation - Pioneer Oval Grandstand	● ●	2.2%
Arts and Cultural Programs	●	1.9%
Active Recreation - Outdoor Gyms	●	1.9%

PARKES SHIRE 2035+ DELIVERY PROGRAM

FINANCIAL PROJECTIONS FOR OPERATIONAL ACTIVITIES

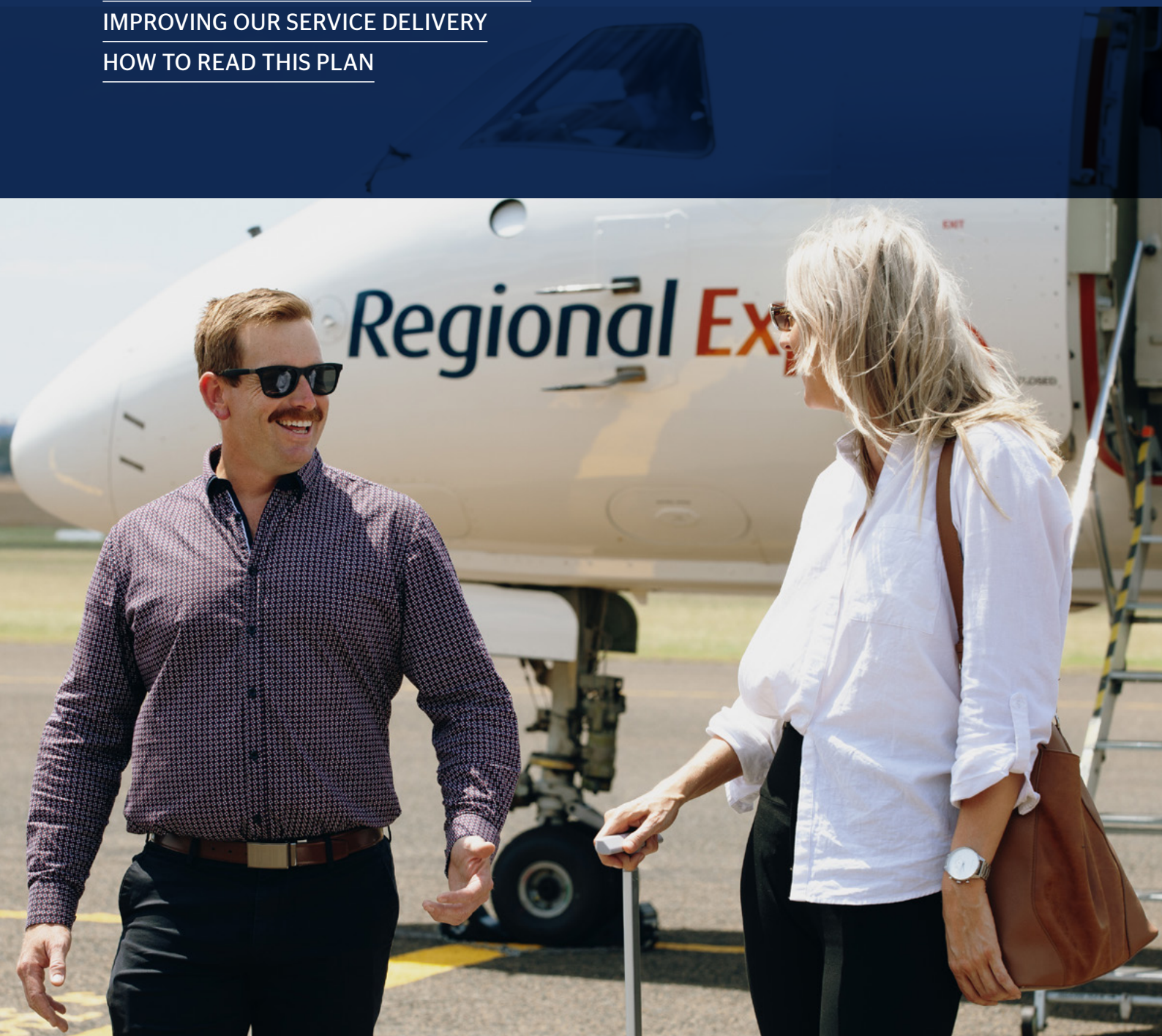
IMPROVING OUR FINANCIAL SUSTAINABILITY

RESOURCING THE PARKES SHIRE 2035+ DELIVERY PROGRAM

HOW WILL WE MEASURE OUR SUCCESS?

IMPROVING OUR SERVICE DELIVERY

HOW TO READ THIS PLAN



PARKES SHIRE 2035+ DELIVERY PROGRAM

FINANCIAL PROJECTIONS FOR OPERATIONAL ACTIVITIES

Over the duration of the Parkes Shire 2035+ Delivery Program, Council's income is projected to be \$231,553,382 and expenses are projected to be \$165,466,803, with the breakdown below.

Income Statement - Delivery Program	YEAR 1 - 2022/23			
	General Fund	Water Fund	Sewer Fund	Consolidated Funds
Rates and annual charges	18,011,005	1,620,724	3,765,012	23,396,741
User charges and fees	5,034,420	11,534,283	469,951	17,038,654
Interest and investment revenue	192,680	222,000	153,020	567,700
Other revenues	752,415	0	0	752,415
Grants and contributions provided for opex	14,832,952	0	0	14,832,952
Grants and contributions provided for capex	37,765,843	24,490,488	100,000	62,356,331
Total income from continuing operations	76,589,315	37,867,495	4,487,983	118,944,793
Expenses				
Employee Cost	15,215,299	2,198,871	714,541	18,128,711
Materials & Consumables	3,215,197	360,600	167,400	3,743,197
External Services	8,230,553	980,081	571,100	9,781,734
Water, Electricity & Statutory	1,015,932	1,862,980	169,020	3,047,932
IT & Communications	285,980	0	0	285,980
Insurance	796,154	0	0	796,154
Administration	2,907,889	243,510	24,700	3,176,099
Travel & Entertainment	163,894	34,800	5,800	204,494
Financials	234,580	0	0	234,580
Internal Charges	(3,919,236)	2,160,792	118,044	(1,640,400)
Interest Paid	363,242	199,646	116,000	678,888
Cost of Assets Sold	3,158,143	0	0	3,158,143
Sale Proceeds of Assets	(2,992,143)	0	0	(2,992,143)
Depreciation	9,033,873	3,975,661	1,466,000	14,475,534
Total expenses from continuing operations	37,709,357	12,016,941	3,352,605	53,078,903
Operating result from continuing operations	38,879,958	25,850,554	1,135,378	65,865,890
Operating result from continuing operations before capital grants	1,114,115	1,360,066	1,035,378	3,509,559

Income Statement - Delivery Program	YEAR 2 - 2023/24			
	General Fund	Water Fund	Sewer Fund	Consolidated Funds
Rates and annual charges	19,111,500	1,668,644	3,880,660	24,660,804
User charges and fees	4,959,272	11,933,356	484,050	17,376,678
Interest and investment revenue	264,000	194,170	229,514	687,684
Other revenues	774,986	0	0	774,986
Grants and contributions provided for opex	14,372,689	0	0	14,372,689
Grants and contributions provided for capex	0	24,402,364	0	24,402,364
Total income from continuing operations	39,482,447	38,198,534	4,594,224	82,275,205
Expenses				
Employee Cost	16,088,177	2,325,017	755,533	19,168,727
Materials & Consumables	3,311,652	371,418	172,422	3,855,492
External Services	8,477,471	1,009,484	588,233	10,075,188
Water, Electricity & Statutory	1,044,557	1,918,869	174,091	3,137,517
IT & Communications	294,559	0	0	294,559
Insurance	820,039	0	0	820,039
Administration	2,995,131	250,816	25,441	3,271,388
Travel & Entertainment	168,814	35,844	5,974	210,632
Financials	241,617	0	0	241,617
Internal Charges	(4,036,009)	2,225,616	121,585	(1,688,808)
Interest Paid	340,994	188,265	116,000	645,259
Cost of Assets Sold	450,000	0	0	450,000
Sale Proceeds of Assets	(620,000)	0	0	(620,000)
Depreciation	9,808,061	4,624,515	1,495,000	15,927,576
Total expenses from continuing operations	39,385,063	12,949,844	3,454,279	55,789,186
Operating result from continuing operations	97,384	25,248,690	1,139,945	26,486,019
Operating result from continuing operations before capital grants	97,384	846,326	1,139,945	2,083,655

Income Statement - Delivery Program	YEAR 3 - 2024/25			
	General Fund	Water Fund	Sewer Fund	Consolidated Funds
Rates and annual charges	19,685,738	1,723,125	3,999,724	25,408,587
User charges and fees	5,056,966	12,564,539	498,572	18,120,077
Interest and investment revenue	300,000	239,003	260,818	799,821
Other revenues	798,237	0	0	798,237
Grants and contributions provided for opex	14,728,988	0	0	14,728,988
Grants and contributions provided for capex	0	903,571	0	903,571
Total income from continuing operations	40,569,929	15,430,238	4,759,114	60,759,281
Expenses				
Employee Cost	16,826,920	2,431,779	790,224	20,048,923
Materials & Consumables	3,411,003	382,561	177,596	3,971,160
External Services	8,731,790	1,039,768	605,882	10,377,440
Water, Electricity & Statutory	1,073,995	1,976,435	179,314	3,229,744
IT & Communications	303,396	0	0	303,396
Insurance	844,640	0	0	844,640
Administration	3,084,985	258,341	26,205	3,369,531
Travel & Entertainment	173,879	36,920	6,155	216,954
Financials	248,865	0	0	248,865
Internal Charges	(4,157,407)	2,292,384	125,233	(1,739,790)
Interest Paid	317,071	176,534	116,000	609,605
Cost of Assets Sold	450,000	0	0	450,000
Sale Proceeds of Assets	(620,000)	0	0	(620,000)
Depreciation	10,359,492	4,721,921	1,529,000	16,610,413
Total expenses from continuing operations	41,048,629	13,316,643	3,555,609	57,920,881
Operating result from continuing operations	(478,700)	2,113,595	1,203,505	2,838,400
Operating result from continuing operations before capital grants	(478,700)	1,210,024	1,203,505	1,934,829

IMPROVING OUR FINANCIAL SUSTAINABILITY

LONG-TERM FINANCIAL PLANNING WHY THIS IS CRITICAL TO SUPPORT COUNCIL DECISIONS

Parkes Shire is in the midst of unprecedented, once-in-a-generation change with the **Special Activation Precinct**.

State and federal governments have also been offering **unprecedented grants** for a variety of projects (across NSW and Australia) in recent years. It is important to secure support for priority projects for the community as such opportunities won't continue indefinitely.

Realising the benefits of the Special Activation Precinct and grant opportunities demands **greater investment from Council than 'normal'** in relation to operational activities (to support and facilitate growth) and capital works projects (many grants are on a 50/50 basis).

Council has funded this investment via a mix of **cash reserves and borrowing**. Its reserves - which were healthy prior to this extraordinary period - are now about as low as Council is comfortable with, so further investment will need to be funded by debt.

Alongside these 'one off' opportunities, Council also needs to fund its 'business as usual' priorities, particularly renewal of existing infrastructure. A **Strategic Asset Management Plan** has been developed to identify the needs and guide such investment, as well as to identify and prioritise projects for new and upgraded assets (ideally funded by grants).

Over the past few years, Council has invested heavily in various activities to maximise opportunities arising from the Special Activation Precinct and unprecedented grants offered by NSW and federal governments (grants are mostly on a 50/50 basis).

However, Council's reserves are now depleted, so future investment will need to be funded by borrowings.

Long-term planning is critical to ensure Council maintain a strong financial position into the future.

Council's focus in its 2022-2025 **Delivery Program** is securing maximum benefit for the local community from 'one off' opportunities in addition to its 'business as usual' service delivery.

Council has developed a Long-Term Financial Plan (LTFP) to support its decisions in this Delivery Program to ensure it maintains a strong financial position whilst pursuing these benefits over the next 3 years of Council's term and, beyond this, to ensure that Council charts a sustainable and responsible course long-term, for the next generation.

Long-term planning is vital because of the unknowns in the current LTFP as well as the emerging opportunities and challenges. The LTFP will be updated at least annually, and additionally when Council is contemplating major decisions that have financial implications.

MANAGING INFRASTRUCTURE ASSETS WHY THIS IS CRITICAL TO COUNCIL'S FINANCIAL SUSTAINABILITY

Council's cash reserves in its general fund were around \$4.5M in 2020 and 2021 (excluding water and sewer businesses, which are accounted for separately, and other funds externally restricted for specific purposes). Reserves are forecast to exceed \$10M in 2022 and 2023. Council has around \$8M in debt, all of which is due to be repaid in under 10 years.

This level of borrowings isn't of concern, but it is vital to recognise that the **state of Council's infrastructure assets has a big impact on financial sustainability, too.**

Of prime concern is Council's 2,100km road network. Not only do roads make up a large portion of the total general fund asset portfolio, but there are strategic issues Council needs to focus on in its current term, as detailed in the Strategic Asset Management Plan.

There is around \$12M in 'backlog' works across 244km of urban and rural sealed roads. If Council doesn't undertake these works (mostly reseals, but repairs to pavements and kerb within these sections is also included in the \$12M) as a priority, there is a high risk the road pavement itself will fail. This is a case of 'a stitch in time saves nine': the cost to rebuild these roads (if they are left too long) is 8-9 times the cost of a reseal that needs doing now.

There is also a further \$10M in works identified on the sealed road network. This includes renewing pavements and kerb that have already failed. There isn't the same risk of escalating costs so it isn't counted as 'backlog', but it is anticipated that the community will expect these works to be undertaken over the next 10 years, at least.

Financial sustainability isn't just about cash in the bank and borrowings.

The state of Council's infrastructure has a big impact on sustainability too, particularly its 2,100km road network.

The key concern is \$12M in 'backlog' works. 244km of urban and rural sealed roads need resealing (and associated works) to avoid premature failure of the road pavements, which costs 8-9 times as much to fix ('a stitch in time saves nine').

The Strategic Asset Management Plan details these and other issues.

The Strategic Asset Management Plan also identifies priorities for renewal and/or upgrade of a variety of other infrastructure and assets including unsealed roads, urban stormwater drainage, footpaths, parks, sportsgrounds, buildings and plant and equipment.

Council's decisions about funding infrastructure works (whether using its own money, or grants) will have a significant impact on its financial sustainability into the future.

THE 'BASE CASE'

THE STARTING POINT TO DEVELOP A PLAN FOR THE FUTURE

The 'base case' in section 2 of the Long-Term Financial Plan makes provision for \$9.6M p.a. in capital works to be funded by Council, on average, over the 9 years from 2024 to 2032 as set out in the Strategic Asset Management Plan (at this stage, minimal grant funded works are included as they are an 'in and out' and so don't directly impact finances). This is a big drop from the \$52M capital works in the 2023 budget (\$14M is Council funds) and average \$22M p.a. over the last 6 years (Council's contribution was \$12M p.a., the rest was grants).

The 'base case' is the starting point for future planning. It shows that Council can:

- fund the priority capital works program in the Strategic Asset Management Plan (eliminate the 'backlog', renew other poor condition assets, undertake some upgrade projects)
- pay off the \$8M of borrowings that are due to be repaid over the next 10 years and
- maintain sufficient cash reserves (reserves start at \$12M in 2023 and are forecast to be at \$9M in 2032, in 10 years' time).

It is important to recognise these forecasts are based on assumptions detailed in section 3 of the LTFP. There is uncertainty regarding many of these (section 6 also highlights risks or sensitivity associated with key items). As such, it is critical that the LTFP is revised annually.

The 'base case' in section 2 isn't what Council plans to do. It is the starting point to develop a plan for the future.

It shows Council can fund priority capital works in the Strategic Asset Management Plan, pay off its debts and maintain sufficient cash reserves.

Many assumptions are uncertain, so it is critical to monitor and review the Plan, and to revise it when Council is considering investments that will take it from the path in the 'base case'.

The LTFP also needs to be revised to inform Council when it is considering investments that will divert it from the path in the base case: e.g., the financial implications of building a new asset include ongoing operations and maintenance costs, not just the cost of construction.

The LTFP includes two alternative scenarios that emphasise that Council doesn't have much 'spare financial capacity'. Council should expect that if it makes decisions that set it on a path significantly different to that in the base case, it will need to offset or balance out the impacts by savings in other areas.

COUNCIL'S FINANCIAL SUSTAINABILITY OBJECTIVES

THE 'GUIDE RAILS' FOR FUTURE PLANNING

Council has identified four financial sustainability objectives (below) that will serve as 'guard rails' to help keep Council 'on track'. When Council is considering a decision that will put it on a different path to the base case, the implications need to be considered in relation to its forecast performance against these objectives.

Progress against these will be reported in Council's Annual Report. The one objective Council will not meet under the base case is minimising the deficit. Council has an underlying operating deficit of \$2M+ p.a. While not of immediate concern, it is something Council needs to work towards.

Parkes Shire Council Financial Sustainability Objectives (May 2022)

Objective	Details
1 Adequate cash reserves and use of borrowings	<p>Council will maintain an appropriate level of cash reserves by:</p> <ul style="list-style-type: none"> responsible and sustainable infrastructure investment (objective 2) responsible and sustainable spending (objective 3) using borrowings (debt) to overcome shortfalls in available funds to undertake priority works when and if this is required.
2 Responsible and sustainable infrastructure investment	<p>Council will:</p> <ul style="list-style-type: none"> pursue grants wherever possible to minimise Council's investment, but not vary its priorities significantly simply to obtain a grant allocate funds to infrastructure and other assets in accordance with priorities identified in the Strategic Asset Management Plan (SAMP) with a focus on managing risk and renewing existing assets identify priorities for new and upgraded assets, and opportunities to dispose of underutilised assets, in the SAMP not prioritise funds for further new or upgraded assets over essential renewals except where new assets address unacceptable risks only build new or upgraded assets if the LTFP shows this is affordable pursue continuous improvement in the management of its assets and infrastructure, guided by actions in the SAMP.
3 Responsible and sustainable spending	<p>Council will work toward aligning general revenues and expenses by:</p> <ul style="list-style-type: none"> continuing to improve the robustness of, and integration between, its long-term plans (objective 4 below) exploring options to vary current service levels as part of an ongoing conversation with the community about their priorities.
4 Integrated long-term planning	<p>Council will continue to improve the robustness of, and integration between, its plans and monitoring and reporting of performance against these to:</p> <ul style="list-style-type: none"> drive efficiency and productivity gains (reduce expenses) better manage corporate risks better understand the costs of service delivery and options to vary services, to inform community engagement about priorities.

COUNCIL'S WATER SUPPLY AND SEWERAGE BUSINESSES

The discussion above has focused on Council's general fund. Under the NSW Local Government Act, Council water supply and sewerage functions must be accounted for as distinct businesses.

Council has invested over \$100M over the past 5 years in a number of water supply and sewerage projects and is forecasting to spend another \$60M in 2023-4 on water security. This has and is being funded by a mix of cash reserves, borrowings and grants. The sewer fund in particular has minimal reserves and is due to repay a \$4M loan in 2026.

Forecasts indicate that both funds have sufficient financial capacity (although some grants budgeted for water security are not yet confirmed). Based on the assumptions in sections 4 and 5, their financial position will improve over the next 10 years.

However, it is important to note that significant uncertainties exist, particularly in relation to demand for water from the Special Activation Precinct and Northparkes Mines (lower demand means less income) and in relation to the amount Council needs to invest in renewal of ageing assets (the Strategic Asset Management Plan includes a range of improvement actions to investigate this and refine funding estimates).

As with general fund, it is critical that Council refines the assumptions set out in the LTFP, and monitors progress over time to ensure water and sewer funds stay on track.

Councils are required to account for their water supply and sewerage functions as distinct businesses.

Forecasts indicate that both water and sewer funds have sufficient financial capacity to meet future needs, and their position should improve in future.

However, some grants for water security are unconfirmed, and there are significant unknowns in relation to water demand (which directly impacts income). The amount Council needs to invest in asset renewals is also unclear.

It is important that Council monitors and reviews financial plans for water and sewer over time, in conjunction with improvement actions in the SAMP, to ensure these funds stay on track.



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RESOURCING THE PARKES SHIRE 2035+ DELIVERY PROGRAM

The Resourcing Strategy identifies the money, assets and people required by Parkes Shire Council to deliver our commitments over the next 10 years as outlined in the Parkes Shire 2035+ Community Strategic Plan.

Council continually reviews the Resourcing Strategy to ensure it aligns with the range of functions and principal activities identified in the Parkes Shire 2035+ Delivery Program and Operational Plan.

The Resourcing Strategy consists of three key components:

- **Workforce Management Strategy**
- **Strategic Asset Management Plan**
- **Long-Term Financial Plan**

The Resourcing Strategy is the point where Council explains to the community how it intends to perform all of its functions, including implementing those strategies set out in the Community Strategic Plan for which it is responsible. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council and considers, in general terms, matters that are the responsibility of others.

HOW WILL WE MEASURE OUR SUCCESS?

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving the Parkes Shire 2035+ Community Strategic Plan and implementing the Parkes Shire 2035+ Delivery Program, as well as our financial performance against the annual and long-term budgets.

- **Annual Report:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Budget Review Statement:** Council prepares a Budget review statement three times each year which shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.

IMPROVING OUR SERVICE DELIVERY

The IP&R framework supports Council in establishing service levels, monitoring service performance and improving service delivery. To encourage continuous improvement across our operations, we must identify in our Delivery Program the service areas that we will review over the Council term, and how we will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Local government service provision has transformed significantly over recent decades, and as with other local councils, Parkes Shire Council has moved beyond the traditional narrow emphasis of “roads, rates and rubbish” towards broader objectives to promote the social, economic, environmental and cultural wellbeing of our community. Over a similar period, community expectations of local government have increased while other levels of government have devolved various functions.

While some Council services have experienced higher demand from the community (such as sporting, recreation and cultural facilities), others have been subject to increased legislative requirements (such as asset management, strategic planning and risk management). The overall impact is that Council must provide a greater range of services while endeavouring to meet higher standards of legislative compliance.

These challenges have become increasingly difficult due to the financial pressures placed on Council. Costs for providing and maintaining infrastructure have been increasing considerably faster than generated income, and in some cases, this has been exacerbated by externally imposed constraints and revenue restrictions. Given these increasing pressures, it is appropriate for Council to continuously review the services it provides to ensure they are relevant to our community and financially sustainable in the long-term.

WHAT ARE SERVICE REVIEWS?

A service review is a review of a particular service and its delivery, designed to identify potential improvements and efficiency and effectiveness gains. Service reviews aim to ensure ‘value for money’ for ratepayers by helping to identify the mix of services and funding arrangements that best meet the community’s needs.

Service reviews typically identify opportunities for:

- **Service and activity improvements**
- **Cost savings**
- **Service level adjustments**
- **Alternative modes of service delivery**
- **Improve resource usage**

SERVICE REVIEW PROGRAM 2022-2025

Over the life of this Delivery Program, we will undertake service reviews of the following areas of our operations:

- **Customer Services**
- **Procurement**
- **Family Day Care Services**

In each of our Operational Plans over the three-year period covered by this Delivery Program, we will identify which of the above service reviews will be undertaken that year. Each of these service reviews will involve varying degrees of community consultation and input. Over the life of this Delivery Program, further service reviews to the above may be scheduled.

HOW TO READ THIS PLAN

OVERVIEW

Overview of the Delivery Program Function including Principal Activities and services delivered by Council as part of this Function.

COMMERCIAL ENTERPRISE



20 places per day through Central West Childcare Services



1 Council operated Caravan Park



72 commercial leases and licences in place



Facilitation of land development and sales

Overview

Council undertakes these activities as it recognises, they provide important outcomes for the community that may not occur if Council wasn't involved, and the community need was simply filled by private sector providers.

Council aims to undertake these activities on a commercial basis therefore, over-time these activities become self-funding and do not require general rates to subsidise the activities. As these activities become self-funding, enough revenue is generated for 'day-to-day' and long-term costs to be covered by the activities themselves.

HOW THIS FUNCTION LINKS TO THE COMMUNITY STRATEGIC PLAN

These are the community's long-term aspirations of the Parkes Shire that are relevant to the Function. Council is responsible for implementing the strategies set out in the Parkes Shire 2035+ Community Strategic Plan as part of its commitment to the community to perform all of its functions.

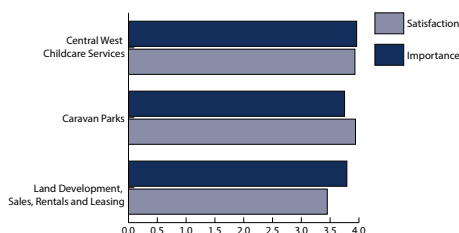
How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is liveable, growing and connected 	<ul style="list-style-type: none"> Our Shire is an attractive destination to live, work, visit and invest Our economy provides diverse employment pathways and education and training opportunities 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient



Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



SERVICE LEVEL PERFORMANCE

Council undertakes community satisfaction surveys every four years to understand the community's priorities, to understand the level of satisfaction with Council' performance, to identify the priorities for Council and to improve communication and engagement methods with the community.

Council engaged Micromex Research to survey 300 randomly selected residents of the Parkes Shire via telephone in April 2021. In understanding the community's priorities and level of satisfaction, the results of the survey have been grouped into the Functions and Principal Activities of the Parkes Shire 2035+ Delivery Program.

Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Central West Childcare Services	We will provide quality care for families within the Shire through the provision of varied early childhood settings	• Central West Family Day Care Coordinator
Caravan Park	We will implement appropriate processes to ensure the caravan park is maintained and developed in accordance with the growing needs of tourists entering the Shire	• Manager Facilities
Rental and Leasing	We will develop and utilise suitable frameworks to ensure council operated rentals are aligned with market expectations	• Manager Facilities

PRINCIPAL ACTIVITIES

These are the activities that Parkes Shire Council, with the assistance of external agencies, will undertake over the Parkes Shire 2035+ Delivery Program. These activities are strategic in nature and are reflective of the role Council will play in achieving the strategies set out in the Parkes Shire 2035+ Community Strategic Plan.



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities, and Sustainable Development Goals. Within the Commercial Enterprise function, Councils primary role is to control Sustainable Cities whilst its primary capability is to influence Industry, Innovation and Infrastructure and quality education.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDG's) are a part of the UN 2030 Agenda, a framework that represents the challenges facing society and a blueprint for the future. Articulated in 2015, all 193 member countries of the UN signed on to commit to the goals.

Parkes Shire Council has integrated the SDG's in the Parkes Shire 2035+ Delivery Program to: Drive transformation, particularly SDG 11, Sustainable Cities, Integrate, use the SDG's as the integrated framework it was designed to be, and better integrate plans, strategies and reporting:

- Align a diverse set of stakeholders in the interest of advocacy and collaboration project
- Engage employees and communities in the sustainable development agenda to raise public and widespread awareness

COMMERCIAL ENTERPRISE



**20 places per day
through Central West
Childcare Services**



**1 Council operated
Caravan Park**



**72 Commercial
leases and licences
in place**



**Facilitation of land
development and
sales**

Overview

Council undertakes these activities as it recognises, they provide important outcomes for the community that may not occur if Council wasn't involved, and the community need was simply filled by private sector providers.

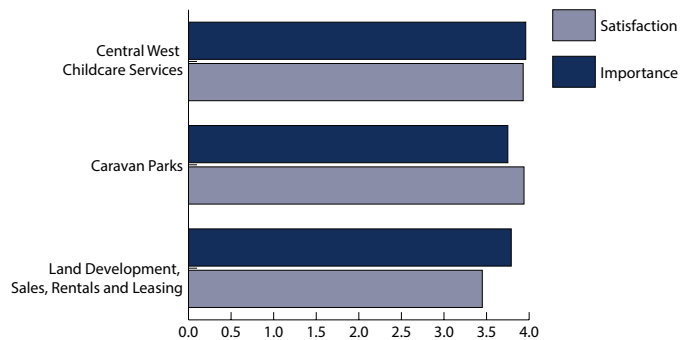
Council aims to undertake these activities on a commercial basis therefore, over-time these activities become self-funding and do not require general rates to subsidise the activities. As these activities become self-funding, enough revenue is generated for 'day-to-day' and long-term costs to be covered by the activities themselves.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is liveable, growing and connected 	<ul style="list-style-type: none"> Our Shire is an attractive destination to live, work, visit and invest Our economy providers diverse employment pathways and education and training opportunities 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Central West Childcare Services	We will provide quality care for families within the Shire through the provision of varied early childhood settings	<ul style="list-style-type: none"> Central West Family Day Care Coordinator
Caravan Park	We will implement appropriate processes to ensure the caravan park is maintained and developed in accordance with the growing needs of tourists entering the Shire	<ul style="list-style-type: none"> Manager Facilities
Rental and Leasing	We will develop and utilise suitable frameworks to ensure council operated rentals are aligned with market expectations	<ul style="list-style-type: none"> Manager Facilities
Land Development and Sales	We will zone, develop, and promote suitable land to ensure the community has access to appropriate spaces	<ul style="list-style-type: none"> Director Operations Manager Facilities Executive Manager Economy and Engagement



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities, and Sustainable Development Goals. Within the Commercial Enterprise function, Councils primary role is to control Sustainable Cities whilst its primary capability is to influence Industry, Innovation and Infrastructure and quality education.

COUNCIL AND CORPORATE



206 Council buildings



201 Full time equivalent



1290 Devices managed



\$57.1M turnover



346 Customer requests received monthly



164 Fleet and depot assets managed



9 Internal audits conducted in five years

Overview

The corporate function supports Council's delivery of efficient and effective services to the community. Regular monitoring and adjustments must be made to ensure Council can adapt to the changing needs of the organisation and community.

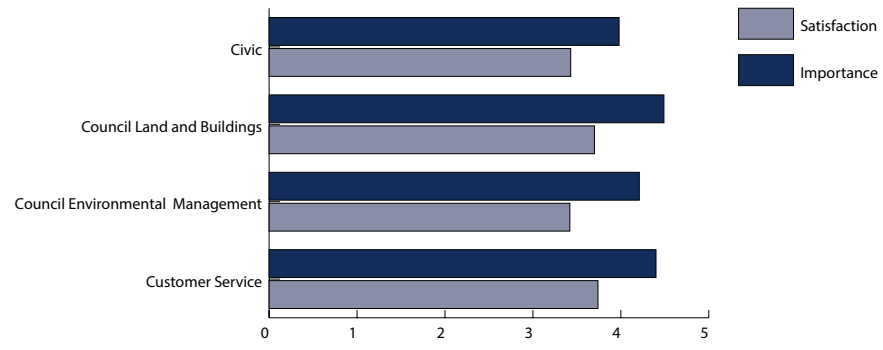
The council function covers the operation of Council itself as an organisation. The governing body of elected Councillors utilise community engagement and staff advice to set the strategic direction. Resources are then allocated to achieve objectives and Councillors are ultimately accountable to the community for the outcomes Council's organisation delivers.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is liveable, growing and connected 	<ul style="list-style-type: none"> Our Shire is an attractive destination to live, work, visit and invest Our economy providers diverse employment pathways and education and training opportunities 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Information and Communications Technology	We will utilise appropriate ICT systems to support efficient and effective operations in accord with the ICT Strategic Plan	Executive Manager Corporate Services
Governance and Strategy	We will use appropriate governance and strategic frameworks to manage risk, provide assurance that legislative and other requirements can be met and to provide clear strategic direction for Council's activities	Executive Manager Corporate Services
Civic	We will manage civic operations in line with regulations to support decision-making and drive positive outcomes for the community	Director Corporate, Customer Services and Economy
People, Safety and Culture	We will implement appropriate strategies to develop a vibrant workforce equipped to deliver progress and value to our community, undertake sustainable workforce planning and adapt to change through an innovative, smart, safe, and compliant workplace culture	Executive Manager People, Safety and Culture
Finance	We will comply with financial policies and accounting standards, enabling us to perform as a financially sustainable organisation	Chief Financial Officer
Fleet	We will maintain Council's heavy plant and equipment, plan and procure new assets and monitor regular plant safety inspections.	Fleet and Depot Manager
Council Land and Buildings	We will comply with the statutory requirements of public land and buildings including planning for renewals and/or upgrades and environmental management of council land	Manager Facilities
Council Environmental Management	We will implement appropriate measures to ensure all environmental management activities progress once potential impacts, environmental legislation and biosecurity have been considered.	Environmental and Biosecurity Coordinator
Customer Service	We will implement appropriate systems, processes, and technology to deliver high-quality, informative and responsive customer service.	Director Customer, Corporate Services and Economy
Community Services and Wellbeing	We will implement appropriate frameworks to ensure residents of the Shire have access to services, groups and activities that positively impact community wellbeing.	Director Planning and Community Services



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities, and Sustainable Development Goals. Within the Council and Corporate Function Council performs activities that largely control and influence the Shires ability to reach the Sustainable development goals of Peace, Justice and Strong Institutions and Decent Work and Economic Growth.

ECONOMY AND ENGAGEMENT



\$68.4M Grant funding secured since 2016



500M Media reach



\$13M generated per annum from Parkes Elvis Festival



\$66M visitor economy

Overview

Council performs activities to ensure the Parkes Shire is home to a diverse, thriving economy which supports traditional and new industries, accommodates continued population growth, and provides quality employment, education and training opportunities. Council performs four principal activities to ensure, the Shire's economy can continue to grow, these being, economic development and grants, communication and engagement, Elvis festival, special events and event support and the visitor economy.

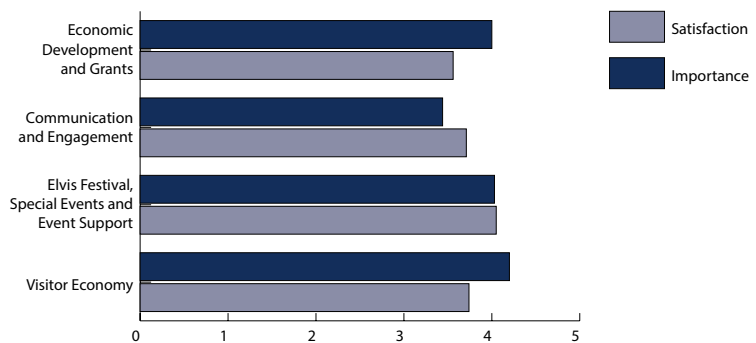
Council recognises the potential commercial benefit that activities within this function can deliver to the community and the inability for private sector providers to lead these services and opportunities. As a result, Council fulfills the responsibility of these activities for the Shire when possible. There is also potential for these activities to provide a commercial benefit to the Council through continued investment within the local economy. Council aims for these functions to be as self-sufficient as possible overtime, enabling both operational and long-term costs to be largely generated by the activities themselves.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is creative, proud and has a strong sense of belonging Our community is inclusive and accessible for people with a disability 	<ul style="list-style-type: none"> Our Shire is an attractive destination to live, work, visit and invest Our economy leverages smart technology, data and innovation to solve complex problems 	<ul style="list-style-type: none"> Our built environment is functional, safe and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Economic Development and Grants	We will provide support to businesses through the facilitation of various business support, growth and investment opportunities	Executive Manager Economy and Engagement
Communication and Engagement	We will promote the Parkes Shire as a place to live, work, invest and visit, and ensure our brand and our communication is inclusive and assists in connecting Council with our vibrant community	Director Customer, Corporate Services and Economy
Elvis Festival, Special Events and Event Support	We will work with our community to deliver the annual Elvis Festival and foster the development of other tourism, community and business events.	Executive Manager Economy and Engagement
Visitor Economy	We will grow our vibrant visitor economy through the support of new tourism product development, delivery of quality visitor information services, and the implementation of a renewed Destination Management Plan	Executive Manager Economy and Engagement



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within Parkes Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities and Sustainable Development Goals. Within the Economy and Engagement Function, Council has the capacity to control and influence the Shires ability in meeting the goals of Decent Work and Economic Growth, Industry, Innovation and Infrastructure and Sustainable Cities and Communities.

EMERGENCY SERVICES



Management of 30 emergency services buildings



Provision of \$375k to fund Rural Fire Service facilities



Payment of \$1.34M for Emergency Services Levy



Provision of facilities for State Emergency Services



Payment of \$1.34M for Emergency Services Levy

Overview

To ensure urgent action can be taken when required, Council provides continued support for emergency services within the Shire. Council provides various forms of support to the Rural Fire Service, NSW Fire Brigades, State Emergency Services, and the Local Emergency Management Committee. Through the provision of funding, compensation, facilities and support in other capacities, these organisations continue to provide emergency responses to members of the community when needed.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is safe, active and healthy 		<ul style="list-style-type: none"> Our natural environment is preserved and enhanced for current and future generations 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.

As Council's role is to provide support for local emergency services, there is no service level performance benchmarks to report.

Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Emergency Services Support	We will provide appropriate support for emergency service providers, ensuring their ongoing involvement within the community remains	Director Operations



Sustainable Development Goals

Council aims to localise the Global Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions. Council is unable to control activities within the Emergency Services function as it is dependent on the actions of external regulation and organisations. Despite this, Council actively supports activities and recognises that Emergency Services role in achieving Sustainable Cities and Communities and Partnerships for The Goals are concerns for the community.

LIBRARY, CULTURE & SOCIAL JUSTICE



4 Library Services



Arts and cultural programs and activities



Community wellbeing and social justice program and activities

Overview

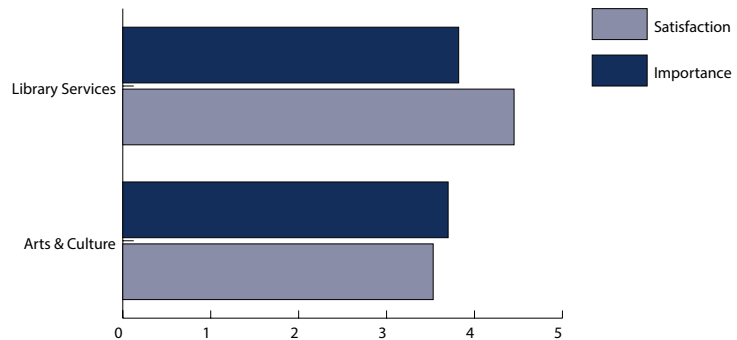
The council provides services, activities and facilities that provide outlets for the creation and appreciation of art, culture, and social justice within the community. The Council continues to support and facilitate these activities as it recognises their positive impact on the community.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is safe, active and healthy Our community is creative, proud and has a strong sense of belonging 	<ul style="list-style-type: none"> Our economy leverages smart technology, data and innovation to solve complex problems 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community Our community reduces, reuses and recycles waste 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Library Services	We will ensure the community has access to services, facilities and resources that are inclusive, high quality and contemporary in nature	Cultural, Education and Library Services Manager
Arts and Culture	We will provide accessible facilities, resources and services, enhancing the opportunities for creative arts and cultural activities within the community	Cultural, Education and Library Services Manager
Social Justice	We will advocate for and facilitate services and activities that have the capacity to enhance social justice	Director Planning and Community Services



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions. Within the Library, Culture and Wellbeing function Council's role is to control, influence and recognise the impact this function has on meeting the SDGs. Reduced Inequalities, Sustainable Cities and Communities and Partnerships for the Goals are the goals that Council recognise correlate with the activities, services and facilities provided within this function.

OPEN SPACE AND RECREATION



25 Parks and gardens



15 Sportsgrounds



77 Open space facilities



5 cemeteries



4 Swimming pools



Wetland restoration activities

Overview

The Council values the Shire's natural and built environments and effectively plans for a growing community. Council performs the planning, maintenance and development of open spaces and recreation areas across the Shire. By completing these activities, the natural environments within the Shire remain protected and preserved whilst also benefiting the community through the opportunity to utilise and enjoy public spaces.

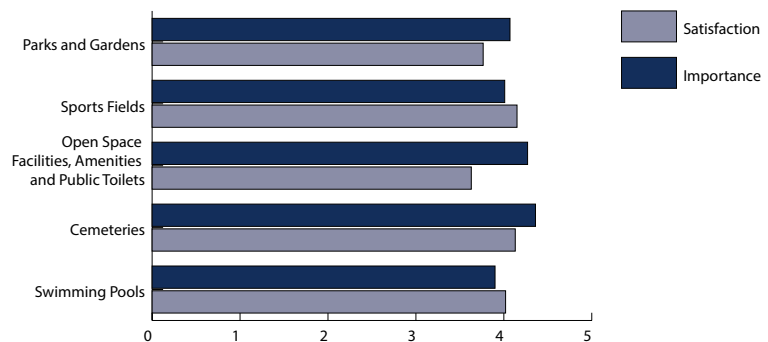
To ensure the Shire's natural environment is effectively managed, open space and recreation is separated into 6 principal activities. The division of activities ensures, parks and gardens, sport fields, open space facilities, amenities and public toilets, cemeteries, swimming pools and wetlands are managed in accordance with regulatory standards and independent council requirements.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> • Our community is safe, active and healthy • Our community is liveable, growing and connected 	<ul style="list-style-type: none"> • Promote the Parkes Shire as an attractive destination to live, work, visit and invest 	<ul style="list-style-type: none"> • Our built environment is functional, sustainable and meets the needs of our growing community • Our community reduces, reuses and recycles waste • Our utilities well planned and efficiently managed 	<ul style="list-style-type: none"> • Our local government is sustainable and plans for the future

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Parks and Gardens	We will continue implementing appropriate planning and maintenance strategies to ensure parks and gardens across the Shire are maintained and upgraded to meet community needs.	<ul style="list-style-type: none"> • Executive Manager Operations
Sports Fields	We will ensure sporting fields continue to be utilised across the Shire through suitable upgrading, maintenance and development of the facilities.	<ul style="list-style-type: none"> • Executive Manager Operations
Open Space Facilities, Amenities and Public Toilets	We will create appropriate strategies and plans to ensure open space facilities and amenities are maintained and developed, enabling the community to better utilise the Shire's open spaces.	<ul style="list-style-type: none"> • Manager Facilities • Executive Manager Operations
Cemeteries	We will utilise appropriate management practices for all cemeteries across the Shire, ensuring ongoing maintenance and management.	<ul style="list-style-type: none"> • Director Planning and Community Services • Executive Manager Operations
Swimming Pools	We will continue implementing suitable frameworks for swimming pools across the Shire, ensuring they meet the standards of regulatory bodies and the needs of the community through ongoing upkeep and developments.	<ul style="list-style-type: none"> • Manager Facilities • Executive Manager Operations
Wetlands Restoration	We will conduct appropriate preservation activities have been established to ensure the ongoing protection and development of natural reserves.	<ul style="list-style-type: none"> • Water Quality and Sustainability Manager



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities and Sustainable Development Goals. Within the Open Space and Recreation function, Council both controls and influences the Sustainable Development Goals of Sustainable Cities and Communities and Life on Land.

PLANNING, CERTIFICATION AND COMPLIANCE



Development Assessments



Local strategic land use planning



Building certification



Environmental health and ranger services

Overview

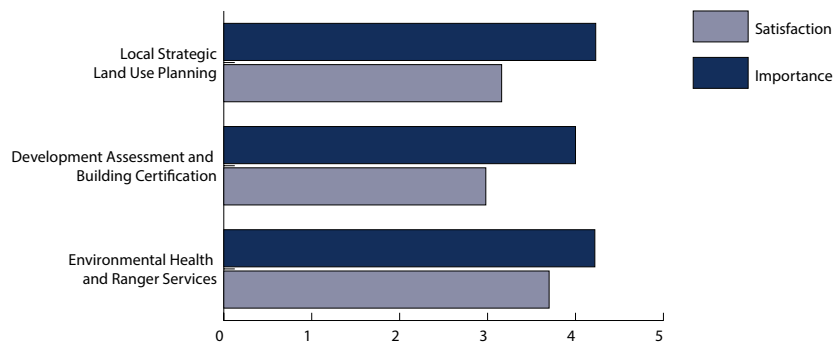
Parkes Shire Council values the natural and built environments and effectively plans for a growing community. The council performs activities regarding local strategic land use planning, development assessment, building certification, environmental health and ranger services and noxious weed management. By performing these activities, the Council best ensures the built and physical environment of the Shire correlates with the changing needs of the community. Council is responsible for monitoring and enforcing statutory requirements, to ensure the built environment continues to safely accommodate residents and visitors of the Shire.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is creative, proud and has a strong sense of belonging Our community is inclusive and accessible for people with disability 	<ul style="list-style-type: none"> Our economy leverages smart technology, data, and innovation to solve complex problems 	<ul style="list-style-type: none"> Our natural environment is preserved and enhanced for current and future generations Our built environment is functional, sustainable and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Local Strategic Land Use Planning	We will develop Strategic land use plans, enabling the Parkes Shire to meet growth and demand for housing, jobs and services.	Executive Manager Planning and Certification
Development Assessment	We will achieve quality land use outcomes and assist people to understand the development process.	Executive Manager Planning and Certification
Building Certification	We will control and regulate the built environment to achieve compliant buildings.	Executive Manager Planning and Certification
Environmental Health and Ranger Services	We will support public health and environmental safety through education, inspection and enforcement of government rules and regulation.	Executive Manager Planning and Certification
Noxious Weed Management	We will utilise appropriate biosecurity controls within the Parkes Shire in accordance with regulatory obligations	Environment and Sustainability Coordinator



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between each organisational function, principal activity, and sustainable development goal. Within the Planning, Certification and Compliance function, Council recognises its ability to control and influence Sustainable Cities and Communities, Industry, Innovation, and Infrastructure and Life on Land. No Poverty is a concern of the Council, though the actions within this function cannot directly achieve the goal, we recognise that our actions can raise greater awareness of the issues.

SEWERAGE



**4 Sewerage Systems
in Parkes, Peak Hill,
Trundle and Tullamore**

Overview

Parkes is serviced by a network of gravity pipelines. A new Sewage Treatment Plant was built in 2017 at a cost of \$28M. The Plant is highly automated and energy efficient (energy consumption is further reduced by a 107kW solar array). It produces a high standard of effluent used for the Recycled Water Supply Scheme (discussed under the Water Supply function). It has a capacity of 15,000 equivalent persons (EP) and can be upgraded to 20,000 EP to accommodate population growth.

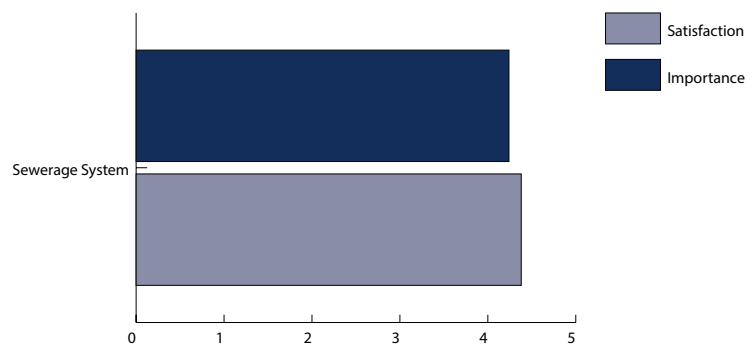
Peak Hill is also serviced by gravity pipelines. The Sewage Treatment Plant, built in the 1960s, was upgraded to address safety issues in 2000. Effluent from the plant is evaporated (not released from the site). Trundle and Tullamore are serviced by a network of low pressure sewers constructed in 2010 and 2008 respectively. Both have simple Treatment Plants with no discharge to the environment.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is safe, active and healthy Our community is liveable, growing and connected 	<ul style="list-style-type: none"> Our economy leverages smart technology, data and innovation to solve complex problems 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community Our utilities are well planned and efficiently managed 	<ul style="list-style-type: none"> Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Sewerage System	We will utilise effective systems and frameworks to ensure our safe and sustainable sewerage systems are maintained.	Director Infrastructure and Strategic Futures



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between each organisational function, principal activity, and sustainable development goal. Within the Sewerage Function Council has the ability to control Clean Water and Sanitation.

TRANSPORT AND DRAINAGE



**800km of sealed and
1300km of unsealed
roads**



15 bridges



**56km of footpaths
and cycleways**



**65km of kerb and
gutter**



**45km of urban
stormwater drainage
pipes**



**1 Airport
3 Landing strips**



**315 Rural drainage
culverts**

Overview

Council is a key facilitator in projects and programs that ensure the transport and drainage of the Shire is appropriate for residents and visitors.

Grants or Council finances provide funding for roads within the Shire. Council receives several ongoing grants to help fund the Shire's road network generally and for specific regional roads. Beyond its road network, Council completes work under the Road Maintenance Council Contract on national and state highways with Transport for NSW. Parkes, Forbes and Lachlan Shire have shared resources to develop and implement suitable Road Safety Campaigns to maximise road safety. Council also manages alternative transport, continually expanding and maintaining transport options such as footpaths and cycleways.

Continued collaboration with Regional Express enables the Parkes Regional Airport to continue as a gateway to the region.

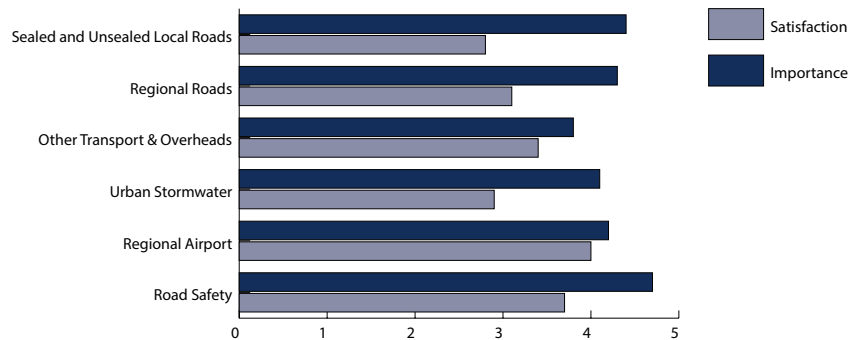
Council conducts numerous activities are conducted to ensure the infrastructure and management for Urban stormwater is sufficient during times of unexpected and high rainfall.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is liveable, growing and connected Our community is inclusive and accessible for people with disability 	<ul style="list-style-type: none"> Our Shire is an attractive destination to live, work, visit and invest Our economy is supported by well-planned and safe transport infrastructure 	<ul style="list-style-type: none"> Our natural environment is preserved and enhanced for current and future generations Our built environment is functional, sustainable and meets the needs of our growing community 	<ul style="list-style-type: none"> Our local government is sustainable and plans for the future

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Sealed Roads	We will maintain and expand the Shire's sealed road network with safety and efficiency in mind through the planning and construction of the roads.	Executive Manager Operations
Unsealed Roads	We will provide the community with access to safe and effective roads through the appropriate planning, construction, and maintenance of the unsealed road network.	Executive Manager Operations
Regional Roads	We will ensure our regional roads are well maintained and developed through the utilisation of appropriate construction, maintenance, and planning processes.	Executive Manager Operations
Other Transport and Overheads	We will develop and maintain alternative transport options to suit the needs of the Shire.	Executive Manager Operations
Urban Stormwater	We will effectively manage stormwater across the Shire through effective planning and development strategies.	Infrastructure Operations Manager
Regional Airport	We will ensure the Parkes Regional Airport can continue serving as a gateway to the Shire by aligning development and maintenance strategies with regulatory guidelines and community needs.	Manager Facilities
Road Maintenance Council Contract	We will maintain our partnership with Transport NSW, enabling the ongoing development and maintenance of state and national highways within the Shire.	Executive Manager Operations
Road Safety	We will continue developing appropriate road safety programs in partnership with Transport for NSW to align with the road safety plan.	Executive Manager Technical Services



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities and Sustainable Development Goals. Within the Transport and Drainage Function, Council primary role is to control Industry, innovation and Infrastructure and Partnerships for the Goals whilst it influences Good Health and Well-being.

WATER SUPPLY



3 Water supply schemes

Overview

The Parkes-Peak Hill scheme draws from a combination of surface water from the Lachlan River, 15km east of Forbes and the Lake Endeavour and Beargamil dams as well as groundwater from bores located on the Escort Way associated with the Lachlan River through to the Parkes Water Treatment Plant. It is then treated at the Parkes Water Treatment Plant before being supplied to consumers at Parkes, Peak Hill, Alectown, Cookamidgera and Trewilga. The scheme also supplies raw water to Northparkes Mine. A major project for the next Delivery Program involves increasing the security of supply – largely to cater for increased demand associated with the Special Activation Precinct – by constructing additional bores and a new pipeline from the river and bore supplies at the Lachlan River through to the Parkes Water Treatment Plant.

The Forbes Tottenham scheme supplies towns on the western side of the Shire. This is also known as the B section of pipeline. Water is purchased from Forbes Shire Council, who draws it from the Lachlan River and treats it (for its own supply as well) before it is piped to the towns of Bogan Gate, Gunningbland, Trundle, and Tullamore. Parkes Shire Council then sells it to Lachlan Shire Council to supply Tottenham.

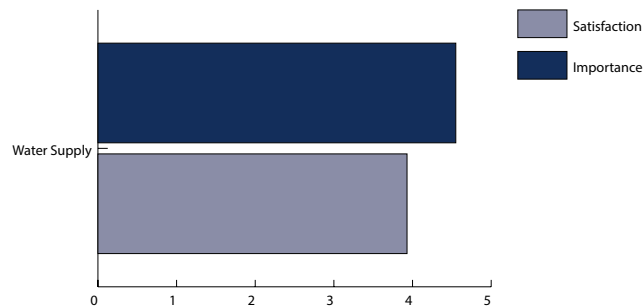
The Recycled Water Scheme draws treated effluent from the Parkes Recycled Water Plant and supplies it to a number of parks and sportsgrounds around Parkes, as well as commercial users. It is an important means of reducing the demand on potable water resources. A major project for the next Delivery Program involves connecting a number of third-party users to the scheme. This could include a number of low risk, high water use business and not-for-profit organisations to provide a lower cost non-potable water option.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is safe, active and healthy 	<ul style="list-style-type: none"> Our economy leverages smart technology, data and innovation to solve complex problems 	<ul style="list-style-type: none"> Our built environment is functional, sustainable and meets the needs of our growing community Our utilities are well planned and efficiently managed 	<ul style="list-style-type: none"> Our local government is sustainable and plans for the future

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Water Supply	We will provide appropriate maintenance, development, infrastructure and ongoing operational activities that align with community needs, regulatory guidelines and long-term sustainability concerns.	Manager Water Supply
Water Security Project	We will ensure the Water Security Project has been appropriately designed, constructed, and commissioned for the needs of the community	Water Quality and Sustainability Manager



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities, and Sustainable Development Goals. Within the Water Supply Function, Council's primary role in achieving the SDGs is to control Clean Water and Sanitation, whilst influences Climate Action.

WASTE MANAGEMENT



Domestic waste management



Commercial waste and recycling facilities



Waste education and sustainability

Overview

As the traditional means of landfilling increases in cost, Parkes Shire Council has adapted to prioritise recycling and resource recovery. Council complies with all regulatory requirements, when transitioning to newer methods of waste management. An example of this compliance is ensuring domestic waste management activities are 'self-funded', complying with the NSW Local Government Act (section 504).

To ensure Council activities are efficiently run, Council maintains a contract with JR Richards to service the collection of residential and commercial waste at eligible properties across the Shire, operating a three-bin collection service. For additional waste that cannot be collected with JR Richards, Council operates 8 waste depots within the Shire.

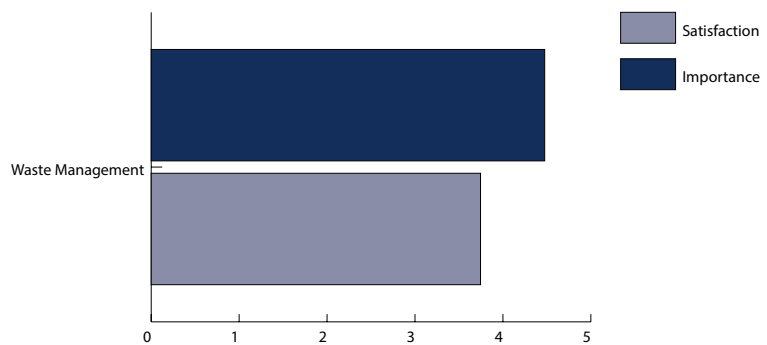
Council collaborates with various organisations to enhance waste outcomes within the Shire. Collaboration continues with NetWaste, enabling cooperative projects to improve planning and delivery of waste management services across the region. While Visy Australia processes recyclable materials collected within the shire, ensuring items are correctly categorised and sold to reprocessing companies.

How this function links to the Community Strategic Plan

Community	Economy	Environment	Civic Leadership
<ul style="list-style-type: none"> Our community is safe, active and healthy 	<ul style="list-style-type: none"> Our economy leverages smart technology, data and innovation to solve complex problems 	<ul style="list-style-type: none"> Our community reduces, reuses and recycles waste 	<ul style="list-style-type: none"> Our local government is open, accountable, and representative Our local government is sustainable and plans for the future Our local government is contemporary, effective, and efficient

Service Level Performance

The results of the community satisfaction survey relevant to this function have been grouped into Principal Activities.



Principal Activities, Outcomes and Responsibilities

Principal activity	Outcome to be achieved	Responsibility
Domestic Waste Management	We will utilise appropriate processes to ensure effective collection and disposal of residential waste and processing of recyclable materials across the Shire	Environmental Waste Lead
Commercial Waste	We will develop processes to ensure commercial properties have the access to a disposal service and the opportunity to participate with waste diversion strategies	Environmental Waste Lead
Waste Education and Sustainability	We will provide appropriate educational opportunities to the community, aiding residents to improve their knowledge of waste management	Environmental Waste Lead



Sustainable Development Goals

Council aims to localise the Sustainable Development Goals and address issues that are prevalent both within the Shire and across the world. The scope of influence that Council holds varies between organisational functions, principal activities and Sustainable Development Goals. Within the Waste function, Council has the capacity to control Industry, Innovation and Infrastructure and Sustainable Cities and Communities, whilst it can influence Responsible Consumption and Production and Climate Action.





PARKES™

It all adds up.