



PARKES SHIRE OPERATIONAL PLAN PROGRESS REPORT

QUARTER 3 2022-2023

PARKESTM

It all adds up.





Acknowledgement of Country

Parkes Shire is the land 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 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

OUR INTEGRATED PLANNING AND
REPORTING FRAMEWORK

HOW WE PLAN AND REPORT ON OUR PROGRESS

GUIDING PRINCIPLES

QUADRUPLE BOTTOM LINE



OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

INTEGRATED PLANNING AND REPORTING

The 2022/23 Operational Plan and Budget forms part of the Integrated Planning and Reporting (IP&R) framework.

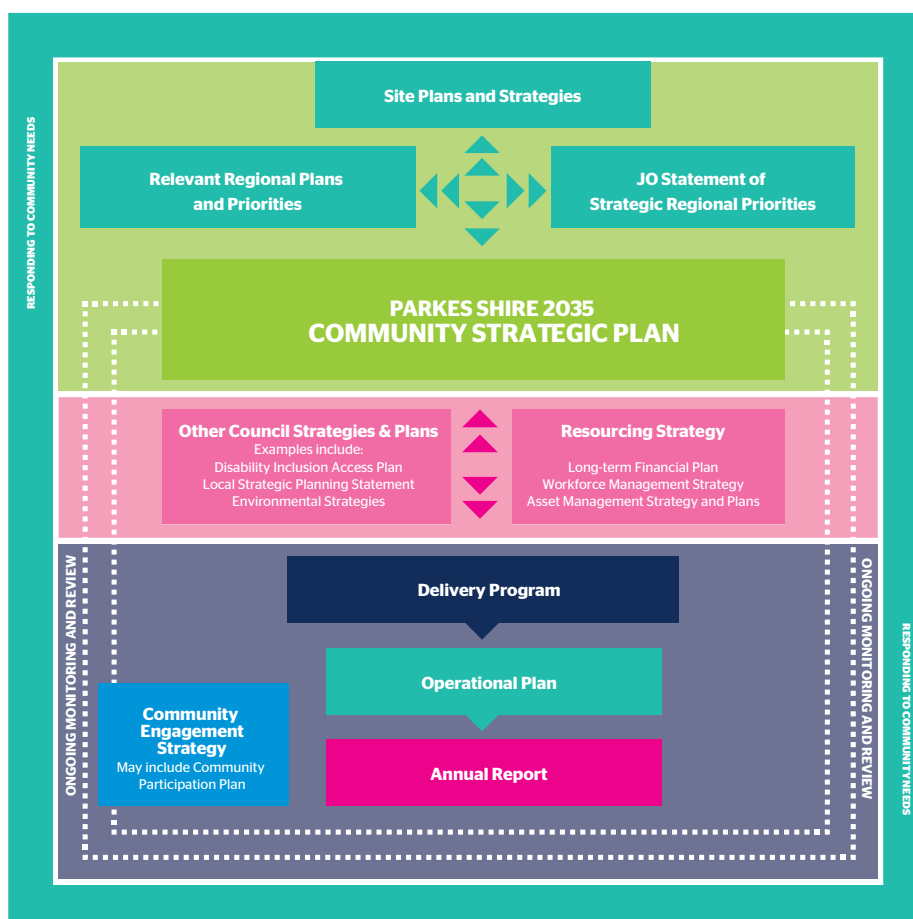
In 2009, a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales (NSW). Parkes Shire Council was one of the first Council's to embrace this

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:



HOW WE PLAN AND REPORT ON OUR PROGRESS

OPERATIONAL PLAN AND BUDGET

Supporting the Delivery Program are annual Operational Plans. These outline the details of the Delivery Program - the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year.

REPORTING OUR PROGRESS

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the 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.
- **State of the Shire Report:** Tabled at the last meeting of the outgoing Council, the End of Term Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.
- **State of the Environment Report:** Included in the Annual Report in the year in which an ordinary election is held is a State of the Environment Report. This document reports on environmental issues relevant to the objectives for the environment established by 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.

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 2022/23 Operational Plan and Budget.

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.

2022/23 OPERATIONAL PLAN

2022/23 FINANCIAL PERFORMANCE

2022/23 Q3 FINANCIAL PERFORMANCE

2022/23 Q3 KEY ACHIEVEMENTS



ABOUT THIS PLAN

The 2022/23 Operational Plan and Budget forms part of the Parkes Shire 2035+ Delivery Program. These plans outline the details of the Delivery Program - specifically the individual projects, and actions and budget that will be undertaken in that year to achieve the commitments made in the Parkes 2035+ Delivery Program. Council reports on these measures on a six-monthly basis.

The projects, actions, and budget of year 1 of the Parkes 2035+ Delivery Program are split into eleven core functions of Council, with a number of Principal Activities within each. These functions include:

The Budget details how Council intends to fund these activities and includes provisions relating to the content of Council's Annual Statement of Revenue Policy.

This includes details of:

- Estimated income and expenditure
- Ordinary rates and special rates
- Proposed fees and charges
- Council's proposed pricing methodology
- Proposed borrowings

The Operational Budget is reviewed and reported to Council within two months after the end of each quarter (except the June quarter).

Commercial Enterprise	Central West Childcare Services Caravan Parks Rental and Leasing Land Development and Sales	Open Space and Recreation	Parks and Gardens Sports Fields Open Space Facilities, Amenities and Public Toilets Cemeteries Swimming Pools Wetlands Restoration
Council and Corporate	Information Communication and Technology Governance and Strategy Civic People, Safety and Culture Finance Fleet Council Land and Buildings Council Environmental Management Customer Service Community Services and Wellbeing	Planning, Certification and Compliance	Local Strategic Land Use Planning Development Assessment Building Certification Environmental Health and Ranger Services Noxious Weed Management
Economy and Engagement	Economic Development and Grants Communication and Engagement Elvis Festival, Special Events and Event Support Visitor Economy	Sewerage	Sewerage System
Emergency Services	Emergency Services Support	Transport and Drainage	Sealed Roads Unsealed Roads Regional Roads Other Transport Urban Stormwater Regional Airport Road Maintenance Council Contract Road Safety
Library, Arts and Culture	Library Services Arts and Culture Social Justice	Water Supply	Water Supply Water Security Project Recycled Water Extension Project
		Waste Management	Domestic Waste Management Commercial Waste Waste Education and Sustainability

2022/23 FINANCIAL PERFORMANCE

Function	Principal Activity	Operational Performance		Capital Expenditure	
		Income	Expenditure	Income	Expenditure
Commerical Enterprise	Central West Childrens Services	482,074	489,970	-	-
	Caravan park	217,239	79,637	-	5,200
	Rental & Leasing,	83,734	-	-	-
	Land Development & Sales	-	300,000	-	10,787
Council	ICT	-	280,931	-	117,437
	Governance & Strategy	-	157,470	-	-
	Civic	-2,510	91,393	-	-
	People, Safety & Culture	9,667	331,197	-	-
	Finance	854,494	833,137	-	-
	Fleet	28,246	-166,070	-	420,086
	Council Land & Buildings	-	161,683	-	214,962
	Council Environmental Management	4,000	-	-	-
	Customer Service	-	-	-	-
	Community Services & Wellbeing	-	-	-	-
Economy	Economic Development & Grants	167,840	67,238	264,965	252,271
	Communication & Engagement	-	-	-	44,848
	Elvis Festival, Special Events & Event Support	836,249	986,705	-	7,350
	Visitor Economy	29,926	283,772	-	33
Emergency Services	Emergency Services Support	-	193,580	-	48,945
Library	Library Services	5,052	166,716	-	50,528
	Arts & Culture	-	13,139	-	-
	Social Justice	40,000	43,301	-	-

Function	Principal Activity	Operational Performance		Capital Expenditure	
		Income	Expenditure	Income	Expenditure
Open Spaces	Parks & Gardens	-	697,163	300,000	4,714
	Sports Fields	3,931	97,465	-	496,017
	Open Space Facilities, Amenities, Cemeteries & Public Toilets	56,260	73,151	108,625	464,235
	Swimming Pools	-	453,399	99,541	7,752
	Wetlands Restoration	-	-	-	-
Planning	Local Strategic Land Use Planning	-	-	-	-
	Development Assessment	30,967	142,451	639,224	-
	Building Certification	66,642	110,625	-	-
	Environmental Health & Ranger Services	6,712	279,820	-	-
	Noxious Weeds Management	-	67,214	-	-
Sewer	Sewerage System	1,067,130	594,906	128,695	133
Water	Water Supply	2,647,360	2,269,042	1,292,025	791,704
Waste	Waste Management	175,202	808,547	-	104,722
Transport	Sealed Roads	180,361	340,491	61,532	1,192,008
	Unsealed Roads	-	98,730	-	45,341
	Other Transport	9,168	849,912	31,134	140,930
	Urban Stormwater	-614	99,615	-	179,081
	Regional Airport	128,161	67,183	-	13,725
	Road Maintenance & Council Contract / Regional Roads	5,393,580	5,526,793	1,879,785	456,774
	Road Safety	36,963	31,116	-	-
		12,557,834	20,362,927	4,805,525	5,069,586

2022/23 Q3 FINANCIAL PERFORMANCE

The Parkes Shire 2035+ Delivery Program forms part of Council's IP&R framework and supports the implementation of the Parkes Shire 2035+ Community Strategic Plan, through outlining the principal activities to be undertaken by Council over its term to help realise the strategies established by the Community Strategic Plan, using the resources identified in the Resourcing Strategy.

The Funding Summary for the Operational Plan Progress Report Quarter 2 includes the financial data for 1 July - 31 December 2022 to provide a snapshot of financial performance year-to-date.

OPERATIONAL SPEND

\$13,214,976

CAPITAL SPEND

\$3,030,905

COUNCIL & CORPORATE



OPERATIONAL SPEND | 3,882,263
CAPITAL SPEND | 295,069

Information Communication and Technology, Governance and Strategy, Civic, People, Safety and Culture, Finance, Fleet, Council Land and Buildings, Council Environmental Management, Customer Service, Community Services & Wellbeing

COMMERCIAL ENTERPRISE



OPERATIONAL SPEND | 707,444
CAPITAL SPEND | 22,250

Central West Childcare Services, Caravan Parks, Rental and Leasing, Land Development and Sales

ECONOMY & ENGAGEMENT



OPERATIONAL SPEND | 663,729
CAPITAL SPEND | 36,067

Economic Development and Grants, Communication and Engagement, Elvis Festival, Special Events and Event Support Visitor Economy

EMERGENCY SERVICES



OPERATIONAL SPEND | 37,962
CAPITAL SPEND | 5,611

Emergency Services Support

LIBRARY, ARTS & CULTURE



OPERATIONAL SPEND | 300,487
CAPITAL SPEND | 3,808

Library Services, Arts & Culture, Social Justice

OPEN SPACE AND RECREATION



OPERATIONAL SPEND | 733,223
CAPITAL SPEND | 840,641

Parks and Gardens, Sports Fields, Open Space Facilities, Amenities and Public Toilets, Cemeteries, Swimming Pools, Wetlands, Restoration

PLANNING, CERTIFICATION & COMPLIANCE



OPERATIONAL SPEND | 485,013
CAPITAL SPEND | 0

Local Strategic Land Use Planning, Development Assessment, Building Certification, Environmental Health and Ranger Services, Noxious Weed Management

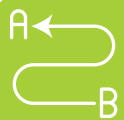
SEWERAGE



OPERATIONAL SPEND | 795,177
CAPITAL SPEND | 69,040

Sewerage System

TRANSPORT & DRAINAGE



OPERATIONAL SPEND | 2,684,917
CAPITAL SPEND | 1,492,291

Sealed Roads, Unsealed Roads, Regional Roads, Other Transport, Urban Stormwater, Regional Airport, Road Maintenance, Council Contract Road Safety

WATER SUPPLY



OPERATIONAL SPEND | 2,093,341
CAPITAL SPEND | 266,129

Water Supply, Water Security Project, Recycled Water Extension Project

WASTE MANAGEMENT



OPERATIONAL SPEND | 831,420
CAPITAL SPEND | 0

Domestic Waste Management, Commercial Waste, Waste Education and Sustainability

2022/23 Q3 KEY ACHIEVEMENTS

ACTIONS COMPLETED

40

ACTIONS PROGRESSING

290

ACTIONS NOT PROGRESSING

5

ACTIONS NOT DUE TO START

7

NO UPDATE PROVIDED

0

COUNCIL & CORPORATE

- Council's ICT team achieved a 100% Customer Satisfaction Score within the TechTicket system.
- Two service reviews were undertaken and/or delivered on Customer Service and Event Management of the Parkes Elvis Festival in the quarter.
- Implementation of three new business systems, including Infocouncil, LG Hub and RelianSys.
- Commencement of a review of Council's Electronic Document Records Management System (EDRMS) to ensure compliance with legislative requirements.
- Implementation of the LGNSW Capability Framework to new Position Descriptions and existing Position Descriptions upon review.
- 97% uptime of Council fleet was achieved.
- Partnership with Central West Lachlan Landcare to deliver Parkes' first Homegrown Parkes event in March which included engaging a number of community groups.

COMMERCIAL ENTERPRISE

- Central Wet Family Day Care Service introduced a new playgroup format, including smaller group settings at Educator residences.
- Bangala-la Preschool maintained full enrolments for the 2023 year to date, including the expansion of an additional 10 children per day with the extension of "fee relief" to all families.
- Spicer Caravan Park achieved 90.24% occupancy during the Parkes Elvis Festival, and average 30% occupancy for the remainder of the quarter.
- Council's commercial buildings/properties achieved a 95% occupancy rate.

ECONOMY & ENGAGEMENT

- Our newest eco-tourism attraction 'Parkes Cycling Trails' was launched in March.
- 15 events took place including Australia Day, Disco Sounds at Cooke Park Pavilion and at Tullamore, International Women's Day Workshops and Networking events, Bogan Gate 125 Year Celebration and Village Fair, Back to Peak Hill and the Trundle Tractor Pull and the notable Parkes Elvis Festival.
- The Parkes Shire saw a 25% increase in visitation numbers with a recorded figure of 6,917 visitors.

EMERGENCY SERVICES

- Council continued to support the operations of the Rural Fire Service as per the Service Level Agreement.
- Emergency services supported local tourism events, including the Elvis Festival, with the emergency planning operations.

LIBRARY, ARTS & CULTURE

- 371 children and parents participated in Rhyme Time and Story Time sessions at Parkes and Peak Hill libraries.
- 227 participants and visitors attended 24 activities and events held for the adult community including author presentations during Seniors Week Festival and workshops, film nights, book clubs and writing groups.
- 380 participants and 168 visitors attended workshops and events for arts, craft and music in the Marramarra Makerspace Studio.
- Parkes Shire Libraries hosted an additional 795 in-person visitors (1.75% increase compared to Q2).

OPEN SPACE & RECREATION

- Grant funding was secured from the Local Roads and Community Infrastructure Program to upgrade the play equipment at Lions Park and transform the facility into the first of the Destination Parks planned for Parkes.
- 120 students successfully participated in the Learn to Swim programs.
- Replacement fence at Peak Hill Cemetery was delivered in Q3.
- Works began on the Akuna Wetlands Restoration project in March 2023.
- Learn to Swim Programs commenced over the reporting period, with 120 children participating.
- Pools were operating in this reporting period, and the Operations Hygiene standards were adhered to, with 5 tests per day across each facility.

PLANNING, CERTIFICATION & COMPLIANCE

- Following extensive community consultation, the Middleton Masterplan was adopted by Council in February 2023.
- Preliminary works for the development of a Liveability Strategy commenced.

SEWERAGE

- Council achieved higher than expected results for the number of sewer chokes per 100 km, with a result of 14.5 chokes per 100 km.
- The cost to treat sewage that is processed by the Sewerage Treatment Plant reduced by 37%.

TRANSPORT & DRAINAGE

- Council undertook approximately \$2 million of reseal works on Council's road network in Q3.
- Council was successful in obtaining \$41 million from the Pothole Grant Under Fixing Local Roads fund. The funds will be used for local and regional roads.
- Rural road works and storm damage repairs continued as a priority under the AGRN1034 Natural Disaster.
- 18km of re-sheeting was completed across Monumea Gap Road, Bindogundra Road, Lake Endeavour Road, Cashmere Road, Metcalfe Road and Cooka Hills Road. These works were administered in conjunction with AGRN1034 Natural Disaster.
- Council Officer's worked with the Australasian College of Road Safety to launch a Local Government Network, with Council's Road Safety and Injury Prevention Officer was nominated as the inaugural Chair of the network.

WATER SUPPLY

- The implementation, monitoring and review of the Water Security Project continued in Q3 including the Safe and Secure Water Project and Regional Recovery Partnership Project.

WASTE MANAGEMENT

- The extension of the existing landfill cell is 80% complete. The project is expected to be completed in Q4.

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.

Information Communication and Technology

CC1: We will utilise appropriate ICT systems to support efficient and effective operations in accord with the ICT Strategic Plan

CC1.1: Implement and optimise ICT processes

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.1.1: Productivity improvements across Council's operations through the implementation of the ICT Strategy	Executive Manager Corporate Services	75%	Productivity improvements across Council's operations continued during Q3 with LG Hub implemented, to enable a more efficient distribution of meeting business papers.	Productivity improvements across Council's operations through the implementation of the ICT Strategy	Implement 4 productivity improvements	4
CC1.1.2: The number of systems is reduced and integrated to simplify end user experiences	Executive Manager Corporate Services	75%	Integration of the RelianSys system continued during Q3.	The number of systems is reduced and integrated to simplify end user experiences	Reduction of 1 system	1
CC1.1.3: Maintain currency of IT platforms and systems	Executive Manager Corporate Services	75%	Council's key corporate systems are cloud based and continual improvements are made to other platforms and systems to maintain currency and streamline processes to ensure efficient and effective operations in accordance with the ICT Strategic Plan	Maintain currency of IT platforms and systems	Systems maintained	Maintained.
CC1.1.4 Productivity improvements within the TechTicket system through resolution of issues	Executive Manager Corporate Services	75%	Productivity improvements within the TechTicket system continued during Q3, Council's ICT Team continues to work closely with users across the organisation and Council's Managed Services provider to monitor and action tickets, subsequently resulting in a 100% Customer Satisfaction Score.	Productivity improvements within the TechTicket system through resolution of issues	Tickets closed within Service Level Agreement timeframes	Achieved.

CC1.2: Maximise mobility of access to corporate systems

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.2.1: Efficiency brought about by in field use of technology	Executive Manager Corporate Services	75%	ICT systems were implemented to support efficient and effective operations during Q3. Reflect Software was used to capture defects across all regional roads and is currently being implemented for local roads. GoPro's were used on bicycles to capture footpath defects.	Efficiency brought about by in field use of technology	Field use technology investigated	Achieved.
CC1.2.2: Implement mobile devices roll out program in line with the Delivery Program	Executive Manager Corporate Services	80%	ICT systems were implemented to support efficient and effective operations during Q3. The use of Mobile Device Management system was enhanced, whilst the replacement of ageing iPads continued progression.	Implement mobile devices roll out program in line with the Delivery Program	100% of mobile devices rolled out	80% of mobile devices rolled out.
CC1.2.3: Implement laptop replacement program in line with the Delivery Program	Executive Manager Corporate Services	100%	The laptop replacement program has been completed.	Implement laptop replacement program in line with the Delivery Program	100% of laptops rolled out	100% of laptops replaced.
CC1.2.4: Enhance phone system to Teams Calling in line with the Delivery Program	Executive Manager Corporate Services	80%	The Teams Calling phone system project kicked off in Q3 and included configuration, testing and staff training. The project is expected to Go Live in Q4 following the delivery of headsets and/or handsets.	Enhance phone system to Teams Calling in line with the Delivery Program	Phone system upgraded	In progress.

CC1.3: Enhance Council's network and systems to maximise efficiencies across the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.3.1: Council's network and systems are maintained in line with organisational requirements	Executive Manager Corporate Services	75%	Various support and maintenance contracts were in place in Q3 to support Council's key network and systems.	Council's network and systems are maintained in line with organisational requirements	Maintained	Maintained.
CC1.3.3: Enhance network, server and storage upgrades in-line with the Delivery Program	Executive Manager Corporate Services	100%	Network, server, and storage upgrades completed during Q2.	Enhance network, server and storage upgrades in-line with the Delivery Program	Achieved	Achieved.
CC1.3.4: Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Executive Manager Corporate Services	85%	Upgrades to AV in Council's Administration Centre Training Room commenced in Q3. The project is expected to be delivered in Q4.	Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Achieved	

Governance and Strategy

CC2: 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

CC2.1: Continually develop and implement Council's Governance Framework

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.1.1: Effectively functioning Audit, Risk and Improvement Committee (ARIC)	Executive and Councillor Support Officer	75%	In accordance with section 428A Local Government Act 1993, the Audit Risk and Improvement Committee (ARIC) met once during Q3 in line with the established Meeting Plan.	Effectively functioning Audit, Risk and Improvement Committee (ARIC)	Achieved	1 ARIC meeting held meeting in Q3.
CC2.1.2: Council has an effective Internal Audit program providing assurance to key stakeholders	Executive and Councillor Support Officer	75%	Service reviews were undertaken and/or delivered by external consultants on Customer Service Review and Event Management in Q3.	Council has an effective Internal Audit program providing assurance to key stakeholders	Achieved	2 service reviews undertaken and/or delivered in Q3.
CC2.1.3: Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximise opportunities	Executive and Councillor Support Officer	75%	Council's Enterprise Risk Management Charter and Policy was adopted in Q2 and is due to be reviewed by Council's Internal Auditors in Q4.	Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximise opportunities	Achieved	Achieved.
CC2.1.4: Council's civic leadership meets regulatory standards	Executive and Councillor Support Officer	75%	Council meetings were held in accordance with the adopted Parkes Shire Council Code of Meeting Practice.	Council's civic leadership meets regulatory standards	100% compliance	3 Council Meetings held in Q3.

CC2.2: Implement and manage Council's Business Improvement Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.2.1: Number of improvement objectives completed to achieve value	Strategy, Systems and Performance Lead	75%	Council's Business Improvement Program is being reviewed during 2022/23 due to a shift in business needs identified. Council's Strategy, Systems and Performance Team worked with key teams within Council to deliver four major improvement projects including the implementation of LG Hub and Infocouncil, delivery of Council's redeveloped corporate website, development of accessible and user-friendly forms on the corporate website, and redevelopment of Council's Incident and Investigation workflow.	Number of improvement objectives completed to achieve value	2 per year	4 improvements in Q3.
CC2.2.3: Number of systems and processes reviewed to ensure value	Strategy, Systems and Performance Lead	70%	<p>During 2022/23 Q2, Council delivered three new business systems; Infocouncil, LG Hub and RelianSys, as well as streamlined the Incident Notification and Investigation process. The implementation and/or review of these fit-for-purpose systems and processes has resulted in enhanced user-experiences and improvements to current internal inefficiencies.</p> <p>Council's Records and Information Management team commenced an initial review of the Electronic Documents Records Management System (EDRMS) and engaged a consultant to undertake an external review of the effectiveness and compliance of the EDRMS and provide a Recommendation Plan for implementation. The review is expected to be completed in Q4.</p>	Number of systems and processes reviewed to ensure value	2 per year	4 systems and processes reviewed, and 1 system review commenced.

CC2.3: Continually develop Council's Work Health and Safety Management System (WHSMS)

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.3.1: Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Executive Manager People, Safety and Culture	100%	Council's WHSMS maintained accreditation in Q2.	Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Maintained	Maintained
CC2.3.2: Activities outlined in the WHSMS are undertaken as required	Executive Manager People, Safety and Culture	75%	Council continued to develop Council's Work Health and Safety Management System (WHMS) during Q3 with the following items completed: Pulse Action Audit, Gantry Crane Inspections, a review of the Drug and Alcohol Policy, and review of State Cover WHS Self-Audit actions. Training was provided for Fire Wardens and First Aiders. In accordance with Council's WHSMS, an Internal Audit has been scheduled for Q4.	Activities outlined in the WHSMS are undertaken as required	100% compliance	100% compliance

CC3: We will manage civic operations in line with regulations to support decision-making and drive positive outcomes for the community

CC3.1: Manage Council's civic operations in line with regulations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC3.1.1: Hold elections as required by regulatory standards	Director Customer, Corporate Services and Economy	0%	Next Local Government Elections are scheduled to be held in September 2024. No action required in current 2022-23 year.	Hold elections as required by regulatory standards	100% compliance	100% compliance - scheduled for September 2024.
CC3.1.2: Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	Director Customer, Corporate Services and Economy	75%	Individual Councillors participated in various professional development opportunities throughout 2022/23 Q3, including attendance at the LGNSW Annual Conference, NSW Public Libraries Association State Conference and the Australian Institute of Company Directors (AICD) course.	Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	4 professional development activities held	6 professional development activities held.
CC3.1.3: Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	Director Customer, Corporate Services and Economy	75%	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice, with three meetings held during 2022/23 Q3 as per Council's adopted Schedule of Ordinary Meetings.	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	10 meetings held per year	3 meetings held in Q3.

CC2.4: Coordinate and manage Council's Integrated Planning and Reporting Framework

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.4.1: Council provides timely consultation with the Shire and wider community, meeting regulatory standards	Strategy, Systems and Performance Lead	75%	During Q3, Council engaged Morrison Low Consultants to undertake a review of the Parkes Elvis Festival. Consultation was undertaken with staff and Councillors through surveys and one-on-one meetings. Morrison Low Consultants have completed the review and a draft Recommendation Plan has been provided for discussion with the Audit, Risk and Improvement (ARIC) Committee.	Council provides timely consultation with the Shire and wider community, meeting regulatory standards	100% compliance	100% compliance
CC2.4.2: All Council Reports and Plans are published on or before Office of Local Government deadlines	Strategy, Systems and Performance Lead	75%	Regulated reporting requirements were met for Council's Integrated Planning and Reporting (IP&R) Framework during Q3, including tabling the 2022-23 Operational Plan Q2 Progress Report at the February 2023 Council meeting.	All Council Reports and Plans are published on or before Office of Local Government deadlines	100% compliance	100% compliance
CC2.4.3: Operational Plan reported on within required timeframes	Strategy, Systems and Performance Lead	75%	Council's Q3 Operational Plan Progress Report will be tabled at the May Council Meeting. The development of the 2023-24 Operational Plan and Budget commenced in Q3 and is planned to be tabled at an Extraordinary Council Meeting in May for endorsement for public exhibition.	Operational Plan reported on within required timeframes	100% compliance	100% compliance

CC3.2: Provide guidance and planning support for civic events

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC3.2.1: Hold Australia Day celebrations throughout the Parkes Shire	Manager Economy, Destination and Activation	100%	In January 2023, the Shire celebrated Australia Day by hosting a range of events thanks to the Australia Day Community Grant we were awarded. Our efforts overcame obstacles such as live streaming to nursing homes and we recognised community, sporting, environmental and cultural achievements through a nomination process. There was free breakfast, walk, official award ceremonies, open pool events, kite flying, bowls, golf, croquet, harness, and horse racing were some of the engaging activities incorporated throughout the Shire.	Hold Australia Day celebrations throughout the Parkes Shire	Celebrations held	Successful celebrations held.
Recognise community heroes through the Australia Day Award Scheme	Manager Economy, Destination and Activation	100%	The 2023 Australia Day Awards Scheme was successfully delivered with winners announced and awarded during 2022/23 Q3.	Recognise community heroes through the Australia Day Award Scheme	Awards Scheme administered	Awards scheme administered.
Partner with RSL Subbranches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Manager Economy, Destination and Activation	75%	Partnership with RSL Branches was undertaken during 2022/23 Q3 with extensive planning, including with community representatives, for the delivery of the 2023 ANZAC Day held in Q4 with services across Parkes, Bogan Gate, Peak Hill, Tullamore, Trundle and Alextown.	Partner with RSL Subbranches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Commemoration Services held	Preparation for 2023 ANZAC Day Commemoration Services undertaken in Q3.

People, Safety and Culture

CC4: 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

CC4.1: Enhance workforce planning procedures and tools to guide decision-making

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
C4.1.1 Workforce data provided to Executive Leadership Team	Executive Manager People, Safety and Culture	75%	The workforce data continued to be reviewed and was provided to the Executive Leadership Team (ELT) monthly during Q3.	Workforce data provided to Executive Leadership Team	Monthly report to Executive Leadership Team	Achieved.

CC4.2: Promote the benefits of working at Parkes Shire Council

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
C4.2.1 Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	Executive Manager People, Safety and Culture	20%	Recruitment marketing collateral was promoted on the Council website and was reviewed in Q3.	Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	EVP documented and promoted	Recruitment marketing collateral updated.

CC4.3: Improve recruitment marketing and promotion

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
C4.3.1: Recruitment Marketing Strategy and Guidelines	Director Customer, Corporate Services and Economy	75%	Work was undertaken in Q3 to improve Council's workforce attraction and recruitment marketing activities, including rebranding of Position Descriptions, promotion of Salary Packaging (SPA) benefits to all employees, and the promotion of Health and Wellbeing initiatives.	Recruitment Marketing Strategy and Guidelines	Strategy and Guidelines developed	Position Descriptions rebranded.

CC4.4: Ensure a merit-based approach to recruitment across the organisation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.4.1: Provide biennial merit-based recruitment training to all recruiting managers	Education, Capability and Wellbeing Lead	50%	Council engaged a consultant to deliver recruitment training for all recruiting managers during Q3, with dates to be confirmed for Q4.	Provide biennial merit-based recruitment training to all recruiting managers	Training delivered to all recruiting managers	Consultant engaged to deliver training.

CC4.5: Review and improve recruitment actions to ensure values- and behaviour-based recruitment

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.5.1: LGNSW Capability Framework implemented across position descriptions	Executive Manager People, Safety and Culture	30%	The LGNSW Capability Framework has implemented for new position descriptions and existing position descriptions upon review.	LGNSW Capability Framework implemented across position descriptions	50% of all position descriptions reviewed and updated	In progress.

CC4.6: Review and improve the Exit Interview process to maximise feedback to improve systems and reduce turnover

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.6.1 Employees invited to participate in Exit Interviews	Executive Manager People, Safety and Culture	75%	All exiting employees were invited to complete the digital exit questionnaire. During Q3, the questionnaire results were collated for the presentation to the Executive Leadership Team for review and comments.	Employees invited to participate in Exit Interviews	100%	100%

CC4.7: Develop and implement a “Grow Our Own” Cadetship, Apprenticeship and Traineeship (CAT) Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.7.1: CAT Program developed and implemented	Education, Capability and Wellbeing Lead	90%	The 2023 Cadet, Apprentice and Trainee (CAT) positions were enrolled in their courses with the Apprenticeships Network and relevant Registered Training Organisations (RTO) during Q3. Regular reviews were scheduled with CAT employees, supervisors and the Education, Capability and Wellbeing Lead. Preparations for the recruitment of the 2024 CAT positions commenced with the recruitment scheduled to start during Q1 of the 2023/24 year.	CAT Program developed and implemented	Program implementation commenced	Program implemented and monitored.

CC4.8: Ensure employees have the capabilities required to perform their roles

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.8.1 Deliver the annual Corporate Training Plan	Education, Capability and Wellbeing Lead	75%	During Q3 several employees attended conferences, providing knowledge for their professional development whilst also, if applicable, meeting CPD requirements. The opportunities for additional professional development training were available due to the recent funding from the Commonwealth and State Governments.	Deliver the annual Corporate Training Plan	June each year	Corporate Training Plan delivered in Q3.

CC4.9: Maintain current compliance-related training programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.9.1 Deliver the annual Compliance Training Plan	Education, Capability and Wellbeing Lead	75%	During Q3 the Compliance Training Plan delivered additional training courses across the teams in the following areas: Fire Warden; First Aid refreshers; Chemical Accreditation; Safe Handling of Sharps; Drone Pilot Training and WHS Auditing.	Deliver the annual Compliance Training Plan	October each year	Compliance Training Plan delivered in Q3.

CC4.10: Potential successors are identified, confirmed and provided with tailored development opportunities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.10.1: Talent Management Framework developed and implemented	Education, Capability and Wellbeing Lead	0%	The Talent Management Framework development and implementation and processes is currently being reviewed.	Talent Management Framework developed and implemented	Framework developed	Under review.

CC4.11: Undertake regular reviews to recognise employees' capabilities and performance

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.11.1 Employee reviews completed	Executive Manager People, Safety and Culture	80%	The 2023 Performance Review schedule and appraisal score weightings have been endorsed by the Executive Leadership Team. Self-assessments are due to commence in Q4.	Employee reviews completed	100% of employee reviews are completed	Scheduled to commence in Q4.

CC4.12: Adopt a contemporary approach to evaluating positions' salaries

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.12.1 Implement new job evaluation system	Executive Manager People, Safety and Culture	100%	Completed during Q2.	Implement new job evaluation system	oo-Soft system implemented	Oo-soft system implemented

CC4.13: Apply Attraction and Retention incentives

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.13.1: Develop Attraction and Retention Policy	Executive Manager People, Safety and Culture	30%	The Recruitment Policy was reviewed and updated for recruitment procedures in Q3. The provision of market and retention allowances were endorsed by the Executive Leadership Team.	Develop Attraction and Retention Policy	Policy developed and adopted	Policy developed and endorsed by ELT.
CC4.13.2: Salary packaging opportunities provided	Executive Manager People, Safety and Culture	100%	Salary packaging opportunities offered to all employees in Q3.	Salary packaging opportunities provided	Provided to all employees	Salary packaging opportunities offered in Q3.

CC4.14: Recognise employees' sustained engagement and service through service milestones

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.14.1: Service Awards provided	Payroll and HR Support Officer	75%	Service Milestones Awards were acknowledged during the ACE Meeting held in March.	Service Awards provided	100% of employees reaching milestones are rewarded	100% of employees rewarded.

CC4.15: Conduct biennial employee engagement surveys

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.15.1: Conduct biennial employee surveys	Executive Manager People, Safety and Culture	0%	Biennial Employee Surveys scheduled to commence in the second half of the 2023 calendar year.	Conduct biennial employee surveys	Survey delivered	Scheduled for 2023-24 FY.

CC4.16: Ensure our organisation and operations are resilient and able to deal effectively with disruption

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.16.1: Review, monitor and refine Council's Business Continuity Plan (BCP)	Executive Manager Corporate Services	25%	Council's Business Continuity Plan (BCP) and recovery procedures were tested in Q2. No further action required in Q3.	Review, monitor and refine Council's Business Continuity Plan (BCP)	BCP reviewed	BCP tested in Q2.
CC4.16.2: Conduct BCP exercises	Executive Manager Corporate Services	100%	Exercises were completed in Q2 for Council's Business Continuity Plan (BCP) including backup, recovery, and server failover testing.	Conduct BCP exercises	One exercise conducted each year	1 exercise conducted in Q2.

CC4.17: Facilitate a culture of continuous improvement in service delivery across our organisation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.17.1 Undertake service reviews of core and non-core services	Executive Manager Corporate Services	75%	Council engaged Morrison Low to undertake a service review of event management and delivery of the Parkes Elvis Festival in Q3. The review is scheduled to be completed in Q4.	Undertake service reviews of core and non-core services	One service review completed each year	1 service review commenced in Q3.

CC4.18: Injury Management

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.18.1: Train and skill people leaders on injury management role and process	Executive Manager People, Safety and Culture	50%	Council's Injury Management process was delivered to all staff at the March ACE Meeting. Council's Workers Compensation insurer, State Cover, will provide Injury Management training for people leaders during Q4.	Train and skill people leaders on injury management role and process	Training delivered to all people leaders	Training delivered in Q3.

CC4.19: Provide independent support to employees via an Employee Assistance Program (EAP)

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.19.1: EAP service available to all employees	Executive Manager People, Safety and Culture	100%	Completed during Q2.	EAP service available to all employees	EAP service provided	EAP Service provided to all employees.

Finance

CC5: We will comply with financial policies and accounting standards, enabling us to perform as a financially sustainable organisation. We will continue to focus on cost containment to improve performance and to deliver enhanced cash reserves for the organisation

CC5.1: Financial Reporting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.1.1: Annual financial statements submitted in line with statutory deadlines	Chief Financial Officer	100%	The audited financial statements were lodged on the 8th of October 2022.	Annual financial statements submitted in line with statutory deadlines	31 October 2022	Lodged on 8 October 2022.
CC5.1.2: Achieve a positive Operating performance ratio	Chief Financial Officer	100%	The Operating performance ratio measures a Council's achievement in containing operating expenditure within operating income. Ratio was 8.67% vs. a target of 0%.	Achieve a positive Operating performance ratio	≥0%	8.67%
CC5.1.3: Achieve an unrestricted ratio greater than OLG benchmark	Chief Financial Officer	100%	The unrestricted current ratio (UCR) measures the adequacy of working capital and the ability of a Council to satisfy its obligations in the short term. Council achieved 2.65 times against a target of 1.5 times.	Achieve an unrestricted ratio greater than OLG benchmark	≥1.5x	2.65X
CC5.1.4: Debt service cover ratio	Chief Financial Officer	100%	The Debt service cover ratio measures a Council's Operating cash available to service debt including interest, principal, and lease payments. The debt service ratio achieved 10.9 times against a target of 2 times.	Debt service cover ratio	≥2x	10.90X
CC5.1.5: Cash expense cover ratio	Chief Financial Officer	100%	The Cash expense cover ratio indicates the number of months a Council can continue paying its expenses, without additional cash inflows. The cash expense cover ratio was 8.92 months versus a target of 3 months.	Cash expense cover ratio	≥ 3 months	8.92

CC5.2: Management Accounting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.2.1: Monthly management reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	75%	Monthly management reports were submitted and presented to Senior Leadership Team.	Monthly management reports are submitted to the Senior Leadership Team on time	By 14th of each month	8 reports submitted to management.
CC5.2.2: Quarterly Budget Review Statements are submitted on time	Chief Financial Officer	75%	The Quarterly Budget Review (QBR) statement was presented to Council in Q3.	Quarterly Budget Review Statements are submitted on time	Within 2 months of End of Quarter	Achieved within 1 month of End of Quarter.

CC5.3: Creditors and Purchasing

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.3.1: % of purchase orders raised before invoice date	Chief Financial Officer	75%	The percentage of purchase orders raised before the invoice date, by department, achieved during 2022/23 Q3 was the Works and Services at 93%, Infrastructure at 79%, Planning and Environment at 89% and Corporate Services at 78%.	% of purchase orders raised before invoice date	90%	90%

CC5.4: Debtors

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.4.1: % of rates and annual charges outstanding	Chief Financial Officer	100%	Due to an increase in water and sewer debtors, the rates and annual charges was 11.41% which is higher than the target of 10%. The Action plan to address this rate is in progress.	% of rates and annual charges outstanding	Less than 10%	11.41%
CC5.4.2: Own source operating revenue ratio	Chief Financial Officer	100%	The own source operating revenue ratio was 61.5% against a target of 60%. The own source operating revenue ratio measures a council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions.	Own source operating revenue ratio	≥60%	61.5%

CC5.5: Fixed Asset Accounting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.5.1: Monthly CAPEX reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	75%	Monthly CAPEX reports were submitted to both the Senior Leadership Team and the Project Managers, as scheduled, on time.	Monthly CAPEX reports are submitted to the Senior Leadership Team on time	By the 14th of each month	8
CC5.5.2: Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Chief Financial Officer	75%	Capital reports were provided to Project Managers monthly and discussed at the GPEC meeting. Management Reports were provided monthly to the allocated Cost-Centre Owners and discussed with individual Departments.	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Provide document by the 14th of each month	Achieved.
CC5.5.3: Total Value / projects of work in progress account for council's general fund activities	Chief Financial Officer	75%	The total value/projects of work in progress saw an increase of \$2.4m. The extreme wet weather event during Q2 impaired the finalisation of a large number of projects, which subsequently will not see completion this financial year.	Total Value / projects of work in progress account for council's general fund activities	Declining	Increased by \$2.4m.

Fleet

CC6: We will maintain Council's heavy plant and equipment, plan and procure new assets and monitor regular plant safety inspections

CC6.1: Support Council operations with effective fleet procurement

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC6.1.1: Plant Replacement Program in line with industry standards	Fleet and Depot Coordinator	100%	The Plant Replacement Program was delivered in line with industry standards.	Plant Replacement Program in line with industry standards	Achieved	Achieved.
CC6.1.2 Plant uptime across fleets meets operational need within budgetary constraints	Fleet and Depot Coordinator	100%	Completed. Plant uptime across the fleet currently at 97%, meeting operational needs.	Plant uptime across fleets meets operational need within budgetary constraints	95%	97%

CC6.2: Support Council operations with effective fleet management and maintenance

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC6.2.1: Heavy plant fleet, light vehicles and small plant and equipment are maintained	Fleet and Depot Coordinator	100%	Heavy plant fleet, light vehicles, small plant and equipment have maintenance schedules in place... These schedules can be for kilometres vs calendar 3-6-12 month based.	Heavy plant fleet, light vehicles and small plant and equipment are maintained	Achieved	Achieved.
CC6.2.2: Monitoring of plant safety inspections is carried out in line with industry best practice	Fleet and Depot Coordinator	100%	Monitoring of plant safety inspections are completed during pre-starts by Operators during their workday, any issues are sent through the Council system for action. There is a maintenance program for asset inspections, which are carried out by Mechanics at time of service.	Monitoring of plant safety inspections is carried out in line with industry best practice	Achieved	Achieved.

Council Land and Buildings

CC7: 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

CC7.1: Foster relationships between Council and user groups in a bid to provide opportunities for the community to be involved in a wide range of activities and recreational programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC7.1.1: Liaison with user groups and Sports Council to ensure satisfaction with facilities	Manager Facilities	75%	Scheduled meetings with Sports Council Executives were attended during Q3.	Liaison with user groups and Sports Council to ensure satisfaction with facilities	Increasing	Ongoing.
CC7.1.2: Number of events and functions held on Community Land	Manager Facilities	75%	Summer sporting groups were able to utilise the community land during Q3 due to reasonable climate conditions .	Number of events and functions held on Community Land	Increasing	Ongoing.
CC7.1.3: Number of sporting user groups using the facilities	Manager Facilities	75%	The sporting community user groups across the Parkes Shire continued to utilise Council sporting facilities in Q3 for sporting activities.	Number of sporting user groups using the facilities	Maintain	Ongoing.
CC7.1.4: Number of Park Bookings received	Manager Facilities	75%	The Park booking numbers received during 2022/23 Q3 in total was 17. 2 bookings were received in January , whilst February had 8 and March had 7 bookings.	Number of Park Bookings received	Average 5 per month	17 park bookings received in Q3.
CC7.1.5: Ensure Council webpages have updated information on park bookings	Manager Facilities	75%	The Council webpages were reviewed for updated information on Park Bookings during Q3 and anomalies were referred to the communications team for rectification.	Ensure Council webpages have updated information on park bookings	Updated 6 monthly	Webpages updated in Q3 in line with corporate website launch.
CC7.1.6: Number of customer complaints regarding facilities	Manager Facilities	75%	4 requests received in Q3, with an average time of 19 days to respond to these requests.	Number of customer complaints regarding facilities	Decreasing	50% of requests responded to within 10 days.

CC7.2: Conduct maintenance activities that are conducive to providing a safe facility while mitigating against vandalism and inappropriate behaviours

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC7.3.1: Reduction in complaint reports to Council concerning litter	Executive Manager Operations	75%	Zero requests received in Q3.	Reduction in complaint reports to Council concerning litter	Decreasing	Zero requests in Q3.
CC7.3.2: Review of CCTV coverage to provide safe facilities through provision of adequate level of security	Executive Manager Operations	75%	3 incidents of Graffiti and Vandalism occurred across different Council facilities during Q3.	Review of CCTV coverage to provide safe facilities through provision of adequate level of security	Reduction in vandalism	67% of requests responded to within 10 days.

Council Environmental Management

CC8: We will implement appropriate measures to ensure all environmental management activities progress once potential impacts, environmental legislation and biosecurity have been considered

CC8.1: Sustainable environmental management of Council owned and managed land

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.1.1: Utilise Council's Crown Land Environmental Masterplan to ensure biodiversity is considered when undertaking activities at all Parkes Shire Council managed reserved	Water Quality and Sustainability Specialist	75%	Council's Environmental Team continued to work with the Council's Property Team and the Council's Works and Services Teams, as necessary, to ensure biodiversity and biosecurity were considered when undertaking activities at all Council managed reserves during 2022/23 Q3.	Utilise Council's Crown Land Environmental Masterplan to ensure biodiversity is considered when undertaking activities at all Parkes Shire Council managed reserved	Achieve	Achieved
CC8.1.2: Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Environmental and Sustainability Coordinator	75%	Working closely with Council's Works and Services team ensures all road works take into account information provided in Council's Roadside Vegetation Management Plan. Works impacting the roadside environment always require a level of assessment undertaken based on the proposed level of impact, which is completed in-house or, more commonly, by a consultant for larger roadworks projects. Roadside vegetation mapping is also available on IntraMaps for all to access.	Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Achieve	Achieved

CC8.2: Sustainable environmental management system for Council operations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.2.1: Operational activities are completed with environmental impacts taken into consideration	Environmental and Sustainability Coordinator	75%	All Council Operational activities are completed with environmental impacts taken into consideration, mainly through the development of a Review of Environmental Factors (REF) report. Projects with a likely high impact on the environment are usually referred to a specialist consultant to undertake a REF, while smaller projects with a likely negligible impact on the environment are assessed in house. Council's Environment and Sustainability Coordinator works closely with Council's Works and Services team and Infrastructure Team to ensure all works take into consideration the likely impact of proposed works on the environment.	Operational activities are completed with environmental impacts taken into consideration	Achieve	Achieved.
CC8.2.2: Environmental Management Plan is utilised for Council works	Environmental and Sustainability Coordinator	75%	Environmental Management Plans were utilised and on-going during the 2022/23 Q3. Council works are always assessed to consider impacts to the environment utilising a Review of Environmental Factors (REF) process. Any projects that require specific controls (mitigation measures to ensure impacts to the environment are minimal) have Construction Environmental Management Plans developed to guide works.	Environmental Management Plan is utilised for Council works	Achieve	Achieved.
CC8.2.3: Monitor and inspect Council owned and managed public land including roadsides	Environmental and Sustainability Coordinator	75%	During 2022/23 Q3 there were 8 inspections completed on Council owned/managed land. These inspections included the Water and Sewage Treatment Plants (and associated surrounding land), Lake Endeavour and Bumberry Dam, the Industrial Estate, and the Council's bore fields. Priority Weeds targeted in Q3 included Noogoora Burr, Tree of Heaven, Tiger Pear, Blue Heliotrope, St John's Wort and Silverleaf Nightshade.	Monitor and inspect Council owned and managed public land including roadsides	30 inspections per year.	8 inspections completed in Q3.

CC8.3: Develop, facilitate, and deliver environmental, sustainability and energy efficiency initiatives

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.3.1: Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	Environmental and Sustainability Coordinator	75%	Council worked with Central West Lachlan Landcare during 2022/23 Q3 to participate in and help facilitate Schools Eco Day which was attended by approximately 500 students from across the Parkes and Forbes Shires. Council also partnered with Central West Lachlan Landcare to run Parkes' first Homegrown Parkes event, focusing on local produce and sustainability.	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	3 initiatives conducted	2 initiatives conducted with Central West Lachlan Landcare in Q3.
CC8.3.2: Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	Environmental and Sustainability Coordinator	75%	In 2022/23 Q3 Council announced its inaugural Biodiversity in Focus photography competition, where all schools in the Shire were invited to encourage their students to submit entries. Three entrants won their school a nesting box, and Council liaised with the winning entrants and their respective schools to organise the installation of the nesting boxes (to be installed in April 2023).	Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	3 activities	1 activity in Q3.
CC8.3.3: Engage with local community groups on environmental projects	Environmental and Sustainability Coordinator	75%	During 2022/23 Q3 Council partnered with Central West Lachlan Landcare to run Parkes' first Homegrown Parkes event (March 2023), focusing on local produce and sustainability. Council engaged with numerous community groups as part of this event including the Parkes Community Arts Group. Council also participated in and helped facilitate Schools Eco Day which was attended by approximately 500 students from across the Parkes and Forbes Shires.	Engage with local community groups on environmental projects	Engagement with 1 community group	Engagement with 2 community groups in Q3.

CC8.4: Conduct biosecurity control within the Parkes Shire in accordance with regulatory obligations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.4.1: Environmental control programs are conducted in accordance with regulatory obligations	Environmental and Sustainability Coordinator	75%	Council undertakes all Biosecurity regulatory obligations primarily through delivery of the Weeds Action Program (WAP), the main program facilitated by the Department of Primary Industries that dictates Council's control and inspection priorities. This program also dictates the amount of funding Council receives from the State Government. Council reports on it's activities under the WAP annually, with the report of 2021-2022 submitted in August 2022.	Environmental control programs are conducted in accordance with regulatory obligations	100% compliance	100% compliance.
CC8.4.2: Collaborate with regional partners to build capacity to enhance biosecurity management	Environmental and Sustainability Coordinator	75%	Council's Biosecurity Team worked closely with several regional partners during 2022/23 Q3, including the Central West Regional Weeds Committee and the Macquarie and Lachlan Valley Weeds Committee. Regular meetings and workshops were attended, enabling capacity building and facilitating enhanced management of Council's biosecurity obligations.	Collaborate with regional partners to build capacity to enhance biosecurity management	2 partners	2 partners collaborated with in Q3.
CC8.4.3: Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	Environmental and Sustainability Coordinator	75%	Council engaged and educated with private landholders and the community on both environment and biosecurity issues through informal conversations during private properties inspections, and by supplying brochures, handouts, and information packs. When additional information is requested the Biosecurity Team will use postage or hand delivery of information to the community and provide information by emails.	Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	100% of inspections	100% of scheduled inspections undertaken in Q3.

Customer Service

CC9: We will implement appropriate systems, processes, and technology to deliver high-quality, informative and responsive customer service

CC9.1: Provide customers with prompt responses to customer requests

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC9.1.1: No. of customer requests received via online Customer Request Management (CRM) portal	Director Customer, Corporate Services and Economy	75%	Following implementation of Customer Request Management (CRM) in 2022, the number of customer requests received via online via the CRM continues to increase, with 1,121 requests during Q3, with 14% of requests received submitted by customers.	No. of customer requests received via online Customer Request Management (CRM) portal	Increasing	1121 requests submitted via online CRM portal
CC9.1.2: Average timeframe to respond to customer requests	Director Customer, Corporate Services and Economy	75%	Average timeframe to respond to customer requests in Q3 was 8.21 days, which is a 37% increase from Q2. Council's Strategy, Systems and Performance team are due to commence work to review the CRM system in 2023-24 with the Customer Service Team, including streamlining the process to action and respond to customer requests which should see a decrease in the average timeframe to respond to customer requests.	Average timeframe to respond to customer requests	Less than 10 days	Average of 8.21 days to respond to customer requests in Q3.

CC9.2: Monitor and improve customer service through all Council departments

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC9.2.1: Undertake a service review on customer service within the Council	Director Customer, Corporate Services and Economy	100%	Council engaged University of Technology, Sydney (UTS) to undertake a Customer Service Review during Q2. The review was delivered in 2022/23 Q3 and the recommendation plan has been integrated into Council's 2023-24 Operational Plan and Budget. This will be monitored in Council's corporate performance and compliance system, RelianSys.	Undertake a service review on customer service within the Council	Review completed	Review completed in Q3

Community Services and Wellbeing

CC10: We will implement appropriate frameworks to ensure residents of the Shire have access to services, groups and activities that positively impact community wellbeing

CC10.1: Implement strategies from the Disability Inclusion Action Plan

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC10.1.1: Number of outputs implemented	Director Planning and Community Services	75%	The Community, Liveability and Access Advisory Committee was formed in Q3. The Committee will incorporate the Disability Inclusion Action Plan as an Agenda item.	Number of outputs implemented	12 outputs implemented	1 output implemented in Q3.

CC10.2: Advocate for improved health services within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC10.2.1: Participation in regular meetings with the Local Health District	Director Planning and Community Services	75%	Council Officer's and Elected Officials participated in regular meetings with the Local Health Service and Western Area Health, including planning meetings for the Health Precinct Master Plan.	Participation in regular meetings with the Local Health District	3 meetings per year	Local Health District attended 2 meetings; Western Area Health attended 2; and one meeting for the Health Precinct Master Plan
CC10.2.2: % of Incentive applications processed for medical services within the Shire	Director Planning and Community Services	75%	Zero incentive applications were processed for medical services during Q3.	% of Incentive applications processed for medical services within the Shire	Increasing	0 incentive applications processed.

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.

Central West Childcare Services

CE1: We will provide quality care for families within the Shire through the provision of varied early childhood settings

CE1.1: Council is committed to advocating, facilitating, and providing quality care for the community through provision of Family Day Care services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE1.1.1: Approved provider of Central West Family Day Care	Central West Childcare Services Coordinator	75%	The re-registration of Educators is completed for the 2022-23 FY. During Q3, Parkes, Forbes and Bathurst Family Day Care remained at full capacity with enquiries continuing.	Approved provider of Central West Family Day Care	Maintained	Maintained.
CE1.1.2: Number of educators (Educator to Student Ratio)	Central West Childcare Services Coordinator	75%	Recruitment efforts for new Educators continued in Q3. Educator to Student Ratios were maintained in Q3.	Number of educators (Educator to Student Ratio)	40:160 ratio	40:160 ratio met.
CE1.1.3: Number of play groups per year	Central West Childcare Services Coordinator	75%	A new playgroup format commenced in Q3 which saw the introduction of smaller group settings at Educator residences. This provided new experiences with themes to drive a positive purpose like a toy library creating a themed activity.	Number of play groups per year	24	24 play groups.
CE1.1.4: Number of families on waitlist requiring Childcare	Central West Childcare Services Coordinator	75%	Family Day Care across the region have increasing waitlists, with some 30-40 families requiring care during Q3.	Number of families on waitlist requiring Childcare	25	30-40 families on waitlist.

CE1.2: Council is committed to advocating, facilitating, and providing quality care for the community through provision of Bangala-la Preschool services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE1.2.1: Maintain a service that provides continuity of regulatory approval	Central West Childcare Services Coordinator	75%	<p>The Department of Education (DOE) official visit occurred during Q3. As part of the Assessment and rating process, Bangala-la Preschool received a rating of "Meeting the National Quality Standards".</p> <p>Bangala-la Preschool has full enrolments for the 2023 calendar year, which includes the expansion of 10 additional children per day. The DOE funding has granted permission for the preschool to continue/extend the "fee relief" to all families.</p>	Maintain a service that provides continuity of regulatory approval	Maintained	Maintained.
CE1.2.2: Number of pre-schoolers within the setting	Central West Childcare Services Coordinator	75%	Preschool enrolments have seen an increase during 2023 due to the additional 10 spaces per day (increase from 20 to 30). Additional Educators have been employed to provide the additional children with supported needs and with inclusive support. Whilst there has been an increase in space availability, the service does continue with a waitlist.	Number of pre-schoolers within the setting	20	30 pre-schoolers per day.
CE1.2.3: Number of pre-schoolers on waitlist	Central West Childcare Services Coordinator	75%	The waitlist for Bangala-la Preschool continues to grow.	Number of pre-schoolers on waitlist	25	Increasing.
CE1.2.4: Number of extra-curricular activities	Central West Childcare Services Coordinator	75%	The number of extra-curricular activities remained stable during Q3, with the service continuing to provide transport for pre-school children and facilitate playgrounds for the community.	Number of extra-curricular activities	15	15

Caravan Parks

CE2: 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

CE2.1: Encourage the Shire's visitor economy through the continued provision of Park operations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.1.1: Number of visitors per annum	Manager Facilities	75%	<p>Spicer Caravan Park saw visitor numbers decrease during Q3 with visitor numbers of 1,948. This is compared to 2021/22 Q3 visitor numbers of 1,994.</p> <p>The visitor numbers were identified as follows:</p> <p>2022/23 Q3 - January 695; February 427; March 826 = total of 1,948 occupants visiting.</p> <p>2021/22 Q3 - January 641; February 497; March 856 = total of 1,994 occupants visiting.</p>	Number of visitors per annum	Maintain	Decreasing.
CE2.1.2: Average weekly occupancy rates	Manager Facilities	75%	Spicer Caravan Park's occupancy rates during the annual Parkes Elvis Festival in January 2023 were 90.24% with the balance of January seeing 31.46%. The remainder of Q3 saw February with 25% and 31.41% in March.	Average weekly occupancy rates	Maintain	Increasing.
CE2.1.3: Monitoring of reviews for positive feedback	Manager Facilities	75%	Spicer Caravan Park continued to receive positive reviews and feedback during Q3 from both visitors and internal stakeholders.	Monitoring of reviews for positive feedback	Increasing	Increasing.
CE2.1.4 Maintain 4-star Quality Tourism Accreditation	Manager Facilities	75%	Receiving positive feedback during Q3, the caravan park, continued to maintain it's 4-star Quality Tourism Accreditation.	Maintain 4-star Quality Tourism Accreditation	Achieve	4-star Quality Tourism Accreditation achieved.

CE2.2: Continue encouraging the utilisation of Spicer Caravan Park through regular maintenance activities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.2.1: Maintenance requests responded to within 10 days	Manager Facilities	75%	Maintenance requests were received with an average time of 18.4 days to respond to these requests.	Maintenance requests responded to within 10 days	95%	40% of requests responded to within 10 days.
CE2.2.2: Number of maintenance requests received	Manager Facilities	75%	5 requests for maintenance were logged during Q3.	Number of maintenance requests received	Declining	5 requests received in Q3.

CE2.3: Ensure Spicer Caravan Park continues to meet tourism demands by preparing and implementing capital works projects

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.3.1: Completion of projects conducted in line with Delivery Program	Manager Facilities	100%	All projects completed in line with Delivery Program.	Completion of projects conducted in line with Delivery Program	Achieved	Achieved.

Rental and Leasing

CE3: We will develop and utilise suitable frameworks to ensure Council operated rentals are aligned with market expectations

CE3.1: Operations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE3.1.1: Occupancy rates of commercial buildings/properties	Manager Facilities	75%	22 of Council's commercial buildings/properties were occupied in Q3.	Occupancy rates of commercial buildings/properties	90% or increasing	91% occupancy rates.

Land Development and Sales

CE4: We will zone, develop, and promote suitable land to ensure the community has access to appropriate spaces

CE4.1: Development and sale of land to provide opportunities for local business to generate income and revenue and increase economic prosperity

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE4.2.1: Blocks developed conceptually to encourage industry and economic growth	Director Operations	75%	<p>Both Residential and Industrial Land identified, and projects continue progressing during 2022/23 Q3.</p> <p>Industrial land has been identified with Development Application (DA) approval for the construction of 15 lots. The subdivision Works Certificate (WC) has also been submitted for approval and currently being assessed by Council. These lots range from approximately 2,300m² to 8,000m² to cater for industry development.</p> <p>Residential land has been identified at Fisher Street, with a status of hold. This is to allow completion of consultation and development of the Middleton Masterplan. On completion Council will progress with the design of approximately 90 residential lots for sale.</p> <p>Residential land has also been identified at Coleman Road, the old hospital site, the design has progressed with support of Council's design consultant, Tonkin. The project is moving towards a DA, on approval, this subdivision will provide 31 residential lots for sale.</p>	Blocks developed conceptually to encourage industry and economic growth	Blocks meet community demand	Once development approvals are in place, a total of 15 industrial blocks will be available for sale and approximately 121 residential lots.
CE4.2.3: Actively pursue marketing valuation for property transactions	Manager Economy, Destination and Activation	0%	Due to the priority level of this activity, this action has been identified as not progressing.	Actively pursue marketing valuation for property transactions	100%	Not progressing.
CE4.4.3: Marketing of blocks on website and in electronic brochure	Director Customer, Corporate Services and Economy	50%	Q3 saw the continuation of the development of a new "InvestParkes" website. This website features information and resources for those looking to invest in the Parkes region, including industrial land. The InvestParkes website is due to be launched during Q4.	Marketing of blocks on website and in electronic brochure	Achieved	Not due to start until Q4

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.

Economic Development and Grants

EE1: We will provide support to businesses through the facilitation of various business support, growth and investment opportunities

EE1.1: Deliver the Economic Development Strategy to plan for future jobs and growth

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.1.1: Number of initiatives delivered	Director Customer, Corporate Services and Economy	5%	Council staff continued to work with the Regional Growth NSW Development Corporation (RGDC) on the Special Activation Precinct during Q3. Due to priority levels and staff vacancies, there were zero initiatives from the Economic Development Strategy delivered during Q3.	Number of initiatives delivered	5 per year	0 initiatives delivered.
EE1.1.2: Review Parkes Shire Economic Development Strategy	Director Customer, Corporate Services and Economy	0%	The Parkes Shire Economic Development Strategy is scheduled to be reviewed during the 2023-24 year.	Review Parkes Shire Economic Development Strategy	Every 5 years	Review scheduled for 2023-24.

EE1.2: Advocate for increased Government funding and support for economic development within the Parkes Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.2.1: Develop a funding advocacy prospectus	Director Customer, Corporate Services and Economy	0%	The development of a funding advocacy prospectus has yet to commence during 2022/23 Q3 due to current staff vacancies.	Develop a funding advocacy prospectus	Prospectus developed every 2 years	Not commenced.
EE1.2.2: Number of opportunities advocated	Director Customer, Corporate Services and Economy	75%	There were zero grant applications submitted during 2022/23 Q3.	Number of opportunities advocated	12 per year	0 opportunities advocated in Q3.

EE1.3: Support businesses and industry groups within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.3.1: Number of business and industry group meetings attended	Director Customer, Corporate Services and Economy	75%	Council's Economic Development Team attended 1 Parkes Chamber of Commerce Meeting in Q3 and attended other targeted meetings conducted with Department of Regional NSW.	Number of business and industry group meetings attended	12 per year	1 Parkes Chamber of Commerce meeting attended in Q3
EE1.3.2: Number of local business networking initiatives supported	Director Customer, Corporate Services and Economy	75%	There were several local business initiatives supported during Q3 including support at Parkes Chamber of Commerce meetings and other network meetings including accommodation provider networking meetings and the facilitation of meetings with stakeholders' groups including Regional Growth NSW Development Corporation (RDGC) and Destination Central West (DCW).	Number of local business networking initiatives supported	6 per year	6 initiatives supported.
EE1.3.3: Number of capacity building and value adding initiatives fostered for established industries	Director Customer, Corporate Services and Economy	0%	Due to staff vacancies during 2022/23 Q3 there were zero initiatives fostered this quarter.	Number of capacity building and value adding initiatives fostered for established industries	2 per year	Zero initiatives fostered.

EE1.4: Promote growth in smart and sustainable businesses and industries

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.4.1: Number of initiatives promoted	Director Customer, Corporate Services and Economy	100%	Staff designed and facilitated Small Business Month activities for the local business community during Q2 and continued planning for future initiatives in Q3.	Number of initiatives promoted	1 per year	1 initiative delivered in Q2.

EE1.5: Facilitate investment projects that match our economic development priorities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.5.1: Develop an investment facilitation strategy	Director Customer, Corporate Services and Economy	75%	Work with the Regional Growth NSW Development Corporation (RGDC) continued during Q2 towards investment strategies for the Parkes Special Activation Precinct (SAP). Management and Staff continued to hold regular fortnightly meetings with RDGC and other State Government stakeholders to facilitate continued investment in the Parkes SAP.	Develop an investment facilitation strategy	Every 5 years	In progress.
EE1.5.2: Number of investment leads facilitated	Director Customer, Corporate Services and Economy	75%	Council staff continued to liaise with potential investors, facilitated site visits and meetings with Regional Growth NSW Development Corporation (RGDC) where appropriate in Q3.	Number of investment leads facilitated	25 per year	Ongoing.

EE1.6: Promote and support grant opportunities within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.6.1: Number of Council grant applications submitted	Executive and Councillor Support Officer	75%	Council was successful in obtaining 39 grants during Q3 with a total of \$23,905,123 funding received from the NSW and Federal Government.	Number of Council grant applications submitted	30 per year	39 grant applications submitted in Q3.
EE1.6.2: Number of successful grant application in each township	Executive and Councillor Support Officer	75%	Council was successful in obtaining 19 community grants during Q3 with a total of \$2,947,670 funding received.	Number of successful grant application in each township	2 per year per township	At least 2 per year per township
EE1.6.3: Number of community grant newsletters published	Executive and Councillor Support Officer	75%	Zero newsletters were published in Q3. 1 newsletter is planned to be published in Q4.	Number of community grant newsletters published	12 per year	Zero newsletters published.
EE1.6.4: Number of community groups and businesses that accessed Council's grant preparation activities	Executive and Councillor Support Officer	75%	30 community groups supported to date in this financial year.	Number of community groups and businesses that accessed Council's grant preparation activities	30 per year	30 community groups supported in 2022-23.

Communication and Engagement

EE2: 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

EE2.1: Development of a multifaceted Communications Strategy to improve communications with our community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.1.1: Develop a Communications Strategy	Director Customer, Corporate Services and Economy	0%	Due to the priority levels during 2022/23 Q3, the launch of the Council's new corporate website was delivered in Q3, allowing for the reschedule of the development of a Communications Strategy into the 2023-24 year.	Develop a Communications Strategy	Complete	Scheduled for 2023-24.
EE2.1.2: Develop an Engagement Strategy	Director Customer, Corporate Services and Economy	100%	Council adopted a new Engagement Strategy during the 2021-22 year and actions are being delivered as required.	Develop an Engagement Strategy	Complete	Completed in 2021-22.

EE2.2: Increase the profile of Parkes Shire through effective brand management and public relations activities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.2.1: Increase in media value measured	Director Customer, Corporate Services and Economy	75%	Council achieved an increase of two per cent on its media brand management and public relations activities during 2022/23 Q3.	Increase in media value measured	Increase	Increase of two per cent.
EE2.2.2: Number of media releases distributed by Council	Director Customer, Corporate Services and Economy	75%	During 2022/23 Q3 Council distributed 16 media releases.	Number of media releases distributed by Council	26	16 media releases distributed.

EE2.3: Manage and grow Council's online presence to ensure effective communication and dissemination of information

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.3.1: Increase in Google Analytics statistics	Director Customer, Corporate Services and Economy	75%	Council achieved an increase of eight per cent in Google Analytics statistics.	Increase in Google Analytics statistics	2% increase	Eight per cent increase.
EE2.3.2: Increase engagement measured through social media insights	Director Customer, Corporate Services and Economy	75%	The Council's online presence, saw a two percent increase in audience reach, showing continued growth during 2022/23 Q3.	Increase engagement measured through social media insights	2% increase	Two per cent increase.
EE2.3.3: Investigate new ways of connecting with our community	Director Customer, Corporate Services and Economy	75%	<p>Council launched a new corporate website in Q3 with a key focus being enhancing user experience and accessibility of information. Council continued the development of a new "InvestParkes" website, featuring content targeted, at those looking to invest, relocate or establish a business in the Parkes region.</p> <p>The development of three new websites commenced. The benefits and features of the website included an online directory and events calendar for community members to submit content via an online portal. Including Parkes Elvis Festival and Trundle ABBA Festival, as well as MyCity.</p>	Investigate new ways of connecting with our community	Achieved	Achieved.

EE2.4: Deliver strategic marketing plans to promote Parkes as a place to visit, live, work and invest

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.4.1: Number of marketing campaigns developed	Manager Economy, Destination and Activation	75%	Council continued to liaise with regional tourism counterparts and consulted with Destination Central West (DNCW) to review the Central NSW Destination Marketing Plan. Council engaged with the Central NSW Joint Organisation on the "Come Out, We're Open" campaign following the extreme wet weather flooding event during Q2 in Central NSW.	Number of marketing campaigns developed	10	1 marketing campaign developed.

Elvis Festival, Special Events and Event Support

EE3: We will work with our community to deliver the economic annual Elvis Festival and other major tourism and business events and provide support for civic and community events

EE3.1: Develop funding, corporate partnerships and sponsorships to ensure the Parkes Elvis Festival is financially sustainable

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.1.1: Amount of total sponsorship	Manager Economy, Destination and Activation	100%	With the target achieved for the 2022/23 financial year, Council is currently planning for sponsorship income across all events next financial year. Telstra have been identified as a potential future corporate partner, and early talks with their representatives have been conducted by Director Customer, Corporate Services and Economy and Director Infrastructure and Strategic Futures and Strategic Futures. Council is currently recruiting for a new Event Attraction and Sponsorship Coordinator who will support this work moving forward.	Amount of total sponsorship	\$180,000	\$227,000 sponsorship within the 2022/23 financial year.
EE3.1.2: Sponsor retention	Manager Economy, Destination and Activation	75%	Sponsorship reviews from the 2023 Parkes Elvis Festival have been underway this quarter, and we're currently recruiting for a new Event Attraction and Sponsorship Coordinator who will take up the sponsorship renewals process moving forward.	Maintain satellite venues	Minimum 20 satellite venues	In progress.
EE3.1.3: Maintain funding from Destination NSW	Manager Economy, Destination and Activation	100%	The funding from Destination NSW completed in Q2.	Maintain funding from Destination NSW	Maintain	Maintained

EE3.2: Review the Parkes Elvis Festival program to enhance the experience and value captured for our visitor economy

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.2.1: Maintain net promoter score	Manager Economy, Destination and Activation	80%	The Festival Event net promoter score data is currently only available in raw data format. Data will be provided in Q4 as resourcing constraints in Q3 saw challenges in assessing the promoter score.	Maintain net promoter score	>80%	To be provided in Q4.
EE3.2.2: Secure a major headlining artist	Manager Economy, Destination and Activation	100%	Planning commenced in Q3 to secure a major headlining artist for the 2024 Parkes Elvis Festival.	Secure a major headlining artist	1 per year	In progress.

EE3.3: Implement best practice event management to deliver the annual Parkes Elvis Festival

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.3.1: Detailed event management timeline	Manager Economy, Destination and Activation	90%	The Event Management Timeline (EMT) for the 2023 event was successfully created and completed during Q2. For the remainder of 2022/23 Q3, the EMT will continue to be reviewed and factors considered in balance with the outcomes of the Parkes Elvis Festival Service Review undertaken by Morrison Low.	Detailed event management timeline	Reviewed annually	Event successfully completed,
EE3.3.2: Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Manager Economy, Destination and Activation	100%	The Operational Plans (OP) were reviewed, completed, and approved during Q2.	Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Reviewed	Completed in Q2.
EE3.3.3: Maintain team of volunteer portfolio holders	Manager Economy, Destination and Activation	100%	The team of Volunteer Portfolio Holders were maintained and completed during Q2 as part of the 2023 event delivery.	Maintain team of volunteer portfolio holders	8	10 portfolio holders.

EE3.4: Promote Parkes Shire as a preferred location for targeted tourism and business events

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.4.1: No. of community and Council events held	Manager Economy, Destination and Activation	75%	<p>Parkes Shire Council supported the execution of 15 events, consisting of both community-led and council-managed events.</p> <p>Q3 saw Council organise six events, including the Australia Day event, Disco Sounds at the Pavilion, Disco Sounds at Tullamore, the International Women's Day Workshops and Networking events and the notable Parkes Elvis Festival.</p> <p>Parkes Shire Council co-hosted three events, with community groups as part of the Community Events Program (CEP), funded by the NSW Government Reconnecting Regional NSW Grant. These events included the Bogan Gate 125 Year Celebration and Village Fair, Back to Peak Hill and the Trundle Tractor Pull.</p> <p>The local Community Arts Group, which was also a recipient of the CEP funding and with Parkes Shire Council financial contributions hosted the successful Homegrown Event which featured special guest Costa Georgiadis, who placed a great emphasis on the environment.</p>	No. of community and Council events held	50 per year	32 held (35 scheduled)
EE3.4.2: Attract new business events to the Shire	Manager Economy, Destination and Activation	90%	<p>After the success of winning the bid to host the 2023 LGNSW Water Conference during Q1, the Events Team continued to work with the LGNSW Water Conference teams.</p> <p>During Q3 support was offered in planning water facility site visits, booking transport, providing local entertainment options, and creating local speaker gifts. Hosting this event is working to ensure the local economic impact is optimised and assists to cement Parkes Shire's reputation as a capable business events destination.</p>	Attract new business events to the Shire	1 new event per year	1 major conference

EE3.5: Develop and implement a balanced program to support business and tourism events throughout the year

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.5.1: Develop events calendar containing an event every month	Manager Economy, Destination and Activation	75%	Council's Events team supported the execution of a total of 15 events. These events were diverse in nature and included a major festival, namely the annual Parkes Elvis Festival. The events continued a range of themes, from cultural and environmental to music concerts and network sessions. Cooke Park open spaces and the Pavilion held workshops and activities for International Women's Day, this global occasion that recognises women's social economic, cultural, and political contributions.	Develop events calendar containing an event every month	1 event per month	Average 5 events per month in Q3.
EE3.5.2: Provide planning support to new and existing event operators	Manager Economy, Destination and Activation	75%	<p>Council's Events Team provided extensive support to a range of events across the Shire, consisting of both community-led and council-managed events. Several of the events were new to the Shire and not previously held in the area.</p> <p>Council co-hosted three events, with community groups as part of the Community Events Program (CEP), funded by the NSW Government Reconnecting Regional NSW Grant. These events included the Bogan Gate 125 Year Celebration and Village Fair, Back to Peak Hill and the Trundle Tractor Pull.</p> <p>The local Community Arts Group, which was also a recipient of the CEP funding and with Parkes Shire Council financial contributions hosted the successful Homegrown Event which featured special guest Costa Georgiadis, who placed a great emphasis on the environment.</p>	Provide planning support to new and existing event operators	10 per year	10 exceeded.

Visitor Economy

EE4: 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

EE4.1: Promote and engage Parkes Shire tourism opportunities with targeted visitor market segments

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.1.1: No. of promotions and engagements with tourism sector	Manager Economy, Destination and Activation	75%	<p>Council maintained communication and regular site visits with local industry partners for future events, occupancy data and grant opportunities.</p> <p>Our newest eco-tourism attraction 'Parkes Cycling Trails' was launched in March. There is 14 new cycle trails available, and promotion of the new trails incorporated with Destination Central West (DNCW), and Sydney and Canberra print publications.</p> <p>During Q3, Council submitted advertising in the DNCW school holiday campaign "Come Out We're Open", the Probus Travel Handbook and National School Excursions Handbook.</p> <p>The website "Visitparkes" and ATDW listings were updated whilst the Gig Guide released weekly via social and web platforms.</p> <p>The final draft of the Destination Management Plan was presented to Council during Q3.</p>	No. of promotions and engagements with tourism sector	6 per year	4 promotions and engagements in Q3.

EE4.2: Develop and grow regional tourism partnerships to support increased visitation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.2.1: Regular liaison with tourism bodies including Central NSW Joint Organisation, Destination NSW and Department of Regional NSW	Manager Economy, Destination and Activation	75%	Council engaged with the new regional destination network, Destination NSW Central West (DNCW), with introduction to the newly appointed General Manger. Council engaged in planning for further promotion of the "Come Out We're Open" campaign, to be executed during Q4 during the Easter and autumn school holidays period.	Regular liaison with tourism bodies including Central NSW Joint Organisation, Destination NSW and Department of Regional NSW	6 joint promotions per year	
EE4.2.2: Increase in Parkes Shire visitation	Manager Economy, Destination and Activation	75%	Parkes Shire saw an increase in visitation numbers during 2022/23 Q3 with a recorded figure of 6,917 visitors. Past records during 2019-2022 showed a figure of 5,538 visitors, providing 2023 with a 25% increase average figure. During Q3 accommodation also showed good increase in visitation of 67% when compared to same period in prior year of 64%.	Increase in Parkes Shire visitation	2% increase	23%

EE4.3: Deliver and implement a renewed destination management plan

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.3.1: Review of Destination Management Plan	Manager Economy, Destination and Activation	90%	The review of the Destination Management Plan (DMP) continued in Q3. Council's Events Team coordinated the collection and collation of feedback from stakeholders including cross-departmental representatives, the Tourism, Destination and Major Events Advisory Committee, the Department of Regional NSW (Regional Development) and Transport for NSW. The contractor, Urban Enterprises, was appointed in Q2, provided a draft DMP during Q3 and continued the finalising of the plan based on the feedback provided.	Review of Destination Management Plan	Review completed	Finalisation of new plan underway by contractor.

EE4.4: Support local tourism businesses to develop new and enhanced visitor attractions and product offerings

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.4.1: Maintain Destination Partnership Program	Manager Economy, Destination and Activation	20%	Ongoing support for local tourism operations continued in Q3, including support for the creation and maintenance of ATDW listings. Destination partnership and marketing activities will be revisited for 2023-24 year upon adoption of the new Destination Management Plan to ensure alignment and strategic focus. Due to the priority level, this program will not be progressing in 2022/23.	Maintain Destination Partnership Program	75% uptake	
EE4.4.2: Foster development of new tourism products	Manager Economy, Destination and Activation	75%	The Tourism Cycling Project continued during Q3, with photographic imagery captured. The product was added to the Visit Parkes website and active marketing commencing including inclusion in Central NSW Tourism Joint Organisation campaigns. Planning is ongoing for the Visitor Information Centre display, which will depict the 'History of Parkes Elvis Festival'.	Foster development of new tourism products	1 new product	1 new tourism product in Q3.

EE4.5: Manage the delivery of high-quality visitor information services at the Henry Parkes Centre

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.5.1: Maintain Level 2 Visitor Information Centre Accreditation	Visitor Information Centre Coordinator	75%	The Parkes Visitor Information Centre is operating in accordance with the Level 2 VIC Accreditation guidelines. During Q3, operational processes were regularly reviewed including visitor resources and products with high standards met.	Maintain Level 2 Visitor Information Centre Accreditation	Maintain	Maintained.
EE4.5.2: Number of visitors to the Visitor Information Centre (IVIC)	Visitor Information Centre Coordinator	75%	Total visitor number during Q3 was 6,917. The visitor numbers exceeded the same quarter last year by 23%. Overall, the Parkes shire has experienced an increase of 8.5% in visitation in 2022-23.	Number of visitors to the VIC	5% increase annually	8.5% increase YTD.

EE4.6: Ensure that visitor information is accessibly available across the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.6.1: Visitor Information available in each township	Visitor Information Centre Coordinator	75%	Visitor information remained available in each township during Q3. Event information for all Parkes and Shire events was distributed across social media, posters and the Visitparkes website. Peak Hill Visitor Information Outlet is stocked and accessible.	Visitor Information available in each township	5 townships	Information available in all townships.
EE4.6.2: Increase in visitation to Parkes digital platforms	Visitor Information Centre Coordinator	75%	Social media platforms and website continued to promote events, weekly entertainment, and tourism activities during Q3. Development of a "What's On" publication is in progress.	Increase in visitation to Parkes digital platforms	10% increase	15% increase.
EE4.6.3: Visitor Information Guide is reviewed and updated	Visitor Information Centre Coordinator	75%	The Parkes Shire Visitor Guide was reviewed in Q3 and it due for print production in Q4.	Visitor Information Guide is reviewed and updated	Bi-annually	Visitor Guide reviewed in Q3.

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.

Emergency Services Support

EM1: We will provide appropriate support for emergency service providers, ensuring their ongoing involvement within the community remains

EM1.1: Local Emergency Management Committee

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.1.1: Number of Local Emergency Management Committee meetings attended	Director Infrastructure and Strategic Futures	75%	One Local Emergency Management Committee meeting administered by Parkes Shire Council in Q3.	Number of Local Emergency Management Committee meetings attended	4 per year	1 meeting attended.
EM1.1.2: Local Emergency Operations Centre maintained in a state of readiness	Director Infrastructure and Strategic Futures	75%	Review of Emergency Operations Centre (EOC) and available resources was undertaken prior to the Q3 meeting held for the LEMC update.	Local Emergency Operations Centre maintained in a state of readiness	Maintained	Maintained.
EM1.1.3: DISPLAN (Local Disaster Plan) reviewed	Director Infrastructure and Strategic Futures	75%	Following on from the February meeting, Agency input was sought to review the DISPLAN.	DISPLAN (Local Disaster Plan) reviewed	Reviewed in 2022/23	The context component of the DISPLAN (Local Disaster Plan) was reviewed and updated during 2022/23 Q2.

EM1.2: Provision of facilities for State Emergency Services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.2.1: Facilities maintained as per agreement with State Emergency Services	Director Operations	75%	Council continues to support the SES with facilities and property management. Although there was no progress during Q3 for an alternative site for the SES, Council's Property Team continues to work with the branch to identify new opportunities for development to aid relocation from the current site in Clarke Street, Parkes.	Facilities maintained as per agreement with State Emergency Services	Maintained	Facilities maintained.
EM1.2.2: Investigate suitable locations for proposed new State Emergency Services facility	Director Operations	50%	Investigations to locate suitable locations, for a proposed new facility did not progress further. The Council has made offers previously to the State which has not been met with support at this stage.	Investigate suitable locations for proposed new State Emergency Services facility	Facility identified	No progress from State at this stage to progress future relocation.

EM1.3: Provision of support for Rural Fire Service

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.3.1: Councillor representation at Rural Fire Service Committee Meetings	Director Operations	75%	Council continued to support the operational activities of the Rural Fire Service with support and attendance at related meetings. The Service Level Agreement meeting was attended in February. Whilst there is no scheduled date for the District Liaison Committee, there is a Bushfire Management Committee meeting scheduled for Q4.	Councillor representation at Rural Fire Service Committee Meetings	12 per year	Meetings attended when scheduled.
EM1.3.2: Service Level Agreement maintained with Rural Fire Service	Director Operations	75%	Councils Mayor, General Manager and Director Operations met with the newly appointed Rural Fire Service (RFS) District Manager to review the Service Level Agreement. Council continues to support the operations of the Rural Fire Service as part of the agreement.	Service Level Agreement maintained with Rural Fire Service	Maintained	No meeting for Service Level Agreement meeting scheduled however staff have met to review content.

EM1.4: Provision of financial support for Emergency Services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.3.1: Financial support provided as per regulatory obligations	Director Operations	75%	Financial support for emergency service providers continued through funding of the Emergency Services Levy and support to the Rural Fire Service with maintenance of plant and equipment (the "Red Fleet").	Financial support provided as per regulatory obligations	Maintained	Funding provided.

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.

Library Services

L1: We will ensure the community has access to services, facilities and resources that are inclusive, high quality and contemporary in nature

L1.1: Enable the continued provision of library services to residents of the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.1.1: Increase in the number of in-person visits	Manager Cultural, Education and Library Services	75%	Q3 saw an increase in the number of in-person visits to Parkes Shire Library with 9938 visitors across the 4 branches. This represents an increase of 795 in-person visits since Q2.	Increase in the number of in-person visits	Increase 1%	1.75% increase.
L1.1.2: Number of all loaned materials	Manager Cultural, Education and Library Services	75%	In Q3 there was a total of 9928 materials loaned comprising of 9928 hard-copy loans and 762 e-material loans (eBooks, eAudio, and eMagazines). This represents an increase of 2.7% since Q2.	Number of all loaned materials	Increase 1%	2.7% increase.
L1.1.3: Increase in Library members	Manager Cultural, Education and Library Services	75%	In Q3 membership increased with 161 new members bring current total membership to 6252 members representing an increase of 2.6% since Q2.	Increase in Library members	Increase 1%	2.2% increase
L1.1.4: Number of Meeting Room bookings	Manager Cultural, Education and Library Services	75%	The community accessed the meeting rooms within the library during Q3 including the Makerspace. In total 122 bookings were made to facilitate community group & council meetings, workshops, study space, training, examinations and interviews.	Number of Meeting Room bookings	12	122 meeting room bookings.
L1.1.5: Number of people accessing MarraMarra Makerspace Studio	Manager Cultural, Education and Library Services	75%	548 community members accessed the Marramarra Makerspace during Q2. Events and workshops saw 380 participants and 168 visitors during the Makerspace open hours.	Number of people accessing MarraMarra Makerspace Studio	250	548 people accessed the Marramarra Makerspace.

L1.2: Facilitate and support engaging Programs at Shire Libraries

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.2.1: Attendees at Story Time and Rhyme Time	Manager Cultural, Education and Library Services	75%	Both Parkes & Peak Hill libraries held 22 Rhyme Time & Story Time sessions during Q3 (no Story Time and Rhyme Time sessions are held during school holiday periods). 371 children and parents participated.	Attendees at Story Time and Rhyme Time	15 (average attendance)	16.8 (average attendance)
L1.2.2: L1.2.2Number of Author visits	Manager Cultural, Education and Library Services	75%	Local author Margaret Dwyer gave an author talk as part of the Festival of Seniors on 3 February 2023.	Number of Author visits	2	4 Author visits.
L1.2.3: Number of reading and writing activities held	Manager Cultural, Education and Library Services	75%	11 community programs to support reading and writing were held during Q3 including Book Clubs, Author-Rised writing group and a Short Story Writing workshop.	Number of reading and writing activities held	12	11 reading and writing activities held.
L1.2.4: Number of activities targeting primary, and youth held	Manager Cultural, Education and Library Services	75%	22 activities and events were held specifically for primary and youth community during Q3 including Youth Summer Sessions (Scavenger Hunt, Comedy workshops, Songmaker Workshop, Resin Pouring and Bali Batik flag workshops, Lego Club, Youth Lock-In, Junior Mindbenders, School Visits and the Library Ambassadors presentation.	Number of activities targeting primary, and youth held	15	16 activities targeting primary, and youth held.
L1.2.5: Number of activities targeting adults held	Manager Cultural, Education and Library Services	75%	During Q3 24 activities were held at Parkes Shire Library and the Marramarra Makerspace specifically targeting community adult age bracket. These activities were held in Parkes and Trundle and included Author Talks, Seniors week events, workshops, film nights Book Clubs and writing groups with 227 attendees.	Number of activities targeting adults held	24	24 activities targeting adults held.
L1.2.6: Number of MarraMarra Makerspace library programs delivered	Manager Cultural, Education and Library Services	75%	10 programs specifically aligned with the Parkes Library were held in the Makerspace including Lego Club, Youth workshops for the Summer Sessions program, Conversational AUSLAN and the Seniors Writing workshop.	Number of MarraMarra Makerspace library programs delivered	6	10 MarraMarra Makerspace library programs delivered.

Arts and Culture

L2: We will provide accessible facilities, resources and services, enhancing the opportunities for creative arts and cultural activities within the community

L2.1: Support the continued operations of cultural spaces

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.1.1: Continued implementation of Cultural Spaces Plan	Manager Cultural, Education and Library Services	75%	Creative arts and cultural activities within the community continued in Q3. The Cultural Spaces Plan (CSP) continued to be implemented and the plan will be reviewed in 2023-24 to expand for further activation of cultural spaces in the Parkes Shire.	Continued implementation of Cultural Spaces Plan	Implement 1 initiative	2 initiatives implemented.
L2.1.2: Marramarra Makerspace arts and community programs delivered	Manager Cultural, Education and Library Services	75%	27 arts and community programs were delivered in the Marramarra Makerspace in Q3 including resin pouring, Bali batik flag making, Comedy and the Lego Club. A total of 348 community members utilised the Marramarra Makerspace as well as community groups such as the Multicultural Art Group, Waste to Art session and Beginner AUSLAN.	Marramarra Makerspace arts and community programs delivered	12 programs delivered	27 programs delivered in Q3.

L2.2: Enable all members of the community to participate in Council led and supported cultural programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.2.1: Implementation of annual Arts Advisory Plan	Manager Cultural, Education and Library Services	75%	The implementation of the Arts Advisory Plan continued during Q3. During this period the Homegrown Parkes event was held which involved a number of community groups utilising the Cooke Park Pavilion and surrounding park area. Participation at this event was high with approximately 1800 people attending the event providing an opportunity to promote a range of artists and cultural groups. A broad range of workshops were provided in the Marramarra Makerspace including art, craft, comedy, and music workshops. Two exhibitions were held in the Coventry Room with a total of 2794 visitors.	Implementation of annual Arts Advisory Plan	Implement 5 initiatives	4 initiatives implemented
L2.2.2: Provide support for community arts and cultural groups	Manager Cultural, Education and Library Services	75%	During Q3 a number of community arts and cultural groups were supported. Parkes Community Arts met 6 times in the Parkes Library in the lead up to the Homegrown Parkes event. In the Marramarra Makerspace the Conversational AUSLAN group met 4 times, the Multicultural Arts Group met twice, and the Parkes Games Group met twice. The Local & Family History group met once in the library during Q3.	Provide support for community arts and cultural groups	Support 5 meetings	15 meetings supported.
L2.2.3: Events held for community and cultural groups	Manager Cultural, Education and Library Services	75%	In Q3 the Parkes Shire Library and Parkes Shire Council supported Central West Lachlan Landcare and Parkes Community Arts in hosting the Homegrown Parkes event held on 25 March 2023. Preliminary workshops were held in the Marramarra Makerspace including Batik Bunting and a Costa Rocks and Beards drop-in workshop. 1800 attending the community fun day in Cooke Park.	Events held for community and cultural groups	3	11 events held.

L2.3: Support and facilitate arts and cultural programs for community engagement

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.3.1: Host local exhibitions	Manager Cultural, Education and Library Services	75%	The Coventry Room showcased the ELVIS Festival photography competition and exhibition during Q3 with 2,230 visitors attending.	Host local exhibitions	3	2 local exhibitions hosted.
L2.3.2: Host travelling and non-local exhibitions	Manager Cultural, Education and Library Services	100%	The Coventry Room hosted local artists exhibition by Arts OutWest Touring Exhibition While The World Waits. The exhibition included painting, sculpture, drawing, weaving, ceramics and more inspired by Central West songwriters' music. The exhibition included works from local artists who had travelled around the Central West.	Host travelling and non-local exhibitions	1	1 non-local exhibition hosted.
L2.3.3: Attendees at arts and cultural events	Manager Cultural, Education and Library Services	75%	<p>In total there were 23 Arts and Cultural events held in the Parkes library during Q3 including the use of the Marramarra Makerspace which held several workshops with a total of 301 community members attending the Dried Flower Arranging, Batik Bunting & Flag making, Waste to Art, comedy, and APRA song maker sessions.</p> <p>There was also the resin pouring, Costa rocks and beards drop-in workshops. In the Coventry Rooms several art exhibitions were held including the ELVIS Photography and the While the World Waits, with a total number of 2,794 attending.</p>	Attendees at arts and cultural events	Average attendance of 30 people	134 attendees.

Social Justice

L3: We will advocate for and facilitate services and activities that have the capacity to enhance community wellbeing and social justice

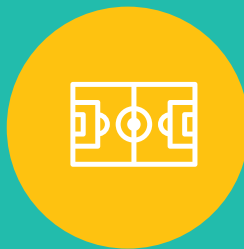
L3.2: Promote Social Justice principals of equity, access, participate and rights within our community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L3.2.1: Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Director Planning and Community Services	75%	Council supported the library services, for both NAIDOC and Youth Week celebrations during Q3.	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	5 events	2 events supported.
L3.2.2: Provide a report on attendance for the 5 targeted events	Director Planning and Community Services	75%	There were zero events attended during Q3.	Provide a report on attendance for the 5 targeted events	Achieved	0 reports provided.

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.

Parks and Gardens

O1: 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

O1.1: Maintain play spaces to meet the communities needs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.1.1: Engage with the community regarding current and upcoming play space developments via various communication channels	Shire Presentation Coordinator	75%	Council continued to communicate and engage with the community regarding upcoming play spaces. During Q3, discussions were held with Peak Hill Community Consultative Committee regarding what they would like to see within the Lindner Park space.	Engage with the community regarding current and upcoming play space developments via various communication channels	4 engagements per year	Various engagements throughout Q3.
O1.1.2: Play equipment is inspected in accordance with regulatory standard and guidelines	Shire Presentation Coordinator	75%	Routine visual and operational inspections are programmed and completed monthly on main parks including Kelly reserve, Lions Park and the Arboretum. Smaller parks are inspected quarterly. All defects identified are repaired.	Play equipment is inspected in accordance with regulatory standard and guidelines	6 inspections per year	Monthly inspections undertaken.

O1.2: Vegetation of parks and gardens is maintained to provide a suitable space for community use

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.2.1: Number of customer requests received	Shire Presentation Coordinator	75%	20 requests received during Q3.	Number of customer requests received	Declining	20 requests received in Q3.
O1.2.1: Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	75%	20 requests received during Q3, with an average time of 11.1 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	70% of requests responded to within 10 days.

O1.3: Parks infrastructure, inspections, maintenance

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.3.1: Maintenance activities undertaken within appropriate timeframes	Shire Presentation Coordinator	50%	Regular programming meetings were held with Council staff throughout Q3 and works scheduled to achieve operational requirements for summer and winter sports. Weekly meetings were held with Council's Events Team.	Maintenance activities undertaken within appropriate timeframes	100%	100% of maintenance activities undertaken in Q3.
O1.3.2: Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	75%	17 requests received during Q3, with an average time of 10.58 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	70.5% of requests responded to within 10 days.

O1.4: Capital works are undertaken to ensure open spaces can be appreciated by residents and visitors

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.4.1: Number of communication channels used to gain community feedback on capital works	Shire Presentation Coordinator	75%	Regular communication maintained including Your Say Parkes to gain community feedback on capital works undertaken.	Number of communication channels used to gain community feedback on capital works	3	1 communication channel.
O1.4.2: Continue working with the grants team to ensure applications are successfully submitted	Shire Presentation Coordinator	50%	Council Officer's continued to work with the Grants Team to ensure the success of applications including the Lions Park upgrade.	Continue working with the grants team to ensure applications are successfully submitted	Maintain	Maintained.
O1.4.3: Capital works projects are completed in line with Delivery Program	Shire Presentation Coordinator	75%	Capital works projects monitored and completed in line with the Delivery Program during Q3, including a monthly report provided for all grant funded capital projects.	Capital works projects are completed in line with Delivery Program	Achieved	Achieved.

Sports Fields

O2: We will ensure sporting fields continue to be utilised across the Shire through suitable upgrading, maintenance and development of facilities

O2.1: Develop sporting facilities to meet community needs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O2.1.1: Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	Shire Presentation Coordinator	75%	Council supported local sporting groups and schools through the maintenance of facilities to ensure compliance with minimum requirements of the Australian Sporting Codes, including: - Covering the cricket pitch at Berryman Oval in preparation for the winter sport season - Realignment of Spicer Oval	Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	100% compliance	100% compliance

O2.2: Maintain sporting fields to ensure they continue meeting community needs, regulatory standards and align

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O2.2.1: Facilities meet minimum requirements of AS codes relevant with individual projects	Shire Presentation Coordinator	50%	Council supported the Reps Touch Football teams training camp through the out of season markings required, as well as the realignment of Spicer Oval to meet minimum standards for rugby.	Facilities meet minimum requirements of AS codes relevant with individual projects	Achieved	Achieved.
O2.2.2: Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	50%	4 requests received during Q3, with an average time of 10.5 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	75% of requests responded to within 10 days.

Open Space Facilities, Amenities and Public Toilets

O3: 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

O3.1: Enhance open spaces through the expansion and upgrading of facilities, amenities and public toilets

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O3.1.1: Delivery of projects identified for 2022/23	Shire Presentation Coordinator	75%	To ensure open space facilities are maintained and developed, the scope and costings of works for Lions Park was completed during Q3, with success in engaging contractors for the delivery during Q4.	Delivery of projects identified for 2022/23	100%	Lions Park project scoped in Q3.
O3.1.2: Communication channels are used to obtain Community feedback received for current and future projects	Shire Presentation Coordinator	75%	Council liaised with the Community Consultative Committees, sporting community groups and the Sports Council to gather feedback during Q3, as well as Council's Events Team to plan and implement logistical requirements to ensure the safety and success of events. \	Communication channels are used to obtain Community feedback received for current and future projects	2 channels	4 channels.

O3.2: Support the use of open spaces through the maintenance of facilities, amenities, and public toilets

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O3.2.1: Enquiries and complaints responded to within 10 days	Manager Facilities	75%	39 requests received during Q3 with an average time of 12.1 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	64% of requests responded to within 10 days.
O3.2.2: Audits carried out on facilities, amenities, and public toilets	Manager Facilities	75%	Audits were ongoing including the review of facilities, amenities, and public toilets.	Audits carried out on facilities, amenities, and public toilets	Audited annually	Achieved.

Cemeteries

O4: We will utilise appropriate management practices for all cemeteries across the Shire, ensuring ongoing maintenance and management

O4.1: Administration of Shire Cemeteries is aligned with regulatory guidelines

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O4.1.1: Right of burials issued within 72 hours of payment	Manager Regulation & Compliance	75%	The rights of burials issued are usually within 50% of the time frame. Burial permit applications are submitted by funeral directors. The Council provides the relevant funeral home with a monthly line of credit for payment. Burial permits are not officially provided until after payment. Burials approval by Council, by telephone prior to burial, is within 72 hours.	Right of burials issued within 72 hours of payment	100%	50%
O4.1.2: Burial permits issued within 72 hours	Manager Regulation & Compliance	75%	There were nil burial permits issued within 72 hours during Q3.	Burial permits issued within 72 hours	100%	Nil burials issued.
O4.1.3: Respond to all complaints and enquiries within 10 days	Manager Regulation & Compliance	50%	3 requests received during Q3 with an average time of 1 day to respond to these requests.	Respond to all complaints and enquiries within 10 days	95%	100% of requests responded to within 10 days.

O4.2: Capital works projects are efficiently carried out in line with the Delivery Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O4.2.1: Plan for future development of Council owned cemeteries	Manager Regulation & Compliance	90%	The replacement fence at the Peak Hill Cemetery was completed during Q3..	Plan for future development of Council owned cemeteries	To be developed	Replacement fence delivered at Peak Hill Cemetery in Q3.
O4.2.1: Plan for future development of Council-owned cemeteries	Manager Regulation & Compliance	75%	Planning for future development of Council-owned cemeteries during Q3 continued with planning for the Parkes Lawn Cemetery additions and new works to commence during Q4.	Capital works projects delivered on time and within budget	Achieved	In progress.

Swimming Pools

O5: 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

O5.1: Operate Shire swimming pools sustainably and safely

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.1.1: Compliance with Department of Health Pool Operations Hygiene standards - water test results	Executive Manager Operations	100%	Parkes Shire pools were operational in Q3 and compliant with the Department of Health's Pool Operations Hygiene Standards.	Compliance with Department of Health Pool Operations Hygiene standards - water test results	100% compliance	100% compliance.
O5.1.2: Undertake monthly water sampling	Executive Manager Operations	100%	More than 1,200 water test results were compliant with standards in Q3.	Undertake monthly water sampling	100% compliance	100% compliance.

O5.2: Continued provision of high quality Learn to Swim Programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.2.1: Participation at learn to swim classes	Executive Manager Operations	100%	120 students successfully participated in the Learn to Swim programs during Q3.	Participation at learn to swim classes	Increasing	120 students enrolled in Q3.
O5.2.2: All Instructors hold a current AUSTSWIM accreditation	Executive Manager Operations	100%	All instructors hold current AUSTSWIM accreditation and have successfully delivered learn to swim programs during the 2022/23 pool season.	All Instructors hold a current AUSTSWIM accreditation	100% of instructors hold accreditation	100% compliance.

O5.3: Capital works projects are efficiently carried out in line with the Delivery Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.3.1: Capital works projects are efficiently carried out in line with the Delivery Program	Executive Manager Operations	40%	Priorities in Q3 included the IRW component of the AGRN1034 Natural Disaster which meant that minimal physical construction works have been undertaken.	Capital works projects delivered on time and within budget	100%	40%

Wetlands Restoration

O6: We will conduct appropriate preservation activities have been established to ensure the ongoing protection and development of natural reserves

O6.1: Facilitate the restoration of Akuna Wetlands project

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O6.1.1: Progress with Akuna Wetlands restoration during 2022/23 reporting period	Environmental and Sustainability Coordinator	75%	The tender for the earthworks for the development of Akuna Wetlands was awarded in February 2023 to a local earthwork contractor, and works began in March 2023.	Progress with Akuna Wetlands restoration during 2022/23 reporting period	Progress	Progressing.
O6.1.2: Provide community updates of project through various communication channels	Environmental and Sustainability Coordinator	65%	Council Report presented to Councillors in February 2023 regarding project progress and selection of preferred tenderer. No formal update provided to the wider community in Q3.	Provide community updates of project through various communication channels	2 communication channels	1 communication channel.

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.

Local Strategic Land Use Planning

P1: We will develop Strategic land use plans, enabling the Parkes Shire to meet growth and demand for housing, jobs, and services

P1.1: Continue implementing land use projects in accordance with the LSPS

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P1.1.1: Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	Land Use Planning Specialist	75%	The Middleton Masterplan was adopted by Council in Q3.	Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	1 action adopted	1 action adoption.
P1.1.2: Review existing strategic land use plans and polices in line with Council standards and statutory regulation	Land Use Planning Specialist	75%	The preliminary work for Council's Liveability Strategy commenced in Q3. This quarter also continued the reviewing of Council's existing strategic land use plans and polices in line with Council standards and statutory regulations, and the continuation of the implementation of land use projects in accordance with the Local Strategic Planning Statement.	Review existing strategic land use plans and polices in line with Council standards and statutory regulation	Conduct 1 review	3 reviews conducted.

Development Assessment

P2: We will achieve quality land use outcomes and assist people to understand the development process

P2.1: Provide timely, accurate and professional advice and development assessment in line with Local Environment Plan (LEP) and relevant legislation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P2.1.1: Development applications are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Land Use Planning Specialist	75%	Development Applications (DA) were completed in accordance with their relevant statutory provisions during Q3.	Development applications are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Declining	Determined in accordance with statutory provisions.
P2.1.2: Review Council's Development Assessment webpages to ensure the community has access to accurate information	Land Use Planning Specialist	70%	The contents of the webpages for Building and Development (for Council Planning and Approvals) have continued to be reviewed and maintained during Q3.	Review Council's Development Assessment webpages to ensure the community has access to accurate information	Audited 6 monthly	Reviewed in Q3 in line with the corporate website redevelopment.
P2.1.3: Promote the provision of Council's formal pre-lodgement advice service	Land Use Planning Specialist	75%	Implementation of promoting the provision of Council's formal pre-lodgement advise service was held in joint community meetings for both Commercial and Residential projects. Pre-lodgement advice continued to be provided in Q3 in a timely manner to prospective applicants and the community. All Customer Service standards were maintained in Q3 with all email and phone enquiries responded to in an appropriate and timely manner.	Promote the provision of Council's formal pre-lodgement advice service	Promote on one communication channel	One communication channel used.

P2.2: Promote and support heritage values within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P2.2.1: Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	Land Use Planning Specialist	60%	Zero heritage study items identified in Q3.	Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	% Progress	Zero in Q3.
P2.2.2: Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	Land Use Planning Specialist	75%	Consistent with the NSW Heritage Act 1997, assessing of Development Applications (DA) maintained in Q3. One DA was received that required assessment under the Provisions of the Heritage Act 1997 and Parkes LEP 2012.	Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	100% compliance	100% compliance
P2.2.3: Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Land Use Planning Specialist	75%	The 2023-25 Local Heritage Grant funding has been secured, applications for funding of projects will be advertised during Q4.	Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Complete one project that aligns with NSW HOLHA and LHAFF	Achieved.

P3.2: Support council's role and obligations under the Swimming Pools Act 1992

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P3.2.1: Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	Manager Building Certification	75%	Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframes. Complaints to be investigated within 3 days.	Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	100%	100% of complaints and enforcements within regulatory timeframe.
P3.2.2: Provide educational opportunities on the swimming pool compliance standards each year	Manager Building Certification	50%	Council normally provides education on pool fencing on an individual basis as there are so many varied scenarios and different regulations depending on the date of pool install. Information booklets are available along with information on the internet. Access to the standards is available at the Planning Counter. Education programs would normally be carried out late winter - spring.	Provide educational opportunities on the swimming pool compliance standards each year	1 educational activity	Education activities undertaken regularly.
P3.2.3: Percentage of compliance certificates issues	Manager Building Certification	75%	5 Compliance Certificates issued, and 4 non-compliance Certificates issued during Q3.	Percentage of compliance certificates issues	Maintain	Certificates issued as required.

Building Certification

P3: We will control and regulate the built environment to achieve compliant buildings

P3.1: Provide timely and accurate building certification

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P3.1.1: Number of Construction Certificates approved	Manager Building Certification	75%	17 Certificates issued by Council, 6 issued by Private Certifiers and 2 Subdivisions.	Number of Construction Certificates approved	Increasing	25 Construction Certificates issued.
P3.1.2: Number of Complying Development Certificates approved	Manager Building Certification	75%	The number of Complying Development Certificates (CDC) approved by Council during Q3 were 6. Timeframes were consistent during the quarter, and only 2 applications met with delays due to additional information requirements. 1 CDC was issued by Private Certifier.	Number of Complying Development Certificates approved	Increasing	6 Complying Development Certificates approved.

Environmental Health and Ranger Services

P4: We will support public health and environmental safety through education, inspection and enforcement of government rules and regulation

P4.1: Provide Food Safety and Public Health monitoring to the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.1.1: Undertake annual inspections of registered businesses and report to the food authority	Manager Regulation & Compliance	0%	Annual inspections of registered businesses and reporting to the food authority are scheduled for completion during Q4.	Undertake annual inspections of registered businesses and report to the food authority	100% of registered premises inspected	Scheduled for Q4.

P4.2: Provide ranger services to the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.2.1: Respond to ranger related complaints and enquires within 10 days	Manager Regulation & Compliance	90%	69 Ranger requests received in relation to animals during Q3.	Respond to ranger related complaints and enquires within 10 days	90%	97% of requests responded to within 10 days.
P4.2.2: Number of notices issued	Manager Regulation & Compliance	75%	12 notices issued in Q3 including 4 notices relating to animal control and 8 notices relating to overgrown vegetation, resulting in 2 orders issued.	Number of notices issued	Declining	12 notices issued.

Noxious Weed Management

P4: We will utilise appropriate biosecurity controls within the Parkes Shire in accordance with regulatory obligations

P4.1: Monitor the control of priority weeds on public and private land under the Biosecurity Act

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.1.1: Private property inspections per month	Environmental and Sustainability Coordinator	80%	The Biosecurity Team is on track to reach 100% of their private property inspection target by the end of the financial year. There were 26 private property inspections undertaken in Q3. In total, 81 private property inspections have been undertaken since Q1.	Private property inspections per month	12	36 inspections undertaken in Q3.
P4.1.2: PSC managed land inspections per year	Environmental and Sustainability Coordinator	75%	During 2022/23 Q3 there were 8 inspections completed on Council owned/managed land. These inspections included the Water and Sewage Treatment Plants (and associated surrounding land), Lake Endeavour and Bumberry Dam, the Industrial Estate, and the Council's bore fields. Priority Weeds targeted in Q3 included Noogoora Burr, Tree of Heaven, Tiger Pear, Blue Heliotrope, St John's Wort and Silverleaf Nightshade.	PSC managed land inspections per year	30	8 inspections in Q3.
P4.1.3: Council roadsides inspected annually	Environmental and Sustainability Coordinator	90%	At least 90% of all Shire roadsides have been inspected since July 2022	Council roadsides inspected annually	100%	90% inspected.
P4.1.4: Percentage of known infestations inspected & controlled	Environmental and Sustainability Coordinator	75%	Council has inspected up to 95% of known infestations between both Q1 and Q3. The Biosecurity Team maintain a register of infestations for monitoring and prioritising the control of works. Since 2022/23 Q1 control work has been undertaken at approximately 70% of these infestations.	Percentage of known infestations inspected & controlled	100%	95% of known infestations inspected.

P4.2: Provide the Shire with educational opportunities and resources on Noxious weed management

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.2.1: Provide educational material and engagement opportunities during private property inspections	Environmental and Sustainability Coordinator	75%	During Q3 Council engaged with private landholders and the community on both environment and biosecurity issues, including formal and informal conversations at private property inspections (supplying brochures, handouts and information packs etc.). The Biosecurity Team, when additional education is required and/or requested, will use postage or hand delivery of information to the community and provide information by emails.	Provide educational material and engagement opportunities during private property inspections	90%	100% of private property inspections during the reporting period included an element of education and/or engagement.
P4.2.2: Print media releases per year	Environmental and Sustainability Coordinator	50%	No Biosecurity-focused print media releases were developed during 2022/23 Q3.	Print media releases per year	4	0 media releases.
P4.2.3: Number of Shire shows, and local/regional field days attended	Environmental and Sustainability Coordinator	90%	All Shire Shows were attended by Council during 2022/23 Q2, including a Biosecurity presence at each showing via an informational weeds trailer (a resource of the Macquarie and Lachlan Valley Weeds Association). Promotional and educational material was on offer, including numerous pamphlets, brochures and biosecurity information packs. Due to extreme wet weather in Q2, Tullamore Show was not attended by Council.	Number of Shire shows, and local/regional field days attended	4	3 Shire shows attended.
P4.2.4: Engagement with the community through social media posts	Environmental and Sustainability Coordinator	75%	There were two Biosecurity-themed social media posts shared with the community during 2022/23 Q3 focusing on Blue Heliotrope and general biosecurity obligations.	Engagement with the community through social media posts	2	2 themed social media posts in Q3.

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.

Sewerage System

S1: We will utilise effective systems and frameworks to ensure our safe and sustainable sewerage systems are maintained

S1.1: Safely collect wastewater from the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.1.1: Percentage of trade waste agreement coverage	Water Quality and Sustainability Specialist	30%	The Water Quality and Sustainability Specialist, during the next Quarter, will develop and/or update agreements for numerous properties.	Percentage of trade waste agreement coverage	50%	0%
S1.1.2: Overflows due to wet weather	Water Quality and Sustainability Specialist	75%	There were zero overflows during Q3.	Overflows due to wet weather	1	Zero.
S1.1.3: Number of sewer chokes per 100km	Executive Manager Water Engineering	100%	Council is achieving higher results than targeted, with 14.5 sewer chokes per 100km.	Number of sewer chokes per 100km	20	14.5 sewer chokes per 100km.
S1.1.4: Percentage of customer complaints responded to in accordance with standards	Manager Infrastructure Operations	75%	Council received 51 enquiries relating to the sewer department. Of these, 16 were blockages, 3 were odours and 30 were issues with the Trundle and Tullamore pressure system.	Percentage of customer complaints responded to in accordance with standards	100%	67% of requests responded to within 10 days.

S1.2: Sustainably treat waste water

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.2.1: Number of EPA License breaches	Water Quality and Sustainability Specialist	75%	There were zero EPA license breaches in Q3.	Number of EPA License breaches	0	Zero breaches.
S1.2.2: Cost of treatment per KI inflow	Manager Infrastructure Operations	75%	The cost to treat sewage has reduced slightly in Q3 with flows into the STP down by 37%.	Cost of treatment per KI inflow	Maintained	Reduced by 37% in Q3.
S1.2.3: Planned preventative maintenance reduces breakdown maintenance	Executive Manager Water Engineering	75%	Planned preventative maintenance continued under review during Q3. Planning will produce reporting on resources, activities performed and resource allocation requirements.	Planned preventative maintenance reduces breakdown maintenance	0	Under review.
S1.2.4: Number of plant operational complaints received	Manager Infrastructure Operations	75%	There were no operational requests for the Sewage Treatment Plant received during this quarter	Number of plant operational complaints received	3	Zero requests received.

S1.3: Responsibly manage waste by-products of treatment

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.3.1: Percentage of effluent reused	Manager Infrastructure Operations	75%	3.44% of effluent was reused in Q3.	Percentage of effluent reused	100%	3.44%
S1.3.2: Percentage of compliant waste disposal dockets	Manager Infrastructure Operations	75%	All waste from the primary screenings were disposed of to landfill.	Percentage of compliant waste disposal dockets	100%	100%
S1.3.3: Percentage of bio-solids diverted from landfill	Water Quality and Sustainability Specialist	75%	There were zero biosolids disposed of during Q3.	Percentage of bio-solids diverted from landfill	100%	Zero in Q3.

S1.4: Safely and sustainably treat and distribute recycled water

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.4.1: Number of samples not complying with operational RWMS	Water Quality and Sustainability Specialist	75%	All samples did comply with RWMS during Q3.	Number of samples not complying with operational RWMS	0	100% compliance.
S1.4.2: Number of CPP exceedances	Water Quality and Sustainability Specialist	75%	Zero CPP exceedances were recorded during Q3.	Number of CPP exceedances	1	Zero exceedances.
S1.4.3: Recycled water supplied as a percentage of total demand	Manager Infrastructure Operations	75%	No update provided.	Recycled water supplied as a percentage of total demand	90%	No update provided.
S1.4.4: Planned preventative maintenance reduces breakdown maintenance	Executive Manager Water Engineering	75%	Planned preventative maintenance continued under review during Q3. Council's Water and Sewer Teams continue with planning which will produce reporting on resources, activities performed and resource allocation requirements.	Planned preventative maintenance reduces breakdown maintenance	0	Under review.
S1.4.5: Number of service-related complaints	Manager Infrastructure Operations	75%	No update provided.	Number of service-related complaints	3	No update provided.
S1.4.6: Provide up to date stakeholder reporting	Water Quality and Sustainability Specialist	75%	The monthly governance reviews of RWMS, were undertaken during Q3.	Provide up to date stakeholder reporting	Achieve	Achieved.
S1.4.7: Number of end user complaints	Water Quality and Sustainability Specialist	75%	The Parkes Golf Course and Parkes Jockey Club are the two main end users of the Recycled Water System. Parkes Council owned and managed parks including playing fields are also the other main end user. There were zero requests received during Q3.	Number of end user complaints	Maintain	Zero complaints in Q3.

S1.5: Effectively capture and contain wastewater, whilst managing improvements in the system relating to wet weather and critical events

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.5.1: Number of sewer system wet weather overflow events	Manager Infrastructure Operations	75%	No update provided.	Number of sewer system wet weather overflow events	0 overflow for 20% Annual Exceedance Probability events and smaller	No update provided.
S1.5.2: Increasing containment of sewer system wet weather overflow events	Executive Manager Water Engineering	75%	Council's Water and Sewer Teams actioned various systems to manage any overflows by utilising early warning systems and data management during Q3. Q3 also saw several works in relation to SCADA and other platforms, to pursue striving continual improvements.	Increasing containment of sewer system wet weather overflow events	10% containment	10% containment.
S1.5.3: Number of dry weather system overflows	Manager Infrastructure Operations	75%	There were three dry weather overflows recorded in the three-month period. Debris was recorded as the cause of all three blockages.	Number of dry weather system overflows	0 dry weather system overflows	3 dry weather system overflows in Q3.

TRANSPORT AND DRAINAGE



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



15 bridges



**47km 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.

Sealed Roads

T1: 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

T1.1: Ensure effective maintenance of Council's sealed Road Network through the Roads and Maintenance Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.1.1: Maintain compliance with annual inspection calendar	Executive Manager Operations	75%	As required in the Council's Asset Management Plan and the TfNSW RMCC Contract Council maintained routine inspections, undertaken by Council Technical Officers, during 2022/23 Q3.	Maintain compliance with annual inspection calendar	100% compliance	100% compliance.
T1.1.2: High risk defects outstanding are addressed in line with standards	Executive Manager Operations	75%	High risk defects were identified and addressed promptly during Q3. Signage speed reductions were implemented for all defects that were unable to be repaired within the 48-hour period. Council has programmed outstanding repairs which has led to an increase in the response time for these requests.	High risk defects outstanding are addressed in line with standards	100% compliance	100% compliance
T1.1.3: Customer Requests are responded to within 10-day response target	Executive Manager Operations	75%	48 requests received during Q3, with an average time of 14.79 days to respond to these requests.	Customer Requests are responded to within 10-day response target	90%	58% of requests responded to within 10 days.
T1.1.4: Length of table drains cleared	Executive Manager Operations	80%	Table drain clearing works were undertaken with All IRW Storm Damage Works under the AGRN1034 Natural Disaster were being undertaken.	Length of table drains cleared	20 km per annum	32km

T1.2: Ensure effective upgrade and renewals of Council's sealed Road Network through the Capital Works Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.2.1: Length of sealed road reseals	Executive Manager Operations	80%	\$2m was committed to the Reseal Program in Q3 which will be delivered across local and regional roads. Given current ambient temperatures, the remaining portion of work will be postponed until the warmer part of Q4.	Length of sealed road reseals	20km per annum	50% completion.
T1.2.2: Length of pavement rehabilitation	Executive Manager Operations	10%	Pavement rehabilitation undertaken in Q3 included 3.5km across Alluvial Street, SR127, SR128, and McGirr Street. Further rehabilitation works have been identified for delivery in Q4.	Length of pavement rehabilitation	3.5 km per annum	3.5km in Q3.
T1.2.3: Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	50%	Council undertook approximately \$2m worth of reseal works on Councils sealed network. Isolated rehabilitations have been undertaken through the AGRN1034 Storm effort, with the Capital Works Program largely remains untouched.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	Capital works program not delivered due to AGRN1034 Storm.
T1.2.4: Successful submission of grant applications	Executive Manager Operations	100%	Council was successful in obtaining approximately \$4.1m from Pothole Grant in Q2 under Fixing Local Roads (FLR) funding. The grant can be used for both Local and Regional roads.	Successful submission of grant applications	2	2 successful grant submissions.

T1.3: Develop a Transport Asset Prioritisation Framework

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.3.1: Conduct a review of Council's sealed and unsealed road hierarchy	Executive Manager Technical Services	30%	The road data is being organised to display both the current and proposed reclassification of the roads. The classification of a road is determined by its function. To prevent incorrect classification and unnecessary allocation of resources, a comprehensive analysis of each road is required. It is important to avoid relying solely on any one criterion for classification, as this may result in incorrect classification and undue provision of service to an asset.	Conduct a review of Council's sealed and unsealed road hierarchy	Achieve	In progress.
T1.3.2: Develop an updated list of priority projects to inform grant applications	Executive Manager Technical Services	50%	Council's transport asset data has been consolidated into a singular comprehensive list. The data is being collated and analysed to enable filtering by asset classification and Remaining Useful Life (RUL). This approach will ensure the Council's efficient allocation of resources for road maintenance and prioritise expenditures on the most critical infrastructure according to specified criteria, promoting responsible asset management.	Develop an updated list of priority projects to inform grant applications	Achieve	In progress.

Unsealed Roads

T2: We will provide the community with access to safe and effective roads through the appropriate planning, construction, and maintenance of the unsealed road network

T2.1: Ensure effective maintenance of Council's unsealed Road Network through the Roads and Maintenance Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T2.1.1: High risk defects outstanding are addressed in line with standards	Executive Manager Operations	75%	High risk defects were identified and addressed promptly during Q3. Signage speed reductions were implemented for all defects that were unable to be repaired within the 48-hour period. Council has programmed outstanding repairs which has led to an increase in the response time for these requests.	High risk defects outstanding are addressed in line with standards	100% compliance	In progress.
T2.1.2: Customer Requests are responded to within 10-day response target	Executive Manager Operations	75%	54 requests received during Q3 with an average time of 13.79 days to respond to these requests.	Customer Requests are responded to within 10-day response target	90%	48% of requests are responded to within 10 days.

T2.2: Ensure effective upgrade and renewals of Council's unsealed Road Network through the Capital Works Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T2.2.1: Length of road resheeted	Executive Manager Operations	60%	The Resheeting Program is being administered in conjunction with AGRN1034 Natural Disaster. During Q3, approximately 18km of resheeting across Monumea Gap Road, Bindogundra Road, Lake Endeavour Road, Cashmere Road, Metcalfe Road, Cooka Hills Road. Further projects identified for Q4	Length of road resheeted	20 km per annum	18km of road resheeted in Q3.
T2.2.2: Undertake unsealed road projects that are in line with Council's Delivery Program	Executive Manager Operations	15%	Unsealed Roads projects continued to take priority for delivery within the Delivery Program due to the wet weather conditions.	Undertake unsealed road projects that are in line with Council's Delivery Program	Achieved	In progress.
T2.2.3: Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	50%	AGRN1034 Natural Disaster works continued to be the focus for the Q3. Subsequently, limited progression was made on the Capital Works program. Minor capital works continue such as isolated res-sheets in areas of severe damage.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	50% completion.

Regional Roads

T3: We will ensure our regional roads are well maintained and developed through the utilisation of appropriate construction, maintenance, and planning processes

T3.1: Ensure effective maintenance of regional roads through the Roads Maintenance Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T3.1.1: Enquiries and complaints responded to within 10 days	Executive Manager Operations	75%	Zero requests received during Q3 regarding regional roads.	Enquiries and complaints responded to within 10 days	90%	Zero requests received.
T3.1.2: Obtain grant funding for regional roads	Executive Manager Operations	100%	Council was successful in obtaining approximately \$4.1m from Pothole Grant in Q2 under Fixing Local Roads (FLR) funding. The grant can be used for both Local and Regional roads.	Obtain grant funding for regional roads	1	1 grant obtained in Q2.
T3.1.3: Conduct maintenance activities on Regional Roads in line with Delivery Program	Executive Manager Operations	60%	Council continues to undertake maintenance activities to Regional Roads as weather conditions allow including patching on MR354, MR350, MR238 and MR233 and. reseals on MR354 and MR233. Tree and shrub removal continues along regional roads to reduce roadside hazards and wildlife strikes due to increased visibility.	Conduct maintenance activities on Regional Roads in line with Delivery Program	Achieved	60% completed.

T3.2: Ensure effective upgrade and renewals of regional roads through the Capital Works Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T3.2.1: Length of sealed road reseals (km)	Executive Manager Operations	80%	\$2m was committed to the Reseal Program in Q3 which will be delivered across local and regional roads. Given current ambient temperatures, the remaining portion of work will be postponed until the warmer part of Q4.	Length of sealed road reseals (km)	7.5 km	50% completion
T3.2.2: Length of pavement rehabilitation (km)	Executive Manager Operations	20%	No rehabilitation works were undertaken in Q3.	Length of pavement rehabilitation (km)	1.5km	0km in Q3.
T3.2.3: Length of unsealed roads resheeted (km)	Executive Manager Operations	90%	The Res-sheeting Program was administered in Q3 in conjunction with AGRN1034 Natural Disaster. Approximately 2.0km of re sheeting was completed on MR348 in Q3.	Length of unsealed roads resheeted (km)	2km	2km in Q3. .
T3.2.4: Completion of upgrade projects conducted in line with Delivery Program	Executive Manager Operations	35%	Council progressed a foamed bitumen proposal to address 6 problem causeways along the extent of MR354. Extensive clearing and grubbing have occurred between Trundle and Tullamore along MR350 and continuing along MR233.	Completion of upgrade projects conducted in line with Delivery Program	Achieve	In progress.

Other Transport and Overheads

T4: We will develop and maintain alternative transport options to suit the needs of the Shire

T4.1: Other Transport Maintenance Program

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.1.1: Projects completed in alignment with the Delivery Program	Executive Manager Operations	70%	The maintenance works continued into Q3 in accordance with Road Hierarchy in conjunction with AGRN1034 Natural Disaster.	Projects completed in alignment with the Delivery Program	Achieve	Achieved.
T4.1.2: High risk defects outstanding are addressed in line with standards	Executive Manager Operations	40%	High risk defects were identified and addressed promptly during Q3. Signage speed reductions were implemented for all defects that were unable to be repaired within the 48-hour period. Council has programmed outstanding repairs which has led to an increase in the response time for these requests.	High risk defects outstanding are addressed in line with standards	100% compliance	100% compliance.
T4.1.3: Customer enquiries and complaints responded to within 10 days	Executive Manager Operations	40%	Council received 24 requests in Q3 with an average time of 5.33% days to respond. Due to the extreme weather conditions received during Q2, there was a large volume of community enquiries in relation to the road network.	Customer enquiries and complaints responded to within 10 days	90%	70% of requests responded to within 10 days.

T4.2: Undertake Capital Works projects to improve alternative transport within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.2.1: Conduct projects in line with Delivery Program	Executive Manager Operations	35%	There was significant progression on the Currajong Street rehabilitation program during 2022/23 Q3, with the final asphaltting works being undertaken. A strategic footpath link was constructed along Bogan Street between Grenfell and Cecile Street. Bushman and Dalton Street project has commenced with significant progress made to date. Completion of the Bushman Hill toilet facility, with some minor aesthetic items outstanding. There were no other Capital Works projects commenced during this Q3 in conjunction with AGRN1034 Natural Disaster.	Conduct projects in line with Delivery Program	Achieved	Achieved.
T4.2.2: Review and update the Pedestrian Access and Mobility Plan (PAMP)	Executive Manager Operations	70%	The Pedestrian Access and Mobility Plan (PAMP) was reviewed in 2022/23 Q2. There was pricing submitted for a Grant under the NSW Active Movement Program. This is to review and update the 2016 PAMP and a decision has not yet been made regarding successful funding.	Review and update the Pedestrian Access and Mobility Plan (PAMP)	Achieve	Reviewed in Q2.
T4.2.3: Successfully submit grant applications in line with the PAMP	Executive Manager Operations	100%	Council successfully submitted 5 Grant applications in 2022/23 Q2. The applications were within the Active Movement Plan, formerly the Pedestrian Access and Mobility Plan (PAMP) space. Council is awaiting an announcement.	Successfully submit grant applications in line with the PAMP	1	5 submitted in Q2. Awaiting announcements.

T4.3: Ensure Gravel Pits are responsibly managed and utilised

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.3.1: Mine Safety Management Plan is in place	Executive Manager Operations	75%	The Mine Safety Management Plan remained active during 2022/23 Q3 and is continuously reviewed and amended for improvements.	Mine Safety Management Plan is in place	Achieve	Achieved.
T4.3.2: Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	Executive Manager Operations	75%	Gravel pits currently being managed in accordance with existing mine safety management plans. Council is currently updating all of the gravel pit licenses with landowners to strengthen and formalise roles and responsibilities under the agreement to further protect both the licensee and licensor. Some gravel pit licenses remain outstanding.	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	0 breaches	0 breaches in Q3.
T4.3.3: Manage contractors to ensure legislative compliance to ensure no breaches are recorded	Executive Manager Operations	75%	Contractors being managed in accordance with WH&S and legislative requirements. Council regularly engages a number of contractors within the civil construction field to supplement our current workforce.	Manage contractors to ensure legislative compliance to ensure no breaches are recorded	0 breaches	0 breaches in Q3.
T4.3.4: Crushing program delivered to provide adequate stocks enabling timely supply for works	Executive Manager Operations	50%	Council's Gravel Pits Crushing Program was in progress in Q3. Council is currently reviewing all of its options with extraction locations and continues to update and revise existing approvals to suit long term construction needs.	Crushing program delivered to provide adequate stocks enabling timely supply for works	Achieve	In progress.

T4.4: Ensure all Council roadsides are managed in accordance with Council's Roadside Vegetation Management Plan

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.4.1: Roadside Vegetation Management Plan is current and accessible	Environmental and Sustainability Coordinator	75%	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps. No significant changes to conservation area ratings have been observed since this last update, thus the existing mapping provided in the updated RVMP is current. All roadworks projects include an environmental assessment which assesses the impact of the proposed works on native vegetation; through careful planning, significant impacts are often avoided.	Roadside Vegetation Management Plan is current and accessible	Achieved	Achieved.
T4.4.2: Consultation is provided to relevant stakeholders	Environmental and Sustainability Coordinator	75%	Continual consultations with all relevant stakeholders continued in 2022/23 Q3. Working closely with Council's Works and Services Team ensured all road works took into consideration information provided in Council's Roadside Vegetation Management Plan. Roadside vegetation mapping available via IntraMaps.	Consultation is provided to relevant stakeholders	Achieved	Achieved.
T4.4.3: Evidence of documentation of current high, medium, and low conservation areas for significant changes	Environmental and Sustainability Coordinator	75%	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps. No significant changes to conservation area ratings have been observed since this last update, thus the existing mapping provided in the updated RVMP is current. All roadworks projects include an environmental assessment which assesses the impact of the proposed works on native vegetation; through careful planning, significant impacts are often avoided.	Evidence of documentation of current high, medium, and low conservation areas for significant changes	Achieved	Achieved.

Urban Stormwater

T5: We will effectively manage stormwater across the Shire through effective planning and development strategies

T5.1: Conduct maintenance activities to ensure stormwater is effectively managed within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T5.1.1: High risk defects outstanding are addressed in line with standards	Executive Manager Operations	60%	High risk defects were identified and addressed promptly during Q3. Signage speed reductions were implemented for all defects that were unable to be repaired within the 48-hour period. Council has programmed outstanding repairs which has led to an increase in the response time for these requests. The development of a Drainage Masterplan will assist in identifying larger, network-wide issues.	High risk defects outstanding are addressed in line with standards	100% compliance	100% compliance.
T5.1.2: Enquiries and complaints responded to within 10 days	Executive Manager Operations	50%	7 requests received during Q3 with an average time of 4.57 days to respond to these requests.	Enquiries and complaints responded to within 10 days	90%	100% of requests responded to within 10 days.

T5.2: Undertake capital works to ensure the stormwater management system continued to meet the needs of the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T5.2.1: Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	40%	Council continues to deliver smaller drainage projects in-line with Customer Requests. Progression of Reid Street storm water project during Q3 with tender submissions received through the Local Government Procurement (LGP).	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	In progress.
T5.2.2: Stormwater drainage construction projects are undertaken in accordance with strategic plans	Executive Manager Operations	70%	Precast materials were ordered for the Storm Water Construction Project in Q3 which includes works in Reid Street. Council received a number of complying Tenders.	Stormwater drainage construction projects are undertaken in accordance with strategic plans	100%	In progress.
T5.2.3: Grant submissions lodged	Executive Manager Operations	80%	The Causeway Program submissions lodged with the Office of Local Government in Q1 were successful. During 2022/23 Q3 The Causeway Program has had four causeways completed which included Wyatts Lane and Maguires Road. The remaining causeways will be scheduled including Nelugaloo Road, Bruie Plains Road.	Grant submissions lodged	1 grant submission	Multiple submissions lodged and successful.

Regional Airport

T6: 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

T6.1: Ensure effective maintenance and operation of the Parkes Regional Airport

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T6.1.1: Compliance with Civil Aviation Safety Authority surveillance activities	Manager Facilities	75%	Annual mandatory technical and lighting inspections were completed in Q3. Action plans following inspections are underway to address minor non-conformances.	Compliance with Civil Aviation Safety Authority surveillance activities	100% compliance	100% compliance.
T6.1.2: Maintain Parkes Regional Airport Certification	Manager Facilities	75%	Re-certification of the Airport was received during Q3.	Maintain Parkes Regional Airport Certification	100% compliance	100% compliance

Road Council Contract

T7: We will maintain our partnership with Transport NSW, enabling the ongoing development and maintenance of state and national highways within the Shire

T7.1: Ensure development and maintenance of State and National Highways within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T7.1.1: Compliance with the Road Maintenance Council Contract	Executive Manager Operations	75%	In compliance with the Road Maintenance Council Contract (RMCC), ongoing maintenance continued of MR61 and SH17 in Q3 including undertaking traditional Ordered Works such as Heavy Patching and resealing to address road failures.	Compliance with the Road Maintenance Council Contract	100% compliance	85% complete.
T7.1.2: Obtain a Contractor Performance Report	Executive Manager Operations	60%	The Contractor Performance Report (CPR) for Q3 has not been received from Transport for NSW. Council expects that the CPR will be an improvement on Q2 results.	Obtain a Contractor Performance Report	Achieve 80% with CPR	Not provided in Q3.

Road Safety

T8: We will continue developing appropriate road safety programs in partnership with Transport for NSW to align with the road safety plan

T8.1: Road Safety Plan

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T8.1.1: Facilitate Road Safety initiatives/programs	Road Safety & Injury Prevention Officer	50%	<p>Development of the 2023/24 Road Safety Action Plan commenced in Q3, including the collection of enforcement figures from NSW Police and the local Census data, analysis of local crash data and development of the project applications. The Action Plan was submitted to Transport for NSW during Q3 and is awaiting approval.</p> <p>Council has been working with The Australasian College of Road Safety (College) to launch a Local Government Network. Council's Road Safety and Injury Prevention Officer was nominated as the inaugural Chair of the Network.</p> <p>The Plan B Win a Swag promotion ran until the swag winner was announced at the end of January 2023. Venues provided feedback on the importance of this promotion and implementation. The success was acknowledged as positive. Venues who took up the promotion were in Parkes, Peak Hill, Trundle, Tullamore, Tottenham, Albert, Fifield, Bogan Gate and Condobolin. The venues in Forbes, Lake Cargelligo and Tullibigeal continued the promotion until the end of March 2023 due to the extreme wet weather experienced in November.</p> <p>Planning commenced in Q3 for the development of Road Safety activities expected to be delivered in Q4.</p>	Facilitate Road Safety initiatives/programs	4 initiatives	4 initiatives delivered in Q3.

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.

Domestic Waste Management

W1: We will utilise appropriate processes to ensure effective collection and disposal of residential waste and processing of recyclable materials across the Shire

W1.1: Provide effective domestic waste collection services to deliver positive public health, environmental and economic outcomes for the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W1.1.1: Waste collection complaints responded to within 10 days	Director Planning and Community Services	75%	68 requests received during 2022/23 Q3, 95% of the requested were responded to within 10 days.	Waste collection complaints responded to within 10 days	90%	
W1.1.2: Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Director Planning and Community Services	75%	Netwaste delivered their Strategy, during 2022/23 Q3, with input from associated Councils. This strategy will form part of Parkes Council Waste Strategy.	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Complete review	Completed Review
W1.1.3: Investigate new technologies to assist in waste management	Director Planning and Community Services	75%	Liaising with Regional Growth Development Co-operation (RGDC) and Netwaste to enhance waste management performance, including external contractors such as private businesses by investigating waste and resource recovery technology market.	Investigate new technologies to assist in waste management	1 technology investigated	Ongoing
Waste being diverted from landfill to recycling centres	Director Planning and Community Services	75%	<p>Council continued during Q3, in conjunction with NetWaste Group its commitment to divert waste from landfill. This includes waste segregation at the initial stage and then sending the waste to the appropriate facility for resource recovery. Waste is then reused in manufacturing, implementing a circular economy concept.</p> <p>This can and does, include the residential waste services of Yellow Bin collections and recycling, FOGO Bin collections and recycling, Green Waste Chipping, Motor oil, Tyre, Battery, Mattress and Scrap Metal.</p>	Waste being diverted from landfill to recycling centres	5% increase	

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
Number of audits conducted	Director Planning and Community Services	75%	During 2022/23 Q3 Waste audits were conducted, as part of the Netwaste and JR Richards Plan. The Bin inspections were in conjunction with Netwaste via Environment.	Number of audits conducted	Minimum 1 per year	1

W1.2: Council provides facilities for residents to dispose of waste where public health, environmental and economic outcomes are considered

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W1.4.1: Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	Director Planning and Community Services	75%	Residents continued during 2022/23 Q3 with their recycling household problematic waste, with the opening of the Community Recycling Centre (CRC). This can and does, include the residential waste services of Yellow Bin collections and recycling, FOGO Bin collections and recycling, Green Waste Chipping, Motor oil, Tyre, Battery, Mattress, and Scrap Metal.	Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	5% increase	
W1.4.2: Continue operating and maintaining waste facilities across the Shire	Director Planning and Community Services	75%	During 2022/23 Q3 the continuation of the operation and maintenance of waste with rural tips, regularly reviewed and monitored. Rural tips work included pushing was completed at Bogan Gate and Alectown with new cell at Trundle.	Continue operating and maintaining waste facilities across the Shire	Maintain and review rural tip operations	Ongoing Operational Work

Commercial Waste

W2: We will develop processes to ensure commercial properties have the access to a disposal service and the opportunity to participate with waste diversion strategies

W2.1: Provide effective landfill management to deliver positive public health, environmental and economic outcomes for the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.1.1: Provide one new tip cell to the Shire	Director Planning and Community Services	80%	The extension of the existing cell continued during Q3 with the cell progress to 80% completion. Council aims to complete the project in Q4.	Provide one new tip cell to the Shire	1	Project is 80% completed.
W2.1.2: All regulatory guidelines are met when opening a new landfill cell	Director Planning and Community Services	75%	Q3 saw the extension of the existing landfill cell nearing completion, with appropriate Leachate System installed.	All regulatory guidelines are met when opening a new landfill cell	100% compliance	100% compliance.
W2.1.3: Increase percentage of waste being diverted from landfill	Director Planning and Community Services	75%	Residents continued to recycle household problematic waste in Q3 through the opening of the Community Recycling Centre (CRC). A review was carried out by EPA with further advertising of the service and facility including the residential waste services of Yellow Bin collections and recycling, FOGO Bin collections and recycling, Green Waste Chipping, Motor oil, Tyre, Battery, Mattress and Scrap Metal.	Increase percentage of waste being diverted from landfill	2% increase	Ongoing

W2.2: Commercial Waste Collection

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.2.1: Continue providing a commercial waste collection service	Director Planning and Community Services	75%	The commercial waste collection service is aligned with the residential services collection frequency - red bins are collected weekly and yellow recycling bins are collected fortnightly.	Continue providing a commercial waste collection service	Maintain	Maintained.
W2.2.2: Customer requests and enquiries are responded to within 10 days	Director Planning and Community Services	75%	80 requests received in Q3, with 85% of requests were responded to within 10 days.	Customer requests and enquiries are responded to within 10 days	100%	85% of requests responded to within 10 days.

W2.3: Ensure recycling services are maintained and manage the current and emerging impacts of external change

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.3.1: Number of contracts for external services for recycling and diversion from landfill	Director Planning and Community Services	75%	Council continued to work with external service contractors during Q3 for recycling and diversion from landfill including the recycling of mattresses, tyres, green waste mulching, motor oil, CRC, scrap metal recycles. The Recycling Bin Processing Contract for FOGO waste diversion from landfill continued during Q3 which included E-waste recycling and drum-muster cage recycling.	Number of contracts for external services for recycling and diversion from landfill	5-8	10 contracts in place in Q3.
W2.3.2: Maintain yellow bin collection service	Director Planning and Community Services	75%	Council continued to work closely with JR Richards to ensure the Commercial waste collection service for Recycling Bins was offered to eligible businesses.	Maintain yellow bin collection service	Maintain	Maintained.

Waste Education

W3: We will provide appropriate educational opportunities to the community, aiding residents to improve their knowledge of waste management

W3.2: Strengthen waste management practices through Council's engagement with external education opportunities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W3.2.1: Council representatives participate in educational programs	Director Planning and Community Services	75%	Zero programs held in Q3.	Council representatives participate in educational programs	1	Zero programs held in Q3.
W3.2.2: Number of quarterly NetWaste forums attended	Director Planning and Community Services	75%	Council Officer's attended 2 Netwaste forums and meetings were attended in Orange in Q3.	Number of quarterly NetWaste forums attended	4	2 attended in Q3.
W3.2.3: Implement a suggested strategy, program, process, or activity from a NetWaste forum	Director Planning and Community Services	75%	Council is a member of Netwaste Steering Committee, permitting Council to provide inputs for strategic waste management planning for Netwaste regions including waste contracts, waste education, waste strategy and other recycling related projects.	Implement a suggested strategy, program, process, or activity from a NetWaste forum	1	Involved in Netwaste Steering Committee

W3.1: Provide educational opportunities for residents and businesses across the Shire to aid their understanding of waste management practices within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W3.1.1: Number of educational opportunities provided to residents and businesses	Director Planning and Community Services	75%	Council's website has been updated to ensure all waste services are available for viewing including the calendar for collection days and nominated bin collection. Council Officer's also distributes Waste Fact Sheets and information on what goes in the bins to residents and commercial properties.	Number of educational opportunities provided to residents and businesses	2	3 opportunities in Q3.
W3.1.3: Variety of waste education opportunities are provided to the Shire	Director Planning and Community Services	75%	Outside of the educational resources on the Council website, there were no other opportunities delivered during Q3.	Variety of waste education opportunities are provided to the Shire	4	Zero.
W3.1.4: Conduct annual bin audits to guide educational materials for the community	Director Planning and Community Services	75%	Zero bin audits completed.	Conduct annual bin audits to guide educational materials for the community	1	Zero.

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.

Water Supply

WS1: We will provide appropriate maintenance, development, infrastructure and ongoing operational activities that align with community needs, regulatory guidelines and long-term sustainability concerns

WS1.1: Water sources effectively are managed to meet the Shire's needs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.1.1: Audits of critical infrastructure	Executive Manager Water Engineering	75%	Council's Water and Sewer Team are in the process of establishing a proper maintenance schedule for all our critical assets. A number of capital works projects are in the process of being delivered to make sure we cater for the increasing demands.	Audits of critical infrastructure	10	10
WS1.1.2: Water is effectively sourced from bore, river, dam and supernatant supplies	Manager Infrastructure Operations	50%	No updated provided.	Water is effectively sourced from bore, river, dam and supernatant supplies	Achieve	Bores 341ML, River 32ML. Dam 80ML
WS1.1.3: Time outside raw water quality envelope	Manager Infrastructure Operations	75%	The river was outside the raw water quality envelope for 8 days this quarter. Work is progressing on the Lachlan River Pre-Treatment plant which enables the use of the river water in periods of high turbidity.	Time outside raw water quality envelope	15%	8.9%

WS1.2: Water Conservation and Drought Management Programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.2.1: Number of days restrictions over Level 1	Manager Infrastructure Operations	50%	Customers remained on Level One restrictions in Q3 due to the extreme wet weather conditions experienced during Q2.	Number of days restrictions over Level 1	0	Zero days.
WS1.2.2: Volume of non-revenue water	Executive Manager Water Engineering	50%	Council's Water and sewer Team are involved in various grant funded projects through the CNSWJO and DPE to identify the non-revenue water (NRW) and ways to reduce them using pressure management and/or maintenance work.	Volume of non-revenue water	Declining	Declining
WS1.2.3: Number of water awareness campaigns	Manager Infrastructure Operations	50%	There was no need to create, distribute or promote any water awareness campaigns during the reporting period due to the high level of rain received throughout the Shire. With a forecast of drier conditions continuing into 2023, awareness campaigns will need to be developed.	Number of water awareness campaigns	1	0 campaigns.

WS1.3: Ensure the Drinking Water Quality Management System is effectively utilised

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.3.1: Number of Critical Control Point exceedances	Manager Infrastructure Operations	50%	There were no Critical Control Point exceedances recorded in Q3.	Number of Critical Control Point exceedances	0	Zero Critical Control Point exceedances
WS1.3.2: Number of non-compliant samples	Manager Infrastructure Operations	20%	This action is not progressing.	Number of non-compliant samples	Declining	Not progressing.

WS1.4: Efficiently operate the water supply system

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.4.1: Planned preventative maintenance reduces breakdown maintenance	Executive Manager Water Engineering	75%	Council Officer's are progressing planned maintenance activities for the coming years.	Planned preventative maintenance reduces breakdown maintenance	0	In development.
WS1.4.2: Cost of production per kL	Manager Infrastructure Operations	50%	The River was utilised as a raw water source for the WTP as a result of the damage to the Lake Endeavour watermain following the flood event in November. The cost to produce water has risen slightly due to the increase in electricity costs. Flows to the WTP were up 43% for Jan - Feb compared to Nov-Dec.	Cost of production per kL	Maintain	\$0.22/kL (excluding labour and plant costs).

WS1.5: Provide the Shire with sufficient water supplies through effective water distribution

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.5.1: Number of water quality complaints	Manager Infrastructure Operations	50%	Council received 2 water quality enquiries this quarter, 1 relating to dirty water. A mains flushing program is being planned for later in the year.	Number of water quality complaints	Declining	Increased by two in Q3.
WS1.5.2: Number of service-related complaints	Manager Infrastructure Operations	50%	Council received 90 water enquiries this quarter including 10 main breaks, 34 water leaks, 38 leaking meters and 2 water quality issues. Of the 10 water main breaks, 4 were on trunk mains. Work has been progressing this year renewing mains in Trundle with work in Forbes St nearing completion.	Number of water quality complaints	Declining	Increased by 37 in Q3.
WS1.5.3: Number of unplanned supply interruptions	Manager Infrastructure Operations	50%	Council responded to 10 water main breaks during this quarter, of which 4 were on the B-Line system and 6 in the Parkes system.	Number of unplanned supply interruptions	Maintain	Increased by 3 in Q3.

WS1.6: Recycled Water is safe for municipal irrigation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.6.1: Number of samples not complying with AGWR	Manager Infrastructure Operations	75%	One sample was outside the Recycled Water guidelines which was determined a sampling error. All other verification sampling returned compliant results within the reporting period.	Number of samples not complying with AGWR	0	1 non-compliant sample in Q3.
WS1.6.2: Number of Critical Control Point exceedances	Manager Infrastructure Operations	75%	There were zero recorded in Q3.	Number of Critical Control Point exceedances	0	Zero in Q3.
WS1.6.3: Recycled water supplied as a percentage of total demand	Manager Infrastructure Operations	50%	This action is not progressing.	Recycled water supplied as a percentage of total demand	100%	0%

Water Security Project

WS2: We will ensure the Water Security Project has been appropriately designed, constructed, and commissioned for the needs of the community

WS2.1: Design the water security project to meet the changing needs of the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS2.1.1: Complete detailed design of the Water Security Project	Executive Manager Water Engineering	75%	The implementation, monitoring and review of the Water Security Project continued in Q3. Despite constraints from both weather and budget conditions, the project progressed into the design phase for a number of projects managed by the Project Management Office (PMO).	Complete detailed design of the Water Security Project	Achieve	50% complete in Q3.

WS2.2: Ensure the Water Security Project can meet community needs through effective construction

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS2.2.1: Secure grant funding for the Water Security Project	Executive Manager Water Engineering	75%	Council Officer's identified budgeting constraints for the Water Security Project in Q3 and have subsequently submitted a variation request to the State Government for additional funding for the project.	Secure grant funding for the Water Security Project	Achieve	Grant funding variation submitted in Q3.
WS2.2.2: Prepare for project construction	Executive Manager Water Engineering	100%	Preparation for project construction completed in Q3.	Prepare for project construction	Achieve	Completed.

