

Delivery Program

2025/2026 - 2028/2029

DRAFT



Parkes Shire Council
2 Cecile Street (PO Box 337)
PARKES NSW 2870

02 6861 2333
council@parkes.nsw.gov.au
www.parkes.nsw.gov.au

Front Cover Photo

Controlled Document Information

Document History	
Date	Details / Comments
06.05.2025	Delivery Program 2025/2029



Delivery Program 2025/2026 - 2028/2029

Contents

01 Introduction	5
Message from the Mayor.....	6
Message from the General Manager	7
Our Councillors.....	8
Our Community Vision	9
Our Community.....	10
Community Profile	11
Our Council.....	12
Our Community Vision	13
Organisation Structure	14
02 Developing the Delivery Program 2025/26 - 2028/29	15
Our Integrated Planning and Reporting Framework.....	16
About this plan	17
Why the Delivery Program connects its function links to the Community Strategic Plan	18
Guiding principles	19
Quadruple Bottom Line.....	19
Community Strategic Plan.....	19
Sustainable Goals	20
How to read this plan.....	21
03 The Delivery Program 2025/26 - 2028/29	22
Resourcing the Parkes Shire 2035+ Delivery Program	23
How will we measure our success?.....	24
04 Council's Core Functions	27
Certification and Regulation	28
Commercial and Other.....	32
Community and Culture.....	35
Council and Corporate	39
Economy and events.....	46
Emergency Services.....	50
Environment and Sustainability	53
Flooding and drainage.....	57
Open space and recreation	61
Sewerage.....	65
Transport Infrastructure	69
Water supply	73
Waste Management.....	78
05 Financial Projects for Operational Activities	82
Income Statement - Year One (1) 2025/26	83
Income Statement - Year Two (2) 2026/27	85
Income Statement - Year Three (3) 2027/28	87
Income Statement - Year Four (4) 2028/29	89
06 Governance, Monitoring and Review	91
Governance, monitoring and review	92
Community Engagement.....	93
Contact Us.....	94



Acknowledgement of Country

Parkes Shire is part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement. Parkes Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the Land and pays respect to the Elders both past and present of the Wiradjuri nation.

The Wiradjuri are the largest group in central New South Wales (NSW) by area and population, with lands stretching from Coonabarabran in the North to the Great Dividing Range and out to Western NSW, encompassing one fifth of NSW and were known as the people of the three rivers: the *Wambuul* (now known as the Macquarie River), the *Galari* (the Lachlan River), and the *Marrambidya* (the Murrumbidgee River).

The Wiradjuri people lived in harmony with the Country, they believed they didn't own the land, but they were responsible for looking after it. The Gugaa (Goanna) is the overarching totem for the Wiradjuri Nation. It is the symbol that connects all people, past and present, to Wiradjuri land.

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

DRAFT



01 Introduction

Message from the Mayor
Message from the General Manager
Our Councillors
Our community vision
Our community profile
Our Council
Organisation Structure



Message from the Mayor

I am proud to present the Parkes Shire 2035+ Delivery Program 2025-2029.

This plan reflects Council's commitment to the community over the next four-year term. We have been engaging with residents over the Community Strategic Plan review. We have listened, the ideas big and small and in return we shared the outcomes. This enables us to focus on what the priorities are, what we can financially achieve and seek grant funding to deliver outstanding achievements across the Parkes Shire.

I want to thank you for your resilience, commitment and patience as we embark into the coming years, supporting and focusing on making the Parkes Shire a more sustainable location. We are taking ownership of our decision making. Council has made a commitment to act on issues that are within their responsibility and equally the Mayor, Councillors and Council will commit to advocating for sustainable practice and delivery of services.

We will continue to embrace our open, and accountable practices with further documents compiled throughout the year. Our Integrated Planning and Reporting (IP&R) Framework ensures we provide the most up to date information, including our financial position. As part of these documents commenced with the State of the Shire report and provided a full view of where we have been, and what our future focus can look like to support our rural communities.

I express my gratitude to all who live within the Parkes Shire for their contributions to making this community what it is today and the legacy it leaves for generations to come.

Cr Neil Westcott
Mayor Parkes Shire Council



Message from the General Manager

Welcome to the Parkes Shire 2035+ Delivery Program 2025-2029.

This document outlines the framework for delivering Council services over the next four years. It represents our commitment to the community, emphasising sustainable delivery through our Integrated Planning and Reporting (IP&R) Framework. This ensures our organisation's purpose, vision, and plans are transparent and accountable. The IP&R documents are part of our regular reviews, incorporating the latest information and data.

As a Council, we pledge to address issues within our responsibility. This Delivery Program serves as the primary reference for Councillors during their term, helping to determine achievable goals, priorities, and program schedules. We will continue to collaborate closely with our Mayor and Councillors to deliver valued outcomes for our community.

Austerity is an ever-important aspect of every Local Government. Grant programs such as Royalties for Regions and Local Roads and Community Infrastructure, together with many others that have been ceased. Compounded with escalating costs, financial pressure on Local Government is significant, as we know it is with many of our constituents. Accordingly, Special Rate Variations are not proposed, but austerity measures are required with each consecutive budget.

The Delivery Program details all key activities the Council has committed to, including plans, projects, activities, and funding allocations. It also demonstrates how our routine activities contribute to achieving the Community Strategic Plan objectives, such as ensuring a safe and healthy environment through effective waste management.

We will focus on our strong foundations with a commitment to the long-term and financial sustainability. Our efforts will include balancing the budget, improving productivity, streamlining services, containing costs, and diversifying revenue streams.

Over the next four years, our teams will work together to deliver various community events, support the road network, and maintain water and wastewater infrastructure. Core services and maintenance will be at the centre of our delivery program.

Our water source teams will focus on maintenance and new growth areas to provide sustainable water solutions.

We will continue our partnerships with the Central West NSW Joint Organisation (CNSWJO) and various other organisations to enhance what we deliver to the community.

Kent Boyd PSM
General Manager



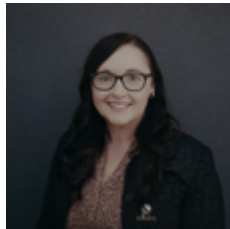
Our Councillors

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

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



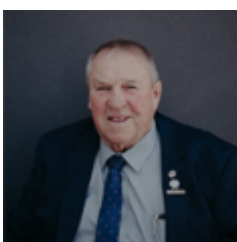
Cr Neil Westcott
Mayor elected 2016



Cr Marg Applebee
Deputy Mayor elected 2021



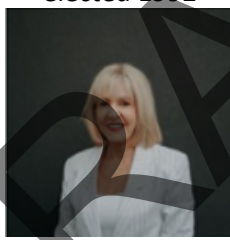
Cr William Jayet
elected 2016



Cr Kenny McGrath
elected 1992



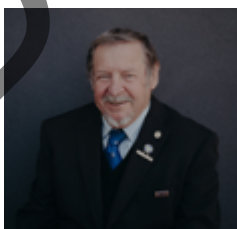
Cr Louise O'Leary
elected 2008



Cr Joy Paddison
elected 2024



Cr Doug Pout
elected 2024



Cr George Pratt
elected 2004



Cr Mathew Scherer
elected 2024

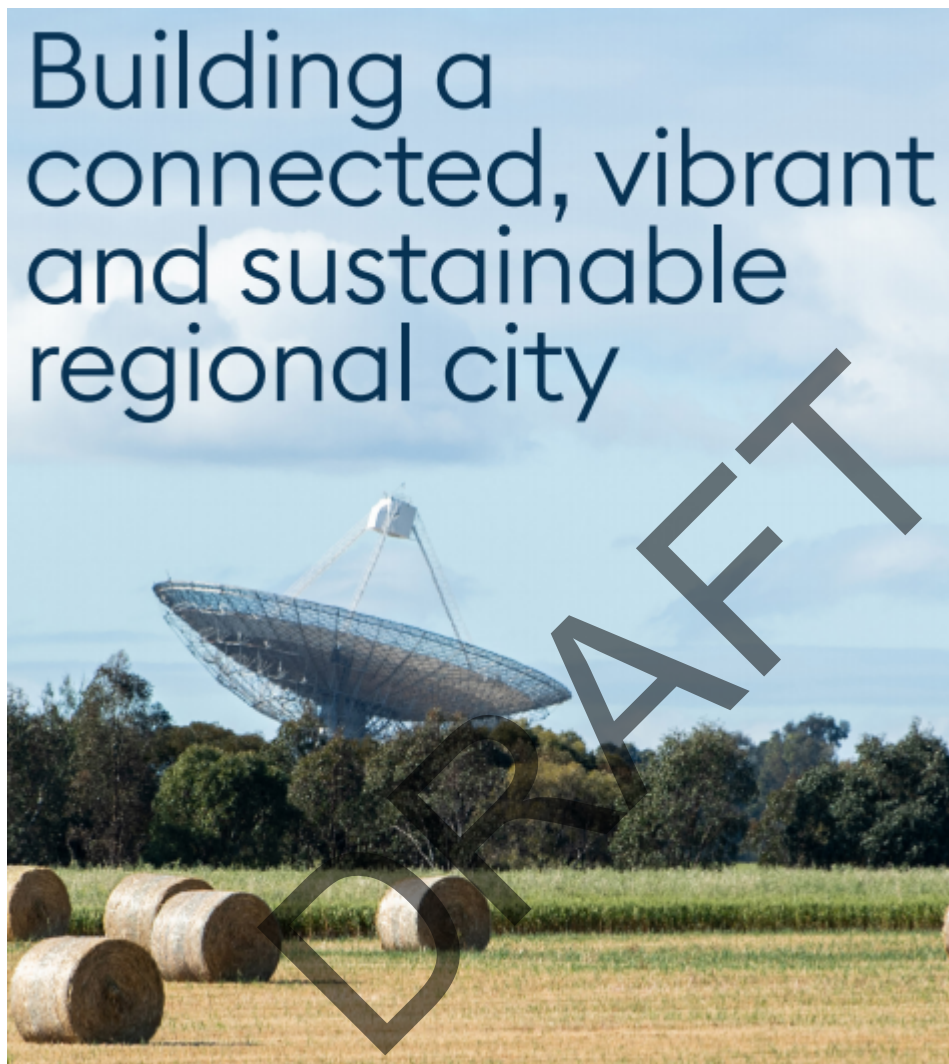


Cr Glenn Wilson
elected 2021



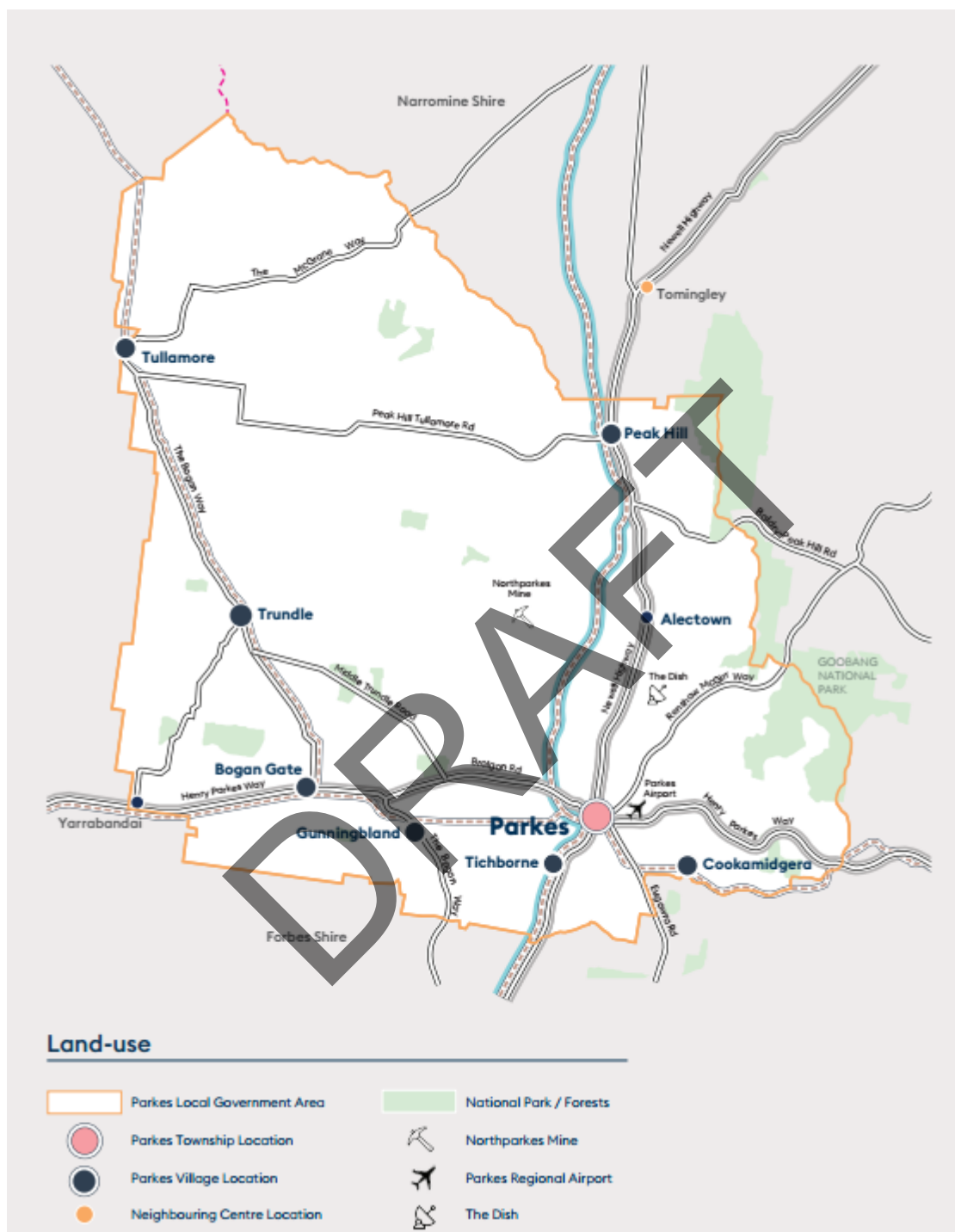
Our Community Vision

Building a connected, vibrant and sustainable regional city





Our Community





Community Profile

Geographical area: 5,919 sq kms	
Population	
Shire: 14,236	
Parkes: 11,162 (incl. Cookamidgera, Alectown and Tichborne)	Diversity
Trundle: 568	Indigenous population: 13.1%
Tullamore: 369	Born overseas: 6%
Peak Hill: 1,162	Speaking English only: 89.1%
Bogan Gate: 269	
Gender	
Male: 49.2%	
Female: 50.8%	
Overview	Employment
Population: 14,236	In 2021 percentage of population had the following occupation:
Median age: 41 years	Managers 16.1%
Couple with children: 23%	Professionals 15.3%
Couples without children 25.0%	Technicians and trades workers 14.0%
One parent family 11.6%	Unemployed 5.4%
Lone person living 28.6%	Median weekly household income \$1,368
Dwellings in Shire: 5,891	Undertake voluntary work 18.1%
Households in Shire: 5,891	6,526 labour force
	3,947 full time workers
	1,822 part time workers
Age	
Pre-school children (0–4 years): 6.3%	Primary school (5–11): 9.7%
Secondary schoolers (12–17): 8.3%	Tertiary education / Independence (18–24): 7.6%
Young workforce (25–34): 11.4%	Parents / homebuilder (35–49): 16.5%
Older works and pre-retirees (50–59): 12.6%	Empty nester and retirees (60–69): 12.6%
Seniors (70+): 11.9%	
Industries by employment	
13.0% Health care and social assistance	10.2% Agriculture, forestry and fishing
9.5% Retail trade	8.5% Public administration and safety
8.5% Mining	8.4% Education and training
7.1% Accommodation and food services	6.5% Construction
6.2% Transport, postal and warehousing	3.7% Manufacturing

Australian Bureau of Statistics, [Census of Population and Housing](#), 2021 (Usual residence data). Compiled and presented in profile.id by [.id](#) (informed decisions).



Our Council

Parkes Shire Council is constituted under the Local Government Act 1993 and administers a local government area covering 5,958 square kilometres

We provide services, facilities and infrastructure to a permanent resident population of approximately 14,236 people

The Parkes Shire is bounded by Narromine Shire in the north, Cabonne Shire in the east, Forbes Shire in the south and Lachlan Shire in the west

Our governing body comprises ten Councillors, and the day-to-day management of our organisation rests with our General Manager

Our workforce is diverse, reflecting the varied nature of the work we undertake and the services we provide. In 2024-25 our workforce comprised 256 full-time equivalent employees

What we manage			
	2,119km of roads 177km of footpaths and cycleways One (1) airport	One (1) water treatment plant Four (4) sewerage treatment plants 733km water and sewer pipes 9 pump stations	10,000km roadside weed inspections
	Four (4) Libraries Emergency services buildings Four (4) medical housing amenities Six (6) cemeteries Five (5) community buildings	88 Combinations of open spaces and recreation Four (4) Swimming pools and skate parks	29 commercial properties One (1) Visitor Information Centre
	650kW of solar on PSC assets across the Shire	Five (5) waste facilities plus one (1) transfer station 600,000+ domestic bin collections per annum	73,000 Rate notices and reminders sent out per annum
	56,000 water meter checks and notices per annum		



Our Community Vision

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

Our Council Values

Council's commitment is demonstrated in Council's organisational values being:	Parkes Shire Council is committed to be an organisation where staff believe: <i>Integrity</i> <i>Safety</i> <i>Caring and Respect</i> <i>Teamwork</i> <i>Innovation and</i> <i>Community Focus</i>
It all adds up to a:	<i>connected, vibrant and sustainable organisation that delivers progress and value to our community</i>

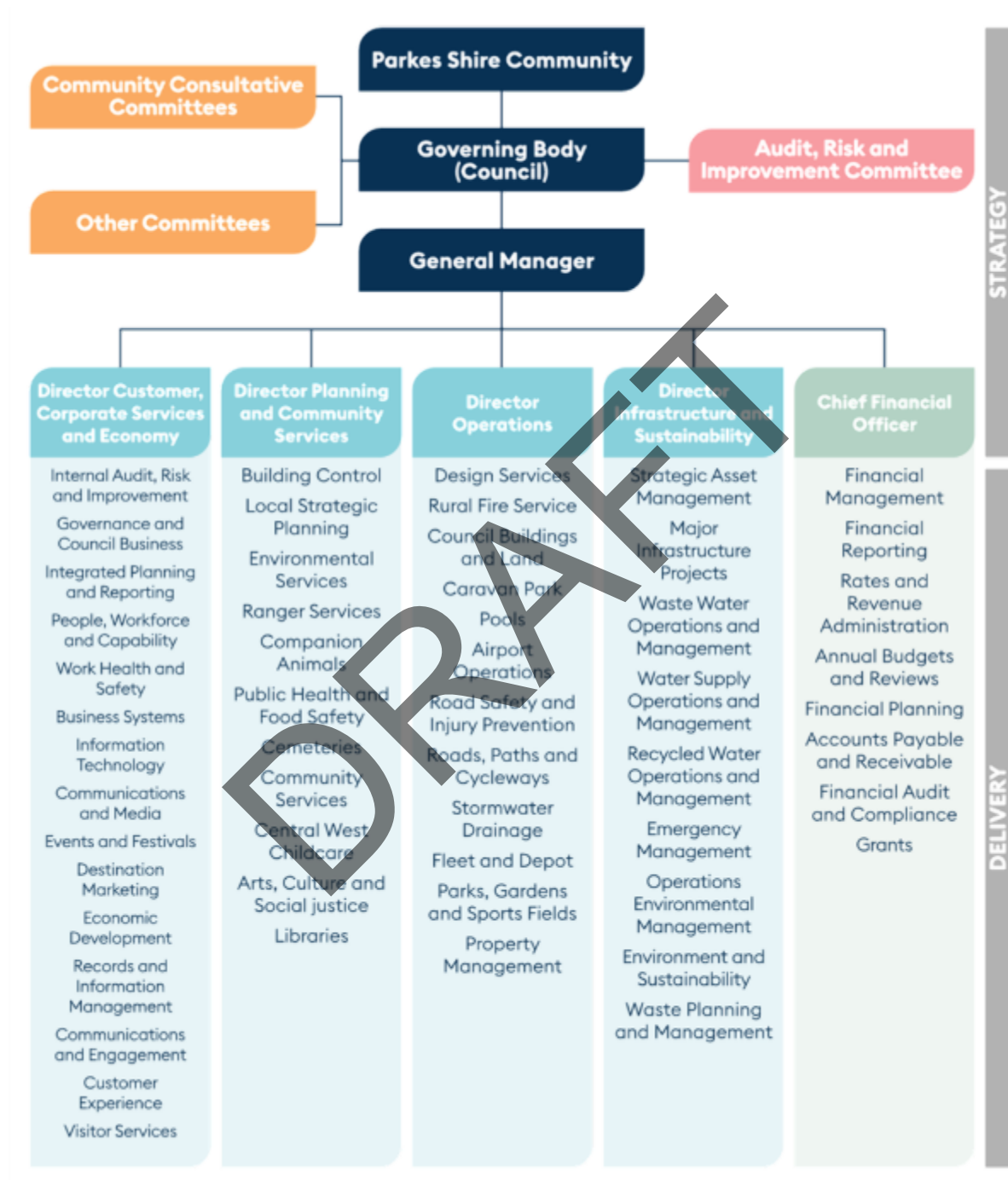
Council's Code of Conduct and its key principals of:

<i>Integrity</i>	<i>Leadership</i>	<i>Selflessness</i>
<i>Objectivity</i>	<i>Accountability</i>	<i>Openness</i>
<i>Honesty and Respect</i>		
that ensures the growth of a workforce and Council, characterised by codes of personal and collective behaviours		



Organisation Structure

The General Manager is responsible for the efficient and effective operation of our organisation and ensuring the implementation of Council's decisions. Strategies. Policies and programs





02 Developing the Delivery Program 2025/26 - 2028/29

Our integrated planning and reporting framework
Guiding Principles
Our Community Strategic Plan Four Themes
About this Plan
Quadruple Bottom Line
Sustainable Development Goals
Community engagement
How to read this plan



Our Integrated Planning and Reporting Framework

Integrated planning and reporting

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

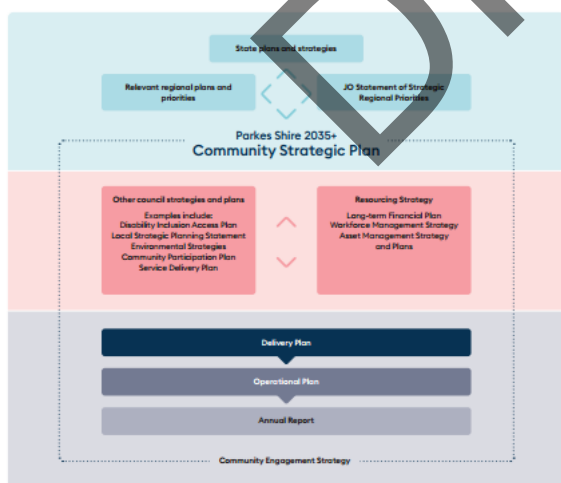
The Delivery Program is a statement of commitment to the community. The Delivery program is a four year plan that turns the strategic goals found in the [Community Strategic Plan](#) into actions. This is where Council's makes their commitment to the Community Strategic Plan, and act upon those issues that are within its area of responsibility.

This Delivery Program is the key 'go to' document for Councillors. It is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled. It identifies all key activities the Council has committed to undertake for all plans, projects, activities and funding allocations of the Council must be directly linked to this Delivery Program.

Importantly, the Delivery Program allows Council to demonstrate how its 'business-as-usual' activities help achieve the Community Strategic Plan objectives. For example, garbage collection achieves a safe and healthy environment objective.

The Delivery Program is supported by the [Resourcing Strategy](#). The Delivery Program should be reviewed every year as the Council prepares the next [Operational Plan](#) and Budget.

Council has prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2024) will deliver 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.



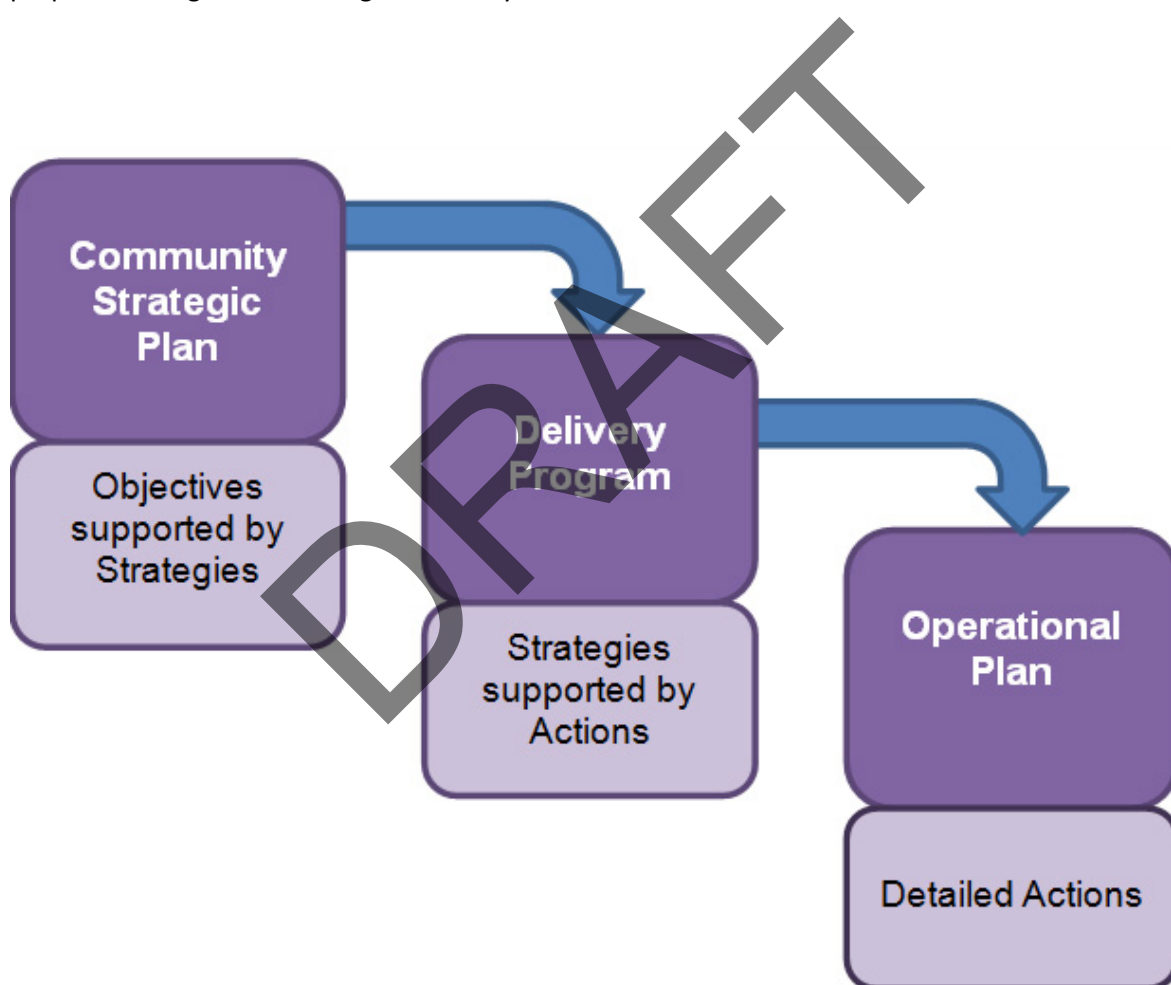


About this plan

The Delivery program is a four-year plan that turns the strategic goals found in the Community Strategic Plan into actions. It is the point where Council makes a commitment to the Community Strategic Plan, and act upon those issues that are within its area of responsibility

The Delivery Program is the key 'go to' document for the Councillors. It identifies all of the key activities the Council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations of the Council are directly linked to the Delivery Program

The Delivery Program is also supported by the Resourcing Strategy. The Delivery Program is reviewed every year as the Council prepares the next Operational Plan. If any significant amendments are proposed to the Delivery Program, Council will re-exhibit it, explaining the proposed changes and inviting community comment





Why the Delivery Program connects its function links to the Community Strategic Plan

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

Our Community Strategic Plan four themes



Our vision and aspirations for the Future
Connected, Vibrant and Sustainable
Parkes Shire 2035 It all adds up



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 of 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 Council

Social Sustainability Support cohesive, inclusive, and diverse dynamic communities	Environmental Sustainability Protect the natural, social, cultural, and built heritage and decrease the consumption of the resources	Economic Sustainability Maintain a strong and stable economy and ensure the delivery of services, facilities and infrastructure is financially sustainable	Civic Leadership Transparency and accountability in decision-making
--	--	--	---

Community Strategic Plan

Theme One Community Supporting Community Health, Safety and Wellbeing	Theme Two Economy Our Shire is an attractive destination to live, work and invest	Theme Three Environment Our natural environment is preserved and enhanced for current and future generations	Theme Four Leadership Our local government is open, accountable and representative
---	---	--	--



Sustainable Goals

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

Parkes Shire Council has integrated the SDG's in the Parkes Shire 2035+ Delivery Program to drive transformation, particularly SDG 11, Sustainable Cities



Using the SDG's as the integrated framework it was designed to be, and better integrate plans, strategies and reporting:

Align a diverse set of stakeholders in the interest of advocacy and collaboration project

Engage employees and communities in the sustainable development agenda to raise public and widespread awareness

DRAFT



How to read this plan

The following information assists with explaining the headings used in this plan.

Overview

The overview of the Council's Core Functions including principal activities and services delivered by Council as part of its function.

How this Function links to the Community Strategic Plan

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

Service Level Performance

Council undertakes community satisfaction surveys annually and at every four years to understand the community's priorities, to understand the level of satisfaction with Council's performance, to identify the priorities for Council and to improve communication and engagement methods with the community. Council engaged with both Place Score for liveability data and for Micromex Research to surveys across the Community to randomly selected residents of the Parkes Shire during 2023-2024. In understanding the community's priorities and level of satisfaction, the results of the survey have been grouped into the Functions and Principal Activities of the Parkes Shire 2035+ Delivery Program.

Principal Activities

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

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDG's) are a part of the UN 2030 Agenda, a framework that represents the challenges facing society and a blueprint for the future. Articulated in 2015, all 193 member countries of the UN signed on to commit to the goals. Parkes Shire Council has integrated the SDG's in the Parkes Shire 2035+ Delivery Program to:

- Drive transformation, particularly SDG 11, Sustainable Cities, Integrate, use the SDG's as the integrated framework it was designed to be, and better integrate plans, strategies and reporting:
 - Align a diverse set of stakeholders in the interest of advocacy and collaboration project
 - Engage employees and communities in the sustainable development agenda to raise public and widespread awareness.



03 The Delivery Program 2025/26 - 2028/29

Resourcing the Delivery Program
How will we measure our success?
Improving our Service Delivery



Resourcing the Parkes Shire 2035+ Delivery Program

The Community Strategic Plan provides a vehicle for our community to express the community's long-term aspirations. However, these aspirations will not be achieved without sufficient resources like money, time, assets and people to implement them

The Resourcing Strategy is Council's critical link when translating strategic objectives into actions. The Resourcing Strategy identifies what is required by Council to deliver our commitments over the next 10 years as outlined in the Parkes Shire 2035+ Community Strategic Plan

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

The Resourcing Strategy consists of three key components:

- Long-Term Financial Plan
- Asset Management Plan
- Workforce Planning

The Resourcing Strategy makes it clear what elements of the Community Strategic Plan Council will take responsibility for. Other levels of Government, business, non-government organisations, community groups and individuals will also have a role in achieving the outcomes of the Community Strategic Plan

The Resourcing Strategy focuses in detail on matters that are the responsibility of Council and considers, in general terms, matters that are the responsibility of others



How will we measure our success?

Reporting is a key element

Reporting is a key element of the Integrated Planning and Reporting (IP&R) framework. We use a variety of tools to report our progress in achieving the Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual and long-term budgets. Council will continue to develop its approach, preparing and presenting IP&R reports:

Delivery Program Progress Reports

Every six months, Council prepares a report known as the Operational Plan Progress Reports, which details our progress in achieving the principal activities detailed in the Delivery Program. This is presented to Councillors twice a year, during February and August. These reports tracking of each of the Core Functions and their actions, they will deliver throughout the financial year. It provides the progress, the movements with all actions, progressing or not progressing and information why. The Operational Plan Progress Reports provides our highlighted key achievements and financial performance

Budget Review Statement

The Estimate of Income and Expenditure is set out in the Statement of Council's Revenue Policy contained within the Operational Plan each year. Council prepares a Budget review statement three times per year

Annual Report

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. The Annual Report is presented in November each year, within five months of the end of each financial year, which includes a copy of our audited financial reports. The Annual Report provides a vehicle to present to both statutory required information, but also the achievements of projects, business as usual activities. This is available on the Council website, after 28-day publications are completed and Councillors have endorsed the report



Improving our Service Delivery

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

Local Government service provision has transformed significantly over recent decades, and as with other Local Councils, Parkes Shire Council has moved beyond the traditional narrow emphasis of “roads, rates and rubbish” towards broader objectives to promote the social, economic, environmental and cultural wellbeing of our community

Over a similar period, community expectations of Local Government have continued to increase while other levels of Government have devolved various functions. While some Council services have experienced higher demand from the Community like sporting, recreation and cultural facilities, others have been subject to increased legislative requirements such as asset management, strategic planning and risk management

The overall impact is that Council must provide a greater range of services while endeavouring to meet higher standards of Legislative Compliance. These challenges have become increasingly difficult due to the financial pressures placed on Council

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

What are Service reviews?

A Service Review is the operational (or a specific need) review of a particular service and its delivery. Designed to identify potential improvements and efficiency and effectiveness gains. Service Reviews aim to ensure ‘value for money’ for ratepayers by helping to identify the mix of services and funding arrangements that best meet the community’s needs

Service reviews typically identify opportunities for:

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

Service Review Program 2025-2029

Over the life of this Delivery Program, we will undertake Service Reviews annually across the Council whole-of-organisation



In our annual Operational Plans over the four-year period covered by this Delivery Program, we will identify which Service Reviews will be undertaken that year. The Operational Plan Progress Report will provide the status on the progress of the Service Review

The Annual Report will present the outcome summaries, followed into the next year what achievements have been achieved from the outcome summaries, followed by business-as-usual activities

DRAFT



04 Council's Core Functions

Certification and Regulation <i>Local Strategic Land Use Planning; Development Assessment; Building Certification; Environmental Health and Ranger Services</i>	Commercial and Other <i>Regional Airport; Caravan Parks; Rental and Leasing; Land Development and Sales</i>	Council and Corporate <i>Information Communication and Technology; Governance and Strategy; Civic; People, Safety and Culture; Finance; Fleet; Council Land and Buildings; Customer Service; Records and Information; Grants</i>
Economy, Visitors and Events <i>Economic Development; Events and Festivals; Tourism and Destination Marketing</i>	Emergency Services <i>Emergency Services Support</i>	Environment and Sustainability <i>Climate Change and Sustainability; Net Zero and Carbon Neutrality; Biodiversity and Urban Greening; Biosecurity; Council Environmental Management</i>
Flooding and Drainage <i>Floodplain Management; Maintenance and Operations; Improvement Strategy; Capital Works</i>	Community and Culture <i>Central West Childcare Services; Library Services; Arts and Culture; Social Justice; Community Services and Wellbeing</i>	Open Space and Recreation <i>Parks and Gardens; Sports Fields; Open Space Facilities, Amenities, and Public Toilets; Cemeteries; Swimming Pools</i>
Sewerage <i>Sewerage System</i>	Transport Infrastructure <i>Sealed Roads; Unsealed Roads; Regional Roads; Other Transport and Overheads; Urban Stormwater; Road Council Contract; Road Safety</i>	Water Supply <i>Water Supply; Water Security Project</i>
Waste Management <i>Domestic Waste Management; Commercial Waste; Waste Education</i>		



Certification and Regulation

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



Sustainable Development Goals



<https://sdgs.un.org/goals>

Local Strategic Land Use Planning
Development Assessment
Building Certification
Environmental Health and Ranger Services



WHAT is our strategic goal?

Land use in our local area is aligned with our community's vision; public health and the natural environment is protected

WHAT does our goal look like in practice?

Our community's vision for land use is established in our Local Strategic Planning Statement; we plan for and certify development and regulate land use to align with this; we protect public health and the natural environment by undertaking compliance and enforcement activities. We monitor timeliness, quality and feedback on these activities.

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHAT is Council's role in certification and regulation?

Strategic Land Use Planning (LSPS) is to meet the future needs for growth and protect what we value; with Development Assessments (DA's) to provide consistent and compliant determination of applications and ensure availability of infrastructure and services; building certification; approvals and compliance activities related to food safety, on-site sewage management, companion animals, stock control on roads, parking, swimming pools as well as noise, air and water pollution

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Good land use planning shapes the local area both in public and private spaces to promote these outcomes Compliance activities are critical to promote health and safety	Good land use planning that aims to protect and enhance the natural environment Compliance activities to address a variety of environmental impacts	Good land use planning to facilitate, encourage, support and enhance local economy Compliance activities to manage impacts of and to protect economic activities	Good land use planning is about developing and realising a vision for the future; leadership is vital Compliance activities to address issues of concern
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Good land use planning adds vibrancy and makes	Good land use planning shapes the local area both in	Planning and compliance activities	Good land use planning to make



provision for different needs Compliance activities can address issues that impact on freedom and fairness	public and private spaces to make the area more liveable and to shape the local identity Compliance activities make the area more liveable	can both help remove barriers Planning can create opportunities	appropriate use of resources Compliance activities to promote good use of public resources
---	---	--	---

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Local Strategic Land Use Planning	Developing Strategic Land Use Plans to meet growth and demand for housing, jobs and services	Executive Manager Planning and Certification
Development Assessment	Consistent and compliant determination of applications lodged with Council, maintaining compliance with relevant legislation, ensuring adequate services are available and any infrastructure required meets relevant standards	Executive Manager Planning and Certification
Building Certification	To provide a service to the community in an open marketplace and to ensure compliance with standards	Executive Manager Planning and Certification
Public and Environmental Health	Education, inspections and enforcement of regulations	Executive Manager Planning and Certification

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Continue implementing land use projects in accordance with the LSPS
Focus on ways to encourage a greater range of housing types and sizes and quality urban design



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

Promote and support heritage values within the Shire

Provide timely and accurate building certification

Support Council's role and obligations under the Swimming Pools Act 1992

Provide Food Safety and Public Health monitoring to the Shire

Provide Ranger Services to the Shire

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**.

DRAFT



Commercial and Other

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

			
1 Council operated caravan park	72 commercial leases and licences in place	Facilitation of land development and sales	1 airport 3 landing strips
One (1) Council operated caravan park	72 Commercial leases and licences in place	Facilitation of land development and sales	One (1) airport with three (3) landing strips

Regional Airport
Caravan Parks
Rental and Leasing
Land Development and Sales

Sustainable Development Goals

		
---	---	---

<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Well managed commercial activities that contribute to the community

WHAT does our goal look like in practice?

We manage Council's commercial properties and other activities in a way that provides a positive contribution to the economy and the community

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHAT commercial activities does Council undertake?

We own and operate Parkes Regional Airport, Parkes Caravan Park and several buildings leased on a commercial basis. We develop residential and industrial land to increase availability, boost the economy and generate a commercial return for Council

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Safety and health of users is a key consideration in managing commercial facilities	Facilities managed to minimise impacts	Commercial facilities help support the economy (e.g. caravan parks and visitation) Regular public transport service (via Rex Airlines) are a vital gateway to the town and support access to a variety of professional services	Leadership to achieve outcomes that might otherwise not be pursued
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Commercial facilities support this while minimising impacts on ratepayers	Commercial facilities make a contribution to the character of the area	Commercial facilities can open up opportunities that	Responsible and sustainable decisions, managing risks



		may not otherwise exist	Pursuing grants to reduce the costs for ratepayers
--	--	-------------------------	--

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Parkes Regional Airport	Operation (including certification with Civil Aviation Authority) and maintenance of facility including terminal and several hangars	Manager Facilities
Parkes Caravan Park	Maintenance of facility (for safety and presentation) that is operated by a lessee.	Manager Facilities
Commercial Properties	Maintenance of buildings and other activities in accordance with lease	Manager Facilities
Land development	Purchase, development (planning approvals, servicing) and sale of residential and industrial properties	Director Operations
Capital works	Renewal, upgraded and new assets	Director Infrastructure and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

- Ensure effective maintenance and operation of the Parkes Regional Airport
- Encourage the Shire's visitor economy through the continued provision of Caravan Park operations
- Continue encouraging the utilisation of Spicer Caravan Park through regular maintenance activities
- Develop and utilise frameworks to ensure Council-operated rentals are aligned with market expectations
- Development and sale of land to provide opportunities for local business to generate income and revenue and increase economic prosperity

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



Community and Culture

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



Central West Childcare Services
Library Services
Arts and Culture
Social Justice
Community Services and Wellbeing

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Community and cultural programs and facilities that meet local needs and contribute to a vibrant community

WHAT does our goal look like in practice?

We aim to provide **community and cultural facilities and programs** that meet the needs of those in our communities who are, or may, utilise these. We measure this via the number of people using our services and facilities, feedback and financial performance

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHAT is Council's role in community and cultural programs and facilities?

We operate four **libraries** and satellite services and a **childcare service** in Parkes. We support several **family day care services** (operated by private educators). We provide several **medical-related buildings** to facilitate these services. We manage several other **community buildings**. We develop and implement a **Disability Inclusion Action Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Connected communities and cultural pursuits are a key part of good mental health	Care for and connectedness with the community often accompanies care for and connectedness with the natural environment	Community and cultural programs and facilities often have economic benefits	Access to community and cultural programs and facilities is an important part of building hope for the future
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Supporting community programs helps promote these outcomes	Service delivery across the board is governed in a way that	Community and cultural programs and facilities can create opportunities for all	Responsible and sustainable decisions, managing risks



Access to services such as information and childcare is critical for some people	facilitates this outcome Advocacy, facilitation and support for broader issues impacting liveability	There is not sufficient private sector providers to meet the demand for childcare services; without this families can miss out on employment opportunities	Pursuing grants to reduce the costs for ratepayers Council aims to operate childcare services on a cost-recovery basis
--	---	--	---

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Library services	Providing facilities, resources, programs and services tailored to meet the needs of users	Cultural, Education and Library Services Manager
Childcare at Parkes	Provision of an early childhood program at Parkes	Central West Family Daycare Coordinator
Family Day Care	Support and monitoring for Family Day Care educators.	Central West Family Daycare Coordinator
Community Buildings	Maintenance of facilities	Manager Facilities
Capital works	Renewal, upgraded and new assets	Manager Facilities

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Council is committed to advocating, facilitating, and providing quality care for the community through the provision of Family Day Care Services (in home) services

Council is committed to advocating, facilitating, and providing quality care for the community through the provision of Bangala-la Preschool (children aged 3+) services

Enable the continued provision of library services to residents of the Shire



Facilitate and support engaging Programs at Shire Libraries

Support the continued operations of Cultural Spaces

Enable all members of the community to participate in Council led and supported cultural programs

Support and facilitate arts and cultural programs for community engagement

Promote Social Justice principals of equity, access, participate and rights within our community

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



Council and Corporate

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
Governance and Strategy
Civic
People, Safety and Culture
Finance
Fleet
Council Land and Buildings
Customer Service
Community Services and Wellbeing
Communication and Engagement
Records and Information
Grants

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

An efficient, effective and well-governed Council

WHAT does our goal look like in practice?

Our goal here is achieved by realising the dozens of goals across all our service areas and earning the community's trust that we can and will deliver these now and into the future

WHAT does the Council and corporate service function encompass?

There are a large number of activities being undertaken within this service area, but they can be best understood in terms of three distinct areas. Making and implementing decisions, engaging the community in the decision-making process and supporting our staff in implementing the decisions of the Council

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Advocacy, facilitation and support for initiatives in the broader community Council is governed in a way that facilitates these outcomes from its activities and users of its facilities Council provides a safe and healthy work environment for staff, contractors	Advocacy, facilitation and support for issues impacting the natural environment Council is governed in a way that facilitates these outcomes from its activities Council minimises its impacts on the natural environment	Advocacy, facilitation and support for initiatives in the broader community Council is governed generally in a way that supports the local economy	Active engagement with the local community to develop long term plans to address current threats and to ensure future needs can be met Robust governance and assurance framework earns community trust
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources



Council is led and managed in an ethical manner, services are delivered, to facilitate these outcomes Council is a responsible employer and provides a consultative and supportive work environment	Service delivery across the board is governed in a way that facilitates this outcome Advocacy, facilitation and support for broader issues impacting liveability	Advocacy, facilitation and support for initiatives in the broader community Provision of training and development opportunities for staff, support for local contractors	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers Effective long term planning Robust governance and assurance framework
--	---	---	--

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Business Systems and Technology	Managing IT infrastructure, data and software to support operations	Manager Customer and Information Services
Communications	Community Engagement	Executive Manager Economy and Engagement
Customer Service	Providing first point of contact for community with Council (taking requests and making transactions)	Manager Customer and Information Services
Depots	Maintenance of facilities to support operations	Director of Operations
Executive and Civic	Strategic oversight of organisation to comply with regulatory obligations and meet local Community needs and expectations	General Manager
Finance	Creditors and debtors, payroll, management accounting (assisting staff), financial reporting, strategic planning	Chief Financial Officer



Governance	Coordinating compliance with regulatory requirements including Integrated Planning and Reporting and Risk Management, Procurement, Contracts and Insurance	Manager Governance, Risk and Corporate Performance
Grants	Promote and support grant opportunities within the Shire including supporting applications and reports	Chief Financial Officer
Information management, Records and Privacy	Coordinate and support management of information and records; adherence with privacy legislation	Manager Customer and Information Services
People, Safety and Culture	Recruitment and selection, training, performance management, work health and safety	Manager People and Safety
Plant, Vehicles and Equipment	Maintenance and replacement to support operations	Fleet and Depot Manager
Property	Maintenance of Council's building portfolio	Manager Facilities
Capital works	Renewal, upgraded and new assets	Manager Facilities

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Implement and optimise ICT processes

Maximise mobility of access to corporate systems

Ensure an effective cyber security framework with robust risk controls is in place

Continually develop and implement Council's Governance Framework

Continually develop, implement and improve Council's Business Excellence Program

Coordinate and manage Council's IP&R Framework

Manage Council's Civic Operations in line with regulations

Provide guidance and planning support for Civic events

Enhance workforce planning procedures and tools to guide decision making (WMP 1.1)

Promote the benefits of working at Parkes Shire Council (WMP 1.2)

Improve recruitment marketing and promotion (WMP 1.3)

Ensure a merit-based approach to recruitment across the organisation (WMP 1.4)

Undertake regular reviews to recognise employees' capabilities and performance (WMP 3.1)

Ensure employees have the capabilities and/or develop the skills required to perform their roles effectively and efficiently. (WMP #)



Undertake regular reviews to recognize employees' capabilities and performance (WMP 3.1)

Adopt a contemporary approach to evaluating positions' salaries (WMP 3.2)

Apply Attraction and Retention incentives (WMP 3.3)

Review and improve recruitment processes including accessibility (WMP 1.2)

Review and improve the Offboarding processes and Exit Interview process to maximize feedback to improve systems and reduce turnover (WFMP 1.5)

Review, improve and promote Council's CAT program

Identify and promote career / development pathways within Parkes Shire Council

Potential successors are identified, confirmed and encouraged to grow and develop and provided with tailored development opportunities (WFMP 2.4)

Ensure employees have the capabilities and/or develop the skills required to perform their roles effectively and efficiently (WFMP 2.3)

Provide opportunities for our Cadets, Apprentices and Trainees to have a continuous pipeline of development within Council

Recognise employees' sustained engagement and service through service milestones

Review/reflect on diversity, equity and inclusion initiatives within EEO Plan, Gender Equity, DIAP, Reconciliation Action Plan

Recognise employees' sustained engagement and performance through reward and recognition (WFMP 3.3)

Review and improve Council's appraisal process

Facilitate a culture of continuous improvement in service delivery across our organisation (WFMP 4.3)

Conduct biennial employee wellbeing and engagement surveys (WFMP 5.1)

Employee Health and Wellbeing - a fit and healthy workforce

Provide independent support to employees

Continually improve the Consultative Committee and Health and Safety Committee to ensure active members, staff engagement and policy consultation

Ensure a safe workplace through implementation of the Work Health and Safety Management System (WHSMS) and compliance of legislative requirements

Financial Reporting

Management Accounting

Creditors and purchasing

Debtors

Fixed Asset Accounting

Support Council operations with effective fleet procurement

Support Council operations with effective fleet management and maintenance

Monitor efficiencies of Council's fleet to ensure a safe working environment that aligns with organisational needs



Ensure effective management of all Council-owned and Crown land parcels

Promote and support grant opportunities within the Shire

Promote and support grant opportunities within the Shire - Our success

Promote and support grant opportunities within the Shire - For our community

Funding secured for each Township

Big win in competitive grants

Advocate and ensure customers are informed with prompt responses to customer requests

Monitor and improve customer service across Council's organisation and operations

Support Customer excellence by consolidating customer service areas

Update and promote Council's website as the first port-of-call for up-to-date Council information

Ensure that all relevant staff have knowledge of accessibility features of venues and buildings (DIAP 1.3.3)

Prepare a self-assessment checklist for local businesses and tourist attractions to encourage them to meet accessibility needs (DIAP 2.1.2)

Improve access to the Council Administration Centre (DIAP 2.3.1)

Promote representation of people with disabilities in Council's workforce to the public (DIAP 3.1.2)

Develop and promote flexible working arrangements and in-house support to recruit and retain people with disability in Council's workforce (DIAP 3.1.4 and 2.2.2)

Promote information for people with disabilities on how to volunteer and access work experience (DIAP 3.2.1)

Foster skills, training and social contribution of people with disability (DIAP 3.3.1)

Advocate for improved health services within the Shire

Our community is well-informed and has meaningful opportunities to participate in decision-making (CES objective #1)

We build trust through transparency, openness, and honest communication (CES objective #2)

Engagement is inclusive and encourages diverse voices (CES objective #3)

Community input is valued and contributes to decision-making (CES objective #4)

We embrace innovation and continuously improve our engagement approach (CES objective #5)

Continually develop and implement Council's information and Records Management Framework to ensure effective and efficient management of Information across Council

Assess and classify information systems and business rules to ensure Council information is maintained, accurate, and accessible

Ensure that all public access requests are handled promptly and transparently, providing the community with timely and accurate information in accordance with Government Information Public Access (GIPA) regulations

Support Council operations by providing effective information and records management knowledge

Enhance organisational knowledge and privacy practices



Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



Economy and events

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, Grants, Events and Festivals and Tourism and Destination Marketing

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 fulfils 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 over time, enabling both operational and long-term costs to be largely generated by the activities themselves



Economic Development
Events and Festivals
Tourism and Destination Marketing

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Supporting the local economy and events for locals and visitors

WHAT does our goal look like in practice?

Council is only one of many stakeholders who contribute to the local economy and events in Parkes Shire, so it is important to consider our goal in this context

In relation to **supporting the local economy** our aim is an increase in the output and diversity of businesses in the Parkes Shire as measured in terms of gross regional product, number of businesses, number of visitor nights and visitors to the Henry Parkes Centre.

In relation to **supporting local events** our aim is a variety one-off and annual/ongoing events that are well-attended and of interest to locals and visitors

WHAT is Council's role in supporting the local economy and events?

Our role in relation to **economic development and tourism** is to work with stakeholders to identify and pursue opportunities to grow the local economy, including the tourism sector. We also operate the **Henry Parkes Centre**, which provides visitor information and a friendly welcome to Parkes.

Our role in relation to **events** is twofold. We plan and deliver a number of **events**, both events aimed at attracting visitors *and* providing opportunities for locals (Elvis) and civic events primarily aimed at locals for example Australia Day. We also provide support and assistance to other organisations staging events on a case-by-case basis within available resources.

Our operation of the **Parkes Caravan Park** is an important contributor to the local economy. This is included under **Commercial and Other**. Our economic development team is also responsible for Council's **external communications** which is under **Council and Corporate**

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Economic activity and events can support these outcomes	Economic activity and events can support	The primary outcome facilitated by this function	A healthy economy, visitation and events



	good environmental outcomes		all help create hope for the future
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Economic activity and events can support these outcomes	Economic activity and events can make places more liveable and add significantly to local identity	The primary outcome facilitated by this function	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers Council aims to generate revenues from events to offset costs

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Economic development	Activities identified in our strategies and plans including the Economic Development Strategy, Destination Management Plan, CBD Vibrancy Strategy and Marketing and Advertising Plan. We also support Council's communication function as guided by the Brand Implementation Plan.	Executive Manager Economy and Engagement
Henry Parkes Centre	Operation of the facility to provide tourist information and retail offerings with the assistance of volunteers.	Executive Manager Economy and Engagement
Major Events	Planning and delivery of major events including the Parkes Elvis Festival.	Executive Manager Economy and Engagement

Our strategic priorities



Our strategic priorities for investment over the next 4 years to deliver progress and value

Deliver the Economic Development Strategy to plan for future jobs and growth

Advocate for increased Government funding and support for economic development within the Parkes Shire

Support businesses and industry groups within the Shire

Promote growth in smart and sustainable businesses and industries

Partner with industry groups including Business Parkes (formerly Parkes Chamber of Commerce) and RDA Central West to advocate for the shire and collaborate on joint initiatives

Facilitate investment projects that match our economic development priorities

Develop funding, corporate partnerships and sponsorships to ensure financial sustainability of Council's events and festivals

Deliver the Parkes Elvis Festival and Trundle ABBA Festival

Improve the planning, delivery and evaluation of Council's Events and Festivals program

Develop and implement a balanced program to support business and tourism events throughout the year

Develop and grow regional tourism partnerships to support increased visitation

Review the destination brand to establish a new consumer-facing brand that articulates engaging brand identities and positioning stories for each town and village that aligns to the Shire's positioning strengths

Review and enhance destination marketing and visitor information collateral (digital) to ensure an engaging and consistent approach that is based on the findings of the brand review process and aligned to the positioning experience strengths

Review and enhance destination marketing and visitor information collateral (print) to ensure an engaging and consistent approach that is based on the findings of the brand review process and aligned to the positioning experience strengths

Review Parkes Shire Visitor Guide to ensure the details of access features of places and interest in the Parkes Shire are included

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



Emergency Services

Emergency Services Support

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



Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Support for emergency response and recovery in our local area

WHAT does our goal look like in practice?

We work with combat agencies and other lead agencies to ensure our community is prepared for emergencies and that response and recovery is appropriate

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHAT is Council's role in emergency services?

We have a legislative obligation to support our Local Emergency Management Committee (administration and facilities) and State Emergency Service (facilities and finances) as well as the Rural Fire Service and NSW Fire Brigade (financially)

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Emergency services are critical to a safe and healthy community	There is a close link between the management of the natural environment and natural disasters (floods, fires)	Effective emergency management and services help protect the local economy	Effective provision for and management of emergencies is important to provide hope Council has a legislative role to support local emergency management
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Protecting local communities	Protecting local communities	Protecting local communities	Responsible and sustainable decisions, managing risks



			Pursuing grants to reduce the costs for ratepayers
--	--	--	--

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Local Emergency Management Committee	Provision of administrative support and facilities to the committee (includes planning, response and recovery)	Director of Infrastructure and Sustainability
Emergency services support	Provision of facilities for State Emergency Services and financial support to SES, RFS and NSW Fire Brigades.	Director of Infrastructure and Sustainability
Capital works	Renewal, upgraded and new assets	Director of Infrastructure and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Local Emergency Management Committee
 Festival Emergency Plan - Support Events across Parkes LGA
 Provision of facilities for State Emergency Services
 Provision of support for Rural Fire Service
 Provision of financial support for Emergency Services

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



Environment and Sustainability

Overview

Council's Environment and Sustainability Team undertakes a broad range of activities to ensure compliance with legislative requirements while enhancing local ecosystems. We are committed to fostering a community that actively contributes to global sustainability efforts and protects the natural world for future generations

Our responsibilities span a variety of operational areas, including monitoring and reporting on water discharged to the environment and overseeing the quality of Parkes' recycled water system. We also lead efforts in the revegetation of natural areas, with a particular focus on the development of the new wetland. As part of our commitment to sustainability, we are working towards achieving Council's Net Zero targets and enhancing the Shire's resilience to climate change. Additionally, we strive to improve the liveability of our community by upgrading green infrastructure, contributing to urban beautification and cooling



Climate Change and Sustainability
Net Zero and Carbon Neutrality
Biodiversity and Urban Greening
Biosecurity
Council Environmental Management

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Improving environmental outcomes by managing biosecurity, biodiversity and climate change mitigation and adaptation

WHAT does our goal look like in practice?

Council is only one of many stakeholders who contribute to improved environmental outcomes in Parkes Shire, so it is important to consider our goal in this context.

In relation to **biosecurity**, our aim is to reduce the prevalence of priority weed species

In relation to **biodiversity and urban greening** our **goal** is to improve the quality of natural areas that are under Council's management including roadsides, public reserves and crown land and greening to reduce the impacts of urban heat

In relation to **climate change mitigation and adaptation** our **goal** is to reduce the impacts of climate change on Council and the community and enhance resilience as well as to achieve **Council's net zero** targets

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
A healthy environment is vital for safety and health	Key focus: protecting, restoring and enhancing the natural environment Mitigation programs to help Council to reduce emissions	Increasing resilience of infrastructure benefits the economy Biosecurity is important to support the agricultural sector	Long term planning to address current threats and to ensure future needs can be met
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Appropriate application of	Key focus: coordinating activities to improve resilience	Reducing impacts of climate change by	Responsible and sustainable decisions, managing risks



regulatory requirements	of built environment (infrastructure)	adaptation and improved resilience	Pursuing grants to reduce the costs for ratepayers
-------------------------	---------------------------------------	------------------------------------	--

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Biosecurity	Compliance with obligations under <i>Biosecurity Act</i>	Manager Environment and Sustainability
Biodiversity and Urban Greening	Develop and implement plans to improve biodiversity and increase native vegetation in urban environment on lands managed by Council; waterways improvements; education and support of Landcare and community groups	Manager Environment and Sustainability
Climate Change Mitigation and Adaptation	Identify impacts on Council and the Community and options to mitigate these, to adapt and/or to improve resilience.	Manager Environment and Sustainability
Council Net Zero	Identify and prioritise options to achieve Council's net zero targets	Manager Environment and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Climate change mitigation- Mitigate the risk of climate impacts through actions within Council's control

Climate change adaptation- Enhance community resilience and ability to adapt before, during and after climatic events

Work toward achieving Council's Net Zero carbon emissions targets

Develop policies and strategies that protect and enhance native species and ecological communities

Undertake rehabilitation and revegetation activities including the restoration of degraded areas that provide high environmental or community value



Coordinate and support environmental education and engagement with the community

Enhance the urban tree canopy and expand the network of green corridors, providing shade for residents as well as habitat for plants and animals

Monitor the control of priority weeds on public and private land under the Biosecurity Act

Provide the Shire with educational opportunities and resources on Priority Weed Management

Sustainable environmental management of Council owned and managed land

Sustainable environmental management system for Council operations

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



Flooding and drainage

Overview

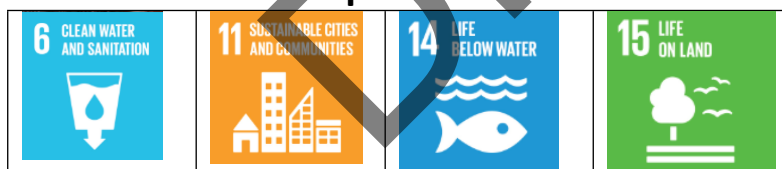
Council's focus will be on resilience and reliable draining infrastructure. Resilience means the impacts of natural disasters (flooding) and ordinary storm events are minimised by appropriate management of the floodplain and drainage infrastructure. We measure this in terms of a reduction in risk to the community (assessed via Flood Studies and Floodplain Management Plans) and the actual performance in flood events. Reliable means drainage infrastructure is maintained so that it operates as required in a flood or storm event. We measure our performance in relation to instances of failure of infrastructure for example blocked drainage pipes and channels, etc

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



Floodplain management
Maintenance and operations
Improvement Strategy
Capital works

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Flooding and drainage infrastructure are managed for resilience and reliability

WHAT does our goal look like in practice?

Resilience: Means the impacts of natural disasters (flooding) and ordinary storm events are minimised by appropriate management of the floodplain and drainage infrastructure. We measure this in terms of a reduction in risk to the community (assessed via Flood Studies and Floodplain Management Plans) and the actual performance in flood events

Reliable: Means drainage infrastructure is maintained so that it operates as required in a flood or storm event. We measure our performance in relation to instances of failure of infrastructure for example blocked drainage pipes and channels, etc

WHAT is Council responsible for in relation to flooding and drainage infrastructure?

35km of pipelines and associated pits that make up the bulk of our urban stormwater drainage network as well as open channels. Other drainage infrastructure associated with the road network (table drains, kerb and gutter and rural culverts) are included under the transport infrastructure service

We also manage the floodplain across the Shire in relation to land use and development including consideration of the impacts of any changes on flood behaviour and impacts

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this goal. It includes an analysis, with reference to this goal, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our goal and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this service helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**.

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Reduction in risks from natural disasters (flooding)	Environmental aspects inform the management of the floodplain and	Increase in resilience to reduce economic impacts of natural disasters (flooding)	Long term planning to address current threats and to ensure



	drainage infrastructure		future needs can be met
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Reduction in risks from natural disasters (flooding)	Resilience to natural disasters (flooding), flows of minor storm events managed to minimise nuisance	Increase in resilience to natural disasters (flooding)	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal activity	Programs, projects and actions	Responsible Officer
Floodplain management	Preparation of flood studies and floodplain risk management plans, keeping actions under review	Manager of Infrastructure and Sustainability
Maintenance and operations	Inspection and maintenance e.g. clearing blocked drains	Manager of Infrastructure and Sustainability
Improvement Strategy	Planning for improvements to guide investment in projects to reduce flooding risks	Manager Design
Capital works	Renewal, upgraded and new assets	Manager Infrastructure and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Developing a prioritised program for upgrades to the urban stormwater network to reduce flooding impacts



Floodplain risk management studies for Parkes township and ...

Develop and implement a proactive inspection and maintenance program for urban drainage infrastructure

Conduct maintenance activities to ensure stormwater is effectively managed within the Shire

Undertake capital works to ensure the stormwater management system continued to meet the needs of the community

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



Open space and recreation

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
Sports Fields
Open Space Facilities, Amenities, and Public Toilets
Cemeteries
Swimming Pools



88 Combinations of open spaces and recreation			
32 Open spaces	29 Play equipment	14 Sports fields	13 Parks and gardens
4 Swimming pools	6 Cemeteries	Lake Endeavour	

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Well maintained open space and recreation facilities that cater to our needs and make it a great place to live

WHAT does our goal look like in practice?

Well maintained: We consider the number and type of maintenance defects across all facilities with a focus on those of high risk, how long it takes us to respond to these and how many we can afford to fix with available funds. We monitor the number of customer requests with a priority given to safety-related ones.

Cater to needs: Means the activities we undertake are planned in a way that considers the needs of users and that, where possible, we seek their input and feedback. We monitor feedback from users and the broader community about the quality of our facilities and their satisfaction with them, for example in community surveys.

Great place to live: Means that we acknowledge the broader benefits of open space and recreational facilities beyond direct users, sense of community and distinctive identity of each town, facilitation of community activities, sense of belonging and mental health, etc

WHAT open space and recreation facilities is Council is responsible for?

Our facilities include 88 combinations of open spaces and recreation. Including four swimming pools, 32 open spaces, including Lake Endeavour, 29 play equipment, 14 sports fields, 13 parks and gardens including public toilets, and six cemeteries

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Sewage is collected and treated to avoid impacts to health	Responsible use of natural resources Minimising impacts	Adequate capacity to support industry needs	Long term planning to address current threats and to ensure



			future needs can be met
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Pricing is equitable and affordable	Reliable service that meets the needs of users	Catering for growth and development	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Parkes and Gardens	We will continue implementing appropriate planning and maintenance strategies to ensure parks and gardens across the Shire are maintained and upgraded to meet community needs.	Executive Manager Operations
Sports Fields	We will ensure sporting fields continue to be utilised across the Shire through suitable upgrading, maintenance and development of facilities.	Executive Manager Operations
Open Space Facilities, Amenities and Public Toilets	We will develop strategies and plans to ensure open space facilities and amenities are maintained and developed to continue to meet community need.	Manager Facilities Executive Manager Operations
Cemeteries	We will utilise appropriate management practices, technology and records keeping for cemeteries across the Shire, ensuring ongoing maintenance and management.	Director Planning and Community Services Executive Manager Operations
Swimming Pools	We will continue implementing suitable frameworks for swimming pools across the Shire, ensuring they meet the standards of regulatory	Manager Facilities



	bodies and the needs of the community through ongoing maintenance and development.	Executive Manager Operations
--	--	------------------------------

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Maintain play spaces to meet the communities needs

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

Develop and maintain sporting facilities to meet community needs

Enhance open spaces through the expansion and upgrading of facilities, amenities and public toilets

Support the use of open spaces through the maintenance of facilities, amenities, and public toilets

Administration of Shire Cemeteries is aligned with regulatory guidelines

Records and Information management

Operate Shire swimming pools sustainably and safely

Continued provision of high quality Learn to Swim Programs

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



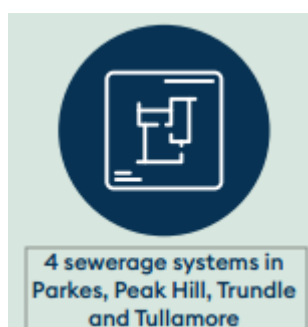
Sewerage

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

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

A sufficient and reliable sewerage system that minimises environmental impacts

WHAT does our goal look like in practice?

Sufficient: Means the system has the capacity to cater for current and future customers in an efficient manner and does not create barriers to growth and development

Reliable: Means our customers can rely on the system operating without impacting them

Minimises environmental impacts: Means the collection system (pipes and pumping stations) operates without overflowing to the environment and without creating odour impacts, and that treatment plants have the capacity to cater for flows (particularly high flows during storm events) and that quality of the treated effluent meets environmental licence conditions (and increasing requirements in the case of older plants)

WHAT is Council is responsible for in terms of sewerage infrastructure and services?

We serve a population of 15,000 via four distinct systems

Parkes and Peak Hill are gravity systems. Trundle and Tullamore are serviced by small 'grinder' pump stations at each property. Effluent from Parkes is recycled for re-use as discussed under water supply

Our infrastructure includes four sewage treatment plants; 125km of gravity pipelines; 18km of low-pressure pipelines; 4km of rising mains; 2,000+ manholes; 9 pumping stations and 390 grinder pumps

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this **goal**. It includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Sewage is collected and treated to avoid impacts to health	Responsible use of natural resources Minimising impacts	Adequate capacity to support industry needs	Long term planning to address current threats and to ensure future needs can be met



A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Pricing is equitable and affordable	Reliable service that meets the needs of users	Catering for growth and development	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal Activity	Programs, Projects and Actions	Responsible Officer
Sewerage Operations	Operate treatment plants	Infrastructure Operations Manager
	Treatment, pump stations and reticulation	Infrastructure Operations Manager
	Inflow and infiltration program	Infrastructure Operations Manager
	Liquid trade waste management program	Infrastructure Operations Manager
Sewerage Strategic Planning	Planning to guide future decisions about pricing and investment	Director Infrastructure and Sustainability
Capital works	Renewal, upgraded and new assets The main ongoing programs are mains relining and mechanical and electrical renewals	Director Infrastructure and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value



Develop and implement risk-based inflow and infiltration (I&I) program

Review effluent reuse schemes at Peak Hill, Trundle and Tullamore with stakeholders

Develop rehabilitation and upgrade plan and costing for recycled water plant

Completion of design and financial plan for additional treatment process infrastructure at the Parkes Sewage Treatment Plant that is needed to meet future needs (subject to funding commitment from...)

Develop and implement scheduled maintenance program for mechanical and electrical equipment, hydrants and valves to improve reliability and assurance.

Review reactive approach to replacement of grinder pump units

Safely collect wastewater from the community

Sustainably treat wastewater

Responsibly manage waste by-products of treatment

Safely and sustainably treat and distribute recycled water

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

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's Statement of Revenue Policy will be the primary document for identifying water and sewerage charges and the basis for their determination (RAF # 9)

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's annual Budget and Statement of Revenue Policy consideration may be given to levy a single fixed sewerage service availability charge for residential customers (RAF # 11)

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



Transport Infrastructure

Sealed Roads
Unsealed Roads
Regional Roads
Other Transport and Overheads
Urban Stormwater
Road Council Contract
Road Safety

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 to ensure the infrastructure and management for Urban stormwater is sufficient during times of unexpected and high rainfall



805km of sealed road and 1,314km of unsealed road	17 bridges	57km of footpaths and cycleways	177km kerb and gutter
55km of urban stormwater drainage	One (1) airport Three (3) landing strips	360 rural drainage culverts	

Sustainable Development Goals

--	--	--

<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Safe, smooth, accessible and efficient transport infrastructure

WHAT does our goal look like in practice?

Safe: Outstanding maintenance defects, road condition surveys, road safety statistics, customer requests for maintenance of roads, footpaths, other assets.

Smooth: Road condition (international roughness index), footpath conditions.

Accessible: Gravel coverage on unsealed roads (wet weather access), accessibility of the footpath network for those with limited mobility .

Efficient: Heavy vehicle access to facilitate freight productivity on roads and bridges (impacted by load limits on bridges).

WHAT is the transport infrastructure that Council responsible for?

800km of sealed roads and 1,300km of unsealed roads, 168km of kerb and gutter, 47km of footpaths and 35 bridges/major culverts plus thousands of smaller rural culvert pipes.

State and National Highways are the responsibility of Transport for NSW; however we undertake works on their behalf under contract.

The **Strategic Service Management Plan** includes an analysis, with reference to this **goal**, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our **goal** and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**.

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**.

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Infrastructure is safe to use Encouraging walking and cycling	Responsible use of natural resources	Freight productivity (higher mass vehicles) Presentation of central business districts	Long term planning to address current threats and to ensure future needs can be met



A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Connectivity for communities including during poor weather Accessibility of footpaths for those with limited mobility	Good quality infrastructure that contributes to a positive presentation of the local area	Catering for growth and development	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The principal activities to deliver this service form the basis for long term, detailed planning to prioritise specific programs, projects and actions within Council's 10+ year Strategic Service Management Plan which incorporates the Risk Management Framework. The Responsible Officer prepares the relevant section/s of that Plan to support the final decisions made by Council about optimising the allocation of our limited resources to implement this Delivery Program via the annual Operational Plan and Budget

Principal activity	Programs, projects and actions	Responsible Officer
Asset inspections and planning	Inspections (scheduled and in response to requests) to develop maintenance and capital works programs and facilitate financial reporting on assets	Manager Assets
Asset maintenance	Pothole patching, maintenance grading, clearing drains, vegetation maintenance and repairs	Manager Works
Road safety	Road safety programs, heavy vehicle access permits, traffic committee	Manager Design
Capital works	Renewal, upgraded and new assets The main ongoing programs are the reseal and heavy patching (sealed roads); gravel resheeting (unsealed roads)	Manager Works

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Completion of repairs from the 2022 natural disaster event
--



Increasing investment in the activities that help reduce the risk of premature failure of our sealed roads, particularly clearing of table drains and resealing (renewal of surfacing)

Reviewing our maintenance grading and gravel re-sheeting programs in consultation with the community to improve the level of service we provide with the very limited funding available

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

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

Review and assess planned works with the combination of customer request received and potential weather events that could have had an impact on the road network

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

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

Ensure effective upgrade and renewals of regional roads through the Capital Works Program

Ensure Gravel Pits are responsibly managed and utilised

Ensure all Council roadsides are managed in accordance with Council's Roadside Vegetation Management Plan

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

Ensure development and maintenance of State and National Highways within the Shire

Implement annual Road safety plan

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**



Water supply

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 few third-party users to the scheme. This could include a number of low risks, high water uses business and not-for-profit organisations to provide a lower cost non-potable water option.



Water Supply

Water Security Project

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

A safe, secure and reliable water supply

WHAT does our goal look like in practice?

Safe: Means the potable water we supply meets Australian Drinking Water Guidelines; non-potable water meets standard and the recycled water we supply meets the Recycled Water Guidelines.

Secure: Means our water supply network has capacity to meet our current customers' needs without the imposition of significant restrictions (even in a major drought) and we plan to ensure the capacity of our network to cater for our future (and growing) needs of our community and local industries.

Reliable: Means our customers can rely on having adequate pressure and volume of flow and few, if any, unplanned breakdowns (caused by failures e.g. broken pipes, mechanical and electrical faults, etc.). We measure this in terms of number of interruptions per 1,000 customer per year generally but with a particular focus on our critical customers.

Efficient: Means we minimise the loss of water through the system due to non-revenue water, which we measure via a 'water balance' (amount that goes into the system less the amount that is supplied as measured via meters).

The **Strategic Service Management Plan** details specific measures Council will evaluate its performance against in relation to this goal. It includes an analysis, with reference to this goal, of both **WHAT is** (the present situation) and **WHAT** the future is likely to hold given the **risks** to achieving our goal and **resources** allocated to **activities** to address these in the planned scenario of the **Long-Term Financial Plan**.

WHAT is Council responsible for in terms of water supply services and infrastructure?

We supply a population of 15,000 via two distinct systems.

Previously Parkes and Peak Hill have had water supplied from Lake Endeavour. As the main line from Lake Endeavour is currently damaged from the 2022 flooding event, the main water supply for the Parkes Shire is from the Lachlan River and Lachlan River Precinct bore fields. Council also has a recycled water system which supplies the sporting fields, Parkes Racecourse and the local Golf Club.

Bogan Gate, Gunningbland, Trundle and Tullamore are part of the potable B-line system that draws treated water from the reservoir in Forbes and supplies those villages within the Parkes Shire. Currently Council supplies raw water to local farmers from the Metcalfe Dam along this line. Alectown, Cookamidgera and Peak Hill receive treated water from the Parkes Water Treatment Plant.

Council infrastructure includes the Parkes Water Treatment Plant, Parkes Waste Water Treatment Plant, approx 570km of potable and non-potable pipeline and approx 17km of recycled water pipeline; 16 service reservoirs; 2 dams (Lake Endeavour and Metcalfe Dam); 8 bores and 9 pump stations; valves, hydrants, filling stations and water meters.



WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Water is safe to drink	Responsible use of natural resources	Adequate supply to support industry needs	Long term planning to address current threats and to ensure future needs can be met
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources
Adequate supply Pricing is equitable and affordable	Reliable supply that meets the needs of users	Catering for growth and development	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers

Principal Activities, Outcomes and Responsibilities HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**.

Principal Activity	Programs, Projects and Actions	Responsible Officer
Water supply operations	Water treatment and associated maintenance, meter reading, water conservation and drought management	Infrastructure Operations Manager
	Pipelines	Infrastructure Operations Manager
	Recycled water operations	Infrastructure Operations Manager



Water supply strategic planning	Planning to guide future decisions about pricing and investment	Director Infrastructure and Sustainability
Capital works	Renewal, upgraded and new assets The main ongoing programs are watermain renewals and mechanical and electrical renewals	Manager Infrastructure Operations Manager

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Replacement of the pipeline from Lake Endeavour that was damaged in the 2022 floods (subject to funding)

Completion of design and financial plan for additional treatment process infrastructure at the Parkes Water Treatment Plant that is needed to meet future needs (subject to funding)

Develop and implement scheduled maintenance program for mechanical and electrical equipment, hydrants and valves to improve reliability and assurance.

Water sources effectively are managed to meet the Shire's needs

Ensure the integrity and performance of our water supply network

Ensure the Drinking Water Quality Management System is effectively utilised

Efficiently operate the water supply system

Provide the Shire with sufficient water supplies through effective water distribution

Recycled Water is safe for municipal irrigation

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's Statement of Revenue Policy will be the primary document for water and sewerage charges and the basis for their determination (RAF #9)

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's Statement of Revenue Policy considers customers' ability to pay, provide evidence for the basis of any price rise, justification (RAF #9 and #11)

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's Statement of Revenue Policy and the Long-Term Financial Plan considers customer pricing and cost recovery (RAF #11)

Implementing the Local Water Utility RAF Framework as part of IP&R ensuring Councils strategic planning, for the provision of effective and efficient services and regulations to meet diverse needs of the communities are met (RAF #11)

Implementing the Local Water Utility RAF Framework as part of IP&R. Council's Long-Term Financial Plan to the water fund and objectives established in the Water Asset Management Plan and Council's Asset Management Strategy (RAF # 12)

Design the Water Security Project to meet the changing needs of the community

Ensure the Water Security Project can meet community needs through effective construction



Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



Waste Management

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 eight (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
Commercial Waste
Waste Education

Sustainable Development Goals



<https://sdgs.un.org/goals>



WHAT is our strategic goal?

Waste management that is reliable and minimises our environmental impact

WHAT does our goal look like in practice?

Reliable and appropriate: Means waste collection is in accordance with the schedule and facilities are open when they should be, at reasonably accessible times, and that the function generally is performed efficiently and effectively. We measure this in terms of compliance with these outcomes and community satisfaction with the service generally

Minimises impact: Means we perform this function in a way that maximises diversion from landfill and beneficial use of waste via FOGO (compost) and recyclables, and that our facilities are operated in a way that minimises impact. This also includes compliance with relevant environmental protection legislation

WHAT waste management services does Council provide?

Kerbside collection for domestic and commercial premises via a 3-bin system including FOGO (food and garden organics), recyclables and putrescible (red bin); acceptance of waste at 'drop off' facilities including a licensed landfill at Parkes, transfer station at Peak Hill and five unsupervised (but restricted access) landfills at Alectown, Bogan Gate, Gunningbland, Trundle and Tullamore; materials processing

The Strategic Service Management Plan details specific measures Council will evaluate its performance against in relation to this goal. It includes an analysis, with reference to this goal, of both WHAT is (the present situation) and WHAT the future is likely to hold given the risks to achieving our goal and resources allocated to activities to address these in the planned scenario of the Long-Term Financial Plan

WHY is WHAT we do of value to our local community?

This analysis identifies the ways in which this **service** helps meet the **needs and aspirations** of the local communities of Parkes Shire as identified in the **Community Strategic Plan**

COMMUNITY	ENVIRONMENT	ECONOMY	LEADERSHIP
An active, safe and healthy community	A natural environment sustained for the future	A thriving, sustainable local economy	Leadership that gives us hope for the future
Good waste management is vital for safety and health	Managing waste is vital to protect and enhance the natural environment	Commercial waste services and waste facilities to meet the needs of industry	Long term planning to address current threats and to ensure future needs can be met
A vibrant, inclusive free and fair community	Liveable neighbourhoods with a defined identity	A community achieving its potential	Stewardship of public resources



Service provision to meet differing user needs Pricing is equitable and affordable	Help keeping the area clean and tidy	Service provision meets user needs	Responsible and sustainable decisions, managing risks Pursuing grants to reduce the costs for ratepayers
---	--------------------------------------	------------------------------------	---

Principal Activities, Outcomes and Responsibilities

HOW do we work towards our strategic goal?

The **principal activities** to deliver this **service** form the basis for long term, detailed planning to prioritise specific **programs, projects and actions** within Council's 10+ year **Strategic Service Management Plan** which incorporates the **Risk Management Framework**. The Responsible Officer prepares the relevant section/s of that **Plan** to support the final decisions made by Council about optimising the allocation of our limited **resources** to implement this **Delivery Program** via the annual **Operational Plan and Budget**

Principal activity	Programs, projects and actions	Responsible Officer
Waste management operations	Kerbside collection (domestic and commercial) via contract managed by the NetWaste group of councils	Manager Environment and Sustainability
	Operation of facilities (landfills and transfer stations)	Manager Environment and Sustainability
Waste management planning & education	Planning to guide future decisions about service provision; waste education	Manager Environment and Sustainability
Capital works	Renewal, upgraded and new assets The main ongoing programs are digging new trenches at landfills	Manager Environment and Sustainability

Our strategic priorities

Our strategic priorities for investment over the next 4 years to deliver progress and value

Develop a revised Waste Management Strategy for the Shire

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

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



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

Ensure commercial waste collection services are maintained and manage the current and emerging impacts of external change

Ensure recycling services are maintained and manage the current and emerging impacts of external change

Minimise waste generated by Council operations and encourage recycling and resource recovery practices

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

Strengthen waste management practices through Council's engagement with external education opportunities

Details of these **activities** are identified in the **Strategic Service Management Plan**. Progress towards these priorities relies on **resource** allocation via the annual **Operational Plan and Budget**

DRAFT



05 Financial Projects for Operational Activities

Income Statement - Delivery Program - Year One 2025/26
Income Statement - Delivery Program - Year Two 2026/27
Income Statement - Delivery Program - Year Three 2027/28
Income Statement - Delivery Program - Year Four 2028/29



Income Statement - Year One (1) 2025/26

Over the duration of the Parkes Shire 2035+ Delivery Program, Council's income is projected to be \$63,268,981 and expenses are projected to be \$66,237,057 with the breakdown below

Income Statement - Year One (1) 2025/26				
	General Fund	Water Fund	Sewer Fund	Consolidated Fund
Income				
Rates and annual charges	20,803	6,829	4,925	32,557
User charges and fees	4,324	6,241	702	11,268
Interest and Investment Revenue	550	358	179	1,087
Other revenues	1,189	80	37	1,306
Sale Proceeds of Assets	1,484	0	0	1,484
Grants and contributions provided for Operational Expenditure	15,569	0	0	15,569
Total income from continuing operations	43,919	13,508	5,843	63,270
Expenses				
Employee cost	17,581	1,651	1,409	20,641
Materials and consumables	2,936	500	430	3,866
External Services	10,897	1,233	896	13,026
Water, electricity and statutory	1,079	2,182	240	3,501
IT and communications	307	5	0	312
Insurance	930	0	0	930
Administration	2,947	393	30	3,370
Travel and Entertainment	236	15	6	257
Financials	524	0	0	524
Internal charges	(4,696)	1,706	871	(2,117)
Interest paid	520	164	116	800
Cost of Assets sold	720	0	0	720



Depreciation	13,928	4,729	1,753	20,410
Total expenses from continuing operations	47,909	12,578	5,751	66,238
Net operating Result	(3,990)	930	92	(2,968)

DRAFT



Income Statement - Year Two (2) 2026/27

Income Statement - Year Two (2) 2026/27				
	General Fund	Water Fund	Sewer Fund	Consolidated Fund
Income				
Rates and annual charges	21,603	7,033	5,130	33,767
User charges and fees	4,454	8,524	723	13,701
Interest and Investment Revenue	569	284	185	1,037
Other revenues	1,224	82	38	1,344
Grants and contributions provided for opex	2,501	-	-	2,501
Grants and contributions provided for capex	15,617	-	-	15,617
Total income from continuing operations	45,968	15,923	6,076	67,968
Expenses				
Employee cost	18,195	1,700	1,451	21,346
Materials and consumables	3,024	515	443	3,982
External Services	11,224	1,270	923	13,417
Water, electricity and statutory	1,125	2,247	247	3,620
IT and communications	317	5	-	321
Insurance	977	-	-	977
Administration	3,035	405	30	3,470
Travel and Entertainment	243	16	6	265
Financials	539	-	-	539
Internal charges	(4,836)	1,758	897	(2,181)



Interest paid	454	152	-	606
Cost of Assets sold	1,827	-	-	1,827
Depreciation	14,624	5,648	1,823	22,095
Total expenses from continuing operations	50,748	13,715	5,821	70,285
Operating results from continuing operations	(4,780)	2,208	255	(2,317)

DRAFT



Income Statement - Year Three (3) 2027/28

Income Statement - Year Three (3) 2027/28				
	General Fund	Water Fund	Sewer Fund	Consolidated Fund
Income				
Rates and annual charges	22,435	7,299	5,390	35,125
User charges and fees	4,588	9,125	745	14,457
Interest and Investment Revenue	589	341	191	1,122
Other revenues	1,260	85	39	1,384
Grants and contributions provided for opex	2,519	-	-	2,519
Grants and contributions provided for capex	16,012	-	-	16,012
Total income from continuing operations	47,402	16,850	6,366	70,618
Expenses				
Employee cost	18,845	1,751	1,495	22,091
Materials and consumables	3,114	531	456	4,101
External Services	11,561	1,308	951	13,819
Water, electricity and statutory	1,174	2,315	255	3,743
IT and communications	326	5	-	331
Insurance	1,026	-	-	1,026
Administration	3,126	417	32	3,574
Travel and Entertainment	251	16	6	272
Financials	556	-	-	556
Internal charges	(4,981)	1,810	924	(2,247)
Interest paid	387	139	-	526
Cost of Assets sold	1,835	1,751	-	1,835



Depreciation	15,355	6,323	1,896	23,574
Total expenses from continuing operations	52,574	14,615	6,014	73,203
Operating results from continuing operations	(5,172)	2,235	352	(2,585)

DRAFT



Income Statement - Year Four (4) 2028/29

Income Statement - Year Four (4) 2028/29				
	General Fund	Water Fund	Sewer Fund	Consolidated Fund
Income				
Rates and annual charges	23,299	7,575	5,665	36,539
User charges and fees	4,725	9,565	767	15,057
Interest and Investment Revenue	609	589	198	1,397
Other revenues	1,298	87	40	1,426
Grants and contributions provided for opex	1,737	-	-	1,737
Grants and contributions provided for capex	16,418	-	-	16,418
Total income from continuing operations	48,087	17,817	6,670	72,574
Expenses				
Employee cost	19,411	1,804	1,540	22,754
Materials and consumables	3,208	547	470	4,224
External Services	12,083	1,347	979	14,409
Water, electricity and statutory	1,225	2,384	262	3,872
IT and communications	336	5	-	341
Insurance	1,077	-	-	1,077
Administration	3,219	429	33	3,681
Travel and Entertainment	258	17,	6	281
Financials	572	-	-	572
Internal charges	(5,131)	1,865	952	(2,314)
Interest paid	246	126	-	372
Cost of Assets sold	1,204	-	-	1,204



Depreciation	16,123	6,543	1,972	24,637
Total expenses from continuing operations	53,830	15,066	6,213	75,110
Operating results from continuing operations	(5,744)	2,751	457	(2,536)

DRAFT



06 Governance, Monitoring and Review

Governance, monitoring and review
Community Engagement
Contact Us

DRAFT



Governance, monitoring and review

Actions within this Delivery Program will be built into Council's operational planning processes, to ensure they are embedded and delivered.

We are committed to continuous improvement and are keen to draw on ongoing community feedback and work in partnership with relevant organisations to ensure we meet our goals.

To support the implementation of this Delivery Program, we will continue to work with our Executive Leadership Team, who will meet regularly to monitor and review the Delivery Program quarterly progress.

Council will report on its progress against the achievements towards the commitments outlined in this Delivery Program six-monthly as part of Council's Operational Plan and Budget.

DRAFT



Community Engagement

Under Councils' Integrated Planning and Reporting (IP&R) Framework, community engagement is part of the process to ensure that the community could provide feedback, advice and direction to Council's activities. Throughout 2021 Council embarked on extensive engagement with the community, gaining input and feedback. During both 2023 and 2024 Council engaged with the community through its Liveability Strategy building, and the review of the Community Strategic Plan. process to gauge the thoughts, hopes and aspirations the Parkes Shire community has for the future. The results of this engagement allowed for data driven re-evaluation of the high-level strategic goals, objectives and strategies contained in the strategy. The community engagement activities were undertaken in line with Council's Community Engagement Strategy including the core principles of the International Association for Public Participation (IAP2).

In summary, the engagement included face to face activities, surveys, as well as engaged data Council had already obtained. The 2023 Place Score Parkes Liveability Study and the 2024 Micromex Community Satisfaction Survey engaged a total of 2,385 responses providing community ideas both big and small, community values and liveability priorities.

<i>What you told us:</i>	<i>what you think about your neighbourhood?</i>	<i>Your community values</i>	<i>Your community ideas</i>
--------------------------	---	------------------------------	-----------------------------

In addition, the identified strategy recommendations allowed us to set priorities, where to increase our investment if we want to do more than manage attributes not performing as well as they should. We also can connect with attributes we need to monitor and maintain across our community.

Priority projects identified throughout these processes, enable planning of Capital Projects that will be delivered over the Parkes Shire 2035+ Delivery Program. The top twenty (20) priorities are illustrated:

Priority	Comment	Priority	Comment
Cycleways/shared paths	Ongoing	Open spaces/reserves	ongoing
Housing/land availability	High concern	Signage, welcoming promotion and marketing	Ongoing
Kerb, gutter and footpaths	Ongoing	Stormwater drainage improvements	Ongoing
Public amenities	Ongoing	Rural roads resealing	Ongoing
Building and halls	Ongoing	Caravan, camping, RV parking	Ongoing
Youth activities and mental health	Ongoing	Active recreation - Pioneer oval grandstand	Delivered
Arts and cultural programs	Ongoing	Active recreation - outdoor gyms	Ongoing



Contact Us

Our Delivery Program is available to the public through the Council website and accessible formats are available on request

We value community feedback on our progress in meeting the goals and actions outlined in our Delivery Program

We encourage individuals and organisations to share their thoughts and experiences with us to ensure our continued improvement

Please contact us with questions or feedback via our Governance Team on
Telephone: 02 6861 2333 or Email: council@parkes.nsw.gov.au

DRAFT



Delivery Program 2025-2029

PARKES SHIRE COUNCIL
parkes.nsw.gov.au

DRAFT