PARKES SHIRE COUNCIL

Our Mission: To Deliver Progress and Value to our Community

Our Communities Vision:

In 2022 the Parkes Shire will be a progressive regional centre, embracing a national logistics hub with vibrant communities, diverse opportunities, learning and healthy lifestyles.

MINUTES

TUESDAY 27 JUNE 2017

Minutes of the Ordinary Meeting of Parkes Shire Council held at the Council Administration Centre, 2 Cecile Street, Parkes, commencing at 2.00 pm for the purpose of considering the items included on the Agenda.

GENERAL MANAGER: Kent Boyd

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Ordinary Meeting

Minutes of the Ordinary Meeting held in the Council Chambers, 2 Cecile Street on Tuesday 27 June 2017 at 2.00pm.

PRESENT

Councillor K J Keith OAM, (in the Chair)

Councillor W P Jayet

Councillor L A O'Leary

Councillor P J Smith

Councillor N C Westcott

Councillor B F Newton

Councillor K M McGrath

Councillor G W Pratt

Councillor AJ Ward

IN ATTENDANCE

General Manager - K Boyd

Director Technology and Corporate Services - L Finn

Director Planning and Environment - S Campbell

Director Works & Services - B Howard

Director Infrastructure - A Francis

Chief Operating Officer - B Byrnes

Chief Financial Officer - O Jensen

Economic and Business Development Manager - A Wyllie

Minutes Secretary - M Wyatt

MEETING COMMENCEMENT

The Meeting commenced at 2.05pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1 PRAYER

The Mayor asked the General Manager to open proceedings with a prayer.

2 APOLOGIES

17 - 181 Resolution

That

Councillor Wally Biles be granted leave of absence (REASON: Illness).

Moved Councillor Pat Smith, seconded Councillor Bill Jayet.

CARRIED

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

17 - 182 Resolution

That the Minutes of the Ordinary Meeting of Parkes Shire Council held on Tuesday 16 May 2017 copies of which have been forwarded to Councillors, be confirmed.

Moved Councillor Ken McGrath, seconded Councillor George Pratt.

CARRIED

4 DECLARATIONS OF INTEREST

General Manager K Boyd declared an interest in Item 17.2 (REASON: Matter relating to Personnel).

5 NOTICES OF MOTION/RESCISSION

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6 LATE BUSINESS

In accordance with Council's Code of Meeting Practice 3.7(c) a decision is now required to determine which, if any Late item/s submitted to the meeting will be dealt with at the meeting or deferred for further consideration at a future Ordinary Meeting of Parkes Shire Council.

17 - 183 Resolution

That Late Item/s 7.4, 7.5, 7.6 & 16.1 be considered at this Council meeting.

Moved Councillor Alan Ward, seconded Councillor Neil Westcott.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7 MAYORAL MINUTES

7.1 Mayoral Minute - Functions Attended by Mayor, Councillors and Senior Staff

Executive Summary

A report on functions recently attended by the Mayor, Councillors or Senior Staff in relation to community events or civic matters.

Recommendation

1. That the report of upcoming functions for the Mayor, Councillors or Senior Staff be received and noted.

17 - 184 Resolution

1. That the report of upcoming functions for the Mayor, Councillors or Senior Staff be received and noted.
2. That Council invite Elizabeth Hoyle and Nine Gaut to a future Council meeting to present their winning speeches to Council.

Moved Councillor Louise O'Leary, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.2 Mayoral Minute - Coming Known Events for Mayor, Councillors and Senior Staff

Executive Summary

A report on the upcoming functions requiring the attendance of the Mayor, Councillors or Senior Staff in relation to community events or civic matters.

Recommendation

1. That the report of upcoming functions for the Mayor, Councillors or Senior Staff be received and noted

17 - 185 Resolution

That the information be received and noted.

Moved Councillor Barbara Newton, seconded Councillor George Pratt.

CARRIED

7.3 Mayoral Minute - CENTROC Board meeting on 25 May 2017

Executive Summary

I attended the CENTROC Board meeting at Parliament House Sydney 25 May 2017. Meetings were also held the day before with several parties along with CENTROC representatives.

Recommendation

1. That the Mayoral Report from the CENTROC Board Meeting 25 May 2017 at Parliament House be noted.

17 - 186 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.4 Mayoral Minute - Launch of Newell Highway Task Force 2016 Flooding Report

Executive Summary

I represented Council at the launch of the Newell Highway Task Force Draft Report on Friday 23 June 2017.

Recommendation

1. That this report be received and noted.

17 - 187 Resolution

That the information be received and noted.

Moved Councillor Neil Westcott, seconded Councillor Bill Jayet.

CARRIED

7.5 Mayoral Minute - Community Safety Grant for Parkes High School

Executive Summary

Deputy Mayor Barbara Newton and I represented Council when The Hon Troy Grant MP, Minister for Police announced the Community Safety Grant to Parkes High School on Monday 26 June 2017.

Recommendation

1. That this report be received and noted.

17 - 188 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.6 Mayoral Minute - Sports & Recreation Grant for Berryman Oval

Executive Summary

Deputy Mayor Barbara Newton and I represented Council at the announcement of a $500,000 grant from The Hon Rick Colless MLC and The Hon Paul Toole MP in Trundle on Tuesday 27 June 2017. This grant was awarded to the Trundle & District Progress Association for Berryman Oval.

Recommendation

1. That this report be received and noted

17 - 189 Resolution

That the information be received and noted.

Moved Councillor Barbara Newton, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8 COUNCILLORS' REPORTS

8.1 Councillors Report - Australian Mining Related Councils meeting on 12 May 2017

Executive Summary

Councillor Alan Ward represented Council at the Australian Mining Related Councils (AMRC) meeting in Broken Hill on 12 May 2017. The May 2017 newsletter is attached.

Recommendation

1. That the information be received and noted

17 - 190 Resolution

That the information be received and noted.

Moved Councillor Alan Ward, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.2 Councillors Report - LGNSW Capability Framework Design Workshop on 14 June 2017

Executive Summary

Mayor Ken Keith OAM represented Council at the LGNSW Capability Framework Design Workshop on Wednesday 14 June 2017.

Recommendation

1. That the information be received and noted.

17 - 191 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Barbara Newton.

CARRIED

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.3 Councillors Report - Release of Central West Orana Regional Development Plan at Parkes National Logistics Hub on 14 June 2017

Executive Summary

Deputy Mayor Barbara Newton represented Council at the launch of the Central West and Orana Regional Plan by The Hon Anthony Roberts, Minister for Planning on Wednesday 14 June 2017.

Recommendation

1. That the information be received and noted.

17 - 192 Resolution

That the information be received and noted.

Moved Councillor Barbara Newton, seconded Councillor Alan Ward

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.4 Councillors Report - National General Assembly 2017

Executive Summary

Mayor Ken Keith OAM and General Manager Kent Boyd attended the Australian Local Government Association National General Assembly in Canberra from Monday 19 June to Wednesday 21 June 2017.

The theme for the 2017 National General Assembly was *'Building tomorrow's Communities'* focusing on how Councils can work in partnership with the Australian Government in particular to meet the current and future needs of local communities

Recommendation

1. That the information be received and noted.

17 - 193 Resolution

1. That the information be received and noted.
2. That Council write to the Australian Local Government Association requesting that they consider changing the format of adopting motions with more focus and debate on major issues.

Moved Councillor Barbara Newton, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.5 Councillors Report - Australian Logistics Council Parliamentary function on 21 June 2017

Executive Summary

Mayor Ken Keith OAM, Deputy Mayor Barbara Newton, Councillor Neil Westcott and General Manager Kent Boyd represented Council at the Australian Logistics Council Parliamentary function in Canberra on 21 June 2017.

Recommendation

1. That the information be received and noted

17 - 194 Resolution

That the information be received and noted.

Moved Councillor Neil Westcott, seconded Councillor Barbara Newton.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.6 Councillors Report - Inaugural Refugee Welcome Zones Forum 2017

Executive Summary

Deputy Mayor Barbara Newton and Councillor Neil Westcott represented Council at the inaugural Refugee Welcome Zones Forum in Canberra on Thursday 22 June 2017.

Recommendation

1. That the information be received and noted.

17 - 195 Resolution

1. That the information be received and noted.
2. That Council consider expanding Harmony Day to increase the participation of new citizens, migrants and refugees.
3. That Council explore ways in which to work with the Migrant Support Officer from Orange City Council who visits Neighbourhood Central once a month.

Moved Councillor Barbara Newton, seconded Councillor Neil Westcott.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9 INWARDS CORRESPONDENCE

9.1 (ICR) Letters of Appreciation

Executive Summary

During the exercise of its various functions, Council frequently receives letters of appreciation for services rendered or actions taken by Councillors and staff.

The most recently received letters of appreciation are from the Mount Isa City Council, Southern Cross Village and the Parkes Painting Group.

Recommendation

That the information be received and noted.

17 - 196 Resolution

That the information be received and noted.

Moved Councillor Pat Smith, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10 GENERAL MANAGER'S REPORT

10.1 (GM) Adoption of draft 2017/18-2020/21 Delivery Program

Executive Summary

The draft Parkes Delivery Plus Program incorporates the following suite of Integrated Planning and Reporting documents has been on display for the statutory period of 28 days:

- Community Engagement Strategy
- Community Strategic Plan
- 4 year Parkes Plus Delivery Plan
- 4 year Financial Forecast
- 12 year Strategic Asset Management Strategy
- 12 year Long Term Financial Plan
- 4 year Workforce Plan
- Operational Plan
- Operational Budget

During the public exhibition period, Council received 1 submission in which the resident voiced concerns with Council's spending on infrastructure assets.

Recommendation

1. That Council adopt the draft Delivery Program, Operation Plan and Operational Budget, subject to the minor changes identified in this report.

2. That Council adopt the draft Schedule of Fees and Charges made under Section 608 of the Local Government Act 1993; and

3. That Council hereby approves and votes the expenditure in the 1 July 2017 to 30 June 2018 Operational Plan and Operational Budget.

4. That the draft schedule of fees and charges made under Section 608 of the Local Government Act, 1993 and included in the draft Revenue Policy be adopted.

5. That pursuant to Section 405 of the Local Government Act, 1993 the draft Statement of Revenue Policy as publicly exhibited be adopted for year 2017/18 be adopted.

6. That the fees and charges be made in accordance with the draft Revenue Policy

17 - 197 Resolution

That the recommendation be adopted.

Moved Councillor Bill Jayet, seconded Councillor Neil Westcott.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.2 (GM) Adoption of 2017/18-2020/21 Disability Inclusion Action Plan

Executive Summary

The Parkes Shire Disability Inclusion Action Plan 2017-2021 (DIAP) is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

1. Attitudes and Behaviours
2. Liveable Communities
3. Systems and Processes
4. Employment

Under each focus area, the DIAP names the community outcomes that the Plan seeks to achieve.

The DIAP will set the framework and priorities to implement best practice in relation to access and inclusion for people with disability. Diverse participation and contributions made by the whole community will strengthen the vision of Parkes Shire 2030 - Community Strategic Plan.

Recommendation

1. That Council adopt the draft Disability Inclusion Action Plan 2017-2021 and any recommendations within.

17 - 198 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Barbara Newton.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.3 (GM) CENTROC Beyond The Range Program

Executive Summary

This report seeks Council engagement for the "Beyond the Range" Program. It is currently promoted through social media, Facebook posts, where a consultant works to attract traffic for the region through Health organisations, Universities and Media that contain relevant health stories. Its success is heavily reliant on engagement of member councils.

Recommendation

1. That the information be received and noted.
2. That Council continue its engagement with the Beyond the Range social media Facebook posts and participate in workshop and feedback opportunities.

17 - 199 Resolution

That the recommendation be adopted.

Moved Councillor Barbara Newton, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.4 (GM) LGNSW 20016 Conference resolutions for Parkes Shire Council

Executive Summary

The Local Government NSW (LGNSW) has provided an update on Council's successful conference motions. At its December 2016 meeting, the Board endorsed the resolutions from the conference.

The LGNSW President, Cr Keith Rhoades, has in the first instance raised resolutions with the relevant Ministers, where appropriate (at both the state and/or federal level). Responses are incoming. Depending on the resolution, a variety of other advocacy measures are ongoing.

Recommendation

1. That the report be received and noted

17 - 200 Resolution

That the information be received and noted.

Moved Councillor Neil Westcott, seconded Councillor Ken McGrath.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11 DIRECTOR TECHNOLOGY AND CORPORATE SERVICES REPORT

11.1 (DTCS) Financial Information as at 31 May 2017

Executive Summary

A regular report is provided to Council in relation to a number of financial indicators on a monthly basis.

Recommendation

1. That the report detailing accounts paid, rate revenue collected, the bank reconciliation and net operating results to 31 May 2017 be received and noted.

17 - 201 Resolution

That the information be received and noted.

Moved Councillor George Pratt, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.2 (DTCS) Investment Report as at 31 May 2017

Executive Summary

The carrying value of Council's investments at 31 May 2017 was $56,631,000.

Recommendation

1. That the information in relation to investments held at 31 May 2017 be received and noted.

17 - 202 Resolution

That the information be received and noted.

Moved Councillor Neil Westcott, seconded Councillor Bill Jayet.

CARRIED

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.3 (DTCS) Loan Borrowings 2017-18

Executive Summary

The Long Term Financial Plan 2017/18 to 2028/29 includes provision for additional borrowings in 2017/18, and the paying out of existing high interest loans. This report is to authorise the undertaking of expressions of interest for new borrowings and to investigate the payment of existing high interest loans.

Recommendation

1. That Council investigate breaking the General Fund Fixed Term Loans and provide a report back to Council of the merits of the offers provided.
2. That Council authorise the Mayor and General Manager to source loan funds of $3,000,000 as outlined in the 2017/18 Operational Plan and Long Term Financial Plan 2017/18 to 2028/29.
3. That Council authorise the Mayor and General Manager to notify NSW Treasury (TCorp) of its intention to borrow funds in 2017/18 and apply for loan funds.

17 - 203 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Neil Westcott.

CARRIED

The meeting adjourned at 3.19pm for presentation of Cultural Grants to four recipients followed by afternoon tea.

The Cultural Grant recipients were:

- Peak Hill Leisure Centre

- Parkes Action Club

- Parkes Cake Decorators Guild

- Trundle Film Society

The meeting resumed at 3.55pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.4 (DTCS) Council Information System implementation update

Executive Summary

Council underwent an exhaustive, competitive tender process before awarding a contract to Technology One Ltd in June 2016 to implement a new Council Information System (CIS). The implementation commenced in July 2016 with a "Go Live" date in November 2016 for ECM and July 2017 for all other systems. Strategic Asset Management and IntraMaps have since been added to the scope of the project.

Recommendation

1. That the information be received and noted

17 - 204 Resolution

That the information be received and noted.

Moved Councillor Louise O'Leary, seconded Councillor George Pratt.

CARRIED

At this stage of the meeting being 4.05pm, the Mayor permitted a presentation by Council's Auditor John O'Malley on Related Party Disclosures (Note 24 AASB 124) for the information of Councillors. The meeting resumed at 4.30pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.5 (DTCS) Fire and Emergency Services Levy to be Reviewed

Executive Summary

The NSW Government will defer the introduction of the Fire and Emergency Services Levy (FESL) to ensure small to medium businesses do not face an unreasonable burden in their contribution to the State's fire and emergency services.

Recommendation

1. That the information in relation to Fire and Emergency Levy Services Levy being reviewed be received and noted

17 - 205 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.6 (DTCS) Rates Levy and Charges 2017-18

Executive Summary

The adoption of the 2017/18 Operational Plan and 2017/18 Operational Budget which includes the Revenue Policy for 2017/18 including the proposed rates and charges as presented to Council on the 18 April 2017 now enables Council to formally make the rates and charges for 2017/18 financial year.

Recommendation

That in accordance with Sections 534 and 535 of the Local Government Act 1993 WHEREAS the Operational Plan for the twelve months to 30 June, 2018 was adopted by the Council on 27 June 2017 it is hereby recommended that Council make the rates and charges as follows:

1. Residential General:

An ordinary rate of 0.5143 cents in the dollar on the land value of all rateable lands categorised as Residential General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $97,220.00.

2. Residential Parkes Rate:

An ordinary rate of 1.9592 cents in the dollar on the land value of all rateable lands categorised as Residential, sub-categorised as Residential Parkes be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $25,521.00.

3. Business - General:

An ordinary rate of 2.9229 cents in the dollar on the land value of all rateable lands categorised as Business General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $17,106.00.

4. Business – Parkes CBD:

An ordinary rate of 9.6871 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Parkes CBD be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $5,162.00.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5. Business – Peak Hill:

An ordinary rate of 3.9698 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Peak Hill be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $12,595.00.

6. Business – Trundle:

An ordinary rate of 6.1154 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Trundle be now made for the 2017/18 rating period, subject to a minimum amount five hundred dollars ($500.00) for each assessment with a land value not exceeding $8,176.00.

7. Business – Tullamore:

An ordinary rate of 5.0849 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Tullamore be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $9,833.00.

8. Business – Bogan Gate:

An ordinary rate of 8.2709 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Bogan Gate be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $6,045.00.

9. Mining – Copper (Producing):

An ordinary rate of 7.1028 cents in the dollar on the land value of all rateable lands categorised as Mining, sub-categorised as Mining – Copper Producing be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $7,039.00.

10. Mining – Gold (Producing):

An ordinary rate of 29.9973 cents in the dollar on the land value of all rateable lands categorised as Mining, sub-categorised as Mining – Gold Producing be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $1,667.00.

11. Mining – (General):

An ordinary rate of 14.4461 cents in the dollar on the land value of all rateable lands categorised as Mining - General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $3,461.00.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12. Farmland:

An ordinary rate of 0.7415 cents in the dollar on the land value of all rateable lands categorised as Farmland, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $67,431.00.

13. Domestic Waste Charges for 2017/18

That Council make the annual charge for each parcel of rateable land where the service is available under Section 496 of the Local Government for the weekly removal of organic waste and the fortnightly collection of material for recycling and general waste for the 12 months commencing 1 July 2017 be $380.00 for the provision of one waste mobile bin, one recycling mobile bin and one organic waste mobile bin, and that the annual charge for each parcel of vacant land where the service is available under Sec 496 of the Local Government Act be $72.00.

14. Waste Management Service Charges for 2017/18 Commercial/ (Non Domestic)

That Council make the annual charge for each parcel of rateable land where the service is available under Section 501 of the Local Government for the weekly removal of garbage and the fortnightly collection of material for recycling for the 12 months commencing 1 July 2017 be $340.00 for the provision of one waste mobile bin and one recycling mobile bin and that the annual charge for each parcel of vacant land where the service is available under Sec 501 of the Local Government Act be $72.00.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

15. Sewerage Charges Residential and Non Residential for 2017/18

That Council make the following charges in accordance with Sections 501, 502, 503 and 552 of the Local Government Act, 1993 for the 12 months commencing 1 July 2017:

1. That the annual charge for single residential properties be $450.00.
2. That the annual charge for multiple residential properties (flat or unit) be $450.00 per residence.
3. That the annual access charges for non-residential properties will be as indicated below multiplied by the sewerage discharge factor for that property:

Non - Residential	20mm **	$255.00
	25mm **	$398.00
	32mm	$653.00
	40mm	$1,020.00
	50mm	$1,594.00
	80mm	$4,080.00
	100mm	$6,375.00
	Un-metered-Strata Title Units	$450.00
	Un-metered - CBD	$620.00
	Un-metered - Non Rateable	$450.00

** Note - A minimum charge of $450.00 will apply.

4 That the Sewer Usage Charge for non-residential properties be set at $1.35 per kilolitre of water consumed multiplied by the sewerage discharge factor.

5 That the sewer charge for residential and non-residential properties in the villages of Trundle and Tullamore be set at $450.00 per occupied property and $255.00 per vacant property.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

16. Sewerage Charges for Trade Waste

That in accordance with Sections 501, 502, 539 and 541 of the Local Government Act 1993, the following charges that council make the following charges for the 12 months commencing 1 July 2017:

17. Trade Waste Service Fees (Sec 501):

Type	Service Fees	Annual Charge $
Category 1	Annual Trade Service & Inspection Fees	$195.00
Category 2	Annual Trade Service & Inspection Fees	$195.00
Category 3	Annual Trade Service & Inspection Fees	$690.00

18. Trade Waste Usage Fees :(Sec 502)

Type	Per kl deemed discharged into Sewer System
Categories 1 & 2	$1.95
Category 3 - no onsite pre-treatment	$14.50

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

19. Water Charges Residential and Non Residential for 2017/18

That in accordance with Sections 501, 502, 503, 539, 541 and 552 of the Local Government Act,1993 the following charges are made for the twelve months commencing 1 July 2017:

That the annual water availability charges (Sec 501) be as follows

Water Connection Size (mm)	Charge for 2017/18
Standard Charge	$180.00
20mm	$180.00
25mm	$281.00
32mm	$461.00
40mm	$720.00
50mm	$1,125.00
80mm	$2,880.00
100mm	$4,500.00
Un-metered Strata Units	$180.00
Un-metered-CBD	$620.00
Un-metered - Non Rateable	$180.00
Residential - Multiples	$180.00

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

That water usage charges (sec 502) be as follows:

Type	Annual Consumption kls	Tariff per kl for 2017/18
General Water Charges		
Tariff Step 1	<400	$1.90 per kl
Tariff Step 2	>400	$3.30 per kl
Commercial Water Charges	All Consumption	$2.30 per kl
Trundle School - Raw Water	All Consumption	$1.30 per kl
Raw Water - Rising Main from Dam		
Tariff Step 1	<400	$1.30 per kl
Tariff Step 2	>400	$2.30 per kl
Standpipe Charges	All Consumption	$4.60 per kl

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

20. Stormwater Charges for 2017/18

In accordance with clauses 125A and 125AA of the Local Government General Regulation 2005 the following annual charges are set for stormwater management services for the 12 months commencing 1 July 2017:

Category $	Charge $
Residential (not vacant)	$ 25.00
Non Residential	
0-1199 sqms	$ 25.00
1200-4999 sqms	$100.00
≥5000 sqms	$375.00

21. Council Funded Pension Rebates for 2017/18

In addition to the maximum $250 pensioner rebate jointly funded by the Council (45%) and the State Government (55%) in respect of general rates and domestic waste charges, in accordance with the Council's Pensioner Rate Rebate and Hardship Policy, Council will provide an additional pensioner rebate of $105.00 per eligible pensioners as at 30 June 2017, pursuant to Section 582 of the Local Government Act, 1993.

22. Interest on Overdue Rates and Charges

That the interest rate payable on overdue rates and charges for the 2016/17 financial year will be **7.50%** per annum in accordance with section 566(3) of the Act.

17 - 206 Resolution

That the recommendation be adopted.

Moved Councillor Bill Jayet, seconded Councillor Pat Smith

CARRIED

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.7 (DTCS) Response to NSW State Budget 2017-18

Executive Summary

There are a number of positive items in the NSW State 2017-18 Budget which was handed down on Tuesday 20 June 2017 by Treasurer Dominic Perrottet.

This report details the highlights of the Budget for Regional NSW.

Recommendation

1. That the information be received and noted.

17 - 207 Resolution

1. That the information be received and noted.
2. That Council continue to work with the NSW State government agencies to avail itself of opportunities in the current and future State budgets.

Moved Councillor Ken McGrath, seconded Councillor Barbara Newton.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.8 (DTCS) Request for Assistance - Parkes Hockey Incorporated - Southern Women's Masters Hockey 2017

Executive Summary

Parkes Hockey Incorporated with Hockey NSW will host the Women's Southern Masters Hockey tournament on 28 to 30 July 2017. The Masters tournament is set to attract over 800 players, in addition to coaching staff, team, crew and spectators.

Recommendation

1. That the Road Closure request on Baker Street be implemented on 28-30 July 2017 including provision of equipment, signs and setup for the road closures;
2. That the Sports Council mark one grass hockey field on Cheney prior to the event in June for the Parkes Masters team to commence training;
3. That Sports Council mark eight grass fields for the Masters;
4. That Sports Council provide a large marquee for the use of the Masters, if available;
5. That bark chip or similar be applied to the wet area between the Turf 1 Gate and the play equipment to prevent tracking of mud and damage to the synthetic turf;
6. That the Council owned relocatable grandstands be made available to the Committee and set up prior to and dismantled following the event;
7. That Council provide portable toilet blocks and two individual port-a-loos at the Cheney and McGlynn complex for the Masters;
8. That a site drawing of the Fields be provided for planning purposes;
9. That Council arrange additional event bins and collection;
10. That the Mayor and/or Councillor accept the invitation to attend the Opening Ceremony of the Masters on Saturday 29 July, if calendar permits.
11. That in exchange for the provision of this support, receives sponsorship recognition and acknowledgement from Organisers of the event.

17 - 208 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.9 (DTCS) Marketing and Destination Development Update May 2017

Executive Summary

Destination development and marketing of the Parkes Shire as an attractive tourism, business and investment destination and desirable place to live is one of the main objectives of the Parkes Shire Council Community Strategic Plan and Economic Development Plan.

Promoting the region by highlighting the strengths, assets and potential opportunities for growth can create interest from potential visitors and investors stimulating economic return for the Shire.

Recommendation

1. That the Marketing and Destination Development update be received and noted.

17 - 209 Resolution

That the information be received and noted.

Moved Councillor Bill Jayet, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12 DIRECTOR PLANNING AND ENVIRONMENT'S REPORT

12.1 (DPE) May 2017 Building Statistics

Executive Summary

During the month of May 2017 there were eighteen (18) Development Applications received totalling $2,730,044.44 and nine (9) consents were issued. Four (4) Complying Development Certificates was received totalling $277,629.00 and eight (8) consents were issued.

Recommendation

1. That the information be received and noted.

17 - 210 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.2 (DPE) DA17031: Proposed Demolition of Spicer Oval Grandstand at 1 Victoria Street, Parkes

Development Application Information

Application No: DA17031

Applicant: Parkes Shire Council

Property: Lot 7040 DP 1023666, 1 Victoria Street, Parkes

Proposal: Demolition of Spicer Oval Grandstand

Executive Summary

DA17031 proposes the demolition of the Spicer Oval Grandstand at 1 Victoria Street, Parkes. The development does not propose the redevelopment of the site.

The proposed demolition of the Spicer Oval Grandstand is consistent with the Parkes Shire Local Environmental Plan 2012, Parkes Development Control Plan 2013 and all relevant State Environmental Planning Policies. The grandstand, whilst not listed as an item of Local or State Heritage Significance has a level of local cultural and sporting significance. The cultural and sporting significance has been assessed by Council's Heritage Advisor and in the Heritage Impact Statement during the consideration of this application. The proposal is reported to Council for determination as the application was lodged by Council. To avoid any potential conflicts of interest the proposal has been reviewed by an independent third party.

The proposed development was advertised and neighbour notified in accordance with the Parkes Shire Development Control Plan 2013. During the notification period one submission was received.

A Statement of Environmental Effects (prepared by Active Planning Consultants) is included in Attachment 1 and a Development Assessment Report, dealing with all aspects of the proposal is included in Attachment 2.

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with:

   i) the approved stamped Statement of Environmental Effects prepared by Active Planning Consultants, dated February 2017.

   except where amended by any of the following conditions. A current and approved copy of the approved stamped by Parkes Shire Council is to be maintained on site for constructional and reference purposes.

Prior to Commencement

2. Prior to the commencement of demolition works, an archival recording of the existing building is to be undertaken generally in accordance with the Heritage Office publication - How to Prepare Archival Records of a Heritage Item. The photographic record must be provided to the Director of Planning and Environment prior to the commencement of demolition. The record must include the following:

   a) Any historical detail about the property.

   b) A set of measured drawings of the plan and elevations of the building.

   c) A set of coloured photographs of the exterior and interior, including photographs showing the building within the streetscape and architectural elements such as architraves, skirting boards, fireplace surrounds etc.

3. Any existing plaques or memorials must be removed and provided to Council to place in storage for adaptive reuse.

4. A Waste Management Plan shall be submitted to Council prior to the commencement of any demolition works. The Plan must address, but not limited to, the following matters:

   a) Details of demolition works and the presence of asbestos or other hazardous waste;

   b) Details of waste to be generated by the work;

   c) Arrangements for removal of waste material from site; and

   d) Destination of waste materials being removed from the site.

5. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably revegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6. A suitable hoarding or construction site fence consisting of materials providing natural surveillance must be erected between the work site and adjoining lands before the works begin, and must be kept in place until after the completion of works if the works:

   a) Could cause a danger, obstruction or inconvenience to pedestrian or vehicular traffic, or

   b) Could cause damage to adjoining lands by falling objects, or

   c) Involve the enclosure of a public place or part of a public place.

7. The applicant shall notify the adjoining property owners of the proposed work a minimum of 2 days prior to the commencement of demolition work and shall ensure that there is no disruption to their amenity or business.

8. All previously connected services are to be appropriately disconnected as part of the demolition works. The owner is obliged to consult with the various service authorities regarding their requirements for the disconnection of services.

9. All other authorities having services within the vicinity of the site shall be contacted prior to the commencement of work.

During Demolition Work

10. The demolition works are to be carried out in accordance with Australian Standard 2601- 1991: The Demolition of Structures and the provisions of the Work Health and Safety Act 2011, the Code of Practice for the Safe Removal of Asbestos [NOHSC:2002(2005)], and any relevant requirements of the WorkCover Authority of NSW.

    Note. Requirements for licensing for work involving demolition can be found on the Workcover Authority of NSW website at www.workcover.nsw.gov.au

11. All work shall be undertaken in such a manner that dust and noise shall be minimised as far as possible.

    Note. The Protection of the Environment Operations Act, 1997 and the Protection of the Environment Operations (Noise Control) Regulation 2008 contain provisions relating to noise.

12. Demolition and excavation works involving the use of electric of pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

13. Demolition materials, plant, equipment and the like are not to be placed or stored at any time on a public footpath or roadway.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14. The work is to be undertaken in accordance with an emergency procedure as per clause 455 of the Work Health & Safety Regulation 2011, and must reduce the risk of exposure of workers and persons in the vicinity of the demolition site to asbestos below the exposure standard.

15. All building rubbish and debris, including that which can be wind-blown, shall be contained on site in a suitable container for disposal at the Parkes Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project.

    Note 1. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road.

    Note 2. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site

16. No contaminated waste-water or liquid waste is to be discharged into Parkes Shire Council's sewerage or stormwater system.

17. Any damage caused to footpaths, roadways, utility installations and the like by reason of demolition operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of demolition.

    Note 1. The full cost of restoration/repairs of Council property or services damaged during the works shall be met by the owner.

Completion of Demolition Work

18. Upon completion of demolition works the site is to be levelled, cleared and left in a safe and tidy condition such that it will not detract from the existing streetscape.

Prescribed Conditions

19. The work must be carried out in accordance with the requirements of the *Building Code of Australia*.

20. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

21. Where development involves an excavation that extends below the level of the base of the footings of a building on adjoining land, the person having the benefit of the certificate must at the person's own expense:

    a) protect and support the adjoining premises from possible damage from the excavation, and
    b) where necessary, underpin the adjoining premises to prevent any such damage.

17 - 211 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Neil Westcott.

CARRIED

There was a unanimous show of hands by all Councillors.

For – Cr Ken Keith, Cr Patricia Smith, Cr Bill Jayet, Cr Louise O'Leary, Cr Barbara Newton, Cr Neil Westcott, Cr Alan Ward, Cr George Pratt and Councillor Kenny McGrath

Against – Nil

Cr Wally Biles did not vote (REASON: Absent)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.3 (DPE) DA17032: Proposed Shed at 46 Grenfell Street, Parkes

Development Application Information

Application No: DA17032

Applicant: Mr Ian Douglas & Mrs Jennifer Joy Hoy

Property: 46 Grenfell Street, Parkes

Proposal: Shed

Executive Summary

DA17032 proposes the construction of a shed 12m x 12m and 5m in height at Lot 34 DP 553258, 46 Grenfell Street, Parkes. The shed will be used for private storage and will be constructed from colourbond sheeting.

The proposed development was notified to neighbouring land owners from 5 April to 21 April 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, one (1) submission to the proposal was received. The submission objected to the proposed development due location, height and scale of to the shed and the potential for the development to reduce solar access and sunlight to the main living areas of the dwelling.

In response to the submission, the applicant provided amended plans relocating the shed an additional 500 millimetres from the western boundary (1.5 metres in total) and reorientated the roof line from east/west to north/south.

The revised plans were notified to the adjoining land owners in accordance with the Parkes Shire Development Control Plan 2013. No submissions were received by Council in regards to the revised proposal.

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012, Parkes Development Control Plan 2013 and all relevant State Environmental Planning Policies.

The Development Assessment Report is included in Attachment 1, a Statement of Environmental Effects is included in Attachment 2, plans of the proposed shed are included in Attachment 3 and all submissions and responses to the proposal are included in Attachment 4.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with:

   i. The approved stamped plan(s) prepared by LAURA MILLER BUILDING DESIGN, numbered 1-2, dated 10 February 2017

   ii. The approved stamped Statement of Environmental Effects

   A current and approved copy of the approved stamped by Parkes Shire Council is to be maintained on site for constructional and reference purposes.

Prior to Commencement

2. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifying Authority, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council standards prior to any building works commencing.

   Note 1. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained.

   Note 2. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable Council standards in the case of building work. This may entail alterations to the proposal so that it complies with these standards.

3. In accordance with Section 138 of the Roads Act 1993, any work on the verge, footpath, public road reserve or public reserve (open space) will require a “Road Opening Permit” to be obtained from Council.

   Note 1. The applicant must bear the cost of construction of a vehicular crossing(s) or reconstruction of the existing vehicle crossing and, where applicable, closure of all redundant crossings on each street frontage of the site. These works must form part of the Road Opening Permit.

4. The Applicant is to obtain all relevant approvals to carry out sewerage work, to carry out stormwater drainage work and to carry out water supply work from Parkes Shire Council prior to commencing works to and comply with any conditions of that permit.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

All work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia.

5. The applicant is to submit to Parkes Shire Council, at least two (2) days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifying Authority'.

6. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably re-vegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

During Construction

7. Cut and fill shall be generally carried out in accordance with the approved site and elevation plans. Any cutting and filling on the site shall be either retained and/or battered in accordance with the provisions of the Building Code of Australia.

   Note: A retaining wall or structure that does not comply with State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 will require prior consent from Council.

   Note: Cutting and filling on the site and the erection of retaining walls may require the approval and certification of a suitably qualified structural/geotechnical engineer.

8. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

9. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

10. All building rubbish, demolition material and debris shall be disposed at an approved Parkes Shire Council Waste Landfill Depot.

11. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12. All roofed and paved areas shall be drained to the Grenfell Street as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system.

13. No street trees on public property (footpaths, roads, reserves, etc.) unless specifically approved in this consent shall be removed or damaged during construction including for the erection of any fences, hoardings or other temporary works.

    Note: In the event that any tree required to be retained is damaged during works on the site, the person acting upon this consent shall advise Council in writing within 48 hours of the damage being identified

14. A concrete/paved/sealed vehicle cross over and access is to be constructed from the subject lot to Grenfell Street in accordance with Council's technical engineering specifications. The access shall be a minimum width of three (3) metres and a maximum of 6 (six) metres. The access must be a minimum of 500 millimetres from any existing service pole or street tree.

Prior to Occupation

15. Prior to the occupation or use of the new shed, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

Prescribed Conditions

16. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

    Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

18. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

17 - 212 Resolution

That the recommendation be adopted.

Moved Councillor Neil Westcott, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

There was a show of hands by all Councillors except for Cr McGrath.

For – Cr Ken Keith, Cr Patricia Smith, Cr Bill Jayet, Cr Louise O'Leary, Cr Barbara Newton, Cr Neil Westcott, Cr Alan Ward and Cr George Pratt.

Against – Cr Kenny McGrath

Cr Wally Biles did not vote (REASON: Absent)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.4 (DPE) DA17053: Proposed Demolition of Dwelling & Ancillary Structures at 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes

Development Application Information

Application No: DA17053

Applicant: Parkes Shire Council

Property: Lot 1 DP 881462, 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes

Proposal: Demolition of Dwelling & Ancillary Structures

Executive Summary

Council has received a Development Application for the Demolition of Dwelling and Ancillary Structures on land known as Lot 1 DP 881462, 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes.

The proposed development is reported to Council due to Council being the applicant, and the need to demonstrate independent assessment and review. The application has been assessed and this report prepared by Mr Craig Filmer who is an independent A1 Building Certifier and Planning professional who has been engaged to assist Council during the LGIS upgrade period through Building and Environmental Services Today Pty Ltd.

The proposed development is permissible within the zone, as the demolition can be considered ancillary or incidental to the permissible infrastructure uses in the zone. Further, their use is not inconsistent with the objectives of the SP2 - Infrastructure zone under the Parkes LEP, 2012.

The proposed development was notified to neighbouring land owners from 30 May to 21 June 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, no submissions were received to the proposal.

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012 and all relevant State Environmental Planning Policies. The development assessment concludes that the proposed development is consistent with the existing developments in the locality and will not have negative impacts on the streetscape amenity, surrounding environment or neighbouring properties.

The Development Assessment Report is included in Attachment 1 and a Statement of Environmental Effects is included in Attachment 2.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. Approval for the demolition and removal of the building is granted subject to the following conditions:

    a) Demolition of the subject building shall be carried out in accordance with the requirements of Australian Standard AS2601 The Demolition of Structures;

    b) The demolisher shall comply with the requirements of the *Work Health and Safety (WHS) Act 2011* and its subordinate documents, and shall prepare and maintain on-site, a safe work method statement in accordance with the *WHS Act 2011* and the *WHS Regulations 2011*.

    c) Precautions shall be taken in accordance with the requirements of the WorkCover Authority of NSW in respect of:

        (i) Protection of site workers and the public;

        (ii) Asbestos handling and disposal where applicable. In particular, a Licensed Asbestos removal agent shall be used to perform these works, whom in turn shall give appropriate notice to the Landfill that disposal will be required.

    d) Suitable measures shall be taken to ensure that there is no adverse effect to occupants of adjoining buildings and the public by the generation of dust and noise;

    e) Protection shall be afforded to the users of any public place by the provision of hoardings adjacent to any public places;

    f) Adequate and satisfactory arrangements shall be made to ensure the disposal of any rubbish generated and such arrangements are in compliance with Council's policies on rubbish and waste disposal.

2. It is the responsibility of the person having the benefit of this consent to notify the adjoining neighbours two (2) days prior to commencing work of the intention to carry out demolition works. The notification shall detail;

    a) the type of machinery to be utilised,

    b) the hours of operation,

    c) the likely duration of works, and

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

d) safety measures taken to protect property and persons from damage.

3. The Developer shall carry out all works associated with the supply or disconnection of water within the site.

4. The Developer shall carry out all works associated with the supply or disconnection of sewerage services within the site, with the work being carried out by a licensed plumber where necessary.

5. The Developer shall carry out all works associated with the supply or disconnection of gas services within the site, with the work being carried out by a licensed gasfitter where necessary

6. The Developer shall carry out all works associated with the supply or disconnection of electrical services within the site, with the work being carried out by a licensed electrician where necessary

7. Appropriate erosion and sedimentation controls shall be implemented, before demolition commences, and during demolition as required, and shall be well maintained to prevent any material moving off-site.

Septic Conditions

8. The contents of the existing On-site Sewage Management System (OSMS) is to be removed to the sanitary depot in an approved vehicle. The disconnected OSMS is to be either removed or to 600mm below finished ground level and be filled with virgin excavated natural material (soil/gravel) after the walls and floor of the tank have had Builders lime applied.

17 - 213 Resolution

That the recommendation be adopted.

Moved Councillor Pat Smith, seconded Councillor Ken McGrath.

CARRIED

There was a unanimous show of hands by all Councillors.

For – Cr Ken Keith, Cr Patricia Smith, Cr Bill Jayet, Cr Louise O'Leary, Cr Barbara Newton, Cr Neil Westcott, Cr Alan Ward, Cr George Pratt and Councillor Kenny McGrath

Against – Nil

Cr Wally Biles did not vote (REASON: Absent)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.5 (DPE) DA17055: Proposed Two (2) Storage Sheds at 1 Victoria Street, Parkes

Development Application Information

Application No: DA17055

Applicant: Parkes Shire Council

Property: 1 Victoria Street, Parkes

Proposal: Two (2) Storage Sheds

Executive Summary

Council has received a Development Application for the construction of the following two storage sheds at the Spicer Oval Complex, Parkes;

Adjacent Pioneer Oval - 9m x 6m, 3 roller doors, colorbond, 2.983m to ridge height

Adjacent North Parkes Oval - 12m x 7m, 3 roller door + 1 open bay, 4.18m to ridge height.

The proposed development is reported to Council due to Council being the applicant, and the need to demonstrate independent assessment and review. The application has been assessed and this report prepared by Mr Craig Filmer who is an independent A1 Building Certifier and Planning professional who has been engaged to assist Council during the LGIS upgrade period through Building and Environmental Services Today Pty Ltd.

The proposed development is permissible within the zone, with the buildings serving to act for storage of playing equipment (Pioneer Oval) and storage of grounds keeping equipment (North Parkes Oval). The sheds are ancillary to the RE1 zone and use of this land. Further, their use is not inconsistent with the objectives of the RE1 - Public Recreation zone under the Parkes LEP, 2012.

The locations of the shed will not be out of context with the visual amenity of the area despite being merely utilitarian structures designed and built for the purpose at hand. At Pioneer oval, the shed will be on the high filled and shaped western area of the oval however it will be adjacent grandstand, kiosk and other similar structures, infilling a gap at this point. At North Parkes Oval, the shed is set well back from the oval, within the curtilage of the water tank and nearby foliage, such that it will only be visually prominent to the playing surface, or to lands a lot further away from the whole complex yet set into a hillside surrounds. Being colorbond, the sheds will not have glare issues, or visual starkness in their appearance when viewed from the playing surfaces or nearby lands.

The proposed development was notified to neighbouring land owners from 30 May to 21 June 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, no submissions were received to the proposal.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012 and all relevant State Environmental Planning Policies. The development assessment concludes that the proposed development is consistent with the existing developments in the locality and will not have negative impacts on the streetscape amenity, surrounding environment or neighbouring properties. The Development Assessment Report is included in Attachment 1.

A Statement of Environmental Effects is included in Attachment 2 and plans of the proposed sheds are included in Attachment 3

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with the approved plan(s) numbered DA17055 and stamped by Parkes Shire Council and attached to this consent except where amended in red on the plans and by any of the following conditions. A current and approved copy of the building approval/consent and stamped plans is to be maintained on site for constructional and reference purposes.

1a. Prior to Council releasing a Construction Certificate, the following design changes shall be incorporated to ensure compliance with the Building Code of Australia for a Class 7b building in each case;

   a) Each shed shall be provided with an outward opening personal access door having a single action lever style handle from inside.

   b) Each shed shall be fitted with an all-purpose type fire extinguisher

Prior to Commencement

2. The applicant is to submit to the Planning & Environment Directorate of Parkes Shire Council, at least two (2) days prior to the commencement of any works, a ‘Notice of Commencement of Building or Subdivision Works’ and ‘Appointment of Principal Certifying Authority’.

3. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably revegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

During Construction

4. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

5. All building rubbish and debris, including that which can be wind-blown, shall be contained on site in a suitable container for disposal at an approved Parkes Shire Council Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project.

   Note 1: No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road.

   Note 2: The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.

6. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

7. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

8. Cut and fill shall be carried out in accordance with the approved site and elevations. Any cutting and filling on the site shall be either battered in accordance with the provisions of the Building Code of Australia.

   Note 1: A retaining wall or structure that does not comply with State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 will require prior consent from Council.

   Note 2: Cutting and filling on the site and the erection of retaining walls may require the approval and certification of a suitably qualified structural/geotechnical engineer.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9. All roofed and paved areas shall be drained to the on-site stormwater system as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system

Prior to Occupation

10. Prior to the occupation or use of the shed, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

Prescribed Conditions

11. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.

12. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

    Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

Use of the buildings

14. The subject structures have been approved for storage of equipment and/or tools and materials to support the recreational use. No other use of these structures shall occur without written application to Council and this being considered and assented to by Council.

15. The buildings shall not be used for Commercial or Industrial purposes, nor shall they be used for human habitation. Retaining walls, footings and associated drainage are to be located within the property boundary.

    Prior to the commencement of the construction of the proposed carport all footings and walls within 1 metre of a boundary must be set out by a registered surveyor to ensure;

    a) The proposed structure is to be located in accordance with the requirements of this condition and;

    b) There is no encroachment onto neighbouring land and neighbouring buildings are not undermined during the earthworks and construction process.

16. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably re-vegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

During Construction

17. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

18. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

19. All building rubbish, demolition material and debris shall be disposed at an approved Parkes Shire Council Waste Landfill Depot.

20. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

21. All roofed and paved areas shall be drained to the side lane as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system.

Prior to Occupation

22. Prior to the occupation or use of the carport, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

23. Prior to the issue of an Occupation Certificate a plan of survey, prepared by a registered surveyor, setting out the boundaries of the site, in relation to the carport and associated footings, is to be submitted to the Principal Certifying Authority.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Prescribed Conditions

24. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.

25. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

    Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

26. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17 - 214 Resolution

That the recommendation be adopted.

Moved Councillor Bill Jayet, seconded Councillor Barbara Newton.

CARRIED

There was a unanimous show of hands by all Councillors.

For – Cr Ken Keith, Cr Patricia Smith, Cr Bill Jayet, Cr Louise O'Leary, Cr Barbara Newton, Cr Neil Westcott, Cr Alan Ward, Cr George Pratt and Councillor Kenny McGrath

Against – Nil

Cr Wally Biles did not vote (REASON: Illness)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.6 (DPE) Parkes Shire Childhood Immunisation Program

Executive Summary

Progress report on Childhood Immunisation within the Shire which identifies that Parkes Shire immunisation rates are higher than the State and National averages.

Recommendation

1. That the progress report be received and noted.

17 - 215 Resolution

That the information be received and noted.

Moved Councillor Bill Jayet, seconded Councillor Barbara Newton.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13 DIRECTOR WORK & SERVICES REPORT

13.1 (DWS) Bogan Street Median Strip Landscaping

Executive Summary

Council regularly receives concerns and complaints from residents regarding landscaping and maintenance within the centre medians of Bogan Street, Parkes. This report outlines landscape treatment alternatives for the median strips in Bogan Street.

Recommendation

1. That Council publicly advertise the proposed changes for a period of 28 days to allow for community consultation
2. That Council authorise the replacement of the current landscaping treatment, and;
3. That Council identify the preferred option from the plans attached to this report.

17 - 216 Resolution

1. That Council publicly advertise the proposed changes for a period of 28 days to allow for community consultation
2. That Council authorise the replacement of the current landscaping treatment, and;
3. That Council identify Option 1 as the preferred option from the plans attached to this report.

Moved Councillor Barbara Newton, seconded Councillor Pat Smith

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.2 (DWS) Parkes Local Traffic Committee Meeting 10 May 2017

Executive Summary

The Parkes Local Traffic Committee Meeting was held on Wednesday 10 May 2017. The Minutes of the meeting are attached.

Recommendation

1. That the Minutes of the Parkes Shire Local Traffic Committee Meeting held on 10 May 2017 be adopted.

17 - 217 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.3 (DWS) Parkes Local Traffic Committee Extraordinary Meeting 8 June 2017

Executive Summary

Council has received a written request from Parkes Hockey to close Baker Street each Saturday for the remainder of the hockey season. Concerns and incidents have been raised regarding safety for pedestrians, players and the general community since the construction of the Turf2 project.

The Parkes Local Traffic Committee Meeting received and replied to an Extraordinary Agenda Item on Thursday 8 June 2017. The Minutes of the meeting are attached.

Recommendation

1. That the Minutes of the Parkes Shire Local Traffic Committee Meeting held on 8 February 2017 be adopted.

17 - 218 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.4 (DWS) Removal of Trees at Kelly Reserve and Parkes Cemetery

Executive Summary

Following extensive damage sustained to a number of trees caused by the severe storm event in October 2016, Council officers commissioned specialist consultants, Treecraft Pty Ltd to review the condition of large trees located in areas subject to high levels of pedestrian or traffic activity. Trees at Kelly Reserve and the Parkes cemetery were subsequently assessed and condition reports were provided. The reports made recommendations regarding the potential risks posed by these trees.

Recommendation

1. That Council remove the trees identified in the accompanying reports and then plant replacement trees as derived from further engagement.

17 - 219 Resolution

1. That Council remove the trees identified in the accompanying reports for Kelly Reserve and then plant replacement trees as derived from further engagement.

Moved Councillor Ken McGrath, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.5 (DWS) Roads Program 2017/18

Executive Summary

Submissions have been lodged for inclusion in the 2017/2018 Road Program. The Draft Roads Program has been considered and adopted by the Rural Road Advisory Group Meeting held 15 May 2017

Included in the 2017/18 report is the Long Term Roads Improvement Program which outlines the priority program for the next 10 years. This will see this program delivered from 2016-2026. The devised program is in line with Councils Asset Management strategy and long term vision of Councils road network to ensure an improved freight and transport network is provided to meet the increased needs of users and industries.

Recommendation

1. That the 2017/2018 Roads Program be adopted.

17 - 220 Resolution

That the recommendation be adopted.

Moved Councillor Neil Westcott, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14 DIRECTOR INFRASTRUCTURE REPORT

Nil.

15 CONSIDERATION OF COMMITTEE MINUTES

15.1 Committee Minutes - Parkes Sports Council Minutes 9 May 2017

Executive Summary

The Minutes of the Parkes Sports Council Meeting held on 9 May 2017 are presented for the information of Council. At the meeting David Ramsay from Parkes Shire Council gave an update on the sports related projects. During the meeting the sporting groups resolved adopt the draft budget. In addition, the possibility of relocating the Bus Shelter from the Old Parkes Hospital to the entrance to Northparkes oval was discussed.

Recommendation

1. That the minutes of the Parkes Sports Council meeting held on 9 May are received and noted.
2. That the fees are set by Council as shown in the Adopted Budget
3. That Council consider closing the bus stop at the Parkes Hospital and relocating the bus shelter to the entrance of Northparkes for use by gatekeepers.

17 - 221 Resolution

1. That the minutes of the Parkes Sports Council meeting held on 9 May are received and noted.
2. That the fees are set by Council as shown in the Adopted Budget

Moved Councillor Louise O'Leary, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

15.2 Committee Minutes - Parkes Sports Council 13 June 2017

Executive Summary

The Minutes of the Parkes Sports Council Meeting held on 13 June 2017 are presented for the information of Council. At the meeting David Ramsay from Parkes Shire Council gave an update on the sports related projects. During the meeting the groups noted the successful staging of the PSSA AFL carnival. The NSW women's Master hockey tournament will be held on 28 July and the next sporting facilities development committee meeting is requested to be held on 27 June.

Recommendation

1. That the minutes of the Parkes Sports Council meeting held on 13 June are received and noted.

2. That the next Sporting Facilities Development Committee meeting be held on 27 June 2017.

17 - 222 Resolution

That the recommendation be adopted.

Moved Councillor Louise O'Leary, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

15.3 Committee Minutes - Waste Facilities Committee meeting 6 June 2017

Executive Summary

A meeting of the Parkes Shire Council Waste Facilities Committee will be held at 9:00am prior to the Council meeting scheduled for Tuesday, 6 June 2017. The Minutes of the meeting will be tabled at the Council meeting.

Recommendation

1. That the Minutes of the Waste Facilities meeting held on 6 June 2017 be received and noted.

17 - 223 Resolution

That the information be received and noted.

Moved Councillor Alan Ward, seconded Councillor Ken McGrath.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

16 QUESTIONS AND MATTERS OF URGENCY

16.1 Cars parked on footpaths

Cr Kenny McGrath raised the cars parked on footpaths and mobility scooters cannot get through. Is it possible for parking inspectors to get onto the owners of these Mobility Scooters?

Response from Steve Campbell, Director Planning & Environment:

It is possible for parking inspectors to get onto the owners of these cars parked on footpaths.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17 CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS

17.1 (DTCS) Elvis Festival Financials as at 30 04 2017 (Treasurer's Report)

Prepared By: Director Technology and Corporate Services

Executive Summary

The Final Financial Statements for the 2017 Elvis Festival activity within council as at 30 April 2017 have been prepared including a comparison to the 2017 Elvis Festival Budget.

Recommendation

1. That the financial information for the Elvis Festival 2017 be received and noted.

17 - 224 Resolution

That the information be received and noted.

Moved Councillor Ken McGrath, seconded Councillor Neil Westcott.

CARRIED

The General Manager K Boyd left the meeting at 5.25pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.2 (DTCS) General Manager - Secondary Employment

Prepared By: Director Technology & Corporate Services

Executive Summary

The General Manager must seek the approval of Council if he is to undertake secondary employment. A conflict of interest risk assessment of the employment to be undertaken has been carried out to assist Council.

Recommendation

1. That Council approve the General Manager's application to undertake remuneration activities via primary industry and other interests as discussed in the application made under the Secondary Employment requirements of Section 353(1) of the Local Government Act 1993.

17 - 225 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Alan Ward

CARRIED

The General Manager K Boyd returned to the meeting at 5.28pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.3 (DTCS) Henry Parkes Centre - Parkes & District Historical Society Occupancy

Prepared By: Director Technology & Corporate Services

Executive Summary

The Parkes & District Historical Society (PDHS) have not signed a lease for occupation.

Recommendation

1. That an advertisement be placed in a local paper advising of Council's intention to lease operational and community land situated at the Henry Parkes Centre, Newell Highway, Parkes.

17 - 226 Resolution

1. That the Mayor and General Manager meet with the Society to discuss the various options of a lease.

2. That Council write to the Society explaining the need for advertisement and that an appropriate advertisement be placed in a local paper advising of Council's intention to lease operational and community land situated at the Henry Parkes Centre, Newell Highway, Parkes

Moved Councillor Ken McGrath, seconded Councillor Louise O'Leary

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.4 (DPE) Tender P4/2017 - Provision of General Cleaning Services

Prepared By: Director Planning & Environment

Executive Summary

The purpose of this report is to seek Councils consideration of tenders which were recently called for the provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant. A total of four tenders were received and independently evaluated for this project.

Recommendation

1. That the tender by TJS Cleaning be accepted for the provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant in accordance the independent assessment report.
2. That the General Manager be authorised to execute the formal instrument agreement for this Contract.

17 - 227 Resolution

That the recommendation be adopted.

Moved Councillor Alan Ward, seconded Councillor Barbara Newton.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.5 (DWS) Field Naming Proposal - Turf 2

Prepared By: Director Works and Services

Executive Summary

Council previously considered a request to formally name and rename the synthetic hockey fields, the Hockey Centre, Turf2 Control Dugout and the new Grandstand within Cheney and McGlynn Park from Parkes Hockey Incorporated (PHI).

The completion of the construction for the second synthetic turf, affectionately known as Turf2, now completes the significant capital upgrades to the existing facilities to ensure that the town of Parkes and Parkes Hockey have arguably one of the best facilities within Country NSW.

Recommendation

1. That Council commence the naming process of the recently constructed T2 hockey field with the Geographical Names Board (GNB) in accordance with the recommendation within this report.
2. That Council continue to consult with Parkes Hockey regarding the naming proposal
3. That upon final endorsement the proposed name is advertised for public comment for a period of 28 days.

17 - 228 Resolution

That the recommendation be adopted.

Moved Councillor Bill Jayet, seconded Councillor George Pratt.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.6 (DWS) Request for Funding Assistance - Upgrading of Surface, McGlynn Park Netball Courts

Prepared By: Director Works & Services

Executive Summary

The Parkes & District Netball Association has written to Council to requesting assistance in upgrading the surface of the McGlynn Park Netball Courts. The Association has secured grant funds and is also contributing their own funds toward the cost of the works. They have requested that Council contribute additional funds to complete the project.

Recommendation

1. Council consider the allocation of $64,490 towards the project through the 2017/18 Parkes Town Improvement Vote.

2. That Council accept the tender submission from Courtcraft (Option 2) and proceed with the delivery of works.

17 - 229 Resolution

That the recommendation be adopted.

Moved Councillor Louise O'Leary, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.7 (DI) New Sewage Treatment plant - Septage Receival Access Road design and Construction

Prepared By: Director of Infrastructure

Executive Summary

Following previous recommendations from Council, Council have progressed the Design and Construction of Septage Receival Access Road associated with Council's new Sewage Treatment Plant (STP). Refer to body of report for further information.

Recommendation

1. That Council adopt the recommendation within the report

17 - 230 Resolution

That the recommendation be adopted.

Moved Councillor Ken McGrath, seconded Councillor Bill Jayet.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.8 Committee Minutes - Risk Review Committee Meeting held 13 June 2017

Prepared By: Chief Operating Officer

Executive Summary

A meeting of the Parkes Shire Council Risk Review Committee was held on 13 June 2017. The Minutes have been distributed to the Committee members and will confirmed at the next scheduled meeting of the Committee. The Minutes are attached for Councillors information.

Recommendation

1. That the Recommendations of the Risk Review Committee meeting held on 13 June 2017 be adopted.

17 - 231 Resolution

That the recommendation be adopted.

Moved Councillor Barbara Newton, seconded Councillor Neil Westcott.

CARRIED

At this stage being 6.20pm, the Closed meeting concluded and the Mayor re-opened the Meeting to the public. The Mayor read aloud the resolutions of the Confidential Business items tabled in the Closed Meeting for the benefit of the public gallery.

There being no further business the Mayor declared the meeting closed at 6.25pm.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ORDINARY MEETING AGENDA

1 PRAYER

2 APOLOGIES

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4 DECLARATIONS OF INTEREST

5 NOTICES OF MOTION/RESCISSION

6 LATE BUSINESS

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7 MAYORAL MINUTES

7.1 Mayoral Minute - Functions Attended by Mayor, Councillors and Senior Staff

Executive Summary

A report on functions recently attended by the Mayor, Councillors or Senior Staff in relation to community events or civic matters.

Background Information

Nil

Legislative or Policy Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

1. That the report of upcoming functions for the Mayor, Councillors or Senior Staff be received and noted.

Report

Date	Function
Tuesday 16 May 2017	Ordinary Council meeting **Attendees as per Minutes** Meetings prior Quarterly Budget Review **Various Councillors and Senior Staff** Information session - Planning recommendations (DA) **Various Councillors and Senior Staff** Queens Baton Relay Workshop **Various Councillors and Senior Staff**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Wednesday 17 May 2017	Meeting with Australian Rail Track Corporation CEO, John Fuller, Executive Director of Inland Rail Peter Winder and Program Delivery Manager Inland Rail Olivia Newman **Mayor KJ Keith, General Manager K Boyd and Economic & Business Development Manager A Wyllie**
Thursday 18 May 2017	Community meeting with NSW Fire & Rescue **Mayor KJ Keith, Councillor AJ Ward, Councillor WJ Biles and General Manager K Boyd**
Thursday 18 May 2017	Visit by Life Education CEO, Kellie Sloane including visits to the Parkes Christian School, Parkes High School and Parkes East Public School **Mayor KJ Keith**
Thursday 18 May 2017	Visit by Rotarian from South Dakota, Tom Katus **Mayor KJ Keith**
Thursday 18 May 2017	Australian Caravan Club Chairmans Muster, Peak Hill **Councillor LA O'Leary**
Saturday 20 May 2017	Lachlan Region Awards Ceremony for SES **Councillor GW Pratt**
Sunday 21 May 2017	Parkes Rotary Fun Run **Mayor KJ Keith and Councillor WP Jayet**
Monday 22 May 2017	Peak Hill Community Consultative Committee meeting **Councillor LA O'Leary (Councillor GW Pratt is alternate)**
Tuesday 23 May 2017	Meals on Wheels meeting **Councillor PJ Smith**
Tuesday 23 May 2017	Civic reception for NSW Primary Schools Sports Association Australian Football League **Mayor KJ Keith, Councillor WP Jayet, Councillor NC Westcott and General Manager K Boyd**
Wednesday 24 May 2017	Visit by Library Council of NSW **Councillor PJ Smith, Councillor WP Jayet, Councillor NC Westcott, Economic & Business Development Manager A Wyllie and Manager Cultural, Education & Library Services S Buckle**
Wednesday 24 May 2017	Local Government (State) Award Information session, Sydney **General Manager K Boyd**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Wednesday 24 May 2017	Meeting with The Hon Minister Melinda Pavey MP, Sydney **Mayor KJ Keith and General Manager K Boyd**
Wednesday 24 May 2017	NSW Primary Schools Sports Association Officials dinner **Councillor LA O'Leary**
Thursday 25 May 2017	CENTROC Board meeting, State Parliament **Mayor KJ Keith and General Manager K Boyd**
Thursday 25 May 2017	Meeting with The Hon Minister Troy Grant MP, Sydney **Mayor KJ Keith and General Manager K Boyd**
Thursday 25 May 2017	Meeting with The Hon Minister Adam Marshall MP, Sydney **Mayor KJ Keith and General Manager K Boyd**
Thursday 25 May 2017	Trundle Community Consultative Committee meeting **Deputy Mayor BF Newton (Councillor GW Pratt is alternate)**
Saturday 27 May 2017	Quota International Regional meeting **Mayor KJ Keith**
Saturday 27 May 2017	Celebrating Reconciliation Week **Mayor KJ Keith and Councillor WJ Biles**
Saturday 27 May 2017	Quota International 60th Birthday Dinner **Mayor KJ Keith and Mrs Sue Keith**
Sunday 28 May 2017	Arts OutWest Annual General Meeting **Mayor KJ Keith, Councillor WP Jayet, Councillor LA O'Leary and Manager Cultural, Education & Library Services Manager S Buckle**
Monday 29 May 2017	Telstra Australian Smart Communities Conference **Director Technology & Corporate Services L Finn and Economic & Business Development Manager A Wyllie**
Tuesday 30 May 2017	Parkes/ Forbes Community Tenancy Scheme Committee meeting **Councillor WP Jayet**
Thursday 01 June 2017	Meeting with Brewster Hjorth Architects **General Manager K Boyd, Economic & Business Development Manager A Wyllie and Manager Cultural, Education & Library Services S Buckle**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Thursday 01 June 2017	Life Education NSW Board meeting, Sydney **Mayor KJ Keith**
Friday 02 June 2017	Lachlan Reconciliation Group meeting **Councillor WJ Biles**
Saturday 03 June 2017	Exhibition Opening - Erratic Symbiosis by Ub Ubbo **Mayor KJ Keith, Councillor NC Westcott, Councillor WP Jayet and Cultural, Education & Library Services Manager S Buckle**
Monday 05 June 2017	2017 NSW Local Roads Congress, Sydney **Mayor KJ Keith and Director Engineering B Howard**
Monday 05 June 2017	Lachlan LAC Community Safety Precinct Committee **Deputy Mayor BF Newton**
Monday 05 June 2017	Mid-Lachlan Alliance meeting **Deputy Mayor BF Newton**
Monday 05 June 2017	Official switching on of lights at Pioneer Oval by Daryl Lawrence, Crown Lands **Deputy Mayor BF Newton, Councillor KM McGrath and Councillor WP Jayet**
Tuesday 06 June 2017	Skillset Green Army Graduation **Mayor KJ Keith**
Tuesday 06 June 2017	Parkes Delivery Plus Workshop **Attendees as per Minutes**
Tuesday 06 June 2017	Heritage Advisory Committee meeting **Mayor KJ Keith, Deputy Mayor BF Newton, Councillor AJ Ward, Councillor KM McGrath and Councillor WP Jayet**
Tuesday 06 June 2017	Road Naming Committee meeting **Mayor KJ Keith, Deputy Mayor BF Newton, Councillor PJ Smith, Councillor WP Jayet, Councillor AJ Ward, Councillor NC Westcott , Councillor KM McGrath, General Manager K Boyd, Director Works & Services B Howard and Manager Support Services S Ross**
Tuesday 06 June 2017	Waste Facilities Committee meeting **Mayor KJ Keith, Deputy Mayor BF Newton, Councillor AJ Ward, Councillor KM McGrath, Councillor WP Jayet and Director Planning & Environment S Campbell**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Tuesday 06 June 2017	Dinner with Forbes Mayor, Councillors and Senior Staff **Various Councillors and Senior Staff**
Thursday 08 June 2017	Central West NSW Heavy Vehicles Breakfast Forum **Mayor KJ Keith and Director Works & Services B Howard**
Friday 09 June 2017	GRDC Farm Business Update **All Councillors invited**
Friday 09 June 2017	Visit by The Hon Adam Marshall MP, Minister for Tourism **Mayor KJ Keith, Deputy Mayor BF Newton, General Manager K Boyd, Director Works & Services B Howard, Economic & Business Development Manager A Wyllie**
Friday 09 June 2017	Official Opening Peak Hill Arts & Crafts Exhibition **Mayor KJ Keith, Councillor WP Jayet and Councillor LA O'Leary**
Saturday 10 June 2017	Parkes Picnic Races **Mayor KJ Keith and Mrs Sue Keith**
Sunday 11 June 2017	Unveiling of plaque of appreciation at Mamre Learning Centre, Alectown **Mayor KJ Keith**
Sunday 11 June 2017	Group XI Local Derby Parkes v Forbes **Councillor KM McGrath**
Monday 12 June 2017	Bogan Gate Memorial Hall and Community Consultative Committee meeting **Councillor GW Pratt**
Tuesday 13 June 2017	Bouygues Construction World Health & Safety Day **Mayor KJ Keith**
Tuesday 13 June 2017	Risk Review Committee meeting **Deputy Mayor BF Newton, General Manager K Boyd and Chief Operating Officer B Byrnes**
Tuesday 13 June 2017	Lachlan Health Council Meeting **Deputy Mayor BF Newton (Mayor KJ Keith as alternate)**
Tuesday 13 June 2017	Parkes Sports Council meeting **Mayor KJ Keith and Councillor LA O'Leary**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Wednesday 14 June 2017	Visit by The Hon Anthony Roberts MP, Minister for Planning **Deputy Mayor BF Newton and General Manager K Boyd**
Wednesday 14 June 2017	LGNSW Capability Framework - June Consultation Workshops, Sydney **Mayor KJ Keith**
Wednesday 14 June 2017	Parkes Chamber of Commerce meeting **Mayor KJ Keith and Councillor AJ Ward**
Wednesday 14 June 2017	Tullamore & District Community Consultative Committee meeting **Deputy Mayor BF Newton (alternate is Cr GW Pratt)**
Friday 16 June 2017	Country Mayors' Association meeting, Sydney **Mayor KJ Keith**
Sunday 18 June 2017	2017 National General Assembly, Canberra **Mayor KJ Keith and General Manager K Boyd**
Monday 19 June 2017	Parkes/Forbes/Lachlan Road Safety Steering Committee **Councillor GW Pratt and Director Works & Services B Howard**
Monday 19 June 2017	Meeting with architects David Tooby on the Cooke Park Multipurpose Centre **Deputy Mayor BF Newton, Councillor WP Jayet, Councillor NC Westcott, Director Technology & Corporate Services L Finn and Economic & Business Development Manager A Wyllie**
Monday 19 June 2017	Bogan Gate Community Consultative Committee meeting **Councillor GW Pratt**
Tuesday 20 June 2017	Oxley Public Speaking Competition, Inter-Group level, Trundle **Deputy Mayor BF Newton and Councillor WP Jayet**
Wednesday 21 June 2017	Australian Logistics Industry Parliamentary Cocktails, Canberra **Mayor KJ Keith, Deputy Mayor BF Newton, Councillor NC Westcott and General Manager K Boyd**
Thursday 22 June 2017	Refugee Welcome Zones Inaugural National Forum, Canberra **Deputy Mayor BF Newton and Councillor NC Westcott**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Thursday 22 June 2017	Trundle Community Consultative Committee meeting **Deputy Mayor BF Newton (Councillor GW Pratt is alternate)**
Friday 23 June 2017	Launch of the Newell Highway Flood Report **Mayor KJ Keith**
Friday 23 June 2017	Recognition assembly & Presentation of Gold Pin Awards at Parkes High School **Deputy Mayor BF Newton**
Monday 26 June 2017	Peak Hill Community Consultative Committee meeting **Councillor LA O'Leary (Councillor GW Pratt is alternate)**
Tuesday 27 June 2017	Ordinary Council Meeting **All Councillors and Senior Staff invited** Meetings prior: Sporting Facilities Development Committee meeting **Mayor KJ Keith, Councillor LA O'Leary and Director Engineering B Howard** Airport Development Committee meeting **Mayor KJ Keith, Councillor AJ Ward (Chair), Deputy Mayor BF Newton, Councillor NC Westcott, Councillor WP Jayet, General Manager K Boyd, Director Technology & Corporate Services L Finn, Director Works & Services B Howard and Manager Support Services S Ross** Workshop on Brand, Communications & Social Media **All Councillors** Group photo of Councillors & Senior Staff **All Councillors & Senior Staff**

Attachments

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.2 Mayoral Minute - Coming Known Events for Mayor, Councillors and Senior Staff

Executive Summary

A report on the upcoming functions requiring the attendance of the Mayor, Councillors or Senior Staff in relation to community events or civic matters.

Background Information

Nil

Legislative or Policy Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

1. That the report of upcoming functions for the Mayor, Councillors or Senior Staff be received and noted

Report

Date	Function
Wednesday 28 June 2017	Dedication of the New Rotary Peace Precinct **Mayor KJ Keith**
Thursday 29 June 2017	Parkes Neighbourhood Central Board of Management meeting **Deputy Mayor BF Newton**
Thursday 29 June 2017	2017 Mayors Cup (Races), Penrith **Mayor KJ Keith and Councillor GW Pratt**
Saturday 01 July 2017	Parkes Boars 50th Anniversary **Mayor KJ Keith and Mrs Sue Keith**
Tuesday 04 July 2017	Newell Highway Taskforce meeting **Mayor KJ Keith**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Tuesday 04 July 2017	Economic Development Committee meeting **Member Councillors: Mayor KJ Keith, Councillor AJ Ward, Deputy Mayor BF Newton, Councillor NC Westcott and Councillor WP Jayet** **Together with General Manager K Boyd, Director Technology & Corporate Services L Finn and Economic & Business Development Manager A Wyllie**
Tuesday 04 July 2017	CBD Precinct Vibrancy Committee meeting **Member Councillors: Mayor KJ Keith, Councillor AJ Ward, Deputy Mayor BF Newton, Councillor NC Westcott and Councillor WP Jayet** **Together with General Manager K Boyd, Director Technology & Corporate Services L Finn and Economic & Business Development Manager A Wyllie**
Wednesday 05 July 2017	Elvis Festival Committee meeting **Mayor KJ Keith, Deputy Mayor BF Newton, Director Technology & Corporate Services L Finn and Economic & Business Development Manager A Wyllie**
Thursday 06 July 2017	Life Education NSW Board meeting **Mayor KJ Keith**
Thursday 06 July 2017	Lachlan Reconciliation Group meeting **Councillor WJ Blles**
Saturday 08 July 2017	First big Skywriters event by Merrill Findlay **Mayor KJ Keith**
Saturday 08 July 2017	Parkes Rotary Club Changeover **Mayor KJ Keith**
Monday 10 July 2017	Bogan Gate Memorial Hall and Community Consultative Committee meeting **Councillor GW Pratt**
Tuesday 11 July 2017	Lachlan Health Council Meeting **Deputy Mayor BF Newton (Mayor KJ Keith as alternate)**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date	Function
Wednesday 12 July 2017	Parkes Chamber of Commerce meeting **Mayor KJ Keith and Councillor AJ Ward**
Wednesday 12 July 2017	Tullamore & District Community Consultative Committee meeting - **Deputy Mayor BF Newton (alternate is Cr GW Pratt)**
Saturday 15 July 2017	Astrofest & Conference **All Councillors invited**
Saturday 15 July 2017	AstroFest conference dinner **Mayor KJ Keith and Mrs Sue Keith**
Saturday 15 July 2017	Legacy fund raising **Deputy Mayor BF Newton**
Monday 17 July 2017	Civic reception for Rotary District Governor **All Councillors and Senior Staff invited**
Tuesday 18 July 2017	Ordinary Council meeting **All Councillors and Senior Staff** Meetings prior Elders Advisory Committee meeting **Mayor KJ Keith, Councillor WJ Biles, Councillor KM McGrath, Councillor LA O'Leary and Chief Operating Officer B Byrnes**

Attachments

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.3 Mayoral Minute - CENTROC Board meeting on 25 May 2017

Executive Summary

I attended the CENTROC Board meeting at Parliament House Sydney 25 May 2017. Meetings were also held the day before with several parties along with CENTROC representatives.

Background Information

Nil

Legislative or Policy Implications

Nil

Budget & Financial Aspects

Nil.

Recommendation

1. That the Mayoral Report from the CENTROC Board Meeting 25 May 2017 at Parliament House be noted.

Report

Member for Bathurst, the Hon Paul Toole, Minister for Lands and Forestry and Minister for Racing and his office staff assisted with organising the meeting in Parliament House. The Board thanked Minister Toole for his support.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Board were fortunate to have the Premier, Deputy Premier and the following Ministers address the Board. All Minsters expressed their appreciation for the region taking the time to come and meet with them in Sydney.

- The Hon Gladys Berejiklian - Premier
- The Hon. John Barilaro MP - Deputy Premier, Minister for Regional NSW, Skills and Small Business
- The Hon. Niall Blair MLC - Minister for Primary Industries, Minister for Regional Water, and Minister for Trade and Industry
- The Hon Melinda Pavey - Minister for Minister for Roads, Maritime and Freight
- Hon Andrew Constance MP - Minister for Transport and Infrastructure
- The Hon. Paul Toole MP - Minister for Lands and Forestry, and Minister for Racing
- The Hon. Anthony Roberts - Minister for Planning, Minister for Housing, and Special Minister of State
- The Hon. Gabrielle Upton, MP -Minister for the Environment, Minister for Local Government, and Minister for Heritage
- The Hon. Troy Grant, MP- Minister for Police, and Minister for Emergency Services
- The Hon. Adam Marshall MP - Minister for Tourism and Major Events, and Assistant Minister for Skills
- Mrs Leslie Gladys Williams, BNurs, DipTeach MP Parliamentary Secretary for Regional and Rural Health
- The Hon Richard Colless Parliamentary Secretary for Western NSW and Natural Resources
- The Hon. Katrina Hodgkinson – Member for Cootamundra- Confirmed
- The Hon. Paul Toole – Member for Bathurst-
- The Hon Kevin Humphries – Member for Barwon

Follow up actions with Ministers will be undertaken and reported back to the Board.

Cr John Medcalf, Mayor of Lachlan Shire Council was elected as Chair of CENTROC unopposed. He has been acting in this role since late February.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

I provide the following report for Council's information, along with the meeting minutes.

Transport Infrastructure – Cr Ken Keith, Portfolio Mayor, updated the Board on the recent Strategic Roads Group meeting, which will now be called the CENTROC Transport Group. The recent Federal Government announcement of Inland Rail is a great opportunity for this region and work will be undertaken to optimise outcomes for our communities leveraging this new transport link.

The issue of the Bells Line was raised with further advocacy to be undertaken.

Water Security -Cr D Somervaille, Portfolio Chair updated the Board on the advocacy currently taking place in the portfolio, including the Visit to the Region from the Chair of General Purpose Standing Committee No 5, the Hon Robert Brown for the Inquiry into the augmentation of water storages.

A meeting held with Minister Niall Blair the day before regarding the Lachlan Valley water security project- Phase 2 Progress and the lack of consulting and the NSW DPI water regulatory framework that has seen escalating costs for Councils as they attempt to resource navigating the increasing complexity of the compliance framework for Best Practice that is not called up under any legislation.

Health –A proforma report has been provided to Members involved in the Beyond the range program. The report recommended that it continue to engagement with the Beyond the Range social media Facebook posts, participate in a free social media workshop that will be arranged soon and provide feedback to CENTROC on value of the program in February 2018.

A meeting with the Rural Doctor's Network is being co-ordinated, to discuss the progressing of a methodology on the economic and social impacts.

Newly announced Parliamentary Secretary for Regional and Rural Health, Mrs Leslie Williams, MP has been sent correspondence in the above regard. Follow up is underway.

The Murray Darling Medical School was not in the Federal Budget for next year. Further advocacy work at the request of Member for Calare, Mr Andrew Gee will be undertaken.

Regional Development – A submission was lodged to the operation, effectiveness, and consequences of the Public Governance, Performance and Accountability (Location of Corporate Commonwealth Entities) Order 2016.

The revised MOU between CENTROC and RDACW the only one that exists in Australia was signed and witnesses by the Hon. John Barilaro, Deputy Premier, Minister for Regional NSW, Minister for Skills and Small Business.

Substantial work across the regional has been undertaken with the Review of the Regional Infrastructure, Co-ordinator Ken Gillespie and Executive Officer Don Murray.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Planning – the Chair and EO met with the Minister for Local Government on the 6th of April to seek progression of the Joint Organisations, from this meeting CENTROC was asked to provide a brief on the JO reform to inform Ministerial deliberations. This was raised with the Minister for Local Government at the Board meeting, where the Minister committed to providing direction on Joint Organisations within a fortnight.

Cr Scott Ferguson, Mayor of Blayney raised the concern members have with being unfit due to scale and capacity as a legacy arrangement of the abandoned amalgamations. The Minister undertook to have this resolved soon.

Tourism – Advice from CNSWT, states it will wind up CNSWT and are seeking CENTROCs support for the regional function.

The CENTROC Board has agreed to support the function of Tourism in line with the report provided by Central NSW Tourism. A meeting of Tourism Managers is being arranged to give consideration to the next steps and Council will receive a report in due course.

Operational – Energy is being a focus in the Operational space lately particularly the electricity market, which was reported at the Energy meeting held 5 may that the current electricity market prices have increased by 200-300%.

Negations with the Southern NSW ROCS for the roll out of LED Streetlighting and smart controls still continue. A one page advocacy brief has been developed with a more developed business case to be circulated to members in due course.

The Institute of Sustainable futures has undertaken an analysis of Local trading options for CENTROC Councils. Using Bathurst and Forbes as the examples. A final report will be presented soon.

Membership Fees and approval of the CENTROC Budget – seven fee options were presented to the Board for the 2017/2018 membership fee structure. The Board resolved to adopt a business as usual model.

Financial – the anticipated loss for 30 June 2017 is $29,369 against a budgeted loss of $697. This is due to Mid Western Regional Council no longer being a member.

I think you would agree the visit to Parliament house and the engagement with State Ministers was very successful this year.

There is a lot of valuable regional collaborative activity going on and CENTROC members should be congratulated for their ongoing ability to work together for better outcomes for the region.

Attachments

1. Photos
2. Minutes of Board meeting 25 May 2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Minutes of the Board Meeting 25 May 2017 held in the Macquarie Room at Parliament House Sydney. **Board Delegates in bold**

Cr G Hanger	Bathurst Regional Council	**Cr K Sajowitz**	Oberon Council
Mr D Sherley	Bathurst Regional Council	**Mr G Wallace**	Oberon Council
Cr S Ferguson	Blayney Shire Council	**Cr J Davis**	Orange City Council
Ms R Ryan	Blayney Shire Council	**Mr G Styles**	Orange City Council
Cr I Gosper	Cabonne Council	**Cr K Keith**	Parkes Shire Council
Cr K Walker	Cabonne Council	**Mr K Boyd**	Parkes Shire Council
Mr S Harding (Acting)	Cabonne Council	**Cr J Stafford**	Upper Lachlan Shire
Cr D Somervaille	Central Tablelands Water	**Mr J Bell**	Upper Lachlan Shire
Mr G Rhodes	Central Tablelands Water	**Cr M Liebich**	Weddin Shire Council
Cr B West	Cowra Council	**Mr G Carroll**	Weddin Shire Council
Mr P Devery	Cowra Council	Mr A Albury	Dept Premier & Cabinet
Cr G Miller	Forbes Shire Council	Mr A McCormack	RDACW
Mr D Green	Forbes Shire Council	Mr P Mc Millan	RDACW
Cr J Medcalf	Lachlan Shire Council	Ms J Bennett	CENTROC
Mr R Hunt	Lachlan Shire Council	Ms M Macpherson	CENTROC
Cr S Lesslie	Lithgow City Council	Ms C Griffin	CENTROC
Mr A Muir (Acting)	Lithgow City Council	Ms V Page	CENTROC

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1 9:00am Welcome by Acting Chair Cr J Medcalf to the 5 CENTROC Board meeting in Parliament House, Sydney.

2 Cr Medcalf stepped down for the election of the CENTROC Chair.

3 Election of Casual Vacancy of Chair – Returning Officer Mr Alan McCormack

Mr McCormack advised that one nomination has been received and was in order.

Cr John Medcalf was elected unopposed as Chair of Central NSW Councils.

4 9.08am General Meeting of the CENTROC Board officially opened

5 Apologies

Ms W Tuckerman, Mr A McMahon, Cr B McCormack

Resolved	**Cr J Davis/Mr D Sherley**
That the apologies for the CENTROC Board meeting 25 May 2017 listed above be accepted.	

6 Minutes

6a Noting of the Minutes of the GMAC Meeting 4 May 2017

Resolved	**Cr K Keith/Cr B West**
That the Minutes of the CENTROC GMAC Meeting 4 May 2017 held in Orange be noted.	

6b Confirmation of the Minutes of the Board Meeting 23 February 2017

Resolved	**Mr D Sherley/Mr D Green**
That the Minutes of the CENTROC Board Meeting 23 February 2017 held in Forbes be confirmed.	

6c Noting of the CENTROC Executive meeting 4 May 2017 at Orange

Resolved	**Mr D Sherley/Cr G Millerl**
That the Minutes of the CENTROC Executive meeting 4 May 2017 at Orange be noted.	

7a. Business Arising from the Minutes – Matters in Progress

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Resolved	**Mr G Styles/Mr D Sherley**
That the Board note the Matters in Progress, making deletions as suggested.	

7b. Business Arising from the Minutes – Matters in Progress

Resolved	**Cr K Keith/ Cr B West**
That the Board approve the Regional Priorities slide as provided in Matters in Progress.	

8 Correspondence

8a Correspondence In

Resolved	**Mr D Sherlay/ Cr D Somervaille**
That the Board note the incoming correspondence.	

8b Correspondence Out

Resolved	**Mr K Boyd/Mr J Bell**
That the Board note the outgoing correspondence.	

9 Reports

9a Transport Infrastructure including Bells Line of Road

Resolved	**Cr K Keith/Cr J Davis**
That the Board note the Transport Infrastructure Report; and 1. Seek advice through the Strategic Regional Roads Group on incidents on the Great Western Highway and Bells Line of Road east of Lithgow; 2. Note the Executive is reviewing the Transport Advocacy; 3. Increase advocacy on the Bells Line; and 4. Change name of CENTROC Strategic Regional Roads group to CENTROC Strategic Regional Transport Group.	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The meeting adjourned at 9:28 to hear from Ministers and ask them questions

9.28am - Mrs Leslie Williams, Parliamentary Secretary for Regional and Rural Health addressed the Board.

10.15am – The Hon Melinda Pavey, Minister for Roads, Maritime and Freight addressed the Board

10.35am Morning tea - Member for Bathurst Paul Toole joined the Board.

10.41am – The Hon Paul Toole, Minister for Lands and Forestry and Minister for Racing addressed the Board

10.13am – The Hon Niall Blair, Minister for Primary Industries, Minister for Regional Water and Minister for Trade and Industry addressed the Board

11.39am – The Hon Andrew Constance, Minister for Transport and Infrastructure addressed the Board

12.07pm – The Hon John Barilaro, Deputy Premier, Minister for Regional NSW, Minister for Skills and Small Business addressed the Board and signed the MOU between CENTROC and RDACW as a witness.

12.32pm – The Hon Anthony Roberts, Minister for Planning, Minister for Housing and Special Minister of State addressed the Board.

12.48pm –Premier Gladys Berejiklian – acknowledged the CENTROC Board.

The Hon Katrina Hodgkinson Member for Cootamundra, entered room

The Hon Richard Colless, Parliamentary Secretary for Natural Resources and Western NSW,entered room

12.53pm – The Hon Gabrielle Upton, Minister for Local Government, Minister for the Environment and Minister for Heritage addressed the Board

The Hon Kevin Humphries, Member for Barwon, entered room

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1.10pm – Lunch

Forbes delegates left at 1.15pm

2.00pm Meeting reconvened

Ian Scott NBN Community Account Manager updated the Board. Slides will be circulated.

9b Water Infrastructure Report

Resolved	**Cr D Somervaile/Mr G Styles**
That the Board note the Water Infrastructure report and commend to the Board that: 1. Correspondence is sent to Minister Blair seeking advice on the suggested approach to best practice requirements given the anticipated review of the Best Practice Framework, escalating costs and timing for the review of plans; 2. It endorse a submission to the Independent Pricing and Regulatory Tribunal Review of the WaterNSW operating licences; 3. Endorse a submission under the hand of the Acting Chair to the Productivity Commission Inquiry into the reform of Australia's water resources sector with particular reference to the urban water sector; and 4. Approach the Hon Niall Blair in his capacity as Minister for Regional Water to seek his support to Pilot a project ground-truthing the proposed Health Based Targets for the Australian Drinking Water Guidelines.	

9c Health Report

Resolved	**Cr J Medcalf/ Mr G Carroll**
That the Board note the Health report	

9d Regional Development

Resolved	**Cr B West/Mr G Styles**
That the Board note the Regional Development report; and 1. Encourage members to engage in the Infrastructure Prioritisation Matrix process; 2. Receive a report on leveraging inland rail; 3. Thank the Federal Government for supporting this initiative; 4. Approve the provision of $5000 cash a letter of support towards the proposed Central West Investor's Network Project and 5. Commend to members a contribution in the order of $1000 to $3000 in accordance with the formula based proposal outlines in RDA Central Wests's approach to councils.	

Mr D Sherley recorded a declaration of interest in item 6d4 as he is a Board member of RDA Centra; West and did not vote.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Chair welcomed an update from Chair of Mr Alan McCormack and Peter McMillan Executive Officer of RDACW

The Chair welcomed an update from Ashley Albury, Director of Greater Western NSW Regional Coordinator of DPC

9e Planning Report

Resolved	**Cr J Davis/Mr K Boyd**
That the Board note the Planning Report and endorse a submission to Planning Legislation developed in consultation with members.	

9f Tourism Report

Resolved	**Mr G Styles/Cr J Davis**
That the Board 1. Thank CNSWT for their service to the region and recent report; 2. Support the adoption by CENTROC of the function of regional tourism; 3. Accept in principle the advice provided subject to interim arrangements; 4. Accept the monies from CNSWT as it ceases to trade and continue to resource the tourism function using existing CNSWT resource until advice on integrating this function into CENTROC can be provided; 5. Seek alignment with Country and Outback Destination Networks; and 6. A meeting of LTO staff be called as soon as practicable with a view to providing advice on a plan for integrating the tourism function for the region into CENTROC.	

Blayney delegates and Mr A McCormack left at 3.05pm

9g Operational Report

Resolved	**Mr K Boyd/Mr R Hunt**
That the Board note the Operational Report and seek a report on an in-house approach to Councillor Training.	

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9h Membership fees and approval of the CENTROC Budget

Resolved	**Mr D Sherley/Cr J Davis**

That the Board

1. note minor changes to the Management Plan for 2017/2018 as approved at the Board meeting 23 February;
2. adopt the fees structure as outlined in Option 1 “Business as Usual” which uses the assumptions:
    a. Previous Year + 1.5% increase
    b. Previous MWRC fees split amongst current members
    c. Membership & Administration - $5,000 flat fee plus updated population split
    d. Training - split on updated staff numbers
    e. Hilltops amalgamation changes reflected in fees
    f. Hilltops and Upper Lachlan as Operational Members at 85%
    g. Otherwise all other calculations remain as currently applies
3. receive advice on the balance of options for fees; and
4. the budget for the financial year 2017/2018 be approved.

9i Financial report

Resolved	**Mr D Sherley/Cr B West**

That the Board note the Financial Report

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10. Speakers to the next meeting

Board: Canberra Parliament House

GMAC:

- NSW Data Analytics - Dr Ian Oppermann CEO and Chief Data Scientist
- ICAC –Ms Yvonne Miles, Principal Officer, Corruption Prevention
- EMS- (Energy Management Services), Mr Murray Halyburton, General Manager
- General Financial Audit, Mr Steven Martin, Assistant Auditor

11. Next Meetings

GMAC – 28 July – Orange

Executive – 28 July - Orange

Board – TBA 9/10 August – Canberra Parliament House

The General Meeting of the Board closed at 3.18pm

3.30pm – The Hon Troy Grant, Minister for Police and Minister for Emergency Services addressed the Board.

4.00pm – The Hon Adam Marshall, Minister for Tourism and Major Events and Assistant Minister for Skills addressed the Board.

Page 5 is the last page of the CENTROC Board Minutes 25 May 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.4 Mayoral Minute - Launch of Newell Highway Task Force 2016 Flooding Report

Executive Summary

I represented Council at the launch of the Newell Highway Task Force Draft Report on Friday 23 June 2017.

Background Information

Nil.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

1. That this report be received and noted.

Report

The Newell Highway Task Force and the LGA's in Newell Highway Corridor commissioned the National Institute of Economic and Industry Research (NIEIR) to prepare a report on the direct and indirect effects and costs of the flooding in 2016. In preparing the draft report, NIEIR consulted and met with the Newell Highway Task Force and stakeholders in West Wyalong in December 2016.

As Chairman of the Newell Highway Task Force, I join with the Deputy Chairman Cr Tony Lord Mayor of the Bland Shire, in commending the NIEIR draft report for comment on the 2016 flooding of the Newell Highway between West Wyalong and Forbes.

The draft report for comment includes:

- The increased road transport costs
- The impact of lost tourism
- The loss of agricultural production and exports
- The costs associate with the disruption to the National Supply Chain
- Increase road maintenance expenditure on the Newell Highway and the alternative transport routes

The Newell travels through 15 local government areas and we would appreciate and encourage any feedback from all areas and stakeholders along the 1,058 Kms of its length. Comments can be made directly to the Secretary of the Newell Highway Task Force, Jeff Stien by email jstien@blandshire.nsw.gov.au

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Attachments

1. Newell Highway Closure in 2016 from Flooding - The Direct and Indirect Effects

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Newell Highway closure in 2016 from flooding: The direct and indirect effects

A report for
THE NEWELL HIGHWAY TASK FORCE, GOVERNMENT, PRIMARY PRODUCERS & TRANSPORT ORGANISATIONS

Prepared by the
National Institute of Economic and Industry Research (NIEIR)
ABN: 72 006 234 626
416 Queens Parade, Clifton Hill, Victoria, 3068
Telephone: (03) 9488 8444; Facsimile: (03) 9482 3262
Email: admin@nieir.com.au

DRAFT FOR COMMENT
June 2017

PJB1214-Newell Highway/Newell Highway

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

While the National Institute endeavours to provide reliable forecasts and believes the material is accurate it will not be liable for any claim by any party acting on such information.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Summary of study findings

This study provides estimates of the direct and indirect cost of the closure of the Newell Highway between 23 September and 4 November 2016.

The total direct gross cost from the national perspective is estimated at $\$_{CVM}112$ million[1]. The $\$_{CVM}$ price year is 2014-15.

The components of the cost include:

(i) $23.5 million for increased road freight transport costs;

(ii) from the national perspective it has been assumed that there is no loss in tourism expenditures. However, for the LGAs most impacted by the closure this is estimated at $\$_{CVM}12.3$ million;

(iii) $\$_{CVM}16$ million from the loss of nearby service exports from the LGAs in the broader Bland Creek catchment;

(iv) loss of agriculture production of $\$_{CVM}20$ million, compared to the case of an upgraded highway with best practice drainage facilities;

(v) loss of production of $46 million from supply chain disruption elsewhere in Australia; and

(vi) $6.7 million from increased road maintenance expenditure.

The total impact in terms of lost total gross regional product (GRP), in terms of the flow-on impact for lost increases and household consumption expenditure on the economy, is modelled at $\$_{CVM}132$ million, and the loss of two million hours of work with the contribution of some loss of employment, but most likely under-employment, of 4,700 workers.

The loss of GRP in the LGAs most impacted on within the Bland Creek Catchment was of the order of $\$_{CVM}30$ million.

In terms of the LGAs within the catchment, the majority of the catchment cost is attributed to Forbes and Bland.

[1] $\$_{CVM}$ = $ chain volume measure million, which is flows of constant 2014-15 value converted from current values by the ABS using their chain volume methodology.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The direct and indirect cost of the Newell Highway closure

1. Study objective

The study objective is to quantify the direct and indirect economic costs of the flooding in the Bland Creek catchment which led to the closure of the Newell Highway between West Wyalong and Forbes. The road was closed on 23 September 2016 and reopened on 4 November 2016. A total of 43 days. However, the study assumes a 44 day closure to allow for lags in the adjustment of behaviour. This assumption would be conservative as it is likely to take a number of days before the behaviour fully reverts to free flood standards.

Hereinafter the event is referred to as the 'road closure'.

2. Study information sources

The information sources on which this report was based were:

- community consultation;
- survey of freight transport organisations;
- Tourism Research Australia data series; and
- the NIEIR LGA data base.

The survey of freight transport organisations involved nine organisations. These organisations provided, on a strictly confidential basis, detailed information of freight transport economics along the Newell catchment area and the impact on the economics due to the road closure.

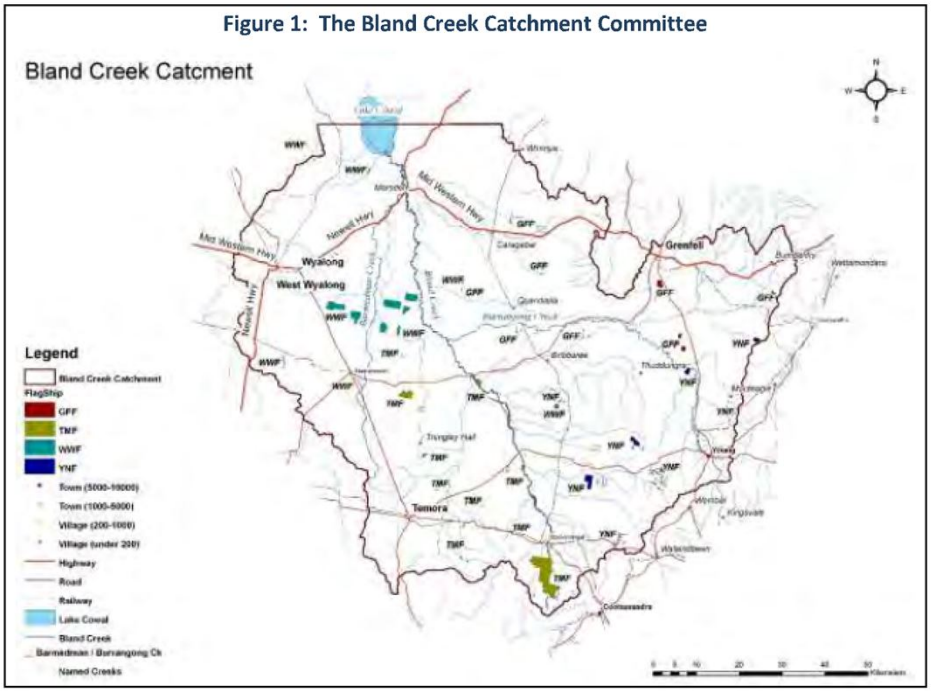
As will be seen below, Tourism Research Australia data was also an important input. However, the data had to be seasonally adjusted and greatly filtered to remove underlying instability caused by small sample sizes for some of the SA2 regions. For most of the Bland Creek Catchment LGAs the tourism data for the last two quarters of 2016 was in accordance with community assessment. This was not the case for West Wyalong which was assumed to follow the same outcome as the Forbes SA2 adjusted from community assessment feedback.

3. The Bland Creek Catchment

The Newell Highway was closed because of flooding in the Bland Creek catchment shown in Figure 1.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Figure 1: The Bland Creek Catchment Committee



The Bland Creek in central New South Wales rises near Twins Range (elevation 390m) around 15kms west of Cootamundra. It drops around 185m over its 173km length, where it eventually flows into Lake Cowal (elevation 208m).

The following seven creeks flow into the Bland Creek: Berthong, Rushy, Meedallion, Bribbaree, Narraburra, Burrangong, and Barmedman Creeks.

The Bland Creek Catchment, which covers an approximate area of 940,950 hectares, has been divided into six sub-catchments: Barmedman, Burrangong/Tyagong, Caragabal, Lower Burrangong, Narraburra/Duck Creek, and Upper Bland.

4. The regional segmentation

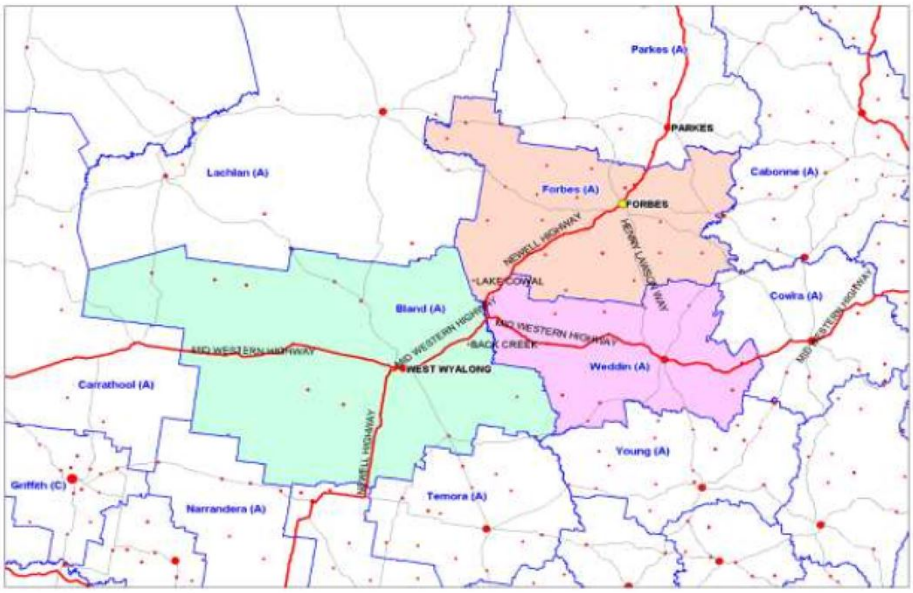
The data is generally applied at the Local Government Area (LGA) level. The tourism data is obtained at the SA2 level and then aggregated into LGAs when an LGA has two or more SA2s.

Figure 2 shows the LGAs in the wider Bland Creek Catchment. For the purposes of this report the narrow catchment consists of the LGAs of Bland, Cabonne, Cowra, Forbes, Parkes, Temora and Weddin.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table 1 Narrow Bland Creek Catchment: Selected macroeconomic indicators – 2015-16			
	Gross regional product ($CVM million)	Household disposable income ($CVM million)	Resident employment ('000)
Bland	383	377	2.8
Cabonne	912	711	6.8
Cowra	503	555	5.4
Forbes	443	494	4.5
Parkes	798	671	7.0
Temora	243	278	2.6
Weddin	132	204	1.6

Figure 2: Newell LGAs



5. The heavy vehicle diversion impact

The assumption of this report is that one way 400 heavy vehicles per day were diverted to either the official diversion route or via Sydney.

From Table 2, the October 2016 data showed 56 heavy vehicles per day southbound on the Newell Highway between Forbes and West Wyalong compared to 439 per day for October 2015. Presumably this would also capture trucks using part of the closed Highway for east-west routes. Therefore, the key estimate of this report that there was a diversion of 400 heavy vehicles per day southbound. This estimate can also be justified on the grounds that there is likely to have been an underlying growth in trucks using the Newell between October 2015 and October 2016 and/or alternatively includes a small estimate for smaller vehicles that were also being diverted. On the assumption of the same number of diversions northbound giving a total reduction of 800 heavy vehicles trips in both directions.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Figures 3(a) and 3(b) shows the "official" diversion route although the data in Figure 1 indicates the route via Sydney was perhaps the more important alternative. Figure 4 shows the role of the Newell Highway in the East Coast road freight transport task. There was also a diversion of heavy vehicles via Broken Hill to South Australia.

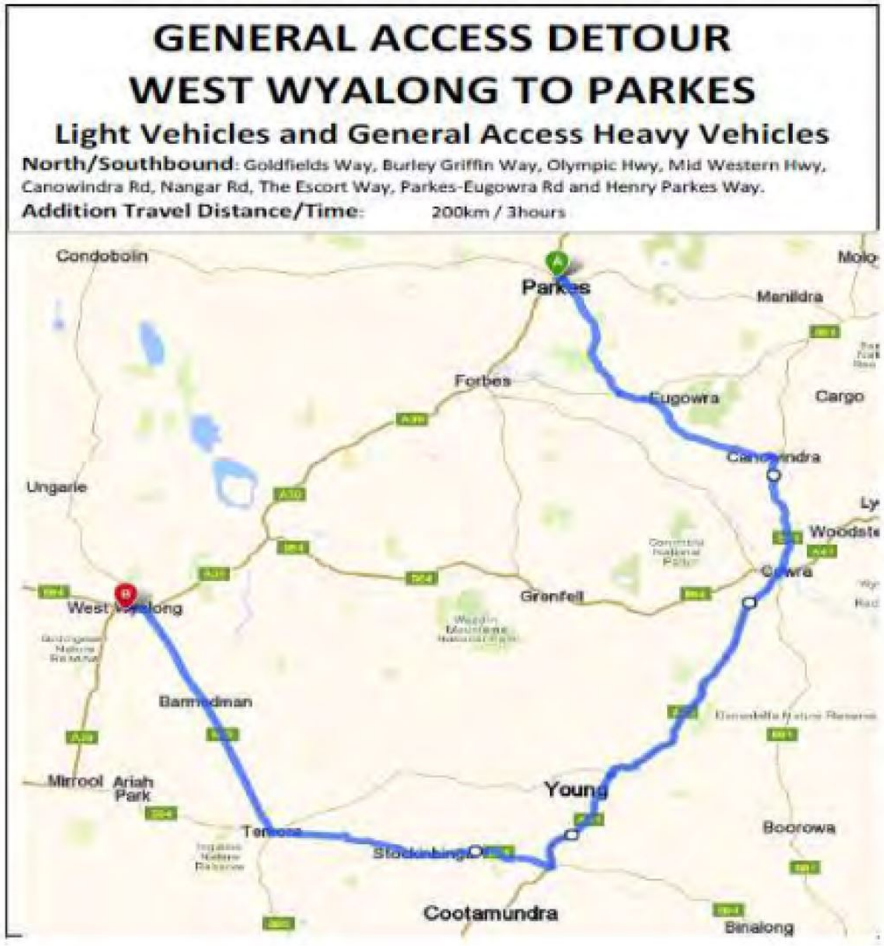
Table 2 Heavy vehicle traffic – vehicles per day

	Difference between October 2016 and October 2015 – south bound
Newell Highway between West Wyalong and Forbes	-383
Newell Highway north of flood area (Tomingley – north of Parkes)	-329
Hume Highway near Albury	+151
Mitchell Highway (between Molong and Dubbo)	+72

Source: Roads and Maritime Services: publications/statistics/traffic volumes/.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

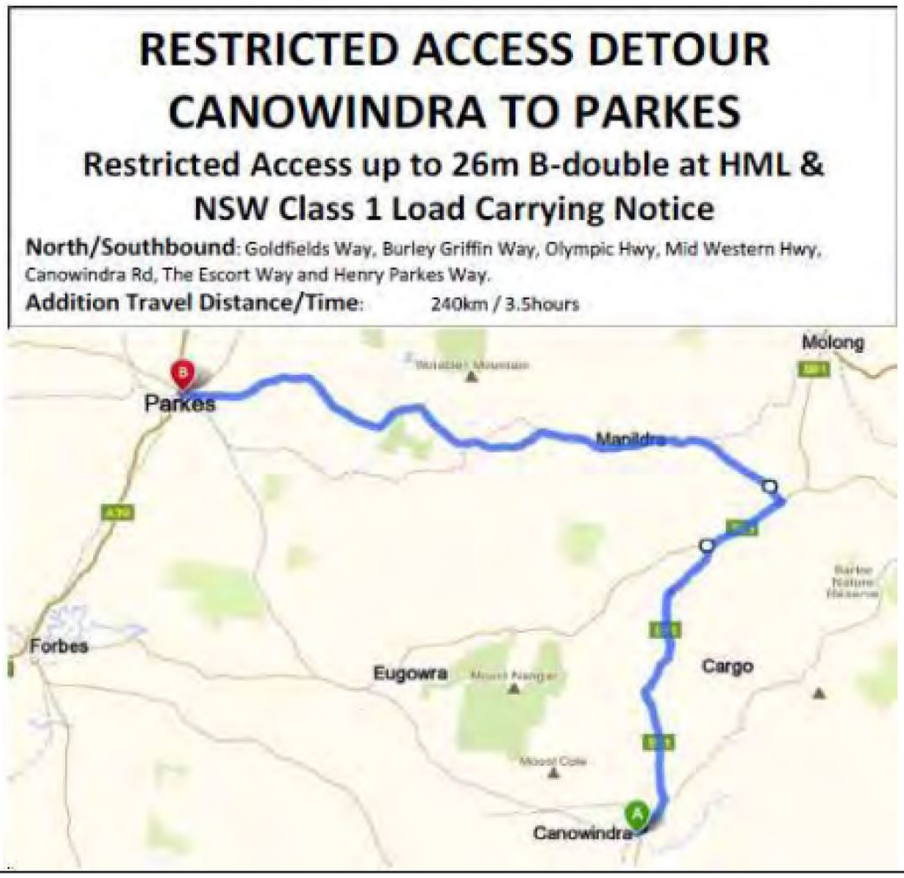
Figure 3(a): The official alternative heavy vehicle route



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Figure 3(b): The official alternative heavy vehicle route



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Figure 4: NSW freight flow in 2011 – Roads

6. The impact of the road closure on the road freight transport industry: The survey results

The long haul core routes impacted by the flooding were Brisbane-Melbourne and Brisbane-Adelaide routes which would also include the freight to and from Tasmania. Minor routes impacted would have been the connections of centres in South Australia and Victoria and centres North of the flood area in New South Wales and Queensland and vice versa. The impact of the flooding however would be similar for nearly all routes and therefore can be quantified in terms of the impact on two core routes.

All survey responses were similar in terms of the estimated impact on the two core routes. If trucks were diverted via Sydney it added 250 kilometres to the trip. Shorter route options were available, down to 190 kilometres, but these were on poorer quality roads which would have resulted in total increased costs being similar or greater than the longer route. Another route through Orange diverting off the highway at Parkes added 290 additional kilometres to the trip. From the survey responses the average additional kilometres for costing purposes will be based on 275 additional kilometres.

The B-double is the largest vehicle allowed on the Newell Highway with a maximum load of 36 tonnes. The average load is approximately 33 tonnes though back fill loads can be considerable less.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The average fuel efficiency of a loaded B-double is 1.6 to 1.8 kilometres per litre. However all survey respondents noted that fuel efficiency would have declined because of the flooding due to:

- more hills for the alternative routes East of the Newell Highway;
- to reach maximum fuel efficiency standards driver specialise in routes. The flooding forced drivers into unfamiliar routes.

Therefore a fuel efficiency average standard of 1.6 kilometres is adopted for this report.

The average extra time for a trip was placed by the survey respondents at between three and five hours. The Sydney diversion incurred additional time delays from congestion. The average extra time adopted in this report is, therefore, four hours.

Given the survey information and cost data from other sources the cost of the road closure on the road freight industry is developed in Table 4. The costings are self-explanatory except for the opportunity cost component. The survey respondents stressed the costs of events where late arrival resulted in loss of delivery slots forcing an overnight wait in waiting for a new slot. In this case the substitute costs to cover other committed tasks is assumed to be the full daily costs of a heavy vehicle.

Table 2 Heavy vehicle – operating costs	
Diesel $/kilometre with rebate	1.30
Driver wage costs – $/hour	63.0
Service costs – $/kilometre	0.051
Maintenance costs –$/kilometre	0.094
Tyre costs – $/kilometre	0.115
Travel opportunity cost –$/day	2,100

Note: Wage cost in Newell Highway minimum of $36 an hour plus 15 per cent for superannuation and work cover, plus another 30 per cent per shift work allowances, food and other work related expenses. In addition a 20 per cent allowance is made for over-time allowances and a fixed 10 per cent per living away from home allowance. The data is the average of a single truck and B-double.

Source: www.freightmetric.com.au.

Table 3 Road closure formation of additional freight transport costs	
Trips – per day	800
Additional kilometres travelled – number	275
Additional drive hours per trip	4.0
Total additional kilometres – million	9.9
Average tonnage per trip – number	20
Additional litres of fuel – million	6.2
Additional driver costs –$m	9.1
Additional vehicle total service costs – $m	2.6
Opportunity cost of late delivery – $m	3.8[(a)]
Total additional freight delay costs – $m	23.5
Average tonnes per trip	20
Tonne kilometres – million	198
Total value of freight – $m	4,270

Note: (a) Assumed to occur for 5 per cent of trips.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7. Road system recovery costs

The extra kilometres will impose additional maintenance costs on the New South Wales road system. The road system cost is taken from Phillip Laird, "*Freight transport cost recovery in Australia*", University of Wollongong, Research and Online, 2006.

The estimate updated to $\$_{CVM}$ is 0.017 per tonne kilometre. The total number of tonne kilometres imposed on the road system because of the road closure is 198 million, giving a total road recovery cost of $\$_{CVM}$3.3 million. However, because trucks were forced onto less suitable roads the cost is increased to $\$_{CVM}$6.7 million.

The additional costs are assumed to be levied on New South Wales households on a uniform per capita basis.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8. Overnight tourism: Narrow Bland Creek Catchment

The starting point for the impact of overnight tourism is the NIEIR estimates of the export of accommodation services for both domestic and international visitors for the LGAs in the narrow Bland Creek Catchment. For the LGAs in the narrow Bland Creek Catchment the average quarterly estimates, in $\$_{CVM}$ million, for 2015-16 are:

Bland	2.9
Cabonne	2.8
Cowra	9.1
Forbes	6.1
Parkes	8.5
Temora	1.2
Weddin	1.6

Next, to this estimate is applied the ratio of other tourism related expenditures (food. Fuel etc.) compared to the accommodation expenditures from the Australian Bureau of Statistics, "*Tourism Statistics Accounts*" for 2015-16 are applied to the LGA accommodation export estimates.

The Tourism Research Australia data series is then used, after adjustment as outlined above, to estimate the impact on overnight tourism for the December quarter 2016 as a result of the road closure.

The results are given in Table 5.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table 5	Overnight tourism (domestic and international): Change in expenditure from road closure ($CVM million)					
Region	Accommodation	Cafes and restaurants	Sport and recreation	Fuel	Food retailing	Total
Bland (A)	-0.47	-0.59	-0.15	-0.03	-0.31	-1.53
Cabonne (A)	-0.83	-1.04	-0.27	-0.05	-0.55	-2.73
Cowra (A)	-1.10	-1.39	-0.35	-0.06	-0.72	-3.63
Forbes (A)	-0.93	-1.17	-0.30	-0.05	-0.61	-3.07
Parkes (A)	1.54	1.93	0.49	0.09	1.01	5.06
Temora (A)	0.43	0.54	0.14	0.02	0.28	1.41
Weddin (A)	-0.03	-0.04	-0.01	0.00	-0.02	-0.11
Other NSW	1.40	1.76	0.45	0.08	0.92	4.61

9. The loss of exports

Goods exports, whether international or domestic, are unlikely to involve a permanent loss of exports. In the worst case it can be stockpiled until an opportunity arises for delivery. The exception to this is where late delivery causes permanent production losses in downstream supply chains or at the very least permanent loss of sales for the late delivered product. This case is addressed in Section 11 below.

Hence, the focus here is on mainly service exports from an LGA to a nearby LGA. Difficulties in obtaining services are likely to result in a change in scheduling or the cancellation of the service. Table 6 shows the level of inter-regional exports for 2016 for the LGAs in the wider Bland Creek catchment. Thus, the rate of inter-regional exports from the Bland LGA is $\$_{CVM}0.9$ million per day.

The next step is to extract from the inter-regional exports from an LGA those exports where the delivery route would be significantly disrupted by the road closure. For Bland LGA, this would involve those exports which would have been delivered along the closed section of the Newell Highway. That is, LGAs to the north of Forbes LGA. These estimates are shown in the second column of Table 6. For Bland the result is a net export level of $\$_{CVM}0.3$ million per day.

The next step is to obtain a realistic adjustment factor which, when applied to column two in Table 6, that would deliver a plausible estimate of the loss in exports and in particular the export of services. A guide to appropriate adjustment factor can be obtained from Tourism Research Australia's estimates of expenditures at distinction of trip expenditures. For Forbes this revealed a drop of expenditures for the December 2016 quarter of $3.2 million. For Cowra a decline in expenditure compared to the same quarter a year earlier of $1.0 million. For Parkes the decline in day trip expenditure was $1.3 million. The actual loss of export estimates in column three of Table 6 are derived on the assumption that, for those LGAs where the daily trip expenditure is reliable, the actual export loss will at least equal the daily trip expenditure chain, but would most likely be greater. For the other LGAs the same relativities are maintained for the ratio of actual export losses to potential export losses.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table 6 Inter-regional exports			
	Total inter-regional exports ($m per day)	Total inter-regional exports at risk ($m per day)	Change in inter-regional exports from road closure ($m)
Bland (A)	0.9	0.3	-3.4
Cabonne (A)	2.7	0.1	-1.3
Carrathool (A)	0.3	0.0	-0.2
Cowra (A)	0.6	0.1	-0.7
Forbes (A)	0.6	0.4	-4.8
Griffith (C)	1.8	0.1	-1.2
Lachlan (A)	0.5	0.0	-0.1
Narrandera (A)	0.3	0.0	-0.2
Parkes (A)	1.5	0.2	-3.2
Temora (A)	0.4	0.0	-0.2
Weddin (A)	0.3	0.0	-0.1
Young (A)	0.9	0.0	-0.4

10. The highway impact on agricultural costs

An allowance is made from the claims that the current highway design aggravates the flood damage on agriculture. The reasoning is that lack of suitable drainage infrastructure increases the height of the flood in certain locations. An upgraded highway with suitable drainage facilities would reduce the flood damage. That is, reduce the losses in agriculture. The savings are set at 5 per cent of agriculture production in Bland, Weddin and Forbes. This comes to a total cost of $\$_{CVM}20$ million.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11. The cost of supply chain disruption

Community consultations indicated that there was likely to be not insignificant supply chain disruption in Australia because of the road closure. That is, production losses because of the late delivery of imports.

From Table 4, the estimate of the value of freight diverted over the period of the road closure was $\$_{CVM}4.3$ billion. The supply chain disruption cost is estimated at $\$_{CVM}46$ million based on the assumption of 5 per cent of the value of freight diverted would have involved some supply chain disruption costs and the value of supply chain imports from the freight diverted would have impacted 50 per cent of the value of the supply chain output.

12. The modelling framework

In order to access the impact of the direct costs on the economy of the road closure a regional econometric model is required. This modelling framework is based on NIEIR's Local Government Area (LGA) based inter-regional input-output model of the Australian economy. Each of the 567 LGAs has its own input-output sub-model at the 86 industry 2-digit level. The industries are defined in the attached table. Each industry in a given LGA is linked to the same industry in any other LGA by a 567 by 567 inter-regional trade flow matrix.

Previous multiplier analysis using the model used behavioural functions in the model for household consumption expenditures, hours demanded, etc. This study imposes the structure of the economy as prevailing exactly at 2016 on the model so that the multiplier results are closer to the "pure" textbook input-output inter-regional multipliers. That is, the following parameter settings are imposed on the model for 2016:

(i) the prevailing consumption to disposable income ratio by LGA;
(ii) consumption expenditure share at 2-digit ANZSIC industry by LGA;
(iii) hours demanded per $m of output by 2-digit ANZSIC industry by LGA;
(iv) employment in numbers demanded for 1,000 hours worked by 2-digit ANZSIC industry by LGA;
(v) $/hour by 2-digit ANZSIC industry by LGA;

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

(vi) International imports per $m of demand by 2-digit ANZSIC industry by LGA; and

(vii) The inter-regional trade flow matrix fixed at average 2015 values by 2-digit industries by 567 LGAs.

The data base has been updated to the September quarter 2016. With a further partial update to March quarter 2017 for the 2017-18 NIEIR/ALGA "*State of the Regions*" report of June 2018.

13. The flow-on macroeconomic implications

Using the modelling framework outlined above, Table 7 shows the impact on the regional economic aggregates with a national loss in gross product of $\$_{CVM}132$ million. In the main the employment loss would represent under-employment rather than outright loss of employment.

Table 8 shows the impact on industry output at the 2-digit ANZSIC level for the narrow Bland Creek Catchment LGAs. The total loss of the value of production is $\$_{CVM}61$ million. However, this estimate includes double counting with the net cost measured by the decline in gross regional product of $\$_{CVM}30$ million.

The degree of uncertainty will vary across the various cost segments. Some are "hard", that is, have a small degree of uncertainty, while for others it would take considerable cost to finalise estimates. In this context, the costs that have been left out, in order to compensate for the degree of uncertainty surrounding some of the costs which have been included, should be noted. These include:

(i) the disruption to intra LGA economic activity has not been fully captured in the costs;

(ii) the costs of the Newell Highway repair, which would be avoided if the Highway was upgraded; and

(iii) the disruption to regional freight routes because of limits on heavy truck usage on alternative routes and, therefore, the fact that freight had to be either cancelled or delayed.

Table 7 Direct and indirect impact of road closure: Regional macroeconomic indicators

Region	Gross regional product ($\$_{CVM}$ m)	Private consumption expenditure ($\$_{CVM}$ m)	Hours of work industry ('000 hours)	Resident employment/ increase in under-employment (number)	Exports ($\$_{CVM}$ m)
Bland (A)	-8.8	-2.5	-197.4	-354.8	-11.7
Cabonne (A)	-3.5	-1.0	-79.7	-155.2	-4.2
Cowra (A)	-3.2	-1.4	-70.8	-188.9	-4.4
Forbes (A)	-12.1	-3.6	-271.0	-548.2	-17.8
Parkes (A)	1.0	0.1	41.8	106.1	1.7
Temora (A)	0.9	0.2	29.8	69.4	1.1
Weddin (A)	-4.1	-1.4	-89.0	-171.5	-4.6
Total catchment	-29.8	-9.5	-636.3	-1243.1	-39.7
Rest of NSW	-18.8	-15.3	-238.8	-620.2	-23.0
Victoria	-43.9	-27.8	-642.0	-1516.1	-45.0
Queensland	-19.2	-12.3	-280.3	-627.7	-21.8
South Australia	-15.7	-12.5	-240.0	-596.4	-22.0
Western Australia	-2.7	-0.8	-29.4	-69.4	-4.1
Tasmania	-1.0	-0.3	-14.9	-36.7	-1.3
Northern Territory	-0.2	-0.1	-2.9	-6.2	-0.3
ACT	-0.2	-0.1	-1.8	-6.3	-0.2
Australia	**-131.7**	**-78.7**	**-2086.4**	**-4722.2**	**-157.4**

Table 8 Direct and indirect impact of road closure: Catchment LGAs gross output by industry ($_{CVM}$ m)								
	Bland (A)	Cabonne (A)	Cowra (A)	Forbes (A)	Parkes (A)	Temora (A)	Weddin (A)	Total
Agriculture	-7.4	-0.1	0.0	-10.2	0.0	0.0	-4.7	-22.4
Aquaculture	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Forestry & Logging	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fishing, Hunting & Trapping	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Agriculture, Forestry & Fishing Support Services	-0.1	0.0	0.0	-0.2	0.0	0.0	-0.4	-0.7
Coal Mining	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Oil & Gas Extraction	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Metal Ore Mining	-0.2	-0.1	0.0	-0.1	0.0	0.0	-0.1	-0.5
Non-Metallic Mineral Mining & Quarrying	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Exploration & Other Mining Support Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Food Product Manufacturing	-0.1	-0.3	0.0	0.0	0.0	0.1	-0.3	-0.6
Beverage & Tobacco Product Manufacturing	0.0	-0.1	0.0	0.0	0.0	0.0	0.0	-0.1
Textile, Leather, Clothing & Footwear Manuf.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Wood Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Pulp, Paper & Converted Paper Product Manuf.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Printing (incl. Reproduction of Recorded Media)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Petroleum & Coal Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Basic Chemical & Chemical Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Polymer Product & Rubber Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Non-Metallic Mineral Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Primary Metal & Metal Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fabricated Metal Product Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Transport Equipment Manufacturing	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	-0.2
Machinery & Equipment Manufacturing	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	-0.1
Furniture & Other Manufacturing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Electricity Supply	-0.1	-0.2	0.0	-0.1	0.0	0.0	-0.2	-0.4
Gas Supply	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Water Supply, Sewerage & Drainage Services	-0.2	0.0	0.0	-0.1	0.0	0.0	-0.1	-0.5
Waste Collection, Treatment & Disposal Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Building Construction	0.0	0.0	0.0	-0.1	0.0	0.0	-0.1	-0.2
Heavy & Civil Engineering Construction	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	-0.1
Construction Services	0.0	-0.1	0.0	-0.1	0.0	0.0	-0.2	-0.4
Basic Material Wholesaling	-0.1	0.0	0.0	-0.1	0.0	0.0	-0.1	-0.2
Machinery & Equipment Wholesaling	-0.1	-0.1	-0.1	-0.2	0.0	0.0	-0.1	-0.5
Motor Vehicle & Motor Vehicle Parts Wholesaling	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Grocery, Liquor & Tobacco Product Wholesaling	0.0	0.0	0.0	-0.1	0.0	0.0	-0.1	-0.2
Other Goods Wholesaling	-0.1	0.0	0.0	-0.1	0.0	0.0	-0.1	-0.4
Commission-Based Wholesaling	0.0	0.0	-0.2	-0.7	0.0	0.0	0.0	-1.0
Motor Vehicle & Motor Vehicle Parts Retailing	0.0	0.0	0.0	-0.4	-0.1	0.0	0.0	-0.5
Fuel Retailing	-0.1	-0.1	-0.1	-0.1	0.0	0.0	0.0	-0.3
Food Retailing	-0.4	-0.6	-0.7	-0.7	1.0	0.3	-0.1	-1.2
Other Store-Based Retailing	-0.1	0.0	0.0	-0.3	0.0	0.0	-0.1	-0.5
Non-Store Retailing & Retail Commission Based Buying	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Accommodation	-0.9	-0.9	-1.2	-1.2	1.3	0.4	-0.2	-2.6
Food & Beverage Services	-0.8	-1.1	-1.4	-1.7	1.6	0.5	-0.1	-3.1

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table 8 Direct and indirect impact of road closure: Catchment LGAs gross output by industry ($\$_{CVM}$ m) – continued								
	Bland (A)	Cabonne (A)	Cowra (A)	Forbes (A)	Parkes (A)	Temora (A)	Weddin (A)	Total
Road Transport	-0.3	-0.1	-0.2	-0.4	-0.2	0.0	-0.1	-1.2
Rail Transport	0.0	0.0	0.0	0.0	-0.7	0.0	0.0	-0.8
Water Transport	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Air & Space Transport	-0.1	-0.2	0.0	-0.2	0.0	0.0	-0.2	-0.7
Other Transport	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Postal & Courier Pick-up & Delivery Services	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	-0.1
Transport Support Services	-0.2	0.0	0.0	-0.2	0.0	0.0	-0.1	-0.5
Warehousing & Storage Services	-1.2	0.0	0.0	-0.1	-0.7	-0.1	-0.1	-2.3
Publishing (except Internet & Music Publishing)	-0.1	0.0	0.0	-0.1	0.0	0.0	0.0	-0.3
Motion Picture & Sound Recording Activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Broadcasting (except Internet)	-0.1	0.0	0.0	-0.1	0.0	0.0	0.0	-0.2
Internet Publishing & Broadcasting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Telecommunications Services	-0.3	-0.1	0.0	-0.3	0.0	0.0	0.0	-0.7
Internet Service Providers, Web Search Portals & Data Processing Services	-0.1	0.0	0.0	-0.1	0.0	0.0	0.0	-0.2
Library & Other Information Services	-0.1	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Finance	-0.5	-0.1	-0.2	-0.6	0.0	0.0	-0.3	-1.6
Insurance & Superannuation Funds	-0.2	-0.1	-0.1	-0.2	0.0	0.0	-0.1	-0.6
Auxiliary Finance & Insurance Services	-0.4	-0.1	-0.1	-0.4	0.0	0.0	-0.2	-1.1
Rental & Hiring Services (except Real Estate)	-0.1	-0.1	0.0	0.0	0.0	0.0	-0.1	-0.3
Property Operators & Real Estate Services	-0.8	-0.2	-0.5	-0.2	0.2	0.1	-0.4	-1.9
Professional, Scientific & Technical Services (Except Computer System Design & Related Services)	-0.9	-0.5	-0.3	-0.3	-0.1	0.0	-0.4	-2.4
Computer System Design & Related Services	-0.1	-0.1	0.0	-0.1	0.0	0.0	0.0	-0.3
Administrative Services	-0.4	-0.7	-0.2	0.0	0.0	0.0	-0.2	-1.4
Building Cleaning, Pest Control & Other Support Services	0.0	-0.2	-0.1	-0.1	0.0	0.0	0.0	-0.4
Public Administration	0.0	0.0	0.0	0.0	-0.1	0.0	0.0	-0.2
Defence	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public Order, Safety & Regulatory Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Preschool & School Education	-0.9	0.0	-0.2	-1.7	-0.4	0.0	-0.1	-3.3
Tertiary Education	0.0	0.0	0.0	0.0	0.0	0.0	-0.1	-0.2
Adult, Community & Other Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Hospitals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Medical & Other Health Care Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Residential Care Services	0.0	0.0	0.0	-0.2	-0.1	0.0	0.0	-0.4
Social Assistance Services	0.0	0.0	0.0	-0.2	-0.1	0.0	0.0	-0.4
Heritage Activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Creative & Performing Arts Activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sports & Recreation Activities	-0.2	-0.3	-0.4	-0.4	0.5	0.1	0.0	-0.7
Gambling Activities	0.0	0.0	0.0	-0.1	0.0	0.0	0.0	-0.1
Repair & Maintenance	-0.2	0.0	0.0	-0.5	-0.1	0.0	0.0	-0.9
Personal & Other Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-0.1
Private Households Employing Staff & Undifferentiated Goods-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	**-18.5**	**-7.3**	**-6.2**	**-23.7**	**2.4**	**2.0**	**-9.9**	**-61.3**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14. Newell Highway closure: Preliminary cost benefit

Cost benefit analysis of the level of Newell Highway upgrade costs to avoid or mitigate the impact of flooding that can be justified will be carried out by those best equipped for this task. However, some high level benefit numbers can be readily obtained from this analysis.

On the assumption that:

(i) climate change results in a 1 in 20 year flood becoming a 1 in 15 year flood;

(ii) on average every seven years there are minor flood events occurring to at half the cost of the 2016 event; and

(iii) the growth in Newell Highway heavy vehicle traffic equals the real discount rate.

Then on the assumption that over 50 years of the life of a Newell Highway upgrade that rendered the road flood-proof the discount net economic benefit would sum to five times the 2016 national economic costs, or $\$_{CVM}0.7$ billion.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.5 Mayoral Minute - Community Safety Grant for Parkes High School

Executive Summary

Deputy Mayor Barbara Newton and I represented Council when The Hon Troy Grant MP, Minister for Police announced the Community Safety Grant to Parkes High School on Monday 26 June 2017.

Background Information

Nil.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

1. That this report be received and noted.

Report

The NSW Community Safety Funds focuses on four main areas addressing local crime hot spots, anti-social behaviour in communities, promoting safe and inclusive use of public space and promoting collaborative approaches to community safety and crime reduction, prevention and detection initiatives. In February 2017, Parkes High School applied for a grant from for the last category within the Henry Parkes Learning Community working with the NSW Police, local AECG, Parkes Shire Council and Neighbourhood Central to provide opportunities and support to the youth in Parkes.

The grant received will support transition to high school and in identifying and supporting at-risk older adolescents. As there are no real options locally for disengaged youth and their age caused issues with programs such as Tirkandi etc, Parkes High School identified a viable program established by Col Watego a retired Warrant Officer from the Australian Defence Force who has established TRYP Consultancy in Nowra.

TRYP Consultancy does outreach programs right up and down the eastern states. As a breakdown the Community Safety Grant that Parkes High School received will support the following;

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Term 4 2017

10 – 13 years Program	15+ Years Program
Deliver first programs as part of high school transition programs into primary schools with TRYP consultancy to targeted/identified youth at risk to ideally include all youths within the Parkes community	Send first two groups of up to 15 young persons off to TRYP camp with support of NSW DE and NSW Police staff. Local staff to provide mentoring/support through Christmas holiday period

Term 1 2018

10 – 13 years Program	15+ Years Program
Follow up mentoring program with identified youths at-risk. 1 to 2 day workshops in local area	Follow up with TRYP mentoring programs with young persons that participated in first stage of program. 3-4 day program with proposed local expedition Ongoing local support offered to YPs

The program has been funded to repeat the following year so that Parkes High School can reflect, refine and run the program again.

Attachments

1. Media release dated 26 July 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Troy Grant
Minister for Police

NSW GOVERNMENT

MEDIA RELEASE

Monday, 26 June 2017

FUNDING BOOST TO KEEP PARKES KIDS IN SCHOOL

Parkes High School is set to receive more than $150,000 in funding to keep kids in school and on the right side of the law, Police Minister Troy Grant announced today.

The grant is part of the Liberals & Nationals' Community Safety Fund, which will deliver $10 million over four years to community safety projects with a focus on crime prevention.

Mr Grant said that local crime has a significant social and economic cost, and keeping kids focused on their schooling is crucial in diverting them from criminal and anti-social behaviour.

"Parkes High School's *Re-connect* project will target students who have been suspended, or are facing expulsion from school, and ensure they are supported to continue with their education.

"This Government is committed to doing all it can to prevent today's students, and our future community leaders from becoming statistics in the justice system.

"We acknowledge that a one-size-fits-all model simply does not work when it comes to reducing criminal and anti-social activity in our regions.

"I'm enormously proud that we are working with communities to bring local crime prevention strategies to fruition.

"I commend Parkes High School for identifying the need for this local project, and its commitment to giving its students the best possible start in life."

MEDIA: Minister Grant | Darren Borger | 0412 345 278

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8 COUNCILLORS' REPORTS

8.1 Councillors Report - Australian Mining Related Councils meeting on 12 May 2017

Executive Summary

Councillor Alan Ward represented Council at the Australian Mining Related Councils (AMRC) meeting in Broken Hill on 12 May 2017. The May 2017 newsletter is attached.

Background Information

The Association of Mining Related Councils represents mining related councils and their communities throughout New South Wales.

The Association's mission is to advocate on behalf of members and their communities on mining related issues and to ensure that mining activity is conducted in accordance with the principles of Ecologically Sustainable Development.

The nucleus of the Association was formed in 1978 at a conference in Wollongong, held to discuss the building of the coal loader, where it was clearly recognised that coal related local government areas needed to present a comprehensive, co-ordinated and co-operative approach to State and Federal Government. Rapid development of the coal industry in the southern areas was causing concern, as it was in the Hunter region.

An alliance formed at a conference convened by Wollongong City Council in 1982 saw the birth of the Association of Coal Related Councils.

In 1993, the Association was approached to represent a metalliferous council and it became apparent that the Association could equally represent both interests and subsequently became the Association of Mine Related Councils.

In 1999, the Association expanded its base once again to represent Local Government in all aspects of mining, including extractive industries, gas exploration, quarries and minerals.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

1. That the information be received and noted

Report

See Report

Attachments

1. Newsletter dated 31 May 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

AMRC NEWSLETTER – 31st MAY 2017

Introduction

Delegates, here is the May 2017 Newsletter for your information, please circulate this to your fellow councillors and senior staff so they can appreciate and understand the excellent work the Association and you are doing on behalf of your council and community with regard to mining related matters.

AMRC meeting in Broken Hill 11/12th May 2017

Thank you to the delegates that made the long trip to Broken Hill by plane or car. The tour of the Cristal Sands Separation Plant on Thursday 11th May was a highlight and very informative, followed by a tour of the mining historic sights at Perilya Mine Site and Museum, the Line of Lode and a tour of the city, courtesy of Silver City Tours.

In the evening, at the networking dinner in the Astra Hotel, we were very fortunate to be accompanied by the Deputy Mayor of Broken Hill City Council, Clr Dave Gallagher who deputised for the Mayor and welcomed delegates.

Next day, preceding the Ordinary Meeting, the Mayor of Broken Hill City Council, Clr Darriea Hurley, welcomed delegates and proudly spoke about the mining history of Broken Hill and her life as a local. The Mayor was accompanied by Councillor Christine Adams, a local historian from Broken Hill and a City Councillor, who addressed delegates and enlightened them with her presentation on "I'm a Miners Daughter" and in her role as the Curator at the local Railway Museum. Delegates were extremely impressed by the informative address by Councillor Adams and the Mayor.

Behind the scenes, for the traditional mine site tour, network dinner, press, tour bus, organising speakers and meeting venues, was a lot of the leg work done by Councillor Jim Nolan, a member of Broken Hill City Council, their delegate to the Association and on our Executive Committee. Without Jims' assistance and contacts, the success of the meetings and trip to Broken Hill would not have been as high, thank you Jim for the help given to the Executive Officer and Executive of the Association with our visit to Broken Hill.

Next Meeting in Sydney 10/11th August 2017

We are unable to have our Ordinary meeting at Parlaiment House this year as the MP for New England, Adam Marshall has the Jubilee Room booked for the NSW Country Mayor's Association. In speaking with the Parliamentary Services staff, the process requires sponsorship by a Local Member of Parliament to book the facility and on this occasion neither day on 10th or 11th August 2017 are available.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

When the dates are set at the AMRC Annual General Meeting each year, every endeavour will be undertaken prior, to ensure we don't have a clash with other groups so we can get to have our future meetings at Parliament House. In the meantime, efforts will be on having the August meeting at Rydges Sydney Central again where they have offered a discount for us to go there and subject to accurate numbers it will be a lot cheaper than in March. We have asked for a quote for a meeting room for 25 delegates and a small room for the Executive Committee to meet beforehand, at a cheaper rate than in the past.

Planning Legislation Updates

The Association has been informed by the Deputy Secretary of Planning Policy, Strategy and Governance, Alison Frame that submissions for changes to the EPA Act have closed and there were 470 submissions from a wide range of stakeholder groups and interested individuals. This will take some time to sort out and a stakeholder report will be issued in due course providing an update on policy and other developments as a result. Further details can be obtained from Alison direct at alison.frame@planning.nsw.gov.au or the project team at legislativeupdates@planning.nsw.gov.au

Alison has always been very cooperative and has indicated it is highly probable that she and staff will be attending our meeting at Singleton to do the mine tour in the afternoon and attend the meeting next day to provide an update on planning policy matters, etc.

An invitation has been forwarded to the Minister for Planning, the Hon Anthony Roberts requesting a meeting with the Associations' Executive Committee and Voluntary Planning Agreement Working Party members to provide an update on progress to date and other planning matters that may well flow from the conversation such as recent changes to the EPA Act. Alison has also been helpful in assisting with the provision of emails to expedite the process.

Claim the Date

Former Chair of the Association and life member of the Association, Councillor Colleen Fuller, Gunedah Shire Council has forwarded documentation promoting a mining event being held in Gunnedah on 16 - 17th September 2017, in "Recognising 120 years of Mining across the Gunnedah Shire".

There will be a Memorial Service and an official Miners Support Dinner on Saturday 16th September 2017 and BBQ breakfast next day. If you can make it or need further details email gdhminers@gmail.com

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Voluntary Planning Agreement Working Party (VPAWP)

As per the resolution of the Association at its May Ordinary meeting, the Executive of the Association have engaged Warwick Giblin of Oz Environmental, to develop a case for "a percentage of the price of mineral product sold to market by the proponent" to be paid to Council, as a Voluntary Planning Agreement contribution to be used by Councils for public benefit. This will embrace coal, gold, copper, tin, zinc, agricultural lime, lead, scandium, etc.

At this stage, Warwick has recommended that the quantum for energy production such as wind farms, gasfields and solar farms, not be addressed in this process, as there is already a quantum measure for wind farms accepted by most proponents and Councils, such as $1250 plus CPI multiplied by the Installed Capacity in megawatts, which can be applied to these other renewable sources.

The scope of work will explore a means to calculate a percentage of the price of the mineral product sold by the miner and other options such as CapEx and a combination of these and the Worker Domicile model preferred by the NSW Minerals Council. He will consider the current royalty rate charged by the NSW Government on miners for the right to mine a public resource. The consultant will have a draft to the Associations VPA Working Party by 31st July 2017 and have the document refined and tabled at our August meeting.

Further details will be provided as they unfold, however Warwick is not able to start the project until early July 2017 due to other commitments, however he is the best person to do this and will research what other states have used to compensate the community for the impacts on the social fabric of the community from mining and related activities.

Regional Independent Assessment Panel (RIAP)

Enquiries and minutes have revealed that it appears that the Panel has been established to independently review projects being funded by the NSW State government such as Resources for Regions, Water and Waste Water backlog Program for Infrastructure NSW, Country Bridges, and other infrastructure projects.The CEO from NSWMC and the former Executive Officer of the Association were on the Panel only to review Resources for Regions applications. The Panel makes recommendations to the Minister who were to receive grants (against set criteria) as independents.

The officer on the Panel from Premier's and Cabinet Department, Chris Hanger, is to write to the Association to request the appointment of a delegate to the Panel to replace Don Tydd. There are no current applications to consider.

As at the date of this Newsletter, a letter from Mr Hanger has not yet been received.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Review of Mines Subsidence Board

A response has been received from the Chair Mines Subsidence Board (on a Subsidence Advisory NSW letterhead), Laura Christie in response to issues raised by Councillor Dan Thompson, Singleton Shire Council delegate to the Association and supported by the Association at our 2 March 2017 meeting in Sydney and the subsequent letter sent to the Minister for Finance, Services and Property, the Hon Victor Dominello.

Matters raised by Councillor Thompson (who is a member of the Mines Subsidence Board as a Local Government Industry representative appointed by the Minister for Local Government), were the NSW governemnt proposing to pass legislation to allow miners to deal direct with affected residential properties, the return of the $20m levy fund monies or a substantial part thereof to miners to do this and recommending the establishment of a Rehabilitation Fund in lieu for this to occur for active and non active mines.

Given the importance of these critical matter, the content of the response from the Chair is summarised below in point form for the information of delegates and will be dealt with at the next meeting of the Association in August, if not beforehand, by the Executive:

- The government is reviewing the Mine Subsidence Compensation Act 1961 to make underground coal operators more accountable for subsidence damage to people's homes and infrastructure;
- The reforms seek to reposition Subsidence Advisory NSW as a more effective regulator than the Mines Subsidence Board and as a better case advisory service provider for property owners affected by subsidence damage;
- Regarding the Coal Mine Subsidence Compensation Fund, the new user pays model require the miners to pay for their own subsidence impacts in a system that will be overseen by Subsidence Advisory NSW, who will manage the fund;
- The Chair has indicated that the funds will also be used to provide compensation for damage caused by non active coal mines and for the current backlog of claims from active mines (until the legislation is passed);
- The existing contingency within the Fund will not be returned to industry in the long term, only to assist for a number of collieries deemed worse off in the transitional period;
- Long term impacts of mining on the environment will be addressed by other departments eg Department of Planning administers mining rehabilitation bonds and they have Derelict Mines Program.

The Chair, suggested that if there were any further details or enquiries they should be directed to these people – Mine Subsidence Reforms (Felicity No, Acting Director on 02 93727116) or in relation to mining rehabilitation bonds and the Derelict Mines Program (Kylie

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Hargreaves, Deputy Secretary, Resources and Geoscience form the Department of Planning and Environment on 02 93386986).

Website

The website is a work in progress and the focus has been on getting more relevant information on the site such as minutes, submissions, etc. The Executive Officer has organised to meet with our website designer in June to obtain costings to review the website and remove old photos, look at modernising it, make the website more user friendly, have the newsletter part of it and so on.

Review of Strategic Framework (Plan) 2017 - 2020

The Chair of the Working Party (established to review the Strategic Framework 2013 – 2016 for the Association Councillor Chris Connor), presented in a new format and content, the draft Strategic Plan 2017 – 2020 to delegates at the Association's meeting in Broken Hill with a new Vision "To be the peak body in NSW, empowering and resourcing local councils and their communities to address the challenges and opportunities created by mining, energy production and related infrastructure".

The draft Strategic Plan also has new Context and Consultation themes with three Strategic Directions as follows:-

- Advocacy so that member councils are heard
- Resourcing to support member councils
- Policy to empower member councils

Each Strategic Direction is supported by commentary on it's Purpose, the People and Processes involved, the Products developed and the Practice regime to be followed with Key Performance Indicators and Performance Measures. There is also a possible name change for the Association, as a result of this fresh look, at what is happening to councils and impacting on our communities from mining and energy related activities in order to be more relevant, effective and assisting such as the "Mining and Energy Related Councils" (MERC), any others?.

Councillor Connor is seeking input from the Working Party members on the content. The final draft will be presented to delegates at the August meeting.

Commissioner for Land and Water – Mining Activity Statistical Reports

The Association Chair has been provided with copies from the Commissioner for Land and Water that his staff have developed to monitor and provide accurate up to date details to the public on mining activities in each Local Government Area throughout NSW.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Association of Mining Related Councils

At the meeting in Broken Hill, it was resolved that the Association support the devlopment of such informative reporting on mining activities and that the Commissioner, Mr Jock Laurie and his staff be invited to attend the next meeting of delegates in Sydney on 11th August to do a presentation on the details outlined in the Mining Activity Statistical Reports that his office have developed for member Councils to share with their communities ie Complinace levels and Status Reports for every mine in NSW.

The reports can be found on the www.landandwater.nsw.gov.au website or enquiries can be made to the NSW Land and Water Commissioner on phone 02 63913429.

The Commissioner has gladly accepted the invitation to take delegates through these new tools at our next meeting in August 2017.

Related Matters of Interest - Energy Issues in the Press

"Oxfam's coal-free call is dangerous fantasy" Steve Gallilee, NSW Minerals Council CEO, in the NSW Daily Telegraph 20th May 2017, had a swipe at Oxfam's latest policy platform when it released its "More Coal Equals More Poverty" report which criticises Australia for supplying coal for electricity generation to developing nations. He says "the report claims renewables alone can power our region's poorest nations and calls on Australia to transition to 100 per cent renewable energy in just 12 years time". Steve says this agenda has been dismissed by economists and ignores one of the biggest impediments to raising people out of poverty – access to reliable, affordable electricity.

Steve points out that Oxfam's suggestion that renewables alone could lift the poor out of poverty in places such as India is a dangerous fantasy. He said the Indian Minister for Power, Coal and Renewable Energy, Mr Piyush Goyal said in 2016 "Solar works when the sun is shining, wind works when the wind is blowing, hydro works when there is water in the rivers. You must have coal".

Three years before this, Steve and a few of his mining industry mates participated in a charity event called Trailwalker, a 100 kilometre walk held annually, to raise funds for Oxfam. They raised several thousand dollars and believed they were walking to raise money to help people get out of poverty. He is not happy! Refer www.dailytelegraph.com.au

"Clean energy "rocketing to record year" Peter Hannam, Environment reporter in the SMH reported that "Australia's clean energy record is heading for a record year for new solar and wind farms, generating thousands of jobs in regional areas and bringing the 2020 Renewable Energy Target within range.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Association of Mining Related Councils

The Clean Energy Council's annual report released on Tuesday shows the country generated about 17,500 gigawatt-hours of renewable energy last year, more than halfway to the 2020 goal of 33,000 GW-hours a year". Refer details on the www.smh.com.au and www.cleanenergycouncil.org.au websites for further details.

"Move to strip councils of DA power slammed" Reported in the SMH 31st May is the backlash from the NSW governments decision to strip metropolitan councils of their planning powers to determine DA's above a certain value and possibly where a Councillor has a pecuniary interest. For some regional Councils the use of panels would be voluntary. Refer www.smh.com.au for more details. Local Government NSW issued a media release entitled "Panel Measure Erodes Local Democracy" on June 1st 2017 raising its concerns about the proposals.

"Royalties agreed over Adani mine" In the SMH 31st May 2017, it is reported that the "on again off again" Adani mine in QLD is back on track following a decision by the QLD government to have a six year royalty deferral with capped payments at $5m pa put in place to assist Adani proceed. Projected jobs were to be in the vicinity of 10,000 for the $16billion development.The Federal government also is assisting by lending Adani the money, under what terms is not clear. Refer www.smh.com.au publications for further details.

"Government push for clean coal funding" Published in the SMH 31st May, the Turnbull government will test support for coal in Parliament by introducing changes that would allow the green bank to invest in carbon capture and storage technology if it cuts pollution by at least half. They propose to expand the Clean Air Finance Corporation to back fossil fuel power plants that includes technology sometimes descibed as "clean coal". The technology involves capturing the emissions at the source and burying them underground. Refer www.smh.com.au

"Bush left in the Dark"
Essential Energy has reported that its customers have experienced an average of nearly two balckouts a year, while Endeavour and Ausgrid who service the popoulations in Sydney, Newcastle and Wollongong reported its customers experienced less than one blackout a year on average.

NSW Energy Minister, the Hon Don Harwin said "the people of country NSW understood you cant compare apples with oranges. It sometimes takes longer to travel the distance to get to a fault in country NSW, not always, but most of the time, than it does in Sydney. It wont always be possible to do things as quickly, people in the regions get that". Mr Harwin also was quoted as saying Essential Energy had improved their service levels, pointing to

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

the slight decrease in the number of outages in 2015/16 at 1.8 per customer, after it peaked at 2.0 power outages per customer in 2014/15.

Membership Updates

Narromine Shire Council have advised that they have resigned from the Association, which is disappointing, without reason. As the Executive Officer has pointed out to the Association's Executive, when there is significant change at a Council, after the four yearly September elections, for political reasons or otherwise, these things happen, especially when there are not any experienced delegates or Staff on Council left to provide rational comment or defend a position as to why the Council joined the Association in the first place. Narromine had 6 out of 9 Councillors stand down, including Mayor and Deputy Mayor. But as we all know that is democracy and we move on.

Now that the scope and content of the draft Strategic Plan for 2017 – 2020 is taking shape, submissions will be forwarded to identified Councils that have or are about to have mining and renewal energy developments in their Local Government Areas, followed by phone calls and visits.

The meeting with Lithgow City Council and Association has been deferred until new General Manager has settled in. Any asistance delegates can provide with membership leads or contacts, please give the Executive Officer aor Chair a ring or send an email.

VPA Working Party Visits

If any council would like to know more about the background to the VPA Working Party, progress with negotiations and how the models proposed for Road and Non Road impact calculations, the timelines and the proposed Guidelines will work, please contact the Executive Officer. Arrangements can be made to do a presentation to your council or its relevant staff to assist, by members of the Association's Working Party.

Contact

If you have any queries in relation to this newsletter please do not hesitate to contact the Chair or the Executive Officer to see how we can assist you in your busy role as a Council delegate to the Association of Mining Related Councils. Our contacts are:- Chair, Clr Peter Shinton, by email peter.shinton@warrumbungle.nsw.gov.au or phone at Council on 02 68492000 or the .Executive Officer, Greg Lamont, by email greg@yourexecutiveservcie.com.su or info@miningrelatedcouncils.asn.au or phone on 0407937636.

Greg Lamont
Executive Officer

Clr Peter Shinton
Chair

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.2 Councillors Report - LGNSW Capability Framework Design Workshop on 14 June 2017

Executive Summary

Mayor Ken Keith OAM represented Council at the LGNSW Capability Framework Design Workshop on Wednesday 14 June 2017.

Background Information

The purpose of this workshop was to present the local government capability framework project and consultation approach and gain feedback on the draft design options that have been developed so far.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

1. That the information be received and noted.

Report

LGNSW is developing a capability framework to describe the core knowledge, skills and abilities expected of elected members and local government employees in NSW. Councils in NSW have indicated a strong desire to move towards a set of core capabilities that are expressed as behaviours, and which will set out clear expectations about performance in local government: “how we do things around here”, building on organisational values and creating a common sense of purpose.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The aim of the initiative is to support NSW councils to:

- Align the workforce and elected members in delivering community outcomes
- Improve performance and capacity
- Attract and retain highly capable people
- Provide a shared basis for workforce planning
- Provide broader career options and develop the next generation of local government leaders in NSW
- Provide a common basis for professional development to build capability in local government.

A series of design workshops for the Capability Framework Project had been scheduled at locations across NSW. Each 2-hour workshop involved information sharing about the project and facilitated discussions about elements of the proposed design.

Attachments

1. Design workshop slides - Elected members workshop 14 June
2. LG Draft Capability Framework Poster 6 June 2017
3. Elected member BIs for consultation

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Capability Framework Design Workshop

14th June 2017

Sarah Artist, Senior Manager Innovation & Capacity

Jo Grisard, Grisard Consulting, Technical Lead

Michelle Hamberger, Project Consultant

General Manager

Mayor

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Version: 1, Version Date: 24/08/2017

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Agenda

Item	Time
1 Welcome and overview of workshop	10mins
2 Project Overview	30mins
3 Presentation of design options	15mins
4 Discussion and feedback on design options	45mins
5 Next steps	5mins

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Purpose of this workshop

To present the local government capability framework project and consultation approach and gain feedback on the draft design options that have been developed so far

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Version: 1, Version Date: 24/08/2017

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Introduction

- A bit about you – name, council and role
- Experience using a capability framework?

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Version: 1, Version Date: 24/08/2017

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Project phases

- Phase 1 (February to July 2017):
  - Develop Local Government Capability Framework
- Phase 2 (July to December 2017):
  - Develop support tools

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Version: 1, Version Date: 24/08/2017

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Local Government capability framework

A framework that defines the core knowledge, skills and abilities expected of elected members and all local government employees

Support NSW councils to:

- align the workforce and elected members in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- provide a shared basis for workforce planning
- provide broader career options and develop the next generation of local government leaders in NSW
- provide a common basis for professional development to build capability in local government.

6

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

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Tools and resources

Possible tools to support implementation:

- A role description template and role description builder tool
- Guide to using capabilities in Workforce Planning
- Generic role descriptions for common roles (e.g. General Manager)
- A guide on using the capability framework in recruitment
- A guide and template for capability-based performance management
- A guide on using the capability framework for councillors' development planning
- A change management guide for implementing the capability framework
- A library of council tools and resources
- A capability self-assessment tool for the workforce

8

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Consultation approach

- Central team
- Reference Group meetings
- Capacity Building Committee
- Design Workshops
- Mindhive online forum
- HR & L&D Networks
- Emails
- LGNSW weeklies & website
- Central and Virtual teams (Phase 2) for the development of support tools

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Mindhive will enable you to:

- Stay in touch with the latest developments
- Share your comments anytime from your computer or mobile device
- Contribute to the development through our Mindhive community

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Mindhive

9

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

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Design principles

The capability framework should:

- cover both workforce and elected members
- apply to all roles, for both workforce and elected members
- focus on core common capabilities, with any complementary technical sets developed at a later stage.
- work alongside the skills descriptors in the Local Government (State) Award.
- be designed to underpin all aspects of workforce management
- reflect local government language

The design approach should:

- avoid 'reinventing the wheel'
- focus on and involve input from end users
- value simpler solutions over more complex solutions, where both would meet the other design principles
- use the NSW Capability Framework as a starting point for design work

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Design summary

Personal Attributes	Relationships	Results	Resources	People Management	Civic Leadership
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	**Communicate and Engage** Communicate clearly, actively listen to others and respond with respect	**Deliver Results** Achieve results through efficient use of resources and a commitment to quality outcomes	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	**Manage and Develop People** Engage and motivate staff and develop capability and potential in others	**Demonstrate Civic Leadership** Be recognised by peers and the community as a pro-active member of the governing body
Act with Integrity Be honest, ethical and professional	**Community and Customer Focus** Provide service focused on community needs and organisational objectives	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	**Technology and Assets** Understand and use available technologies and assets to maximise efficiencies and effectiveness	**Inspire Direction and Purpose** Communicate goals, priorities and vision and recognise achievements	**Represent Communities** Understand and promote the interests of all citizens and stakeholders
Demonstrate Council Values Adhere to and promote council values	**Work Collaboratively** Collaborate with others and value their contribution	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	**Procurement and Contracts** Understand and apply procurement processes to ensure effective purchasing and contract performance	**Optimise Business Outcomes** Manage resources effectively and apply sound workforce planning principles	**Govern Responsibly** Effective decision making, legislative compliance and uphold principles and behaviours of good governance
Manage Self Show drive and motivation, a measured approach and a commitment to learning	**Influence and Negotiate** Gain consensus and commitment from others and resolve issues and conflicts	**Demonstrate Accountability** Be responsible for own actions, adhere to legislation and policy		**Manage Change** Support, promote and champion change, assist others to engage with change	

Core capabilities

People managers

Elected members

12

General Manager

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Design element 1: Capability groups

Personal Attributes	Relationships	Results	Resources	People Management	Civic Leadership
This group of capabilities is about being able to manage oneself and demonstrate local government/ council values.	This group of capabilities is about being able to get along with, collaborate and work well with others.	This group of capabilities is about being able to get the job done.	This group of capabilities is about using resources effectively.	This group of capabilities is about what people managers need to be able to demonstrate in order to supervise, motivate and develop others and manage the workforce effectively.	This group of capabilities is about what elected members need to be able to demonstrate – in addition to the core capabilities – to perform their functions effectively

Core capabilities

People managers

Elected members

13

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Design element 2: Workforce capabilities

Personal Attributes	Relationships	Results	Resources
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	**Communicate and Engage** Communicate clearly, actively listen to others and respond with respect	**Deliver Results** Achieve results through efficient use of resources and a commitment to quality outcomes	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk
Act with Integrity Be honest, ethical and professional	**Community and Customer Focus** Provide service focused on community needs and organisational objectives	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	**Technology and Assets** Understand and use available technologies and assets to maximise efficiencies and effectiveness
Demonstrate Council Values Adhere to and promote council values	**Work Collaboratively** Collaborate with others and value their contribution	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	**Procurement and Contracts** Understand and apply procurement processes to ensure effective purchasing and contract performance
Manage Self Show drive and motivation, a measured approach and a commitment to learning	**Influence and Negotiate** Gain consensus and commitment from others and resolve issues and conflicts	**Demonstrate Accountability** Be responsible for own actions, adhere to legislation and policy	

Core capabilities – apply to all employees

People Management
Manage and Develop People Engage and motivate staff and develop capability and potential in others
Inspire Direction and Purpose Communicate goals, priorities and vision and recognise achievements
Optimise Business Outcomes Manage resources effectively and apply sound workforce planning principles
Manage Change Support, promote and champion change, assist others to engage with change

People managers

14

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Design element 3: Elected member capabilities

Personal Attributes	Relationships	Results	Resources
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	**Communicate and Engage** Communicate clearly, actively listen to others and respond with respect	**Deliver Results** Achieve results through efficient use of resources and a commitment to quality outcomes	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk
Act with Integrity Be honest, ethical and professional	**Community and Customer Focus** Provide service focused on community needs and organisational objectives	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	**Technology and Assets** Understand and use available technologies and assets to maximise efficiencies and effectiveness
Demonstrate Council Values Adhere to and promote council values	**Work Collaboratively** Collaborate with others and value their contribution	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	**Procurement and Contracts** Understand and apply procurement processes to ensure effective purchasing and contract performance
Manage Self Show drive and motivation, a measured approach and a commitment to learning	**Influence and Negotiate** Gain consensus and commitment from others and resolve issues and conflicts	**Demonstrate Accountability** Be responsible for own actions, adhere to legislation and policy	

Core capabilities

Civic Leadership
Demonstrate Civic Leadership Be recognised by peers and the community as a pro-active member of the governing body
Represent Communities Understand and promote the interests of all citizens and stakeholders
Govern Responsibly Effective decision making, legislative compliance and uphold principles and behaviours of good governance

Elected members 15

General Manager

Mayor

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Design element 4: Capability levels

Personal Attributes	Relationships	Results	Resources	People Management	Civic Leadership
5 workforce capability levels	**5 workforce capability levels**	**5 workforce capability levels**	**5 workforce capability levels**	**5 workforce capability levels**	**2 elected members capability levels –** • Mayor • Councillor
2 elected members capability levels – • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor	**2 elected members capability levels –** • Mayor • Councillor		

Core capabilities

People managers

Elected members

16

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

LOCAL
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CAPABILITY FRAMEWORK
Discussion & Feedback on Design Options
17

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

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Discussion on design options

Question 1 – Civic Leadership

Do these capabilities cover the most relevant aspects for elected members?

Question 2 - Clarity of capabilities

Is it clear from the indicators what each capability is about?

Do the behavioural indicators reflect the right construct for each capability?

Question 3 - Usefulness of indicators

The behavioural indicators are intended to describe appropriate observable behaviours, rather than stating the duties and responsibilities of mayors and councillors. How well do the indicators do this?

Are any indicators misleading, e.g. suggesting something that is not part of the role of a mayor or councillor?

Question 4 - Capability levels for elected members

Because mayors have a range of responsibilities in addition to those of councillors, two levels of behavioural indicators (councillor and mayor) have been developed for most capabilities. However, for some capabilities where it seems there are no additional expectations for mayors, one level of indicators (councillor) only have been provided. Thoughts?

CAPABILITY FRAMEWORK

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Next Steps

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

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Next Steps

Capability Framework:

- A series of workshops across NSW to obtain input on design throughout June
- Design progressively refined to reflect input
- Review by Reference Group
- Online and print support materials
- Board approval and launch expected July/ August

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

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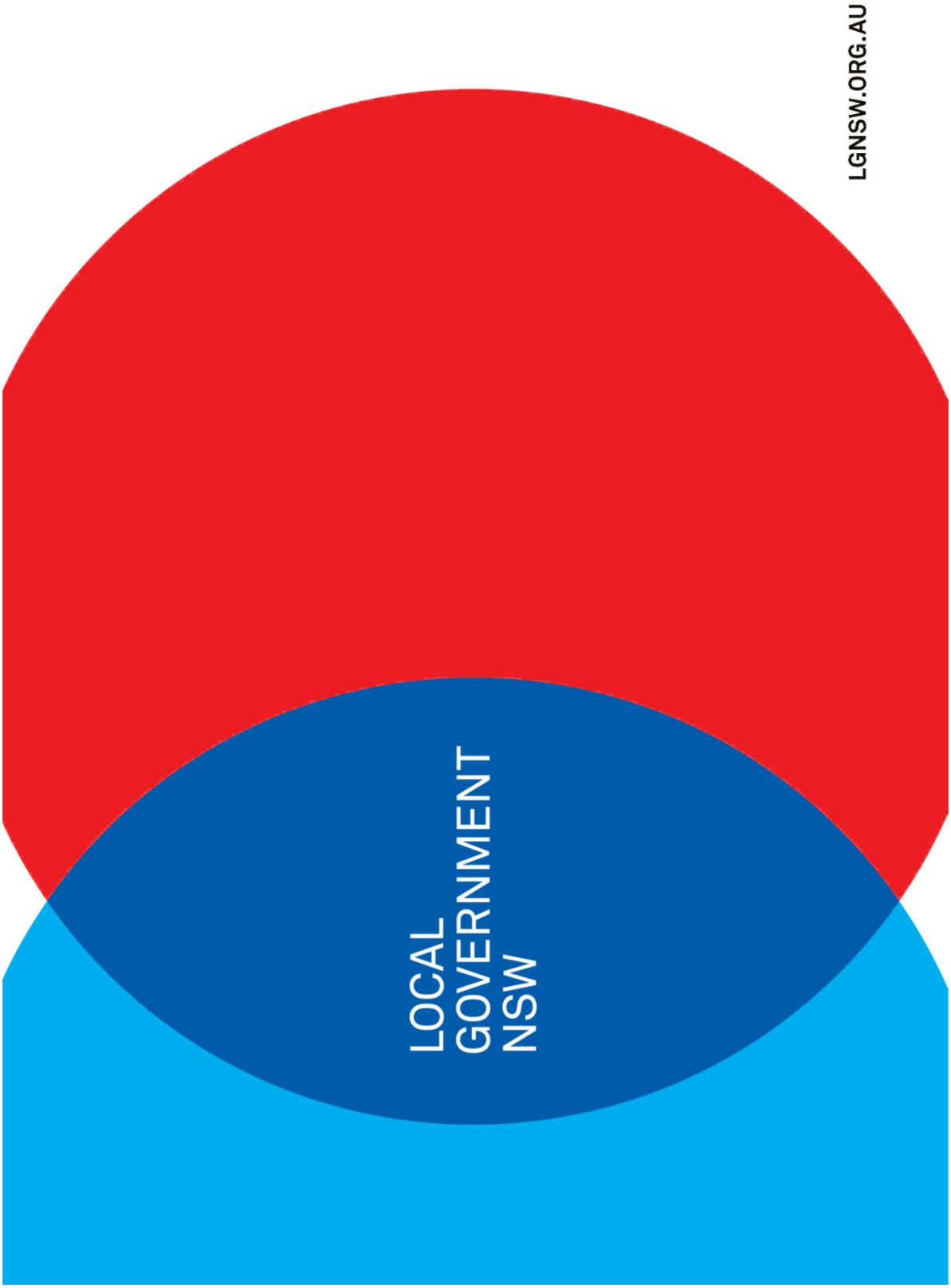
Next Steps (cont.)

Support tools:

- Establish central and virtual teams from June (please indicate your interest in participation)
- Concurrent development of tools by different groups June-December 2017
- Review by Reference Group
- Workshops to obtain council input
- Online and print support materials
- Board approval and launch expected December



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Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Anthony Roberts
Minister for Planning
Minister for Housing
Special Minister of State

NSW GOVERNMENT

MEDIA RELEASE

Wednesday 14 June 2017

HEALTHY FUTURE FOR THE HEART OF NSW

A diverse economy, healthy environment, vibrant communities and quality infrastructure underpin the strong future that lies ahead for the heart of NSW.

Minister for Planning and Housing, Anthony Roberts, today launched the Central West and Orana Regional Plan - a blueprint that will guide planning and land use decisions for the 19 local government areas in the region over the next two decades.

"The Central West and Orana lies at the centre of NSW, with access to all corners of the state and beyond, with 80 per cent of Australia's population within 12 hours of Parkes by road or rail, " Mr Roberts said.

The plan shows how improved infrastructure will unlock access to growing consumer markets, grow and diversify the economy, and strengthen the connectivity between the region's cities, centres and towns.

"Ongoing upgrades to the transport and freight networks and planned future developments, such as Western Sydney Airport and the proposed Melbourne to Brisbane Inland Rail, will help the region prosper.

"The regional plans demonstrate that we have a strategic approach for our regional centres, as much as we do for the growth of Sydney."

The plan identifies five priority growth sectors including transport and logistics, agribusiness and value-added manufacturing, tourism, mining and renewable energy and a growing service sector.

By 2036, the region will have one of the most diverse regional economies in NSW.

Mr Roberts said while mineral resources and agriculture were the biggest employment industries in the region, advances in technology would create more skilled jobs in the areas of health, education, tourism and renewable energy.

"Improvements in technology will increase online access to education and health precincts can be created around hospitals in strategic centres like Dubbo".

NSW Government investments in the region have included:

- $241.3 million for the Dubbo Base Hospital redevelopment
- $60 million to upgrade Mudgee Hospital
- $140 million towards the duplication of the LH Ford Bridge at Dubbo
- $28 million towards the Bells Line of Road upgrade
- $21 million for a five-staged potable water supply pipeline from Orange to Blayney and Carcoar Dam
- $17 million for a potable water pipeline from Orange to Molong Dam, and from Molong to Cumnock and Yeoval
- $2.5 million for the new Molong Ambulance Station
- Establishment of Multi-Purpose Services at Molong, Coolah and Rylstone

"The region's distinct natural landscapes – the agricultural hinterland of the Central West and the vast slopes and plains of the Orana natural landscapes – make it ripe for renewable energy generation," Mr Roberts said.

"There's potential for wind farms in the Central West and solar farms in the Orana, and the NSW Government is working with the Commonwealth on a proposed bio-hub at Dubbo.

"The Central West and Orana is home to some of the most diverse communities in NSW. Their distinctive character, unique attractions, and cultural events, attracts people from around the country to live and visit."

Upgrades to major roads and new infrastructure, new housing release areas such as North Orange, Shiralee, Kelso and South East Dubbo, developing regional design guidelines, and allowing more choice in housing types will help meet the needs of future residents, while still maintaining the existing qualities that make them unique.

Media: Norm Lipson 0429 081 428

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Local Government Capability Framework

Draft for Discussion on 6 June 2017

Personal Attributes	Relationships	Results	Resources	People Management	Civic Leadership
Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change **Act with Integrity** Be honest, ethical and professional **Demonstrate Council Values** Adhere to and promote council values **Manage Self** Show drive and motivation, a measured approach and a commitment to learning	**Communicate and Engage** Communicate clearly, actively listen to others and respond with respect **Community and Customer Focus** Provide service that is oriented towards meeting community needs and organisational objectives **Work Collaboratively** Collaborate with others and value their contribution **Influence and Negotiate** Gain consensus and commitment from others and resolve issues and conflicts	**Deliver Results** Achieve results through efficient use of resources and a commitment to quality outcomes **Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances **Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions **Demonstrate Accountability** Be responsible for own actions, adhere to legislation and policy and be proactive to address risk	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk **Technology and Assets** Understand and use available technologies and tools to maximise efficiencies and effectiveness **Procurement and Contracts** Understand and apply procurement processes to ensure effective purchasing and contract performance	**Manage and Develop People** Engage and motivate staff and develop capability and potential in others **Inspire Direction and Purpose** Communicate goals, priorities and vision and recognise achievements **Optimise Business Outcomes** Manage resources effectively and apply sound workforce planning principles **Manage Change** Support, promote and champion change, and assist others to engage with change	**Demonstrate Civic Leadership** Be recognised by peers and the community as a pro-active member of the governing body **Represent Communities** Understand and promote the interests of all citizens and stakeholders **Govern Responsibly** Effective decision making, strategic resource allocation, legislative compliance and principles of good governance

Core Capabilities — **People Managers** — **Elected Members**

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Personal Attributes

Capability Name	Level	Behavioural indicators (BI)
Display Resilience and Courage	Councillor	Keep control of own emotions and stay calm in challenging situations
		Advocate constructively for an idea or position, even in the face of strong, contrary views
		Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively
		Stay positive and persevere in the face of resistance or setbacks
	Mayor	Accept public criticism and respond in a thoughtful and considered way
		Read situations quickly and act to de-escalate emotionally charged situations
Act with Integrity	Councillor	Keep confidences
		Tell the truth and admit to your mistakes
		Do as you say you will do
		Take steps to clarify what is the ethical thing to do
		Follow legislation, rules, policies and the code of conduct applicable to councillors
		Speak out against misconduct, illegal and inappropriate behaviour and apparent conflicts of interest
		Represent council in an honest, ethical and professional way
	Mayor	Help councillors to understand their obligations to comply with legislation, rules, policies and codes of conduct
		Identify and discuss ethical issues with other councillors
		Promote a culture of integrity and professionalism within council and in dealings external to council
Demonstrate Council Values	Councillor	[Placeholder for behaviours relating to council values]
Manage Self	Councillor	Talk to the mayor, general manager and other councillors about your role and responsibilities and seek feedback
		Pursue your responsibilities with energy, drive and commitment
		Manage own time and commitments effectively in line with a clear set of priorities
		Show awareness of own strengths and areas for growth
		Look for and take opportunities to develop knowledge and skills as a councillor
	Mayor	Pursue your purpose as mayor with energy, drive and commitment
		Honestly examine your personal motivation and capability as mayor
		Reflect on and integrate feedback, showing a capacity and willingness to modify own behaviours
		Promote the value of self-improvement and be proactive in seeking opportunities for growth

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Relationships

Capability Name	Level	Behavioural indicators (BI)
Communicate and Engage	Councillor	Clearly explain and present ideas and arguments
		Focus on key points and speak in 'Plain English'
		Adjust your tone, pace and message for different audiences
		Pay attention to non-verbal cues, and adjust accordingly
		Listen when others are speaking and ask appropriate, respectful questions
		Write in a way that is logical and easy to follow
	Mayor	Read and engage varied audiences and test levels of understanding
		Clearly explain complex concepts and arguments to individuals and groups
		Create opportunities for others to contribute to public discussion and debate
		Communicate your purpose and plans as mayor using a variety of media to reach many audiences
Community and Customer Focus	Councillor	Keep up to date on current issues affecting the community
		Show pride in and talk positively about your local area and community
		Commit time and energy to serving the community and helping meet their needs
		Work towards environmental, social and economic sustainability in the community and region
		Collect and use community feedback on council services and decisions to identify improvements
		Build and maintain effective relationships with a range of people who reflect the diversity in the community
Work Collaboratively	Councillor	Prepare appropriately for council meetings
		Share information with other councillors about local issues, key stakeholders and council activities
		Listen to other perspectives and respect the diversity of skills and experiences on the governing body
		Work cooperatively with other councillors for the benefit of the community
		Build relationships with the general manager, councillors and staff based on trust and mutual respect
	Mayor	Assist councillors to learn about local issues and council activities and to build relationships in the community
		Encourage councillors to work collaboratively
		Foster a culture of mutual trust and respect on the governing body
		Build a productive working relationship with the general manager based on clear expectations of each other, trust and respect
		Encourage and support positive relationships between the general manager and the governing body

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Relationships

Capability Name	Level	Behavioural indicators (BI)
Influence and Negotiate	Councillor	Embrace robust discussion and debate as a useful and necessary part of local government
		Listen to understand where other parties are coming from and find common ground
		Avoid starting from an entrenched position and be willing to give and take
		Negotiate from an informed and credible position
		Show sensitivity and understanding in resolving conflicts and differences
		Win concessions without damaging relationships
		Use understanding of political processes and networks to develop a negotiation strategy
	Mayor	Understand the interests of business leaders, regional counterparts and ministers in order to find common ground
		Be direct and brief in setting out council's position and needs
		Anticipate points of contention and plan negotiations accordingly
		Steer discussion and debate towards achieving an acceptable outcome

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Results

Capability Name	Level	Behavioural Indicators (BI)
Deliver Results	Councillor	Monitor and provide advice on the delivery of customer-focused services
		Instigate and champion initiatives to deliver community outcomes
		Identify potential risks to the achievement of council goals and take steps to address these
		Engage regularly with the general manager and senior staff about strategies to improve council performance
Plan and Prioritise	Councillor	Identify and pursue critical priorities and set aside less critical activities
		Contribute to setting performance goals that include quality measures, time frames and budget for delivery
		Consider the results of council performance reports when making new plans
		Consider the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans
		Incorporate sound risk management principles into strategic planning
	Mayor	Work with the general manager to translate strategic direction into a delivery program and operational plan
		Build a shared understanding with the general manager of how the operational plan delivers on the community strategic plan
		Continuously monitor progress against the delivery program and operational plan, ensuring the resourcing strategy is appropriate
		Consider council's current and potential future role within the community and region when planning
Think and Solve Problems	Councillor	Seek out information and ideas from a range of sources
		Ask questions to get to the heart of the issue and define the problem clearly
		Think about problems from different perspectives and look for non-obvious solutions
		Take account of the wider context and long-term impacts when considering policy options
		Analyse information from a range of sources and draw conclusions based on evidence
Demonstrate Accountability	Councillor	Take responsibility for fulfilling the role of councillor to the best of your ability
		Demonstrate respect for council funds and the obligation to manage council resources responsibly
		Understand and operate in line with legal and regulatory requirements
	Mayor	Take responsibility for fulfilling the role of mayor to the best of your ability
		Model the highest standards of financial probity, demonstrating respect for council funds and other resources
		Promote a culture of accountability in the governing body

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Resources

Capability Name	Level	Behavioural indicators (BI)
Finance	Councillor	Use basic financial terminology appropriately and demonstrate an understanding of recurrent and capital spending
		Make informed contributions to debate about the allocation of financial resources to local priorities
		Consider financial and budget implications, including value for money, in making decisions
		Display an awareness of financial risk and exposure and solutions to address these
		Identify and discuss implications of council's long term financial plan, audited financial statements and budget reviews
	Mayor	Identify and create opportunities to generate revenue and attract investment
		Ensure council considers financial and budget implications, including value for money, in making decisions
		Actively pursue financial risk minimisation strategies, plans and outcomes for council
		Promote the role of sound financial management and its impact on council effectiveness
Technology and Assets	Councillor	Use a range of social media and other technologies appropriately to communicate and engage with the community
		Support the implementation of systems improvement initiatives and the introduction of new technologies
		Understand, support and adopt council's asset management strategy and plan
		Support compliance with the records, information and knowledge management requirements of council
		Maintain a level of currency regarding emerging technologies and how they might be applied in council
	Mayor	Ensure council considers technology and asset implications in making decisions
		Actively pursue asset risk minimisation strategies, plans and outcomes for council
		Promote the role of sound asset management and its impact on council finances
Procurement and Contracts	Councillor	Exercise commercial acumen in reviewing and approving council contracts and tenders
		Make decisions on council tenders according to community benefit

Local Government Capability Framework Project
Draft behavioural indicators for elected members

Civic Leadership

Capability Name	Level	Behavioural indicators (BI)
Demonstrate Civic Leadership	Councillor	Demonstrate respect for the role of council in the community by observing the highest standards of personal conduct at all times
		Contribute constructively to debate in council
		Work towards consensus as a member of the governing body
		Contribute to a positive and ethical culture within the governing body
		Treat all people in the community equally and champion their right to be heard and to participate in public forums
		Support efforts to engage the community in council initiatives
	Mayor	Demonstrate respect for the office of Mayor by observing the highest standards of personal conduct at all times
		Lead constructive council meetings with a view to reaching consensus
		Cultivate a positive and ethical culture within the governing body
		Create opportunities to engage the community in council initiatives
		Champion the council's vision and strategy, and communicate the way forward
Represent Communities	Councillor	Engage regularly with individuals and organisations in the community about local issues and council activities
		Listen to and understand the range of views on complex issues in the community
		Raise issues that are important to constituents with council
		Make considered decisions in the best interests of the community
		Communicate the decisions of council in a way that maintains respect for council
	Mayor	Use a variety of approaches to gather views and sentiment from a range of individuals and organisations
		Guide council to make considered and well informed decisions in the best interests of the community
		Advocate for local interests in dealings with external stakeholders, including other sectors and governments
Govern Responsibly	Councillor	Work through issues, considering all relevant information about the context and regulatory environment, before making decisions
		Participate responsibly in exercising council's employer functions in relation to the general manager
	Mayor	Ensure council works through issues, considering all relevant information, before making decisions
		Set clear performance standards for the general manager and monitor progress
		Provide regular constructive feedback and address performance issues early
		Provide advice on strategies taken by council to be accountable, transparent and efficient
		Ensure legal and regulatory frameworks are applied consistently by council

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.3 Councillors Report - Release of Central West Orana Regional Development Plan at Parkes National Logistics Hub on 14 June 2017

Executive Summary

Deputy Mayor Barbara Newton represented Council at the launch of the Central West and Orana Regional Plan by The Hon Anthony Roberts, Minister for Planning on Wednesday 14 June 2017.

Background Information

Nil.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

1. That the information be received and noted.

Report

Minister for Planning and Housing, Anthony Roberts launched the Central West and Orana Regional Plan in Parkes on 14 June 2017. The Plan intends to guide planning and land use decisions for the 19 local government areas in the region over the next two decades.

The plan shows how improved infrastructure will unlock access to growing consumer markets, grow and diversify the economy, and strengthen the connectivity between the region's cities, centres and towns.

It identifies five priority growth sectors including transport and logistics, agribusiness and value-added manufacturing, tourism, mining and renewable energy and a growing service sector.

It estimates that by 2036, the region will have one of the most diverse regional economies in NSW.

Attachments

1. Media release dated 14 June 2017
2. Photograph of the launch

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Anthony Roberts
Minister for Planning
Minister for Housing
Special Minister of State

NSW GOVERNMENT

MEDIA RELEASE

Wednesday 14 June 2017

HEALTHY FUTURE FOR THE HEART OF NSW

A diverse economy, healthy environment, vibrant communities and quality infrastructure underpin the strong future that lies ahead for the heart of NSW.

Minister for Planning and Housing, Anthony Roberts, today launched the Central West and Orana Regional Plan - a blueprint that will guide planning and land use decisions for the 19 local government areas in the region over the next two decades.

"The Central West and Orana lies at the centre of NSW, with access to all corners of the state and beyond, with 80 per cent of Australia's population within 12 hours of Parkes by road or rail, " Mr Roberts said.

The plan shows how improved infrastructure will unlock access to growing consumer markets, grow and diversify the economy, and strengthen the connectivity between the region's cities, centres and towns.

"Ongoing upgrades to the transport and freight networks and planned future developments, such as Western Sydney Airport and the proposed Melbourne to Brisbane Inland Rail, will help the region prosper.

"The regional plans demonstrate that we have a strategic approach for our regional centres, as much as we do for the growth of Sydney."

The plan identifies five priority growth sectors including transport and logistics, agribusiness and value-added manufacturing, tourism, mining and renewable energy and a growing service sector.

By 2036, the region will have one of the most diverse regional economies in NSW.

Mr Roberts said while mineral resources and agriculture were the biggest employment industries in the region, advances in technology would create more skilled jobs in the areas of health, education, tourism and renewable energy.

"Improvements in technology will increase online access to education and health precincts can be created around hospitals in strategic centres like Dubbo".

NSW Government investments in the region have included:

- $241.3 million for the Dubbo Base Hospital redevelopment
- $60 million to upgrade Mudgee Hospital
- $140 million towards the duplication of the LH Ford Bridge at Dubbo
- $28 million towards the Bells Line of Road upgrade
- $21 million for a five-staged potable water supply pipeline from Orange to Blayney and Carcoar Dam
- $17 million for a potable water pipeline from Orange to Molong Dam, and from Molong to Cumnock and Yeoval
- $2.5 million for the new Molong Ambulance Station
- Establishment of Multi-Purpose Services at Molong, Coolah and Rylstone

"The region's distinct natural landscapes – the agricultural hinterland of the Central West and the vast slopes and plains of the Orana natural landscapes – make it ripe for renewable energy generation," Mr Roberts said.

"There's potential for wind farms in the Central West and solar farms in the Orana, and the NSW Government is working with the Commonwealth on a proposed bio-hub at Dubbo.

"The Central West and Orana is home to some of the most diverse communities in NSW. Their distinctive character, unique attractions, and cultural events, attracts people from around the country to live and visit."

Upgrades to major roads and new infrastructure, new housing release areas such as North Orange, Shiralee, Kelso and South East Dubbo, developing regional design guidelines, and allowing more choice in housing types will help meet the needs of future residents, while still maintaining the existing qualities that make them unique.

Media: Norm Lipson 0429 081 428

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.4 Councillors Report - National General Assembly 2017

Executive Summary

Mayor Ken Keith OAM and General Manager Kent Boyd attended the Australian Local Government Association National General Assembly in Canberra from Monday 19 June to Wednesday 21 June 2017.

The theme for the 2017 National General Assembly was *'Building tomorrow's Communities'* focusing on how Councils can work in partnership with the Australian Government in particular to meet the current and future needs of local communities

Background Information

Traditionally the ALGA National General Assembly attracts over 800 Mayors, Councillors and senior officers from Councils around Australia and provides the opportunity to contribute to the development of national local government policy.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Travel, accommodation and registration cost for Mayor and General Manager.

Recommendation

1. That the information be received and noted.

Report

At its meeting of 21 March 2017 Council resolved that the Mayor and General Manager attend the 2017 Australian Local Government Association National General Assembly.

Tomorrow’s communities will be shaped by the ambition and drive of their people, and by the investments our governments make in their people, the infrastructure they rely on, and the places they live and work.

The theme of this year’s National General Assembly (NGA) ‘*Building Tomorrow’s Communities*’ goes to the heart of the role of local government in modern Australia. Key presentations addressed how councils, often working in partnership with other levels of government, or the private and not-for-profit sectors, are shaping the future and responding appropriately to the challenges that lie ahead.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Increasingly, local governments are striving, wherever possible, to assist communities to be productive, innovative and entrepreneurial, to help build resilience, create jobs and increase overall prosperity at the local level. And as our focus on economic development grows, so too does our role in the local and regional economy as well as in the national economy.

The National General Assembly 2017 provided a platform explore opportunities to strengthen the contribution that local government makes to create the future. The NGA offered an ideal opportunity to elevate local government issues to the Federal level. In recent years, local government, by developing partnerships with the Commonwealth, has successfully delivered more than 55,000 road and community infrastructure projects. These projects have improved safety, productivity and community participation around the nation.

Attachments

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.5 Councillors Report - Australian Logistics Council Parliamentary function on 21 June 2017

Executive Summary

Mayor Ken Keith OAM, Deputy Mayor Barbara Newton, Councillor Neil Westcott and General Manager Kent Boyd represented Council at the Australian Logistics Council Parliamentary function in Canberra on 21 June 2017.

Background Information

The Australian Logistics Council (ALC) is the peak national logistics industry body, with a supply chain focus and a membership spanning the major logistics customers, providers, infrastructure owners and suppliers.

ALC regularly holds events for the benefit of members such as the Parliamentary function on 21 June 2017. These events provide ALC members an opportunity to discuss with decision makers issues of importance to the logistics industry.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Registration, accommodation and travel costs.

Recommendation

1. That the information be received and noted

Report

ALC members and guests attended the ALC Parliamentary function in Canberra on 21 June 2017 which encourages governments to work with industry on driving national productivity through supply chain efficiency and safety.

Prior to the function, the following Ministers and Shadow Ministers addressed the ALC Board at Parliament House:

- The Hon Darren Chester MP, Minister for Infrastructure and Transport
- The Hon Paul Fletcher MP, Minister for Urban Infrastructure
- The Hon Anthony Albanese MP, Shadow Minister for Infrastructure, Transport, Cities and Regional Development, Shadow Minister for Tourism

Attachments

1. Photo

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.6 Councillors Report - Inaugural Refugee Welcome Zones Forum 2017

Executive Summary

Deputy Mayor Barbara Newton and Councillor Neil Westcott represented Council at the inaugural Refugee Welcome Zones Forum in Canberra on Thursday 22 June 2017.

Background Information

Nil.

Legislative or Policy Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

1. That the information be received and noted.

Report

During national consultation, many LGAs advised they would benefit from a national Refugee Welcome Zone forum, to learn, share best practice examples, network and build collaboration. As a result, the first ever Refugee Welcome Zones national forum was held in Canberra on Thursday 22 June 2017.

This Forum was a platform for knowledge sharing and networking. Areas covered included an overview of the organisations working to support, welcome and the launch of new Refugee Welcome Zones in Australia.

Attachments

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9 INWARDS CORRESPONDENCE

9.1 (ICR) Letters of Appreciation

Executive Summary

During the exercise of its various functions, Council frequently receives letters of appreciation for services rendered or actions taken by Councillors and staff.

The most recently received letters of appreciation are from the Mount Isa City Council, Southern Cross Village and the Parkes Painting Group.

Background Information

Nil.

Legislative, Policy & Management Planning Implications

Nil.

Budget & Financial Aspects

Nil.

Recommendation

That the information be received and noted.

Attachments

1. Letter of appreciation from the Mount Isa City Council
2. Letter of appreciation from Southern Cross Village
3. Letter of appreciation from Parkes Painting Group

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

From the Office of the Mayor

Cr Joyce McCulloch

MOUNT ISA CITY COUNCIL

Our Ref: **IR** 1198234 **File** 2102 Mayoral Letters of Support **JM:RVC**

24 April 2017

Cr Ken Keith OAM
Mayor
Parkes Shire Council
2 Cecile Street
PARKES NSW 2870

Dear Mayor

I write to express my thanks to you and members of your Council's team, especially Anna Wyllie and Michael Carter, for assisting the team from the Centre for International Economics – Craig Wilson and Brad Rogers – who spent time in Parkes on 23 and 24 May 2017.

CIE is providing support to my Council on a number of fronts – acting as economic advisors, preparing an economic development strategy, and undertaking a feasibility study on a proposed Mount Isa Transport and Logistics Centre. It is in relation to the latter item that CIE made its way to Parkes to learn from Parkes' experience with the creation and operation of the National Logistics Centre. CIE has advised me that your staff were very welcoming and generous with their time and experience and that the CIE team was able to take away a lot of useful ideas that will assist them in their work for my Council.

I also extend my congratulations to you in relation to recently confirmed Federal funding for Inland Rail which will undoubtedly bring many benefits to Parkes. My Council is similarly keen to progress a transformative national rail link – the Mount Isa to Tennant Creek Rail Link – and I hope we succeed as you have done.

Please accept my thanks and please do not hesitate to contact me should I be able to assist you in any way.

Yours sincerely

Cr Joyce McCulloch
Her Worship Mayor of Mount Isa

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SOUTHERN CROSS VILLAGE
PARKES

Ben Howard
Parkes Shire Council
2 Cecile Street
PARKES NSW 2870

Middleton Street
Parkes NSW 2870
Ph: 6862 5800
Fax: 68 63 4518

19 May 2017

Dear Ben

On behalf of the residents, staff and Management Committee of Southern Cross Village, I would like to take this opportunity to gratefully thank you and the Parkes Sports Council for lending and setting up the plant stall tent for our wonderful fete day on Saturday 13th May.

The tent is of great assistance to our Management Committee plant stall and to have it here each years is invaluable.

Without this special community involvement of yours, the fete day would not be the success it was and this year has raised about $7,000.

The Southern Cross village is, the strong community supported, aged care facility it is today because of contributions such as that of the Sports Council's contribution.

Yours Faithfully

Frances

Frances Scurfield
Secretary, Management Committee.
Parkes Southern Cross Village,

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Painting Group.

Helen Huntly.

39 Coronation Ave

Parkes 2870

22-5-2017

Mayor Ken Keith.

Dear Mayor Keith,

Thank you very much for attending our art exhibition on the 5th May 2017 also for purchasing a work by our guest artist Wendy Hawthorn on behalf of Council .

We were very impressed with your kind words of encouragement ALSO future plans for the development of the wonderful Coventry Room.

Once more thank you and Sue for being with us again as we try to keep our exhibition an annual event.

Yours faithfully in community life, Helen.

P H Huntly

Date. 26/5/17
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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10 GENERAL MANAGER'S REPORT

10.1 (GM) Adoption of draft 2017/18-2020/21 Delivery Program

Executive Summary

The draft Parkes Delivery Plus Program incorporates the following suite of Integrated Planning and Reporting documents has been on display for the statutory period of 28 days:

- Community Engagement Strategy
- Community Strategic Plan
- 4 year Parkes Plus Delivery Plan
- 4 year Financial Forecast
- 12 year Strategic Asset Management Strategy
- 12 year Long Term Financial Plan
- 4 year Workforce Plan
- Operational Plan
- Operational Budget

During the public exhibition period, Council received 1 submission in which the resident voiced concerns with Council's spending on infrastructure assets.

Background Information

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in NSW. Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in 2009/2010. Since this time, the IP&R framework has been rolled out across the State. Council has now prepared 2 suites of IP&R documents. The Delivery Program forms a vital component of this integrated planning approach, which is structured primarily to outline what the newly elected Council will "deliver" whilst in office over the next four years and how this will be resourced.

The draft Delivery Program was tabled at the Council meeting held 18 April 2017. Council resolved to place the Delivery Program on public exhibition for a period of 28 days in accordance with Section 405 and 406 of the Local Government Act 1993.

Legislative or Policy Implications

Section 402 to 406 and 508A of the Local Government Act, 1993.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *All Future Directions*

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Predicted negative / challenge to the Delivery Program: *Minor*

If the recommendation is not adopted, implications to the Delivery Program will be significant.

Quadruple Bottom Line

Economic ★★★★☆

Social ★★★★★

Environmental ★★★★☆

Civic Leadership ★★★★★

Budget & Financial Aspects

The financial consequences of the draft Delivery Program are contained within the supporting draft Delivery Plan suite of documents.

Recommendation

1. That Council adopt the draft Delivery Program, Operation Plan and Operational Budget, subject to the minor changes identified in this report.
2. That Council adopt the draft Schedule of Fees and Charges made under Section 608 of the Local Government Act 1993; and
3. That Council hereby approves and votes the expenditure in the 1 July 2017 to 30 June 2018 Operational Plan and Operational Budget.
4. That the draft schedule of fees and charges made under Section 608 of the Local Government Act, 1993 and included in the draft Revenue Policy be adopted.
5. That pursuant to Section 405 of the Local Government Act, 1993 the draft Statement of Revenue Policy as publicly exhibited be adopted for year 2017/18 be adopted.
6. That the fees and charges be made in accordance with the draft Revenue Policy.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

Council worked with the community over the last twelve months to understand the priorities and expectations of residents in preparation of the 2017/18-2020/21 being the “Parkes Delivery Plus" Program. The Parkes Delivery Plus Programs resourcing strategy outlines the means of achieving the outcomes of Council's Community Strategic Plan. Within the Delivery Program, Parkes Shire Council has embraced the principles of strategic planning and risk managed decision making being fundamental to the Integrated Planning and Reporting framework instilled by NSW Local Government. The Community Engagement Continuum model formulated by Council provides for a continuous dialogue with the community to ensure that the needs and desires of the community are understood, considered and that they are aware of Council's response to the needs and desires identified in the Community Strategic Plan.

The 2017/18-2020/21 draft Delivery Program was tabled at Council's meeting held 18 April 2017, with Council resolving to place the draft Delivery Plan on public exhibition for the statutory period of 28 days, ending 18 May 2017.

At the closure of the exhibition period, 1 submission was received. This submission included general commentary on the overall financial performance and focus of Council without any direct submission on the activities as presented in the Delivery Plan. Council’s Parkes Delivery Plus Committee has considered the correspondence and a reply to the resident has been sent.

After the statutory public exhibition period, the following changes to the Integrated Planning and Reporting documents were made:

2017/18 Operational Budget

After consultation with Councillors at the Parkes Delivery Plus Workshop held Tuesday 6 June 2017, the Dog Park capital project was moved forward and placed into the 2016/17 Operational Plan.

The draft 2017/18-2020/21 Delivery Program is submitted for your consideration.

Attachments

1. Copies of the 2017/18-2020/21 Delivery Program

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Community Engagement Strategy 2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Community Engagement Strategy

Contents

1. Purpose of the Community Engagement Strategy 5
2. What is Community Engagement 6
3. Values when engaging with our community 6
4. Objectives and guiding principles of community engagement 7
5. Levels of Community Engagement 8
6. Planning Community Engagement 9
7. The Community Engagement Continuum 10
8. Community Engagement roles 11
9. Methods of Engagement 12
10. Reporting and the Continuum 12
11. Council Term Timeline 13
12. The Continuum Continuing 14

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Cr Ken Keith OAM
Mayor Parkes Shire

In March 2017, Council invited members of the community to join the conversation and review the Community Strategic Plan that was developed originally in 2006 and reviewed in 2009 and 2012. The vision and future directions for the Shire have been considered valid and on track to guide the development of the Shire over the next 12 years and beyond.

The vision and aspirations of the community have been translated into the Parkes 2030 Community Strategic Plan to guide the projects and programs that Council will deliver over the next term of Council and beyond.

Welcome

Welcome to the Parkes Shire Council Community Engagement Strategy.

Our Community Engagement Strategy guides the approach which we use to build positive community relationships. The framework aims to support the planning, delivery and reporting of all that we do, so that together with our community we build a vibrant Parkes Shire.

The Community Engagement Strategy 'Continuum', is a dynamic process that encourages continuous conversation, learning, improved decision making and community collaboration to achieve progress and create opportunities for the region.

Through this process, we aim to facilitate a collaborative way of working to further strengthen the ties between each of our townships. Council believes that by consulting and engaging with our communities and agreeing on aspirations and priorities, we create more resilient and sustainable communities with a focus on a positive future.

The expertise, skills, experience and local knowledge of our community members and other stakeholders are an invaluable part of the decision making process, ensuring Council makes fair and informed decisions for the Parkes Shire.

To ensure a broad cross section of the community is engaged and consulted, Council proactively works to gather the community's aspirations and priorities using a range of methods.

While Council continues to involve the community using the traditional forms of engagement, including workshops, surveys, meetings, public notices and letters, it now includes more contemporary methods of engagement, such as such as digital and social media platforms.

I thank the community for their continued participation in helping develop the projects that we will deliver over the next term of Council and beyond, to ensure it all adds up to a vibrant Parkes Shire.

Ken Keith OAM
Mayor of Parkes Shire Council

General Manager Mayor

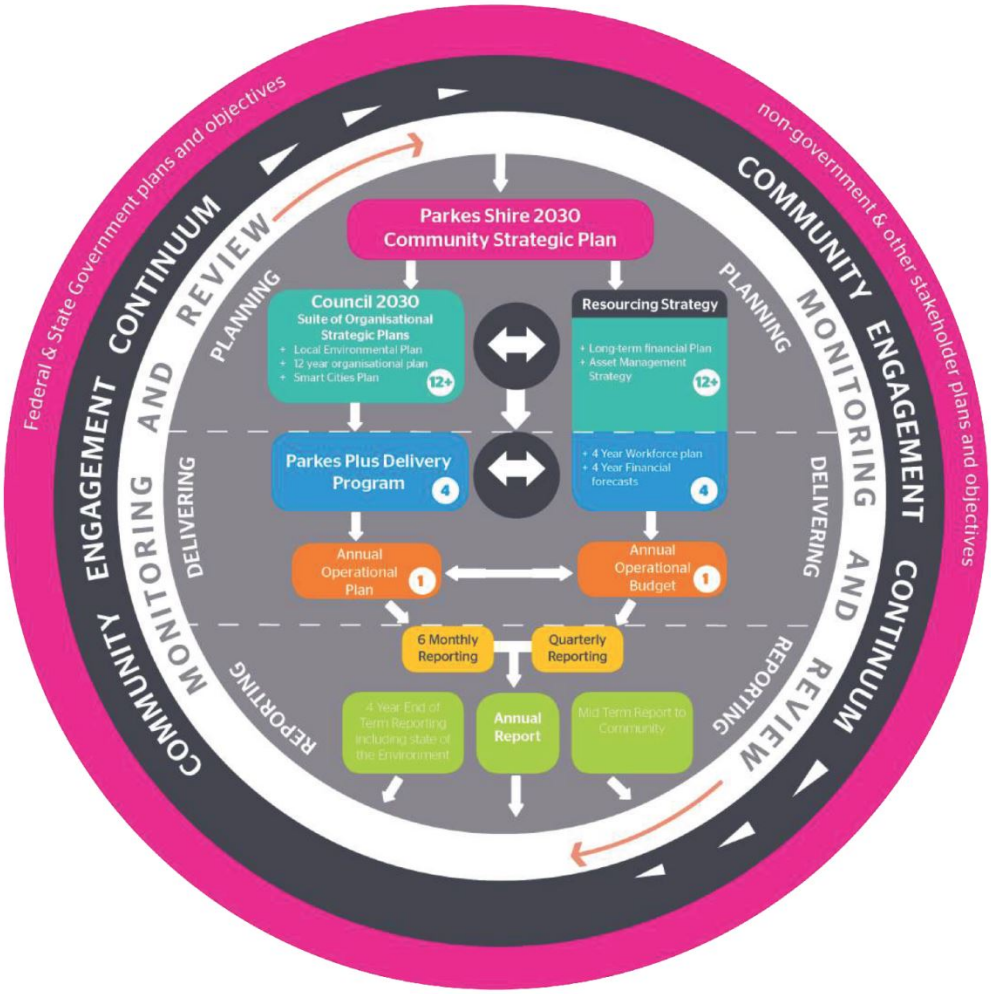
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Community Engagement Strategy

1. Purpose of the Community Engagement Strategy

The Community Engagement Strategy has been developed to guide ongoing communication between Council and the community for planning for the future. An engaged and involved community is a key target outlined in Council's Community Strategic Plan.

Parkes Shire Council actively encourages community participation in the governance and decision making process and sees that this is an essential factor to successful decision making. Council is committed to having open, honest, respectful and truthful communication with the community and encourages the community to do the same. This strategy aims to increase levels of engagement in a way that the community expects.



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

2. What is Community Engagement

Community Engagement is defined as "any process that involved the community in problem-solving and decision making and uses community input to make better decisions" (International Association of Public Participation (IAP2))

Community Engagement is a two-way process that seeks to inform, identify issues and seek resolution with the community using a range of techniques.

Benefits of Community Engagement

Parkes Shire Council recognises that communities which are informed, consulted and empowered are successful communities. Successful community engagement will demonstrate a collaborative effort to resolve issues and plan for the future which will result in better outcomes for Council and the community. Community engagement complements the official electoral process and is a key method for participatory democracy.

1. Decision making is improved
Better decisions are made when we have information and all points of view have had the opportunity to be heard. Where feasible and desirable, Council's decisions need to match the needs and aspirations of the community.

2. It builds trust
Trust and understanding grows in an environment where engagement and involvement is taken seriously.

3. It builds networks
When we work together we meet other people, build relationships and have the opportunity to form purposeful networks.

4. It helps create stronger communities
Trusting, confident and involved communities are stronger and able to respond to change and circumstances "together" using their combined resources on potential solutions.

3. Values when Engaging with our Community

The following values underpin Council's approach to all community engagement activities. Parkes Shire Council will be:

+ **Caring and Friendly**
Community engagement will be conducted in a way that demonstrates a genuine commitment for quality consultations with the community and a desire to hear the community's views and aspirations.

+ **Open to new ideas**
Community engagement activities will be well planned and directed towards getting a better understanding of the community's views and on issues of importance to them. Consultation activities will provide opportunities for meaningful dialogue and input from key stakeholders.

+ **Respectful, acting with integrity and tolerance**
Consultation objectives should be well defined from the outset. The role of the community in the decision making process should be made clear and there should be a recognition of the ultimate decision making responsibilities of elected representatives. Information provided to the community will be comprehensive and provide objective, balanced content about the issue/s involved with any particular project. Planning for community engagement will also include steps to evaluate the effectiveness of the engagement process and its outcomes.

Engaging and willing to work together Community engagement must seek to engage stakeholders at the earliest stage possible and continue to keep them informed and involved throughout the process. Well planned and inclusive community consultation processes are vital to the success of Council's engagement with the community.

Different methodologies will be used and delivered in a way that engages those participating. Innovative methodologies including electronic or on-line technologies will be implemented where possible to encourage participation and engagement of the community.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Community Engagement Strategy

Strategies should be incorporated into any community engagement plan to ensure Council staff provide feedback to the community about the progress of the project or plan and demonstrate how input received has contributed to the decision making process.

4. Objectives & Guiding Principles of Community Engagement

The following objectives and activities are timely, held at the right time and given enough time. Input is sought before decisions are made. Engagement activities are held at convenient times so as many people as possible can participate. Enough time is allocated to the process so input can be considered and not rushed.

+ **Needed information is accessible to all**
Information is written in plain English, easy to understand and readily available throughout the Parkes Shire.

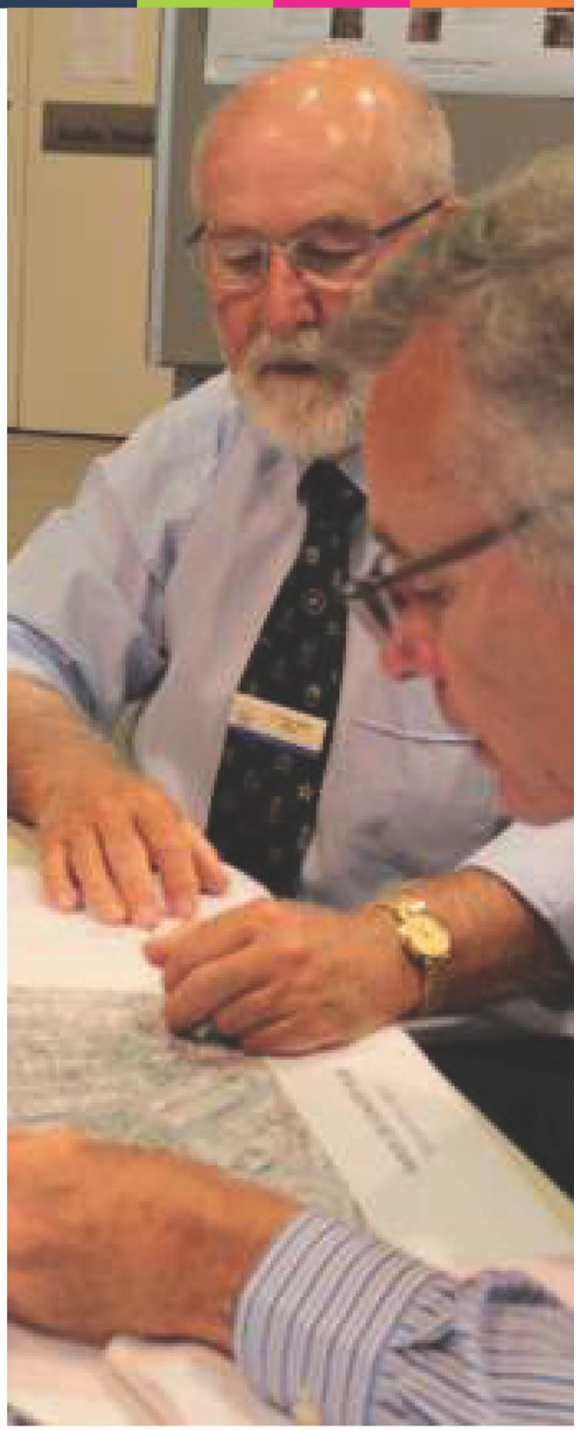
+ **People are heard, not just listened to**
Engagement is a genuine activity and is carried out so community views and priorities are heard, just as Council views and priorities are heard. It works both ways.

+ **Expectations are well managed**
The purpose of the engagement is clearly stated and expectations agreed. Processes are appropriate and well managed.

+ **Feedback is part of the process**
Feedback is provided so participants know how their input will be used.

+ **Not a 'one size fits all'**
Different processes and mediums are used to engage different groups in the community to encourage participation.

+ **Learning is central**
Engagement processes are opportunities to learn more about our community and the things that affect the Shire. Engagement skills are also built within Council and the community.



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

5. Levels of Community Engagement

Council uses four levels of community engagement, each with a promise of response:

1. Inform
2. Consult
3. Involve
4. Collaborate

+ What level of engagement is used when?

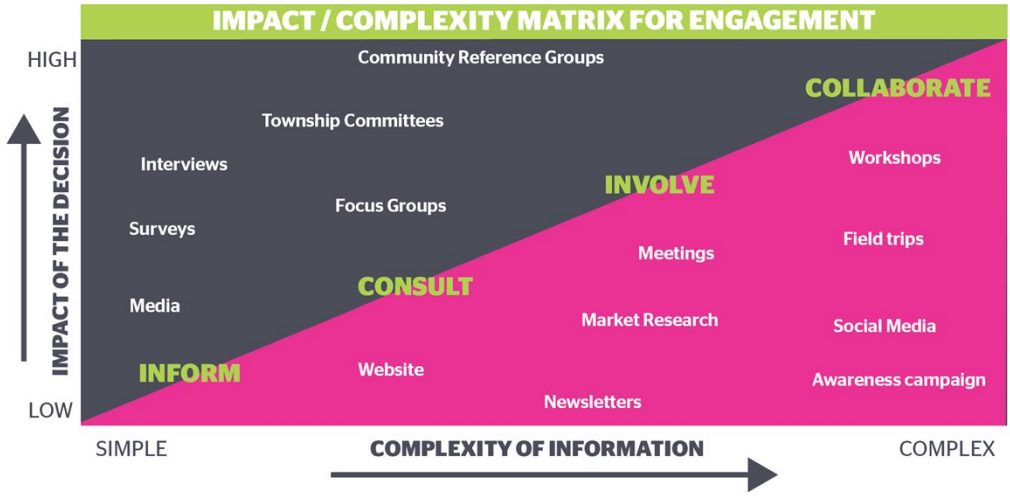
The level of engagement is directly related to the complexity of the information needed and the degree of impact an action could have on the community.

The higher the impact, the more complex the information, the greater the potential risk and therefore the more engagement is needed.

+ Impact and Complexity Matrix

The following Impact and Complexity Matrix links the likely impact and complexity of needed information and the types of community engagement that could be used.

LEVEL	OUR PROMISE
INFORM	We will make sure you have the information you need
CONSULT	We will seek your feedback on options so we make better decisions
INVOLVE	We will explore options and priorities together so we know what is preferred
COLLABORATE	We will work together and share the responsibility



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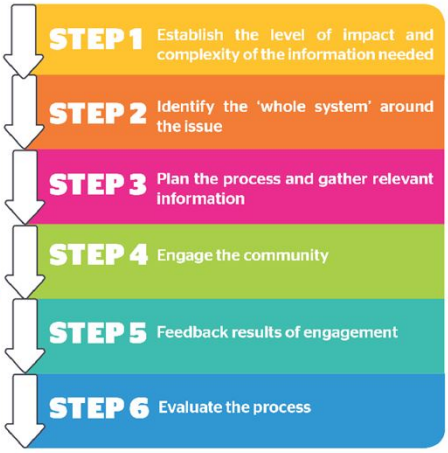
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Community Engagement Strategy

6. Planning Community Engagement

When undertaking community engagement, Council will follow a six step process:

+ **Six step planning Community Engagement process**



STEP 1: Establish the level of impact and complexity of the information needed

Council will ask:

What is the likely impact of the project or issue on the community? High? Low? or In Between?
Is it localised or does it involve the broader community?
Is the issue or project straightforward and easy to understand or complex?
Where does it sit on the impact/complexity matrix?

STEP 2: Identify the "whole system" around the issue

Council will ask:

Who influences or will be influenced by the issue or project?
List all the individuals, groups and organisations
Make sure those we engage with are "representative" of all relevant stakeholders.

STEP 3: Plan the process and gather relevant information

Council will ask:

What is the purpose of the engagement?
What processes will we use?
What information do we want people to have?
If there is an engagement event, what do we have to organise e.g. venue, catering, materials, technology?
Make a check list.

STEP 4: Engage the community.

Council will ask:

Have we given people enough notice?
Does it clash with another event or priority in the community?
Have we considered convenience?
Am I prepared for the engagement?
Have we made clear what the purpose of the engagement is?
Does everyone know how their input will be used?

STEP 5: Feedback results of engagement

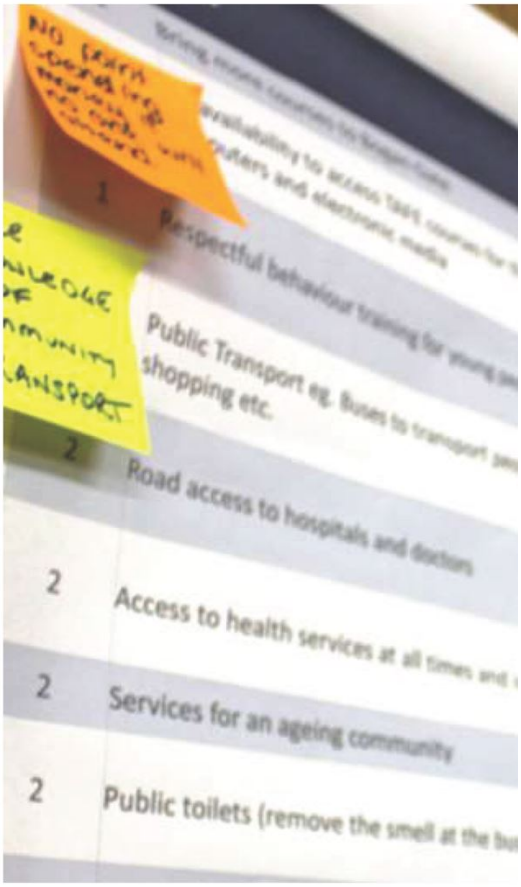
Council will ask:

Have we let our participants know what happened with their input?

STEP 6: Evaluate the process

Council will ask:

What would we do differently next time to improve the process?



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

7. The Community Engagement Continuum©

A strategy for learning, informed decision-making and working together.

+ Community Engagement in Council's Strategic Planning

Under Council's Integrated Planning and Reporting Framework Community Engagement is built in to the process to ensure that the community is providing feedback, advice and direction to Council's activities. Community engagement is important not only when developing plans and strategies but also in Council's reporting to ensure our community is informed about Council's works and operations.

Community engagement opportunities are "built in" to Council's calendar and represent Council's commitment to keeping our community engaged throughout the planning and delivery of our strategic plans.

Two main rounds of engagement are built into the community engagement calendar "Checking Issues" and "State of the Shire".

+ Checking Issues

The "Checking Issues" round held within May each year provides information and opportunities for feedback and discussion on the upcoming Operational Plan and Budget. Also included in the discussions are topical issues and a progress report on the current program of works.

Throughout the campaign the entire Shire will be engaged with our community being able to hear information from key Council staff and have an opportunity for discussion and to provide feedback.

+ State of the Shire

Within September each year Council will provide our community with a "State of the Shire" campaign. The entire Shire will be engaged and will be informed on Council's works and services over the past year and have the opportunity to provide feedback on asset service levels in the areas of Council's quadruple bottom line reporting: Civic Leadership, Environmental, Social and Economic.

+ Community Engagement throughout all Council Activities

In addition to the Integrated Planning and Reporting and Strategic planning engagement activities, Council is also committed to engaging the community in other Council plans and decisions. These may include but are not limited to:

- Master plans which may include sporting or other precincts or areas
- Changes in Council services or programs
- Significant developments

Council also acknowledges communication and information are key to ensuring our community are informed and engaged. We will continue to utilise our communication channels to ensure that our community is informed and kept up to date with Council's works as per the Parkes Shire Council Communications Policy.

Council is also interested in new ways of engaging with our community including through social media and digital communications and will focus on utilising the power of these channels to best keep our communities informed and as an avenue for feedback and community participation.

"Community engagement in Parkes Shire is not something that is imposed or done just to meet legislative requirements."

"It is the way Council does its work and how Council and the community work together.' "

Kent Boyd, General Manager, Parkes Shire Council

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Community Engagement Strategy

Community Engagement across all Council Activities

8. Community Engagement Roles

Community Engagement at Parkes Shire Council is guided by two documents:

1. **Community Engagement Strategy (this document)**

   - Overview of how Council will engage with the community
   - Summary of methods and techniques
   - Reference to Best Practice required under the Act

2. **Community Engagement Toolkit**

An internal based resource exists which provides templates and resources to help Council staff develop a community engagement plan for a variety of projects and policies.

Councillors and Council Staff

Community engagement is about ensuring the community has an opportunity to participate in the decisions made by Council.

A Councillor's role in community engagement is to participate as an elected member, listen to the views of the community and consider these views when making decisions at Council.

Community engagement provides valuable opportunities for Councillor's to hear and understand the voice of the community and ensure that this voice is properly represented when Council meet and make resolutions which impact the future of our community.

A Council staff member's role in community engagement is to organise and facilitate the discussion, record, provide feedback, evaluate the engagement and consider the community's views when making recommendations to Council. Both Councillors and Council staff are encouraged not to dominate or direct community discussions, nor is it to dismiss the community's input. Instead, Councillors and Staff should allow discussions to move forward in an open, respectful and inclusive way.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

9. Methods of Engagement

Parkes Shire Council is committed to engaging and informing our community about all Council works and activities.

There are many different methods to engage all relevant stakeholders and Council will use multiple platforms on each project to ensure a broad cross section of the community has been consulted.

Detailed information of how to apply these methods is outlined through the Parkes Shire Council ***Community Engagement Toolkit.***

In line with the pre-determined complexity & impact rating of the subject at hand, some of the methods Council will employ to engage with the community include (but are not limited to):

+ Council's corporate website
+ Social Media Platforms
+ Email
+ Councillors
+ Community Newsletter
+ Community Groups
+ Focus Groups / Forums / Workshops
+ Public Notices
+ Letter Box Drop
+ Personal Letter
+ Personal Briefing
+ Survey
+ Site Visits
+ Media
+ Exhibitions

10. Reporting and the Continuum

The following reports will be published by Council to ensure our community is kept informed and up to date and to ensure we are meeting the requirements of legislation and our obligations under the Local Government Act 1993.

+ **Each quarter:** Through Council, the quarterly budget review will be tabled.
+ **Every six months:** Through Council, the progress of the Operational Plan and Delivery Program will be provided.
+ **Annually:** The Annual Report will be tabled and promoted as well as forwarded to the Office of Local Government
+ **Mid-Term Reporting (August):** Throughout the community, presentations and workshops will be held to report on progress and reconfirm priorities as part of the State of the Shire engagements.
+ **End of Term Reporting (May):** Throughout the community as part of the State of the Shire, the work of the past 4 years of the current term of Council will be presented. Facilitated workshops will review the Community Strategic Plan and the priorities of the Delivery Program so the incoming Council will have an understanding of the Community's preferred future and what it needs to do to help deliver it. The Community Strategic Plan will also be updated with the vision for the Shire spanning a 10 year time frame to 2026.

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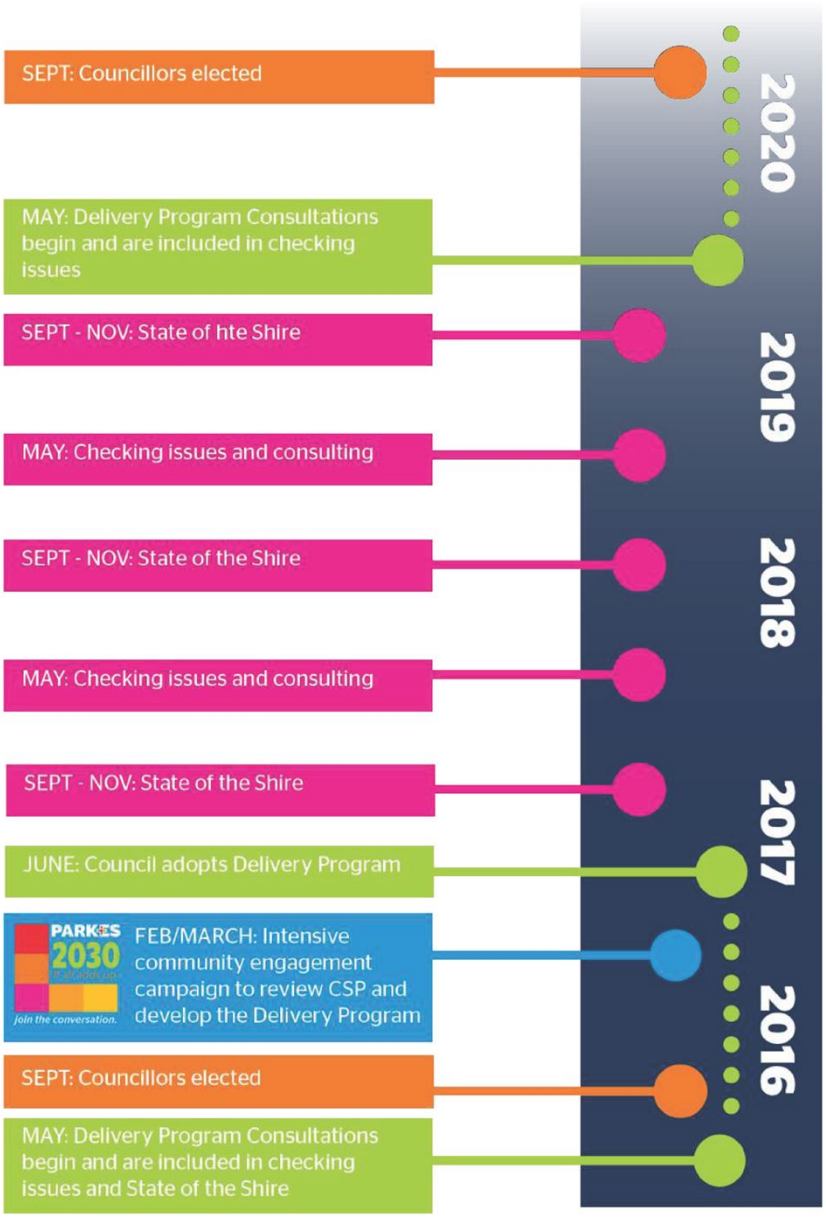
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11. Council Term Timeline



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

12. The Continuum Continuing

The Community Engagement Continuum, as the name implies is a continuous process where Council and Community learn and build understanding.

Moving through the first cycle of The Continuum has already resulted in building capacity not just within Parkes Shire Council but in the broader community as well. As we move through additional cycles, the knowledge base about what has been achieved in the Shire and what could and should happen in the future will deepen.

There will also be an increase in the skills and capacities to not only engage in future planning but in the design and successful completion of projects.

Having the right knowledge, skills and attitudes is what makes the difference between communities that survive and those that thrive. The Continuum is a vehicle for us not only understanding our communities needs but also building capacity.

Being informed, results in better decision-making and a greater willingness to work together. The Continuum is our continuing journey of learning, informed decision making and working together.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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PARKES SHIRE COUNCIL

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire 2030+

Community Strategic Plan

PARKES It all adds up.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cr Ken Keith OAM

On 28 September 2006, members of the community developed a strategic plan for the Shire of Parkes.

In 2009,, 2012 and more recently in February 2017, community representatives were invited to join the conversation and check that the vision and future directions identified in the strategic plan were still relevant for the Shire.

The feedback from over 150 members of the community has been translated into the Parkes Shire 2030 Community Strategic Plan to guide to growth and development of Parkes Shire over the next 12 years and beyond.

Welcome

The Community Strategic Plan forms a cornerstone of the Department of Local Government's Integrated Planning and Reporting (IP & R) Framework.

This plan is initiated by, and is owned by the community. The aim is to ensure that aspirations of the community are realised through a concerted effort from all sectors of the community, all levels of Government and the private sector to ensure its effectiveness.

The plan contains the vision for Parkes Shire and recommends strategic objectives and eight specific Future Directions to bring these to fruition.

Meaningful community engagement underpins Parkes Shire Council's approach to strategic planning. Council undertook extensive engagement activities in early 2017 where we asked the community to join the conversation to ensure their input all adds up to achieving the vision and future directions that were set by the community over 10 years ago. A series of workshops in all townships were well represented with more than 150 community members attending engagement events across the Shire. The feedback collated has helped shape the projects that this Council and future Councils will deliver over the next twelve years and beyond.

We are confident the Parkes Shire 2030 Community Strategy Plan encompasses the needs and wants of our stakeholders and outlines the strategic direction for Parkes Shire into the future. This plan will again be reviewed in four years' time to ensure it remains contemporary with the Shires needs.

During this term of Council we look forward to contributing to the goals contained within the Community Strategic Plan 2030. Importantly the 12 year life of the plan transcends several terms of Council, facilitating consistent implementation over the long term. The work undertaken by Council in the resulting "Parkes Plus" Delivery Program will be regularly measured, communicated and reported to the community. It also will require all community sectors and levels of Government to collaborate to ensure that all the aspirations found in this plan are achieved.

With exciting developments in technology, Parkes Shire needs to be agile and embrae smart solutions to ensure that we continue captialise on opportunities in the future. and Council will continue to invite our community to join the conversation to ensure the Parkes Shire all adds up to a positive place to live, play, stay, work and prosper.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

OUR VISION: *In 2030, Parkes Shire will be a progressive and smart regional community embracing a national logistics hub with vibrant healthy communities*

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Integrated Planning | *How it works*

+ PARKES SHIRE 2030 COMMUNITY STRATEGIC PLAN

What is the Community Strategic Plan (CSP)

The Community Strategic Plan (CSP) sits above all other Council plans and policies in the planning hierarchy. The purpose of the plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve them.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners such as state and federal agencies, community groups, non-government organisations (NGO's) and private sector may also be engaged in delivering the long term objectives of the Plan. *(Reference: Integrated Planning and Reporting Manual for local government in NSW. Office of Local Government 2013).*

The Parkes Shire 2030 Community Strategic Plan is the third iteration of the CSP since the NSW Government legislated the Integrated Planning and Reporting (IP&R) Framework in 2009. Council has continually been engaged in a conversation with the community since this time through the Community Engagement Continuum Strategy. The hopes and aspirations encapsulated in the Plan and set out in the vision for the Shire with strategies to achieve it continue to be relevant, measurable and meaningful.

The "Parkes Shire 2030" Community Strategic Plan has again undergone a full review during Council's most recent community engagement campaign conducted across the shire in February and March 2017.

Council is confident that "Parkes Shire 2030" maps the path to achieve its vision.

+ WHAT IS INTEGRATED PLANNING AND HOW DOES IT WORK?

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales.

Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in the 2009/2010 Council year. Since this time the IP&R framework has been rolled out across the State.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest End of Term Report being tabled at the final meeting of the previous Council in September 2016.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2016), will "deliver" in order to assist the community achieve the aspirations set out in the Parkes Shire 2030 Community Strategic Plan over their term in office. To help the community and other users to understand these documents, Council has prepared a simple summary to outline how each document fits in to the entire IP&R approach for Parkes Shire Council.

Figure 1 - Cascade of Plans

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Community Engagement Strategy (Continuum)
2017/18 - 2020/21

The Community Engagement Strategy outlines the mechanisms Parkes Shire Council uses to engage their communities in the issues and decisions that affect them.

Based on a set of guiding principles and a diverse range of processes, the outputs and outcomes of the Strategy guide and inform the planning, delivery and reporting of all Council's integrated plans and reports.

The Strategy is known as the Community Engagement Continuum. As the name implies it is a continuous process, not a collection of isolated activities. It is the way Council delivers its work and how Council and Community work together to achieve their objectives.

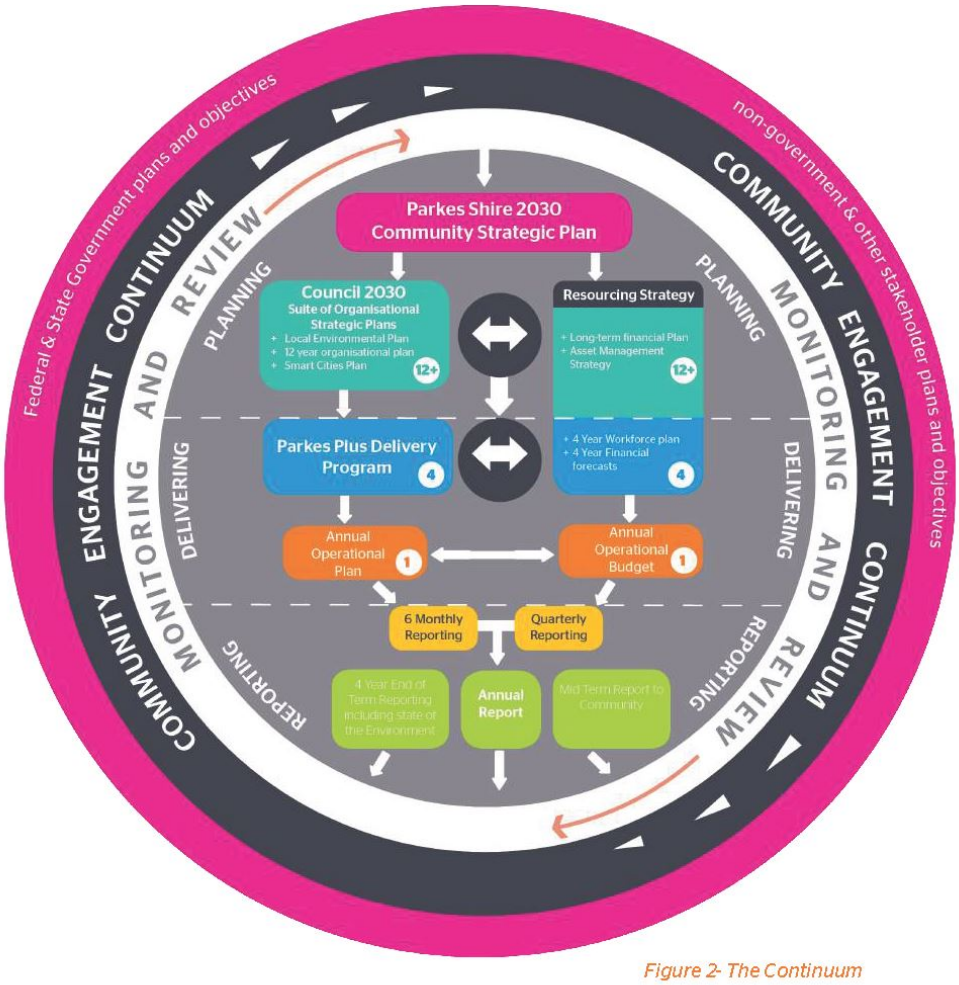

Figure 2- The Continuum

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Integrated Planning | *Our Plans*

Long Term Planning (12 years)

LOCAL ENVIRONMENT PLAN (LEP) 2012

The Parkes Local Environmental Plan 2012 (PLEP2012) is the legal instrument that imposes standards to control development for the Shire. The LEP reserves land for open space, infrastructure and other public purposes as well as residential, industrial, commercial and agricultural purposes.

The purpose of the LEP is to achieve the objects of the *Environmental Planning and Assessment Act 1979*, as amended. It is also a means to implement the Parkes Shire Land Use Strategy 2011.

The PLEP2012 comprises a written document and a series of accompanying maps. The PLEP2012 includes provisions for the protection of the operational environments of the Parkes Radio Telescope, Parkes Regional Airport and the Parkes National Logistics Hub.

The LEP links directly to the Parkes Shire Council Community Plan in Future Direction 3 "Promote, Support and Grow our Communities" and more specifically under the Strategic Objective 3.4. "Utilise an integrated planning framework to guide the development of our communities". This objective is subsequently actioned in both the 4 year Delivery Program and the Annual Operational Plan. This sees Council's implementation of the LEP regularly reviewed, monitored and reported to Council and the community via the Integrated Planning and Reporting Framework reporting mechanisms.

THE 12 YEAR LONG TERM FINANCIAL PLAN 2017/18 - 2029/30

The Long Term Financial Plan (LTFP) is a part of Council's Resourcing Strategy. The Plan is used to ensure that Council can have an understanding of the current financial situation and the projections of the Twelve Year Organisational Plan and the 12 year Strategic Asset Management Plan.

The LTFP is set out to show the financial impact of providing different levels of service to the community. The Plan includes projections of revenue and expenditure, the balance sheet and projected cash flows.

Behind these projections, there are several assumptions that are used to build the Plan. These assumptions are usually related to the level of asset renewal and maintenance, inflation rate, growth in dwellings, timing of revenue, level of grants, level of service etc. The projections are modified to highlight the major scenarios (or options) that have an economic consequence. Also, within the Plan there are financial indicators (calculated for each scenario). These indicators allow comparisons between scenarios, and enable the monitoring of financial performance.

The LTFP enables Council to improve the connectivity with the Delivery Program, and allows for a better understanding of the financial consequences of the Plan. The Long Term Financial Plan is a decision making tool that helps Council to model several important scenarios, and it helps Council to identify financial issues at an earlier stage.

THE 12 YEAR STRATEGIC ASSET MANAGEMENT PLAN 2017/18 - 2029/30

Council's infrastructure includes roads, bridges, footpaths, water supply, sewerage, storm water drainage, buildings and recreational assets, have a replacement value of approximately $805M. Expenditure on these assets (to build, operate, maintain and renew them as well as account for depreciation) is around $59M p.a. over the next 4 years which equates to more than 85% of Council's budget.

The Strategic Asset Management Plan (SAMP) is how Council will achieve the objectives of the Asset Management Policy, to provide the best possible value from activities related to infrastructure assets and to continually improve its asset management practices.

A series of 7 Service Dashboards (aligned with the 7 themes in Council's Delivery Program) are the centrepiece of the SAMP. A high-level summary of everything Council does (backed up by detailed technical analysis and planning) are designed to help identify priorities for resource allocation to achieve best value both now and in 12 years' time (based on funding available in the Long Term Financial Plan).

The SAMP defines a systematic approach based on ISO 55000:2014 that sharpens the focus on value, the alignment of activities with objectives in the Community Strategic Plan, that fosters leadership at all levels of the organisation and that provides assurance that assets are fit for purpose. It establishes a framework for continual improvement. Its strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Plus Delivery Program (4 years)

THE PARKES PLUS DELIVERY PROGRAM 2017/18 - 2020/21

The Delivery Program is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Delivery Program is a statement of commitment to the community from each newly elected Council. In preparing the Delivery Program the Council is accounting for its stewardship of the community's long term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program identifies and passes down the Deliverables required annually in Council's Operational Plan to achieve goals set (see fig 1.2). The Delivery Program is also linked to the Resourcing Strategy documents and most closely to the 4 Year Workforce Plan and 4 year Financial Forecasts. The Parkes Plus Delivery Program has been developed in consultation with the Parkes Shire Community as part of the Community Engagement Strategy 2016 - 2020. Council has had to consider the communities priorities and expected levels of service, and balance these with its resourcing constraints.

THE PARKES PLUS RESOURCING STRATEGY

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 12 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

THE PARKES PLUS DELIVERY PROGRAM FINANCIAL FORECASTS 2017/18 - 2020/21

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 10 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

THE 4 YEAR WORKFORCE PLAN 2017/18 - 2020/21

The Parkes Shire Council Workforce Plan provides the strategic direction to create a sustainable workforce. It provides a supporting framework for those Activities and Deliverables in the Delivery Program and Operational Plans. The focus will be the alignment of the workforce with the goals, values and objectives of the organisation which includes the management of our asset infrastructure. This will enable us to effectively deliver community expectations into the future.

Operational Planning (1 year)

The Operational Plan is prepared as a sub-plan of the Delivery Program. It identifies the projects, programs and activities that Council will undertake within the next financial year. These actions cascade or flow down from the Delivery Plan and become the tasks required in each particular year of the Operational Plan (See Fig 1.2). The Operational Plan allocates responsibilities for each project, program and activity and identifies how the effectiveness of the projects, programs and activities will be measured. Council receives reports on these measures on a six monthly basis.

THE OPERATIONAL BUDGET

The Operational Budget details the budgeted funding for the activities to be undertaken in a financial year. The Operational Budget includes provisions relating to the content of Council's Annual Statement of Revenue Policy.

This includes details of:

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

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

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Integrated Planning | *Reporting*

Reporting

THE ANNUAL REPORT

The Annual Report is one of the key points of accountability between a Council and its community. It is not a report to the Office of Local Government or the NSW Government, it is a report to the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan because these are the Plans that are wholly the Council's responsibility.

The Report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about, to help their understanding of how Council has been performing both as a business entity and a community leader.

THE END OF TERM REPORT 2017/18 - 2020/21

Councils are now required to prepare an End of Term Report which must be tabled prior to the end of Council's four year term. This document must include a report as to the Council's achievements in implementing the Community Strategic Plan during the previous four years. This also means drawing upon achievements in the implementation of the four year Delivery Program. It includes information from other organisations, including State Government agencies.

STATE OF THE ENVIRONMENT REPORTING

A comprehensive report on the State of the Environment is required to be included as part of the End Of Term Report. This means that the End Of Term Report will include a report on how Council has met the environmental objectives in the Community Strategic Plan. The report on the State of the Environment includes progress against relevant performance indicators for the environmental objectives of the Community Strategic Plan and Delivery Program.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Integrated Planning | *Social Justices*

+ SOCIAL JUSTICE PRINCIPLES

Council is committed to the application of social justice throughout all aspects of its operation. Social justice is based on four interrelated principles of equity, rights, access and participation, to ensure that:

- There is equity in the distribution of resources
- Rights are recognised and promoted
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life, and
- People have better opportunities for genuine participation and consultation about decisions affecting their lives.

The NSW Office of Local Government has stipulated seven mandatory social justice groups that are to be targeted for consultation and planning:

- Children (0-11 years)
- Young People (12 -24 years)
- Women
- Older People (over 55 years)
- Aboriginal People
- People with Disabilities
- People from Culturally and Linguistically Diverse Backgrounds

The Community Engagement Strategy that ensures the needs of social justice groups are considered when consulting on the Community Strategic Plan. Council's adoption of quadruple bottom line reporting, that includes reporting ensures that Council is measuring how it is meeting the community's social needs.

Council is committed to further developing increased emphasis and measurement of performance in this area. Council's commitment is also demonstrated at a planning level through various actions outlined in the Delivery and Operational Plans.

The Key Future Directions that relate directly to the Social Justice Principles are:

1. Develop Education Lifelong Learning Opportunities
2. Improve Health & Wellbeing
3. Promote, Support and Grow Our Communities

More detail outlining specifically how Council's Strategic Objectives apply can be found in the actions outlined in this Delivery Program and the related actions in the Operational Plans.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Integrated Planning | *Our Values*

Disability Inclusion Action Plan (DIAP)

The Parkes Shire Disability Inclusion Action Plan augments Parkes Shire Councils ongoing commitment to social justice principles and working with the community to achieve an increasingly inclusive and accessible local government area. The Parkes Shire DIAP is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

+ Attitudes and Behaviours
+ Liveable Communities
+ Systems and Processes
+ Employment

Throughout the next four years that this Plan is being implemented, Council will engage and involve people with disability to help us monitor the progress. This will be achieved by reporting to the Parkes Shire Access Committee.

For more information and The DIAP can be found on Councils website.

C.O.R.E. Values

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

We will be;

Caring and friendly
Open to new ideas
Respectful, acting with integrity and tolerance
Engaging and willing to work together

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

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

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

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

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire 2030 | *Vision & Future Directions*

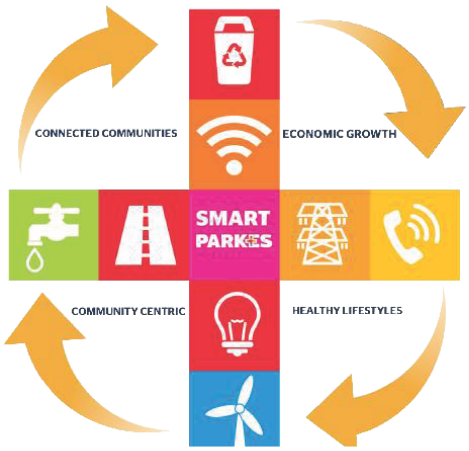
+ VISION

In 2022 Parkes Shire will be:

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

Why have we now included 'smart' in our Vision?

Smart has been incorporated into the community vision to ensure we continue to build a modern, technologically-advanced and innovative Shire that is future ready.



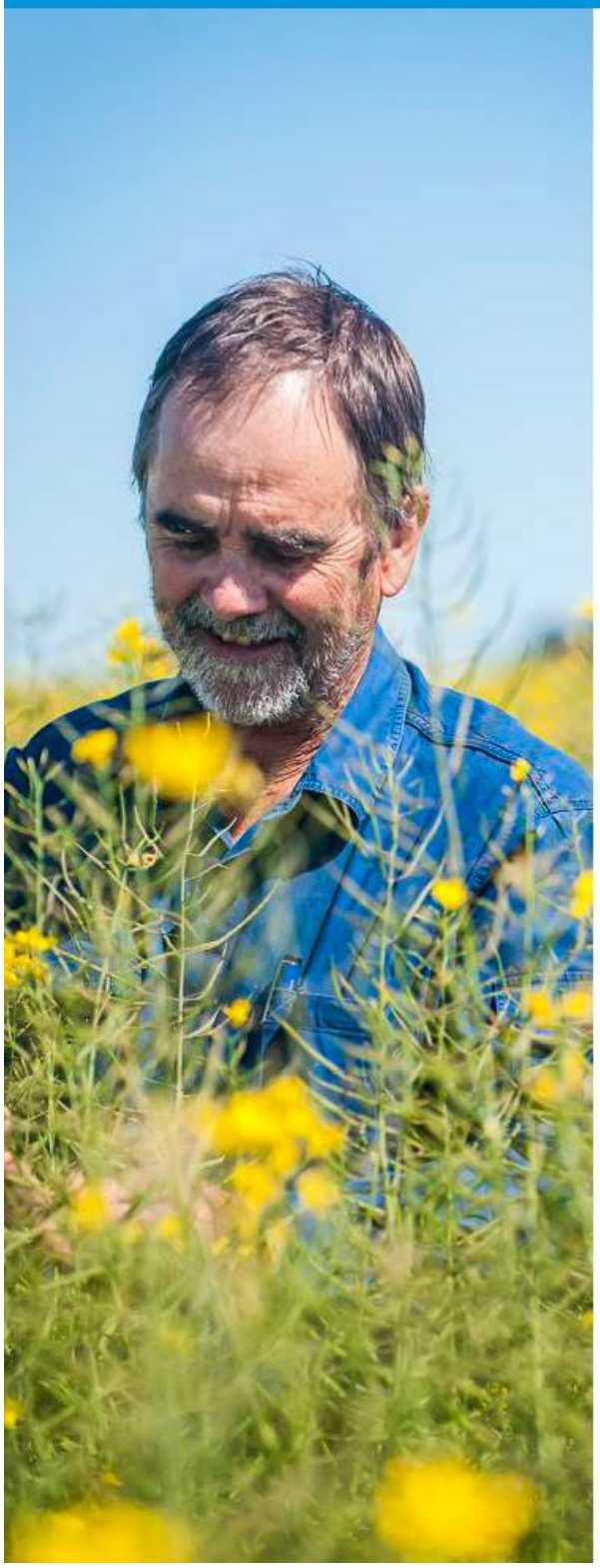
+ FUTURE DIRECTIONS

As a community we will work together on the following future directions which will help us reach our 2030 destination

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

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Analysis

QUADRUPLE BOTTOM LINE REPORTING

The strategic objectives of the Community Plan have been broadly grouped into a Quadruple Bottom Line Framework of Economic, Social, Environmental and Civic Leadership categories. The quadruple bottom line approach has been developed further in Council's Delivery and Operational Plans. This is a new approach for Council to ensure that our plans are balanced and in line with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. Council will continue to refine its approach to Quadruple Bottom Line Reporting.

ECONOMIC

SOCIAL

ENVIRONMENT

CIVIC LEADERSHIP

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	QUADRUPLE BOTTOME LINE (QBL)	COMMENTS
1. DEVELOP LIFELONG LEARNING OPPORTUNITIES			
1.1	1By better access to university education opportunities including digital mediums	PRIMARY I SECONDARY	Education, whilst not traditionally viewed as a function of Local Government, is an area identified by the Community as being of vital importance. Council is committed to advocating and where it can, facilitating improved education outcomes for the Parkes Shire Community. This sees education having both social and civic leadership as being the most relevant QBL obligations
1.2	By better access to other tertiary education opportunities such as TAFE		
1.3	By widespread access and participation for early childhood education		
1.4	By the highest standard of educational opportunities being provided for school aged children from kindergarten to year 12		
1.5	By utilisation of non-traditional educational opportunities to encourage lifelong learning in the Shire		
2. IMPROVE HEALTH & WELLBEING			
2.1	Through access to whole of life medical and ancillary facilities and services	PRIMARY I SECONDARY	Improvements in the area of health were identified as a very high priority by the Parkes Shire community. Council has an obligation to its community to work with other levels of Government to improve services in health and social impacts. Council also seeks to ensure optimal health and safety outcomes through its operations and activities.
2.2	By promoting and developing health education and encouraging people to take personal responsibility for their health & wellbeing		
2.3	By adequate access to community transport		
2.4	By the development of care facilities for the aged and the provision of age appropriate care for those with disabilities		
2.5	By widespread adoption of public health and safety initiatives		
2.6	By adequate provision of infrastructure to access online health services		
3. GROW & SUPPORT OUR COMMUNITIES			
3.1	By our Communities being committed to strong Social Justice Principles and the disadvantaged.	PRIMARY I SECONDARY	Parkes Shire is a rural community and the social importance of support and growth to these communities has even more emphasis than the economic benefits which are intrinsically linked. Many communities are struggling to maintain essential services and Council will be measured on its efforts in maintaining if not further developing its townships.
3.2	By including and increasing the quality of life for members of the community with a Disability		
3.3	By implementing and continuing to review local community Strategic Plans for all the townships within the Shire		
3.4	By Communities having active and engaged Community Consultative Committees and other community groups working on behalf of their townships		
3.5	By our communities having equitable access to services including education, health, technology and transport		
4. GROW & DIVERSIFY THE ECONOMIC BASE			
4.1	By having a strong Local Businesses Sector	PRIMARY I SECONDARY	Council is committed to supporting all of the diverse range of economic activities in the Shire. The economic benefits and the flow on improvements to the Shire community quality of life, are embedded on ensuring the reliability and sustainability of the Parkes Shire Economic Base.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	QUADRUPLE BOTTOME LINE (QBL)	COMMENTS
4.2	By the Promotion and Marketing of the Parkes Shire as a destination to visit, live, work and invest		Council is also looking to embrace the emerging and exciting developments in digital and fibre optic technologies. Performance will need to be measured in both quantitative and qualitative terms.
4.3	By attracting business investment into the Shire		
4.4	By lobbying Government for increased infrastructure & services funding		
4.5	By developing and implementing a range of Strategic Economic Development projects to drive economic diversification, investment, employment & population growth		
4.6	By the implementation of innovative technology strategies to ensure that the Parkes Shire becomes a more connected, agile, smart and vibrant community		
5. DEVELOP PARKES AS A NATIONAL LOGISTICS HUB			
5.1	By continuing to plan and advocate for Parkes National Logistics Hub and ensuring its Synchromodality functionality	PRIMARY I SECONDARY	Council must rely significantly on the assistance of other levels of Government to continue to develop as a National Logistics Hub. In a similar vein to growing its economic base, there are substantial social benefits to the wider community if key economic strategies are realised. These are linked through employment and the increase in services that closely follow development in these areas.
5.2	By developing strategies to leverage the economic potential of the Parkes Western bypass		
5.3	By advocating and promoting the Melbourne to Brisbane Inland Rail project		
5.4	By advocating and promoting access into all major capital cities, markets and ports via road, rail and air.		
6. ENHANCE RECREATION & CULTURE			
6.1	Improve aquatic recreation facilities	PRIMARY I SECONDARY	It is through provision of services in these two areas of recreation and culture that Council provides social and economic benefits to those living in the Shire. Social benefits are reflected through the health and wellbeing of the community and culturally enriched lifestyles. Economically, these areas are seen to attract new businesses and residents to the region. Council will be measured on how it is able to continue to resource and support the existing facilities and community groups engaged in this area of the QBL.
6.2	Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan)		
6.3	Maintain and develop sporting, recreational and cultural facilities		
6.4	Ensure the library is an ongoing cultural, recreational, learning centre for the community		
7. CARE FOR THE ENVIRONMENT IN A CHANGING CLIMATE			
7.1	By improved environmental outcomes of Council's operations	PRIMARY I SECONDARY	Climate Change is a challenge facing the global community as well as the Parkes Shire community. Council is committed to addressing both adaptation and mitigation strategies that are required to meet this challenge. Council will work with all stakeholders both Government and Non Government. The measurement of its success in these areas will continue to be refined as the methodologies and processes to carry out these measures improve and develop.
7.2	By having a high awareness of sustainable practices throughout the Community		
7.3	By widespread adoption of recycling and waste reduction across the Shire		
7.4	By high levels of compliance with environmental regulations and controls in Council's sphere of operations		
8. MAINTAIN AND IMPROVE THE SHIRE'S ASSETS & INFRASTRUCTURE			
8.1	By the Shires water system management meeting industry best practice	PRIMARY I SECONDARY	It is the area of maintaining and improving the Shires assets and infrastructure that Council expends the most resources and spends the most time. It is this area that the "Traditional" responsibilities expected of Council by the community are found. Council must ensure that it has appropriate governance and reporting structures to transparently guide its resourcing decisions. Council must measure accurately the state and condition of its assets and infrastructure to appropriately inform its decision making and to prioritise and allocate its resources. Council's transport assets have a particular emphasis as they link all the Shire communities and are fundamental to Council's impact on the other 7 Future Directions of the Community Strategic Plan.
8.2	By Shire road assets have adequate levels of service for the Community and other road users.		
8.3	By the Shires Sewer system management meeting industry best practice		
8.4	By the Shires stormwater management meeting industry best practice and having maximised reuse potential		
8.5	By operating a safe and high quality Parkes Regional Airport		

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 1
Develop Lifelong Learning Opportunities

DEVELOP LIFELONG LEARNING OPPORTUNITIES

Education, learning and skill development are the foundation stones for maximising the Shire's potential and opportunities. Quality education through to tertiary level is required to ensure the economic prosperity of the Shire and also give students of all ages the opportunity remain in the Shire whilst furthering their education. Specific skills will also be needed to support the future to agricultural, mining, transport & logistics, technology, health, tourism and retail sectors. Actively promoting and encouraging skill development and educational participation will in turn help business growth and expansion.

PARKES SHIRE DELIVERY PLUS LINK:

COMMUNITY+ LIBRARY

QUADRUPLE BOTTOM LINE:

Social | Civic Leadership

(primary | secondary)

Note Re 1.4: Whilst Council recognises the importance of its role in advocacy of high levels of infant to high school education, it is felt that due to this area being a core function of the NSW State Government, it will not form part of the Parkes Shire Delivery Program or Operational Planning Process but will remain a high level strategic objective.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
1.1	1By better access to university education opportunities including digital mediums	Federal Government Tertiary Education Providers	NSW Government Council
1.2	By better access to other tertiary education opportunities such as TAFE	NSW Government Registered Training Organisations TAFE NSW	Federal Government Council Secondary Schools Business Community
1.3	By widespread access and participation for early childhood education	Council NSW Government Federal Government Private Providers Not-for-Profit Providers	Parents and the Community
1.4	By the highest standard of educational opportunities being provided for school aged children from kindergarten to year 12	NSW Government Education Department Schools	Council Parents and the Community Program Providers
1.5	By utilisation of non-traditional educational opportunities to encourage lifelong learning in the Shire	Council NSW Government Federal Government Education Sector Private Providers	Community

HOW WILL WE KNOW WE HAVE ARRIVED

Over the next 12 years Council will need to show it has actively advocated for greater access to tertiary education in the Parkes Shire. The standard of infant to high school education will be assessed through NAPLAN results. NAPLAN is the acronym for the National Assessment Program - Literacy and Numeracy. NAPLAN tests are conducted across Australia annually since 2008 for all students in Years 3, 5, 7 & 9. Australian Early Development Census will also be examined. These figures are a national collection of information of young children's development which is taken every three years and started in 2009. It measures children's development at the time they start school in five key areas.

Results are reported as community results rather than school results, the idea being that it is the community's responsibility to help their own children's development.

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, TAFE NSW Strategic Plan 2011 - 2013, NSW Department of Education and Communities Strategic Plan 2012 - 2017, Federal Department of Education, Employment and Workplace Relations Regional Education, Skills and Job Plan, NSW - Central West 2012-2014, Charles Sturt University Strategic Plan 2011-2015, Parkes/Forbes Family Day Care Strategic Plan, NSW Premiers Priorities, Australian Government Review of Funding for Schooling Report - 2011 (Gonski), Australian Early Development Census, Australian Bureau of Statistics Census data, My School (Naplan results) and National Quality Framework.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 2
Improve Health & Wellbeing

iMPROVE HEALTH & WELLBEING

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

PARKES SHIRE DELIVERY PLUS LINK:

COMMUNITY + WELLBEING

QUADRUPLE BOTTOM LINE:

Social | Civic Leadership

(primary | secondary)

Note Re 2.4: Whilst Council recognises the importance of its role in advocacy of adequate aged care, it is felt that due to this area being a core area of responsibility of the Federal and NSW State Government, it will not form part of the Parkes Shire Delivery Program or Operational Planning Process but will remain a high level strategic objective.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
2.1	Through access to whole of life medical and ancillary facilities and services	NSW Government NSW Health Health & Wellbeing Providers	Council Federal Government
2.2	By promoting and developing health education and encouraging people to take personal responsibility for their health & wellbeing	NSW Government Community Members	Council Health Care Providers
2.3	By adequate access to community transport	NSW Government Non-Governement Organisations	Council
2.4	By the development of care facilities for the aged and the provision of age appropriate care for those with disabilities	NSW Government Federal Government Private Providers	Council Schools Community
2.5	By widespread adoption of public health and safety initiatives	Council NSW Government Federal Government	Community
2.6	By adequate provision of infrastructure to access online health services	Council NSW Government Federal Government Health Providers	Council Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Infrastructure NSW Strategy 13 Health Infrastructure, Health Professionals Workforce Plan 2012-2022, Federal Dept of Health and Aging Corporate Plan (Goals & Outcomes), Australian Dept Health and Aging Education & Prevention Initiatives, NSW Dept of Transport "Connections" Corporate Plan 2012-2017, NSW Dept Housing Corporate Plan (Key Activity 3), NSW Fire & Rescue Corporate Plan 2008 - 2011, NSW RFS Corporate Plan 2011 - 2015, NSW Police Corporate Plan 2008- 2012, SES Corporate Plan 2011-2015, NSW Ambulance Service Future Directions 2009 - 2012, Roads and Maritime Services Corporate Strategy 2012 - 2016, Western NSW Primary Health Network Strategic Plan 2016, NSW Government Premier's Priorities, NSW Health Statistics and Australian Bureau of Statistics - Census of Population and Housing: Socio-Economic indexes for Areas (SEIFA) Australia 2011.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 3
Promote, Support and Grow our Communities

PROMOTE, SUPPORT AND GROW OUR COMMUNITIES

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

PARKES SHIRE DELIVERY PLUS LINK:

COMMUNITY + WELLBEING

QUADRUPLE BOTTOM LINE:

Social | Economic

(primary | secondary)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
3.1	By our Communities being committed to strong Social Justice Principles and the disadvantaged.	Council NSW Government Federal Government Community Non-Government Organisations	Community
3.2	By including and increasing the quality of life for members of the community with a Disability	Council NSW Government Federal Government Non-Government Organisations Private Providers	Community
3.3	By implementing and continuing to review local community Strategic Plans for all the townships within the Shire	Council Community	NSW Government Federal Government
3.4	By Communities having active and engaged Community Consultative Committees and other community groups working on behalf of their townships	Council Community	NSW Government Federal Government
3.5	By our communities having equitable access to services including education, health, technology and transport	NSW Government Federal Government Technology Providers Non-Government Organisations	Council Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Parkes Shire Council Community Engagement Strategy 2012, NSW Planning Corporate Plan 2009-2011 (objective 1) NSW Dept Of Human Services "Stronger Together 2011 - 2016 Conservation Management Plan NSW Dept Environment and Heritage, Federal Government Department of Human Services Strategic Plan 2012-2016 and Department of Infrastructure and Regional Development BITRE.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 4
Grow & Diversify the Economic Base

GROW & DIVERSIFY THE ECONOMIC BASE

Economic development involves the creation of wealth through an increase in business activity, profitable output, investment, employment and income, all of which generate benefits for the community. It is important the community understands the scope and interdependencies of these opportunities so they can respond.

To achieve growth and development in the Parkes Shire, the whole community must focus on growing valuable aspects of the economy to generate solid jobs. Employment growth can act as an impetus for population growth and provide multiplier benefits throughout the community.

The Parkes Shire boasts a strong, diverse economy, underpinned by the key industries of agriculture and mining, but also has a strong transport and logistics industry, retail and public sector. Parkes Shire is fortunate to be strategically located at the "cross roads" of the nation. We are currently in a position to leverage and diversify our economic pillars. These include embracing and planning for the digital economy, focusing on value adding agriculture, mining, tourism, manufacturing, government services, transport and logistics including intermodal functions and the retail sector, all are seen as key areas of investment opportunity for the Parkes Shire.

Parkes Shire Council endeavours to ensure that all communities within the Shire have a thriving local economy. A strong economy means more job opportunities, a vibrant community spirit, a growing population and greater access to education and health care services. It all adds up to a positive lifestyle maintained by essential growth and prosperity.

PARKES SHIRE DELIVERY PLUS LINK:

ECONOMY + BUSINESS
MARKET
INVEST
LOBBY

QUADRUPLE BOTTOM LINE:

Economic | Civic Leadership

(primary | secondary)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
4.1	By having a strong Local Business Sector	Local Business Parkes Chamber of Commerce	Council NSW Business Chamber State and Federal Government Community
4.2	By the promotion and marketing of the Parkes Shire as a destination to visit, live, work and invest	Council Tourism & Local Businesses Chamber of Commerce	Community Destination NSW State and Federal Government
4.3	By attracting business investment into the Shire	Council State Government	Federal Government Local Business
4.4	By lobbying Government for increased infrastructure & services funding	Federal Government Technology providers	Council
4.5	By developing and implementing a range of Strategic Economic Development projects to drive economic diversification, investment, employment & population growth	NSW Government Federal Government Local Business	Council Community
4.6	By the implementation of innovative technology strategies to ensure that the Parkes Shire becomes a more connected, agile, smart and vibrant community	Council NSW Government Federal Government Local Business	Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

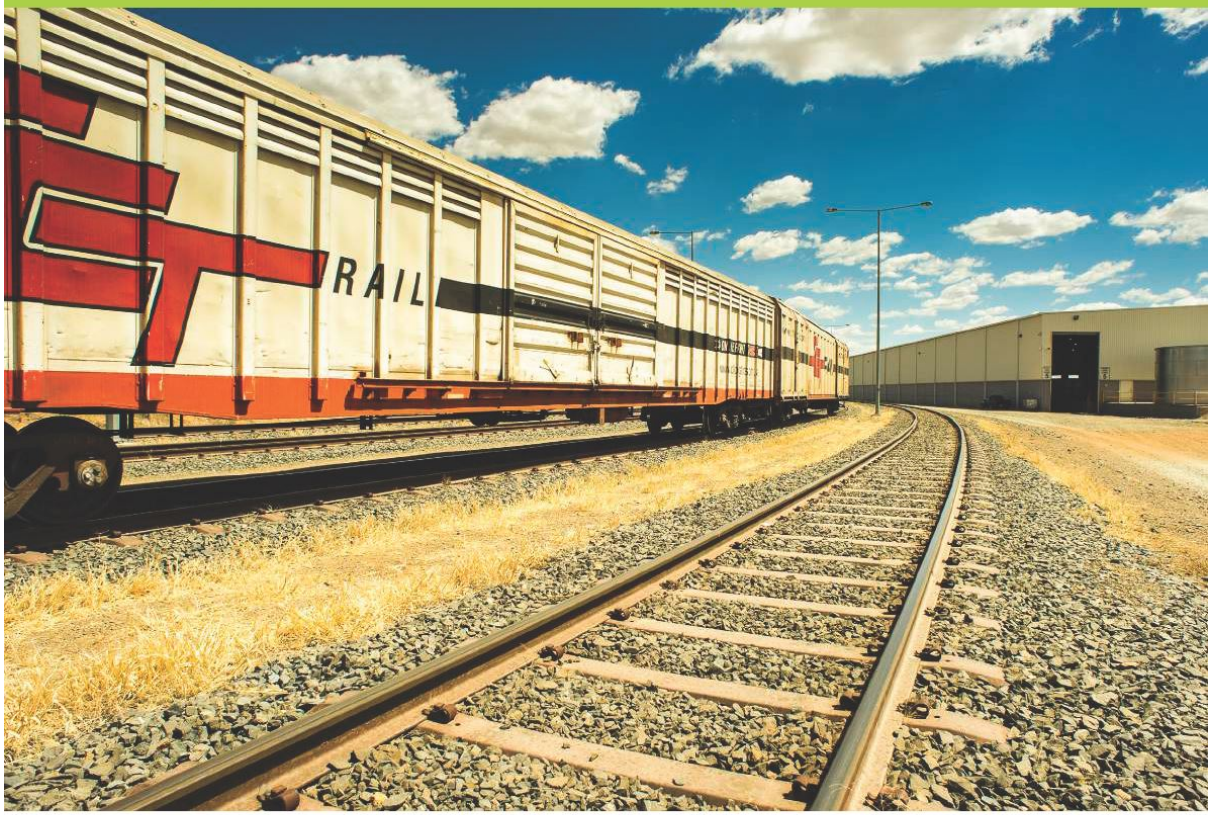
WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Federal Dept of Broadband, Communications and Digital Technology Future Directions (2009) and Strategic Directions 2009-2011, NSW Farmers Association Policy Statement 2011 - 2012, Australian Farmers Federation Strategic Plan 2010-2013, NorthParkes Mine (Rio Tinto) Sustainable Development Report, NSW Tourism Master Plan, Parkes Shire Tourism Strategy, NSW Department of Planning Corporate Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 5
Develop Parkes as a National Logistics Hub



DEVELOP PARKES AS A NATIONAL LOGISTICS HUB

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

PARKES SHIRE DELIVERY PLUS LINK:

ECONOMY + INVEST
LOBBY

QUADRUPLE BOTTOM LINE:

Economic | Civic Leadership

(primary | secondary)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
5.1	By continuing to plan and advocate for Parkes National Logistics Hub and ensuring its Synchromodality functionality	Council	State and Federal Government Chamber of Commerce Community
5.2	By developing strategies to leverage the economic potential of the Parkes Western bypass	RMS State Government	Council
5.3	By advocating and promoting the Melbourne to Brisbane Inland Rail project	ARTC Federal Government	Council Australian Logistics Council National Farmers Federation Community Infrastructure Australia
5.4	By advocating and promoting access into all major capital cities, markets and ports via road, rail and air.	Council State Government Federal Government Belle Express Group	Council Chamber of Commerce Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Roads and Maritime Services Corporate Strategy 2012 - 2016, Federal Dept of Infrastructure, Transport (National Intermodal Terminal Study) and the (Integrated Logistics Network - Freight Consolidation Paper) The Great Australian Trunk Rail System Pty Ltd (Information Overview), National Aviation Policy White Paper 2010, Infrastructure Australia National Freight Strategy, Infrastructure Australia - Australian Infrastructure Plan 2016, Australian Government Smart Cities Plan 2016, Agriculture Competitiveness Whitepaper 2015, ARTC Inland Rail Business Case 2015, Building Stronger Regional Communities - Budget Outcomes 2015, NSW Government Premier's Priorities, NSW Ports 5 year Port Development Plan 2014, NSW Ports 20 year Long Term Strategic Plan 2014, Port of Newcastle Development Plan 2015 - 2020, Newell Highway Corridor Strategy 2015, NSW Freight and Ports Strategy 2013, NSW 2021 State Government Long Term Transport Plan 2012, NSW State Government - Central West & Orana Economic Report 2015, Regional Education, Skills and Job Plan - NSW Central West 2014 and Bells Line Corridor Improvement Program.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 6
Enhance Recreation & Culture

ENHANCE RECREATION & CULTURE

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

PARKES SHIRE DELIVERY PLUS LINK:

ACTIVITY+ ACTIVE / PASSIVE

QUADRUPLE BOTTOM LINE:

Social | Economic

(primary | secondary)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
6.1	Improve aquatic recreation facilities	Council	State and Federal Government NSW Royal Life Saving Association Community
6.2	Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan)	Council	Federal Government RMS State Government Community
6.3	Maintain and develop sporting, recreational and cultural facilities	Council	State and Federal Government Sports Council Community
6.4	Ensure the library is an ongoing cultural, recreational, learning centre for the community	Council	State and Federal Government Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Federal Dept of Health and Aging Corporate Plan (Goals & Outcomes), Parkes Shire Council Pools Strategy. Arts OutWest Strategic Plan 2012 -2012, Federal Department of Health and Ageing Corporate Plan (Strategic Priority 3) and Parkes Pedestrian and Cycling Strategy 2016.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 7
Care for the Environment in a Changing Climate

CARE FOR THE ENVIRONMENT IN A CHANGING CLIMATE

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

PARKES SHIRE DELIVERY PLUS LINK:

ENVIRONMENT+ WASTE NATURAL

QUADRUPLE BOTTOM LINE:

Environment | Civic Leadership

(primary | secondary)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
7.1	By improved environmental outcomes of Council's operations	Council NSW Office of Environment and Heritage	State and Federal Government Community
7.2	By having a high awareness of sustainable practices throughout the Community	State and Federal Government Council	Environmental Groups Community
7.3	By widespread adoption of recycling and waste reduction across the Shire	Council Community	NetWaste State and Federal Government
7.4	By high levels of compliance with environmental regulations and controls in Council's sphere of operations	Council NSW EPA	State and Federal Government Community

HOW WILL WE KNOW WE HAVE ARRIVED

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

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

NSW State Plan 2021, Parkes Shire Council Environmental Management Plan NSW, Lachlan and Macquarie Valley Noxious Weed Delivery Plans, Parkes Shire Council Inspectorial Plan, Department of Sustainability, Environment, Water, Population and Communities Strategic Plan: 2012-2016, NSW Office of Water Corporate Plan, Parkes Shire Council Distributed Energy Plan, NSW State Plan 2021, Parkes Shire Council Local Environment Plan, NSW Office of Water Strategic Plan, NSW Department of the Environment and Energy Corporate Plan 2016-17, Parkes Shire Council Distributed Energy Plan, NetWaste Regional Environmental Strategic Action Plan, NSW Government Climate Change Adaption Plan, NetWaste Straregic Waste Plan and Parkes Shire Council Waste Management Strategy. 2015-2022.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Future Direction 8
Maintain the Shire's Assets and Infrastructure

MAINTAINS THE SHIRE'S ASSETS & INFRASTRUCTURE

The Local Government Act requires Council to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible. With more than $470M of public assets listed, Council considers the collection of asset information, the valuation of all asset categories and the development of an asset system and plans of management, a high priority and core responsibility.

Due to aging assets and diminishing resources, asset management and in particular, maintenance and renewal, represents the single biggest financial challenge facing Council. A primary consideration in the development of new assets will accordingly be the whole of life maintenance, renewal affordability and the development of systems and decisional processes to determine the need for and effective delivery of new assets.

PARKES SHIRE DELIVERY PLUS LINK:

TRANSPORT+ ROADS, AIRPORT

H2O+ WATER, WASTE, STORM

QUADRUPLE BOTTOM LINE:

Civic Leadership | Social

(primary | secondary)

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	HOW WILL WE GET THERE	WHO SHOULD LEAD	WHO SHOULD SUPPORT
8.1	By the Shires water system management meeting industry best practice	Council NSW DPI Water NSW Health	State & Federal Government Community Industry Associations CENTROC Water Alliance
8.2	By Shire road assets have adequate levels of service for the Community and other road users.	Council Roads & Maritime Service State & Federal Government	Community Industry Associations CENTROC
8.3	By the Shires Sewer system management meeting industry best practice	Council NSW Department of Primary Industries Water NSW EPA	State & Federal Government Community Industry Associations CENTROC Water Alliance
8.4	By the Shires stormwater management meeting industry best practice and having maximised reuse potential	Council NSW EPA	State & Federal Government Community Industry Associations
8.5	By operating a safe and high quality Parkes Regional Airport	Council	Federal Government CASA, REX Airlines Community & travellers

HOW WILL WE KNOW WE HAVE ARRIVED

Asset Management Plans will be the communities' performance assessment guide and Council's management guide in ensuring the longevity of the Shire's assets. Therefore, Council's demonstration of efficient asset management will be the development and promulgation of Asset Management Plans for all classes of assets, which clearly define the level of service that can be provided by asset groups, with the funding available and the articulation of those plans to the community. Annual asset reporting will then provide a tangible measure of asset performance. The annual operational efficiency of the assets will be determined by the degree of compliance with best practice guidelines and comparison with industry performance and benchmarks.

WHERE DO I FIND OUT WHAT OTHERS ARE PLANNING

Strategic Water and Sewerage Business Plan, Integrated Water Cycle Management Plan, national Water Quality Management Strategy, Infrastructure Australia Regional Towns Water Quality & Security Review , Infrastructure Australia National Freight Strategy, Infrastructure NSW Strategy 10 Regional Interstate Transport Strategy 14 Social Infrastructure, NSW State Plan 2021, Roads and Maritime Services 2020 Strategy, Roads and Maritime Services Delivery Plan 2016-17, Parkes Shire Council Strategic Asset Management Plan, Cectroc Regional Freight Movement Plan, Civil Aviation Safety Authority Corporate Plan 2015-16 to 2018-19, NSW Department of the Environment and Energency Corporate Plan 2016-17, NSW DPI Water Country Towns Water and Sewerage Scheme, Centroc Water Utilities Alliance Regional Integrated Water Cycle Management Strategy, Centroc Water Utilities Alliance Business Plan, NSW Dam Safety Committee Strategic Plan, Dept. of Primary Industries Strategic Business Plan, Deptartment of Primary Industries Integrated Water Cycle Management Strategy, NSW Department of the Environment and Energy National Water Quality Management Strategy: Water Quality Strategy and Infrastructure NSW State Infrastructure Strategy 2012-2032.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Delivery Program 2017/18 - 2020/21

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Contents

Welcome 5
Integrated Planning & Reporting 6
- Community Engagement Strategy 7
- Long Term Planning 8
- Parkes Plus Delivery Program 11
- Operational Planning 12
- Reporting 12

Council 15
- Goals & Objectives 15
- Council Activities 16
- Social Justice Principles 16
  - *Disability Inclusion Action Plan (DIAP)* 17
- Delivery a Safe Workplace 17
- Organisational Structure 18
- Our Values 19
- Roles & Responsibilities 19

Risk Management 22
Community Vision 24
- Future Directions 24

Parkes Plus Delivery Program 25
- Analysis 28
- Transport 30
  - *Roads* 32
  - *Foopaths* 34
  - *Aerodromes* 35
- Environment 36
  - *Built Environment* 38
  - *Natural Environment* 40
  - *Waste* 42
- Activity 44
  - *Active Recreation* 46
  - *Passive Recreation* 47
  - *Pools* 49
- Economy 50
  - *Business* 52
  - *Marketing & Destination Development* 54
  - *Investment Attraction* 55
  - *Lobbying* 57
- H2O 58
  - *Drinking Water* 60
  - *Waste Water* 62
  - *Storm Water* 64
- Community 66
  - *Public Libraries* 68
  - *Culture* 69
  - *Education* 70
  - *Wellbeing* 71
- Council 74

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

PARKES SHIRE COUNCIL

Delivering progress and value to our community

Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (LEP) 2012
- Community Engagement Strategy 2017- 2021
- 12 Year Strategic Asset Management Plan 2017-18 To 2028-29
- 12 Year Long Term Financial Plan 2017-18 to 2028-29
- Parkes Shire Council Workforce Plan 2017-18 to 2020-21
- **Delivery Program 2017-18 To 2020-21**
- Delivery Plan Financial Forecasts 2017-18 to 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 2018
- End Of Term Report 2017-18 to 2020-21

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Welcome

Through our Parkes Plus Delivery Program, Parkes Shire Council commits to delivering the communities vision being that by 2030 the Parkes Shire will be a "progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles".

Throughout March 2017, Council hosted a series of community engagement workshops in each of the townships as part of the Parkes 2030 campaign, gathering the aspirations and priorities of community members and other stakeholders.

Our hands-on approach to community engagement meant that members of the community were able to discuss the issues that affect them face-to-face with their recently elected Local Government representatives and Council's senior staff.

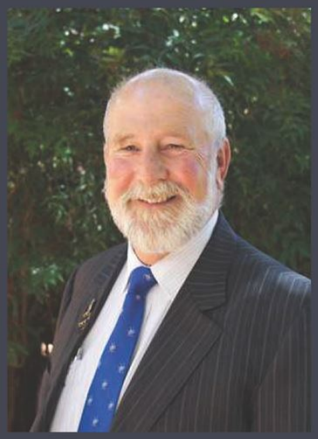
With well over 150 people attending the workshops, and many more engaging with Council since, I sincerely thank the community for joining the conversation and making sure your input all adds up to a vibrant Parkes Shire.

This process enabled Council to re-evaluate the Future Directions outlined within the Community Strategic Plan, to ensure we are on track to delivering the projects required to meet the needs of our growing community.

With a life span of twelve years, the Community Strategic Plan 2030 will transcend several terms of Council, facilitating a consistent implementation of the goals long term.

During this next term of Council, the Parkes Plus Delivery Program will guide the delivery of the communities vision and objectives of the Community Strategic Plan 2030 by means of the following components:

- Delivery Plan - A four year plan to guide Council's actions in the achievement of the strategic objects detailed in the Community Strategic Plan.
- Long Term Financial Plan - A twelve year plan, in conjunction with a four year Financial Forecast, to guide the funding of the work required, including the projections of Council's financial position for the life the Delivery Program.
- Asset Management Strategy - A twelve year strategy that guides the management of Council's existing and proposed assets.
- Workforce Management Strategy - a four year strategy to ensure Council has the people, skills and expertise needed to achieve the Delivery Program.
- Community Engagement Strategy - a management tool that will ensure that Community Engagement continues to guide Council's decision-making.



Cr Ken Keith OAM

During this term of Council this Delivery Program will contribute to the goals contained within the Community Strategic Plan 2030.

Importantly, the 12 year life of the Community Plan transcends several terms of Council, this facilitates consistent implementation over the long term.

The Delivery Program addresses the Future Directions in the Community Plan in which Council has a specific role and will be in operation from financial years 2017-18 to 2020-21.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Integrated Planning & Reporting

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales.

Parkes Shire Council was one of the first Council's to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in the 2009/2010 Council year. Since this time the IP&R framework has been rolled out across the State.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest End of Term Report being tabled at the final meeting of the previous Council in September 2016.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2016), will "deliver" in order to assist the community achieve the aspirations set out in the Parkes Shire 2030 Community Strategic Plan over their term in office. To help the community and other users to understand these documents, Council has prepared a simple summary to outline how each document fits in to the entire IP&R approach for Parkes Shire Council.

Figure 1 - Cascade of Plans

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

The Community Engagement Strategy (Continuum) 2017 - 2021

The Community Engagement Strategy outlines the mechanisms Parkes Shire Council uses to engage their communities in the issues and decisions that affect them.

Based on a set of guiding principles and a diverse range of processes, the outputs and outcomes of the Strategy guide and inform the planning, delivery and reporting of all Council's integrated plans and reports.

The Strategy is known as the Community Engagement Continuum. As the name implies it is a continuous process, not a collection of isolated activities. It is the way Council delivers its work and how Council and Community work together to achieve their objectives.

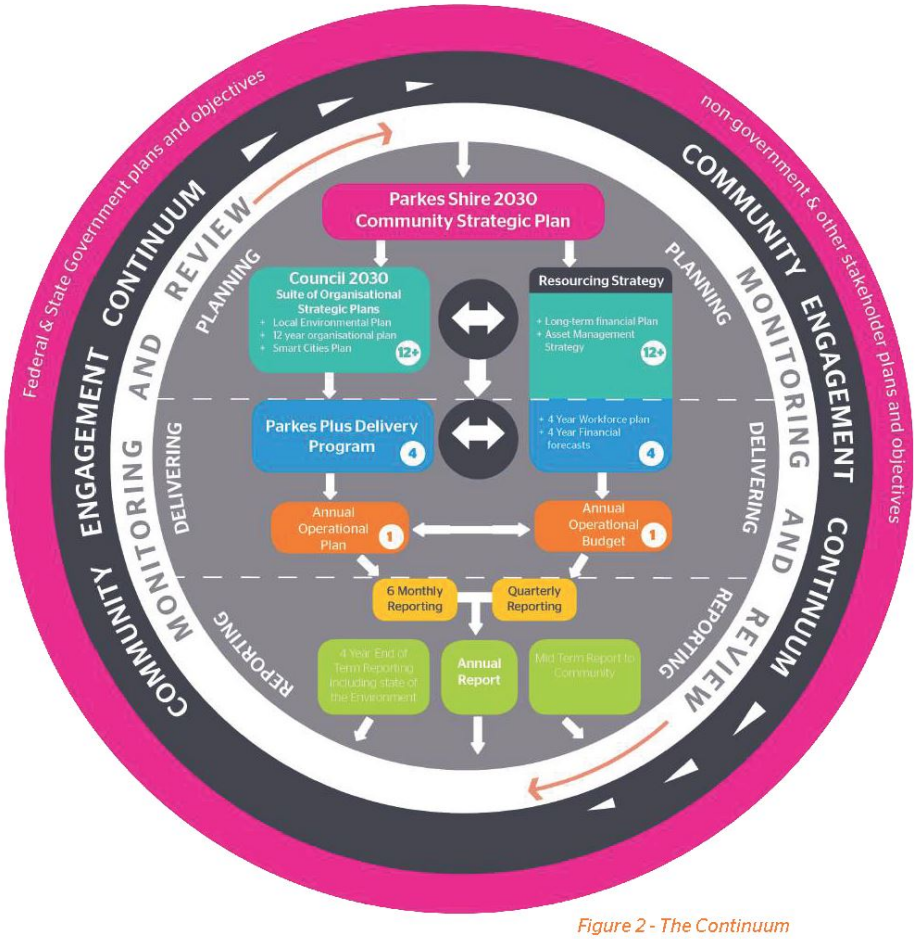


Figure 2 - The Continuum

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Long Term Planning
(12 years)

+ PARKES Shire 2030 COMMUNITY STRATEGIC PLAN

What is the Community Strategic Plan (CSP)

The Community Strategic Plan (CSP) sits above all other Council plans and policies in the planning hierarchy. The purpose of the Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve them.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners such as state and federal agencies, community groups, non-government organisations (NGO's) and private sector may also be engaged in delivering the long term objectives of the Plan. *(Reference: Integrated Planning and Reporting Manual for local government in NSW. Office of Local Government 2013)*

The Parkes Shire 2030 Community Strategic Plan is the third iteration of the CSP since the NSW Government legislated the Integrated Planning and Reporting (IP&R) Framework in 2009. Council has continually been engaged in a conversation with the community since this time through the Community Engagement Continuum Strategy. The hopes and aspirations encapsulated in the Plan and set out in the vision for the Shire with strategies to achieve it continue to be relevant, measurable and meaningful.

The "Parkes Shire 2030" Community Strategic Plan has again undergone a full review during Council's most recent community engagement campaign conducted across the Shire in February and March 2017.

Council is confident that "Parkes Shire 2030" maps the path to achieve its vision.

+ SUITE OF COUNCIL'S 12 YEAR PLANS

COUNCIL 12 YEAR ORGANISATIONAL PLAN

Council is mindful that the CSP is the Communities' document and not a Council document. The community is the most important external stakeholder to be considered by Council when as an organisation it is planning for the future.

Parkes Shire Council has therefore prepared a twelve year (3 Term) Organisational Plan. Being Parkes Shire Council's longer term strategic response to the Parkes Shire 2030 plan. This Plan is not a stated requirement of the IP&R legislation or identified in the model IP&R framework.

The twelve year Organisational Plan was developed by Council to ensure Council's longer term organisational strategies are aligned and working towards the community vision over a twelve year period rather than relying solely on the four year Delivery Program.

This document has distilled the 8 Future Directions identified in the Community Strategic Plan down to 7 key Themes or Value Streams that are the focus of Council operations and actually delivered or provided to the community by Council.

This Twelve Year Plan also has alignment with the now extended 12 year Council Long Term Financial Plan and Strategic Asset Management Plan. This Plan is a high level document and is sometimes also referred to as the " "Corporate Plan". The Twelve Year Organisational Plan also includes what Council will do to ensure that the required managements systems, culture, recourses and processes are to be in place to deliver objectives both efficiently and effectively.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

LOCAL ENVIRONMENT PLAN (LEP) 2012

The Parkes Local Environmental Plan 2012 (PLEP2012) is the legal instrument that imposes standards to control development for the Shire. The LEP reserves land for open space, infrastructure and other public purposes as well as residential, industrial, commercial and agricultural purposes.

The purpose of the LEP is to achieve the objects of the Environmental Planning and Assessment Act 1979, as amended. It is also a means to implement the Parkes Shire Land Use Strategy 2011.

The PLEP2012 comprises a written document and a series of accompanying maps. The PLEP2012 includes provisions for the protection of the operational environments of the Parkes Radio Telescope and the Parkes National Logistics Hub.

The LEP links directly to the Parkes Shire Council Community Plan in Future Direction 3 "Promote, Support and Grow our Communities" and more specifically under the Strategic Objective 3.4. "Utilise an integrated planning framework to guide the development of our communities". This objective is subsequently actioned in both the 4 year Delivery Program and the Annual Operational Plan. This sees Council's implementation of the LEP regularly monitored and reported to Council and the community via the Integrated Planning and Reporting Framework reporting mechanisms.

12 YEAR LONG TERM FINANCIAL PLAN 2017/18 - 2029/30

The Long Term Financial Plan (LTFP) is a part of Council's Resourcing Strategy. The Plan is used to ensure that Council can have an understanding of the current financial situation and the projections of the Twelve Year Organisational Plan and the 12 year Strategic Asset Management Plan.

The LTFP is set out to show the financial impact of providing different levels of service to the community. The Plan includes projections of revenue and expenditure, the balance sheet and projected cash flows.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Behind these projections, there are several assumptions that are used to build the Plan. These assumptions are usually related to the level of asset renewal and maintenance, inflation rate, growth in dwellings, timing of revenue, level of grants, level of service etc. The projections are modified to highlight the major scenarios (or options) that have an economic consequence. Also, within the Plan there are financial indicators (calculated for each scenario). These indicators allow comparisons between scenarios, and enable the monitoring of financial performance.

The LTFP enables Council to improve the connectivity with the Delivery Program, and allows for a better understanding of the financial consequences of the Plan. The Long Term Financial Plan is a decision making tool that helps Council to model several important scenarios, and it helps Council to identify financial issues at an earlier stage.

STRATEGIC ASSET MANAGEMENT PLAN 2017/18 - 2029/30

Council's infrastructure – its roads, bridges, footpaths, water supply, sewerage, storm water drainage, buildings and recreational assets – have a replacement value of around $805M. Expenditure on these assets (to build, operate, maintain and renew them as well as account for depreciation) is around $59M p.a. over the next 4 years – over 85% of Council's budget.

The way these assets are managed is obviously critical to Council's financial sustainability, as well as being a key means by which Council satisfies community needs and expectations. The Strategic Asset Management Plan (SAMP) is how Council will achieve the objectives of its Asset Management Policy: to provide the best possible value from activities related to infrastructure assets and to continually improve its asset management practices.

A series of 7 Service Dashboards (aligned with the 7 themes in Council's Delivery Program) are the centrepiece of the SAMP. A high-level summary of everything Council does (backed up by detailed technical analysis and planning), they are designed to help identify priorities for resource allocation to achieve best value both now and in 12 years' time (based on funding available in the Long Term Financial Plan).

The SAMP defines a systematic approach based on ISO 55000:2014 that sharpens the focus on value, the alignment of activities with objectives in the Community Strategic Plan, that fosters leadership at all levels of the organisation and that provides assurance that assets are fit for purpose. It establishes a framework for continual improvement. Its strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Parkes Plus Delivery Program (4 years)

+ PARKES PLUS DELIVERY PROGRAM 2017/18 - 2020/21

The Delivery Program is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Delivery program is a statement of commitment to the community from each newly elected Council. In preparing the Delivery Program the Council is accounting for its stewardship of the community's long term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program identifies and passes down the Deliverables required annually in Council's Operational Plan at achieve goals set (See Fig 1 - page 6).

The Delivery Program is also linked to the Resourcing Strategy documents and most closely to the 4 Year Workforce Plan and 4 year Financial Forecasts. The Parkes Plus Delivery Program has been developed in consultation with the Parkes Shire Community as part of the Community Engagement Strategy 2016 - 2020. Council has had to consider the communities priorities and expected levels of service, and balance these with its resourcing constraints.

+ PARKES PLUS RESOURCING STRATEGY

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 12 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

PARKES PLUS DELIVERY PROGRAM FINANCIAL FORECASTS 2017/18 - 2020/21

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 12 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the

Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

4 YEAR WORKFORCE PLAN 2017/18 - 2020/21

The 2017 – 2021 Parkes Shire Council Workforce Plan provides the strategic direction to create a sustainable workforce. It provides a supporting framework for those Activities and Deliverables in the Delivery Program and Operational Plans. The focus will be the alignment of the workforce with the goals, values and objectives of the organisation which includes the management of our asset infrastructure. This will enable us to effectively deliver community expectations into the future.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Planning (1 year)

THE OPERATIONAL PLAN

The Operational Plan is prepared as a sub-plan of the Delivery Program. It identifies the projects, programs and activities that Council will undertake within the next financial year. These actions cascade or flow down from the Delivery Plan and become the tasks required in each particular year of the Operational Plan (See Fig 1.2). The Operational Plan allocates responsibilities for each project, program and activity and identifies how the effectiveness of the projects, programs and activities will be measured. Council receives reports on these measures on a six monthly basis.

THE OPERATIONAL BUDGET

The Operational Budget details the budgeted funding for the activities to be undertaken in that year. The Operational Budget includes provisions relating to the content of Council's Annual Statement of Revenue Policy.

This includes details of:

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

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

Reporting

THE ANNUAL REPORT

The Annual Report is one of the key points of accountability between a Council and its community. It is not a report to the Office of Local Government or the NSW Government, it is a report to the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan because these are the Plans that are wholly the Council's responsibility.

The Report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and a community leader.

THE END OF TERM REPORT 2017/18 - 2020/21

Council's are now required to prepare an End of Term Report which must be tabled prior to the end of Council's 4 year term. This document must include a report as to the Council's achievements in implementing the Community Strategic Plan over the previous four years. This also means drawing upon achievements in the implementation of the four year Delivery Program. It includes information from other organisations, including State Government agencies.

STATE OF THE ENVIRONMENT REPORTING

A comprehensive report on the State of the Environment is required to be included as part of the End Of Term Report. This means that the End Of Term Report will include a report on how Council has met the environmental objectives in the Community Strategic Plan. The report on the State of the Environment includes progress against relevant performance indicators for the environmental objectives of the Community Strategic Plan and Delivery Program.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

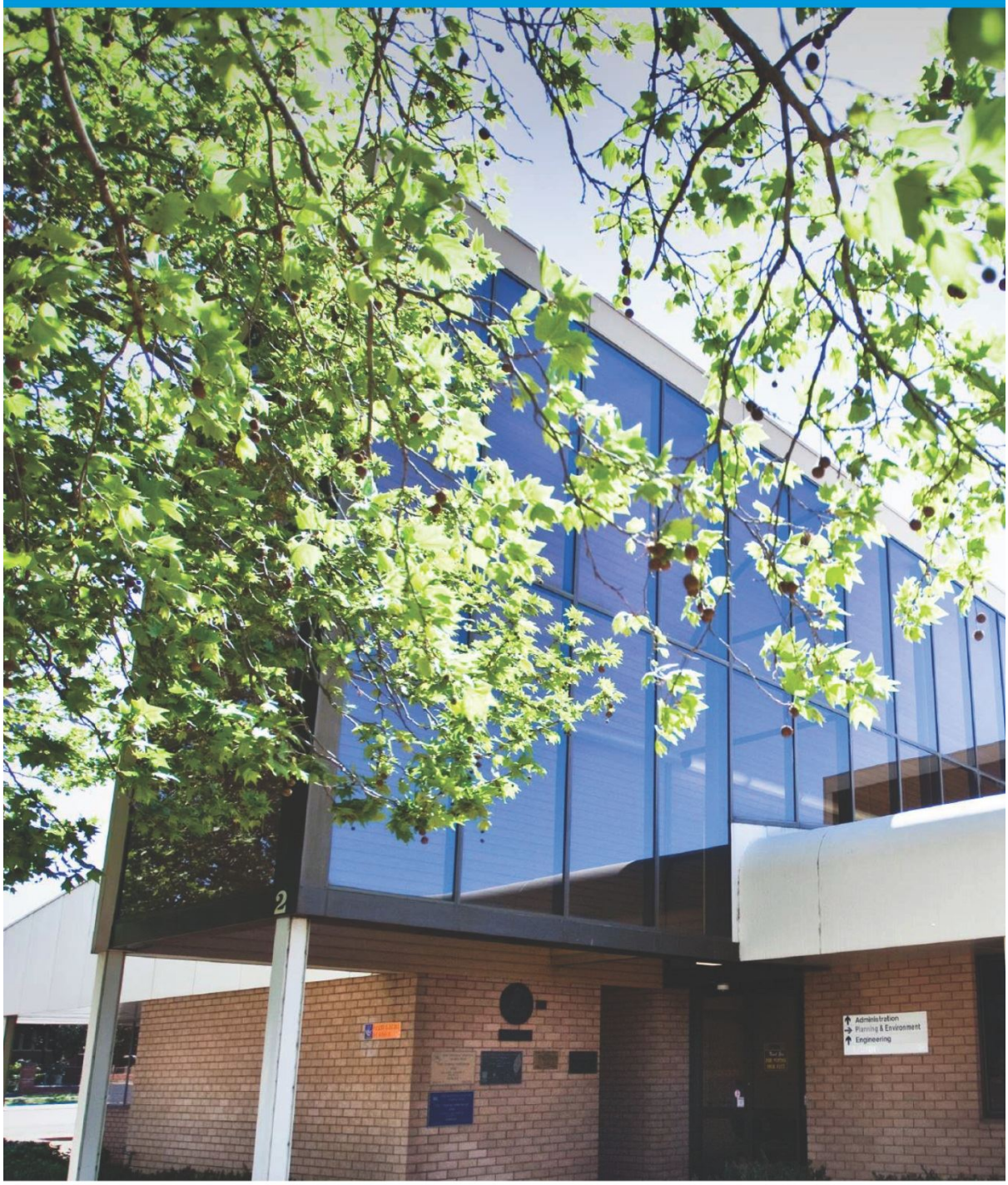
Delivery Program 2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



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Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Council

+ GOALS & OBJECTIVES

The Local Government Act 1993 sets out Council's Strategic Goals and Objectives as:

a. to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
b. to exercise community leadership;
c. to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
d. to promote and to provide and plan for the needs of children;
e. to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
f. to have regard to the long term and cumulative effects of its decisions;
g. to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
h. to facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and co-ordination of local government;
i. to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
j. to keep the local community and the State Government (and through it, the wider community) informed about its activities;
k. to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Council is affected;
l. to be a responsible employer;

These goals and objectives formulate the framework by which Parkes Shire Council has developed the organisation to respond to the needs of the community.

The planning documents that formulate the Parkes Shire Council's integrated planning process provides the mechanisms for the achievement of those objectives.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

COUNCIL'S ACTIVITIES

At this time Council's Financial Data is organised around the principal activities of Council as identified in an Australian Accounting Standard.

These include:

1. Administration
2. Public order and safety
3. Health
4. Community services and education
5. Housing and community amenities
6. Water supply
7. Sewerage services
8. Recreation and culture
9. Mining manufacturing and construction
10. Transport and Communication
11. Economic affairs

The Financial Statements found in the 12 Year Financial Plan, the 4 Year Financial Resourcing Strategy and the one (1) Year Operational Budget are structured in accordance with this standard.

Council is working to bring about greater synergies between the management planning and financial reporting processes. This Plan provides high level financial information, to examine more detailed data, refer to the above financial documents.

NOTE: Operational and capital expenditure outlined in this plan has been provided as accurately as possible at the time of publication.

SOCIAL JUSTICE PRINCIPLES

Council is committed to the application of social justice throughout all aspects of its operation. Social justice is based on four interrelated principles of equity, rights, access and participation, to ensure that:
There is equity in the distribution of resources Rights are recognised and promoted People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life, and people have better opportunities for genuine participation and consultation about decisions affecting their lives.

The NSW Office of Local Government has stipulated seven mandatory social justice groups that are to be targeted for consultation and planning:

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

- Children (0-11 years)
- Young People (12 -24 years)
- Women
- Older People (over 55 years)
- Aboriginal People
- People with Disabilities
- People from Culturally and Linguistically Diverse
- Backgrounds

The Community Engagement Strategy that ensures the needs of social justice groups are considered when consulting on the Community Strategic Plan, and Council's adoption of quadruple bottom line reporting, that includes reporting on how well Council is meeting the community's social needs.

Council is committed to further developing increased emphasis and measurement of performance in this area. Council's commitment is also demonstrated at a planning level through various actions and tasks outlined in its Delivery and Operational Plans.

The Key Future Directions that relate directly to the Social Justice Principles are:

- Develop Education Lifelong Learning Opportunities
- Improve Health & Wellbeing
- Promote, Support and Grow Our Communities

Disability Inclusion Action Plan (DIAP)

The Parkes Shire Disability Inclusion Action Plan augments Parkes Shire Council's ongoing commitment to social justice principles and working with the community to achieve an increasingly inclusive and accessible Local Government area. The Parkes Shire DIAP is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

- Attitudes and Behaviours
- Liveable Communities
- Systems and Processes
- Employment

Throughout the next four years this Plan is being implemented, Council will engage and involve people with disability to help us monitor the progress. This will be achieved by reporting to the Parkes Shire Access Committee.

More information and the Parkes Shrie Council DIAP can be found on Council's website.

DELIVERING A SAFE WORKPLACE

Council is committed to Best Practice Work Health and Safety (WHS).

Parkes Shire Council is committed to promoting safety in the workplace. Staff are actively encouraged to take responsibility for their own and others' safety.

Certified System™ Health & Safety AS 4801

In 2016, Parkes Shire Council achieved formal accreditation under the Australian and New Zealand Standard for Occupational Health and Safety Management Systems AS/NZS 4801:2001 by SAI Global. The safety accreditation was awarded in November 2016 following a thorough audit of Council's Safety Management Systems.

The accreditation is recognition of the dedication and commitment from Council staff to ensure safety management systems were robust and efficient. Council has many varied work environments and the safety management system implemented has needed to be robust enough to cover our high risk work areas and flexible enough to suit the many different tasks and jobs that Council undertakes.

As part of the improvements to the safety management systems, Parkes Shire Council has also adopted many technological innovations included the use of electronic forms and applications to ensure that job safety instructions are being followed and the risks associated with non-routine tasks can be assessed and managed.

Council will continue to look for new and innovative ways of ensuring we provide a safe workplace for our staff and contractors now and into the future.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

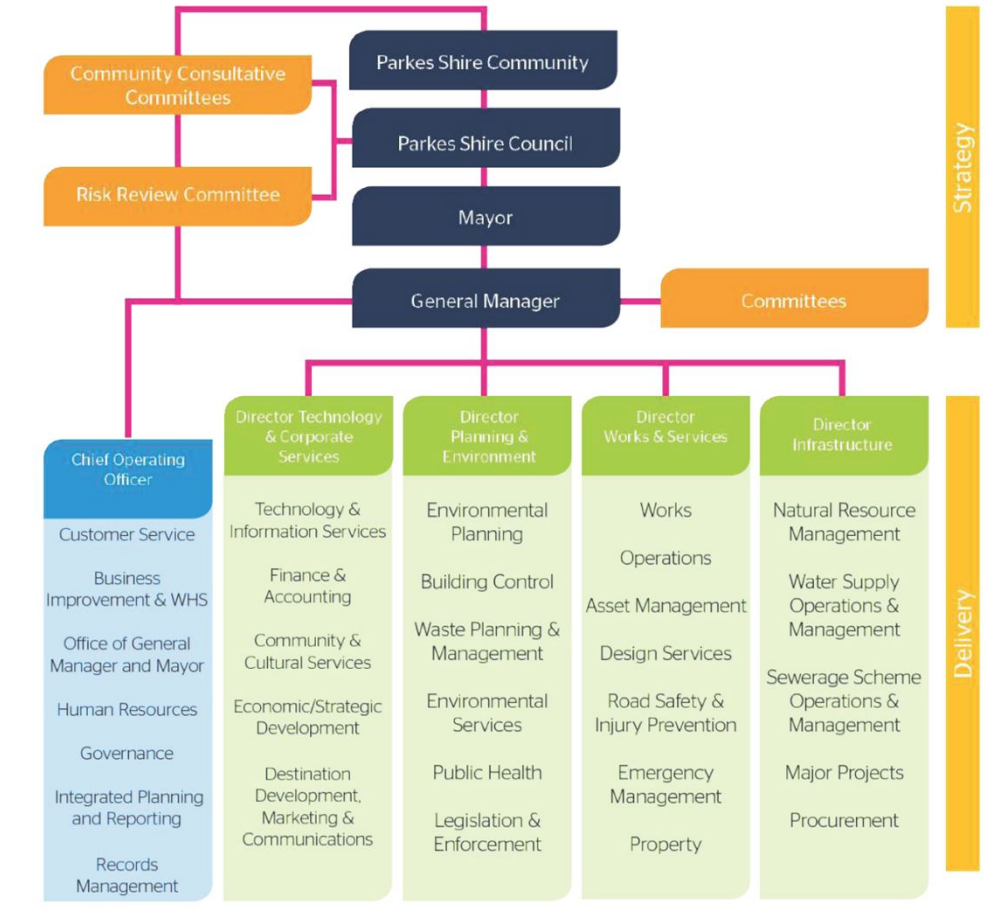
PARKES SHIRE COUNCIL

ORGANISATIONAL STRUCTURE

PARKES SHIRE COUNCIL

"A progressive regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles"

Organisational Chart



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

+ OUR COMMUNITY VALUES

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

We will be;

Caring and friendly
Open to new ideas
Respectful, acting with integrity and tolerance
Engaging and willing to work together

+ OUR COUNCIL VALUES

Council's commitment is demonstrated in Council's organisational values being; Parkes Shire Council is committed to be an organisation where staff believe,

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

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

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

+ ROLES AND RESPONSIBILITIES

Set out on the next page are the details on the five departmental groupings of Council's management structure showing details of the functions and linkages to the activities undertaken by Council.

Occupational health and safety and risk management responsibilities traverse all departments of Council. Responsibilities will be allocated as appropriate when Council's Risk Management Policy and Business Continuity Plan are completed and implemented.

General Manager - Kent Boyd

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Office of the General Manager: Kent Boyd			
Section	**Manager**	**Functions**	**Activity**
Organisational Capability	Brad Byrnes	Improvement and Integration	Administration
		Governance and Stakeholder Assurance	
	Rhonda Milgate	Human Resources & Maximising People's Performance	Administration
		Pay Office	
Technology & Corporate Services Department: Director Les Finn			
Section	**Manager**	**Functions**	**Activity**
Finance	Owen Jensen	Budgeting And Financial Planning	Administration
		Financial Reporting And Services	
		Rating	
Economic Development	Anna Wyllie	Industrial Development Promotion	Economic Affairs
		Economic Development/ Govt & Industry Lobbying	
		Civic Promotions Business Development /Management	
	Katrina Dwyer	Brand, Marketing & Communications	
	Kelly Hendry	Destination Development	
	Cathy Treasure	Parkes Elvis Festival	
Technology & Information Services	Anthony McGrath	Information Services	Administration
Cultural, Education, Family Day Care & Library Services	Shellie Buckle	Public Libraries Culture And Education Family Day Care	Recreation & Culture Community Services & Education
Planning and Environment Department: Director Steven Campbell			
Section	**Manager**	**Functions**	**Activity**
Town Planning	Annalise Cummings	Land Use Planning	Housing & Community Amenities
		Heritage Management	
Building & Health	Michelle Bicket	Building Control	Mining, Manufacturing & Construction
		Immunisation	Health
		Administration & Inspections	Health
		Cemeteries	Housing & Community Amenities
Environmental Services and Health	Howard Orr	Ranger Services	Public Order & Safety
		Animal Control	
		By Law Enforcement	
		Food Surveillance	Health
		Public Conveniences/Cleaning	Housing & Community Amenities
Building Management	Steven Campbell	Public Properties Maintenance	Housing & Community Amenities
		Henry Parkes Centre	Recreation & Culture
		Community Centres	
		Neighbourhood Centres	
		Caravan Parks	Economic Affairs
Waste Management Services	Steven Campbell	Solid Waste Management	Housing & Community Amenities
		Recycling	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Engineering Services Department: Director Ben Howard			
Section	**Manager**	**Functions**	**Activity**
Works	Wayne O'Neil	Infrastructure Construction & Maintenance	Transport and Communication
		Parks and Gardens	Recreation and Culture
		Cemetery Maintenance	
		Sports Ground Support	
		Street Tree Management	
		Street Cleaning	Housing and Community Amentities
		Private Works	
		Operation of Quarries & Pits	Mining, Manufacturing & Construction
		RTA Contract	Economic Affair
Design and Traffic	Nathan Koenig	Engineering Survey & Design	Transport and Communication
		Traffic Management	
		Engineering Assessment of Developments	
Assets		Asset Planning and Management	Administration
		GIS Mapping Management	
Road Safety	Melanie Suitor	Road Safety & Injury Prevention	Public Order and Safety
Support Services	Sharon Ross	Plant Management	Administration
		Stores Management	
		Risk Management Support	
		Secretarial Services - Eng	
		Swimming Pool Operations	Recreation and Culture
		Airport Operations	Transport and Communication
		Health and Safety Programs	Health

Infrastructure Department: Director Andrew Francis			
Section	**Manager**	**Functions**	**Activity**
Natural Resources	Graeme Bayliss	Water	Water Supplies
	Julian Fyfe	Sewer	Sewerage Services
	Daya Peiris	Stormwater Management	Housing and Community Amenities
	Michael Chambers	Soil Erosion & Prevation of Native Vegetation	Public Order and Safety
		Noxious Plants	Transport and Communication
		Insect and Vermin Control	Recreation and Culture
		Environmental Control of Quarries and Pits	
		Emergency Management & LEMO	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Risk Management

+ ENTERPRISE RISK MANAGEMENT

Parkes Shire Council is committed to the implementation of Enterprise Risk Management (ERM). ERM is defined as "an organisation-wide approach to developing techniques that assist to have the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects or threats".

Council recognises that risks are an integral part of normal everyday life that is unavoidable. Taking control of informed risks is part of good business practice, and allows for risks to be identified, analysed, evaluated and treated.

The requirement to adopt a broad-brush risk management approach is likely to be mandated by the Office of Local Government in the near future.

Council is adopting a proactive approach in committing resources and energy to implementing Enterprise Risk Management.

The ultimate objective of Parkes Shire Council's Risk Management Plan is to embed the principles of risk management in all aspects of Council's operations. It is recognised this is a long-term goal, and will require a phased implementation to ensure that risk management is effective and sustained across all of Council's operations.

Council's Strategic Objectives as outlined in the 12 Year Community Plan and the 4 Year Delivery Program have undergone a risk assessment identifying the threats, termed as challenges, posed to their successful implementation.

This assessment has been carried out considering Parkes Shire Council's risk appetite across a number of parameters in line with the quadruple bottom line. These are found in the risk tables adopted in Council's Risk Management Manual.

It is acknowledged that the factors determining the level of risk are not static and therefore, the levels of risk will continue to be monitored and evaluated as required and in line with International Risk Management Standard ISO 31000.

Risk Assessment of Actions

Extreme	High	Moderate	Low	Insignificant

The "challenge" levels reflect those found in Parkes Shire Council's adopted Risk Management Program. Actions found in the Plan are also included in the Risk Registers maintained by Council and these will continue to be monitored and remain changeable.

NB: It is important to note that the assessment is made on the action itself and not the broader Future Direction or Strategic Objective, meaning the assessment examines the challenges posed to Council implementing the actions themselves in the current environment with resourcing available.

Measuring results

We will measure achievement of the Delivery Program through Council's Operational Plan. Reporting will be completed on a minimum six monthly basis.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

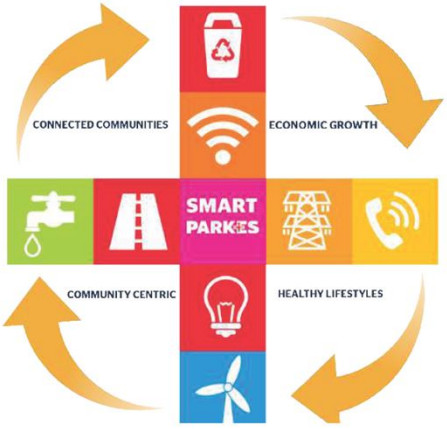
PARKES SHIRE COUNCIL

Community Vision

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

Why have we now included 'smart' in our Vision?

Smart has been incorporated into the community vision to ensure we continue to build a modern, technologically-advanced and innovative Shire that is future ready.



+ FUTURE DIRECTIONS

As a community we will work together on the following future directions which will help us reach our 2030 destination

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

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Parkes Plus Delivery Program

2017/18 - 2020/21

General Manager

Mayor

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Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Parkes Plus Delivery Program

What will Council Deliver from 2017/18 - 2020/21

Parkes Shire Council is committed to delivering on the Communities vision being that by 2030 Parkes Shire will be "a progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles"

This aspirational vision was identified and has been sustained through a continual strategy of engagement with the Parkes Shire Community by Council via its commitment to Integrated Planning and Reporting Framework since 2010. The Community Strategic Plan (CSP) for Parkes Shire identifies the Future Directions and strategic outcomes the community is adopting to achieve this vision.

Council is mindful that the CSP is the Communities' document and not a Council document, with the Parkes Shire community being the most important external stakeholder to be considered by Council in its planning for the future. Parkes Shire Council has therefore prepared the Parkes Plus Delivery Program as the Council's organisational response to the Parkes Shire CSP.

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

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

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

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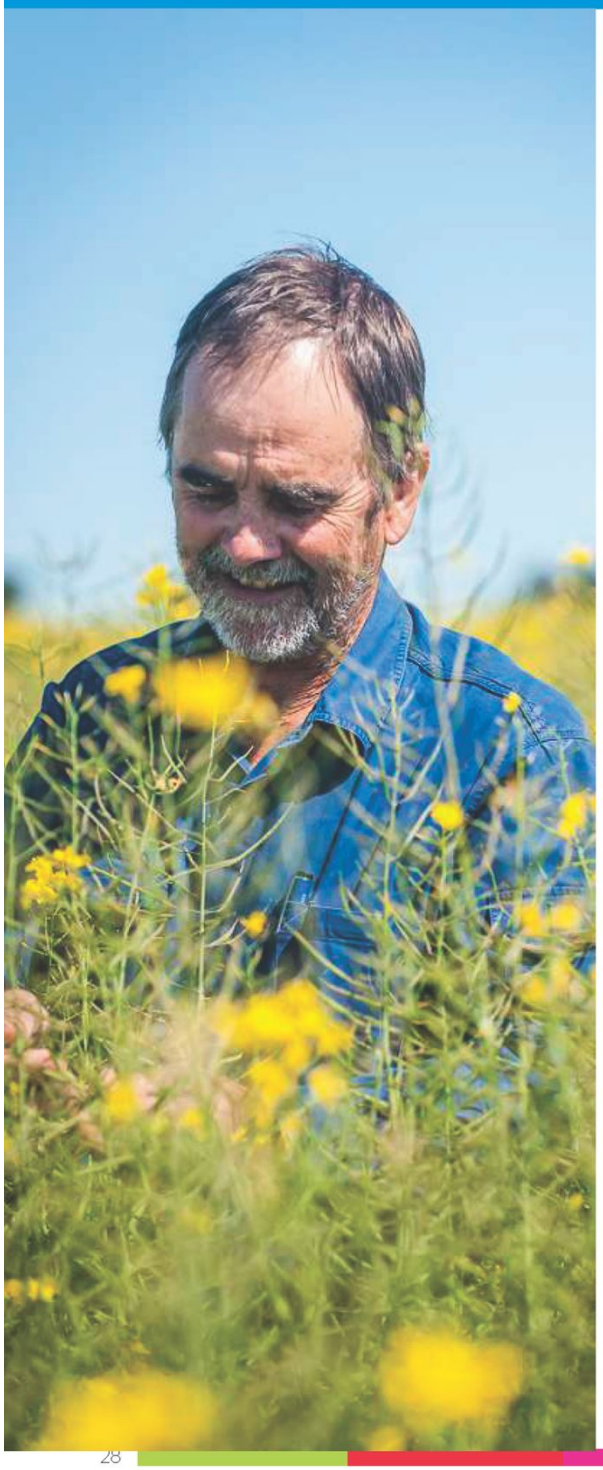
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



Analysis

QUADRUPLE BOTTOM LINE REPORTING

The strategic objectives of the Community Plan have been broadly grouped into a Quadruple Bottom Line Framework of **Economic, Social, Environmental and Civic Leadership** categories. The quadruple bottom line approach has been developed further in Council's Delivery and Operational Plans. This is a new approach for Council to ensure that our plans are balanced and in line with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. Council will continue to refine its approach to Quadruple Bottom Line Reporting.

ECONOMIC

SOCIAL

ENVIRONMENT

CIVIC LEADERSHIP

General Manager

Mayor

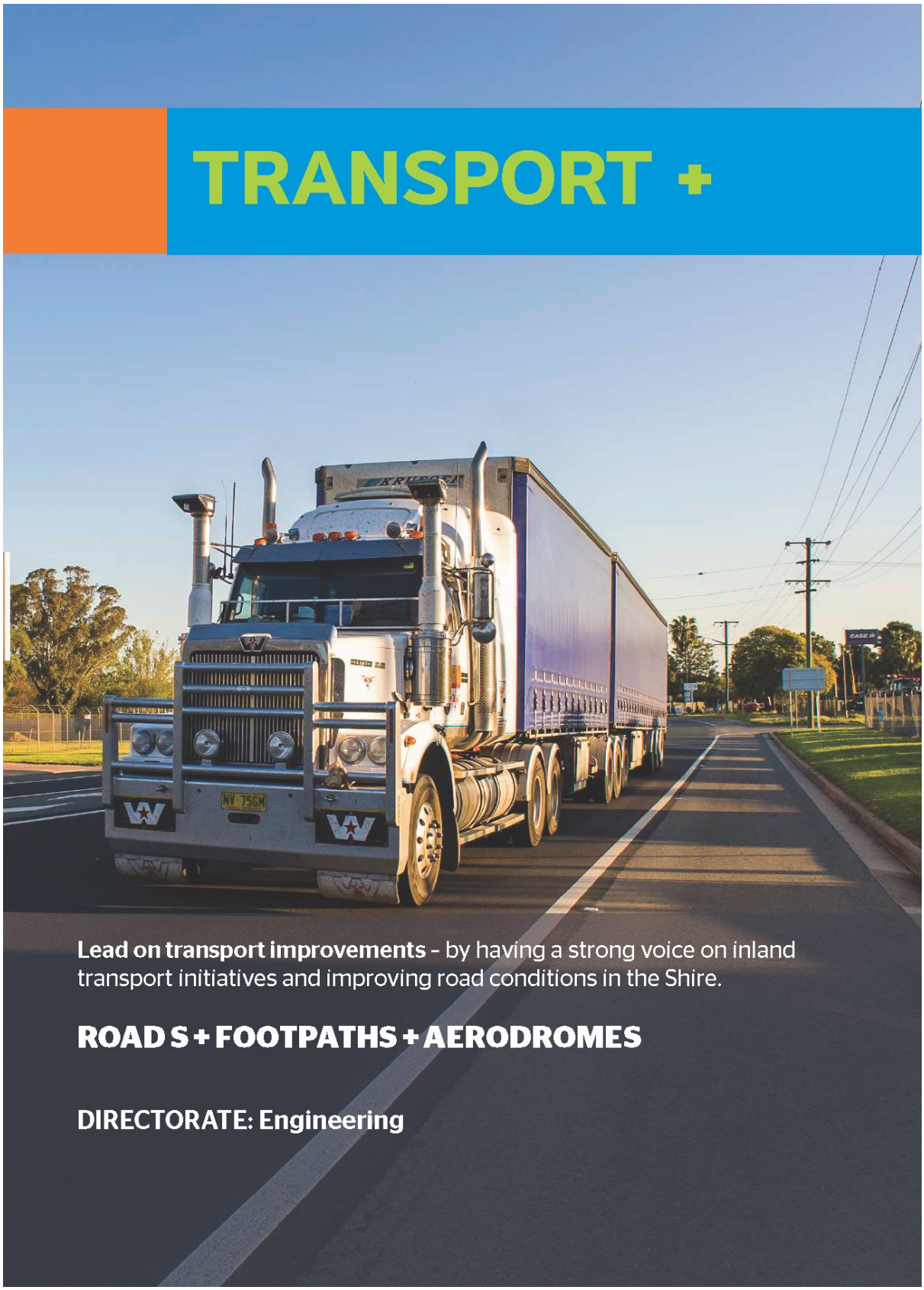
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

DELIVERY PROGRAM STREAM		QUADRUPLE BOTTOM LINE	OVERVIEW OF PROGRAM
TRANSPORT +			
R	Roads	PRIMARY | SECONDARY	It is the area of maintaining and improving the Shires transport assets and infrastructure that Council expends the most resources and spends the most time. Parkes Shire forms only a small part of Australia, but even travelling through our vast Shire has its challenges. Transport will continue to shape the development of our towns and settlements as well as drive our economy forward. Transport is therefore at the forefront of the Parkes + Delivery Program, with road improvements, active movement, and airports all requiring Council's focus.
F	Footpaths		
A	Aerodromes		
ENVIRONMENT +			
BE	Built Environment	PRIMARY | SECONDARY	Looks at both the natural and built environment. It addresses Council's response to climate change which is a challenge facing the global community as well as the Parkes Shire community. Council is committed to addressing both adaptation and mitigation strategies that are required to meet this challenge. Council will work with all stakeholders both Government and Non Government. In looking at the built environment, it is required to be managed with sensitivity to the impacts on the natural environment as well as the quality of life of the visitors and residents of the Parkes Shire. Development and Land Use must therefore be compliant with the relevant statutes and planning instruments.
NE	Natural Environment		
W	Waste		
ACTIVITY +			
AR	Active Recreation	PRIMARY | SECONDARY	A good sense of place can foster positive emotional attachment to the a community and increase levels of interaction between members of the community and formal participation in community organisations. Good social networks, connection and community involvement have s positive physical and mental health effects consequences, which are becoming key attractors for new residents to places like the Parkes Shire. The target is to create well designed, green and inviting places by developing structure plans for each major settlement in the Shire, with the structure plan for the Parkes Urban Area catering to population of 15,000 people.
PR	Passive Recreation		
P	Pools		
ECONOMY +			
B	Assist Local Business	PRIMARY | SECONDARY	Council is committed to supporting all of the diverse range of economic activities in the Shire. The economic benefits and the flow on improvements to the Shire community quality of life, are embedded on ensuring the reliability and sustainability of the Parkes Shire Economic Base. Council is also looking to embrace the emerging and exciting developments in digital and fibre optic smart technologies. Council is also relying significantly on the assistance of other levels of Government to continue to develop as a National Logistics Hub.
MD	Marketing & Destination Development		
IA	Investment Attraction		
L	Lobby		
H20 +			
DW	Drinking Water	PRIMARY | SECONDARY	Parkes Shire Council is the water supply authority in the Shire and manages a large array of water storages, pipelines and treatments systems to ensure that the community is able to grow and continues to enjoy safe, secure and reliable water. Water security is a major challenge for the sustainable growth and resilience of the Parkes Shire. Water security and sustainability are key to future proof the Parkes Shire for all its projected water supply needs.
WW	Waste Water		
SW	Storm Water		
COMMUNITY +			
PL	Public Libraries	PRIMARY | SECONDARY	Balancing the various needs with those of the broader community with their quality of life. At the forefront of this objective is the need for improved access to vital services for an ageing population, people with a disabilities and residents living in the more isolated settlements. Education, whilst not traditionally viewed as a function of Local Government, is an area identified by the Community as being of vital importance as well as. improvement in the areas of health and personal safety. Many communities are struggling to maintain essential services and Council will be measured on its efforts in maintaining if not further developing its townships.
E	Education		
C	Culture		
WB	Wellbeing		
COUNCIL +			
C	Council	PRIMARY | SECONDARY	Parkes Shire Council has a number of functions that support and facilitate the seven (7) primary value streams in the Parkes Plus Delivery Program. These Council Plus functions articulate what Council as an organisation will do to ensure the required managements systems, culture, recourses and process are in place to deliver efficiently and effectively on the objectives of the Parkes Shire Community found in the Community Strategic Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT +

TRANSPORT + SNAPSHOT

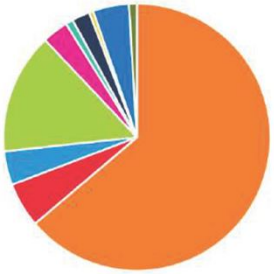
Provision and maintenance of transport infrastructure (local and regional roads, bridges, footpaths and cycleways, kerb and gutter, signs, guardrail), contracted works on state roads (Henry Parkes Way for Roads and Maritime Services), Bogan Road (for Northparkes Mine), operate and develop Parkes Regional Airport, road safety programs.

Investment $ 15.7M
(average annual spend over 4 years)

$ 8M operations and maintenance

$ 7.7M Renewals and Upgrades

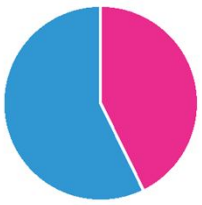
Transport Assets $426.7M



Asset Category	Value ($M)
560km Sealed Pavement	272.3
560km Sealed Surface	23.1
64km Kerb and Gutter	17.4
1300km Unsealed Roads	62.4
38 Bridges & Big Culverts	13.4
311 Rural Culverts	3.9
47km Footpaths	9.3
Carparks	2.1
Regional Airport (incl. bridges)	18.6
Other Transport Assets	4.1
Bulk Earthworks	-
TOTAL TRANSPORT +	426.7

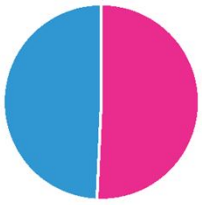
Depreciation & Replacement Value

Asset Depreciation



- $ 4.1m Depreciation
- $ 5.65m Balance across other Council activities

Infrastructure Replacement Value



- $ 427m Infrastructure Replacement Value
- $ 415m Balance across other Council activities

2016 Community Satisfaction Survey

Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
3. Promote, support and grow our communities	3.1 Develop and implement individual township plans
4. Grow and diversify the economic base	4.1 By having a strong Local Businesses Sector 4.2 By the Promotion and Marketing of the Parkes Shire as a destination to visit, live, work and invest 4.3 By attracting business investment into the Shire
5. Develop Parkes as National Logistics Hub	5.4 Make Parkes Regional Airport progressive and profitable
6. Enhance recreation and culture	6.2 Develop and implement pedestrian access and cycling mobility facilities
7. Care for the environment in a changing climate	7.1 Improve the environmental outcomes of Council's operations 7.4 Implement environmental regulations and controls in Council's sphere of operation
8. Maintain & Improve the Shire's Assets & Infrastructure	8.2 Manage road assets 8.5 Maintain and operate Parkes Regional Airport

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Roads

+ TRANSPORT: ROADS

Maintain and improve the Shire's road network

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
Local Road Development	$ 2,564,000	$ 2,564,000	$ 2,564,000	$ 2, 564,000
Regional Road Development	$ 4,062,000	$ 1,150,000	$ 1,150,000	$ 1,150,000
Local Road Maintenance	$ 1,194,000	$ 1,223,000	$ 1,252,000	$ 1,282,000
Regional Road Maintenance	$ 1,230,000	$ 1,230,000	$ 1,290,000	$ 1,230,000

R1 Develop Council's Local Road Network		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
R1.1	Upgrade Council's Sealed Local Road Network	R1.1.1	540kms of Sealed Local Road Network is managed to meet the needs of road users
		R1.1.2	Pavement Rehabilitation and Laneway Renewals carried out to meet the needs of road users
		R1.1.3	Pavement Rehabilitation is carried out to meet the needs of road users
		R1.1.4	Rural Construction Program adopted and implemented
		R1.1.5	Urban Construction Program adopted and implemented
		R1.1.6	Council's Additional $1,000,000 Roads Improvement Program adopted and implemented
R1.2	Upgrade Council's Unsealed Local Road Network	R1.2.1	1339kms of Unsealed Local Road Network is managed to meet the needs of road users
		R1.2.2	Implement LTRIP Project - SR83 Middle Trundle Road
		R1.2.3	Implement LTRIP Project - SR42 Warregal Road
		R1.2.4	Source road making materials in an environmentally responsible manner

R2 Develop Council's Regional Road Network		DELIVERY CHALLENGE	MODERATE
	DELIVERABLES		VALUE
R2.1	Develop Council's Sealed Regional Road Network	R2.1.1	189kms of Sealed Regional Road Network is managed to meet the needs of road users
R2.2	Develop Council's Unsealed Regional Road Network	R2.2.1	44kms of Unsealed Regional Road Network is managed to meet the needs of road users
		R2.2.2	Gravel Re-Sheeting program adopted and implemented

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Roads

R3 Maintain Council's Local Road Network		DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE	
R3.1	Maintain Council's Sealed Local Road Network	R3.1.1	540kms of Sealed Local Road Network is provided and maintained to meet the needs of road users
		R3.1.2	Resealing Program adopted and implemented
R3.2	Maintain Council's Unsealed Local Road Network	R3.2.1	1339kms of Unsealed Local Road Network is provided and maintained to meet the needs of road users
		R3.2.2	Gravel Re-Sheeting program adopted and implemented
R4 Maintain Council's Regional Road Network		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
R4.1	Maintain Council's Sealed Regional Road Network	R4.1.1	189kms of Sealed Regional Road Network is provided and maintained to meet the needs of road users
R4.2	Maintain Council's Unsealed Regional Road Network	R4.2.1	44kms of Unsealed Regional Road Network is provided and maintained to meet the needs of road users
		R4.2.2	Source road making materials in an environmentally responsible manner

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18	2018/19	2019/20	2020/21
Roads Regional Roads: + McGrane Way MR354 + The Bogan Way (North and South) MR350 + Eugowra Road MR238 + Renshaw McGirr Way MR233 + Henry Parkes Way (East and West) MR61 Local Roads + Middle Trundle Road SR83 + Bogan Road SR76 + Back Peak Hill Road SR126 + Warrigal Road SR42 + Brolgan Road SR40 + Adavale Lane SR104 + Trundle-Condobolin Road SR173	$ 17,073,000	$ 14,554,000	$ 14,754,000	$ 14,957,000
Ancillary Roadworks	-	-	$ 100,00	$ 100,000
Bus shelter refurbishments	$ 11,000	$ 11,000	$ 11,000	$ 11,000
Urban Roads Program	$ 578,000	$ 592,000	$ 606,000	$ 621,000
Urban Construction	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Rural Construction	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Middle Trundle Road (Fixing Country Roads)	$ 900,000	-	-	-
Roads - Repair Grant	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Grant Funded Roads	$ 3,770,000	$ 2,930,000	$ 3,003,000	$ 3,075,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Footpaths

+ TRANSPORT: FOOTPATHS

Maintain and improve the Shire's footpaths and provide safe pedestrian access

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 93,000	2018-19 $ 95,000	2019-20 $ 97,000	2020-21 $ 100,000

F1 Footpaths Development		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
F1.1	Develop footpaths to meet community needs	F1.1.1	Footpath facilities are delivered to meet the needs of key users and community in accordance with industry standards and guidelines

F2 Footpath Maintenance		DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE	
F2.1	Maintain footpaths to meet community needs	F2.1.1	Ongoing footpath maintenance is carried out in a planned program to meet the needs of key users and community

F3 Pedestrian Access and Mobility Plan (PAMP)		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
F3.1	Implement Pedestrian Access and Mobility Plan (PAMP)	F3.1.1	Footpath and pedestrian facilities are delivered to meet the needs of key users and community in accordance with industry standards and guidelines

F4 Kerb and Gutter Development		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
F4.1	Develop kerb and gutter to meet community needs	F4.1.1	Kerb and gutter infrastructure is delivered to meet the needs of key users and community in accordance with industry standards and guidelines

F5 Kerb and Gutter Maintenance		DELIVERY CHALLENGE	LOW
F5.1	Maintain kerb and gutter to meet community needs	F5.1.1	Ongoing kerb and gutter maintenance is carried out in a planned program to meet the needs of key users and community.

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Footpath Renewals	$ 100,000	$ 100,000	$ 100,000	$ 100,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Air

+ TRANSPORT: AERODROMES

Parkes Regional Airport is the gateway to the Shire and broader Central West Region.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
	$ 1,115,000	$ 673,000	$ 680,000	$ 690,000

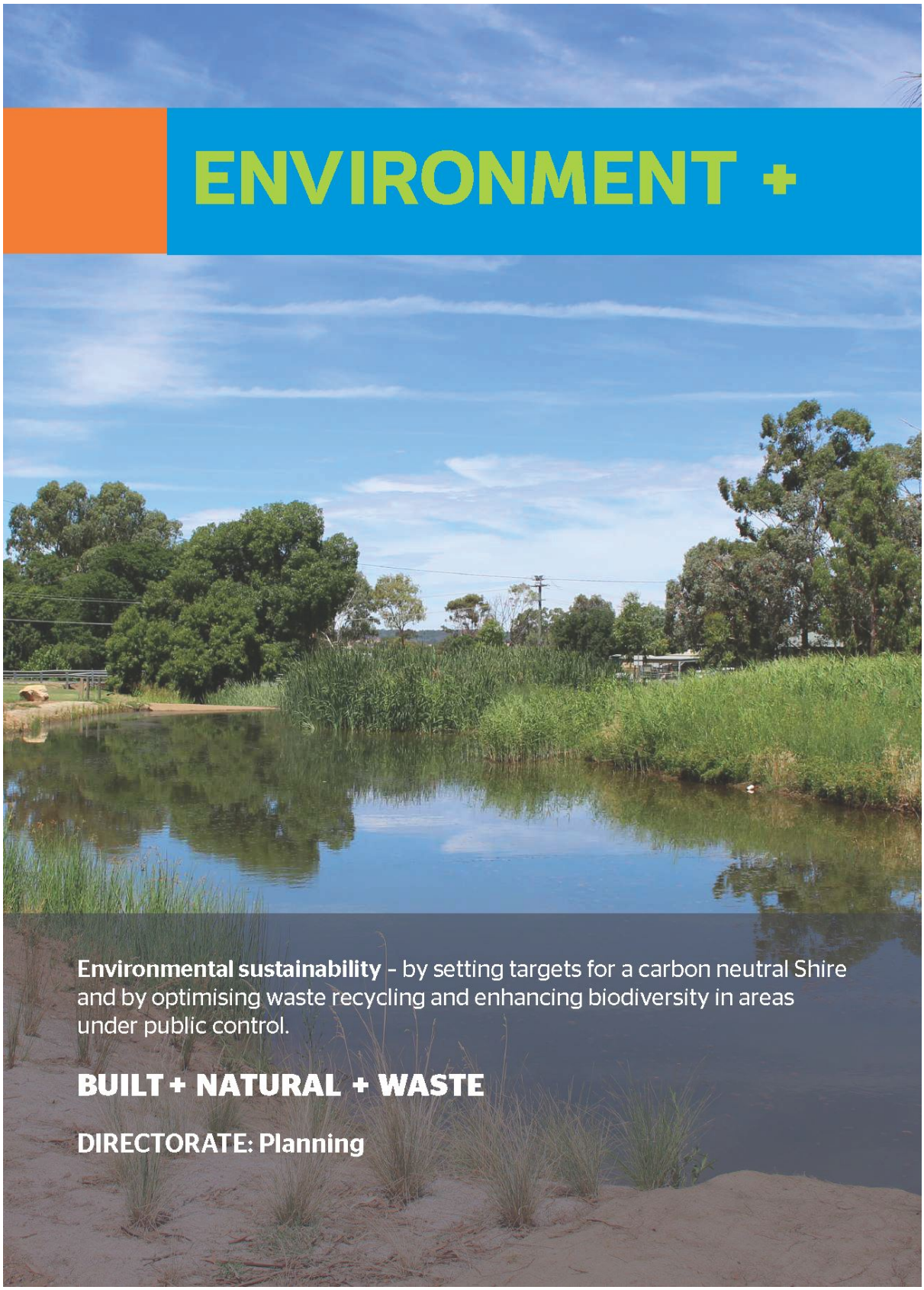
A1 Providing an safe Aviation Facility		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
A1.1	Legislative Compliance to ensure a safe Aviation Facility	A1.1.1	Compliance with Civil Aviation Safety Authority Regulations
		A1.1.2	Compliance with Office of Transport Security legislation
A2 Maintaining and Operating Parkes Regional Airport		**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE	
A2.1	Ensure effective maintenance and operation of the Parkes Regional Airport	A2.1.1	Grounds well presented and maintained that welcome visitors
		A2.1.2	Terminal building is presented to a standard befitting a gateway to the region.
A3 Development of Industrial Precinct		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
A3.1	Industrial Precinct developed to expand opportunities for growth	A3.1.1	Development in line with Master Plan
		A3.1.2	Developer attraction to the site

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Parkes Regional Airport Industrial Precinct	$ 1,298,000	$ 579,000	-	-
Parkes Regional Airport - line marking	$ 80,000	-	-	-
Parkes Regional Airport - reseal runway edges	-	$ 150,000	-	-
Car parking structures (w/ solar panels) - Parkes Regional Airport	-	-	-	$ 200,000

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT +

ENVIRONMENT + SNAPSHOT

Activities to improve the built and natural environments including town planning and building control; Domestic and commercial waste collection and disposal including operation of 8 waste management centres; waste and recyclables collection for public spaces; working to reduce illegal dumping; environmental protection programs including noxious weeds management; operation and maintenance of cemeteries.

Investment $3.6M (average annual spend over 4 years)

(note: Domestic Waste Management is operated as a distinct business i.e. separate to 'General' fund)

$ 3.3M operations and maintenance

$ 0.3M renewals and upgrades

Environment Assets $2.9M

Asset Category	Value ($M)
Waste Management	2.0
Animal Shelter	0.4
7 Cemeteries	0.5
TOTAL ENVIRONMENT +	2.9

2016 Community Satisfaction Survey

Depreciation & Replacement Value

Asset Depreciation

- $ 0.05m Depreciation (Asset consumption)
- $9.7m Balance after other Council activities

Infrastructure Replacement Value

- $ 2.9m Infrastructure Replacement Value
- $ 839.1m General Fund

Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
7. Care for the environment in a changing climate	7.1 Improve the environmental outcomes of Council's operations 7.2 Raise awareness of sustainable practices in the community 7.3 Encourage recycling and the reduction of waste 7.4 Implement environmental regulations and controls in the sphere of operation

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Built

+ ENVIRONMENT: BUILT

providing professional development services and preservation of the Shire's built environment

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
Enforcement & Regulation	$ 44,000	$ 45,000	$ 47,000	$ 48,000
Administration & Inspection	$ 495,000	$ 500,000	$ 505,000	$ 509,000
Town Planning	$ 365,000	$ 354,000	$ 363,000	$ 372,000
Building Control	$ 253,000	$ 263,000	$ 274,000	$ 285,000

BE1: Manage the built environment in line with the LEP and relevant legislation			DELIVERY CHALLENGE	LOW
DELIVERABLES			VALUE	
BE1.1	Provide timely, accurate and professional development services to the Shire	BE1.1.1	'Local Development' Development Applications (DA's) are determined within 40 processing days	
		BE1.1.2	DA's conform with the Environment Protection Authority (EPA) Act and associated environmental planning instruments	
		BE1.1.3	Appropriate delegation is exercised to determine DA's	
		BE1.1.4	Customers have access to pre-lodgement services, information, guides, FACT sheets and staff to prepare quality DA's	
BE1.2	Provide timely, accurate and professional complying development services to the Shire	BE1.2.1	CDC's are determined within the 10 day and 20 day processing times specified in the State Environmental Planning Policy (SEPP)	
BE1.3	Provide timely, accurate and professional construction certification services to the Shire	BE1.3.1	Construction Certificates (CC's) are processed within 20 processing days	
BE1.4	All Local Government Approvals are determined in line with legislation in a timely manner	BE1.4.1	Approvals are processed within 20 processing days	

BE2 Heritage			DELIVERY CHALLENGE	LOW
DELIVERABLES			VALUE	
BE2.1	Promote and support the conservation of heritage items and places in the Parkes Shire	BE2.1.1	Undertake a heritage study to identify significant heritage buildings and places in the Parkes Shire	
BE2.2	Support the Heritage Committee	BE2.2.1	Heritage is promoted through events such as Heritage Week, Heritage Trails and significant building identification plaques	
BE2.3	Provide expert heritage advice to assist with the conservation of heritage places	BE2.3.1	Continue to support the NSW Heritage Office Local Heritage Advisor and Local Heritage Assistance Fund Programs	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Built

BE3 Certificates		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
BE3.1	All Certificates are determined in line with legislation in a timely manner	BE3.1.1	CC's are processed within 20 processing days
BE4 Cemeteries		**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE	
BE4.1	Provide cemetery management to Shire operated public cemeteries	BE4.1.1	Council delivers Right of Burial issued within agreed time frames
		BE4.1.2	Council delivers Burial Permit issued in accordance with Public Health Act and agreed time frames
		BE4.1.3	Plan for future development of the council owned cemeteries
BE5 Private Swimming Pools		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
BE5.1	Provide regulation of private swimming pools in accordance with the Swimming Pools Act 1992	BE5.1.1	Council respond to complaints and enforcement of Swimming Pools Act
		BE5.2.1	Application for swimming pool barrier inspection carried out within agreed time frames

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Development Control Plan Review	$ 20,000	-	-	-
Heritage Study	$ 25,000	$ 26,000	$ 26000	$ 27,000
Shire Cemetery Improvements	$ 50,000	-	$ 10,000	-
Section 94A Capital Program	$ 90,000	$ 70,000	$ 10,000	$ 70,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Natural

+ ENVIRONMENT: NATURAL

protecting and conserving the Shire's natural environment

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
Noxious Plants	$ 267,000	$ 274,000	$ 281,000	$ 289,000
Environmental Protection	$ 43,000	$ 44,000	$ 44,000	$ 45,000

NE1 Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		**VALUE**	
NE1.1	Engage with local schools and community groups to deliver environmental education programs	NE1.1.1	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire
		NE.1.1.2	Work with local schools to undertake environmental excursions and other environmental education
		NE1.1.3	Engage with other local community groups on environmental projects
NE1.2	Collaborate with local and regional agencies to build capacity in the area of energy efficiency and environmental sustainability	NE1.2.1	Collaborate with Central West Council's Environment and Waterways Alliance and Local Land Services
		NE1.2.2	Engage with CENTROC to identify potential energy efficiency initiatives for PSC
NE1.3	Raise awareness of environmental, sustainability and energy efficiency initiatives within the community	NE1.3.1	Monitor Parkes Shire Council energy usage and solar energy production
		NE1.3.2	Investigate high energy consumption sites for energy efficiency opportunities
		NE1.3.3	Advocate sustainable energy choices and deliver community awareness strategies
		NE1.3.4	Engage and educate the community regarding carbon emission reductions and climate change adaptations

NE2 Sustainably manage Council owned and managed natural areas		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		**VALUE**	
NE2.1	Manage all Council roadsides as per Council's Roadside Vegetation Management Plan	NE2.1.1	Council's Roadside Vegetation Management Plan is consulted for all Council roadwork activities
		NE2.1.2	Document current High, Medium and Low Conservation Areas for significant changes
NE2.2	Manage all Council owned and managed (i.e. Crown Land) assets for their environmental value	NE2.2.1	Consult Council's Crown Land Environmental Masterplan to ensure best practice management of reserves is achieved
		NE2.2.2	Collaborate with Central West Local Land Services on TSR management within the Parkes Shire
		NE2.2.3	Seek additional funding for works on PSC managed Crown Land
		NE2.2.4	Collaborate and consult with state agencies as necessary (i.e. DPI Fisheries, OEH)

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Natural

NE3 Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
NE3.1	Conduct Council's annual weed control program	NE3.1.1	Conduct private property inspections in accordance with legislation
		NE3.1.2	Monitor and inspect Council owned and managed public land including roadsides
		NE3.1.3	Monitor known existing infestations and control as necessary
		NE3.1.4	Engage and educate private landholders on their responsibilities
		NE3.1.5	Engage and educate the community on environmental and Priority Weeds issues
NE3.2	Seek additional funding through available programs	NE3.2.1	Grant funding sought to facilitate additional weed control projects
NE3.3	Collaborate with regional partners to build capacity to enhance weed management	NE3.3.1	Attend quarterly Central West LLS Regional Weed Committee meetings
		NE3.3.2	Share resources and infrastructure amongst regional partners
		NE3.3.3	Work with regional partners for joint advocacy and funding opportunities
NE4 Improve the envrironmental outcomes of Council's operations		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
NE4.1	Undertake works to limit the impact of erosion, sediment and gross pollutants	NE4.1.1	Develop standard erosion and sediment control plans and systems
		NE4.1.2	Develop standard water quality management systems for Council works
		NE4.1.3	Develop a planned approach to areas of high soil degradation and pollutant loads
		NE4.1.4	Engage and educate private landholders on their responsibilities
NE4.2	Develop a planned approach to reduce Council's operational environmental impact	NE4.2.1	Implement environmental management plan for Council works
		NE4.2.2	Promote environmentally sustainable development practices internally and externally
NE4.3	Seek grant opportunities for environmental initiatives	NE4.3.1	Leverage existing budgets to allow for further environmental projects

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Cheney Park Salinity	$30,000	-	-	-
PAC Park Environmental Improvements/Shelters	$50,000	-	-	-

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Waste

+ ENVIRONMENT: WASTE

Parkes Shire Council recognises the importance of providing effective waste services in delivering positive public health, environmental and economic outcomes for the community.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
Direct Waste	$ 1,727,000	$ 1,769,000	$ 1,913,000	$ 1,960,000
Street Cleaning	$ 203,000	$ 208,000	$ 213,000	$ 218,000
Other Waste	$ 350,000	$ 352,000	$ 361,000	$ 370,000

W1 Implement Parkes Shire Waste Strategy		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUES	
W1.1	Provide 3 bin collection service to the Shire	W1.1.1	Divert/recycle waste from landfill
W1.2	Upgrade waste facilities	W1.2.1	Rationalise unsustainable landfills
W1.3	Increase awareness of environmental waste management goals	W1.3.1	Widespread understanding of waste management goals in the Parkes Shire community
W2 Operate and maintain facilities		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUES	
W2.1	All waste facilities operated in accordance with landfill guidelines	W2.1.1	Council's Roadside Vegetation Management Plan is consulted for all Council roadwork activities
W2.2	Transfer stations operated in accordance with community expectations	W2.2.1	Diversion maximised and remaining waste transferred to central facility
W3 Supervise waste management contracts		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUES	
W3.1	Waste facility contractor to carry out operations in line with contract specifications	W3.1.1	All waste and recyclables collected in a timely manner
W3.2	Seek additional funding through available programs	W3.2.1	Waste facility operations are managed in accordance with contract
W4 Rethinking Waste Strategy		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUES	
W4.1	Implement Rethinking Waste Strategy	W4.1.1	Community has a good understanding of waste and recycling issues

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18	2018/19	2019/20	2020/21
Waste Management	$ 5,000	$ 40,000	-	-
Shire Landfill Operations	$ 582,000	$ 596,000	$ 710,000	$ 728,000
Shire Transfer Stations	-	-	$ 100,000	$ 400,000
Environmental Improvements	-	$ 200,000	-	-

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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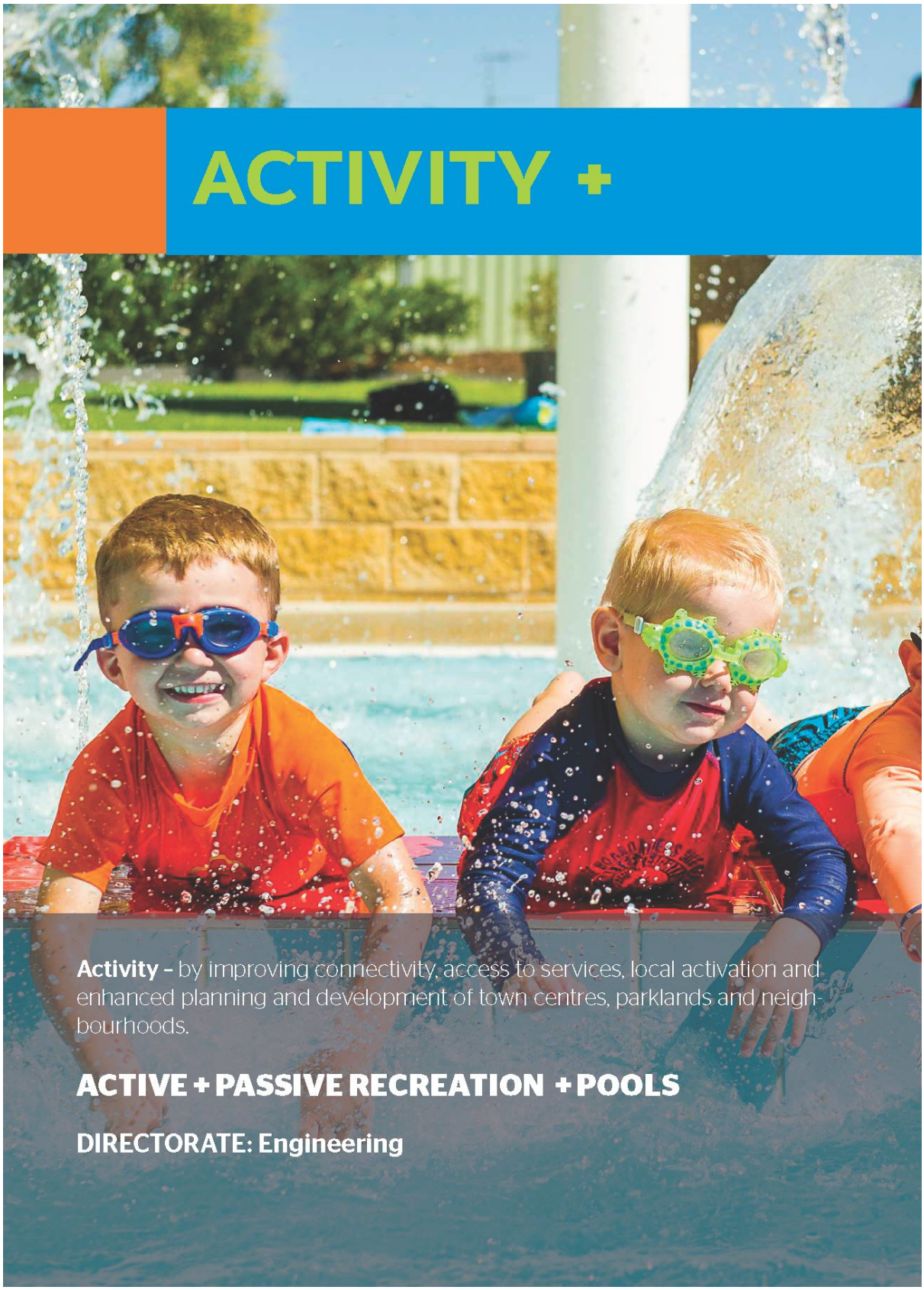
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY +

ACTIVITY + SNAPSHOT

Provision and maintenance of open space, recreation and public facilities including parks, reserves and sporting fields, public toilets, sports amenities and facilities, playgrounds, aquatic centres, skate parks, BBQ areas, outdoor furniture and exercise equipment, fencing, lighting, pedestrian and cycling paths *(general footpaths are under Transport+).*

Investment $4.9M (average annual spend over 4 years)

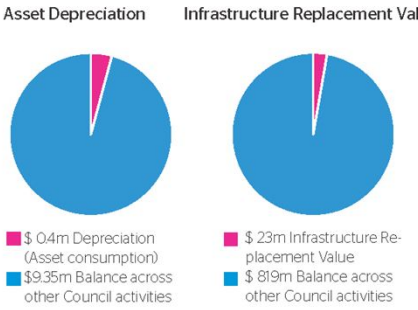
$ 3.1M operations and maintenance

$ 1.8M renewals and upgrades

Activity Assets $22.9M

Asset Category	Value ($M)
Henry Parkes Centre	4.8
4 Libraries	3.6
Family Day Care Centre	2.5
M&D Society Hall	1.7
Other	4.4
Neighbourhood Centre	1.6
Doctor Surgery & House (Parkes, Peak Hill & Tullamore)	1.3
Disability Services (30 Welcome St)	0.8
Emergency Services (RFS & SES)	2.2
TOTAL COMMUNITY +	22.9

Depreciation & Replacement Value



2016 Community Satisfaction Survey

Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
2. Improve health & wellbeing	2.1 By promoting and developing health education and encouraging people to take personal responsibility for their health and wellbeing
6. Enhance recreation and culture	6.1 Improve aquatic recreation facilities 6.2 Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan) 6.3 Maintain and develop sporting and recreational facilities
8. Maintain & Improve the Shire's Assets & Infrastructure	8.6 Manage, maintain and update Council owned property

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Active

+ ACTIVITY: ACTIVE RECREATION

Develop and maintain Council's sporting facilities, playgrounds, walking paths and cycleways

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 1,060,000	2018-19 $ 1,092,000	2019-20 $ 1,114,000	2020-21 $ 1,137,000

AR1 Sports Grounds Development		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
AR1.1	Develop sporting facilities to meet community needs	AR1.1.1	Sporting facilities meet the needs of the key users, community groups and in accordance with industry standards and guidelines
AR2 Sports Grounds Maintenance		**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE	
AR2.1	Maintain sporting facilities to meet the communities needs	AR2.1.1	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups
AR3 Playgrounds		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
AR3.1	Maintain the playgrounds to meet the communities needs	AR3.1.1	Deliver priority projects to meet the needs of key users and community groups.
AR4 Walk/Cycle		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
AR4.1	Implement Pedestrian and Cycling Strategy to meet the community needs	AR4.1.1	Deliver priority projects to meet the needs of key users and community groups.
		AR4.1.2	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Lighting Investigations and designs	$ 50,000	-	-	-
Lighting infrastructure projects	-	$ 125,000	$ 125,000	$ 125,000
Develop Maintenance Strategy and Program	-	$ 125,000	$ 125,000	$ 125,000
Develop playground strategy and replacement program	$ 40,000	$ 25,000	$ 25,000	$ 25,000
Cycleway/Exercise/Wellness Program	$ 100,000 $ 1,00,000 Grant	$ 100,000 $ 1,00,000 Grant	$ 100,000 $ 1,00,000 Grant	$ 100,000 $ 1,00,000 Grant
Sporting Ground Improvements	$ 200,000 $ 1,400,000 Grant	-	-	-

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Passive

+ ACTIVITY: PASSIVE RECREATION

Delivering inviting public spaces, town entrances and public amenity

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 1,896,000	2018-19 $ 1,922,000	2019-20 $ 1,964,000	2020-21 $ 2,007,000

PR1 Main street beautification		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
PR1.1	Main street presentation program	PR1.1.1	The community and visitors are satisfied with the presentation of the main street.
PR1.2	Develop and Implement Townships Presentation Strategy	PR1.2.1	Improved town beautification to meet the needs of the community and visitors

PR2 Maintenance and improvement of park areas		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
PR2.1	Planned maintenance for parks	PR2.1.1	Parks are available for a variety of activities to meet the needs of key users and community
		PR2.1.2	Park maintenance meets community expectations

PR3 Maintenance and improvement of reserve areas		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
PR3.1	Planned maintenance for reserve areas	PR3.1.1	Deliver priority projects to meet the needs of key users and community groups.
		PR3.1.2	Reserve maintenance meets community expectations

PR4 Streetscape amenity		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
PR4.1	Develop and Implement Town Entry and Presentation Strategy	PR4.1.1	Improve town approaches and aesthetics to meet the needs of the community and visitors
PR4.2	Planned maintenance for gardens and verges	PR4.2.1	Gardens, verges and medians are presented to community expectations
PR4.3	Street trees management	PR4.3.1	Street trees are managed to meet community expectations
		PR4.3.2	Develop and implement street tree replacement strategy

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Passive

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Main Street Vibrancy Program	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Town Presentation	$ 89,000	$ 39,000	$ 89,000	$ 39,000
Street Tree Replacement Program & Strategy	$ 14,000	$ 14,000	$ 14,000	$ 14,000
Infrastructure backlog upgrades	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Memorial Hill Improvements	-	$ 50,000 $ 50,000 Grant	-	-

General Manager

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Pools

+ ACTIVITY: POOLS

Enhancing experiences of patrons at the Parkes Shire Pools

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 1,031,000	2018-19 $ 1,030,000	2019-20 $ 1,027,000	2020-21 $ 1,024,000

P1 Pool Operations and Maintenance		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
P1.1	Maintain and Operate Council owned pools at Parkes, Peak Hill, Trundle and Tullamore	P1.1.1	Meeting Royal Life Savings Society Guidelines for Safe Pool Operations
		P1.1.2	Facilities maintained to a satisfactory standard
		P1.1.3	Compliance with Department of Health Pool Operations Hygiene standards

P2 Maximise Pool Patronage opportunities		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
P2.1	Encourage additional patronage at Council Pools	P2.1.1	Ensure facilities are welcoming to Patrons
		P2.1.2	Encourage activities to be hosted at Pools (such as Elvis, Birthday Parties)

P3 Implementation of Learn to Swim Program at Parkes Pool		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
P3.1	Provision of Learn to Swim Tuition at Parkes Pool	P3.1.1	Increased Patronage
		P3.1.2	Tuition provided that encourages progression
		P3.1.3	Tuition based on AUSTSWIM Guidelines

P4 Indoor Heated Pool Strategy		DELIVERY CHALLENGE	EXTREME
DELIVERABLES		VALUE	
P4.1	Facilitate the Indoor Heated Pool Strategy	P4.1.1	Applications are prepared and submitted for funding under government programs as they arise

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Shade structure renewals as required	$ 10,000	-	-	-
Trundle Concourse (Grant Dependent)	-	-	$ 50,000	-

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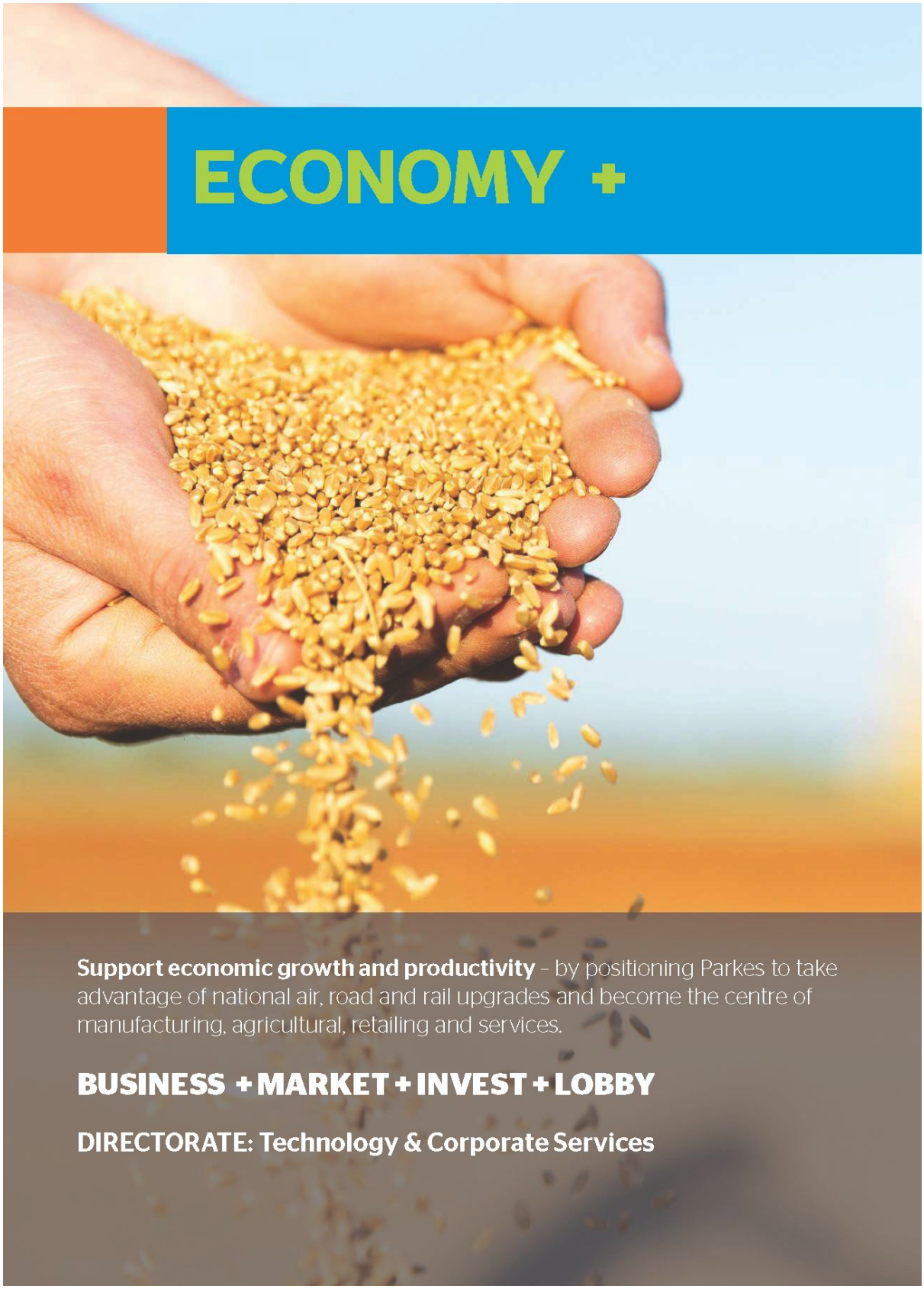
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY +

ECONOMY + SNAPSHOT

In line with Council's Economic Development Strategy, Council aims to diversify the economic base, attract private sector investment, increase local employment and population growth. This will be achieved through strategies including business support, destination development and promotion of the Shire, investment attraction and lobbying Government. The strategic projects will be guided by key economic pillars including Industry, transport, residential amenity, agricultural value add and the visitor economy.

Investment $4.8M (average annual spend over 4 years)

$3.5M operations and maintenance

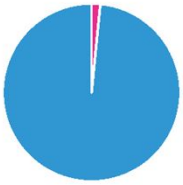
$ 1.3M renewals and upgrades

Economy Assets $9.5M

Asset Category	Value ($M)
Henry Parkes Centre	4.8
Commercial Properties	2.9
Caravan Park	1.8
TOTAL ECONOMY +	9.5

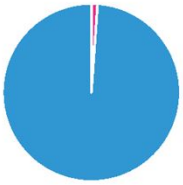
Depreciation & Replacement Value

Asset Depreciation



$ 0.2m Depreciation
$ 955m Balance across other Council activities

Infrastructure Replacement Value



$ 9.5m Infrastructure Replacement Value
$ 832.5m Balance across other Council activities

2016 Community Satisfaction Survey

Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
4. Grow and Diversify the Economic Base	4.1 By having a strong Local Businesses Sector 4.2 By the Promotion and Marketing of the Parkes Shire as a destination to visit, live, work and invest 4.3 By attracting business investment into the Shire 4.4 By lobbying Government for increased infrastructure & services funding4.6 Promote and develop industry, retail and government services in the Parkes Shire 4.5 By developing and implementing a range of strategic economic development projects to drive economic diversification, investment, employment & population growth 4.6 By the implementation of innovative technology strategies to ensure that the Parkes Shire becomes a more connected, agile, smart and vibrant community
5. Develop Parkes as National Logistics Hub	5.1 By continuing to plan and advocate for Parkes National Logistics Hub and ensuring its Synchromodality functionality
8. Maintain & Improve the Shire's Assets & Infrastructure	8.2 Manage road assets 8.5 Maintain and operate Parkes Regional Airport

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Business

+ ECONOMY: BUSINESS

Support and grow local business and provide a vibrant CBD precinct

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 826,000	2018-19 $ 848,000	2019-20 $ 870,000	2020-21 $ 893,000

B1 Support the Parkes Business Chamber		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
B1.1	Engage and support the Parkes Business Chamber/Industry groups	B1.1.1	Attend Parkes Business Chamber meetings
		B1.1.2	Support Business Awards
		B1.1.3	Develop and implement joint marketing programs
		B1.1.4	Promote industry events
B2 Support Local Business Growth		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
B2.1	Support and promote growth opportunities for business	B2.1.1	Host yearly business networking events
		B2.1.2	Develop and deliver yearly Building Business Capacity workshops
		B2.1.3	Promote opportunities/grants for business
		B2.1.4	Develop and manage partnership programs that support and promote local businesses
B3 Promote Local Businesses		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
B3.1	Develop and deliver marketing campaigns to promote business	B3.1.1	Marketing campaigns delivered to promote local business
		B3.1.2	Increased activity for business (as per KPI's per campaign)
B4 CBD Vibrancy		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
B4.1	Develop and implement the Main Street Vibrancy Program	B4.1.1	Develop detailed plans for lower Clarinda Street
		B4.1.2	Develop detailed plans for Multipurpose Centre in Cooke Park
		B4.1.3	Review Master Plan for Cooke Park
		B4.1.4	Develop and roll out a Main Street Furniture Replacement Plan
		B4.1.5	Develop and roll out a Painting Program for the Main Street
		B4.1.6	Build Multipurpose Centre (grant dependent)
		B4.1.7	Redevelop lower Clarinda Street
		B4.1.8	Roll out smart technology within Clarinda Street
		B4.1.9	Develop and implement an incentive program

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Business

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Lower Clarinda Street upgrade	$ 400,000	$ 1,000,000 $ 300,000 Grant	$ 150,000	$ 350,000
Main Street Furniture/Landscaping/Street Art	$ 50,000	$ 50,000	-	$ 50,000
Cooke Park Precinct Development	$ 50,000	$ 500,000 $ 150,000 Grant	$ 350,000	$ 100,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Market

+ ECONOMY: MARKETING & DESTINATION DEVELOPMENT

Promote and develop Parkes Shire as place to live, work, invest and visit

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
	$ 2,476,000	$ 2,327,000	$ 2,374,000	$ 2,474,000

MD1 Market and promote Council and Parkes Shire		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
MD1.1	Manage and grow Council's online presence to ensure effective communication and dissemination of information	MD1.1.1	Increased hits to Council's corporate website and e-newsletter sign ups
		MD1.1.2	Strong social media community with positive response and engagement rates
MD1.2	Deliver strategic marketing plans to promote Parkes as a place to visit, live, work and invest	MD1.2.1	Marketing campaigns developed
		MD1.2.2	Develop promotional signage
		MD1.2.3	Develop promotional print media
		MD1.2.4	Attend trade shows and exhibitions
MD1.3	Increase the profile of Parkes Shire through effective brand management and public relations activity	MD1.3.1	Media coverage and editorial generated
		MD1.3.2	Publications produced and distributed to increase the profile of Parkes Shire
		MD1.3.3	Media releases distributed and monitored

MD2 Grow the Visitor Economy		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
MD2.1	Support and grow the visitor economy through the objectives set in the Parkes Shire Destination Management Plan	MD2.1.1	Parkes Elvis Festival delivered annually
		MD2.1.2	Existing events are supported and developed
		MD2.1.3	New events attracted to Parkes Shire
		MD2.1.4	Tourist assets, experiences and infrastructure within the Shire are maintained and improved
		MD2.1.5	Effective visitor information services are delivered across the Shire
		MD2.1.6	Participation in collaborative regional projects and partnerships that meet peak industry body objectives

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Heritage Interpretation Plan	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Destination Management	$ 90,000	$ 90,000	$ 90,000	$ 90,000
Enhance entrance to South Parkes	-	$ 60,000 $ 40,000 Grant	$ 40,000	$ 50,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Invest

+ ECONOMY: INVESTMENT ATTRACTION

Develop and promote investment opportunities in Parkes Shire for business, residents and other private investors

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 190,000	2018-19 $ 190,000	2019-20 $ 190,000	2020-21 $ 190,000

IA1 Industrial Estate		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
IA1.1	Develop and maintain a supply of suitably zoned Industrial Land	IA1.1.1	Suitable land subdivided and developed
		IA1.1.2	Services connected to acquired Industrial Land
		IA1.1.3	Promotional material developed
		IA1.1.4	Industrial blocks sold

IA2 Parkes Regional Airport		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
IA2.1	Develop and promote Parkes Regional Airport Business Park	IA2.1.1	Suitable land subdivided and developed
		IA2.1.2	Services connected to acquired land
		IA2.1.3	Promotional material developed
		IA2.1.4	Lease agreements developed and executed
		IA2.1.5	Blocks leased

IA3 Business Growth		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
IA3.1	Develop the Parkes Business Growth Strategy	IA3.1.1	Subscription to industry publications for key industries
		IA3.1.2	Industry market research undertaken and prospective investors identified
		IA3.1.3	Parkes Growth Strategy objectives implemented and monitored

IA4 Newell Highway Bypass Opportunities		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
IA4.1	Develop a Bypass Strategy	IA4.1.1	Industrial Land identified
		IA4.1.2	Industrial Land development facilitated
		IA4.1.3	Entry statements developed
		IA4.1.4	Strong destination marketing plans delivered

IA5 Residential Amenity		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
IA5.1	Develop the Old Hospital Site as a residential subdivision	IA5.1.1	Subdivision plans developed and approved for residential land around the Old Hospital site.
		IA5.1.2	Business Case developed to develop the land
		IA5.1.3	Sales options established

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Invest

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Industrial Land Development	$ 239,000	$ 239,000	$ 469,000	$ 489,000
Residential Amenities Development	$ 125,000	$ 125,000	$ 125,000	$ 125,000
Industrial Estate Improvement	$ 100,000	$ 100,000	$ 100,000	$ 100,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Lobby

+ ECONOMY: LOBBY

Lobby Government to attract funding and development within the Parkes Shire

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

L1 Transport & Logistics Infrastructure		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
L1.1	Advocate for the Transport and Logistics Industry including transport infrastructure	L1.1.1	Maintain memberships of industry associations and peak bodies
		L1.1.2	Lobby for connects to ports and capital cities via air, road and rail
		L1.1.3	Continue to lobby for the Melbourne to Brisbane Inland Rail Corridor
		L1.1.4	Meet regularly to discuss with State and Federal Members and Ministers
L2 Telecommunications Infrastructure		DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE	
L2.1	Advocate for telecommunication infrastructure	L2.1.1	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups
		L2.1.2	Submissions submitted to the State and Federal Government
		L2.1.3	Technology connection levels within the Shire
L3 Smart City Development		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
L3.1	Develop a Smart Cities Strategy	L3.1.1	Development and implement a Smart City Plan
		L3.1.2	Develop and implement a Digital Strategy
		L3.1.3	Embrace innovation and technology in all aspects of project delivery
L4 Grants & Funding		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
L4.1	Continue to Support the application of grants	L4.1.1	Grants Officers continued to be employed.
		L4.1.2	Submission of grant applications program to meet the needs of the key users and community groups
		L4.1.3	Grant application success

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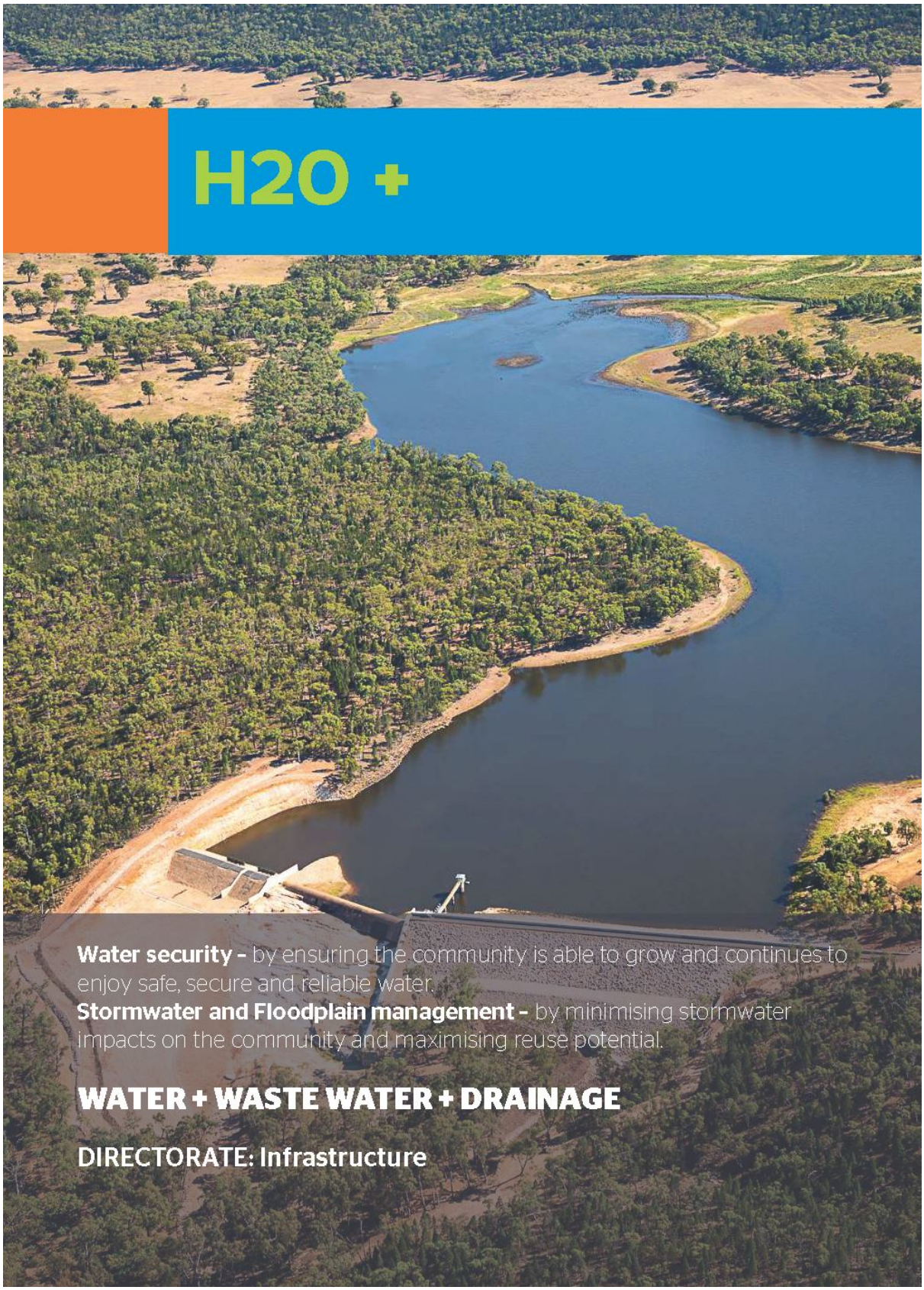
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O +

H2O + SNAPSHOT

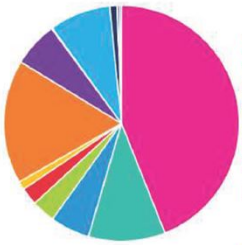
Supply of potable (drinking) water to Parkes, Peak Hill, Alectown and Cookamidgera as well as raw water to Northparkes Mine (from two dams and five bores); supply of potable water to Gunningbland, Bogan Gate, Trundle and Tullamore (from Turners Hill reservoir in Forbes - jointly operated with Lachlan Shire who supply Tottenham and Albert from the same line); sewerage reticulation and treatment at Parkes, Peak Hill, Trundle and Tullamore; provision and maintenance of stormwater infrastructure (pipes, pits, detention basins).

Investment $18.5M (average annual spend over 4 years)

$8M operations and maintenance

$ 10.5M renewals and upgrades

H20 Assets $283.5M



Asset Category	Value ($M)
Recycled Water (NEW)	15.1
533km Water Pipelines	114.4
2 Dams	27.4
16 Water Reservoirs	14.1
1 Water Treatment Plant	35.0
11 Water Pump Stations	6.3
8 Bores	3.0
TOTAL WATER SUPPLY	200.1
128km Sewerage Pipes	4.2
4 Sewage Treatment Plants	16.1
1 Sewage Pump Station	1.0
TOTAL SEWERAGE	61.3
44km Pipes	17.9
210 Pits	2.6
6.7km Open Drains	0.8
6 Retention Basins/Tanks	0.7
TOTAL STORMWATER	22.1
TOTAL H2O +	283.5

Depreciation & Replacement Value

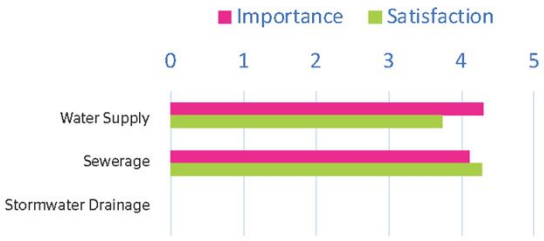
Asset Depreciation

$ 2.7m Depreciation
$7.05m Balance across other Council activities

Infrastructure Replacement Value

$ 298m Infrastructure Replacement Value
$ 544m Balance across other Council activities

2016 Community Satisfaction Survey



Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
4. Grow and diversify the economic base	4.1 By having a strong Local Business Sector
7. Care for the environment in a changing climate	7.1 Improve the environmental outcomes of Council's operations 7.2 Raise awareness of sustainable practices in the Community 7.4 Implement environmental regulations and controls in Council's sphere of operation
8. Maintain & Improve the Shire's Assets & Infrastructure	8.1 Ensure that Shire water management is in line with best practice 8.3 Ensure that sewer management is in line with best practice 8.4 Ensure that stormwater management minimises negative impacts & maximises reuse

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O+ Water

+ H2O: DRINKING WATER

Provide safe, secure and high quality water to the community at a reasonable cost

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18	2018-19	2019-20	2020-21
	$ 7,803,000	$8,234,000	$ 8,400,000	$8,570,000

DW1 Secure raw water sources		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
DW1.1	Ensure there is sufficient raw water to meet demand	DW1.1.1	Sustainable extraction across all raw water supplies
DW1.2	Manage the quality of raw water	DW1.2.1	Minimise treatment intervention required
		DW1.2.2	Water catchments are secure
DW1.3	Minimise water wastage	DW1.3.1	Reduced water network losses
		DW1.3.2	Increased awareness and application of water saving measures
DW1.4	Maintain adequate linkages for raw water supplies	DW1.4.1	Efficient access to water sources
DW2 Sustainably treat water supply		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
DW2.1	Treated water quality meets ADWG	DW2.1.1	Water is safe to consume
DW2.2	Optimised resource use during treatment	DW2.2.1	Inputs to treatment are minimised
DW2.3	New plant is operated and maintained to high performance standard	DW2.3.1	Best long term value of plant achieved
DW3 Safely distribute drinking water to the community		**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE	
DW3.1	Water quality at tap meets community expectations	DW3.1.1	Water is acceptable to consumers
DW3.2	Pressure and flow rates don't impact users	DW3.2.1	Minimum service available to all consumers
		DW3.2.2	Service available for fire fighting needs in all areas
DW3.3	Minimise frequency and duration of supply interruptions	DW3.3.1	Continuous supply to all consumers
DW3.4	Improve the customer interaction and experience	DW3.4.1	Quality and impact of communication with the customer is improved
		DW3.4.2	Customers knowledge of water system increases

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O+ Water

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
B-Section Pipeline upgrade	-	$ 93,000	-	-
Water Main Construction	$ 460,000	$ 460,000	$ 460,000	$ 460,000
Gravity Renewal Mains	$ 20,000	$ 10,000	$ 10,000	$ 10,000
Recycled Water Main	$ 10,977,810	$ 4,442,619	-	-
Mains Renewal Program	$ 400,000	$ 1,300,000	$ 1,300,000	$ 1,300,000
Smart Meters	$ 100,000	$ 100,000	$ 100,000	$ 100,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Waste

+ H2O: WASTE WATER

Deliver and maintain systems and infrastructure to safely collect, treat and distribute waste water

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 2,632,000	2018-19 $ 2,690,000	2019-20 $ 2,750,000	2020-21 $ 2,890,000

WW1 Safely collect waste water from the community		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
WW1.1	Ensure customer-side protections are in place	WW1.1.1	No high impact waste water enters system
		WW1.1.2	Reduced storm water from customers enters the system
WW1.2	Minimise frequency and duration of discharges from sewerage network	WW1.2.1	Reduced storm water ingress to sewerage network
		WW1.2.2	Reduced sewer blockages
WW1.3	Improve the customer interaction and experience	WW1.3.1	Quality and impact of communication with the customer is improved
		WW1.3.2	Customers knowledge of wastewater system increases
WW2 Sustainably treat waste water		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WW2.1	Treated effluent quality meets the required standard	WW2.1.1	Treated effluent meets EPL requirements
WW2.2	Optimised resource use during treatment	WW2.2.1	Inputs to treatment are minimised
WW2.3	New plant is operated and maintained to high performance standard	WW2.3.1	Best long-term value of new plant achieved
WW3 Responsibly manage waste by-products of treatment		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
WW3.1	Maximise effluent re-use	WW3.1.1	All effluent has a beneficial reuse
WW3.2	Maximise bio-solid re-use	WW3.2.1	All bio-solids have a beneficial reuse
WW3.3	Residual treatment by-products disposed of ethically	WW3.3.1	All residual treatment by-products disposed of to regulated waste disposal facility
WW4 Safely and sustainably treat and distribute recycled water		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WW4.1	Recycled water quality meets AGWR	WW4.1.1	Recycled water is safe for municipal irrigation
WW4.2	Recycling plant is operated and maintained to high performance standard	WW4.2.1	Plant is always continuously available to satisfy demand for recycled water
WW4.3	Maintain pressure and flow rates at sustainable levels	WW4.3.1	Minimum service available to all end users
WW4.4	Minimise frequency and duration of supply interruptions	WW4.4.1	All stakeholders are informed of Scheme management and performance
WW4.5	Actively engage stakeholders	WW4.5.1	All end users are active participants within the Scheme

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Waste

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Sewer Mains Construction	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Pipe Investigation and Reline (CCTV)	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Mains Renewal Program	$ 113,000	$ 116,000	$ 119,000	$ 123,000
Reticulation Network Extension	-	-	$ 2,500,000	$ 2,500,000
Effluent Ponds Rehabilitation	$ 1,000,000	-	-	-

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Storm

+ H2O: STORM WATER DRAINAGE

Effectively collect and discharge urban stormwater while striving to improve quality

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 381,000	2018-19 $ 386,000	2019-20 $ 393,000	2020-21 $ 398,000

SW1 Collect and discharge urban storm water		DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE	
SW1.1	Update existing Storm Water Management Plan	SW1.1.1	Developed Storm Water Management Plan
SW1.2	Implement Storm Water Management Plan	SW1.2.1	Storm Water Management Plan implemented
		SW1.2.2	Investigate further storm water mitigation measures
SW1.3	Investigate options for storm water harvesting	SW1.3.1	Harvesting options identified and projects designed and budgets set
		SW1.3.2	Additional funding for identified projects

SW2 Investigate improvements to storm water quality		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
SW2.1	Develop a WSUD policy for use by Council	SW2.1.1	WSUD policy in place for development and Council works
SW2.2	Develop Storm water Quality monitoring program	SW2.2.1	Options for improvement of storm water quality identified

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Drainage Construction - Stormwater Levy	$ 165,000	$ 165,000	$ 165,000	$ 165,000
Drainage Construction - General	$ 65,000	$ 150,000	$ 300,000	$ 150,000

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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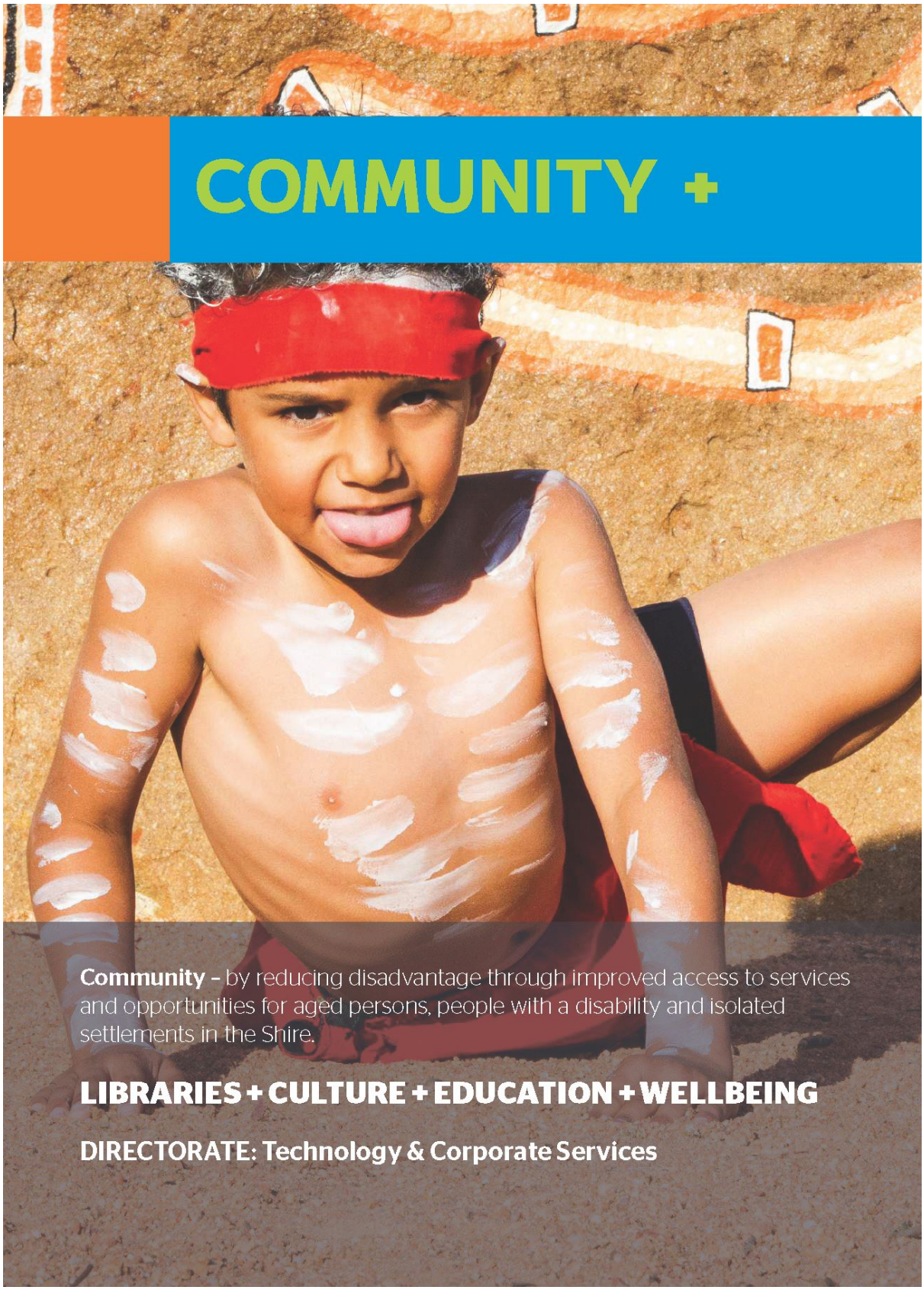
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY +

COMMUNITY+ SNAPSHOT

Council's role in 'community' programs varies widely, but is often undertaken in collaboration with other organisations and stakeholders. Council is sometimes a direct service provider, but at other times only provides facilities or acts as a facilitator and an advocate. Functions include Libraries at Parkes, Peak Hill, Trundle and Tullamore; Operation of Henry Parkes Centre (museum and culture - see also Economy +); Ranger (Parking and Animal Control) Services; Food Safety Inspections; Provision of facilities for Peak Hill and Tullamore Doctors Surgeries, Parkes Neighbourhood, Early Childhood and Senior Citizens Centres; Operation of the Central West Family Day Care Service; Aboriginal and Youth Specific Programs; Support for Emergency Services (RFS, SES and NSW Fire Brigades); Support for health and education.

Investment $4.9M (average annual spend over 4 years)

$3.1M operations and maintenance

$1.8M renewals and upgrades

Community Assets $22.9M

Asset Category	Value ($M)
Henry Parkes Centre	4.8
4 Libraries	3.6
Family Day Care Centre	2.5
M&D Society Hall	1.7
Other (PH Arts, New Cultural Centre & Senior Citizens Centre)	4.4
Neighbourhood Centre	1.6
Doctor Surgery & House (Parkes, Peak Hill & Tullamore)	1.3
Disability Services (30 Welcome St)	0.8
Emergency Services (RFS & SES)	2.2
TOTAL COMMUNITY +	22.9

Depreciation & Replacement Value

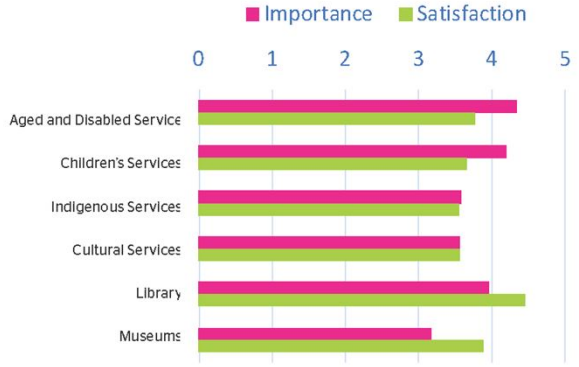
Asset Depreciation

- $ 0.4m Depreciation (Asset consumption)
- $9.35m Balance across other Council activities

Infrastructure Replacement Value

- $ 23m Infrastructure Replacement Value
- $ 819m Balance across other Council activities

2016 Community Satisfaction Survey



Links to the Parkes Shire Community Strategic Plan

FUTURE DIRECTION	STRATEGIC OBJECTIVE
1. Develop lifelong learning opportunities	1.3 Promote and support early childhood care and education 1.5 Provide lifelong learning opportunities
2. Improve health and wellbeing	2.1 Encourage the provision of medical facilities and services 2.2 Promote and develop health education and encourage people to take personal responsibility for their health 2.3 Maximise public safety
5. Promote, support and grow our communities	3.5 Provide equitable access to community services

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Library

+ COMMUNITY: PUBLIC LIBRARIES

Council is committed to providing a public library service that meets industry standards and is a gateway to material, services and activities for the community's information, life enriching and leisure needs.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 965,000	2018-19 $ 989,000	2019-20 $ 1,014,000	2020-21 $ 1,040,000

PL1 Inspire and nurture the joy of reading, writing and research		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
PL1.1	Facilitate author visits to the Shire	PL1.1.1	Access to professional skills and thinking that are not regularly available are brought to the community
PL1.2	Facilitate and support writing and reading activities	PL1.2.1	Opportunities are provided for like minded people to discuss and share their interests.
PL1.3	Improvement of library collections (physical and online)	PL1.3.1	Library collections meet the needs of the community
PL2 Library Service Review		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
PL2.1	Annual mini-service review	PL2.1.1	Library programs and activities are kept vibrant and relevant
PL2.2	Industry standard review prepared in 2019	PL2.2.1	Library services meet industry standards and guidelines
PL3 Provide lifelong learning activities		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
PL3.1	Activities targeting adults delivered by Parkes Shire Library	PL3.1.1	The community does not have to leave the Shire to access lifelong learning inspiring opportunities.
PL3.2	Activities targeting primary and youth delivered by Parkes Shire Library	PL3.2.1	Families do not have to leave the Shire to access lifelong learning inspiring opportunities.
PL3.3	Annual monthly long reading, writing, science celebration held	PL3.3.1	Experiences, skills and opportunities that are not regularly available are brought to the community

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Public Libraries - Makerspace/Expansion	$ 350,000 $ 400,000 Grant	$ 100,000	-	$ 850,000
Public Libraries - Library Books	$ 103,800	$ 107,950	$ 112,270	$ 116,760
Public Libraries - Furniture, Office Equipment & Computer Hardware	$ 46,100	$ 36,100	$ 61,100	$ 36,100

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Culture

+ COMMUNITY: CULTURE

Council is dedicated to invigorate the Shire as a vibrant & progressive community by developing its arts capacity, support community art groups, fostering a distinctive & inclusive local identity, & developing cultural spaces that are meeting places of ideas & engagement.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 211,000	2018-19 $ 215,000	2019-20 $ 219,000	2020-21 $ 224,000

C1 Support existing, and plan for future, cultural activities and facilities		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C1.1	Maintain relationship with Arts OutWest	C1.1.1	Regional access to arts and cultural development, promotion, education and advocacy.
C1.2	Support of the Parkes Shire Cultural, Education & Library Service Committee	C1.2.1	Cultural, education and library programs meets the identified needs of the community
C1.3	Implement priorities from the Parkes Cultural Spaces Plan	C1.3.1	Ongoing development of cultural facilities
C1.4	Provision of accommodation support for key cultural groups	C1.4.1	Cultural endeavors are supported and made possible
C1.5	Cultural Grants awarded	C1.5.1	Reinvesting in, and developing, community cultural skills.
C2 Provide opportunities for all to experience and participate in cultural activities		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C2.1	Local exhibitions hosted and supported by Parkes Shire Library	C2.1.1	Local artists do not have to leave the Shire to access exhibition opportunities.
C2.2	Travelling and non-local exhibitions hosted by Parkes Shire Library	C2.2.1	The community does not have to leave the Shire to access lifelong learning inspiring opportunities.
C2.3	Continued development of the public art program	C2.3.1	Creation of a visible and vibrant art presence

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Little Theatre Tiered Seating	$ 140,000 Grant	$ 150,000	-	-

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Education

+ COMMUNITY: EDUCATION

Council is committed to advocating, facilitating and providing (where appropriate) lifelong learning and education opportunities for the Parkes Shire community, creating a smart, self-sustaining, active, employable community.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 86,000	2018-19 $ 87,000	2019-20 $ 88,000	2020-21 $ 89,000

E1 Provision of early childhood education support		DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE	
E1.1	Activities supporting early literacy delivered by Parkes Shire Library	E1.1.1	Families are supported in preparing their children for school
E2 Approved Provider of Central West Family Day Care		**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE	
E2.1	Compliance with Education and Care Services National Regulation and Act 2001	E2.1.1	Families are supported in preparing their children for school.
E3 Provided and support educational opportunities		**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE	
E3.1	Jack Scoble Scholarship Awarded	E3.1.1	Students entering their first year of university are supported to succeed
E3.2	Discussions held with music development key stakeholders	E3.2.1	The delivery of music lifelong learning opportunities is supported

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Relocation and expansion of services for Central West Children Services	$ 1,000,000 Grant	$ 20,000		
Education Centre Upgrade - Old Parkes Hospital Site	$ 250,000 Grant	$20,000		

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

+ COMMUNITY: WELLBEING

Council is committed to providing and promoting an inclusive, healthy and safe community for our residents.

QUADRUPLE BOTTOM LINE

OPERATIONAL SPEND	2017-18 $1,071,000	2018-19 $1,090,000	2019-20 $1,116,000	2020-21 $1,144,000

WB1 Safety		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WB1.1	Attract and retain health professionals to maintain adequate medical services for the Shire	WB1.1.1	Process all incentive applications
		WB1.1.2	Participate in regular meetings
		WB1.1.3	Reduce health professionals vacancies impacting on the community
WB1.2	Provide Food Safety and Public Health monitoring to the Shire	WB1.2.1	Council monitors all high and medium risk premises including temporary outlets and intervenes to ensure compliance with Food Safety Standards
		WB1.2.2	Supports parents with childhood immunisation needs
		WB1.2.3	Council respond to water quality issues reported in relation to public swimming pools
WB1.3	Road Safety	WB1.3.1	Road Safety Initiatives and Programs
WB1.4	CCTV/Security	WB1.4.1	Liaise with key stakeholders to maximise public safety throughout the Shire
WB1.5	Emergency Management	WB1.5.1	Provide executive support to the Local Emergency Operations Controller and the Local Emergency Management Committee
		WB1.5.2	Support the operations of the SES
WB1.6	Provide Ranger Services to the Shire	WB1.6.1	Council has measure in place to reduce risks of nuisance and safety from companion animals
		WB1.6.2	Council respond and investigate complaints to address untidy blocks
		WB1.6.3	Council has measures in place to reduce risks of nuisance and safety relating to livestock and abandoned articles
		WB1.6.4	Council increases public safety and equitable access to available public parking spaces through a Parking Patrol program
		WB1.6.5	To respond to incidents of littering and waste dumping

WB2 Village Strategic Plans		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WB2.1	Bogan Gate Village Strategic Plan	WB2.1.1	Priority projects outlined in the strategic plan are implemented and delivered in a timely manner
WB2.2	Peak Hill Village Strategic Plan	WB2.2.1	Priority projects outlined in the strategic plan are implemented and delivered in a timely manner
WB2.3	Trundle Village Strategic Plan	WB2.3.1	Priority projects outlined in the strategic plan are implemented and delivered in a timely manner
WB2.4	Tullamore Village Strategic Plan	WB2.4.1	Priority projects outlined in the strategic plan are implemented and delivered in a timely manner

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

WB3 Disability Action Plan		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WB3.1	People with disability experience positive attitudes and respectful behaviour from Council staff	WB3.1.1	Staff are confident and skilled in communicating with people who have a disability
		WB3.1.2	People with disability are consulted / aware about the priorities for enhancement disabled facilities
WB3.2	People with disability and their families and supporters have greater access to community places, buildings and events	WB3.2.1	People with disability have greater access to events hosted in the Shire
		WB3.2.2	Council Chambers and public meeting spaces and public libraries provide disabled access
		WB3.2.3	Families, tourists and visitors have greater access to information on accessible features of the Shire, including attractions, events, playgrounds, accommodation, and activities of interest in the Shire
		WB3.2.4	Way-finding in and around Council Civic Buildings is inclusive of people with a walking impediment, vision and / or hearing impairment, blindness and / or deafness
		WB3.2.5	Local businesses and tourism in the Shire are encouraged to have greater awareness of the economic benefits of developing accessible and aging friendly places and activities
WB3.3	People with disability can more easily and efficiently access Council services and are engaged in the decision making processes of Council	WB3.3.1	Written information produced by Council is easier to read both in form and content
		WB3.3.2	People with disability have greater access to information via Council web pages
		WB3.3.4	People with disability increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans
		WB3.3.5	A member of the Access Committee is represented on reference groups / advisory bodies relating to access issues
WB3.4	People with disability have greater access to employment opportunities in the Shire	WB3.4.1	Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability
WB4 Social Justice Principles		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
WB4.1	Support and facilitate equity for Women	WB4.1.1	Support International Womens Day
		WB4.1.2	Support Women in Industry initiatives
WB4.2	Support and facilitate equity for Youth	WB4.2.1	Support Youth Week
		WB4.2.2	Develop youth programs in conjunction with the Parkes Shire Libraries
		WB4.2.3	Support Rotary Youth Leadership Award (RYLA) initiatives
		WB4.2.4	Support youth initiatives
WB4.3	Support and facilitate equity for the Aboriginal Community	WB4.3.1	Continue to fund and support the Aboriginal Liaison Officer
		WB4.3.2	Attend Interegacy meetings
		WB4.3.3	Support Indigenous events such as NAIDOC Week
		WB4.3.4	Support Elders Advisory Committee
WB4.4	Support and facilitate equity for Seniors	WB4.4.1	Support Seniors Week

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Fenced Dog Park	$ 80,000 (c/f project 2016/17)	-	$30,000 $30,000 Grant	-
Upgrade Animal Transport systems for vehicles (lifting mechanism)	$ 10,000	$ 10,000	-	-
Planning of Animal Shelter expansion to provide additional enclosures	$ 10,000	$ 55,000	$ 5,000	$ 5,000
Animal Desexing program	$ 10,000	$ 5,000	$ 5,000	$ 5,000
Upgrade Peak Hill dog holding enclosure	$ 5,000	-	-	-
Develop Off Leash area	-	-	$30,000	-
RFS - Bushfire Tankers Replacement Program	$839,580	$856,370	$873,500	$890,790
RFS - Fire Stations	$64,500	$65,790	$67,110	$68,450

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COUNCIL+

COUNCIL+ SNAPSHOT

Provision of 'internal' or support services enabling 'front line' service provision (finance, human resources, information technology, property management, asset and fleet management, administration and governance); 'First contact' services (customer service centres, telephone enquiries and website / online services); Communications and engagement activities (media, communications, corporate planning and reporting)

Investment $5.8M (average annual spend over 4 years)

$4.3M operations and maintenance

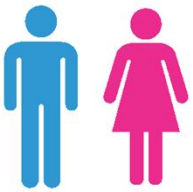
$ 1.5M renewals and upgrades

Council Assets $33.6M

Asset Category	Value ($M)
Plant and Equipment	20.9
Administration Centre	4.9
Works Depot	2.4
IT and Office Equipment	5.3
TOTAL COUNCIL +	33.6

Parkes Shire Council's Workforce

187 FTE as at EOFY 2015/16



72% 28%

Depreciation & Replacement Value

Asset Depreciation

$ 1.9m Depreciation (Asset consumption)
$7.85m Balance after other Council activities

Infrastructure Replacement Value

$ 33.6m Infrastructure Replacement Value
$ 808.4m Balance after other Council activities

2016 Community Satisfaction Survey

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COUNCIL+

+ COUNCIL

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL SPEND	2017-18 $ 4,063,000	2018-19 $4,173,000	2019-20 $4,234,000	2020-21 $4,507,000

C1 Human Resources		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C1.1	Organisational Culture & Leadership	C1.1.1	Staff develop leadership skill sets
		C1.1.2	Mentoring and Coaching Culture
		C1.1.3	Diversity in the workforce
C1.2	Developing Talent & Performance Management	C1.2.1	Ongoing education of the workforce
		C1.2.2	Performance is adequately managed
C1.3	Adaptation to change	C1.3.1	Staff with capability and commitment to continuous improvement
		C1.3.2	Meeting ongoing legislative and compliance requirements
		C1.3.3	Ongoing consultative processes maintained
C1.4	Building Workplace Capability	C1.4.1	Talent is attracted and retained
		C1.4.2	A satisfied workforce
		C1.4.3	Ensuring knowledge continuity in the workplace

C2 Information Technology		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C2.1	Implement and optimise CIS workflows and processes	C2.1.1	Productivity improvements across Council's operations
		C2.1.2	The number of systems is reduced and integrated to simplify end user experiences
		C2.1.3	Maintain currency of IT platform and systems
C2.2	Maximise mobility of access to corporate systems	C2.2.1	Efficiency brought about by in field use of technology
C2.3	Support Smart City initiatives	C2.3.1	Support and advice on innovation and technology in all aspects of Smart City Plan and project delivery
C2.4	Investigate Cloud options	C2.4.1	Council is fully aware of the upside and downside risks to Cloud solutions

C3 Governance and Assurance		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C3.1	Continually Develop and Implement Council's Governance Framework	C3.1.1	Effectively functioning Risk Review Committee (RRC)
		C3.1.2	Council has an effective Internal Audit program providing assurance to key stakeholders
		C3.1.3	Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximise opportunities
		C3.1.4	Council's Civic Leadership meets community and regulatory standards
C3.2	Implement and manage Council's Business Improvement Program	C3.2.1	Council is actively pursuing improvement objectives to achieve value
		C3.2.2	Staff capability in improvement is supported and maintained
		C3.2.3	Systems and processes in Council actively being reviewed to ensure value

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COUNCIL+

DELIVERABLES		VALUE	
C3.3	Coordinate the implementation of Council's Work Health and Safety Management System	C3.3.1	Council's WHS Management system sustains its Australian New Zealand Standard 4801 Accreditation
		C3.3.2	Council staff are proactive in working to prevent workplace injuries
C3.4	Coordinate and manage Council's Integrated Planning and Reporting Framework	C3.4.1	Community Strategy provides timely consultation with the Shire community
		C3.4.2	Operational Plan reported on within required timeframes
C4 Support Services		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C4.1	Fleet Procurement	C4.1.1	Plant Replacement Program in line with Industry standards
		C4.1.2	Technological advancements
C4.2	Fleet Management and Maintenance	C4.2.1	Plant availability for operational needs within budgetary constraints
C5 Asset Management		DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE	
C5.1	Strategic Planning	C5.1.1	Council has a Strategic Longer Term Plan for Asset Management
		C5.1.2	Asset renewal funding requirements and funding gaps are determined to guide forward budgets
		C5.1.3	Capital asset needs forecast
C5.2	Asset Management Systems	C5.2.1	Council's Asset Management System is implemented within TechOne software
		C5.2.2	Data is available and accessible to enable performance measurement
		C5.2.3	Geographical information services are utilised as part of an integrated Asset Management System

CAPITAL PROJECT (New/Upgrade/Renewal)	2017/18 Annual spend	2018/19 Annual spend	2019/20 Annual spend	2020/21 Annual spend
Plant & Motor Vehicle Replacement Program	$ 1,152,000	$ 1,178,300	$ 876,100	$ 1,027,700
Computer Hardware, Software & Office Equipment	$ 360,000	$ 370,800	$ 381,920	$ 405,180
Parkes Plus - Strategic Planning			$ 50,000	$ 100,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delivery Program 2017/18 - 2020/21

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

For further information please contact:
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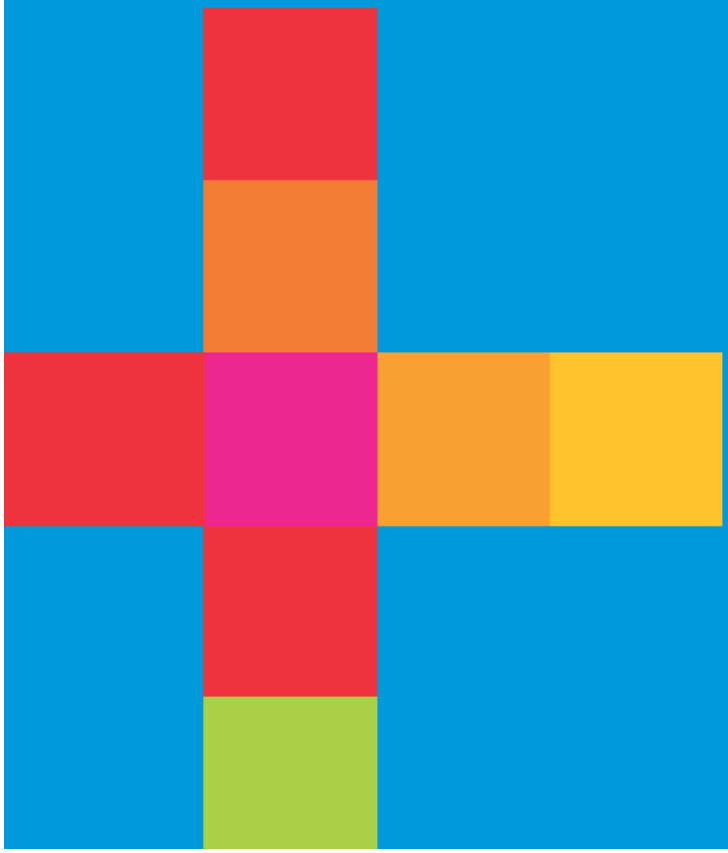
PARKES SHIRE COUNCIL



Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Delivery Program Financial Forecasts 2017/18 - 2020/21

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Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

Contents

About the Delivery Program 5

Funding the Delivery Program 7

Operational Budget 2017-2018 9

Operational Budget 2018-2019 13

Operational Budget 2019-2020 17

Operational Budget 2020-2021 21

Operational & Capital expenditure by Delivery Theme 25

General Manager Mayor

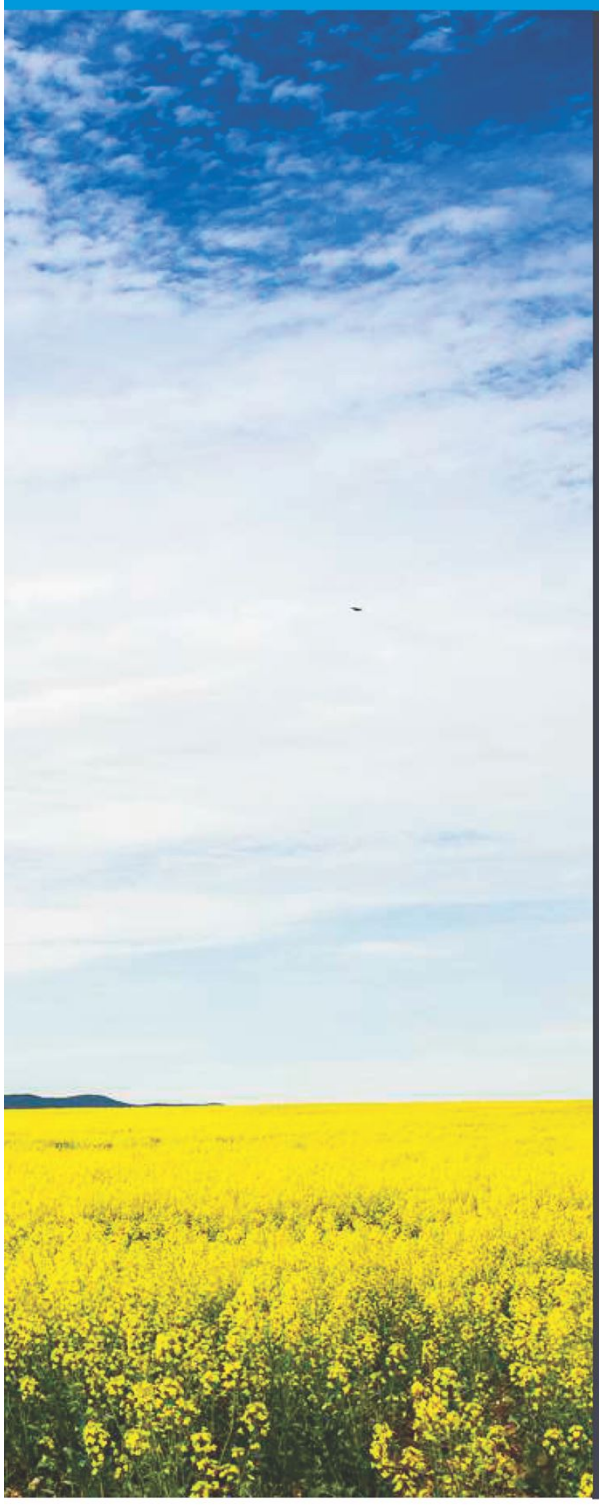
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21



Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (LEP) 2012
- Community Engagement Strategy 2017-18 to 2020-21
- 12 Year Strategic Asset Management Plan 2017-18 to 2028-29
- 12 Year Long Term Financial Plan 2017-18 to 2027-28
- Parkes Shire Council Workforce Plan 2017-18 to 2020-21
- Delivery Program 2017-18 To 2020-21
- Delivery Plan Financial Forecasts 2017-18 to 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 2018
- End Of Term Report 2017-18 to 2020-21

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Parkes Plus Delivery Program

The Delivery program is the point where the community's strategic goals are systematically translated into actions.

These are the principal activities to be undertaken by the council to implement the strategies established by the Community Strategic Plan within the resources available under the resourcing strategy.

The Delivery program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program the council is accounting for its stewardship of the community's long term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

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

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

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

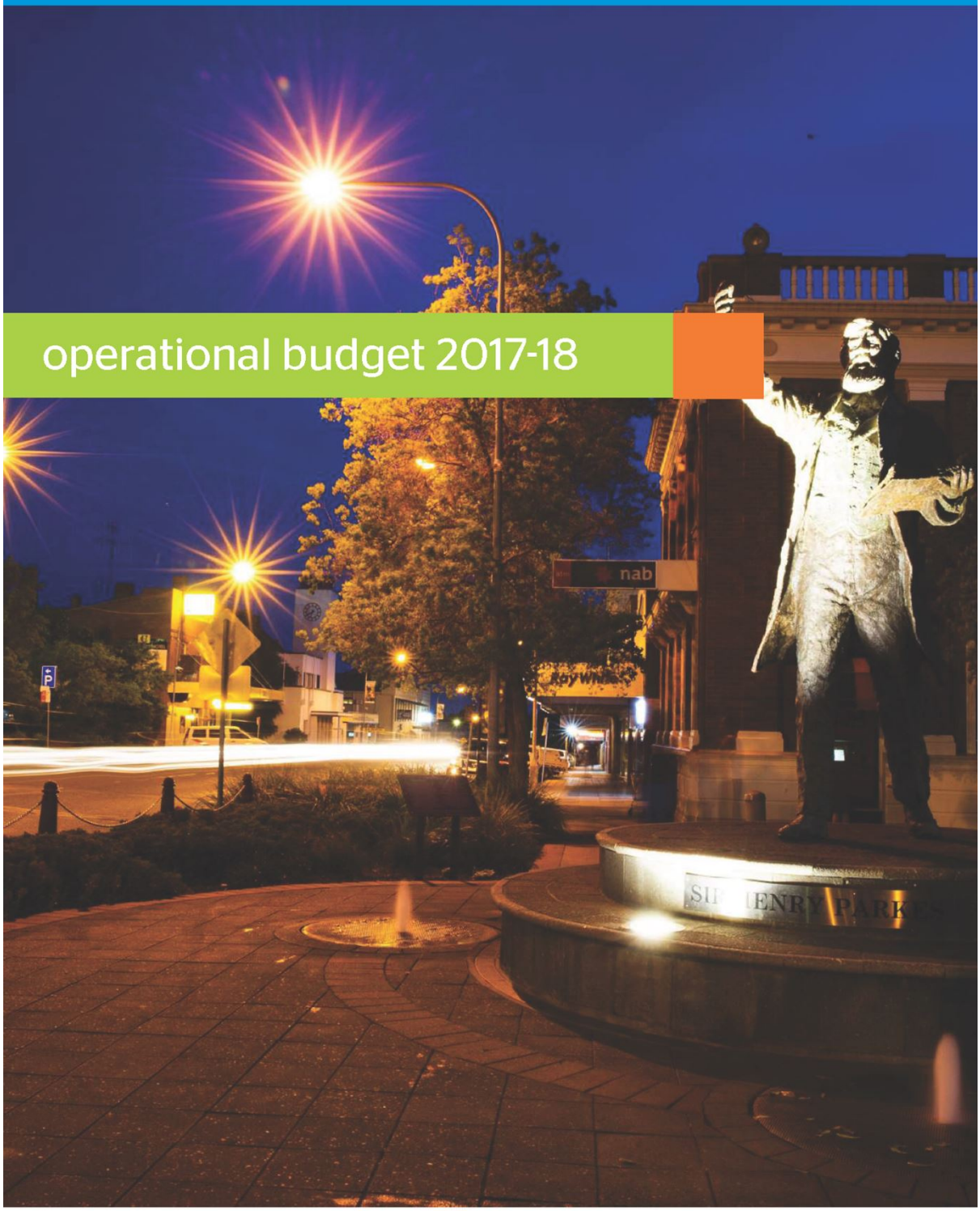
Financial Forecasts 2017/18 - 2020/21

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

operational budget 2017-18



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Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2017/18

SUMMARY	General	Water	Sewer	Consolidated
TOTAL OPERATING REVENUES	35,028	8,098	3,348	46,474
TOTAL OPERATING EXPENSES	33,263	7,803	2,632	43,698
TOTAL OPERATING RESULT BEFORE CAPITAL	1,765	295	715	2,776
TOTAL OPERATING RESULT AFTER CAPITAL	9,147	3,497	1,324	13,968
TOTAL CAPITAL REVENUES				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	7,382	3,202	608	11,192
TOTAL DEPRECIATION	7,749	2,320	661	10,730
TOTAL INCREASE IN ELE	244	18	9	271
TOTAL LOAN FUNDS USED	3,000	0	0	3,000
TOTAL REPAYMENTS BY DEFERRED DEBTORS	0	0	0	0
TOTAL CAPITAL REVENUE	18,375	5,540	1,278	25,193
TOTAL CAPITAL EXPENSES	16,843	15,830	3,566	36,239
TOTAL PRINCIPAL REPAYMENT	3,172	319	0	3,491
AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	125	-10,315	-1,572	-11,763
TOTAL TRANSFERS TO RESTRICTED ASSETS	2,576	5,515	1,993	10,084
TOTAL TRANSFERS FROM RESTRICTED ASSETS	2,505	15,830	3,566	21,901
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES & OTHER GENERAL REVENUE	54	0	0	54

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2017/18

INCOME STATEMENT	General $000's	Water $000's	Sewer $000's	Consolidated $000's
INCOME FROM CONTINUING OPERATIONS				
Revenue				
Rates & Annual Charges	15,248	1,306	2,715	19,269
User Charges & Fees	5,096	5,848	374	11,318
Interest & Investment Revenue	627	563	119	1,309
Other Revenues	1,916	316	81	2,313
Grants & Contributions provided for Operating Purposes	12,142	66	59	12,267
Grants & Contributions provided for Capital Purposes	7,382	3,202	608	11,192
TOTAL INCOME FROM CONTINUING OPERATIONS	42,411	11,301	3,956	57,668
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-costs	13,457	1,232	954	15,643
Borrowing Costs	1,066	252	116	1,434
Materials & Contracts	8,584	1,528	880	10,992
Depreciation & Amortisation	7,749	2,320	661	10,730
Impairment	0	0	0	0
Other Expenses	2,408	2,472	21	4,901
Interest & Investment Losses	0	0	0	0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	33,264	7,804	2,632	43,700
OPERATING RESULT FROM CONTINUING OPERATIONS	9,147	3,497	1,324	13,968
Net Operating Result for the Year	9,147	3,497	1,324	13,968
NET OPERATING RESULT BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	1,765	295	716	2,776

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2017/18

BALANCE SHEET	General $000's	Water $000's	Sewer $000's	Consolidated $000's
CURRENT ASSETS				
Current Assets				
Cash & Cash Equivalents	11,665	2,726	2,132	16,523
Investments	857	11,238	434	12,529
Receivables	1,832	1,788	316	3,936
Inventories	4,030	80	50	4,160
Other	0	0	0	0
TOTAL CURRENT ASSETS	**18,384**	**15,832**	**2,932**	**37,148**
NON-CURRENT ASSETS				
Non-Current Assets				
Investments	0	0	0	0
Receivables	0	10	5	15
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	470,160	140,586	62,613	673,359
Intangible Assets	0	1,261	0	1,261
Other	0	0	0	0
TOTAL NON-CURRENT ASSETS	**470,160**	**141,857**	**62,618**	**674,635**
TOTAL ASSETS	**488,544**	**157,689**	**65,550**	**711,783**
LIABILITIES				
Current Liabilities				
Bank Overdraft		0	0	0
Payables	100	500	350	950
Borrowings	450	329	0	779
Provisions	877	560	346	1,783
TOTAL CURRENT LIABILITIES	**1,427**	**1,389**	**696**	**3,512**
NON-CURRENT LIABILITIES				
Non-Current Liabilities				
Payables	0	0	0	0
Borrowings	7,295	7,696	4,000	18,991
Provisions	0	50	52	102
TOTAL NON-CURRENT LIABILITIES	**7,295**	**7,746**	**4,052**	**19,093**
TOTAL LIABILITIES	**8,722**	**9,135**	**4,748**	**22,605**
NET ASSETS	**479,822**	**148,554**	**60,802**	**689,178**
EQUITY				
Retained Earnings	**373,117**	**111,901**	**40,350**	**525,368**
Revaluation Reserves	**106,705**	**36,653**	**20,452**	**163,810**
TOTAL EQUITY	**479,822**	**148,554**	**60,802**	**689,178**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

operational budget 2018-19

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2018/19

SUMMARY	General	Water	Sewer	Consolidated
TOTAL OPERATING REVENUES	34,707	8,236	3,409	46,352
TOTAL OPERATING EXPENSES	32,141	8,234	2,690	43,065
TOTAL OPERATING RESULT BEFORE CAPITAL	2,566	2	719	3,287
TOTAL OPERATING RESULT AFTER CAPITAL	8,326	3,328	830	12,484
TOTAL CAPITAL REVENUES				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	5,760	3,326	111	9,197
TOTAL DEPRECIATION	7,094	2,376	677	10,147
TOTAL INCREASE IN ELE	254	18	9	281
TOTAL LOAN FUNDS USED	0	0	0	0
TOTAL REPAYMENTS BY DEFERRED DEBTORS	0	0	0	0
TOTAL CAPITAL REVENUE	13,108	5,720	797	19,625
TOTAL CAPITAL EXPENSES	14,318	7,317	1,075	22,710
TOTAL PRINCIPAL REPAYMENT	398	329	0	727
AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	958	-1,924	441	-525
TOTAL TRANSFERS TO RESTRICTED ASSETS	2,607	5,393	1,516	9,516
TOTAL TRANSFERS FROM RESTRICTED ASSETS	1,795	7,317	1,075	10,187
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES & OTHER GENERAL REVENUE	146	0	0	146

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2018/19

INCOME STATEMENT	General $000's	Water $000's	Sewer $000's	Consolidated $000's
INCOME FROM CONTINUING OPERATIONS				
Revenue				
Rates & Annual Charges	15,541	1,345	2,781	19,667
User Charges & Fees	5,220	6,115	379	11,714
Interest & Investment Revenue	640	385	106	1,131
Other Revenues	1,960	323	83	2,366
Grants & Contributions provided for Operating Purposes	11,346	67	60	11,473
Grants & Contributions provided for Capital Purposes	5,760	3,326	111	9,197
TOTAL INCOME FROM CONTINUING OPERATIONS	40,467	11,561	3,520	55,548
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-costs	13,833	1,262	977	16,072
Borrowing Costs	314	242	116	672
Materials & Contracts	8,433	1,827	899	11,159
Depreciation & Amortisation	7,094	2,376	677	10,147
Impairment	0	0	0	0
Other Expenses	2,467	2,527	21	5,015
Interest & Investment Losses	0	0	0	0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,141	8,234	2,690	43,065
OPERATING RESULT FROM CONTINUING OPERATIONS	8,326	3,327	830	12,483
Net Operating Result for the Year	8,326	3,327	830	12,483
	2,566	1	719	3,286

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2018/19

BALANCE SHEET	General $000's	Water $000's	Sewer $000's	Consolidated $000's
CURRENT ASSETS				
Current Assets				
Cash & Cash Equivalents	7,342	2,945	996	11,283
Investments	10,939	8,921	2,000	21,860
Receivables	1,828	2,073	232	4,133
Inventories	3,915	70	45	4,030
Other	0	0	0	0
TOTAL CURRENT ASSETS	**24,024**	**14,009**	**3,273**	**41,306**
NON-CURRENT ASSETS				
Non-Current Assets				
Investments	0	0	0	0
Receivables	0	10	5	15
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	472,425	147,635	63,950	684,010
Intangible Assets	0	1,261	0	1,261
Other	0	0	0	0
TOTAL NON-CURRENT ASSETS	**472,425**	**148,906**	**63,955**	**685,286**
TOTAL ASSETS	**496,449**	**162,915**	**67,228**	**726,592**
LIABILITIES				
Current Liabilities				
Bank Overdraft	0	0	0	0
Payables	100	600	250	950
Borrowings	473	339	0	812
Provisions	901	577	353	1,831
TOTAL CURRENT LIABILITIES	**1,474**	**1,516**	**603**	**3,593**
NON-CURRENT LIABILITIES				
Non-Current Liabilities				
Payables	0	0	0	0
Borrowings	6,827	7,358	4,000	18,185
Provisions	0	50	54	104
TOTAL NON-CURRENT LIABILITIES	**6,827**	**7,408**	**4,054**	**18,289**
TOTAL LIABILITIES	**8,301**	**8,924**	**4,657**	**21,882**
NET ASSETS	**488,148**	**153,991**	**62,571**	**704,710**
EQUITY				
Retained Earnings	381,443	115,229	41,180	**537,852**
Revaluation Reserves	106,705	38,762	21,391	**166,858**
TOTAL EQUITY	**488,148**	**153,991**	**62,571**	**704,710**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

operational budget 2020-21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2019/20

SUMMARY	General	Water	Sewer	Consolidated
TOTAL OPERATING REVENUES	35,496	8,542	3,484	47,522
TOTAL OPERATING EXPENSES	32,825	8,401	2,750	43,976
TOTAL OPERATING RESULT BEFORE CAPITAL	2,671	141	734	3,546
TOTAL OPERATING RESULT AFTER CAPITAL	6,567	451	848	7,866
TOTAL CAPITAL REVENUES				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	3,896	310	113	4,319
TOTAL DEPRECIATION	7,166	2,433	694	10,293
TOTAL INCREASE IN ELE	264	19	9	292
TOTAL LOAN FUNDS USED	0	0	0	0
TOTAL REPAYMENTS BY DEFERRED DEBTORS	0	0	0	0
TOTAL CAPITAL REVENUE	11,326	2,762	816	14,904
TOTAL CAPITAL EXPENSES	12,518	2,507	2,048	17,073
				0
TOTAL PRINCIPAL REPAYMENT	419	339	0	758
AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	1,060	57	-497	619
TOTAL TRANSFERS TO RESTRICTED ASSETS	1,960	2,564	1,550	6,074
TOTAL TRANSFERS FROM RESTRICTED ASSETS	1,118	2,507	2,048	5,673
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES & OTHER GENERAL REVENUE	218	0	0	218

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2019/20

INCOME STATEMENT	General $000's	Water $000's	Sewer $000's	Consolidated $000's
INCOME FROM CONTINUING OPERATIONS				
Revenue				
Rates & Annual Charges	15,841	1,387	2,848	20,076
User Charges & Fees	5,354	6,395	384	12,133
Interest & Investment Revenue	652	361	105	1,118
Other Revenues	2,016	331	85	2,432
Grants & Contributions provided for Operating Purposes	11,632	69	62	11,763
Grants & Contributions provided for Capital Purposes	3,896	310	113	4,319
TOTAL INCOME FROM CONTINUING OPERATIONS	39,392	8,853	3,597	51,841
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-costs	14,221	1,292	1,001	16,514
Borrowing Costs	293	232	116	641
Materials & Contracts	8,619	1,866	917	11,402
Depreciation & Amortisation	7,166	2,433	694	10,293
Impairment	0	0	0	0
Other Expenses	2,526	2,577	22	5,125
Interest & Investment Losses	0	0	0	0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,825	8,400	2,750	43,975
OPERATING RESULT FROM CONTINUING OPERATIONS	6,567	453	847	7,866
Net Operating Result for the Year	6,567	453	847	7,866
NET OPERATING RESULT BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	2,671	143	734	3,547

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2019/20

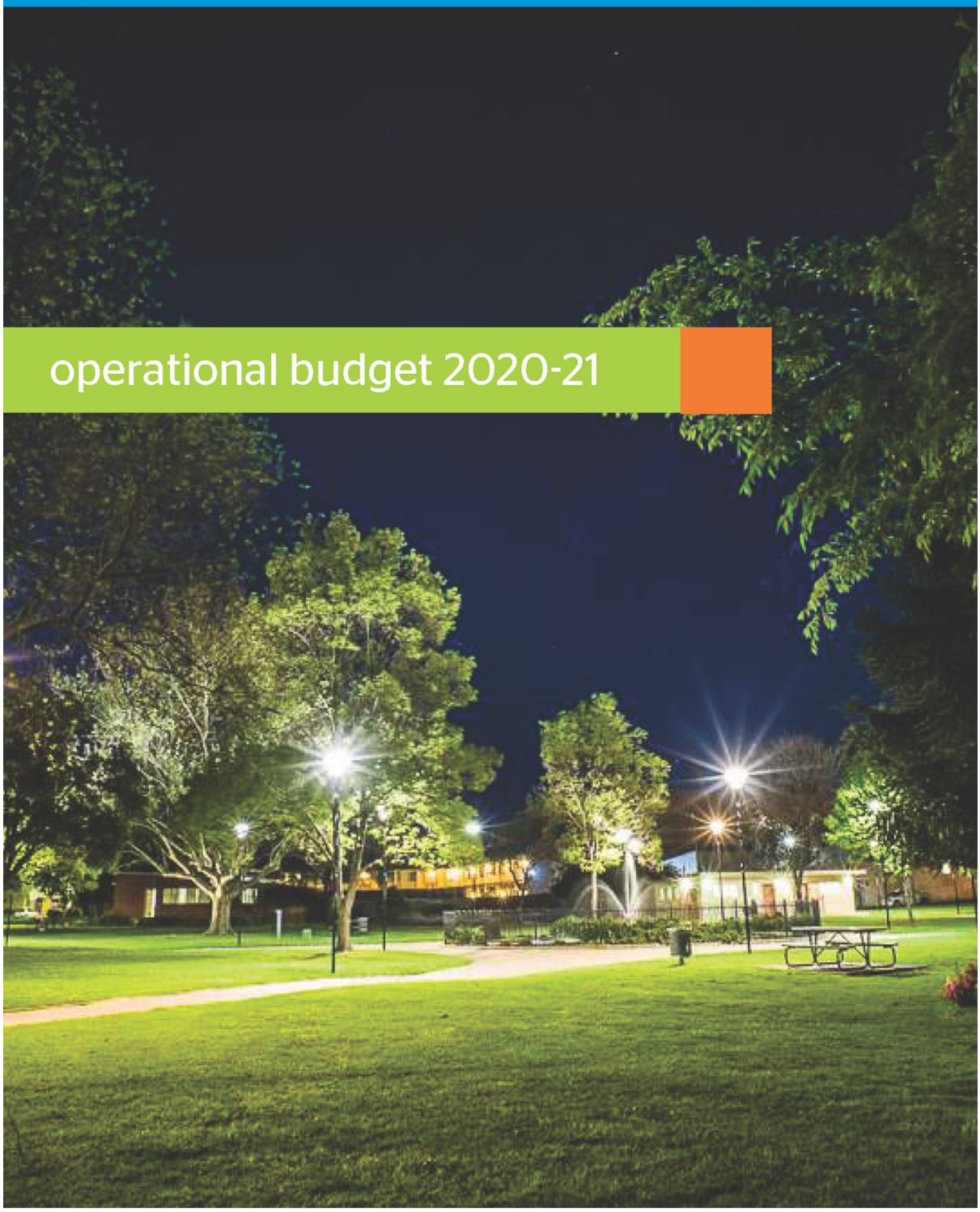
BALANCE SHEET	General $000's	Water $000's	Sewer $000's	Consolidated $000's
CURRENT ASSETS				
Current Assets				0
Cash & Cash Equivalents	4,922	2,325	384	7,631
Investments	17,529	9,414	2,102	29,045
Receivables	1,796	2,365	405	4,566
Inventories	4,195	60	35	4,290
Other	0	0	0	0
TOTAL CURRENT ASSETS	**28,442**	**14,164**	**2,926**	**45,532**
NON-CURRENT ASSETS				
Non-Current Assets				
Investments	0	0	0	0
Receivables	0	10	5	15
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	481,207	149,923	66,263	697,393
Intangible Assets	0	1,261	0	1,261
Other	0	0	0	0
TOTAL NON-CURRENT ASSETS	**481,207**	**151,194**	**66,268**	**698,669**
TOTAL ASSETS	**509,649**	**165,358**	**69,194**	**744,201**
LIABILITIES				
Current Liabilities				
Bank Overdraft	0	0	0	0
Payables	100	700	400	1,200
Borrowings	499	349	0	848
Provisions	925	594	360	1,879
TOTAL CURRENT LIABILITIES	**1,524**	**1,643**	**760**	**3,927**
NON-CURRENT LIABILITIES				
Non-Current Liabilities				
Payables	0	0	0	0
Borrowings	6,323	7,008	4,000	17,331
Provisions	0	50	56	106
TOTAL NON-CURRENT LIABILITIES	**6,323**	**7,058**	**4,056**	**17,437**
TOTAL LIABILITIES	**7,847**	**8,701**	**4,816**	**21,364**
NET ASSETS	**501,802**	**156,657**	**64,378**	**722,837**
EQUITY				
Retained Earnings	388,011	115,680	42,028	545,719
Revaluation Reserves	113,791	40,977	22,350	177,118
TOTAL EQUITY	**501,802**	**156,657**	**64,378**	**722,837**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

operational budget 2020-21



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2020/21

SUMMARY	General	Water	Sewer	Consolidated
TOTAL OPERATING REVENUES	36,299	8,868	3,556	48,723
TOTAL OPERATING EXPENSES	33,502	8,570	2,809	44,881
TOTAL OPERATING RESULT BEFORE CAPITAL	2,797	298	747	3,842
TOTAL OPERATING RESULT AFTER CAPITAL	7,362	616	863	8,841
TOTAL CAPITAL REVENUES				
TOTAL CAPITAL GRANTS & CONTRIBUTIONS	4,565	317	116	4,998
TOTAL DEPRECIATION	7,239	2,492	710	10,442
TOTAL INCREASE IN ELE	275	19	9	303
TOTAL LOAN FUNDS USED	0	0	0	0
TOTAL REPAYMENTS BY DEFERRED DEBTORS	0	0	0	0
TOTAL CAPITAL REVENUE	12,079	2,829	836	15,743
TOTAL CAPITAL EXPENSES	13,633	4,486	1,348	19,467
TOTAL PRINCIPAL REPAYMENT	442	349	0	791
AVAILABLE FUNDS MOVEMENT PRIOR TO RESTRICTED ASSET FUNDING	801	-1,708	235	-673
TOTAL TRANSFERS TO RESTRICTED ASSETS	2,466	2,778	1,583	6,826
TOTAL TRANSFERS FROM RESTRICTED ASSETS	1,727	4,486	1,348	7,561
FUNDS AVAILABLE TO (OR REQUIRED FROM) RATES & OTHER GENERAL REVENUE	62	0	0	62

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2020/21

INCOME STATEMENT	General $000's	Water $000's	Sewer $000's	Consolidated $000's
INCOME FROM CONTINUING OPERATIONS				
Revenue				
Rates & Annual Charges	16,147	1,429	2,917	20,493
User Charges & Fees	5,492	6,688	390	12,570
Interest & Investment Revenue	665	342	100	1,107
Other Revenues	2,068	339	87	2,494
Grants & Contributions provided for Operating Purposes	11,926	70	63	12,059
Grants & Contributions provided for Capital Purposes	4,565	317	116	4,998
TOTAL INCOME FROM CONTINUING OPERATIONS	**40,864**	**9,185**	**3,673**	**53,721**
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-costs	14,619	1,324	1,025	16,968
Borrowing Costs	269	221	116	606
Materials & Contracts	8,787	1,905	936	11,628
Depreciation & Amortisation	7,239	2,492	710	10,441
Impairment	0	0	0	0
Other Expenses	2,587	2,627	22	5,236
Interest & Investment Losses	0	0	0	0
TOTAL EXPENSES FROM CONTINUING OPERATIONS	**33,502**	**8,569**	**2,809**	**44,879**
OPERATING RESULT FROM CONTINUING OPERATIONS	**7,362**	**616**	**864**	**8,842**
Net Operating Result for the Year	**7,362**	**616**	**864**	**8,842**
NET OPERATING RESULT BEFORE GRANTS & CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES	**2,797**	**299**	**748**	**3,844**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

PARKES SHIRE COUNCIL
OPERATIONAL BUDGET 2020/21

BALANCE SHEET	General $000's	Water $000's	Sewer $000's	Consolidated $000's
CURRENT ASSETS				
Current Assets				
Cash & Cash Equivalents	5,773	2,904	954	9,631
Investments	20,710	6,928	1,754	29,392
Receivables	2,962	2,654	328	5,944
Inventories	3,145	70	25	3,240
Other	0	0	0	0
TOTAL CURRENT ASSETS	**32,590**	**12,556**	**3,061**	**48,207**
NON-CURRENT ASSETS				
Non-Current Assets				
Investments	0	0	0	0
Receivables	0	10	5	15
Inventories	0	0	0	0
Infrastructure, Property, Plant & Equipment	483,947	154,166	67,894	706,007
Intangible Assets	0	1,261	0	1,261
Other	0	0	0	0
TOTAL NON-CURRENT ASSETS	**483,947**	**155,437**	**67,899**	**707,283**
TOTAL ASSETS	**516,537**	**167,993**	**70,960**	**755,490**
LIABILITIES				
Current Liabilities				
Bank Overdraft	0	0	0	0
Payables	100	800	300	1,200
Borrowings	525	360	0	885
Provisions	950	612	367	1,929
TOTAL CURRENT LIABILITIES	**1,575**	**1,772**	**667**	**4,014**
NON-CURRENT LIABILITIES				
Non-Current Liabilities				
Payables	0	0	0	0
Borrowings	5,798	6,649	4,000	16,447
Provisions	0	50	58	108
TOTAL NON-CURRENT LIABILITIES	**5,798**	**6,699**	**4,058**	**16,555**
TOTAL LIABILITIES	**7,373**	**8,471**	**4,725**	**20,569**
NET ASSETS	**509,164**	**159,522**	**66,235**	**734,921**
EQUITY				
Retained Earnings	395,373	116,296	42,891	554,560
Revaluation Reserves	113,791	43,226	23,344	180,361
TOTAL EQUITY	**509,164**	**159,522**	**66,235**	**734,921**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Transport +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Specific Revenue (other than General Rates)				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Financial Assist. Grant (Rds)	1,997,230	2,045,500	2,094,930	2,145,560				
Road Safety	118,252	121,191	124,203	127,288	156,270	160,550	164,920	169,420
Urban Sealed Road Maint.					500,000	512,000	524,000	537,000
Urban Unsealed Rd Maint.					78,000	80,000	82,000	84,000
Main Street Maint. & Clean					95,000	97,000	100,000	102,000
Parking Area					83,000	85,000	87,000	88,000
Footpaths and Kerb					92,840	95,080	97,380	99,730
Rural Sealed Road Maint.					245,000	251,000	257,000	264,000
Rural Unsealed Rd Maint.					1,194,000	1,223,000	1,252,000	1,282,000
Quarries & Gravel Pits					42,000	43,000	44,000	45,000
Region'l Rd Block Grnt/Maint	1,230,070	1,259,800	1,290,250	1,321,430	1,237,750	1,237,940	1,238,130	1,238,320
Bridge Maintenance					15,530	15,910	16,290	16,680
Footpaths and Cycleways					218,000	222,000	225,000	229,000
Regional Airport	376,000	382,000	388,000	393,000	1,115,000	673,000	680,000	687,000
Street Trees					140,000	144,000	147,000	151,000
Street and Gutter Cleaning					203,000	208,000	213,000	218,000
Street Lighting	68,000	70000	71000	73000	275,000	282,000	288,000	295,000
RMCC Maintenance	739,000	757,000	775,000	794,000	739,000	757,000	775,000	794,000
RMCC Ordered Work	1,669,000	1,710,000	1,751,000	1,793,000	1,669,000	1,710,000	1,751,000	1,793,000
Bogan Road Maint.					36,000	37,000	38,000	39,000
TOTAL	6,197,552	6,345,491	6,494,383	6,647,278	8,134,390	7,833,480	7,979,720	8,132,150

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Specific Revenue (other than General Rates)				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Grant Funded Projects (TBC)	900,000	800,000	800,000	800,000	900,000	800,000	800,000	800,000
Roads to Recovery	1,772,276	886,188	886,188	886,188				
Regional Roads REPAIR	400,000	400,000	400,000	400,000				
PSC Augmented Program	1,000,000	1,000,000	1,000,000	1,000,000				
Upgrade RAV routes to seal					3,312,000	1,104,000	1,104,000	1,104,000
Rural Local Sealed Renewals					564,000	564,000	564,000	564,000
Rural Local Upgrades					200,000	200,000	200,000	200,000
Regional Rd Renewal/Upgrade					400,000	400,000	400,000	400,000
Urban Local Renewals					500,000	500,000	500,000	500,000
Resealing Local + Regional					1,300,000	1,300,000	1,300,000	1,300,000
Unsealed Road Resheeting					1,050,000	1,050,000	1,050,000	1,050,000
Footpaths	100,000	100000	100,000	100,000	300,000	300,000	300,000	300,000
Kerb and Guttering	18,290				36,230		100,000	102,000
Parking Area					60,970	62,440	63,950	65,500
Bridges						218,310	221,420	224,580
Regional Airport						792,877	791,062	789,992
TOTAL	4,190,566	3,186,188	3,186,188	3,186,188	8,623,200	7,291,627	7,394,432	7,400,072

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

Economy +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Revenue				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Tourism	54,000	56,000	57,000	58,000	884,000	907,000	930,000	955,000
Caravan Park	331,000	339,000	347,000	356,000	293,000	289,000	296,000	304,000
Industrial Develop't Promo.	200,000	210,000	221,000	233,000	1,016,000	1,038,000	1,060,000	1,083,000
Henry Parkes Centre	34,000	35,000	35,000	36,000	620,000	443,000	450,000	457,000
Elvis Festival	682,000	695,000	712,000	725,000	679,000	688,000	698,000	708,000
TOTAL ECONOMY +	**1,301,000**	**1,335,000**	**1,372,000**	**1,408,000**	**3,492,000**	**3,365,000**	**3,434,000**	**3,507,000**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Revenue				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Lower Clarinda St Upgrade		1,000,000			400,000	1,300,000	150,000	350,000
Furniture/Landscape/Art					50,000	50,000		50,000
Cooke Park		500,000			50,000	650,000	350,000	100,000
Land Development					239,000	239,000	469,000	489,000
Entrance South Parkes		50,000				110,000	40,000	50,000
TOTAL ECONOMY +	-	**1,550,000**	-	-	**739,000**	**2,349,000**	**1,009,000**	**1,039,000**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

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OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Revenue				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Raw Water Supply								
Water Treatment								
Distribution								
Other (Mgmt., General)								
TOTAL WATER SUPPLY	**8,090,987**	**8,132,420**	**8,333,543**	**8,545,325**	**5,483,449**	**5,864,642**	**5,980,798**	**6,098,213**
Sewerage Reticulation								
Sewage Treatment								
TOTAL SEWERAGE	**3,338,872**	**3,394,200**	**3,466,480**	**3,518,710**	**1,970,960**	**2,014,910**	**2,060,540**	**2,106,210**
Stormwater Charge / Maint.	161,600	166,450	171,440	176,580	148,050	151,220	154,460	157,780
TOTAL STORMWATER	**161,600**	**166,450**	**171,440**	**176,580**	**148,050**	**151,220**	**154,460**	**157,780**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Revenue				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
RECYCLED WATER	2,906,800	3,023,100			10,977,810	4,442,619		
Water Treatment Plant					2,941,366			
Drinking Water Quality Mgt.					150,000	150,000	150,000	150,000
Mains (Pipes) Renewal					400,000	1,843,000	1,300,000	1,922,000
Main Construction (+S64)					460,000	460,000	460,000	460,000
Water Storage Reservoir								1,602,000
Vehicles, Plant & Equipt.					160,150	158,400	383,907	140,150
Other Minor Capital					98,725	79,027	61,748	42,948
Strategic Planning					105,000	60,000	60,000	60,000
Section 64 (developer cont.)	297,530	306,460	315,650	325,120				
Repay Loan Principal					320,344	330,027	340,002	350,278
TOTAL WATER SUPPLY	**3,204,330**	**3,329,560**	**315,650**	**325,120**	**15,613,395**	**7,523,073**	**2,755,657**	**4,727,376**
Mains Renew, Reline, Const.					1,012,551	1,015,928	1,019,406	1,022,988
Vehicles, Plant & Equipt.					173,867	59,133	28,407	94,690
Major Extn. Reticulation							1,100,000	1,100,000
Strategic Planning					90,000			30,000
Effluent Ponds Rehab	500,000				1,000,000			
Sewage Treatment Plant					1,289,463			
Section 64 (developer cont.)	108,130	110,740	113,420	116,160				
Repay Loan Principal					397,635	412,403	426,839	441,383
TOTAL SEWERAGE	**608,130**	**110,740**	**113,420**	**116,160**	**3,963,516**	**1,487,464**	**2,574,652**	**2,689,061**
Urban Stormwater Drainage					115,000	150,000	300,000	300,000
TOTAL STORMWATER	**0**	**0**	**0**	**0**	**115,000**	**150,000**	**300,000**	**300,000**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

Environment +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Revenue				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Rates and Charges	2,075,000	2,138,000	2,202,000	2,268,000				
Waste Collection					727,000	744,000	762,000	781,000
Recycling					192,000	197,000	201,000	206,000
Admin & Management					113,000	117,000	122,000	127,000
Landfill Operations					582,000	596,000	610,000	625,000
TOTAL DOMESTIC WASTE	**2,075,000**	**2,138,000**	**2,202,000**	**2,268,000**	**1,614,000**	**1,654,000**	**1,695,000**	**1,739,000**
Commercial Waste Collect	134,000	137,000	141,000	144,000	120,000	123,000	126,000	129,000
Tipping Fees & Landfill Ops	252,000	258,000	264,000	270,000	173,000	177,000	281,000	188,000
Metal Sales, Admin & Mgmt.	35,000	36,000	36,000	37,000	36,000	37,000	39,000	40,000
Commercial (Trade) Waste	351,000	360,000	368,000	377,000				
Misc. Environmental Progs.					8,000	8,000	9,000	9,000
Cemeteries	166,000	174,000	183,000	192,000	166,000	170,000	174,000	178,000
Noxious Weeds Mgmt.	61,000	63000	64000	66000	267,000	274,000	281,000	289,000
Town Planning	153,000	156000	160000	164000	365,000	354,000	363,000	372,000
Building Control	183,000	175000	179000	183000	253,000	263,000	274,000	285,000
TOTAL OTHER ENVIRONM'T.	**1,335,000**	**1,359,000**	**1,395,000**	**1,433,000**	**1,388,000**	**1,406,000**	**1,547,000**	**1,490,000**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Revenue				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Animal Shelter					25,000	65,000	65,000	5,000
Cemeteries					50,000	0	10,000	0
Waste Management					5,000	240,000	140,000	400,000
TOTAL ENVIRONMENT +	**0**	**0**	**0**	**0**	**80,000**	**305,000**	**215,000**	**405,000**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Activity +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Specific Revenue (other than General Rates)				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Aquatic Centres	466,000	458,000	454,000	451,000	1,031,000	1,030,000	1,027,000	1,024,000
Parks and Gardens	3,000	3,000	4,000	4,000	1,621,000	1,641,000	1,677,000	1,714,000
Sports Grounds	75,000	77,000	80,000	82,000	604,000	624,000	634,000	644,000
Other Sport and Recreation	-	-	-	-	456,000	468,000	480,000	493,000
Public Toilets	-	-	-	-	275,000	281,000	287,000	293,000
TOTAL ACTIVITY +	**544,000**	**538,000**	**538,000**	**537,000**	**3,987,000**	**4,044,000**	**4,105,000**	**4,168,000**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Specific Revenue (other than General Rates)				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Spicer Amenities, New Oval					1,650,000	292,000	356,000	270,000
Public Toilets					500,000	500,000	500,000	500,000
Other Parks & Sports Facilities					50,000	125,000	125,000	125,000
Cycleway/Exercise/Wellness					200,000	200,000	200,000	200,000
Fenced Dog Park					-	-	30,000	-
TOTAL ACTIVITY +	**-**	**-**	**-**	**-**	**2,400,000**	**1,117,000**	**1,211,000**	**1,095,000**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

Community +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Specific Revenue (other than General Rates)				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Libraries	76,000	77,000	79,000	81,000	965,000	989,000	1,014,000	1,040,000
Family Day Care	1,048,000	921,000	948,000	977,000	971,000	998,000	1,025,000	1,053,000
Comm. Facilities & Programs	121,000	124,025	127,126	130,304	212,000	217,300	222,733	228,301
Ranger Services	41,000	34,000	35,000	36,000	344,000	347,000	356,000	365,000
Food Safety Inspections	13,380	13,700	14,030	14,370	12,580	12,580	12,580	12,580
Emergency Services Contrib.	223,000	229,000	234,000	240,000	502,000	513,000	525,000	537,000
TOTAL COMMUNITY +	**1,522,380**	**1,398,725**	**1,437,156**	**1,478,674**	**3,006,580**	**3,076,880**	**3,155,313**	**3,235,881**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Specific Revenue (other than General Rates)				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Library Multi Purpose Room		400,000			450,000	400,000		
Family Day Care (Relocate)	800,000				1,400,000			
Education Centre Upgrade	250,000				250,000	20,000		
Tiered seating at MD	166,000				266,000			
Emergency Services					904,080	922,160	940,610	959,420
Memorial Hill Precinct		25,000				100,000		
Village Projects					89,000	39,000	89,000	39,000
Library Resources					104,000	108,000	112,000	117,000
TOTAL COMMUNITY +	**1,216,000**	**425,000**	**0**	**0**	**3,463,080**	**1,589,160**	**1,141,610**	**1,115,420**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Council +

OPERATIONAL EXPENDITURE 2017/18 - 2020/21

Program Area	Revenue				Expenditure (excl. Depreciation)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Salaries and Wages, vehicles (to be distributed to functions)					2,560,950	2,627,450	2,695,670	2,765,660
Workplace Health and Safety	44,620	45,700	46,800	47,930	18,940	18,940	19,540	19,120
Financial Services (ex. Rates)					110,890	113,570	116,310	119,120
Info. Services / Office Equipt.					486,089	517,590	529,370	541,440
Property and Building					178,820	183,140	187,570	192,100
Customer Service & Admin.					90,010	92,190	94,420	96,700
Plant Fleet Operations	938,700	960,210	982,220	1,004,740				
Depot and Store					298,850	306,070	313,470	321,050
Governance					77,000	67,000	74,540	85,000
Executive Services					241,020	246,850	252,820	366,910
TOTAL COUNCIL + (incl. internal charges)	**983,320**	**1,005,910**	**1,029,020**	**1,052,670**	**4,062,569**	**4,172,800**	**4,283,710**	**4,507,100**
Less internal charges	-938,700	-960,210	-982,220	-1,004,740	-1,330,270	-1,383,480	-1,438,820	-1,496,380
TOTAL COUNCIL + (external rev./exp. only)	**44,620**	**45,700**	**46,800**	**47,930**	**2,732,299**	**2,789,320**	**2,844,890**	**3,010,720**

CAPITAL EXPENDITURE 2017/18 - 2020/21

Project Area	Specific Revenue (other than General Rates)				Expenditure			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Works Vehicles & Plant Fleet					1,193,000	1,100,800	611,100	1,150,200
Corporate Services Vehicles					24,000	77,500	40,000	77,500
Corporate Services Program								
Administration Offices						25,000		
Works Depot						50,000	50,000	50,000
Office Equipment / IT					360,000	370,800	381,920	393,380
TOTAL COUNCIL +					**1,577,000**	**1,624,100**	**1,083,020**	**1,671,080**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Financial Forecasts 2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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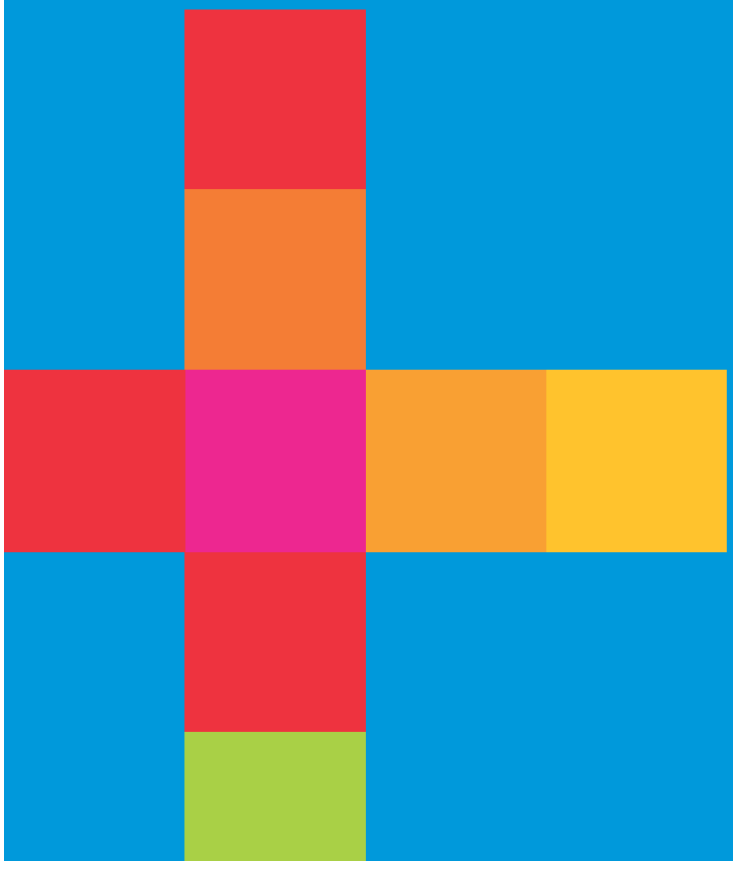
PARKES SHIRE COUNCIL



Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Strategic Asset Management Plan 2017/18 - 2028/29

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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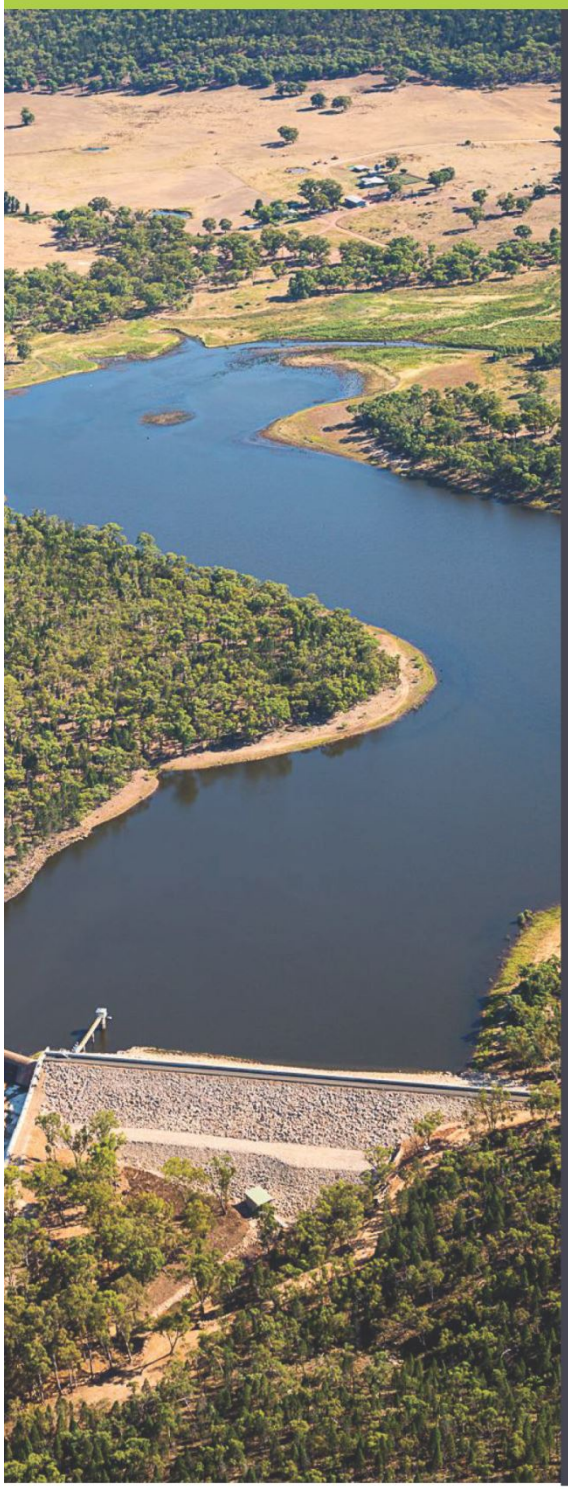

Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (Lep) 2012
- Community Engagement Strategy 2017- 2021
- 12 Year Asset Management Strategy 2017-18 To 2028/29
- 12 Year Long Term Financial Plan 2017-18 To 2028/29
- Parkes Shire Council Workforce Plan 2017-18 To 2020-21
- **Delivery Program 2017-18 To 2020-21**
- Delivery Plan Financial Forecasts 2017-18 To 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 20148
- End Of Term Report 2017-18 To 2020-21

Document Control

Revision	Date	Details	Prepared by	Reviewed	Approved
0.1	March 2017	Draft of first edition in new format	BL	BB	
0.2	20 March 2017	Modifications based on feedback from BB	BL	Asset Management Steering Group	
0.3	30 March 2017	Add plant and equipment	BL	BB	
1.0	18 April 2017	First edition for Council consideration	BL	BB	

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General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Contents

1. Executive Summary 4

2. How Council Provides the Best Value Possible 5

3. Technical Analysis, Planning and Management of Infrastructure 6

4. Aligning Infrastructure and Financial Planning 7

5. Risk Management 10

6. The Asset Management System 12

Appendix 1 - Asset Management Policy 14

Appendix 2 - Service Dashboards 18

Appendix 3 - Service Objectives 54

Appendix 4 - Asset Management Information Register 55

Appendix 5 - 10 Year Expenditure Projections 56

Appendix 6 - Terms of Reference for the Asset Management Steering Group 58

General Manager Mayor

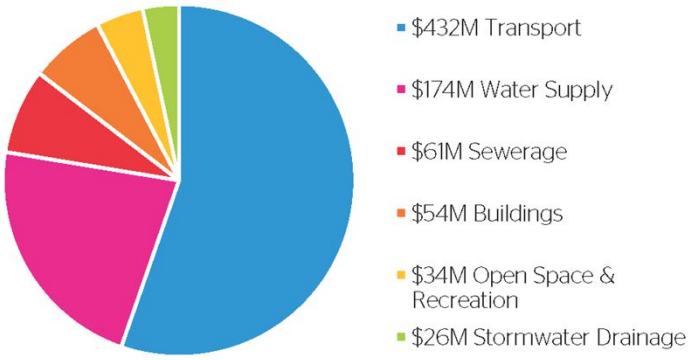
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

1. Executive Summary

This Strategic Asset Management Plan (SAMP) is one of three plans covering each major resource type (money, people and assets) considered under Council's Resourcing Strategy.

Council's infrastructure and equipment assets have a replacement value of around $805M (as reported in 2016). The chart below shows the value of each of the seven major asset classes.



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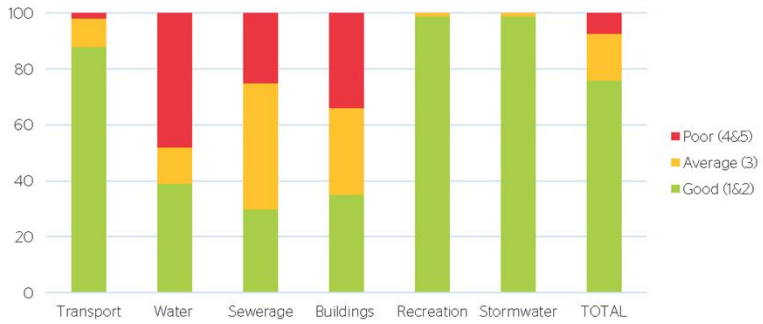

This highlights the need for continued investment in asset renewal (as well as that required to operate and maintain existing assets, and to build new assets to meet community needs and aspirations).

In fact, around 85% of Council's budget over the next four years is devoted to operating, maintaining, renewing and building new assets as well as accounting for their depreciation. This equates to around $59M p.a., on average, over the next four years (depreciation of infrastructure alone, the cost of asset consumption which is an operational expense in the budget, makes up around $10M p.a.).

Obviously, the way these assets are managed is critical to Council's financial sustainability. Many key inputs to Fit for the Future ratios (used to benchmark Council's performance) are defined via this SAMP.

This SAMP establishes a framework for Council to achieve the objectives of its Asset Management Policy (Appendix 1); to provide the best possible value from activities related to infrastructure assets and to continually improve its asset management practices.

The 7 Service Dashboards (Appendix 2) aligned to the themes in Council's Delivery Program are the centrepiece of this SAMP. A big picture view of everything Council does (backed up by detailed technical analysis and planning), highlight concerns about the value Council can provide from its activities (based on objectives in the Community Strategic Plan) both now and in 12 years (based on funds in the Long Term Financial Plan), to help identify priorities for resource allocation.

This SAMP defines a systematic approach to managing assets (based on ISO 55000 - international standard for AM systems) that sharpens this focus on value, the alignment of activities with objectives in the Community Strategic Plan, that fosters leadership at all levels of the organisation, that provides assurance that assets are fit for purpose (and facilitates audits to verify this) and that establishes a framework for continual improvement.

2. How Council Provides the Best Possible Value

Asset Management (AM) planning documents have traditionally been excessively detailed and complex. As a result, they have achieved limited engagement from the community, Councillors and staff and (more often than not) have been 'shelf documents' that were not kept up to date.

Recognising the problem, Council's AM Policy in Appendix 1 outlines a simpler approach based on ISO 55000:2014 and the NSW Local Government Act, 1993 and is centered on Council providing the best possible value from activities related to its infrastructure assets (the approach could apply to all activities with every 'thing' of value seen as an asset as per ISO 55000).

The centerpiece of this new approach is a series of 7 Service Dashboards (covering each theme in Council's Delivery Program) and a Dashboard Summary (collating this information onto a single page). These are included in Appendix 2 of this SAMP, along with an interpretation guide.

The Service Dashboards inform, and are informed by, the Delivery Program. They are intended to support Council's decisions in the Delivery Program and Operational Plan (particularly allocation of resources) by communicating the longer-term implications of decisions and the 'big picture' of priorities and resourcing. Ultimately, though, decisions in the Delivery Program inform the Dashboards.

While this high-level summary of everything Council does (including infrastructure-related activities) is intended to simplify Council's approach to AM, it is backed up by detailed technical planning and analysis (discussed in section 3), which then informs reporting on infrastructure (discussed in section 4).
SMART (specific, measurable, achievable, realistic and time-bound) objectives are fundamental to good AM. Service objectives are defined in detailed plans as well as Service Dashboards, Delivery Program and Operational Plan. Appendix 3 summarises these across all Council infrastructure assets.
Given that – as set out in the AM Policy – risk is one of three key perspectives on value, it is vital that Council's risk management system informs the AM system. This is discussed in section 5.
This Strategic Asset Management Plan (SAMP) describes the application of the AM system based on the principles in ISO 55000. The AM Steering Group (discussed in section 6) is the primary means by which Council monitors and reviews the implementation and improvement of the AM system to provide assurance that Council's infrastructure assets are fit for purpose.

Document Set ID: 975940
Version: 1, Version Date: 24/08/2017

The figure below explains how this SAMP relates to other documents in the Integrated Planning and Reporting Framework and summarises references (above) to further information.

3. Technical Analysis, Planning and Management of Infrastructure

As discussed in section 2, there is a need for detailed technical analysis and planning to support the high-level summary information contained in the Service Dashboards.
The AM Information Register (Appendix 3) identifies key information that underpins the AM system. An expanded version (of an operational nature) is a key reference for the AM Steering Group who monitors the implementation and improvement of the AM system, as discussed in section 6.

This information largely constitutes Council's 'Asset Management Plans' as defined in ISO 55000 clause 3.3.3 i.e. they specify the activities, resources and timescales required to achieve Council's 'AM' or functional objectives that are established in the Service Dashboards (i.e. the performance objectives and targets) and ultimately the Delivery Program and Operational Plan.

The detailed technical planning and analysis helps Council to ensure that the objectives that are set are SMART (specific, measurable, achievable, realistic and time bound). The technical processes and systems (also identified in the Register) then provide assurance these results will be achieved.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

+ Basic Categories of Technical Analysis, Planning and Management Documentation

Basic categories of technical analysis, planning and management documentation are described below. All must be periodically reviewed, and many are associated with opportunities for improvement.

Asset registers are the building blocks for the AM system, identifying all assets (sometimes in component parts) as well as location, quantities, materials, condition, age, etc.

Asset hierarchies are a means of prioritising resources and effort to those assets that are more critical (e.g. differentiating between very busy roads and those serving only a few properties).

Asset condition assessments use a variety of methods from visual inspections of buildings to automated laser/video assessments of roads to assess the condition of assets to determine how far it is through its useful service life.

Needs analysis and strategies identify both the needs of the community and the performance that is required from infrastructure assets to meet these (usually expressed in terms of quality or condition, functionality and capacity). This considers deterioration of assets, growth in demand, changes in community needs and expectations. Many of these may be formally adopted by Council.

Performance modelling predicts the expected deterioration in performance of assets over time.

Asset valuations consider both the 'fair value' of an asset (what it would be worth to sell on the open market – as required by accounting standards) and the expected service life. This information coupled with asset condition information enables Council to determine the current fair value of its assets and annual depreciation (how much of this value is being consumed each year) discussed in section 4.

Capital works programs identify the priorities for future works based on the priorities established by Council in the Service Dashboards and draw on a range of data on the assets including the asset hierarchy (the importance ranking of assets in a category e.g. main roads versus local streets). A short justification for the works is identified. The cost of undertaking works is also estimated.

Operations and Maintenance Management Plans/Systems are the means by which Council ensures assets are providing 'best value' (performing appropriately, being managed sustainably – avoiding premature failure and that risks are appropriately managed).

Procedural Documents are the means by which Council controls critical processes in the AM system such as the way projects are planned and executed, the way data is collected and stored in computer systems and methodologies for calculations related to performance of Council's infrastructure.

Section 6 discusses the need for monitoring, review and auditing of documentation, systems and processes to provide assurance as to the continuing suitability of the AM system.

4. Aligning Infrastructure and Financial Planning

Around 85% of Council's expenditure over the next 4 years is devoted to operating, maintaining, renewing and building new assets as well as accounting for their depreciation. This equates to around $59M p.a., on average, over the next 4 years.

Obviously, the way these assets are managed is critical to Council's financial sustainability. Several key inputs to

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fit for the Future ratios (used to benchmark Council's performance) are defined via this SAMP.

It is thus critical to ensure clear alignment between infrastructure and financial planning in this SAMP and the Long Term Financial Plan (LTFP) respectively. The assumptions and details behind the numbers must be clear. Three key areas are discussed below.

+ Asset Valuation and Consumption (Depreciation)

As noted in section 3, the valuation of assets is on the basis of 'fair value' (what an asset is worth on the open market). Asset condition says how far the asset is through its life (how much value has been consumed). The cost of asset consumption (depreciation) is calculated based on the value lost each year as the asset deteriorates (as life is used up), i.e. the asset value divided by its service life.

Assumptions about fair value, condition and service life of infrastructure assets determine a large proportion (around $10M p.a., over a quarter) of Council's annual operating expenses.

The Asset Management Steering Group (section 6) keeps under review the basic assumptions about valuation and service life across the main asset categories, including benchmarking against similar councils where possible. Note 1 of Council's Annual Financial Statements includes further details on service life and Note 27 includes details of methodologies for Fair Value Measurement.

The key point to make is that these assumptions need to be refined over time. Improvement actions to condition and valuation information are identified in the detailed version of the AM Information Register reviewed by the AM Steering Group.

+ 12 Year Expenditure Projections

Council forecasts its revenues and expenditure over 12 years via the Long Term Financial Plan (LTFP). It is critical that the financial information in this SAMP aligns with the LTFP.

Appendix 5 shows how the LTFP reconciles in summary with financial information in or informed by this SAMP. The first 4 years aligns with figures in Service Dashboards. Figures relating to years 5 to 12 are based on continuing the priorities for the programs identified in the Service Dashboards over the longer term, as well as drawing on information in technical documents where these are available (e.g. the 30 year financial plan for water and sewerage assets in the Integrated Water Cycle Management Plan).

In the LTFP, projected expenditure on capital activities (renewing assets and building/acquiring new ones) is reported as 'purchase of infrastructure, property, plant and equipment' in the Cash Flow Statement. The value of purchasing of 'non-infrastructure related' items is identified in Appendix 5 to show what is specifically for infrastructure. The figures split capital expenses on renewal and new/upgraded assets to report on the renewal ratio (a performance measure under Fit for the Future), which is also reported over a 4 year period in the Service Dashboards for each asset category.

In the LTFP, projected expenditure on operational activities (operating and maintaining assets) is reported as its component parts: 'employee benefits and on-costs', 'materials and contracts', etc. in the 'payments' section of the Cash Flow Statement as well as the 'operational expenditure' section of the Income Statement. Again, this includes expenditure of a 'non-infrastructure related' nature, but this is separately identified in Appendix 5 to show what is specifically devoted to infrastructure.

In the LTFP, projected depreciation expenses (also an operational expense) is reported in the Income Statement under 'expenses from ongoing activities'. Again, this includes depreciation of 'non-infrastructure related' assets separately identified in Appendix 5.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

+ Asset Maintenance Shortfall and Renewal Backlog

NSW Government's Local Government Code of Accounting Practice and Financial Reporting defines the method to calculate infrastructure performance measures that must be reported in Special Schedule 7 (SS7) of Council's annual financial statements. These are important Fit for the Future benchmarks.

Auditing of these measures has been flagged for several years. Council has developed a procedure (based on the Code) outlining its calculations, which is included on the AM Information Register kept under review by the AM Steering Group (section 6) who also reviews reported results as part of preparation of the annual financial statements. The key points are discussed below.

In terms of maintenance, Council has analysed its infrastructure assets and determined current funding ('actual maintenance' in SS7) is sufficient to ensure assets don't fail prematurely and can be kept in a functional state for community use. This is the definition of 'required maintenance' in Code update 25, 2017 so in future Council expects to report a funding shortfall of zero for maintenance, although this situation will be kept under review by the AM Steering Group (as discussed above).

In terms of renewal backlog, Council undertook extensive community consultation regarding the level of service from Council's assets in the context of their willingness to pay for improvements in 2012.

Given the choice between the 'current situation' (rates limited to the rate peg, which would lead to a decrease in service levels), a 'static delivery program' (with a rate increase, which would enable Council to address some of the backlog and maintain current service levels) or a 'progressive delivery program' (with a larger rate increase, which would enable Council to address the backlog and improve service levels), the community chose overwhelmingly to pay more for a 'progressive delivery program'.

Council successfully applied to IPART for a Special Rate Variation (SRV) to fund the progressive delivery program, and the SRV was introduced over the period 2013-2016 (the term of the last Council).

Given the substantial increase in infrastructure investment, the 'backlog' could be expected to have decreased, however the latest community survey (2016) found a 'performance gap' remains in many infrastructure-related services (the largest being in local and main roads, public toilets and footpaths).

The performance gap (importance of the service minus satisfaction) from this survey is an important consideration in decisions about priorities for the allocation of its resources (including funds generated from the SRV). This is reported for all services on page 1 of the Service Dashboards.

Council considered this and many other issues in identifying proposed projects for investing SRV funds over the next 4 years during the community engagement program associated with the preparation of this Delivery Program and the review of the Community Strategic Plan by the newly elected Council. While some projects were identified as 'backlog' (e.g. public toilets), the majority are intended to improve the performance of Council's infrastructure assets. In most cases (e.g. water and sewerage) where a project is funded in future it is not identified as backlog.

Given that Council is 'fit for the future' – a part of which is having the infrastructure renewal backlog under control, below the 2% benchmark – it is less helpful to focus on what should have been done in the past than how best to allocate Council's limited resources in the future to deliver the best possible value to the community from infrastructure-related activities (the objective of Council's AM Policy).

Council will continue to report on its 'backlog' using the methodology defined in the procedural document noted above (which will comply with the Code and facilitate auditing), however this is no longer a prime focus of Council's AM activities, being replaced with a focus on best value as established in the principles outlined in recent amendments to the NSW Local Government Act, 1993.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

5. Risk Management

+ Relationship between Risk and Asset Management Systems

Council's AM Policy identifies three perspectives to consider in relation to providing the 'best possible value' to the community: performance, sustainability and risk/resilience (these inform the basic structure of page 1 of the Service Dashboards).

The AM Policy identifies that 'risk' is as defined in Council's risk management system (established under Council's Enterprise Risk Management Charter) so it is vital that risk and AM systems are integrated (or put differently, Council's risk management system perhaps underpins the AM system: risk represents a 'floor' of minimum acceptability in terms of value). Integration of risk and AM systems is part of the terms of reference for the AM Steering Group (Appendix 6).

Risks identified at the corporate level (via the corporate risk register) will sometimes shape the AM system itself, and the implementation of the AM system through operational and capital programs will often be driven by risk management as a priority (as identified in Service Dashboards). Detailed technical analysis and planning (section 3) will often be driven by the need to quantify and manage risk.

Operational risk management is achieved by Operations and Maintenance Management Systems (this is in many ways the 'front line' of risk management e.g. identifying and repairing defects on the road network and playgrounds or managing the storage, treatment and distribution of drinking water as described in the Drinking Water Quality Management Plan).

Other risks can only be treated adequately by undertaking capital works. Where a project is included in the Capital Works Program for reasons related to risk, this will be noted in the justification.

+ Managing Critical Assets

The IPR Guidelines (essential element 2.13) require that the AM Strategy identify assets that are critical to its operations and outline risk management strategies for these assets.

ISO 55000 (clause 3.2.8) defines a critical asset as an asset having potential to significantly impact on the achievement of the organisation's objectives. Assets can be critical due to safety, environment or performance reasons (this can relate to legal, regulatory or statutory requirements) or because they provide services to critical customers.

While Council has established hierarchies for most asset categories that prioritise efforts toward those assets with higher usage (e.g. distributor roads, trunk pipelines) and in most cases establish higher standards of performance (e.g. renewal is undertaken when assets are less deteriorated), in a sense all assets are 'critical' in that they provide essential services to the community.

Risk management strategies for the primary asset categories are outlined on the following page. Further details are discussed in section 4 and in the reference documents noted in Service Dashboards, as well as (where relevant) in Council's corporate risk register.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

CRITICAL ASSET	PRIMARY RISKS	MANAGEMENT STRATEGIES
Water Supply	Supply problems due to drought Supply problems due to drought Failure of critical infrastructure (e.g. pumps) or loss of power leads to loss of supply	Drought and Drinking Water Quality Management Plans in place; criticality analysis undertaken on all assets and condition assessments underway with opportunities to improve redundancy and resilience identified (e.g. backup pumps, storage in reservoirs)
Sewerage	Release of untreated sewage or effluent to the environment due to a loss of power or failure of infrastructure	Criticality analysis undertaken on all assets and condition assessments underway with opportunities to improve redundancy and resilience identified (e.g. backup pumps and generators, storage time in pump stations and at water reclamation plant), pollution incident response plans in place
Roads, Bridges and other Transport	Safety issues arising from asset failures and/or other issues such as fallen trees, washed out bridges, flooded roads	Inspection systems in place with additional inspections undertaken where necessary (e.g. after a major storm event) to identify and respond to defects
Playgrounds	Safety issues from damaged or broken equipment	Inspection system in place to identify and respond to defects
Sports-grounds	Safety of users	Appropriate maintenance carried out, grounds closed when unsuitable to use
Aquatic Centres	Safety of users	Appropriate maintenance carried out, grounds closed when unsuitable to use
Buildings	Business continuity in the event of a problem with the building	Business continuity plans in place Appropriate maintenance carried out
Plant and Equipment	Safety for workers and others on Council worksites	Maintenance programs, daily inspections, trained operators

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

6. The Asset Management System

The AM System is the set of interrelated or interacting elements of an organisation to establish policies and objectives for AM, and processes to achieve those objectives (ISO 55000 cl. 3.4.2, 3.4.3).

The planning, implementation, review and improvement of the AM system is described below. A key difference from traditional AM practice (which featured very detailed asset management plans to be adopted by Councils at a corporate level) is that much of the detail is managed at the operational level, with policy and planning documents adopted by Council kept simpler to facilitate better engagement.

+ Asset Management Steering Group

Council's AM Policy provides for establishment of an AM Steering Group whose role is to monitor and review implementation and improvement of the AM system to ensure Council's AM objectives are met.
The terms of reference are in Appendix 6. It is important to note the Group provides an important cross-functional forum for planning and coordinating AM activities including raising awareness of and communicating about AM issues (in addition to monitoring and reviewing the AM system).

+ Roles, Responsibilities, Resourcing and Awareness

Roles and responsibilities in relation to the AM system are established at several levels in Council:

- Generally, in the AM Policy
- Specific to particular programs / functions in Service Dashboards (which reflect Council's Delivery Program and Operational Plan, but generally at a higher level)
- Specific to particular documents in the AM Information Register (refer below)
- Specific to positions in Position Descriptions and employee performance objectives

The Service Dashboards reinforce the fact that infrastructure assets in some way support the provision of all services across Council, thus highlighting that everyone has a stake in AM and something to contribute to the implementation and improvement of the AM system.

Monitoring clarity of roles and responsibilities as well as the adequacy of resources (including competence) to support the implementation of the AM system is within the terms of reference for the AM Steering Group, as is raising awareness of and communicating about AM issues.

+ Information and Documentation Requirements

As discussed in section 3, the detailed technical analysis and planning that sits behind the Service Dashboards are critical if Council is to achieve its AM objectives.

The AM Steering Group is responsible for keeping this information under review via an expanded version of the AM Information Register (Appendix 3) that includes:

- A more detailed list of the key reference documents relating to each service area that are summarised in the Service Dashboards
- Responsibilities for the particular source of information, document or process/system
- Criteria for effective implementation and assurance of that element of the AM system (acceptance criteria, measures to demonstrate compliance, monitoring to be undertaken)
- Interconnectivities between that element and other elements of the AM system (or things outside the AM system e.g. financial and HR management systems)
- Current status (including confidence in data) and specific improvements required

The review of this list is an agenda item on the terms of reference for the AM Steering Group.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

+ AM System Operation, Control, Monitoring and Audit

Processes within the AM system must be planned, implemented and controlled if Council is to meet its AM objectives. The AM Information Register identifies procedural documents (and acceptance criteria, measures to demonstrate compliance as well as monitoring undertaken for them). Many of the plans in the Register also include information on the processes required for their implementation.

Where problems or potential problems with Council's assets, AM or AM system are identified as part of monitoring, Council will take necessary actions to prevent or correct and control them, as well as eliminate the cause to avoid them recurring and will review their effectiveness. The AM Steering Group will be the forum to review and discuss such issues, as noted in the terms of reference.

The terms of reference for the AM Steering Group also includes consideration of the adequacy of processes (including control and monitoring of these to ensure Council's AM objectives are met), an evaluation of the risks associated with any changes to the AM system including proposals to outsource AM activities, and controls and monitoring required to ensure AM objectives are met.

ISO 55001 (clause 9.2) requires that internal audits be carried out at planned intervals to provide information to assist in the determination on whether the AM system conforms to Council's own requirements and those of ISO 55001, and whether it is effectively implemented and maintained. Terms of reference for the AM Steering Group includes the development and implementation of an audit programme.

NSW Office of Local Government has flagged its intention to introduce auditing of AM information reported by Councils since 2013. Requirements defined to date in OLG Circular to Councils 15/29 fit within the comprehensive AM systems framework in ISO 55001, so the approach in this SAMP will help Council to demonstrate compliance with specified requirements and best practice when auditing is introduced.

+ Review and Improvement

The primary function of the AM Steering Group (aside from providing a forum for planning and coordinating AM activities) as established by Council's AM Policy, is management review of the AM system to ensure its continuing suitability, adequacy and effectiveness.

The Group will consider information from a range of sources (listed in the terms of reference) to review the AM system each 6 months as a minimum, in line with performance reporting for Council's Delivery Program. Outputs of this review (to be tabled at Council's Executive Leadership Team meeting for consideration) will include opportunities for continual improvement and the need for changes to the AM system, including revisions to this SAMP.

When appropriate, improvement actions will be identified in the Delivery Program and/or Operational Plan. Business cases for unfunded actions will be considered by the AM Steering Group.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Appendix 1 – Asset Management Policy

1. Introduction

The NSW Local Government Act, 1993 establishes principles to provide guidance to enable Councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

Guiding principles include that Councils should:

- Carry out functions in a way that provides the best possible value for residents and ratepayers
- Plan strategically, using the Integrated Planning and Reporting Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community
- Manage lands and other assets so that current and future local community needs can be met in an affordable way
- Have effective financial and asset management, including sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions and risk management practices.

2. Purpose

This policy establishes Council's commitment to the principles established by the NSW Local Government Act and describes the framework Council will use to apply them to management of its infrastructure assets.

3. Policy

Council is committed to providing the best possible value from its activities related to infrastructure assets and continually improving its asset management system, which Council is developing so as to comply with the principles established by ISO 55000:2014 (international standard for asset management systems).

Definitions

Asset: infrastructure owned and/or controlled by Council. Note: the definition of 'asset' in ISO 55000 clause 3.2.1 is broader ("item, thing or entity that has potential or actual value to an organisation") and it is noted that value can be tangible or intangible. Council may consider broadening its definition of an asset in future (at which point the governance framework established by this policy could apply to all Council activities).

Asset management: coordinated activities Council undertakes to realise value from infrastructure assets.

Asset management system: the set of interrelated or interacting elements of Council's organisation to establish the asset management policy and objectives and processes to achieve those objectives.

Best value: the optimum outcome that can be delivered so that Council's infrastructure assets:

- Perform in a way that meets the needs and aspirations of the community as expressed in the Parkes 2030 Community Strategic Plan (as far as possible within the resources Council has available to provide them, considering competing priorities)
- Are sustainable (in that the social, environmental and economic costs of providing infrastructure assets over the long term are minimised)
- Have an acceptable level of risk (as defined in Council's risk management system) and are resilient (wherever possible, increasing the capacity of the community to withstand external shocks and adapt to changing circumstances).

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4. Responsibility

Council as a governing body has responsibilities under the NSW Local Government Act for the responsible and sustainable management of infrastructure assets. The primary means by which these are satisfied is by implementing the Integrated Planning and Reporting Framework, particularly requirements for asset management planning in Council's Resourcing Strategy which informs the Delivery Program.

The General Manager has responsibility for preparation of Integrated Planning and Reporting Framework documentation in consultation with the Mayor and governing body (Councillors), and for its implementation. The Asset Management Steering Group monitors the implementation and improvement of the asset management system, which supports the achievement of asset management objectives within the Integrated Planning and Reporting Framework. This includes ensuring asset management responsibilities are clearly and appropriately allocated throughout the organisation.

5. Related Documentation

Council's Strategic Asset Management Plan (part of the Resourcing Strategy) is Council's peak asset management document. It identifies Council's primary asset management documents as well as the framework within which the implementation and improvement of Council's detailed asset management documentation will be monitored and reviewed by the Asset Management Steering Group.

6. Procedure

A series of Service Dashboards (one for each theme in Council's Delivery Program) form the centerpiece of Council's Strategic Asset Management Plan.

The Dashboards highlight key concerns with the value Council can provide both now and in 12 years' time (based on funding available in the Long Term Financial Plan) in order to facilitate an ongoing conversation between Council and the community about priorities for the allocation of Council's limited resources to provide the best possible value across all functions of Council.

Asset management activities are aligned with the outcomes in the Parkes 2030 Community Strategic Plan so that Council is clear about how its functions are helping to facilitate a strong, healthy and prosperous local community (the objective of the principles established by the NSW Local Government Act).

The asset management system is designed to foster leadership within Council by clarifying the outcomes that Council's activities are intended to deliver and establishing responsibilities for achieving these.

The system is also intended to provide assurance that infrastructure assets will fulfill their required purpose and to satisfy audits of Council's asset management performance that are to be introduced in the future.

The Asset Management Steering Group performs the management review function for the asset management system, driving continual improvement based on the principles of ISO 55000:2014.

Training

Training needs are identified and actioned at various levels in the asset management system.

The Asset Management Steering Group considers competence, awareness and resourcing within the asset management system as part of its role.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Reporting

Reporting on Council's infrastructure assets forms an important part of the Integrated Planning and Reporting Framework and also ongoing reporting under the NSW Government Fit for the Future program.

Activities undertaken within the asset management system are identified in Council's Delivery Program and Operational Plan and performance outcomes are reported as part of this. Council's annual financial statements includes a schedule devoted to the state of Council's infrastructure assets and infrastructure issues are noted at various other points in the statements.

The Asset Management Steering Group reviews methodologies for reporting on infrastructure assets to ensure they comply with requirements and provide an accurate picture of the current situation, and the situation that is forecast in future based on Council's planned activities and the available funding.

7. References

- NSW Local Government Act, 1993
- Integrated Planning and Reporting Guidelines and Manual (NSW Office of Local Government, 2010)
- ISO 55000:2014 Asset Management - Overview, principles and terminology
- ISO 55000:2014 Asset Management - Management Systems - Requirements

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Appendix 2 – Service Dashboards and Dashboard Summary

Following are the Service Dashboards discussed in section 2. These cover all operations of Council, and align with the themes in Council's Delivery Program:

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

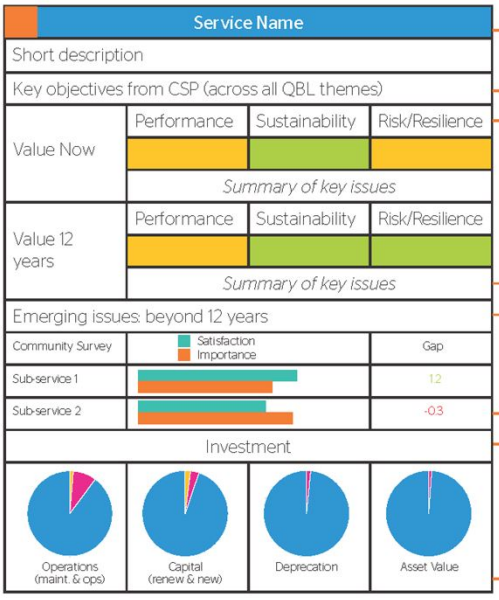
The Dashboard Summary gathers all of these together on a single page.

An interpretation guide for Service Dashboards and the Dashboard Summary is provided below.
It is important to note that these documents are still a work in progress and need further (and ongoing) refinement. These are Council's first version of a new format of planning documentation designed to present a very high level overview of Council's functions, assets and budgets.

Relevant information is drawn from more detailed sources (Council's Delivery Program, Operational Plan, Annual Financial Statements and Budgets) and so these other documents should be considered to be the final point of reference.

+ Interpretation Guide for Service Dashboards and Dashboard Summary

Service Dashboards: Page 1



Service description and relevant goals from the Community Strategic Plan

Key issues of concern with the value Council can provide now and in 12 years time with the resources it has available (plus emerging issues beyond this)

Community satisfaction survey results collated from the Micromex survey conducted in May 2016.

The gap indicates the gap between the importance and satisfaction established for each service area.

Investment in the service (as a proportion of total investment in all services) in terms of:

- Ongoing activities (operations: yellow = maintenance, pink = operations and blue = balance across other Council activities)
- New/renewal assets (capital: yellow = renewal, pink = new/upgrades and blue = general fund)
- depreciation (cost of asset consumption)
- total asset value

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Service Dashboards: Page 2

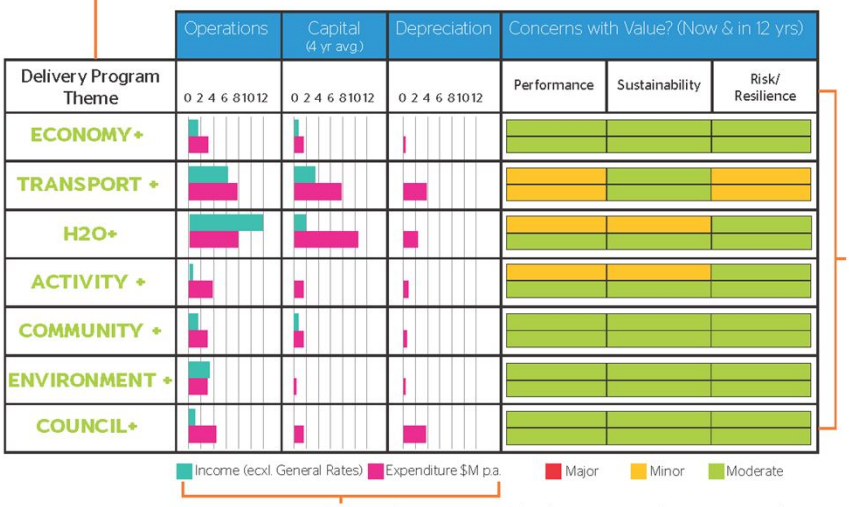
Infrastructure supporting the service
- Asset categories, quantities and cost to renew
- Consumption ratio (100% = assets are new, 0% = at end of life)
- Backlog ratio (proportion of assets in unsatisfactory condition)
- Renewal ratio (renewal spend relative to depreciation: are assets being renewed faster than they are consumed?
- Capital ratio (spend on renewal + new and upgraded assets compared to depreciation: growth in the asset base?)

Operational Programs (ongoing activities)
- Priorities and responsibilities for limited resources
- Summary 4 year budgets (revenue and expenditure)
- Performance measures and targets

Capital Programs (renewal and new/upgrades assets)
- Priorities and responsibilities and limited resources
- Summary 4 year budgets (revenue and expenditure)
- Performance measures and targets

Dashboard Summary

Council's functions: all operations are summarised on this single page (further details are available in the individual Services Dashboards



Concerns about the value Council is able to provide (now/12 years) with the resources it has available from the perspectives of:
- *Performance* (quality/function/capacity);
- *Sustainability* (minimising long term social, environmental and economic costs); and
- *Risk/Resilience* (avoiding negative outcomes, capacity to withstand shock)

Resources invested in each function: revenue (turquoise) and expenditure (pink) for *operations* (ongoing activities); *capital works* (renewal and new/upgraded assets) as well as *depreciation* (the cost of asset consumption). If revenue is more than expenditure it generates incomes. If it is less, it is funded by general rates. Capital expenses (asset renewal) must equal depreciation over the long term to avoid assets being used up.

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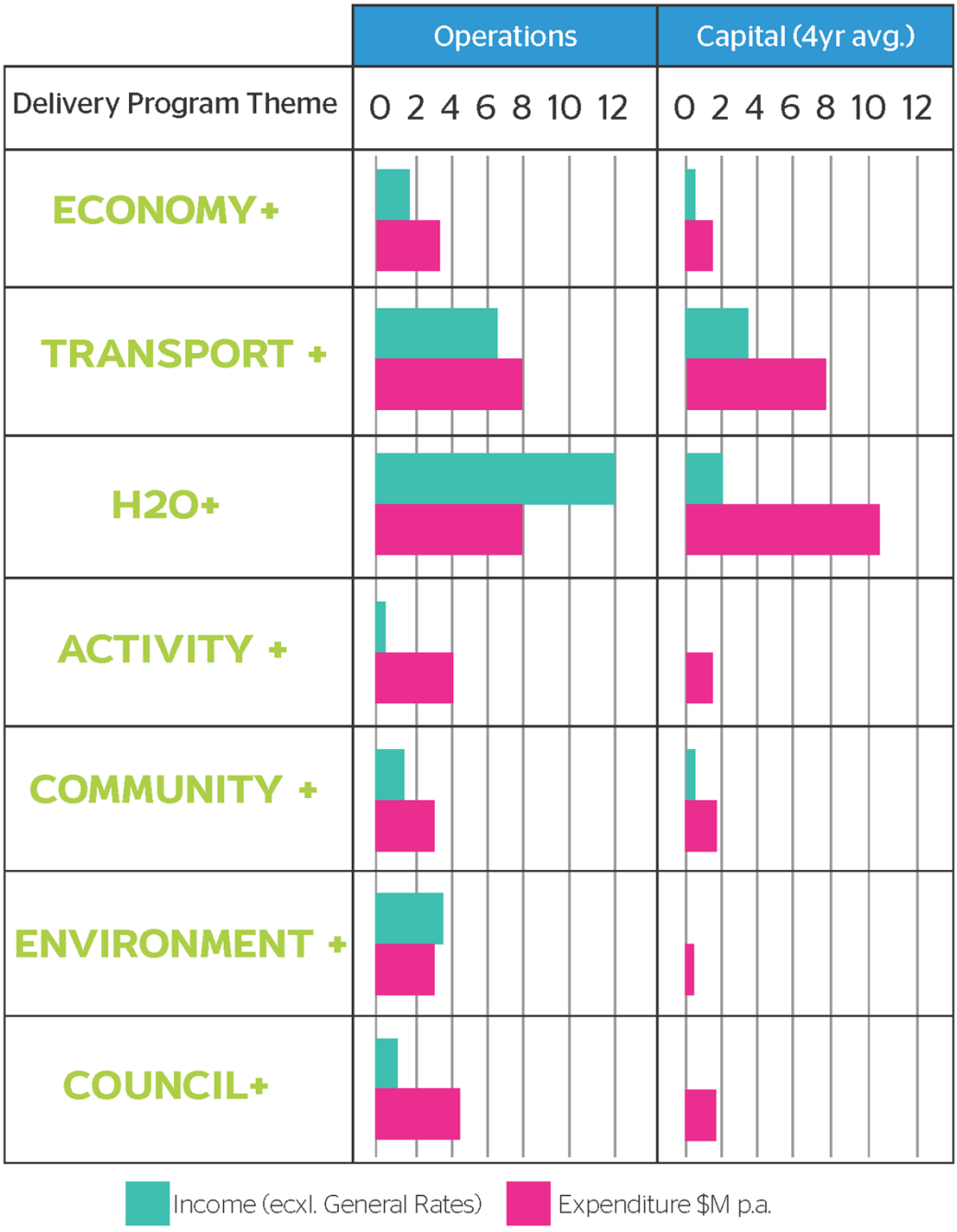
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

+ Parkes Shire Council Dashboard Summary



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

ECONOMY+

Destination (tourism) and industry (economic) development in collaboration with stakeholders; facilitating and/or staging events.

Future Direction 4 | Grow and Diversify the Economic Base
4.1 By having a strong local business sector
4.2 By the promotion and marketing of the Parkes Shire as a destination to visit, live, work and invest
4.3 By attracting business investment into the Shire
4.4 By lobbying the Government for increased infrastructure and services funding
4.5 By developing and implementing a range of Strategic Economic Development projects to drive economic diversification, investment, employment and population growth
4.6 By the implementation of innovative technology strategies to ensure that the Parkes Shire becomes a more connected, agile, smart and vibrant community

Future Direction 5 | Develop Parkes as a National Logistics Hub
5.1 Develop and promote the Parkes National Logistics Hub

	Performance	Sustainability	Risk and Resilience
Value Now	Council is undertaking planning and actions to promote a diverse and vibrant community.	Council seeks to balance the social, environmental and economic outcomes of development. All major industries in Parkes have a long-term future.	The regional economy is strong and diversified, which improves resilience in the face of shocks. Council seeks to promote and enhance this.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Council is endeavouring, along with all Government and industry stakeholders, to see the development of the Inland Rail and a National Logistics Hub.	Continued efforts to promote a balanced approach to development and to foster long-term futures for our major industries.	Lack of technology and connectivity issues may constrain growth in similar communities and agriculture.
Emerging Issues (beyond 12 years)	Aging population, connectivity to major capital cities and ports		

Community Survey (2016)

Service	Satisfaction / Importance (0 1 2 3 4)	Gap
Tourism		0.37
Industry Support		0.78
Caravan Park		-0.17
Festivals		-0.33

Financial Investments ($)

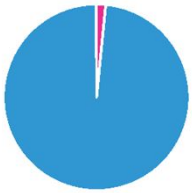
Operational Expenditure (maintenance & operations)

- $ 0.5m Maintenance
- $ 3.0m Operations
- $ 30.8m Balance across other Council activities

Renewal/Upgrade Expenditure

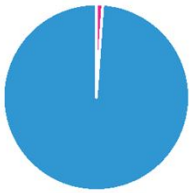
- $ 0.5m Renew (4yr avg.)
- $ 0.8m New/Upgrade
- $ 23.4m Balance across other Council activities

Asset Depreciation



- $ 0.2m Depreciation
- $ 9.55m Balance across other Council activities

Infrastructure Replacement Value



- $ 9.5m Infrastructure Replacement Value
- $ 832.5m Balance across other Council activities

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

ECONOMY+

Infrastructure

Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
Henry Parkes Centre	4.8	90%	0%	0%	0%
Commercial Properties	2.9	64%	8%	0%	0%
Caravan Park	1.8	48%	0%	0%	0%
TOTAL ECONOMY +	**9.5**	**74%**	**2%**	**0%**	**0%**

Operational Programs

Program Area	Priorities	Responsible
Economic Development	Implementation of the Economic Development Strategy focusing on the four pillars of supporting existing local businesses, promoting the Parkes Shire, attracting investment and lobbying.	Manager Economic & Business Development
Destination Management	Implement the Parkes Shire Destination Management Plan	
Henry Parkes Centre	Operations including Visitor Information Centre and Museum	
Marketing & Communications	Actively promote the Parkes Shire as an attractive place to live, work and invest; managing Council's brand identities and coordinating internal and external communications through all channels.	
Elvis Festival	Planning and staging the event in accordance with the Business Plan	
Other events	Planning and staging events in accordance with the Events Strategy	

Program Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Tourism	54,000	56,000	57,000	58,000	884,000	907,000	930,000	955,000
Caravan Park	331,000	339,000	347,000	356,000	293,000	289,000	296,000	304,000
Industrial Develop't Promo	200,000	210,000	221,000	233,000	1,016,000	1,038,000	1,060,000	1,083,000
Henry Parkes Centre	34,000	35,000	35,000	36,000	620,000	443,000	450,000	457,000
Elvis Festival	682,000	695,000	712,000	725,000	679,000	688,000	698,000	708,000
TOTAL ECONOMY +	**1,301,000**	**1,335,000**	**1,372,000**	**1,408,000**	**3,492,000**	**3,365,000**	**3,434,000**	**3,507,000**

Program Area	Performance Measures and Targets	Target
Economic Development	Measure: Progress on implementation of actions from Economic Development Strategy	Report
Destination Management	Measure: Progress on implementation of actions from Destination Management Plan	Report
Henry Parkes Centre	Measure: Activities and number of visitors to the Centre	Report
Events	Measure: Number of events supported, number of visitors and media exposure	Report

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Capital Projects								
Project Area	Selection Criteria (for Priority Projects list)							Responsible
Main Street Vibrancy Program	Redevelopment of Parkes CBD in accordance with Concept Plans. Key priorities include lower Clarinda Street and Cooke Park. Works include renewing and enhancing roads and footpaths, lighting, seats, landscaping, wayfinding and a multi-purpose centre in Cooke Park.							Manager Economic & Business Development
Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Lower Clarinda St upgrade		1,000,000			400,000	1,300,000	150,000	350,000
Furniture/Landscape/Art					50,000	50,000		50,000
Cooke Park		500,000			50,000			
Land Development					239,000			
Entrance South Parkes		50,000						
TOTAL ECONOMY +	-	1,550,000	-	-	739,000	2,349,000	1,009,000	1,039,000
Project Area	Performance Measures and Targets							Target
Lobbying for grants	Successfully securing grants to fund Main Street Vibrancy project							Grant
All projects	Completion of projects							90%
Reference Documents								
Parkes Shire Economic Development Strategy Destination Management Plan and Events Strategy.								

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

TRANSPORT +

Provision and maintenance of transport infrastructure (local and regional roads, bridges, footpaths and cycleways, kerb and gutter, signs and guardrails), contracted works on State roads (Henry Parkes Way for Roads and Maritime Services), Bogan Road (for Northparkes Mine), and operate and develop Parkes Regional Airport and road safety programs.

Future Direction 3 | Promote, Support and Grow our Communities
3.1 Develop and implement individual township plans

Future Direction 4 | Grow and Diversify the Economic Base
4.1 By having a strong local business sector
4.2 By the promotion and marketing of the Parkes Shire as a destination to visit, live, work and invest
4.3 By attracting business investment into the Shire

Future Direction 5 | Develop Parkes as a National Logistics Hub
5.1 By advocating and promoting access into all major capital cities, market and ports via road, rail and air

Future Direction 6 | Enhance Recreation and Culture
6.2 Develop and implement pedestrian access and cycling mobility facilities

Future Direction 7 | Care for the Environment in a Changing Climate
7.1 Improve the environmental outcomes of Council's operations
7.4 Implement environmental regulations and controls in Council's sphere of operation

Future Direction 8 | Maintain and Improve the Shire's Assets and Infrastructure
8.2 Manage Council's road assets
8.5 Maintain and operate Parkes Regional Airport

	Performance	Sustainability	Risk and Resilience
Value Now	While the road network is generally sound and continued investment is leading to improved performance (eg. less potholes), feedback from the community indicates that they have a higher expectation; functionality and capacity is a concern on some roads that need to cater for Restricted Access Vehicles; lack of/narrow footpaths in some areas; lack of kerb in some areas; some roads are subject to periodic closure from flooding.	Major resurfacing programs and helping to prevent (costly) premature failure of pavements as well as reduce maintenance costs; a focus is now required on table drains to again prevent premature pavement failure; 'heavy patching' and stabilisation delays the need for full reconstruction, but when this is done it is high quality construction with a long expected service life.	An effective maintenance management system is in place to identify and respond to defects on roads. Road safety issues are of concern at some locations (alignment, width, intersections); opportunity to improve signage and notification for flood affected roads.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Modelling indicates that the planning level of renewal will keep up with deterioration, although the network as whole is aging. Concerns relating to functionality and capacity of roads increasing with greater volumes and larges vehicles (particularly related to mining and grain movements by road).	Resealing and drainage maintenance will continue to prevent premature failure; heavy patching will extend service life of existing pavements; continued investment in high quality construction with long expected service life will help address the 'ramping up' of renewal need.	Effective maintenance management system is in place. Road safety improvements (alignment, width, intersections) will be undertaken on priority sites, but cannot address all areas of concern.
Emerging Issues (beyond 12 years)	Current funding is sufficient to keep up with deterioration over the next 10 to 15 years. There is a need to monitor emerging growth in renewal need in the longer term. It is important that roads that are reconstructed are built with a long service life to avoid exacerbating any peak. Increasing volumes/size of trucks will continue. Significant funding from particular mines is dependant on continued operation.		

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

TRANSPORT +

	Service	Satisfaction / Importance (0 1 2 3 4 5)	Gap
Community Survey (2016)	Local roads		1.78
	Main roads		1.4
	Footpaths		0.96
	Road Safety		0.87
	Car Parking		0.42
	Airport		0.33
	Signage		0.54
	Kerb and Gutter		0.04

Financial Investments ($M)

Operational Expenditure (maintenance & operations)

- $ 3.0m Maintenance
- $ 5.0m Operations
- $ 26.3m Balance across other Council activities

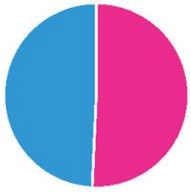
Renewal/Upgrade Expenditure

- $ 5.0m Renew (4 yr avg.)
- $ 2.7m New/Upgrade
- $ 17.0m Balance across other Council activities

Asset Depreciation

- $ 4.1m Depreciation
- $ 5.65m Balance across other Council activities

Infrastructure Replacement Value



- $ 4.27m Infrastructure Replacement Value
- $ 415m Balance across other Council activities

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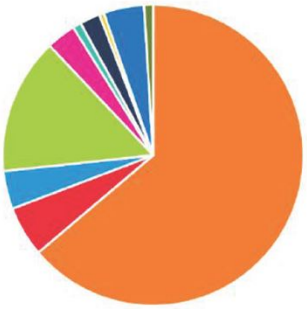
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

TRANSPORT +

Infrastructure



Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
560km Sealed Pavement	272.3	88%	0.4%	125%	207%
560km Sealed Surface	23.1	65%	1.1%	132%	154%
64km Kerb and Gutter	17.4	78%	0.0%	0%	0%
1300km Unsealed Roads	62.4	75%	0.8%	117%	117%
38 Bridges & Big Culverts	13.4	73%	0.0%	235%	235%
311 Rural Culverts	3.9	62%	0.0%	0%	0%
47km Footpaths	9.3	78%	0.0%	221%	354%
Carparks	2.1	76%	0.0%	0%	0%
Regional Airport (incl. bridges)	18.6	64%	2.8%	0%	0%
Other Transport Assets	4.1	44%	0.0%	0%	0%
Bulk Earthworks	-	N/A	N/A	N/A	0%
TOTAL TRANSPORT +	**426.7**	**82%**	**1%**	**123%**	**163%**

Operational Programs

Program Area	Priorities	Responsible
Maintenance of Transport Infrastructure	Identify defects (via inspections and requests from the public) and prioritise actions to make safe and repair (as per risk-based Maintenance Specification and efficient programming of work)	Manager Works
Road Maintenance Council Contract (RMCC)	Compliance with Roads and Maritime Services Contract for maintenance of Henry Parkes Way (MR61 East and West - State road) and 'ordered work' (additional projects besides maintenance)	
Bogan Road Maintenance	Maintain roads with contribution from Northparkes Mine	
Road Safety Programs	Road Safety Programs, planning for network improvements, seeking funding and the Traffic Committee	Director Engineering Services
Development Controls	Ensuring that transport assets created by development meet Council specifications and that transport impacts of developments are appropriately assessed and controlled	Manager Traffic & Design
Regional Airport	Operate Airport in accordance with regulatory requirements and Business Plan	Manager Support Services

Program Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Financial Assistance Grant (rds)	1,1997,230	2,045,500	2,094,930	2,145,560				
Road Safety	118,252	121,191	124,203	127,288	156,270	160,550	164,920	169,420
Urban Sealed Rd Maintenance					500,000	512,000	524,000	537,000
Urban Unsealed Rd Maintenance					78,000	80,000	100,000	84,000
Main St Maintenance & Clean					95,000	97,000	698,000	102,000
Parking Area					83,000	85,000	87,000	88,000
Footpaths and Kerb					92,840	95,080	97,380	99,730
Rural Sealed Road Maintenance					254,000	251,000	257,000	264,000
Rural Unsealed Road Maintenance					1,194,000	1,223,000	1,252,000	1,282,000
Quarries & Gravel Pits					42,000	43,000	44,000	45,000
Regional Rd Block Grnt/Maint	1,230,070	1,259,800	1,290,250	1,321,430	1,237,750	1,237,940	1,238,130	1,238,320
Bridge Maintenance					15,530	15,910	16,290	16,680
Footpaths and Cycleways					218,000	222,000	225,000	229,000
Regional Airport	376,000	382,000	388,000	389,000	1,115,000	673,000	680,000	687,000
Street Trees					140,000	144,000	147,000	151,000
Street and Gutter Cleaning					203,000	208,000	213,000	218,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Program Area	Revenue ($)				Expenditure ($)			
Street Lighting	68,000	70,000	71,000	73,000	275,000	282,000	288,000	295,000
RMCC Maintenance	739,000	757,000	775,000	794,000	739,000	757,000	775,000	794,000
RMCC Ordered Work	1,699,000	1,710,000	1,751,000	1,793,000	1,669,000	1,710,000	1,751,000	1,793,000
Bogan Road Maintenance					36,000	37,000	38,000	39,000
TOTAL TRANSPORT +	6,197,552	6,345,491	6,494,383	6,647,278	8,134,390	7,833,480	7,979,720	8,132,150

Program Area	Performance Measures and Targets	Target
Maintenance of Transport Infrastructure	Target: Compliance with intervention standards and response times in maintenance specifications	90%
	Measure: Report on maintenance accomplishments (by asset type eg. number of potholes, area of footpaths repaired, length of unsealed road graded) and number of customer requests (plus public liability incidents) with comparisons to specifications and previous years	Report
Transport & Drg. Other Operations	Report on activities undertaken in accordance with the Operational Plan	Report
Regional Airport	Report on activities undertaken in accordance with the Operational Plan	Report

Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Grant Funded Projects (to be confirmed)	Council will continue to seek funding assistance from grants to upgrade the network (eg. widen and seal unsealed roads with significant traffic). Projects are dependent on the grant.	Manager Design & Traffic
Resurfacing and heavy patching of sealed roads	Resealing to maintain a waterproof layer and prevent premature pavement failure; includes heavy patching of isolated pavement failures prior to sealing and major maintenance	Manager Works
Sealed Road Renewal/ Upgrade Program	Renewal of roads, kerb, drainage, etc. in poor condition based on hierarchy (i.e. amount of use), performance and risk. New/upgraded infrastructure based on hierarchy and extent of deficiencies.	
Unsealed Roads	Renewal of poor condition pavement; upgrades (widening and sealing) based on hierarchy, risk, reducing maintenance (grading) and dust impacts on adjacent properties	
Bridges	Upgrades to address capacity issues from heavy vehicles (all timber bridges to be replaced with concrete structures)	
Footpaths and Cycleways	Replacement of poor condition paths based on hierarchy and risk (CBD areas with schools and aged care_; new paths to fix 'missing links'. Cycleway priorities identified in Cycleway Plan (projects undertaken to for activity/health reasons are identified under 'Activity Plus'	

Project Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Grant Funded Projects (TBC)	900,000	800,000	800,000	800,000	900,000	800,000	800,000	800,000
Resurfacing and Heavy Patching of Sealed Roads	1,727,276	886,188	886,188	886,188				
Regional Roads REPAIR	400,000	400,000	400,000	400,000				
PSC Augmented Program	1,000,000	1,000,000	1,000,000	1,000,000				
Upgrade RAV routes to seal					3,312,000	1,104,000	1,104,000	1,104,000
Rural Local Sealed Renewals					564,000	564,000	564,000	564,000
Rural Local Upgrades					200,000	200,000	200,000	200,000
Regional Rd Renew/Upgrade					400,000	400,000	400,000	400,000
Urban Local Renewals					500,000	500,000	500,000	500,000
Resealing Local & Regional					1,300,000	1,300,000	1,300,000	1,300,000
Unsealed Road Re-sheeting					1,050,000	1,050,000	1,050,000	1,050,000
Footpaths	100,000	100,000	100,000	100,000	300,000	300,000	300,000	300,000
Kerb and Guttering	18,290				36,230		100,000	100,000
Parking Rea					60,970	62,440	63,950	65,500
Bridges						218,310	221,420	224,580
Regional Airport						792,877	791,062	789,992
TOTAL TRANSPORT+	4,190,566	3,186,188	3,186,188	3,186,188	8,623,200	7,291,627	7,394,432	7,400,072

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

TRANSPORT +

Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Grant Funded Projects (To be confirmed)	Council will continue to seek funding assistance from grants to upgrade the network (eg. widen and seal unsealed roads with significant traffic). Projects are dependent on the grant.	Manager Design & Traffic
Resurfacing and heavy patching of sealed roads	Resealing to maintain a waterproof layer and prevent premature pavement failure; includes heavy patching of isolated pavement failures prior to sealing and major maintenance	Manager Works
Sealed Road Renewal/ Upgrade Program	Renewal of roads, kerb, drainage, etc. in poor condition based on hierarchy (i.e. amount of use), performance and risk. New/upgraded infrastructure based on hierarchy and extent of deficiencies.	
Unsealed Roads	Renewal of poor condition pavement; upgrades (widening and sealing) based on hierarchy, risk, reducing maintenance (grading) and dust impacts on adjacent properties	
Bridges	Upgrades to address capacity issues from heavy vehicles (all timber bridges to be replaced with concrete structures)	
Footpaths and Cycleways	Replacement of poor condition paths based on hierarchy and risk (CBD areas with schools and aged care_; new paths to fix 'missing links'. Cycleway priorities identified in Cycleway Plan (projects undertaken to for activity/health reasons are identified under 'Activity Plus'	

Project Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Grant Funded Projects (TBC)	900,000	800,000	800,000	800,000	900,000	800,000	800,000	800,000
Resurfacing and Heavy Patching of Sealed Roads	1,727,276	886,188	886,188	886,188				
Regional Roads REPAIR	400,000	400,000	400,000	400,000				
PSC Augmented Program	1,000,000	1,000,000	1,000,000	1,000,000				
Upgrade RAV routes to seal					3,312,000	1,104,000	1,104,000	1,104,000
Rural Local Sealed Renewals					564,000	564,000	564,000	564,000
Rural Local Upgrades					200,000	200,000	200,000	200,000
Regional Rd Renew/Upgrade					400,000	400,000	400,000	400,000
Urban Local Renewals					500,000	500,000	500,000	500,000
Resealing Local & Regional					1,300,000	1,300,000	1,300,000	1,300,000
Unsealed Road Re-sheeting					1,050,000	1,050,000	1,050,000	1,050,000
Footpaths	100,000	100,000	100,000	100,000	300,000	300,000	300,000	300,000
Kerb and Guttering	18,290				36,230		100,000	100,000
Parking Rea					60,970	62,440	63,950	65,500
Bridges						218,310	221,420	224,580
Regional Airport						792,877	791,062	789,992
TOTAL TRANSPORT+	4,190,566	3,186,188	3,186,188	3,186,188	8,623,200	7,291,627	7,394,432	7,400,072

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements including area of road sealed (with comparisons to previous years) and key projects	Report
Sealed Roads Urban	Target: % of road network with NAASRA roughness count > 240	< 10%
Sealed Roads Rural	Target: % of road network with NAASRA roughness count > 180	< 5%

Reference Documents

Asset Hierarchies, Maintenance specifications, Cycleway Plan, Agreement with Northparkes Mine (voluntary planning agreement for road maintenance), Specifications (NATSPEC) for Design, Construction and Maintenance and Section 64 (Developer Contribution) Plans

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

H2O +

Supply of potable (drinking) water to Parkes, Peak Hill, Alectown and Cookamidgera as well as raw water to Northparkes Mine (from two dams and five bores); supply of potable water to Gunningbland, Bogan Gate, Trundle and Tullamore (from Turners Hill Reservoir in Forbes) - jointly operated with Lachlan Shire who supply Tottenham and Albert from the same line); sewerage reticulation and treatment at Parkes, Peak Hill, Trundle and Tullamore; and provision and maintenance of stormwater infrastructure (pipes, pits and detention basins).

Future Direction 4 | Grow and Diversify the Economic Base
4.1 By having a strong local business sector

Future Direction 7 | Care for the Environment in a Changing Climate
7.1 Improve the environmental outcomes of Council's operations
7.2 Raise awareness of suitable practices in the Community
7.4 Implement environmental regulations and controls in Council's sphere of operations

Future Direction 8 | Maintain and Improve the Shire's Assets and Infrastructure
8.1 Ensure that Shire water management is in line with Best Practice
8.3 Ensure that Shire sewer management is in line with Best Practice
8.4 Ensure that stormwater management minimises negative impacts and maximises reuse

	Performance	Sustainability	Risk and Resilience
Value Now	While frequency of sewerage chokes (blockages) has reduced significantly due to ongoing investment in CCTV and relining, and water main breakages are being managed, the instances of failures remains high against NSW benchmarks. Some water quality complaints (taste/ odour) from dam supply. Some capacity issues for the stormwater network.	Water losses for the supply system are high compared to other Councils. Opportunities to further utilise technology and optimise water supply (eg. balance between dam and bores) to reduce network power consumption. Some solar power installed. Sewage Treatment Plant unable to meet some effluent standards (phosphorus).	Drought Management Plan with extensive yield analysis prepared for water supplies; system is secure with low or no releases from Wyangala Dam thanks to groundwater supply from bores. Dam Safety Emergency Plan in place for Lake Endeavour. Effluent reuse is maximised, reducing the reliance on raw water supplies. Risk based approach in place identifying priorities to all networks.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Continued investment in relining of sewerage pipelines and replacement of aged water pipes will continue to reduce failures. New Water Treatment Plant (completion date 2017) will address water quality complaints. Targeted projects to address stormwater capacity issues will reduce incidence of flooding.	Continued investment in technologies to reduce power consumption for water supply. Effluent quality will be significantly improved with new Sewage Treatment Plant.	Continued improvement in the network will result in further reducing risk and improving resilience.
Emerging Issues (beyond 12 years)	Climate change will continue to place pressure on water supplies (surface and groundwater). Investigations on a regional basis into a new dam for the Lachlan catchment. Increased regional collaboration about infrastructure priorities and new planning.		

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

H2O +

	Service	Satisfaction / Importance (0 1 2 3 4 5)	Gap
Community Survey (2016)	Water supply		0.56
	Sewerage		-0.17
	Stormwater Drainage		

Financial Investments ($M)
Note: Water and Sewerage are operated as distinct businesses (i.e. separate to 'General Fund')

Operational Expenditure (maintenance & operations)

- $ 2.0m Maintenance
- $ 6.0m Operations
- $ 26.3m Balance across other Council activities

Renewal/Upgrade

- $ 6.5m Renew (4yr avg.)
- $ 4.0m New/Upgrade
- $ 14.2m Balance across other Council activities

Depreciation

- $ 2.7m Depreciation
- $705m Balance across other Council activities

Infrastructure Replacement Value

- $ 298m Infrastructure Replacement Value
- $ 544m Balance across other Council activities

General Manager

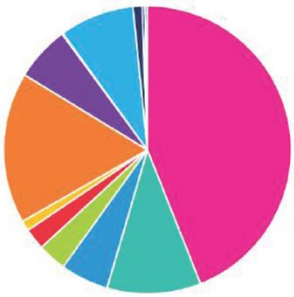
Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

H2O +

Infrastructure



Asset Category	Value ($M)	Consumptn	Backlog	Renewal	Capital
Recycled Water (NEW)	**15.1**	**100%**			
533km Water Pipelines	114.4	43%	0%	115%	155%
2 Dams	27.4	33%	0%	0%	0%
16 Water Reservoirs	14.1	57%	0%	168%	168%
1 Water Treatment Plant	35.0	100%	0%	507%	507%
11 Water Pump Stations	6.3	22%	54%	0%	0%
8 Bores	3.0	40%	0%	0%	0%
TOTAL WATER SUPPLY	**200.1**	**52%**	**0.7%**	**187%**	**208%**
128km Sewerage Pipes	4.2	62%	0%	98%	298%
4 Sewage Treatment Plants	16.1	100%	0%	250%	395%
1 Sewage Pump Station	1.0	32%	46%	393%	391%
TOTAL SEWERAGE	**61.3**	**51%**	**0.5%**	**152%**	**333%**
44km Pipes	17.9	86%	0%	0%	0%
210 Pits	2.6	76%	14%	0%	0%
6.7km Open Drains	0.8	96%	0%		
6 Retention Basins/Tanks	0.7	96%	0%		
TOTAL STORMWATER	**22.1**	**85%**	**1.5%**	**0%**	**0%**
TOTAL H2O +	**283.5**	**188%**	**2.7%**	**124%**	**153%**

Operational Programs

Program Area	Priorities	Responsible
Operate and maintain water supply, sewerage and raw water infrastructure	Undertake operations and maintenance to achieve maintenance specifications (focused on performance and risk), meet regulatory obligations and implement actions identified in Water Loss Management Plan, Drinking Water Quality Management Plan, Strategic Business Plans and Demand Management Plan	Infrastructure Operations Manager
Water and Sewerage Network protection	Liaise with users (back flow prevention and trade waste) of water and sewerage infrastructure as well as developers (new assets)	Infrastructure Operations Manager & Environment Sustainability Coordinator
Stormwater Infrastructure Maintenance	Reactive maintenance of stormwater infrastructure (pipes, pits and retention basins). Inspection of proactive repairs for high risk sites. Rural culverts under 'Transport +'.	Infrastructure Operations Manager

Program Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Raw Water Supply								
Water Treatment								
Distribution								
Other (management, general)								
TOTAL WATER SUPPLY	8,090,987	8,132,420	8,333,543	8,545,325	5,483,449	5,864,642	5,980,642	6,098,213
Sewerage Reticulation								
Sewage Treatment								
TOTAL SEWERAGE	3,338,872	3,394,200	3,466,480	3,518,710	1,970,960	2,014,910	2,060,540	2,106,210
Stormwater Charge/Maintenance	161,600	166,450	166,450	176,580	148,050	151,220	154,460	157,780
TOTAL STORMWATER	**161,600**	**166,450**	**166,450**	**176,580**	**148,050**	**151,220**	**154,460**	**157,780**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Program Area	Performance Measures and Targets	Target
Operation and Maintenance of all Water, Sewerage and Raw Water Infrastructure	Target: Compliance with NSW Government Best Practice Guidelines	100%
	Target: Portion of tests complying with drinking water supply guidelines (treatment & reticulation)	100%
	Target: Portion of tests complying with EPA licences for reclaimed water	100%
	Target: Compliance with maintenance specifications and levels of service	90%
	Measure: Report on operational activities and maintenance accomplishments with reference to specifications, previous years and NSW Water and Sewerage Benchmarking report	Report
Network Protection and Improvement	Measure: Report on implementation of actions from Water and Sewerage Strategic Business Plans, Drinking Water Quality Management Plan, Water Efficiency Plan; notable actions in relation to network protection (eg. trade waste and back flow protection)	Report
Maintenance of Stormwater Drainage Infrastructure	Target: Compliance with intervention standards and response times in maintenance specifications	90%
	Measure: Report on maintenance accomplishments (by asset type) and number of customer requests (including public liability incidents) with comparisons to specifications and previous years	Report

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

H2O +

Infrastructure Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Water Supply	Renewal: primarily focused on assets that are in poor condition, with critical assets (eg. based on number of users and consequences of failure) given priority; new and upgraded assets based on improving drinking water quality and pressure, capacity for fire fighting, catering for future growth (based on projected land use development); other capital works focused on reducing water losses and power consumption	Infrastructure Asset Manager
Sewerage	Renewal: primarily focused on assets that are in poor condition, with critical assets (based on consequence of failure) given priority; new and upgraded assets to cater for future growth (based on projected land use development) and network containment	Infrastructure Asset Manager
Recycled Water	Maximising the beneficial re-use of treated sewage effluent (quality and quantity) so as to reduce demand on potable water supplies	Infrastructure Technical Manager
Stormwater Drainage	Renewal and upgrade: based on risk (to persons, property, environment, etc.)	Infrastructure Asset Manager

Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
RECYCLED WATER	2,906,800	3,023,100			10,977,810	4,442,619		
Water Treatment Plant					2,941,366			
Drinking Water Quality Management					150,000	150,000	150,000	150,000
Main (Pipes) Renewal					400,000	1,843,000	1,300,000	1,922,000
Main Construction (+S64)					460,000	460,000	460,000	460,000
Water Storage Reservoir								1,602,000
Vehicles, Plant & Equipment					160,150	158,400	389,907	140,150
Other Minor Capital					98,725	79,027	61,748	42,948
Strategic Planning					105,000	60,000	60,000	60,000
Section 64 (Developer Cont.)	297,530	306,460	315,650	$ 325,120				
Repay Loan Principal					302,344	330,027	340,002	350,278
TOTAL WATER SUPPLY	**3,204,330**	**3,329,560**	**315,650**	**325,120**	**15,613,395**	**7,523,073**	**2,755,657**	**4,727,376**
Mains Renewal, Reline & Construction					1,012,551	1,015,928	1,019,406	1,022,988
Vehicle, Plants & Equipment					173,867	59,133	28,407	94,690
Major Extension Reticulation							1,100,000	1,100,000
Strategic Planning					90,000			30,000
Effluent Ponds Rehabilitation	500,000				1,000,000			
Sewage Treatment Plant					1,289,463			
Section 64 (Developer Cont.)	108,130	110,740	113,420	116,160				
Repay Loan Principal					397,635	412,403	426,839	441,383
TOTAL SEWERAGE	**608,130**	**110,740**	**113,420**	**116,160**	**3,963,516**	**1,487,464**	**2,574,652**	**2,689,061**
Urban Stormwater Drainage					115,000	150,000	300,000	300,000
TOTAL STORMWATER	**0**	**0**	**0**	**0**	**115,000**	**150,000**	**300,000**	**300,000**

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements including area of road sealed (with comparisons to previous years) and key projects	Report

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Reference Documents
Integrated Water Cycle Management Plan, Water and Sewerage Strategic Business Plans, Maintenance Specifications, Specifications (NATSPEC) for Design, Construction and Maintenance, Section 64 (Developer Contributions) Plans, Water Quality Management Plan, Water Efficiency Plan, Reclaimed Water Management Plan, Environmental Management Plans for Treatment Plants, Parkes township Stormwater Management Plan, CENTROC Water Security Study.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

ACTIVITY +

Provision and maintenance of open space, recreation and public facilities including parks, reserves and sporting fields, public toilets, sport amenities and facilities, playgrounds, aquatic centres, skate parks, BBQ areas, outdoor furniture and exercise equipment, fencing, lighting, pedestrian and cycling paths (general footpaths are under Transport +).

Future Direction 2 | Improve Health and Wellbeing
2.1 By promoting and developing health education and encouraging people to take personal responsibility for their health and wellbeing

Future Direction 6 | Enhance Recreation and Culture
6.1 Improve aquatic recreation facilities
6.2 Develop and implement pedestrian access and cycling mobility facilities (Active Movement Plan)
6.3 Maintain and develop sporting and recreational facilities

Future Direction 8 | Maintain and Improve the Shire's Assets and Infrastructure
8.6 Manage, maintain and update Council's owned property

	Performance	Sustainability	Risk and Resilience
Value Now	Sporting grounds are in generally good condition (incl. top dressing and seeding program). Amenities, toilets and lighting are an identified need. Council has a strong relationship with user groups (through Parkes Sports Council) to ensure facilities meet user needs.	Services provided generally balance social, environmental and economic outcomes and minimise long term cost although there are opportunities currently being explored to optimise irrigation based on watering, usage and soils.	Aging infrastructure at Trundle Pool required remedial action. Playground inspection systems in place to manage risk. Parks and sports grounds maintenance is adequate for user safety.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Proposed investment in new and replacement infrastructure will improve performance of facilities.	Recycled water scheme will virtually eliminate the demand on potable water from irrigation.	Continued investment in renewals as well as implementation of inspection and maintenance system will ensure risks remain acceptable.
Emerging Issues (beyond 12 years)	Ongoing planning and review of the provision of adequate and appropriate facilities is essential with changing usage, needs and demographics.		

Community Survey (2016)

Service	Satisfaction / Importance (0 1 2 3 4 5)	Gap
Parks		0.23
Youth Services		1.06
Sports Grounds		-0.03
Playgrounds		0.2
Footpaths		0.96
Swimming Pools		-0.43

Investment ($M)

Operational Expenditure (maintenance & operations)

- $ 0.6m Maintenance
- $ 3.5m Operations
- $ 30.2m Balance across other Council activities

Renewal/Upgrade

- $ 0.3m Renew (4yr avg.)
- $ 1.3m New/Upgrade
- $ 23.1m Balance across other Council activities

Depreciation

- $ 0.4m Depreciation (Asset consumption)
- $9.35m Balance across other Council activities

Infrastructure Replacement Value

- $ 48m Infrastructure Replacement Value
- $ 794m Balance across other Council activities

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

ACTIVITY +

Infrastructure

Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
4 Aquatic Centres (buildings, pool, plant)	10.8	60%	3%	0%	0%
Other Open Space/Recreation Assets	25.8	45%	0%	0%	0%
25 Recreation Buildings	8.9	44%	2%	0%	0%
26 Public Toilets	2.2	50%	19%	953%	1362%
TOTAL ACTIVITY +	**47.8**	**48%**	**2%**	**100%**	**143%**

Operational Programs

Program Area	Priorities	Responsible
Maintenance and operation of Aquatic Centres	Maintain and operate infrastructure to meet health standards, operate facilities in accordance with performance standards (opening hours) and regulations/codes of practice.	Manager Support Services
Maintenance of buildings and facilities	Maintain in accordance with maintenance specification (identify and respond to defects based on risk, efficient programming of work and impacts on use of the facility)	Manager Building Certification
Cleaning of public toilets	Clean in accordance with cleaning schedule and in response to additional needs	
Operational activities, parks, reserves and sports fields	Maintenance and operations to meet specifications for parks, playgrounds and specific to sports facilities, prioritising those facilities with higher usage/criticality if funds are limited	Manager Works

Program Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Aquatic Centres	466,000	458,000	454,000	451,000	1,031,000	1,030,000	1,027,000	1,024,000
Parks and Gardens	3,000	3,000	4,000	4,000	1,621,000	1,641,000	1,677,000	1,714,000
Sports Grounds	75,000	77,000	80,000	82,000	604,000	624,000	634,000	644,000
Other Sport and Recreation					456,000	468,000	480,000	493,000
Public Toilets					275,000	281,000	287,000	293,000
TOTAL ACTIVITY +	**544,000**	**538,000**	**538,000**	**537,000**	**3,987,000**	**4,044,000**	**4,105,000**	**4,168,000**

Infrastructure Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Maintenance of all open space, recreational and public facilities	Renewal and upgrade: based on priorities including performance objectives, deficiencies, current/expected usage, proximity/availability of alternative facilities, minimising maintenance costs and risk. Key issue to be targeted over next four years is sports ground lighting.	Infrastructure Asset Manager

Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Spicer Amenities, New Oval					1,650,000	292,000	356,000	270,000
Public Toilets					500,000	500,000	500,000	500,000
Other Parks & Sport Facilities					50,000	125,000	125,000	125,000
Cycleway/Exercise/Wellness					200,000	200,000	200,000	200,000
Fenced Dog Park							30,000	
TOTAL ACTIVITY +					**2,400,000**	**1,117,000**	**1,211,000**	**1,095,000**

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements	Report

Reference Documents

Maintenance Specifications, Specifications (NATSPEC) for Design, Construction and Maintenance, Management Plans for Parks/Reserves; Master Plans prepared for passive and recreation areas

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

COMMUNITY +

Council's role in community programs varies widely, but is often undertaken in collaboration with other organisations and stakeholders. Council is sometimes a direct service provider, but at other times only provides facilities or acts as a facilitator and an advocate. Functions include Libraries at Parkes, Peak Hill, Trundle and Tullamore; operation of the Henry Parkes Centre (museum and culture - see also Economy +), Ranger (parking and animal control) Services; Food Safety inspections; provision of facilities for Peak Hill and Tullamore Doctors Surgeries, Parkes Neighbourhood Centre, Early Childhood and Senior Citizens Centres; operation of the Central West Family Day Care Service; Aboriginal and Youth specific programs; support for Emergency Services (RFS, SES and NSW Fire Brigades); and support for health and education.

Future Direction 1 | Develop Lifelong Learning Opportunities
1.3 Promote and support early childhood care and education
1.5 Provide lifelong learning opportunities

Future Direction 2 | Improve Health and Wellbeing
2.1 Encourage the provision of medical facilities and services
2.2 Promote and develop health education and encourage people to take personal responsibility for their health
2.3 Maximise public safety

Future Direction 3 | Promote, Support and Grow our Communities
3.5 Provide equitable access to community services

	Performance	Sustainability	Risk and Resilience
Value Now	Council either provides or facilitates a diverse array of community programs and facilities that are valued by the community. Resource limitations mean that in most cases there are opportunities to do more (priorities are identified in relevant strategic plans, but in particular programs for youth).	Social, environmental and economic outcomes are balanced via ongoing planning and review. Council is managing community facilities in a sustainable manner.	Risks are currently managed adequately. Community capacity building and adequate support services are an important means of fostering community resilience. Emergency services/response capability is essential to community resilience to natural disasters.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Council's role in the community will need to continue to respond to take account of changes in the local community and broader context. Particular challenges are foreseen in the villages in relation to transport, connectivity and access to services.	Ongoing planning and review to balance social, environmental and economic outcomes.	Risk management is addressed in strategic plans, and is expected to be adequate. Council will continue to work with other stakeholders to build community resilience.
Emerging Issues (beyond 12 years)	Needs for community programs and facilities changes as demographics and other factors change - continued planning is important. Given resource limitations, it is vital that Council supports partner organisations and builds community capacity so it can play an advocacy and facilitation role rather than providing services directly, where possible. Particular challenges will include transport, connectivity (particularly in villages), aging population and education.		

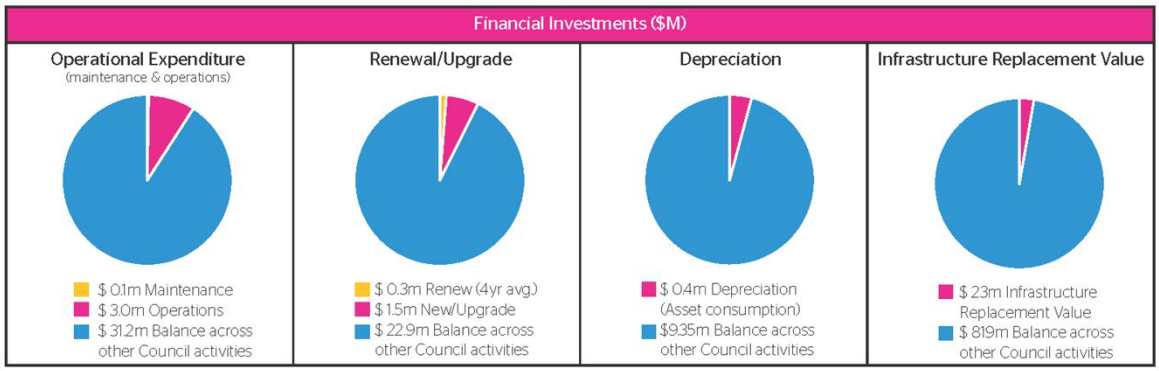
Community Survey (2016)

Service	Satisfaction / Importance (0 1 2 3 4 5)	Gap
Aged and Disabled Services		0.57
Children's Services		0.54
Indigenous Services		0.03
Cultural Services		0.0
Library		-0.49
Museums		-0.71

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

COMMUNITY +

Infrastructure

Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
Henry Parkes Centre	4.8	90%	0%	0%	0%
4 Libraries	3.6	71%	1%	0%	264%
Family Day Care Centre	2.5	41%	0%	0%	427%
M&D Society Hall	1.7	68%	0%	0%	251%
Other (PH Arts, New Cultural Centre & Senior Citizens Centre)	4.4	20%	39%	0%	0%
Neighbourhood Centre	1.6	41%	12%	0%	0%
Doctor Surgery & House (Parkes, Peak Hill & Tullamore)	1.3	50%	2%	0%	0%
Disability Services (30 Welcome St)	0.8	56%	0%	0%	0%
Emergency Services (RFS & SES)	2.2	58%	7%	0%	0%
TOTAL COMMUNITY +	**22.9**	**57%**	**9%**	**0%**	**115%**

Operational Programs

Program Area	Priorities	Responsible
Provision of buildings used by Council and other organisations	Provision of a safe and function facility in accordance with lease, license and any other relevant requirements. Includes maintenance, insurance, etc.	Manager Building Certification
Libraries	Operate 4 libraries including provision of resources, staging events and programs and implementation of actions in the Library Strategic Plan	Manager Cultural, Education and Library Services
Central West Family Day Care	Operation of Family Day Care service in accordance with Business Plan (service is managed on behalf of Forbes and Lachlan Shire Council's also)	Family Day Care Service Coordinator
Community Facilities and Programs	Aboriginal Project Coordinator (part funded by Northparkes Mine), provision of facilities, Early Childhood Centres, Doctors (Peak Hill, Tullamore and Parkes), Senior Citizens, Disability Services, facilitation of community services and youth activities, implement actions in Social Plan and implementing the Disability Action Plan	Various
Ranger Services	Control of companion animals (dogs) in accordance with the Companion Animals Management Plan, straying livestock, parking and other enforcement	Manager Regulation & Compliance
Food Safety Inspections	Implement Food Safety Program including overseeing education and inspection of premises	
Emergency Services	Provision of support and facilities for Rural Fire Service, State Emergency Services and NSW Fire Brigade in accordance with Service Level Agreements, provision of Emergency Operations Centre, facilitation of Local Emergency Management and Rescue Committees	Director Engineering Services

Program Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Libraries	76,000	77,000	79,000	81,000	965,000	989,000	1,014,000	1,040,000
Family Day Care	1,048,000	921,000	948,000	977,000	971,000	998,000	1,025,000	1,053,000
Community Facilities & Programs	121,000	124,025	127,126	130,304	212,000	217,300	222,733	228,301
Ranger Services	41,000	34,000	35,000	36,000	344,000	347,0000	356,000	365,000
Food Safety Inspections	13,380	13,700	14,030	14,370	12,580	12,580	12,580	12,580
Emergency Services	233,000	229,000	234,000	240,000	502,000	513,000	525,000	537,000
TOTAL COMMUNITY +	**1,522,380**	**1,398,725**	**1,437,156**	**1,478,674**	**3,006,580**	**3,076,880**	**3,155,313**	**3, 235,881**

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Project Area	Performance Measures and Targets	Target
Provision of buildings	Measure: Compliance with agreed requirements with user groups	Report
Libraries	Measure: Participation trends and implementation of actions from Library Strategic Plan	Report
Community Programs	Measure: Analysis of trends and activity report in outcomes from implementation of Social Plan	Report
Ranger Services	Measure: Report on outcomes from implementation of Companion Animals Management Plan	Report
Food Safety Inspections	Measure: Report on outcomes from implementation of Food Safety Plan	Report
Emergency Services	Measure: Activity report, implementation of actions in Local Emergency Management Plan	Report

Infrastructure Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Refurbish, renewal and/or new buildings/facilities	Performance deficiencies with existing facilities or demonstrated need for new ones, usage, criticality, availability of alternative facilities, ability to generate revenues from the service to pay for the works (and ongoing operations/maintenance costs), positive feedback from community engagement about the proposal. Agency needs to determine emergency services allocations.	Manager Building Certification
Library Books Program	In accordance with the Library Collection Development Policy. Seek to meet State Library	Manager Cultural, Education and Library Services

Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Library Multipurpose Room		400,000			450,000	400,000		
Family Day Care relocation	800,000				1,400,000			
Education Centre upgrade	250,000				250,000	20,000		
Tiered seating - M&D Theatre	166,000				266,000			
Emergency Services					904,080	922,160	940,610	959,420
Memorial Hill Precinct		25,000				100,000		
Village Projects					89,000	39,000	89,000	39,000
Library Resources					104,000	108,000	112,000	117,000
TOTAL COMMUNITY +	**1,216,000**	**425,000**	**0**	**0**	**3,463,080**	**1,589,160**	**1,141,610**	**1,115,420**

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements	Report

Reference Documents

Social, Cultural, Library, Destination Management, Economic Development Plans, Festivals and Events Strategy; Library Collection Development Policy; Service Level Agreement with RFS and SES; Local Emergency Management Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

ENVIRONMENT +

Activities to improve the built and natural environments including town planning and building control, domestic and commercial waste collection and disposal including operation of 8 waste management centres, waste and recyclables collection for public spaces, working to reduce illegal dumping, environmental protection programs including noxious weeds management, and the operation and maintenance of cemeteries.

Future Direction 7 | Care for the Environment in a Changing Climate
7.1 Improve the environment outcomes of Council's operations
7.2 Raise awareness of sustainable practices in the community
7.3 Encourage recycling and the reduction of waste
7.4 Implement environmental regulations and controls in Council's sphere of operation

	Performance	Sustainability	Risk and Resilience
Value Now	Council has undertaken planning for and identified actions to manage issues relating to the natural and built environments. Council delivers a high quality waste management service. Council's cemeteries are adequate to cater for current needs although there are opportunities to improve signage and cosmetics at village cemeteries.	Council is balancing the social, environmental and economic costs of development in natural and built environments as well as the management of waste.	There are risks in relation to the remoteness of some of Council's smaller rural landfills from fire, illegal dumping of hazardous wastes, health and safety associated with unapproved scavenging. Shortage of appropriately accredited certifiers is a risk to Council's ability to discharge its obligations.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	Implementation of waste management strategy will continue to improve service outcomes. Continued development of Parkes lawn cemetery and improvements to village cemeteries (signage, aesthetics, etc.)	Continued appropriate balance of social, environmental and economic costs of development and management of waste.	Reduced risk arising from smaller landfills as some sites are closed or switched to transfer stations. There is a need for continued investment in land use controls (Local Environmental Plan, Development Control Plans) to ensure these meet the changing needs of the community, opportunities and challenges.
Emerging Issues (beyond 12 years)	While Parkes Landfill has an estimated life of at least 20 years, it is important that future planning identifies future provision beyond this time given the long lead time associated with establishing new facilities. Land-use planning controls must continue to anticipate and respond to emerging issues. All cemeteries have significant capacity.		

Community Survey (2016)

Service	Satisfaction / Importance (0 1 2 3 4 5)	Gap
Rubbish		1.26
Animals, Weeds and Pest Management		0.98
Town Planning		1.09
Development Approvals		0.67
Food Safety		0.43

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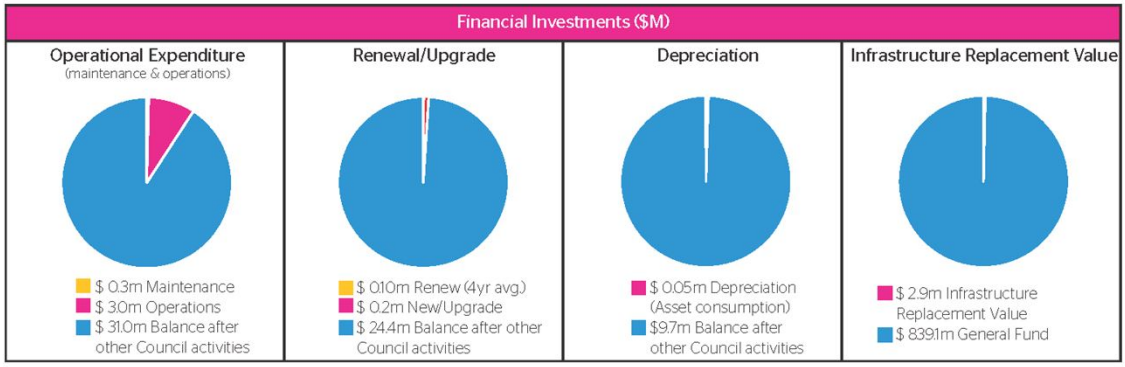
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

ENVIRONMENT +

Infrastructure

Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
Waste Management	2.0	89%	6%	0%	0%
Animal Shelter	0.4	86%	3%	0%	0%
7 Cemeteries	0.5	84%	0%	0%	0%
TOTAL ENVIRONMENT +	**2.9**	**86%**	**3%**	**0%**	**0%**

Operational Programs

Program Area	Priorities	Responsible
Domestic and commercial waste management - Waste Facility operations	Implementation of actions from the Parkes Shire Waste Management Strategy to develop sustainable practices that minimise waste to landfill; management operations for waste collection and processing contracts to meet service standards and regulatory requirements. Manage landfill and waste management facilities (at a total of 8 sites) in compliance with regulatory requirements (Landfill License) and Environmental Management Plan	Director Planning & Environment
Cemeteries	Operate and maintain 7 cemeteries in accordance with Management Plan (to be prepared)	Manager Regulation & Compliance
Noxious Weeds Management	Implement Noxious Weeds Management Plan (inspection of public and private property, issue of compliance orders, undertaking spraying on Council-controlled land - especially roads and reserves)	Environmental Sustainability Coordinator
Town Planning	Preparation and review of statutory land use controls (Local Environmental Plan, Development Control Plans) and assessment of development applications against these	Manager Planning Services
Building Control	Certification and inspection of building works to verify compliance with building codes and etc.	Manager Building Certification

Program Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Rates and Charges	2,075,000	2,138,000	2,202,000	2,268,000				
Waste Collection					727,000	744,000	762,000	781,000
Recycling					192,000	197,000	201,000	206,000
Admin & Management					113,000	117,000	122,000	127,000
Landfill Operations					582,000	596,000	610,000	625,000
TOTAL DOMESTIC WASTE	**2,075,000**	**2,138,000**	**2,202,000**	**2,268,000**	**1,614,000**	**1,654,000**	**1,695,000**	**1,739,000**
Commercial Waste Collection	134,000	137,000	141,000	144,000	120,000	123,000	126,000	129,000
Tipping Fees & Landfill Operations	252,000	258,000	264,000	270,000	173,000	177,000	281,000	188,000
Metal Sales, Admin & Management	35,000	36,000	36,000	37,000	36,000	37,000	39,000	40,000
Commercial (Trade) Waste	351,000	360,000	368,000	377,000				
Misc. Environmental Programs					8,000	8,000	8,000	8,000
Cemeteries	166,000	174,000	183,000	192,000	166,000	170,000	174,000	178,000
Noxious Weeds Management	61,000	63,000	64,000	66,000	267,000	274,000	281,000	289,000
Town Planning	153,000	156,000	160,000	164,000	365,000	354,000	363,000	372,000
Building Control	183,000	175,000	179,000	183,000	253,000	263,000	274,000	285,000
TOTAL OTHER ENVIRONMENT	**1,335,000**	**1,359,000**	**1,395,000**	**1,433,000**	**1,388,000**	**1,406,000**	**1,547,000**	**1,490,000**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Project Area	Performance Measures and Targets	Target
Waste Management Services and Landfill Operations	Target: Compliance with Landfill License conditions and other regulatory requirements	100%
	Target: Compliance with service specifications for waste collection and processing	100%
	Measure: Implementation of actions in Waste Management Strategy	Report
	Measure: Report on Waste Management facility usage, diversion rates (with comparison to previous years and NSW Government benchmarks)	Report
Cemeteries	Target: Prepare and implement Cemetery Management Plan and comply with service standards	Achieved
	Measure: Periodic report on activities and trends	Report
Noxious Weeds Management	Target: Compliance with detailed schedules in Council's annual Weed Control Program	100%
	Measure: Periodic report on activities and trends, including implementation of actions in Noxious Weeds Management Plan, collaboration with regional partners	Report
Town Planning	Target: Achievement of required time frames (under SEPP) for determining 'local development' Development Applications (40 days) and 'complying development' 10 days and 20 days)	% within timeframe
	Measure: Periodic report on activities and trends	Report
Building Control and other Certification	Target: Achievement of required time frames for construction certificates (20 days), other certificates (10 days) and other approvals (20 days)	% within timeframe
	Measure: Periodic report on activities and trends	Report

Infrastructure Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Animal Shelter	Improvements to facilities to address deficiencies	Manager Regulation & Compliance
Cemeteries	Improvements to improve aesthetics and extend facilities (niche wall, lawn cemetery)	
Waste Management	Actions identified in the Waste Management Strategy (eg. Landfill closures, transfer stations, etc.)	Director Planning & Environment

Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Animal Shelter					25,000	65,000	65,000	5,000
Cemeteries					50,000		10,000	
Waste Management					5,000	240,000	140,000	400,000
TOTAL ENVIRONMENT +	**0**	**0**	**0**	**0**	**80,000**	**305,000**	**215,000**	**405,000**

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements	Report

Reference Documents

Waste Strategy, Noxious Weeds Management Plan, Roadside Vegetation Management Plan, Crown Lands Environmental Master plan, Local Environment Plan, Development Control Plans.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

COUNCIL +

Provision of 'internal' or support services enabling 'front line' service provision (Finance, Human Resources, Information Technology, Property Management, Asset and Fleet Management, Administration and Governance), 'first contact' services (Customer Service Centres, telephones inquiries and website/online services), communication and engagement activities (media, communications, corporate planning and reporting)

All activities described under this function support the delivery of 'front line' services that achieve the outcomes identified in the Community Strategic Plan; Parkes 2030.

	Performance	Sustainability	Risk and Resilience
Value Now	Council's achievements as a high-performing organisation has been recognised in 2016 with the Bluett Award (highest award for NSW Local Government), reflecting a demonstrated commitment to continuous improvement. Council is investing in a new software platform (Technology One) to improve performance.	Council was recognised as being financially stable ("Fit For the Future") by the NSW Government in 2015. Council undertakes detailed planning to ensure long term sustainability, improve social, environmental and economic outcomes, and to make responsible decisions about infrastructure. Council operates a modern plant fleet that is efficient and environmentally responsible.	Council has a robust Risk Management System in place. Key risks arise from changes in the external environment. Council has good in-house capability and capacity and stable leadership, although it has struggled to attract and retain technical people. Business Continuity Plans are in place to improve resilience to withstand external shocks.
	Performance	**Sustainability**	**Risk and Resilience**
Value 12 years (3 Council terms)	With an ongoing focus on continuous improvement, Council will create more value while continuing to balance revenue and expenditure (remain operationally sustainable).	With continued planning and a focus on continuous improvement, Council will remain sustainable.	Ongoing planning and responsiveness to the operating environment will ensure Council manages its risks and is resilient to withstand external shocks.
Emerging Issues (beyond 12 years)	Technology is becoming increasingly important in organisational support services as well as facilitating online service delivery and engagement. Work planning (succession planning and attraction/retention of qualified staff) will continue to be a challenge. Regional collaboration will become increasingly important.		
Community Survey (2016)	**Service**	Satisfaction Importance (0 1 2 3 4 5)	**Gap**
	Council Customer Service		0.66

Financial Investments ($M)

Operational Expenditure (maintenance & operations)	Renewal/Upgrade	Depreciation	Infrastructure Replacement Value
$ 0.3m Maintenance $ 4.0m Operations $ 30.0m Balance after other Council activities	$ 0.1m New/Upgrade $ 1.4m Renew (4yr avg.) $ 23.2m Balance after other Council activities	$ 1.9m Depreciation (Asset consumption) $7.85m Balance after other Council activities	$ 33.6m Infrastructure Replacement Value $ 808.4m Balance after other Council activities

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

COUNCIL +

Infrastructure

Asset Category	Value ($M)	Consumpt'n	Backlog	Renewal	Capital
Plant and Equipment	20.9	48%	0%	74%	74%
Administration Centre	4.9	46%	2%	0%	0%
Works Depot	2.4	38%	4%	229%	229%
IT and Office Equipment	5.3	26%	0%	97%	97%
TOTAL COUNCIL +	**33.6**	**44%**	**1%**	**81%**	**81%**

Operational Programs

Program Area	Priorities	Responsible
Human Resource Management	Coordinating implementation of the Workforce Management Plan including recruitment and selection, training and development and employee performance	Manager Human Resources
Workplace Health and Safety	Implementation and improvement of Council's WHS Management System	Manager Governance & Corporate Strategy
Financial Services	Accounting activities for normal business operations (creditors, debtors, payroll), reporting for statutory and management purposes, financial planning and strategy	Chief Financial Officer
Information Technology	Provision of tools to facilitate business operations including computer hardware/software, networks, communications, GIS, website, implement IT Strategy	Manager Information Technology
Property (Building and Facilities) Management	Management of buildings/facilities portfolio supporting services (open space, community as well as administration, works depots) including maintenance and renewal planning, relations with users/lessees in accordance with Building and Facilities Lease/Use Policy	Manager Building Certification
Strategic Asset Management	Maintain and update asset register to facilitate planning and reporting, long term planning for infrastructure assets to support informed decision making, and implement the Strategic Asset Management Plan	Manager Assets
Vehicle & Fleet Management	Maintenance and replacement of Council's vehicle fleet and heavy plant fleet (funded via internal charges to cover operations and replacement)	Manager Support Services
Administration and Customer Service	Support of operations including first contact, administration, records management, media and website; coordinate implementation of Customer Service Strategy	Director Technology & Corporate Services
Governance	Facilitate Integrated Planning & Reporting process, service reviews, Risk Management Framework, managing insurance and risk management matters and supporting executive functions	Manager Governance & Corporate Strategy
Executive Functions	Functions relating to the General Manager and Councillors and civic duties and functions	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Program Area	Specific Revenue (other than General Rates) ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Salaries, wages & vehicles					2,560,950	2,627,450	2,695,670	2,765,660
Workplace Health & Safety	44,620	45,700	46,800	47,930	18,940	18,940	19,540	19,120
Financial Services (ex. Rates)					110,890	113,570	116,310	119,120
Information Services/Office Equipment					486,089	517,590	529,370	541,440
Property and Building					178,820	183,140	187,570	192,100
Customer Service & Admin					90,010	92,190	94,420	96,700
Plant Fleet Operations	938,700	960,210	982,220	1,004,740				
Depot and Store					298,850	306,070	313,470	321,050
Governance					77,000	67,000	74,540	85,000
Executive Services					241,000	246,850	252,820	366,910
TOTAL COUNCIL + (incl. internal charges)	**983,320**	**1,005,910**	**1,092,020**	**1,052,670**	**4,062,569**	**4,172,800**	**4,283,710**	**4,507,100**
Less Internal Charges	-938,700	-960,210	-982,220	-1,004,740	-1,330,270	-1,383,480	-1,483,820	-1,496,380
TOTAL COUNCIL + (external rev./exp. only)	**44,620**	**45,700**	**46,800**	**47,930**	**2,732,299**	**2,789,320**	**2,844,890**	**3,010,720**

Project Area	Performance Measures and Targets	Target
Human Resource Management and Safety	Measure: Report on employee measures (turnover, engagement, LTIFR & severity rate)	Report
	Measure: Report on implementation of actions from Workforce Management Plan, WHS Strategy	Report
Financial Services	Measure: Compliance with statutory and operational requirements	Report
	Measure: Report in investments, creditors/debtors, other activities (eg. rates & water meters)	Report
Information Technology	Target: Compliance with service standards	90%
	Measure: Report on implementation of actions from IT Strategy	Report
Property (Building and Facilities) Management	Target: Achieve service standards (eg. response to maintenance requests)	90%
	Measure: Report on utilisation and revenues, maintenance activities & commercial returns	Report
Asset Planning and Reporting	Target: Plans up to date, comply with accounting standards and regulatory requirements	100%
	Measure: Management review of implementation and improvement of Asset Management System by Steering Group	6 monthly
Customer Service & Administration	Measure: Activity report & implementation of improvements	Report
Fleet Operations	Target: Plant availability (ie. minimising down time due to repairs)	95%
	Measure: Report on plant performance & implementation of replacement program	Report
Governance	Measure: Implementation of Internal Audit program & number of actions outstanding	Report
	Measure: Report on functioning of Risk Review Committee & advice on actions to be addressed	Report
	Target: Compliance with Integrated Planning & Reporting requirements	100%

Infrastructure Capital Projects

Project Area	Selection Criteria (for Priority Projects list)	Responsible
Vehicles & Plant Fleet	Optimising replacement costs/operation costs & safety and performance issues	Manager Support Services
Administration Offices	Improvements to efficiency and effectiveness (customer service in particular) and Work, Health & Safety	Manager Governance & Corporate Strategy
Works Depot	Addressing performance and safety issues, and minimising long term terms of building and facilities	Manager Support Services
Information Technology	In accordance with objectives and strategies in the IT Strategy	Manager Information Technology

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Project Area	Revenue ($)				Expenditure ($)			
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21
Works Vehicles & Plant Fleet					1,193,000	1,100,800	611,100	1,150,200
Corporate Services Vehicles					24,000	77,500	40,000	77,500
Corporate Services Program								
Administration Offices						25,000		
Works Depot						50,000	50,000	50,000
Office Equipment/IT					360,000	370,800	381,920	393,380
TOTAL ENVIRONMENT +	0	0	0	0	1,577,000	1,624,100	1,083,020	1,671,080

Project Area	Performance Measures and Targets	Target
All projects	Target: Completion of projects in the Operational Plan (% by value)	95%
	Target: Variation from Budget in Operational Plan	10%
	Measure: Report on achievements	Report

Reference Documents
Key documents (full list on website under 'policies'): Workforce Management Plan, Workplace Health and Safety Policy and System, Business Continuity Policy, Enterprise Risk Management Charter, Procurement and Disposal Policy, Records Management Policy, IT Strategy, Asset Management Policy, Financial Policies, Long Term Financial Plan, Quarterly Budget Reviews, Budgets, Operational Plan, Delivery Program.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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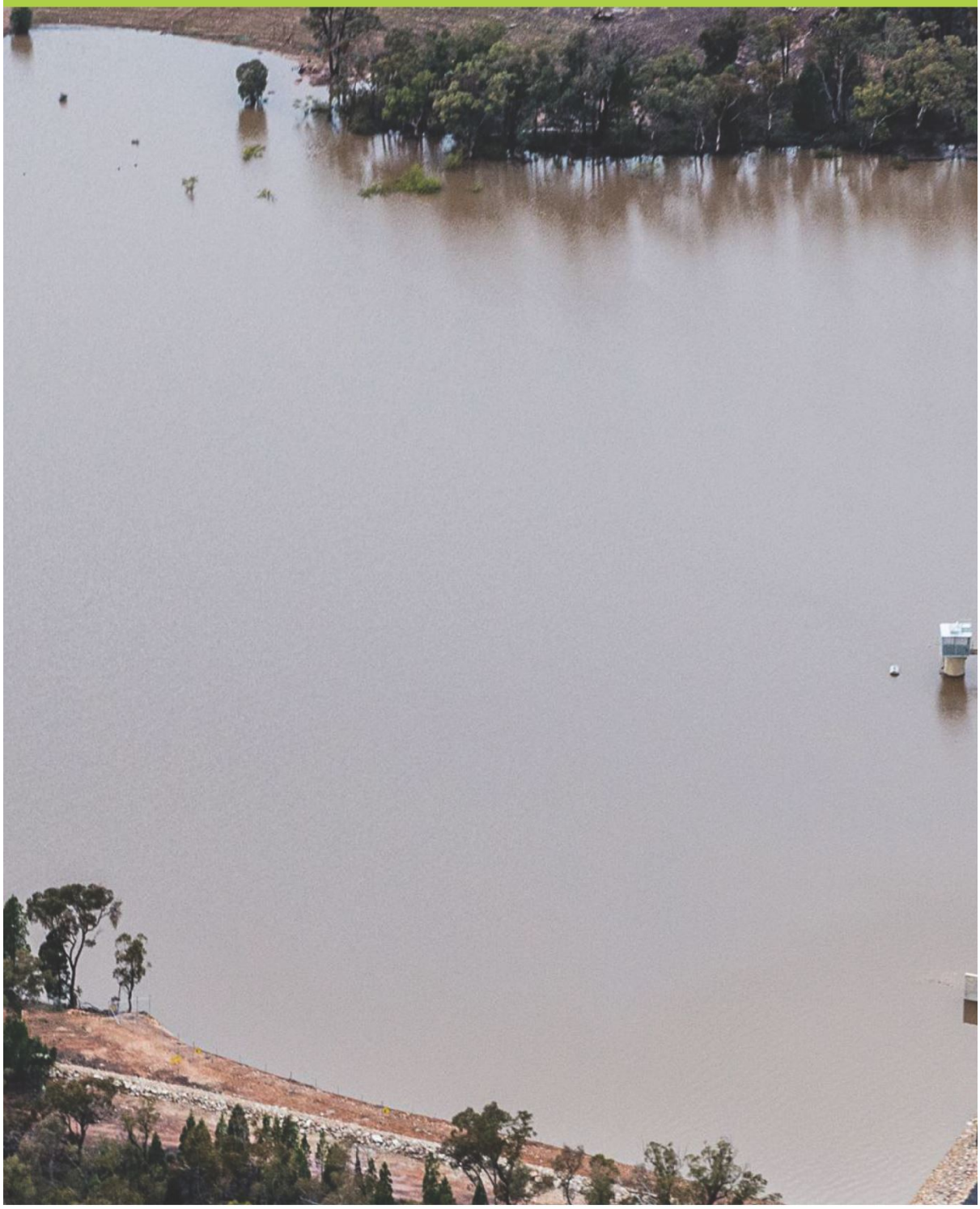

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

General Manager

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Appendix 3 – Service Objectives

While the Service Dashboards in Appendix 2 are intended to provide a high-level picture of Council's operations as a whole, there is a need to simplify the information regarding what the community can expect from a particular service.

The Service Objective documents listed below are being developed to address this need and to facilitate future community engagement regarding Council services.

They cover all aspects of a service (including maintenance, operations, renewal and upgrade of assets) at a high level. The Service Dashboards are an important reference for details such as funding allocations, quantity and value of assets, references to the Parkes 2030 Plan, etc. (the intention is not to repeat the information).

Service Objectives document
Sealed Roads (including Kerb and Gutter)
Unsealed Roads
Footpaths and Cycleways
Stormwater Drainage
Playgrounds
Parks, Reserves and Sporting Fields
Public Toilets and Sports Amenities
Water Supply
Sewerage
Waste Management

It is important to recognize that while Service Objectives documents are a new initiative that will potentially inform community engagement about levels of service, Council has undertaken significant community engagement in the past:

+ In relation to particular services (e.g. most of the plans and strategies listed in Appendix 4 were developed with a consultation element and identify levels of service) as well as
+ The comprehensive engagement program regarding levels of service undertaken in 2013 that prompted Council to apply for a special rate variation discussed in section 4.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Appendix 4 – Asset Management Information Register

The table below provides an overview of key documents and sources of asset information.

As discussed in sections 3 and 6, a detailed version of this list will be kept under review by the Asset Management Steering Group as a means of monitoring the implementation of the AM system and driving continuous improvement efforts.

Service Dashboards (7 in total)	
General AM Procedures and Guidelines	Assets tasks and duties procedure
Expenditure classification	Determination of useful life, lifecycle costing
Works orders	Data management
Capitalisation	Reporting in Special Schedule 7
Integrated Land Use, Transport and Infrastructure Strategy	
Plans and Strategies – Activity +	Aquatic Centre Upgrade
Playground inspection manual and system	Management Plans for Parkes/Reserves
Master plans for passive/active recreation areas	Pedestrian and Cycling Strategy
Plans and Strategies – H20+	Integrated Water Cycle Management Plan
Water and Sewerage Strategies	Drinking Water Quality Management System
FINMOD for Water Supply and Sewerage	Water Efficiency Plan
Drought Management Plan	Strategic Business Plan for Water and Sewerage
Pollution Incident Response Management Plan	Recycled Water Management Plan
Operational Plans for Plants and other sites	Maintenance Management Plan for Network
EPA Licenses	Stormwater Management Plan for Parkes
Floodplain Management Plans	Flood Warning System Operations Plan
Plans and Strategies – Transport	Ring Road Strategy
Rural Roads Strategy	Urban Roads Heirarchy Strategy
Maintenance Management Plan for Road Assets	Airport Operations Strategy
Plans and Strategies – Economy +	Civic Precinct Master plan
Plans and Strategies – Buildings	Needs Analysis/Priorities
Plans and Strategies – Plant and Equipment	Replacement Program (heavy plant) and utilisation
Condition Assessment and Valuation	For each asset class/category
Development Servicing (Section 94) Plans	For each growth area
Design and Development Standards	For design and construction of all assets
Community Engagement Regarding Services	2012 survey (service + cost), 2016 (satisfaction)
Enterprise AM System (details of system)	**Roles and Responsibilities** (detailed versions)
Record Keeping (detailed list of records to keep)	**GIS System** (requirements / roles / interface)
Accounting and Financial Management	Further guidance

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Appendix 5 – 10 Year Expenditure Projections

The 10 year projections for infrastructure operations, depreciation and capital expenditure on asset renewal are tabled below along with the relevant figures from the LTFP to demonstrate that these figures align. The capital expenditure figures in the Service Dashboards should align with the first 4 years of figures below, although there are at this stage some discrepancies that still need to be addressed.

Year	2016/17 ($)	2017/18 ($)	2018/19 ($)	2019/20 ($)	2020/21 ($)	2021/22 ($)	2022/23 ($)
Renewal							
Transport	4,391,932	3,090,894	3,441,624	3,598,418	3,776,630	3,840,910	3,907,070
Water	22,705,080	17,200,992	482,150	1,620,775	1,367,150	3,171,150	1,895,150
Sewer	13,866,841	9,012,071	234,464	1,319,398	1,274,480	179,715	227,106
Drainage	1,053,000	712,000	731,000	770,000	924,000	928,000	932,000
Buildings	371,740	540,110	252,510	137,940	147,380	365,580	375,360
Open Space	628,000	1,174,160	1,212,630	1,224,300	1,206,080	1,208,860	1,235,650
Total	**43,016,593**	**30,730,227**	**6,354,378**	**8,670,831**	**8,695,720**	**9,694,485**	**8,572,336**
Maintenance							
Transport	2,919,000	4,301,000	2,808,000	2,893,000	3,006,000	3,429,000	3,011,000
Water	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16
Sewer	445,790	455,790	455,790	455,790	455,790	455,790	455,790
Drainage	113,940	113,940	113,940	113,940	113,940	113,940	113,940
Buildings	226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121
Open Space	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479
Total	**6,122,179.651**	**3,417,933.521**	**3,417,933.521**	**3,417,933.521**	**3,417,933.521**	**3,417,933.521**	**3,417,933.521**
Operations - plus Depreciation (separate block)							
Transport	930,000	958,000	984,000	1,014,000	1,042,000	1,071,000	1,104,000
Water	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5
Sewer	1,220,514	1,220,514	1,220,514	1,220,514	1,220,514	1,220,514	1,220,514
Drainage	20,160	26,935.11	25,856.45	24,742.39	23,592.71	22,405.14	21,179.41
Buidlings	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658
Open Space	3,41933.521	3,41933.521	3,41933.521	3,41933.521	3,41933.521	3,41933.521	3,41933.521
Total	**930,000**	**958,000**	**984,000**	**1,014,000**	**1,042,000**	**1,071,000**	**1,104,000**
Upgrade/Expansion							
Transport	3,203,000	2,462,000	1,281,000	1,320,000	1,474,000	1,478,000	1,482,000
Water	8,847,778	5,689,885	543,314	552,929	545,984	554,795	547,398
Sewer	550,000	500,000	400,000	400,000	400,000	400,000	400,000
Drainage	5,000	0	0	0	0	0	0
Buildings	127,000	328,240	329,500	333,290	334,710	336,150	337,620
Open Space	1,685,000	995,000	995,000	995,000	1,075,000	995,000	995,000
Total	**14,417,778**	**9,975,125**	**3,548,815**	**3,601,219**	**3,829,694**	**3,763,945**	**3,762,018**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2023/24 ($)	2024/25 ($)	2025/26 ($)	2026/27 ($)	2027/28 ($)	2028/29 ($)	Average
3,966,290	4,326,600	4,662,440	4,662,440	4,662,440	4,662,440	4,076,212.154
1,831,150	1,279,150	232,150	323,150	232,150	232,150	4,037,026.692
190,359	195,770	75,500	75,500	75,500	75,500	1,984,784.923
987,000	1,017,000	1,022,000	1,022,000	1,022,000	1,022,000	934,000
468,890	478,460	472,060	472,060	472,060	472,060	386,652.3077
1,214,940	1,218,240	1,247,040	1,247,040	1,247,040	1,247,040	1,177,771.69
8,659,259	8,515,220	7,711,190	7,711,190	7,711,190	7,711,190	12,596,446.85
3,640,000	3,671,000	4,555,000	4,555,000	4,555,000	4,555,000	3,684,461.538
1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16	1,001,661.16
455,790	455,790	455,790	455,790	455,790	455,790	455,790
113,940	113,940	113,940	113,940	113,940	113,940	113,940
226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121	226,710.0121
1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479	1,405,078.479
6,843,179.651	6,874,179.651	7,758,179.651	7,758,179.651	7,758,179.651	7,758,179.651	6,887,641.19
1,135,000	1,169,000	1,203,000	1,203,000	1,203,000	1,203,000	1,093,769.231
3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5	3,993,298.5
1,220,514	1,220,514	1,220,514	1,220,514	1,220,514	1,220,514	1,220,514
19,913.16	18,606.03	17,256.59	17,256.59	17,256.59	17,256.59	20,955.13538
2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658	2,618,427.658
3,417,933.521	3,417,933.521	3,417,933.521	3,417,933.521	3,417,933.521	3,417,933.521	3,417,933.521
1,135,000	1,169,000	1,203,000	1,203,000	1,203,000	1,203,000	12,364,898.04
1,537,000	1,567,000	1,572,000	1,572,000	1,572,000	1,572,000	1,699,384.615
684,520	649,674	1,041,674	1,041,674	1,041,674	1,041,674	1,734,382.615
400,000	400,000	0	0	0	0	296,153.8462
0	0	0	0	0	0	384.6153846
339,120	340,640	342,190	342,190	342,190	342,190	321,156.1538
995,000	995,000	995,000	995,000	995,000	995,000	1,054,230.769
3,819,640	3,852,314	3,950,864	3,950,864	3,950,864	3,950,864	5,105,692.615

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Appendix 6 – Terms of Reference for the AM Steering Group

+ TERMS OF REFERENCE: ASSET MANAGEMENT STEERING GROUP

Purpose

The General Manager has established the AMSG under the AM Policy to monitor and review the implementation and improvement of the AM system to ensure Council's AM objectives are met.

The AMSG will also provide a cross-functional forum for planning and coordinating AM activities, including raising awareness of and communicating about AM issues.

Technical AM documents that do not require formal adoption by Council may be tabled at the AMSG for feedback and, potentially, endorsement.

Membership

+ Director Engineering Services
+ Director Infrastructure
+ Manager Governance and Corporate Strategy
+ Chief Financial Officer
+ Other staff as required

Agenda Items

Standard agenda items will include the following:

+ Clarity of roles and responsibilities with respect to AM
+ Need for increased awareness of AM issues and how these should be communicated
+ Adequacy of resources (including competencies) and processes to support the implementation of the AM system
+ Problems or potential problems identified with Council's assets, AM or AM system; actions to correct and control or prevent them; review of the effectiveness of actions taken
+ Integration with Council's risk management system
+ Review of the AM Information Register and update of actions
+ Proposed changes to AM system and assessment of associated risks
+ Proposed outsourcing of AM activities, controls and monitoring required
+ Internal AM audit programme

Additionally, each 6 months the AMSG will undertake management review of the AM system (timed to coincide with performance reporting for Council's Delivery Program) addressing the following:

+ Status of actions from previous management reviews
+ Changes in external and internal issues that are relevant to the AM system
+ Information on AM performance including trends in nonconformities and corrective actions, monitoring and measurement results, audit results
+ AM activities undertaken
+ Opportunities for continual improvement
+ Changes in the profile of risks and opportunities

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Asset Management Plan 2017/18-2028/29

Outputs of the management review will include decisions related to continual improvement opportunities and any need for changes to the AM system.

Minutes of the AMSG will be tabled for information at Executive Leadership Team meetings.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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PARKES SHIRE COUNCIL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Long Term Financial Plan 2017/18 - 2028/29

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

CONTENTS

1. Mayor's Welcome & Introduction 1
2. Integrated Planning - How It Works 2
3. The Community Engagement Strategy (Continuum) 3
4. Purpose of the 12 Year Long Term Financial Plan 2017.18 to 2028.29 4
5. Current Situation 11
6. 2030 - A Smart Organisation Delivering Progress and Value to our Community 13
7. Assumptions 14
8. Borrowings 15
9. General Fund 18
10. Fit for the Future Ratios 30
11. General Fund - Scenario 2 (Indoor Swimming Pool) 33
12. Water Fund 34
13. Sewer Fund 49

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1. Mayor's Welcome & Introduction

While Parkes Shire has a growing and diverse population, Council needs to ensure adequate staffing resources to enable the life extension of our current assets and the building of new infrastructure to meet community and visitor expectations. We will need to adapt to the projected financial constraints and future challenges facing us as an organisation.

The challenge is to work more efficiently and cost effectively to ensure the delivery of the planned services to an ageing and diverse community while still maintaining adequate skilled staffing levels.

Our goal is to have strength through stability and be a progressively high functioning leading Council within the Central West. Council is known for its adaptability and innovation, safety record, respect for the community and employees and is seen as employer of choice within the region.

Our vision is that in 2030, Parkes Shire will be:

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

Councillor KJ Keith
Mayor
Parkes Shire Council

Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (LEP) 2012
- Community Engagement Strategy 2017- 2021
- 12 Year Strategic Asset Management Plan 2017-18 To 2028-29
- 12 Year Long Term Financial Plan 2017-18 to 2028-29
- Parkes Shire Council Workforce Plan 2017-18 to 2020-21
- Delivery Program 2017-18 to 2020-21
- Delivery Plan Financial Forecasts 2017-18 to 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 2018
- End Of Term Report 2017-18 to 2020-21

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

2. Integrated Planning - How It Works

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales.

Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in the 2009/2010 Council year. Since this time, the IP&R framework has been rolled out across the State.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress culminating in its latest End of Term Report being tabled at the final meeting of the previous Council in September 2016.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2016), will "deliver" in order to assist its community achieve the aspirations set out in the Parkes Shire 2030 Community Strategic Plan over their term in office. To help the community and other users to understand these documents, Council has prepared a simple summary to outline how each document fits in to the entire IP&R approach for Parkes Shire Council.

General Manager Mayor

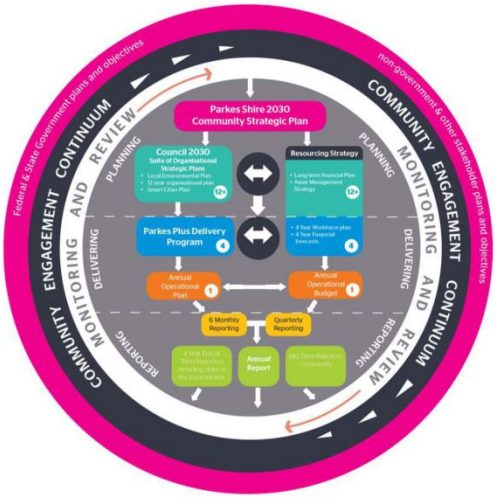
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3. The Community Engagement Strategy (Continuum)

The Community Engagement Strategy outlines the mechanisms Parkes Shire Council uses to engage their communities in the issues and decisions that affect them.

Based on a set of guiding principles and a diverse range of processes the outputs and outcomes of the strategy guide and inform the planning, delivery and reporting of all Council's integrated plans and reports.

The strategy is known as the Community Engagement Continuum. As the name implies it is a continuous process, not a collection of isolated activities. It is the way Council does its work and how Council and Community work together.



4. Purpose of the 12 Year Long Term Financial Plan 2017.18 to 2028.29

The Long term Financial Plan (LTFP) is a part of Council's Resourcing Strategy. The Plan is used to ensure that a Council can have an understanding of the current financial situation and the projections of several future directions. The LTFP is developed in conjunction with the Workforce Plan and the Asset Management Strategy, and is combined as The Resourcing Strategy. The Plans (Long Term Financial Plan and the Asset Management Strategy) are prepared for the next twelve (12) years, being the next three terms of Council. The Workforce Plan and the Delivery Program are prepared for the next four years. All are required to be reviewed each year.

Parkes Shire Council maintains three funds within its consolidated accounting system. These Funds are:

- General Fund
- Water Fund
- Sewer Fund

The accounting for each fund is kept separate, including revenue and expenditure. These funds are identified separately in the Audited Financial Statements. This Plan will identify and model each fund.

The LTFP is set out to show the financial impact of providing different levels of service to the community. The Plan includes projections of revenue and expenditure, the balance sheet and projected cash flows. Behind these projections, there are several assumptions that are used to build the Plan. These assumptions are usually related to the level of service etc. The projections are modified too highlight the major scenarios (or options) that have an economic consequence. Also there are financial indicators (calculated for each scenario). These indicators allow comparisons between scenarios, and enable the monitoring of financial performance.

The LTFP enables the Council to improve the connectivity with the Delivery Program and allows for a better understanding of the financial consequences of the Program. The Long Term Financial Plan is a decision making tool that helps Council to model several important scenarios, and helps Council to identify financial issues at an earlier stage. The Plan presents the effects of these scenarios, over the longer term. These projections help Council to focus on the issues, and analyse the consequences. Planning for at least 12 years, allows the Council to assess the current situation and make decisions for the future.

The aim of the Financial Plan is to:

- Ensure Council's financial sustainability over the long term
- Maintain and sustain the life of our community assets
- Ensure the delivery of quality services to the community
- Ensure our financial decisions address key inter-generational issues by allocating the whole of life asset costs between current and future ratepayers
- Provide value for money for ratepayers
- To meet the requirements by debt covenants and Government bodies
- Ensure financial risk management frameworks are adhered when making financial decisions.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following strategies are incorporated into the Plan:

- We will take into consideration the twelve year financial view to ensure that the financial strategy objectives can be achieved in a financially sustainable manner and that these can be delivered in an effective and efficient manner.
- We will ensure that our financial obligations, particularly debt levels are manageable and that debt is borrowed and used in accordance with Council's resolutions.
- We will take into consideration our levels of revenue to ensure that our operating ability is within a sustainable range. All revenue decisions or actions will be made with reference to our Revenue Policy.
- We will supply sound contracting principles when we enter into contracts for supply of goods or services or the carrying out of work of the disposal of assets. We will do so by following the general principles of, value for money, open and effective competition, the development of competitive local business and industry, environmental protection, ethical behavior and fair trading.
- We will ensure the delivery of Operational and Capital programs which are aligned with our Community Strategic Plan and Delivery Program objectives. All capital and expense projects will be subject to rigorous prioritisation to ensure that the alignment is applied consistently before any are included in future spending plans within the Financial Plan. The Quadruple Bottom Line has been adopted by Council as a key management tool. The four concepts of economic, environmental, social and cultural sustainability are imbedded across all programs.
- We will take into consideration our long term Asset Management Plans.
- We will apply regular scrutiny by internal and external parties of results against our financial targets and indicators.
- We will meet all required and relevant industry, accounting and government standards when reviewing and refining the Financial Plan.

Parkes Shire Council will continually review its Financial Plan by:

- Ensuring that any changes to Community Strategic Plan and the Delivery Program are reflected in the financial strategy and financial forecasts shown in the LTFP.
- Being responsive to any emerging issues and including these on our forward planning.
- Undertaking an annual review process for both capital and operational projects which is part of our annual budget process.
- Considering policy changes before changing our spending plans.
- Considering the outcomes of any future community and/or rating consultation processes in accordance with Council's Community Engagement Strategy (Continuum)

The model focuses on:

- Illustrating the capital affordability of Council
- Demonstrating the amount of future borrowings required (and is affordable); and
- Finding alternative options to additional borrowings.

The key inputs and forecast assumptions are as follows:

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

- Financial Statements
- Population, properties and their growth rates
- Forecast revenue and expense growth rates
- Fixed Assets
- Debt
- CPI
- Capital Expenditure
- One-Off projects and New Initiatives

Once the inputs and forecast assumptions are entered, the model uses the current year's budget numbers as the base year and then outputs the forecast statements listed below for the following twelve years. This allows us to assess the long term financial sustainability by highlighting issues or identifying problems shown within the output statements. By analysing the inputs and outputs of the model together with scenario and sensitivity analysis, the financial model provides reliable data that supports the financial planning process.

All Council's accounting records, accounts and annual financial statements are prepared in accordance with International and Australian Accounting Standards and current Local Government Legislative requirements.

Through the financial planning and forecasting process the accounting information about operations, resources and obligations are used. This information is then used for decision making, control and accountability purposes. Long-term financial reports are prepared to provide that information, which is useful for making and evaluating decisions about the allocation of scarce resources. Council's Risk Review Committee validates the outputs from our Financial Accounting Areas. This information is drawn upon in the long term planning process.

The Parkes Shire Council Risk Review Committee has been established to assist in ensuring that the following happens:

- An adequate system of internal controls has been established by management
- Council entities, business systems and processes are operating with efficiency and effectiveness
- Key business risks are effectively managed

- The internal audit process is sufficiently comprehensive to ensure that all major risks are assessed, and internal controls reviewed
- The audit process (both internal and external) is effective
- The Annual Financial Statements to Council for signature are endorsed

Currently the Financial Model produces the following forecast statements in future dollars:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Statement of Changes in Equity

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- Summary Statements including Financing Transactions
- Key Financial Indicators

Strategic Financial Planning and Sustainability

As per the Financial Planning and Sustainability Policy (Adopted in Principle - March 2016), the long term financial plan will be based on the following:

- Council will maintain its existing service level to residents.
- Any changes to future services will be determined in consultation with the community.
- Budgets will aim to maintain assets to at least the same condition as they were at the start of each financial year.
- Management will continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards.
- Consideration of the financial effects of Council's decisions on future generations. The Council shall strive to achieve equity between generations of ratepayers (intergenerational equity) whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such expenditure.
- Asset management plans must be linked to the Long Term Financial Plan.
- Future lifecycle costs will be reported and considered in all decisions relating to new services, upgrading of existing services, asset renewal and new capital works.
- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, the repayment of debt and depreciation.
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works.
- Funding for capital and infrastructure projects will be by a combination of revenue sources including operating surpluses, rates and service charges, working capital , asset sales, borrowings and other asset financing arrangements.
- Council must maintain sufficient cash and investments to ensure that it can meet its short-term working capital requirements.
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring working capital is set aside for those works.

Plan of Enhanced Services provided in 2017-2018 Operational Budget

Councils supports the Community Vision, In 2030, Parkes Shire will be:

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

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

This will be achieved by strategic planning across 8 future directions.

- Develop Lifelong Learning Opportunities
- Improve Health & Wellbeing
- Promote, Support & Grow our Communities
- Grow & Diversify the Economic Base
- Develop Parkes as a National Logistics Hub
- Enhance Recreation & Culture
- Care for the Environment in a changing climate
- Maintain & Improve the Shire's Assets & Infrastructure

The 2017-18 to 2020-21 Parkes Plus Delivery program has been analysed across 6 main categories:

- **Transport +** : Lead on transport improvements, by having a strong voice on inland transport initiatives and improving road conditions in the Shire. Council's Smart Strategies are:
  - (1) Parkes Shire Rural Roads Strategy
  - (2) Parkes Ring Road Strategy
  - (3) Parkes Urban Road Hierarchy Strategy
  - (4) Parkes Shire Pedestrian and Cycling Strategy
  - (5) Airport Operations Strategy
- **Activity +** : By improving connectivity, access to services, local activation and enhanced planning and development of town centres, parklands and neighbourhoods. Council's Smart Strategies are:
  - (1) Parkes Integrated Land Use, Transport and Infrastructure Strategy
  - (2) Parkes Shire Easy Green Strategy
  - (3) Parkes Shire Right Tree Right Place Guide
  - (4) Parkes Approach Routes Improvements Strategy
  - (5) Parkes Aquatic Centre Upgrade

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Community +:** by reducing disadvantage through improved access to services and opportunities for aged persons, people with a disability and isolated settlements in the Shire. Council Smart Strategies are:
  (1) Parkes Shire Town Connections Support Programs
  (2) Individual township strategic plans
  (3) Parkes Civic Precinct Masterplan (include Town Library and Dalton Street)
  (4) Parkes Health Precinct Masterplan
  (5) Parkes Shire Disability Action Plan

- **Environment +:** Environment Sustainability by setting targets for a carbon neutral Shire and by optimising waste recycling and enhancing biodiversity in areas under public control. Council's Smart Strategies are:
  (1) Parkes Shire Carbon Neutral Target 2030
  (2) Parkes Shire Bushland Regeneration Target 2030 (Council Controlled Land)
  (3) Parkes Shire Rethinking Waste Strategy
  (4) Parkes Shire Cultural Heritage and Traditional Aboriginal Knowledge Management Program
  (5) Land Use Strategy

- **Economy +** : Support economic growth and productivity by positioning Parkes to take advantage of national air, road, and rail upgrades and become the centre of manufacturing, agricultural, retailing and services. Council's Smart Strategies are:
  (1) Implementing the Economic Development Strategy
  (2) CBD Vibrancy Strategy
  (3) Industrial Estate Expansion
  (4) Parkes Shire Business Growth Strategy

  (5) Parkes Airport Business Park Expansion
  (6) National Logistics Hub and Inland Rail Strategy
  (7) Bypass Strategy
  (8) Destination Management Plan
  (9) Develop a Digital (Smart Plan) Strategy

- **H_2O + : Water Security** - by ensuring the community is able to grow and continues to enjoy safe, secure and reliable water. Storm water and Floodplain Management - by minimizing storm water impacts on the community and maximizing reuse potential. Council's Smart Strategies are:
  (1) Parkes Integrated Water Cycle Management Plan
  (2) Water Supply and Sewerage Treatment Upgrades
  (3) Advanced Water Recycling Scheme
  (4) Shire Stormwater and Floodplain Management Planning

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5. Current Situation

This is the first version of the LTFP that has been developed for this cycle of the Delivery Program 2017-18 to 2020-21 under the Integrated Planning & Reporting (IP& R) guidelines. Accordingly, the LTFP will be subject to continual review and as the Asset Management Plans are further developed and refined as additional data and condition assessments are completed.

The Asset Management Strategic Plan developed by Council has led to the development of comprehensive specific management plans for all of Council assets. The LTFP sets the basis of resourcing Councils activities that are included in the draft Delivery Program 2017/18 to 2020/21. The Delivery Program sets the program of actions for Council over that period. The Delivery Program will be reviewed annually with Operating Plans being prepared to support it. The Operating Plans will be prepared based on Council's known resourcing strategy that defines the limits of our capacity to deliver services and renew and provide infrastructure.

The aim of the LTFP is to put in place a financial structure for strategic financial decision making based on guiding principles for the short and long term periods. The Current Situation projects continuing operating surpluses as outlined in Council's Fit for the Future Long Term Financial Plan. Efficiencies have already been factored into the Plan with business improvements being a continual focus, and more efficient business practices being implemented with Council's investment in a new Corporate Information System commencing operations in 2017-18. Council has also invested in new plant in 2016-17 which will bring about significant savings in the roads program enabling increased productivity and value for money. Council will be able to maintain the current level of service and has factored in provision to allow for improved and enhanced level of services with some upgraded facilities and capacity for provision of new facilities. Through the assistance of Grants leveraging available funds, additional benefits are being achieved through the roll out of Lean Philosophy across the organisation.

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

Proposed Capital Expenditure - Major Projects

Description	Asset Description	2017/18	2018/19	2019/20	2020/21
Additional Roads Funding	Roads	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Infrastructure Backlog - Buildings with emphasis on amenities	Backlog	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Noxious weeds & pests (especially overgrown blocks)	Weeds / pests	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Footpaths	Footpaths	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Village Projects & Town Improvement	Village Capital	$ 130,000	$ 80,000	$ 130,000	$ 80,000
Lower Clarinda Street Upgrade	CBD Precinct	$ 400,000	$ 300,000	$ 150,000	$ 350,000
Street Furniture/Landscaping/Public Art/ Trees/Wayfinding	CBD Precinct	$ 50,000	$ 50,000		$ 50,000
Cooke Park landscaping/Multi-purpose centre	CBD Precinct	$ 50,000	$ 150,000	$ 350,000	$ 100,000
Library - Multi-purpose room and storage	Capital	$ 350,000	$ 100,000		
Tiered seating at Little Theatre	Capital		$ 150,000		
Strategic Planning next Delivery Program	Capital			$ 50,000	$ 100,000
Memorial Hill Precinct	Capital		$ 50,000		
Fenced Dog Park	Capital	$ 50,000			
Enhance South Entrance to Parkes	Capital		$ 60,000	$ 40,000	$ 50,000
Cycleway/Exercise/Wellness	Capital	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Family Day Care - Relocation	Capital		$ 20,000		
Education Centre - Upgrade	Capital		$ 20,000		
Land Development	Industrial Development	$ 239,000	$ 239,000	$ 239,000	$ 239,000
Spicer Amenities and New Oval	Sport & Recreation	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Other Parks & Gardens & Sporting Facilities	Sport & Recreation	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Sinking Fund		$ 500,000	$ 500,000	$ 500,000	$ 500,000
Loan Commitment		$ 120,000	$ 120,000	$ 120,000	$ 120,000
Pensioner Rebate		$ 151,000	$ 151,000	$ 151,000	$ 151,000
TOTAL		$ 4,090,000	$ 3,990,000	$ 4,040,000	$ 4,040,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6. 2030 - A Smart Organisation Delivering Progress and Value to our Community

In the Workforce Plan, Council has in place strategies towards delivering progress and value to our community through smart action plans provided for in this Long Term Financial Plan. As outlined in the Workforce Plan, this will be achieved through

- **Organisational Culture & Leadership** - Through supportive mentoring, our people will have the opportunity for leadership, skill development and training across the diverse range of tiers of employment. We encourage a diverse workforce to help strengthen our integrity, respect and performance. We develop a workplace learning culture that promotes self-directed learning in line with our corporate values.
- Performance & Talent Management & Development - Parkes Shire Council will continue to develop a vibrant workforce both at a professional and personal level so that our people are equipped to deliver progress and value to our communities. Encouraged through training and skill development, Council will identify and grow talent and attributes within our workforce.
- **Adapting to Change** - Parkes Shire Council will embrace changes in technology, industry and funding through an innovative, smart and compliant workplace culture. Our mission is striving through continuous improvement across all work practices within Council's operations to deliver progress and value to our community.
- **Building Workplace Capability** - Parkes Shire Council will proactively undertake sustainable workforce planning to encourage succession plans for critical roles, growing our own people and attracting and retaining high performing staff. We will commit to the safety and care of our employees, ensuring they are valued by our organization by promoting a holistic approach to work life balance and their health and wellbeing.

In preparing the various options for Council's General Fund Delivery program it is apparent that containment of costs will be critical to optimize the use of funds available. However it is recognized that an expanded works program will require additional resources. Council's approach to this conundrum has been carefully considered and an overview provided below.

- In recognition of the need to contain costs the expenditure on salaries in the general fund has been based on approximately 158 full time equivalents (FTE) staff. This is reflected in this Long Term Financial Plan and also in the Workforce Plan.
- As indicated elsewhere in the Workforce Plan a target of 10% apprentice / structure traineeships has been set in the long term. As the strategy is implemented there will be the potential to increase the FTE staff for the same costs. This will have the additional benefit of providing succession opportunities, a younger workforce and provide skill development for the region.
- A number of strategies will be deployed to meet resourcing requirement peaks if the internal resourcing is insufficient to meet the delivery needs of the works program. These will include such things as outsourcing, short term labour hire arrangement and more flexible work arrangements with current staff.

7. Assumptions

Parkes Shire Council has a population of 14,592, based on the Australian Bureau of Statistics Census of 2011. Parkes Shire Council has about 5,800 residential dwellings, and it's expected that new dwellings will increase by about 0.1% per annum over the life of this Plan. It is not expected to provide any real growth in Rates Revenue.

Revenue - Parkes Shire Council has adopted a system of allocating rates across the categories of Residential, Business, Farming and Mining. Rates are calculated using a minimum rate plus an ad valorem charge., It is assumed that there will not be any change to the calculation method during the timeframe of this Plan.

It is assumed rating revenue will escalate at a rate of 1.75% p.a. for the Delivery Program period 2018-19 to 2020-21, and 2.00% p.a. from 2020-21 to 2028-29.over the life of this plan. It is not expected that there will be any significant real growth in the rating base within the Parkes Shire. The Australian Bureau of Statistics Census population count plots the long term population growth from 2001 (14,455) to 2011 (14,592) at 0.7% in total over 10 years. The current growth is 2% over the past 5 years, an average of 0.4% per annum. The NSW Independent Pricing & Regulatory Tribunal (IPART) has determined that the Rate Peg that applies to Local Government for the 2017-18 year will be 1.5%. It is mainly determined by using IPART's Local Government Cost index. The Rate Peg of 1.5% has been applied to this plan. It is assumed that a similar cost level will be flowed in 2018-19 then onwards for the life of this Plan. The Local Government Cost Index tracks the costs that are flowed through the Local Government industry. These are usually specific and higher than the cost pressures that are channelled through the Australian Bureau of Statistics CPI calculations. The following indexes have been applied.

INDEXES

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Rates Revenue	1.50%	1.75%	1..75%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User Charges	2.25%	2.42%	2.42%	2.42%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salaries	2.70%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%.	2.80%	2.80%	2.80%	2.80%
Other Expenses	2.25%	2.42%	2.42%	2.42%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Stormwater Levy - Parkes Council also has a special rate for a Stormwater Levy. It is assumed that this levy will remain in place for the timeline of this Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Domestic Waste Management Charge - This Charge is set, based on the cost of providing domestic waste services to the community. It is assumed that the level of reserves will be sufficient for the proposed capital works programmes, and that the Charge will be indexes at the CPI over the timeframes of this Plan.

Water Charge - This Charge is set, based on the cost of providing water and delivery to properties. The aim is to provide a low cost service that funds operations and maintenance of the network, as well as providing for future expansion. Council has received grants to assist with the construction of the Recycled Water scheme. It is planned to hold increases of these Charges to 2.70% in 2017-18, 5.00% from 2018-19 to 2020-21 to commence operations of the Recycled Water scheme, and 2.00% per annum from 2021-22 to 2028-29..

Sewer Charge - The Charges are also set to provide for future capital works. It is planned to hold increases to 2.30% in 2017-18, 2.40% in 2018-19 to 2020-21, and 2.50% for the remainder of this Plan.

8. Borrowings

The use of borrowings to fund infrastructure renewal is considered the best means of distributing costs between current and future users of that infrastructure. It is important that the loan term does not exceed the life of the asset that is being funded and the debt servicing level can be met from existing and future recurrent revenue streams. Council has adopted a prudent position of ensuring that the level of consolidated level of debt across all funds does not exceed 10%.

In 2010 Council drew down three loans totalling $3,450,000, at fixed interest rates of 8.00% for periods of 20-25 years. Council has been discussing with the National Australia Bank, the option to refinance these loans, with the outlook of lowering the amount payable under these loan contracts.

2010 NAB Loans						
Borrower (by Purpose)	System Loan No.	Loan Term Years	Date of Maturity	Interest Rate	Original Amount Borrowed	Total Amount Repayable (over term of loan)
GENERAL FUND						
Airport Runway Rehabilitation	1	20	2030	8.21%	$ 2,000,000	**$ 4,106,552**
30 Welcome Street	3	20	2030	8.21%	$ 500,000	**$ 1,026,638**
Henry Parkes Centre	4	20	2030	8.01%	$ 950,000	**$ 1,922,410**
TOTAL GENERAL FUND					$ 3,450,000	**$ 7,055,600**

Since these loans were taken out, interest rates within Australia have decreased significantly. As you can see from the last column of the above table, the interest payable if the three loans are repaid in full under the normal term of the loan contracts, Council will repay $7.1m on $3.450m borrowings, which is why

Council has undertaken the exercise to see if it is equitable to break these three loan contracts and refinance these amounts. In order to do this Council will be expected to pay a penalty, known as "economic cost" or "break cost" to the bank for breaking the loan contract.

ECONOMIC COSTS (as at 15 December 2016)			
Borrowing (by Purpose)	Lender	System Loan No.	Economic Costs
GENERAL FUND			
Airport Runway Rehabilitation	NAB	1	$ 383,512
30 Welcome Street	NAB	3	$ 97,571
Henry Parkes Centre	NAB	4	$ 184,015
TOTAL GENERAL FUND LOANS (REFINANCING)			**$ 665,098**

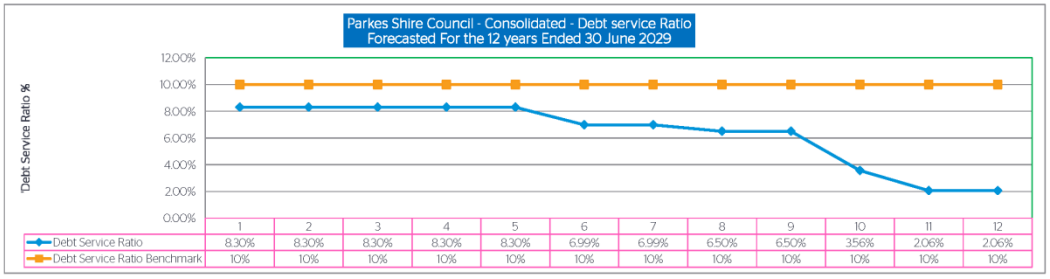
It is planned in 2017-18 to pay out these existing high interest loans through own source 2017-18 revenue., and borrow a equivalent sum of $3,000,000 at a lower interest rate. Overall by paying out the general fund loans, Council will be able to save approximately $221k, after break costs have been paid. The remaining loan borrowings outstanding over the term of the long term financial plan will be as follows:

Loan Purpose	Amount	Annual Debt Servicing	Status	Year	Term
Parkes Pool Refurbishment	$ 2,000,000	$ 272,953	Existing	2012-13	9.5 Years
Photo Voltaic Panels	$ 700,000	$ 91,577	Existing	2012-13	10 Years
Parkes Regional Airport Terminal Redevelopment	$ 1,000,000	$ 133,924	Existing	2013-14	10 Years
Parkes General Fund - Advanced Projects	$ 2,220,000	$ 77,367	Existing	2015-16	10 Years
Parkes Sewer Treatment Plant	$ 4,000,000	$ 116,000	Existing	2015-16	10 Years
Parkes Water Treatment Plant	$ 8,500,000	$ 570,597	Existing	2016-17	20 Years
Parkes General Fund - 2017 Works Program	$ 3,000,000	$ 118,823	Proposed	2017-18	12 Years

After repaying these higher interest loans, Councils Consolidated Debt service Ratio will be 8.30% from 2017-18 to 2021-22, and subsequently reduce to 6.99% for 2022-23 and 2023-24. The Debt Service ratio will fall to 2.06% by 2028-29. These projections fall within parameters outlined in Council's Borrowing Policy within recommended benchmark of maintaining this ratio at below 10%.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



	1	2	3	4	5	6	7	8	9	10	11	12
Debt Service Ratio	8.30%	8.30%	8.30%	8.30%	8.30%	6.99%	6.99%	6.50%	6.50%	3.56%	2.06%	2.06%
Debt Service Ratio Benchmark	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

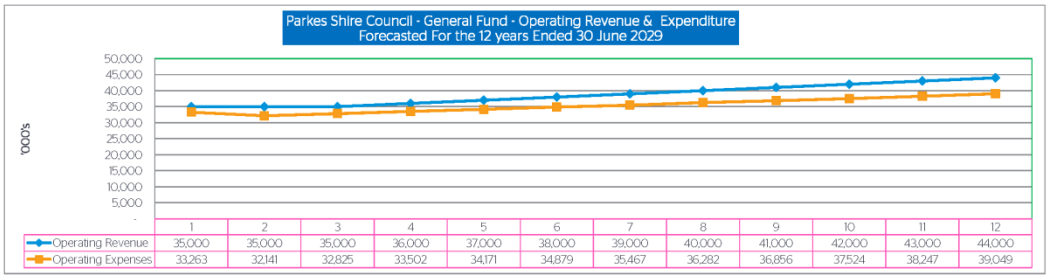
9. General Fund

Financial Position - General Fund (Estimates)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operational Revenue	35,028	34,707	35,496	36,299	37,153	38,033	38,942	39,876	40,838	41,824	42,837	43,876
Capital Revenue	7,382	5,760	3,896	4,565	2,535	2,555	2,576	2,597	2,598	2,599	2,599	2,600
Total Revenue	**42,410**	**40,467**	**39,392**	**40,864**	**39,688**	**40,588**	**41,518**	**42,473**	**43,436**	**44,423**	**45,436**	**46,476**
Operational Expenditure	**33,263**	**32,141**	**32,825**	**33,502**	**34,171**	**34,879**	**35,467**	**36,282**	**36,856**	**37,524**	**38,247**	**39,049**
Operating Surplus / (Deficit) (After Capital)	**9,147**	**8,326**	**6,567**	**7,362**	**5,517**	**5,709**	**6,051**	**6,191**	**6,580**	**6,899**	**7,189**	**7,427**
Operating Surplus / (Deficit) (Before Capital)	**1,765**	**2,566**	**2,671**	**2,797**	**2,982**	**3,154**	**3,475**	**3,594**	**3,982**	**4,300**	**4,590**	**4,827**
Acquisition of Assets	16,843	14,318	12,518	13,633	11,481	12,096	12,431	12,795	12,276	11,372	12,934	13,282
Principal Loan Payments	3,172	398	419	442	466	121	128	-	1,000	2,220	1,000	1,000
Borrowings Outstanding	7,744	7,295	6,822	6,323	5,798	5,617	5,425	5,360	2,071	2,000	1,000	-
Cash and Investments	12,521	13,881	14,942	15,795	17,645	18,775	19,980	21,167	22,431	23,720	25,088	26,448
Total Assets	488,543	496,449	509,649	516,537	521,557	527,109	532,997	546,743	550,067	556,927	563,150	569,611
Total Liabilities	8,722	8,301	7,847	7,373	6,875	6,718	6,555	6,516	3,260	3,221	2,255	1,290

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Summary General Fund Working Funds Position	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operating Revenue	35,028	34,707	35,496	36,299	37,153	38,033	38,942	39,876	40,838	41,824	42,737	43,876
Operating Expenses	33,263	32,141	32,825	33,502	34,171	34,879	35,467	36,282	36,856	37,524	38,247	39,049
Operating Result (Before Capital)	**1,765**	**2,566**	**2,671**	**2,797**	**2,982**	**3,154**	**3,475**	**3,594**	**3,982**	**4,300**	**4,590**	**4,827**
Operating Result (After Capital)	**9,147**	**8,326**	**6,567**	**7,362**	**5,517**	**5,709**	**6,051**	**6,191**	**6,580**	**6,899**	**7,189**	**7,427**
Total Capital Revenues												
Capital Grant & Contributions	7,382	5,760	3,896	4,565	2,535	2,555	2,576	2,597	2,598	2,599	2,599	2,600
Depreciation	7,749	7,094	7,166	7,239	7,313	7,388	7,463	7,539	7,617	7,695	7,773	7,853
Increase E.L.E.	244	254	264	275	286	297	309	321	334	347	361	376
Loan Funds Used	3,000	-	-	-	-	-	-	-	-	-	-	-
Repayment Deferred Debtors	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Revenue	**18,375**	**13,108**	**11,326**	**12,079**	**10,134**	**10,240**	**10,348**	**10,457**	**10,549**	**10,641**	**10,733**	**10,829**
Total Capital Expenses	16,843	14,318	12,518	13,633	11,481	12,096	12,431	12,795	12,276	11,372	12,934	13,282
Principal Repayments	3,172	398	419	442	466	121	128	-	1,000	2,220	1,000	1,000
Available Funds Movement Prior to Restricted Asset Mvt	**125**	**958**	**1,060**	**801**	**1,169**	**1,177**	**1,264**	**1,256**	**1,255**	**1,349**	**1,389**	**1,374**
Transfer to Restricted Assets	2,576	2,607	2,040	2,466	2,113	2,634	3,001	3,230	2,701	2,566	2,743	2,967
Transfer from Restricted Assets	2,505	1,795	1,198	1,727	1,053	1,588	1,875	2,067	1,546	1,324	1,458	1,686
Net Working Funds	**54**	**146**	**218**	**62**	**109**	**131**	**138**	**93**	**100**	**107**	**104**	**93**



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Income Statement - General Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Income from Continuing Operations												
Revenue												
Rates & Annual Charges	15,248	15,541	15,841	16,147	16,483	16,825	17,174	17,531	17,895	18,267	18,647	19,035
User Charges & Fees	5,096	5,220	5,354	5,492	5,637	5,786	5,939	6,096	6,258	6,424	6,594	6,769
Interest & Investment Revenue	627	640	652	665	679	692	706	720	735	749	764	780
Other Revenue	1,916	1,960	2,016	2,068	2,121	2,177	2,234	2,294	2,357	2,423	2,492	2,565
Grants & Contributions - Operating Purposes	12,142	11,346	11,632	11,926	12,234	12,553	12,889	13,234	13,592	13,960	14,339	14,727
Grants & Contributions - Capital Purposes	7,382	5,760	3,896	4,565	2,535	2,555	2,576	2,597	2,598	2,599	2,599	2,600
Total Income from Operating Operations	**42,410**	**40,467**	**39,392**	**40,864**	**39,688**	**40,588**	**41,518**	**42,473**	**43,435**	**44,423**	**45,436**	**46,476**
Expenses from Continuing Operations												
Employee Benefits & Oncost	13,457	13,833	14,221	14,619	15,028	15,449	15,882	16,326	16,784	17,253	17,737	18,233
Borrowing Costs	1,066	314	293	269	245	226	219	213	213	175	136	136
Materials & Contracts	9,650	8,747	8,474	8,595	8,114	9,014	9,050	9,300	9,295	9,363	9,460	9,617
Depreciation & Amortisation	7,749	7,094	7,166	7,239	7,313	7,388	7,463	7,539	7,617	7,695	7,773	7,853
Other Expenses	2,408	2,467	2,526	2,587	2,650	2,714	2,780	2,847	2,916	2,987	3,059	3,133
Total Expenses from Continuing Operations	**33,263**	**32,141**	**32,825**	**33,502**	**34,171**	**34,879**	**35,467**	**36,282**	**36,856**	**37,524**	**38,247**	**39,049**
Operating Result from Continuing Operations	**9,147**	**8,326**	**6,567**	**7,362**	**5,517**	**5,709**	**6,051**	**6,191**	**6,579**	**6,899**	**7,189**	**7,427**
Net Operating Result for the Year	**9,147**	**8,326**	**6,567**	**7,362**	**5,517**	**5,709**	**6,051**	**6,191**	**6,579**	**6,899**	**7,189**	**7,427**
Net Operating Result (Before Capital Gants & Contributions)	**1,765**	**2,566**	**2,671**	**2,797**	**2,982**	**3,154**	**3,475**	**3,594**	**3,981**	**4,300**	**4,590**	**4,827**

Summary of Parkes Plus Activities	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Activity Plus	3,578	3,628	3,684	3,740	3,799	3,864	3,940	4,019	4,099	4,181	4,209	4,295
Community Plus	3,286	3,254	3,332	3,411	3,493	3,578	3,665	3,754	3,846	3,940	4,037	4,139
Council Plus	5,986	6,097	6,208	6,430	6,422	6,525	6,643	6,879	6,867	6,937	7,021	7,271
Economy Plus	3,500	3,374	3,443	3,515	3,590	3,667	3,746	3,827	3,911	3,996	4,084	4,174
Environment Plus	4,035	4,129	4,324	4,424	4,529	4,638	4,752	4,870	4,990	5,113	5,240	5,369
H2O Plus - General Fund	381	386	392	398	404	410	416	422	428	435	442	448
H2O Plus - Water Fund	**7,803**	**8,234**	**8,401**	**8,570**	**8,761**	**8,958**	**9,159**	**9,365**	**9,576**	**9,791**	**10,012**	**10,240**
H2O Plus - Sewer Fund	**2,346**	**2,400**	**2,455**	**2,512**	**2,572**	**2,633**	**2,696**	**2,761**	**2,827**	**2,778**	**2,848**	**2,919**
Transport Plus	**23,350**	**21,404**	**21,748**	**22,098**	**22,464**	**22,917**	**23,218**	**23,608**	**24,012**	**24,424**	**24,925**	**25,274**
Total Consolidated Activities	**53,884**	**52,520**	**53,595**	**54,700**	**55,630**	**56,780**	**57,819**	**59,083**	**60,128**	**61,160**	**62,376**	**63,681**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Balance Sheet - General Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
ASSETS												
Current Assets												
Cash & Cash Equivalent	11,464	7,342	4,922	5,773	6,105	7,331	6,967	10,948	12,214	12,874	12,176	15,818
Investments	857	10,939	17,529	20,710	11,540	11,444	13,013	10,218	10,218	10,846	12,912	10,630
Receivables	1,832	1,828	1,796	2,962	2,079	3,333	2,625	2,341	2,500	2,305	2,400	1,300
Inventories	4,030	3,915	4,195	3,145	3,900	3,955	4,090	4,015	3,900	4,000	4,500	5,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**18,383**	**24,024**	**28,442**	**32,590**	**23,624**	**26,063**	**26,695**	**27,522**	**28,832**	**30,025**	**31,988**	**32,748**
Non-Current Assets												
Investments												
Receivables												
Inventories												
Infrastructure, Property, Plant & Equipment	470,160	472,425	481,207	483,947	497,933	501,046	506,302	519,221	521,235	526,902	531,162	536,863
Other												
Total Non-Current Assets	**470,160**	**472,425**	**481,207**	**483,947**	**497,933**	**501,046**	**506,302**	**519,221**	**521,235**	**526,902**	**531,162**	**536,863**
TOTAL ASSETS	**488,543**	**496,449**	**509,649**	**516,537**	**521,557**	**527,109**	**532,997**	**546,743**	**550,067**	**556,927**	**563,150**	**569,611**

Balance Sheet - General Fund (Continued)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	100	100	100	100	100	100	100	100	100	100	100	100
Borrowings	450	473	499	525	182	191	66	68	71	-	-	-
Provisions	877	901	925	950	976	1,002	1,029	1,057	1,089	1,121	1,155	1,190
Total Current Liabilities	**1,427**	**1,474**	**1,524**	**1,575**	**1,258**	**1,293**	**1,195**	**1,225**	**1,260**	**1,221**	**1,255**	**1,290**
Non-Current Liabilities												
Payables												
Borrowings	7,295	6,827	6,323	5,798	5,617	5,425	5,360	5,291	2,000	2,000	1,000	-
Provisions												
Total Non-Current Liabilities	**7,295**	**6,827**	**6,323**	**5,798**	**5,617**	**5,425**	**5,360**	**5,291**	**2,000**	**2,000**	**1,000**	**-**
TOTAL LIABILITIES	**8,722**	**8,301**	**7,847**	**7,373**	**6,875**	**6,718**	**6,555**	**6,516**	**3,260**	**3,221**	**2,255**	**1,290**
NET ASSETS	**479,821**	**488,148**	**501,802**	**509,164**	**514,682**	**520,391**	**526,442**	**540,227**	**546,807**	**553,706**	**560,895**	**568,321**
EQUITY												
Retained Earnings	373,116	381,443	388,011	395,373	400,891	406,600	412,651	418,841	425,421	432,320	439,508	446,935
Revaluation Reserves	106,705	106,705	113,791	113,791	113,791	113,791	113,791	121,386	121,386	121,386	121,386	121,386
Total Equity	**479,821**	**488,148**	**501,802**	**509,164**	**514,682**	**520,391**	**526,442**	**540,227**	**546,807**	**553,706**	**560,894**	**568,321**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cash Flow Statement - General Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Operating Activities												
Rates & Annual Charges	15,248	15,541	15,841	16,147	16,483	16,825	17,174	17,531	17,895	18,267	18,647	19,035
User Charges & Fees	5,096	5,220	5,354	5,492	5,637	5,786	5,939	6,096	6,258	6,424	6,594	6,769
Interest & Investment Revenue	627	640	652	665	679	692	706	720	735	749	764	780
Grants & Contributions	19,523	17,106	15,528	16,492	14,769	15,109	15,465	15,832	16,190	16,559	16,938	17,327
Other	1,916	1,960	2,016	2,068	2,121	2,177	2,234	2,294	2,357	2,423	2,492	2,565
Payments												
Employee Benefit & On-Costs	(13,457)	(13,833)	(14,221)	(14,619)	(15,028)	(15,449)	(15,882)	(16,326)	(16,784)	(17,253)	(17,737)	(18,233)
Borrowing Costs	(1,066)	(314)	(293)	(269)	(245)	(226)	(219)	(213)	(213)	(175)	(136)	(136)
Materials & Contracts	(9,650)	(8,747)	(8,474)	(8,595)	(8,114)	(9,014)	(9,050)	(9,300)	(9,295)	(9,363)	(9,460)	(9,617)
Other	(2,408)	(2,467)	(2,526)	(2,587)	(2,650)	(2,714)	(2,780)	(2,847)	(2,916)	(2,987)	(3,059)	(3,.133)
Net Cash provided (Or used in) Operating Activities	15,829	15,106	13,877	14,794	13,652	13,186	13,587	13,787	14,227	14,644	15,043	15,357
Cash Flow from Investing Activities												
Receipts												
Sale of Investment Securities	16,843	14,318	12,518	10,000	11,481	12,096	12,431	12,795	12,276	11,372	12,934	13,282
Sale of Real Estate Assets	100	970	121	133	146	161	177	195	314	236	259	285
Purchase of Investment Securities	(8,000)	(20,000)	(16,000)	(10,000)	(13,000)	(12,000)	(14,000)	(10,000)	(12,276)	(12,000)	(15,000)	(11,000)
Purchase of Infrastructure, Property, Plant & Equipment	(16,843)	(14,318)	(12,518)	(13,633)	(11,481)	(12,096)	(12,431)	(12,795)	(12,276)	(11,372)	(12,934)	(13,282)
Deferred Debtors and Advances Made												
Net Cash provided (or used in) Investing Activities	(7,900)	(19,030)	(15,879)	(13,500)	(12,854)	(11,839)	(13,823)	(9,805)	(11,962)	(11,764)	(14,741)	(10,715)

Cash Flow Statement - General Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Financing Activities												
Proceeds from Borrowings & Advances	3,000	-	-	-	-	-	-	-	-	-	-	-
Payments												
Repayment of Borrowing & Advances	(3,172)	(398)	(419)	(442)	(466)	(121)	(128)	-	(1,000)	(2,220)	(1,000)	(1,000)
Net Cash Flow Provided (used in) Financing Activities	(172)	(398)	(419)	(442)	(466)	(121)	(128)	-	(1,000)	(2,220)	(1,000)	(1,000)
Net Increase / (Decrease) in Cash & Cash Equivalents	7,757	(4,322)	(2,421)	852	332	1,226	(364)	3,982	1,265	660	(698)	3,642
Plus Cash, Cash Equivalents & Investments - beginning of Year	3,907	11,664	7,342	4,922	5,773	6,105	7,331	6,967	10,948	12,214	12,874	12,176
Cash & Cash Equivalents - End of the Year	11,664	7,342	4,921	5,774	6,105	7,331	6,967	10,949	12,213	12,874	12,176	15,818
Plus Investments on Hand - End of the Year	857	6,539	10,021	10,021	11,540	11,444	13,013	10,218	10,218	10,846	12,912	10,630
Total Cash, Cash Equivalent's & Investments	12,521	13,881	14,942	15,795	17,645	18,775	19,980	21,167	22,431	23,720	25,088	26,448
Representing:-												
External Restrictions												
Internal restrictions												
Unrestricted												

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Major Capital Projects - General Fund	2017-18 $	2018-19 $	2019-20 $	2020-21 $	2021-22 $	2022-23 $	2023-24 $	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $
Computer Hardware, Software & Office Equipment	360,000	370,800	381,920	393,380	405,180	417,340	429,860	442,760	456,040	469,720	483,810	498,320
Plant & Motor Vehicles Replacement Program Asset Renewals	1,152,000	1,178,300	876,100	1,027,700	741,300	1,539,800	1,563,200	1,793,300	1,461,600	1,049,700	1,146,700	1,640,500
Parkes Plus - Strategic Planning			50,000	50,000								
RFS - Bushfire Tankers Replacement program	839,580	856,370	873,500	890,970	908,790	926,970	945,510	964,420	964,420	964,l420	964,420	964,420
RFS - Fire Stations	64,500	65,790	67,110	68,450	69,820	71,220	72,640	74,090	74,090	74,090	74,090	74,090
Building & Property Refurbishments	70,500	72,500	230,500	72,500	78,000	70,000	78,000	70,000	78,000	70,000	78,000	70,000
Animal Shelter	25,000	65,000	65,000	5,000								
Building - Old Parkes Hospital Site Refurbishment	1,400,000	20,000										
Education Centre Upgrade - Old Parkes Hospital Site	250,000	20,000										
Section 94A Capital Program	90,000	70,000	110,000	70,000	70,000	110,000	70,000	70,000	110,000	70,000	70,000	110,000
Drainage Construction - General	65,000	150,000	300,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Drainage Construction - Stormwater Levy	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Cheney Park Salinity	30,000	-	-	-	-	-	-	-	-	-	-	-
Building Backlog Programs	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
PAC Park - Environmental Improvements / Shelters	50,000	-	-	-	-	-	-	-	-	-	-	-
Parkes Cemetery Improvements	50,000	-	10,000	-	10,000	-	10,000	-	10,000	-	10,000	-
Town Landfills	5,000	240,000	140,000	400,000	-	-	-	-	-	-	-	-
Dog Off-Leash area	-	-	30,000									
Public Libraries - Library Books	103,800	107,950	112,270	116,760	121,430	126,290	131,340	136,950	136,950	136,950	136,950	136,950

Public Libraries - Furniture, Office Equipment & Computer Hardware	46,100	36,100	61,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100	36,100
Public Libraries - Maker Space / Ext.	450,000	400,000	-	1,500,000	-	-	-	-	-	-	-	-
Little Theatre - tiered Seating	266,000											
Parkes Library / Cultural Precinct Ext.(Grant Dependent)	-	613,600	-	-	-	-	-	-	-	-	-	
Sporting Ground Improvements	1,650,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Swimming Pool- CCTV & Lighting / Trundle Concourse	110,000	10,000	60,000	10,000	110,000	60,000	10,000	10,000	10,000	10,000	10,000	10,000
Parkes Plus - Memorial Hill	-	100,000										
Parkes Plus - Cooke Park Landscaping / Multi-Purpose Centre	50,000	650,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Parkes Plus - Fenced Dog Park	50,000											
Street Trees - Major Replacement / Concept Plan	13,530	13,800	14,080	14,360	14,650	14,940	15,240	15,540	15,540	15,540	15,540	15,540
Village Special Capital Allocation	89,000	39,000	89,000	39,000	89,000	39,000	89,000	39,000	89,000	39,000	89,000	39,000
Roads - Urban Construction	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Roads - Parkes Plus Transport +	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Roads - Rural Construction	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Roads - Fixing Country Roads - Middle Trundle Road	900,000	-	-	-	-	-	-	-	-	-	-	
Roads - Repair Grant	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Capital Works - Roads Grant Funded	3,769,606	2,931,688	3,002,530	3,075,090	3,151,970	3,230,770	3,311,530	3,394,320	3,479,180	3,566,160	3,655,310	3,746,690
Footpaths - Parkes Cycleway / Exercise/ Wellness	200,000	200,000	200,000	200,000	106,120	100,000	250,000	400,000	250,000	-	500,000	250,000
Footpaths	100,000	100,000	100,000	100,000	-	-	-	-	-	-	-	-
Footpath - Renewals	-	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Footpaths - New	-	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Parkes Regional Airport - Line	80,000	-	-	-	-	-	-	-	-	-	-	-

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Marking												
Parkes Regional Airport - Runway Reconstruction - Reseal Edges	-	150,000	-	-	-	-	-	-	-	-	-	
Parkes Regional Airport - Car Parking Structures (With Solar Panels)	-	-	-	200,000	-	-	-	-	-	-	-	
Parkes Plus - Lower Clarinda Street Upgrade	400,000	1,300,000	150,000	350,000								
Parkes regional Airport Runway Resealing					500,000	250,000	250,000				400,000	400,000
Parkes Plus - Main Street Furniture / Landscaping / Street Art Trees	50,000	50,000		50,000								
Spicer Caravan Park - Improvements	121,000	107,600	66,200	68,800	118,400	74,000	76,600	129,200	-	-	-	-
Parkes Plus - Enhance South Entrance to Parkes		110,000	40,000	50,000								
Tourism & Area Promotion	134,500											
Transport Asset Renewals	-	-	100,000	102,000	104,040	106,120	250,000	350,000	250,000	-	350,000	400,000
Industrial Estate	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Industrial Estate	239,000	239,000	469,000	489,000	239,000	239,000	239,000	239,000	239,000	239,000	239,000	239,000
Residential Development	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Elvis Festival Infrastructure	54,000		10,000									
Total General Fund Capital Expenditure	16,893,116	14,318,497	12,458,309	13,633,109	11,480,799	12,095,549	12,431,019	12,794,679	12,275,919	11,371,679	12,933,919	13,281,609

10. Fit for the Future Ratios

- **Operating Performance Ratio**- This Ratio measures Council's achievement of containing operating expenditure within operating revenue. Council has forecasted to achieve operating surpluses over the life of the current Long Term Financial Plan. Measures which are being introduced include decreasing expenditure by implementing efficiency measures. These efficiency measures are being identified through on-going service reviews, business improvements being identified and following lean methodologies. The benchmark for this ratio is 0.0 or better, meaning the operating result excluding capital grants and contributions is required to be in surplus. Council's average operating performance ratio over the previous three years was 6.60%. Council has worked pro-actively towards containing expenditure within operating revenue.

- **Own Source Revenue Ratio** - This Own Ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions. Council had an Owen Source Revenue Ratio of 55.43% in 2015-16 with a three year moving average of 57.91%. The Ratio is forecasted to improve to be above the benchmark in 2017-18 with a three-year moving average of 59.68% in 2019-20.

- **Infrastructure Backlog Ratio** - This ratio shows the asset renewal backlog as a proportion of the total value of Council's infrastructure. Council's asset renewal funding available estimates that the Infrastructure Backlog Ratio will decrease over the life of the Long Term Financial Plan 2017-18 to 2028-29. It is forecasted that the ratio will decrease from current 1.24% to approximately 1.04% in 2019-2020. In 2017, Council has obtained the latest condition assessments of the Water and Sewer assets, and the renewal program has been determined by the latest assessment data gathered. Council's ratio for 2015-16 was 1.24%. This Ratio will improve over the next few years due to Council's asset renewal strategy determined as a result of the Parkes Plus Smart strategies outlined. Council has allocated $4.04M towards predominantly the renewal of assets over the delivery program 2017-18 to 2020-21. From the years following the current Delivery Program period, approximately $12.1M per annum is available towards the renewal of assets. This has resulted to date in the Infrastructure Backlog Ratio decreasing and is forecasted to continue to decrease.

- **Asset Maintenance Ratio -** This Ratio compares required asset maintenance. As ratio above 100% indicates Council is investing enough funds to prevent the infrastructure backlog increasing due to not maintaining the assets to a satisfactory level. With the increase in the Asset Renewal Program, it is anticipated that the maintenance cost required will reduce as the assets are restored to a satisfactory condition. In the 2017-18 to 2028-29 Long Term Financial Plan, it was identified that Council needs to increase the amount of maintenance. The benchmark for this ratio is for three year average to be greater than or equal to 100%. Council should be spending at least the required expenditure on asset maintenance as shown in Special Schedule 7 - Report on Infrastructure Assets of the Annual Financial Statements. Council's 3 year average to 2015-16 was 1.06%, which indicates that Council had been spending sufficient on the maintenance on its assets.

- **Debt Service Ratio** - This Ratio measures the availability of operating cash to service debt including interest, principal and lease payments. Council's Borrowing Policy provides the framework and budgeting protocol for the determination of future Council's Long Term Financial Plans and Operational Plans. This protocol is within the benchmarks established. Council approved its Borrowing Policy in June 2014, which outlined the guidelines for external borrowings. The use of borrowings to fund infrastructure renewal is considered the best means of enabling intergenerational equity of Council's infrastructure assets, distributing costs between current and future users of that infrastructure. After being debt free from 1998 to 2009, Council's aim is to keep the consolidated Debt Service Ratio at a level below 10% so that it does not impose too much of a burden on future generations to service the debt. Council's

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fit for the Future Ratio Comparisons	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operating Performance Ratio												
Long Term Financial Plan	5.04	7.39	7.53	7.71	8.03	8.29	8.92	9.01	9.75	10.28	10.71	11.00
Long Term Financial Plan (3 Year Average)	**11.24**	**5.41**	**6.65**	**7.54**	**7.75**	**8.01**	**8.41**	**8.74**	**9.23**	**9.68**	**10.25**	**10.67**
Fit for the Future Projections (3 Year Average)	3.10	3.40	3.80									
Own Source Revenue												
Long Term Financial Plan	56.06	60.00	62.99	62.04	65.34	65.35	65.32	65.35	65.38	65.40	65.43	65.45
Long Term Financial Plan (3 Year Average)	57.10	58.62	59.68	61.68	63.46	64.24	65.34	65.34	65.35	65.38	65.40	65.43
Fit for the Future Projections	60.07	62.85	64.56									
Debt-Service Ratio												
Long Term Financial Plan	4.40	4.40	4.40	4.40	4.40	3.08	3.08	2.6	2.6	1.52	-	-
Long Term Financial Plan (3 Year Average)	3.80	4.71	5.14	5.14	5.14	4.69	4.24	3.62	3.45	3.05	2.66	2.27
Fit for the Future Projections	3.30	3.45	3.34									
Building & Infrastructure Asset Renewal												
Long Term Financial Plan	123.05											
Long Term Financial Plan (3 Year Average)	145.65											
Fit for the Future Projections	133.18	116.35	111.55									
Infrastructure Backlog Ratio												
Long Term Financial Plan	1.20	1.20	1.04									
Fit for the Future Projections	1.42	1.41	1.04									

Fit for the Future Ratio Comparisons	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Asset Maintenance Ratio												
Long Term Financial Plan	96.30											
Long Term Financial Plan (3 Year Average)	99.47											
Fit for the Future Projections	100.07	100.10	101.11									
Real Operating Expenditure per Capita												
Long Term Financial Plan												
Fit for the Future Projections	$1,613	$1,591	$1,573	$1,570								

- Building and Infrastructure Asset Renewal Ratio - This Ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating. With the proposed Asset Renewal Program, this benchmark is forecasted to be achieved through consultation. The community has made it clear that they did not wish to see a decline in the levels of service or a deterioration of Council's assets. Council has adopted a strategy of managing its assets renewal program based on asset renewal modeling. This approach matches the required expenditure for asset renewal with the actual condition of the assets based on physical condition assessment.

- Real Operating Expenditure per Capita over time - This indicator measures productivity changes over time based on the movement in real per capita expenditure. Based on the assumption that service level remain constant, a decline in real expenditure per capita indicates efficiency improvements (i.e. the same level of output per capita is achieved with reduced expenditure). Council can meet this benchmark dependent on the starting year to measure the movement. Council should meet this benchmark over the next twelve years provided the growth in Parkes is realised, and operational costs are contained. It is anticipated that with the planned national Infrastructure of the Inland Rail, that Parkes will receive a boost to the local economy. Providing Council controls its expenditure and continues to work on Business Improvement and implementation of efficiency measures, through this anticipated period of growth, it is anticipated that this benchmark will continue to be achieved.

  The basis for this indicator is that Council can realise natural efficiencies as population increases (through lower average cost of service delivery and representation). It also assesses how well a Council is able to make the necessary adjustments to maintain current efficiency if population is declining (e.g. appropriate reductions in staffing or other costs).

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11. General Fund - Scenario 2 (Indoor Swimming Pool)

During public consultation it was recognised that there is considerable interest in the building of a Parkes Indoor Aquatic Leisure Centre. It is estimated that there would be in excess of 23,400 users per annum. The forecasted income from this project is $975k with estimated annual expenditure of $1.284k. The estimated cost of the project will be $16,000,000. With an increase in operational deficit from the Indoor Swimming Facility averaging $545,954 per annum, this will affect our operational performance ratio by reducing it to a ratio of averaging 7.66%, down from 8.97%. The total project cost is estimated to be $16,000,000, and it is assumed that Grants could be obtained to fund an estimated $10,000,000 towards the project. The difficulty is to fund an additional recurrent expenditure of $545,954 without impacting on other services provided to the community.

The projected increase in expenditure is as follows:

Financial Position - Indoor Swimming Pool (Estimates)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operating Deficit	-	(349,461)	(317,019)	(298,732)	(287,528)	(284,183)	(295,217)	(291,394)	(296,838)	(310,624)	(327,000)	(333,379)
Interest on Loan - $6,000,000	-	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)	(237,647)
Total Increase in Expenditure	**-**	**(587,108)**	**(554,666)**	**(536,379)**	**(525,175)**	**(521,830)**	**(532,864)**	**(529,041)**	**(534,485)**	**(548,271)**	**(564,647)**	**(571,026)**
Operating Performance (Original)	5.04%	7.39%	7.53%	7.71%	8.03%	8.29%	8.92%	9.01%	9.75%	10.28%	10.71%	11.00%
Operating Performance (Post Indoor Pool)	5.04%	5.70%	5.96%	6.23%	6.61%	6.92%	7.56%	7.69%	8.44%	8.97%	9.40%	9.70%
Debt Service Ratio (Original)	8.57%	8.57%	8.57%	8.57%	8.57%	7.22%	7.22%	6.72%	6.72%	3.68%	2.12%	2.12%
Debt Service Ratio (Post Indoor Pool)	8.57%	11.69%	11.69%	11.69%	11.69%	10.33%	9.84%	9.84%	9.84%	6.80%	5.24%	2.12%

12. Water Fund

Council's vision for a 30-year planning horizon for water supply and sewerage services, reflects the changing operating environment due to future growth and developments, that in turn influence the service requirements. Council considers the following factors as having significant influence on the future water supply and sewerage services provided and the general quality of life of the residents.

- Population growth - the projected number of assessments for financial modeling purposes is based on Residential 8,395, and Non-Residential 896 for Water services, and Residential 4,708, and Non-Residential 660 for Sewerage (Refer Special Schedule 3 & 5 for the Year Ended 30 June 2016)
- Commerce and industry - the main industries within Parkes are mining and agriculture. The Northparkes Mine has an expected life of 10 years and the new mine near Tomingley (in Narromine Shire) is expected to lead to a little population growth in Peak Hill. There has been an increase in the number of people living in the towns and villages and commuting to farms.
- Health - There has been recent growth in the availability of aged care places in Parkes and there is expected to be further growth in the near future. Council acknowledges that essential to living in the Parkes Shire area is the reliability and quality of water supply, as water is vital for public health, agriculture and business.
- Environment - Parkes Shire has a temperate climate of four distinct seasons. These seasons provide scenic beauty to the area and also deliver a diverse range of agricultural products. Council indicates that there are many value adding opportunities that could be explored and developed and also used to build the reputation of the areas' productive landscapes.
- Transport and Tourism - Parkes is located on both the Newell Highway and the transcontinental railway (the intersection of the Sydney - Adelaide Line and the Melbourne - Brisbane Line) and is in the close proximity to the regional center of Dubbo. Parkes is in the process of creating the Parkes National Logistic Hub, which represents a major growth opportunity. Parkes Shire is home to the Parkes Radio Telescope, a major scientific research and space communications centre as well as a significant local tourist attraction visited by over 120,000 people per year, Parkes hosts a number of major events including the Elvis Festival.
- Technology and Information - Treatment plants have been upgraded to incorporate access to the internet and Council computer network. Telemetry is good (a radio based system)
- Government Legislation Policy - More regulation, stringent enforcement and fewer subsidies from Government are expected to impose more burden on Council's management responsibilities and hence on its finances. Decentralisation of State Government Services has provided for some employment growth in Parkes.

The purpose of the Financial Plan for the Water Fund is to enable Council to determine the revenues needed to meet the Levels of Services over the long term and effectively manage the cash flow. Legislation requires separate accounting for water supply and sewerage services and the elimination of cross

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

subsidies from Council's General Fund or other areas Generally, recurrent operating costs should be covered by the annual water supply and sewerage charges. Capital funds are drawn from the following four sources:

- Developer charges
- Government grants
- Annual water supply charges / cash; and
- Borrowings

Council has developed its Long Term Financial Plan and established a steady price path. The financial model forecasts are based on setting the tariff structure in accordance with the August 2007 Best Practice Management Guideline.

The Long Term Financial Plan supports the Workforce Plan ensuring Council has appropriate staff numbers with the necessary skills to meet current and future requirements to maintain Council's level of service. In supporting the Workforce Plan, Council will ensure the following:

- Operators are familiar with all current practices including WHS requirements.
- Up to date training program is in place for all staff (in particular training the treatment plant operators)
- There is succession planning for senior technical staff
- Reviewing of job appraisal and jobs awards schemes, and
- Additional resources including Trainee / Apprentice for servicing new schemes as required.

Objective -Water Supply

Council has adopted the following corporate objective for its water supply services:

'To provide a high quality water and reliable supply service complying with recognised health standards at affordable prices'

The Water Fund is included in the H_2O strategic category with its goal being to maintain water security by ensuring the community is able to grow and continue to enjoy safe, secure and reliable water. Council's Smart Strategies are:

- Parkes Integrated Water Cycle Management Plan
- Water Supply Treatment Upgrades
- Advanced Water Recycling Scheme

Council has recognised five Key Result Areas that must be managed well to achieve success in the long-term provision of water supply to its customers. These are:

- Customer service
- Environmental protection and sustainable development
- Total asset management
- Workforce
- Finance

Notable capital works outcomes Council plans to achieve over the next 12 years include:

- Commission New Water Treatment Plant for Parkes
- New clear water reservoirs with connection pipe works
- Construction of new mains to backlog areas
- Recycled Water Scheme

Projected Financial Position - Water Supply Summary

The following table presents the summary of projected financial position of Council's Water Fund over the next 12 years.

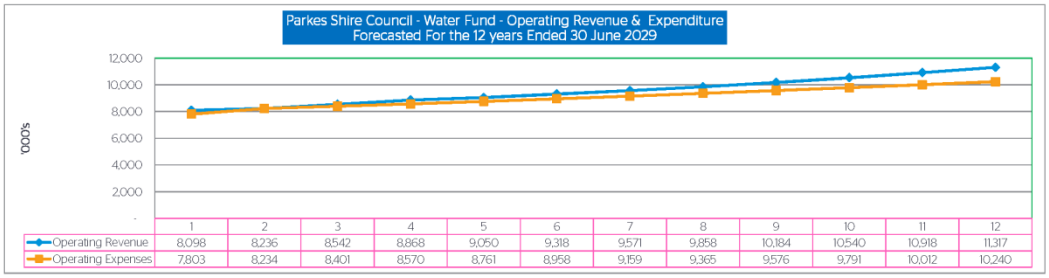
Financial Position - Water Fund (Estimates)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operational Revenue	8,098	8,236	8,542	8,868	9,050	9,318	9,571	9,858	10,184	10,540	10,918	11,317
Capital Revenue	3,202	3,326	310	317	325	333	342	350	359	368	377	387
Total Revenue	**11,300**	**11,562**	**8,852**	**9,185**	**9,375**	**9,651**	**9,913**	**10,208**	**10,543**	**10,908**	**11,295**	**11,,704**
Operational Expenditure	**7,803**	**8,234**	**8,401**	**8,570**	**8,761**	**8,958**	**9,159**	**9,365**	**9,576**	**9,791**	**10,012**	**10,240**
Operating Surplus / (Deficit) (After Capital)	**3,497**	**3,328**	**451**	**615**	**614**	**693**	**754**	**843**	**967**	**1,117**	**1,283**	**1,464**
Operating Surplus / (Deficit) (Before Capital)	**295**	**2**	**141**	**298**	**289**	**360**	**412**	**493**	**608**	**749**	**906**	**1,077**
Acquisition of Assets	15,830	7,317	2,507	4,486	2,628	2,565	2,024	1,449	790	596	502	350
Principal Loan Payments	319	329	339	349	360	371	382	394	406	419	431	445
Borrowings Outstanding	8,025	7,696	7,358	7,008	6,649	6,278	5,895	5,501	5,095	4,676	4,245	3,800
Cash and Investments	13,964	11,866	11,739	9,832	9,829	10,016	10,856	12,409	14,797	17,582	20,683	24,170
Total Assets	157,689	162,915	165,358	167,993	170,377	173,165	175,939	178,818	181,824	184,974	188,281	191,756
Total Liabilities	9,135	8,924	8,701	8,471	7,929	7,676	7,313	6,939	6,554	6,156	5,747	5,325

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following table represents the Working Funds Position of the Water Fund:

Summary Water Fund Working Funds Position	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operating Revenue	8,098	8,236	8,542	8,868	9,050	9,318	9,571	9,858	10,184	10,540	10,918	11,317
Operating Expenses	7,803	8,234	8,401	8,570	8,761	8,958	9,159	9,365	9,576	9,791	10,012	10,240
Operating Result (Before Capital)	**295**	**2**	**141**	**298**	**289**	**360**	**412**	**493**	**608**	**749**	**906**	**1077**
Operating Result (After Capital)	**3,497**	**3,328**	**451**	**615**	**614**	**693**	**754**	**843**	**967**	**1,117**	**1,283**	**1,464**
Total Capital Revenues												
Capital Grant & Contributions	3,202	3,326	310	317	325	333	342	350	359	368	377	387
Depreciation	2,320	2,376	2,433	2,492	2,555	2,618	2,684	2,751	2,820	2,890	2,962	3,037
Increase E.L.E.	18	18	19	19	19	20	20	21	21	22	23	23
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-	-
Repayment Deferred Debtors	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Revenue	**5,540**	**5,720**	**2,762**	**2,828**	**2,899**	**2,971**	**3,046**	**3,122**	**3,200**	**3,280**	**3,362**	**3,447**
Total Capital Expenses	15,830	7,317	2,507	4,486	2,628	2,565	2,024	1,449	790	596	502	350
Principal Repayments	319	329	339	349	360	371	382	394	406	419	431	445
Available Funds Movement Prior to Restricted Asset Mvt	(10,314)	(1,924)	57	(1,709)	200	395	1,052	1,772	2,612	3,014	3,335	3,729
Transfer to Restricted Assets	5,515	5,393	2,564	2,778	2,828	2,961	3,076	3,222	3,402	3,610	3,836	4,079
Transfer from Restricted Assets	15,830	7,317	2,507	4,486	2,628	2,565	2,024	1,449	790	596	502	350
Net Working Funds	-	-		-	-	-	-	-	-	-	-	-



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Income Statement - Water Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Income from Continuing Operations												
Revenue												
Rates & Annual Charges	1,306	1,345	1,387	1,429	1,472	1,517	1,563	1,611	1,660	1,711	1,763	1,816
User Charges & Fees	5,848	6,115	6,395	6,688	6,832	6,980	7,131	7,286	7,444	7,605	7,770	7,939
Interest & Investment Revenue	563	385	361	342	326	391	436	510	617	750	899	1,063
Other Revenue	316	323	331	339	347	356	365	374	384	393	403	413
Grants & Contributions - Operating Purposes	66	67	69	70	72	74	76	78	80	82	84	86
Grants & Contributions - Capital Purposes	3,202	3,326	310	317	325	333	342	350	359	368	377	387
Total Income from Operating Operations	**11,301**	**11,561**	**8,853**	**9,185**	**9,374**	**9,651**	**9,913**	**10,209**	**10,544**	**10,909**	**11,296**	**11,704**
Expenses from Continuing Operations												
Employee Benefits & Oncost	1,232	1,262	1.292	1,324	1,363	1,404	1,446	1,490	1,535	1,581	1,628	1,677
Borrowing Costs	252	242	232	221	211	200	188	177	164	152	139	126
Materials & Contracts	1,528	1,827	1,866	1,905	1,945	1,985	2,026	2,068	2,111	2,,154	2,198	2,243
Depreciation & Amortisation	2,320	2,376	2,433	2,492	2,555	2,618	2,684	2,751	2,820	2,890	2,962	3,037
Other Expenses	2,472	2,527	2,577	2,627	2,688	2,751	2,814	2,879	2,947	3,015	3,085	3,157
Total Expenses from Continuing Operations	**7,804**	**8,234**	**8,400**	**8,569**	**8,762**	**8,958**	**9,158**	**9,365**	**9,577**	**9,792**	**10,012**	**10,240**
Operating Result from Continuing Operations	**3,497**	**3,327**	**453**	**616**	**612**	**693**	**755**	**844**	**967**	**1,117**	**1,284**	**1,464**
Net Operating Result for the Year	**3,497**	**3,327**	**453**	**616**	**612**	**693**	**755**	**844**	**967**	**1,117**	**1,284**	**1,464**
Net Operating Result (Before Capital Gants & Contributions)	**295**	**1**	**143**	**299**	**287**	**360**	**413**	**494**	**608**	**749**	**907**	**1,077**

Balance Sheet - Water Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
ASSETS												
Current Assets												
Cash & Cash Equivalent	2,726	2,945	2,325	2,904	3,029	2,781	2,445	2,147	1,825	1,506	1,109	946
Investments	11,238	8,921	9,414	6,928	6,800	7,235	8,411	10,262	12,972	16,076	19,574	23,224
Receivables	1,788	2,073	2,365	2,654	2,666	2,972	3,193	3,383	3,626	3,855	4,068	4,319
Inventories	80	70	60	70	60	60	50	80	60	60	80	70
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**15,832**	**14,009**	**14,164**	**12,556**	**12,555**	**13,048**	**14,099**	**15,872**	**18,483**	**21,497**	**24,831**	**28,559**
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	10	10	10	10	10	10	10	10	10	10	10	10
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	140,586	147,635	149,923	154,166	156,551	158,846	160,569	161,675	162,070	162,206	162,179	161,926
Intangible Assets	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261	1,261
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**141,857**	**148,906**	**151,194**	**155,437**	**157,822**	**160,117**	**161,840**	**162,946**	**163,341**	**163,477**	**163,450**	**163,197**
TOTAL ASSETS	**157,689**	**162,915**	**165,358**	**167,993**	**170,377**	**173,165**	**175,939**	**178,818**	**181,824**	**184,974**	**188,281**	**191,756**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Balance Sheet - Water Fund (Continued)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	500	600	700	800	600	700	700	700	700	700	700	700
Borrowings	329	339	349	360	371	382	394	406	419	431	445	458
Provisions	560	577	594	612	630	649	668	688	709	730	752	775
Total Current Liabilities	**1,389**	**1,516**	**1,643**	**1,772**	**1,601**	**1,731**	**1,762**	**1,794**	**1,828**	**1,861**	**1,897**	**1,933**
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	7,696	7,358	7,008	6,649	6,278	5,895	5,501	5,095	4,676	4,245	3,800	3,342
Provisions	50	50	50	50	50	50	50	50	50	50	50	50
Total Non-Current Liabilities	**7,746**	**7,408**	**7,058**	**6,699**	**6,328**	**5,945**	**5,551**	**5,145**	**4,726**	**4,295**	**3,850**	**3,392**
TOTAL LIABILITIES	**9,135**	**8,924**	**8,701**	**8,471**	**7,929**	**7,676**	**7,313**	**6,939**	**6,554**	**6,156**	**5,747**	**5,325**
NET ASSETS	**148,554**	**153,991**	**156,657**	**159,522**	**162,448**	**165,489**	**168,626**	**171,879**	**175,270**	**178,818**	**182,534**	**186,431**
EQUITY												
Retained Earnings	111,901	115,229	115,680	116,296	116,910	117,603	118,357	119,201	120,167	121,284	122,567	124,031
Revaluation Reserves	36,653	38,762	40,977	43,226	45,538	47,886	50,269	52,678	55,103	57,534	59,967	62,400
Total Equity	**148,554**	**153,991**	**156,657**	**159,522**	**162,448**	**165,489**	**168,626**	**171,879**	**175,270**	**178,818**	**182,534**	**186,431**

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

Cash Flow Statement - Water Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Operating Activities												
Rates & Annual Charges	1,240	1,278	1,317	1,357	1,399	1,441	1,485	1,530	1,577	1,625	1,674	1,725
User Charges & Fees	5,556	5,810	6,075	6,353	6,491	6,631	6,775	6,921	7,071	7,225	7,382	7,542
Interest & Investment Revenue	563	385	361	342	326	391	436	510	617	750	899	1,063
Grants & Contributions	3,268	3,393	379	388	397	407	417	428	439	450	461	472
Other	316	323	331	339	347	356	365	374	384	393	403	413
Payments												
Employee Benefit & On-Costs	(1,232)	(1,262)	(1,292)	(1,324)	(1,363)	(1,404)	(1,446)	(1,490)	(1,535)	(1,581)	(1,628)	(1,677)
Materials & Contracts	(1,451	(1,736)	(1,772)	(1,810)	(1,848)	(1,886)	(1,925)	(1,965)	(2,005)	(2,046)	(2,088)	(2,131)
Borrowing Costs	(252)	(242)	(232)	(221)	(211)	(200)	(188)	(177)	(164)	(152)	(139)	(126)
Other	(2,348)	(2,401)	(2,448)	(2,496)	(2,553)	(2,613)	(2,673)	(2,735)	(2,800)	(2,864)	(2,930)	(2,999)
Net Cash provided (Or used in) Operating Activities	5,660	5,548	2,719	2,928	2,985	3,123	3,246	3,396	3,584	3,800	4,094	4,282
Cash Flow from Investing Activities												
Receipts												
Sale of Investment Securities	15,830	7,317	2,507	4,486	2,628	2,565	2,024	1,449	790	596	502	350
Purchase of Investment Securities	(6,000)	(5,000)	(3,000)	(2,000)	(2,500)	(3,000)	(3,200)	(3,300)	(3,500)	(3,700)	(4,000)	(4,000)
Purchase of Infrastructure, Property, Plant & Equipment	(15,830)	(7,317)	(2,507)	(4,486)	(2,628)	(2,565)	(2,024)	(1,449)	(790)	(596)	(502)	(350)
Deferred Debtors and Advances Made												
Net Cash provided (or used in) Investing Activities	**(6,000)**	**(5,000)**	**(3,000)**	**(2,000)**	**(2,500)**	**(3,000)**	**(3,200)**	**(3,300)**	**(3,500)**	**(3,700)**	**(4,000)**	**(4,000)**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cash Flow Statement - Water Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Payments												
Repayment of Borrowing & Advances	(319)	(329)	(339)	(349)	(360)	(371)	(382)	(394)	(406)	(419)	(431)	(445)
Net Cash Flow Provided (used in) Financing Activities	(319)	(329)	(339)	(349)	(360)	(371)	(382)	(394)	(406)	(419)	(431)	(445)
Net Increase / (Decrease) in Cash & Cash Equivalents	(659)	219	(620)	579	125	(248)	(336)	(298)	(322)	(319)	(397)	(163)
Plus Cash, Cash Equivalents & Investments - beginning of Year	24,453	13,964	11,866	11,739	9,832	9,829	10,016	10,856	12,409	14,797	17,582	20,683
Cash & Cash Equivalents - End of the Year	2,726	2,945	2,325	2,904	3,029	2,781	2,445	2,147	1,825	1,506	1,109	946
Plus Investments on Hand - End of the Year	11,238	8,921	9,414	6,928	6,800	7,235	8,411	10,262	12,972	16,076	19,574	23,224
Total Cash, Cash Equivalents & Investments	**13,964**	**11,866**	**11,739**	**9,832**	**9,829**	**10,016**	**10,856**	**12,409**	**14,797**	**17,582**	**20,683**	**24,170**
Representing:-												
External Restrictions	**13,964**	**11,866**	**11,739**	**9,832**	**9,829**	**10,016**	**10,856**	**12,409**	**14,797**	**17,582**	**20,683**	**24,170**
Internal restrictions	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-

Levels of Service -Water Supply

The current services are generally regarded as satisfactory by customers. The primary objective with water supply and sewerage services is to meet adopted Levels of Services covering the following areas:

- Quality, quantity and pressure
- Availability during droughts
- Greenhouse gas emissions

The Water Fund is accounted for as a separate business unit within Parkes Shire Council. These Funds are not subject to the I PART Rate Peg rules. The Water Fund is self-funded, with the revenue that is sourced from Access Rates always set by Council resolution. As a result, Council has more control over the level of service that is provided to the community.

The Water Fund has just completed a large capital works programme with the Parkes Water Treatment Plant being scheduled for completion and commissioning in 2017-18 at a cost of $44,900,000 and the Recycled Water Scheme being completed in 2018-19 at a cost of $20,984,613. Other Capital Expenditure is forecasted to cost $11,777,315 (Total Including completion of the major projects is $ 30,139,110) over the next Delivery Program four years ended 30 June 2021. Total capital expenditure over the Long Term Financial Plan term 12 years ended 30 June 2029 is $ 41,041,634. This includes a $7.1m program for mains renewal program, $2,700,000 mains reticulation construction and $1,920,000 mains supply construction. The capital expenditure for the Long Term Plan is outlined on the following page.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Major Capital Projects - Water Fund	2017-18 $	2018-19 $	2019-20 $	2020-21 $	2021-22 $	2022-23 $	2023-24 $	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $
Recycled Water Scheme	$10,977,810	$4,442,619	-	-	-	-	-	-	-	-	-	-
Parkes Water Treatment Plant	$ 2,941,366	-	-	-	-	-	-	-	-	-	-	-
Motor Vehicle,Plant & Equipment Replacement Program	$ 660,150	$ 158,400	$ 60,150	$ 140,150	$ 31,150	$ 85,150	$ 55,150	$120,150	$ 177,150	$ 25,150	$ 165,400	$ 113,041
Best Practice / Asset Management / Strategic Business Plan	$ 80,000	$ 60,000	$ 70,000	'$ 60,000	$ 70,000	$ 60,000	$ 70,000	$ 60,000	$ 20,000	$ 10,000	$ 20,000	$ 10,000
Minor Capital Items / Back Flow Prevention & Meterage	$ 9,390	$ 9,462	$ 9,536	$ 9,612	$ 9,612	$ 9,690	$ 9,770	$ 9,770	$ 9,000	$ 9,000	$ 9,000	$ 9,000
New Services	$ 30,925	$ 32,162	$ 33,448	$ 33,448	$ 34,786	$ 35,830	$ 36,904	$ 23,500	$ 23,500	$ 23,500	$ 23,500	$ 23,500
Smart Meters	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Main Construction - Reticulation & Supply	$ 460,000	$ 460,000	$ 460,000	$ 460,000	$ 460,000	$ 460,000	$ 460,000	$ 460,000	$ 160,000	$ 460,000	$ 160,000	$ 160,000
Main Renewal Program	$ 400,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 200,000	-	-	-	-	-
Drinking Water Management System	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	-	-	-	-
Water Connection - Dog-Off Leash Areas	$ 20,000	-	-	-	-	-	-	-	-	-	-	-
Total Water Fund Capital Expenditure	$ 15,829,641	$ 7,316,633	$ 2,506,891	$ 4,485,945	$ 2,627,548	$ 2,564,670	$ 2,023,824	$ 1,448,824	$ 789,650	$ 595,650	$ 501,900	$ 350,458

It is proposed that some staff will be multi-functional. Due to the higher level of treatment that will be undertaken, it is expected that there will be an increase in staff levels in order to operate and maintain both the Water and Sewer Treatment Plants. Funding for the expansion programmes will be a combination of existing reserves, and government grants. It is not planned to have any further borrowings in the Water Fund through the term of this Long Term Financial Plan.

As a result of the high capital expenditure primary from internal sources, it is forecasted that operating surpluses will be maintained over the 12 year plan. This plan has indexed the revenue stream from the water access charges at an average of 3% and water usage charges at an average of 2.83% over the next 12 years. This will ensure that the increased operational costs associated with the Recycled Water Scheme (RWS) are maintained.

Parkes Recycled Water Scheme - As part of the Integrated Water Cycle Management (IWCM) Strategy, Parkes Shire Council (PSC) has undertaken to significantly improve the Parkes region's water infrastructure. The upgrades include construction of upgraded Water Treatment Plant (WTP), and Sewage Treatment Plant (STP). In addition to the new treatment plants, the IWCM strategy has proposed to improve and expand the existing reuse scheme into a full recycled Water Scheme in line with the risk-based approach outlined in the Australian Guidelines for Water Recycling. The RWS project continues the implementation of recommendations from the PSC IWCM which commits to the planning and implementation of a number of important water, sewerage, and recycled water infrastructure works. The aim being to " Future -Proof" Parkes and improve the water supply and sewerage treatment quality / capacity and expand the water reuse in the Parkes area. The primary goal of the RWS is to strengthen water security and drought resilience through:

- Providing an additional climate resilient water source.
- Reducing demand for potable water.
- Addressing Parkes' remoteness from raw water sources.

Additional project goals include:

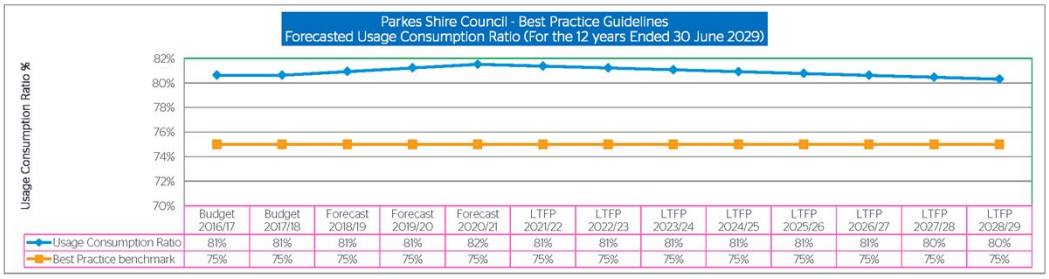
- Maintaining and improving community services and amenity by:
  - (a) Ensuring green parks and sports fields through drought.
  - (b) Adopting innovative approaches to water service provision.
- Economic stimulus supporting, and promoting population, business, employment and tourism growth.
- Reducing the energy footprint of Parkes's water supply to guard against rises in power prices and reduce Green House Gas (GHG) emissions.

The development of the RWS has been proposed to occur over two phases. The first phase is an interim arrangement whereby the existing effluent reuse (golf course / racecourse irrigation) scheme transitions to a water recycling scheme approved under Section 60 with the construction of an Advanced Water Recycling Facility (AWRF). The second phase represents expansion of the Scheme to enable supply of recycled water to a broader array of municipal irrigation end users including sporting fields, parks and reserves. The total project cost for the RWS is estimated to be $20,985,000. It is forecasted that the RWS will become operational in 2018-19, and will average operational costs of $311,000 per annum over the remainder of the Long Term Financial Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

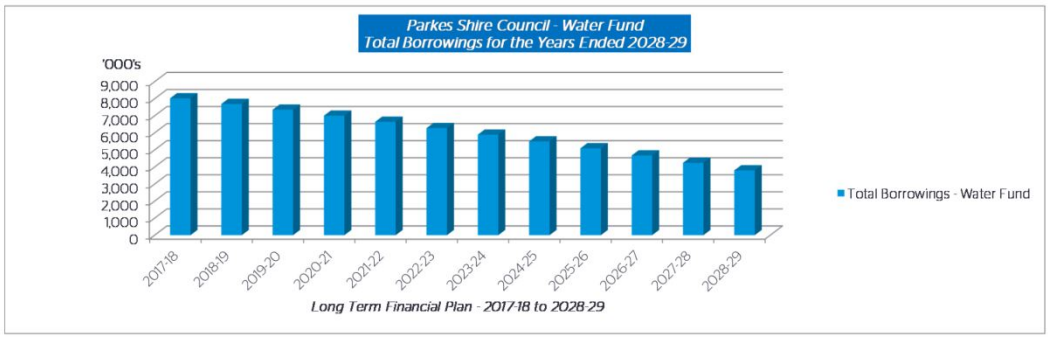
Council made significant changes to its water charges in 2010-11 in line with the State Government policy on 'Best Practice Water Pricing' . Council has made significant changes in the rates being charged to comply with the Best Practice Guidelines in order to be eligible for grant funding from the State Government towards major infrastructure works. Modelling has indicated that based on recent usage, the Best Practice guidelines of 75% of residential water revenue to be achieved through consumption will be achieved. The following graphic and table reflects the forecasted 81 / 19% water consumption ratio Best Practice ratio as at 30 June 2018. This is in line with 81 / 19% water consumption Best Practice ratio as at 30 June 2016. This forecast at an average of 81 / 19% enables a buffer should seasonal fluctuations causes a reduction in amount of water consumption.



	Budget 2016/17	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	LTFP 2021/22	LTFP 2022/23	LTFP 2023/24	LTFP 2024/25	LTFP 2025/26	LTFP 2026/27	LTFP 2027/28	LTFP 2028/29
Usage Consumption Ratio	81%	81%	81%	81%	82%	81%	81%	81%	81%	81%	81%	80%	80%
Best Practice benchmark	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%

Debt Service Ratio - Water Fund

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The purpose of the Debt Service Ratio is to assess the impact of loan principal and interest repayment on the discretionary revenue of Council.



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13. Sewer Fund

Council has adopted the following corporate objective for its sewerage services.

'To provide a sewerage service to defined benefit centres which is economical, reliable and safe and that meets agreed community standards and license requirements.;

The implications of Council's vision and objectives for the provision of sewerage services can be summarised as follows:

- Services need to meet health and environmental standards required by law and those of the community
- Services need to be provided in an economically sustainable fashion
- Community engagement and customer service are to be undertaken in a way that encourages community participation.

It is forecasted that the Sewer Fund will maintain a surplus operating result, and these Funds will be utilised in an extensive renewal program across the sewerage network. It is noted that the new Parkes Treatment Plant is no longer a gravity fed system, and will incur additional energy costs to pump waste to the plant, which has been factored into this financial plan.

In the Strategic Business Plan for Water Supply and Sewerage Services - 2014, it was demonstrated that the typical residential sewerage bill will need to incrementally increase to $496 by 2019-20, and then maintained at that level. The residential bill proposed for 2017-18 is $450, and is progressing to the recommended level outlined in that Plan.

All the planned capital works will be funded through a mix of available cash and annual revenue. Council borrowed $4,000,000 to complete the Parkes Sewerage Treatment Plant, and it is not planned to take out any further borrowings in this financial plan. The Recycled Water Scheme is planned to be forecasted to be funded through the Water Fund, and there is a case for the Sewer Fund to contribute towards this project. The levels of cash and borrowing outstanding is outlined in the supporting financial statements. The total Cash, Cash Equivalents and Investments is forecasted to average $3.3M over the term of the Long Term Financial Plan.

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

Financial Position - Sewer Fund (Estimates)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operational; Revenue	3,348	3,409	3,484	3,556	3,642	3,740	3,833	3,950	4,014	4,090	4,259	4,437
Capital Revenue	608	111	113	116	119	122	125	128	131	135	138	142
Total Revenue	**3,956**	**3,520**	**3,597**	**3,672**	**3,761**	**3,862**	**3,958**	**4,078**	**4,145**	**4,225**	**4,397**	**4,579**
Operational Expenditure	2,632	2,690	2,750	2,809	2,873	2,939	3,006	3,074	3,115	3,071	3,145	3,221
Operating Surplus / (Deficit) (After Capital)	716	719	734	747	769	801	827	876	899	1,019	1,114	1,216
Operating Surplus / (Deficit) (Before Capital)	1,324	830	847	863	888	923	952	1,004	1,030	1,154	1,252	1,358
Acquisition of Assets	3,566	1,075	2,048	1,348	1,680	1,540	1,544	604	313	283	283	283
Principal Loan Payments	-	-	-	-	-	-	-	-	4,000	-	-	-
Borrowings Outstanding	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	-	-	-	-
Cash and Investments	2,567	2,997	2,487	2,709	2,640	2,763	2,930	4,106	1,615	3,298	5,098	7,024
Total Assets	65,550	67,228	69,194	70,960	72,924	74,853	76,841	79,008	77,219	79,414	81,867	84,383
Total Liabilities	4,748	4,657	4,816	4,725	4,784	4,743	4,703	4,763	827	741	806	821

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

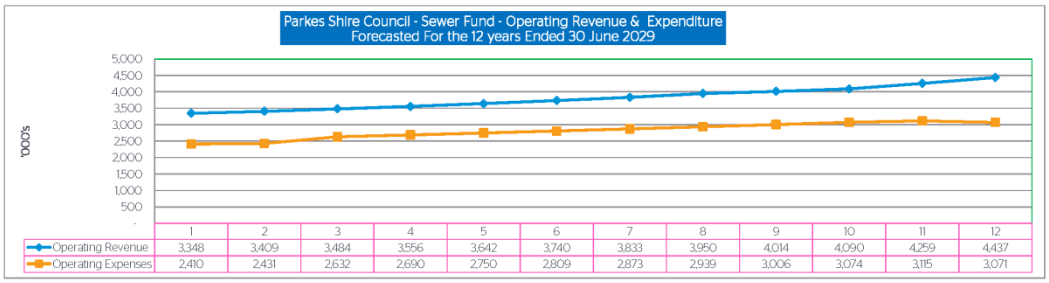
Summary Sewer Fund Working Funds Position	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Operating Revenue	3,348	3,409	3,484	3,556	3,642	3,740	3,833	3,950	4,014	4,090	4,259	4,437
Operating Expenses	2,632	2,690	2,750	2,809	2,873	2,939	3,006	3,074	3,115	3,071	3,145	3,221
Operating Result (Before Capital)	**716**	**719**	**734**	**747**	**769**	**801**	**827**	**876**	**899**	**1,019**	**1,114**	**1,216**
Operating Result (After Capital)	**1,324**	**830**	**847**	**863**	**888**	**923**	**952**	**1,004**	**1,030**	**1,154**	**1,252**	**1,358**
Total Capital Revenues												
Capital Grant & Contributions	608	111	113	116	119	122	125	128	131	135	138	142
Depreciation	661	677	694	710	728	746	765	784	804	824	844	866
Increase E.L.E.	9	9	9	9	10	10	10	10	11	11	11	11
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-	-
Repayment Deferred Debtors	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Revenue	**1,278**	**797**	**816**	**835**	**857**	**878**	**900**	**922**	**946**	**970**	**993**	**1,019**
Total Capital Expenses	3,566	1,075	2,048	1,348	1,680	1,540	1,544	604	313	283	283	283
Principal Repayments									(4,000)			
Available Funds Movement Prior to Restricted Asset Mvt	(1,572)	441	(497)	235	(55)	138	183	1,194	(2,469)	1,706	1,825	1,951
Transfer to Restricted Assets	1,993	1,516	1,550	1,583	1,625	1,679	1,727	1,798	1,844	1,989	2,108	2,234
Transfer from Restricted Assets	3,566	1,075	2,048	1,348	1,680	1,540	1,544	604	4,313	283	283	283
Net Working Funds	-	-	-	-	-	-	-	-	-	-	-	-

PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

Income Statement - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Income from Continuing Operations												
Revenue												
Rates & Annual Charges	2,715	2,781	2,848	2,917	2,990	3,065	3,142	3,220	3,301	3,383	3,468	3,554
User Charges & Fees	374	379	384	390	395	401	406	412	418	424	430	436
Interest & Investment Revenue	119	106	105	100	103	117	124	153	126	110	184	264
Other Revenue	81	83	85	87	89	90	93	95	97	100	102	105
Grants & Contributions - Operating Purposes	59	60	62	63	65	67	68	70	72	73	75	77
Grants & Contributions - Capital Purposes	608	111	113	116	119	122	125	128	131	135	138	142
Total Income from Operating Operations	**3,956**	**3,520**	**3,597**	**3,673**	**3,761**	**3,862**	**3,958**	**4,078**	**4,145**	**4,225**	**4,397**	**4,578**
Expenses from Continuing Operations												
Employee Benefits & On-costs	954	977	1,001	1,025	1,056	1,088	1,121	1,155	1,190	1,226	1,263	1,301
Borrowing Costs	116	116	116	116	116	116	116	116	116	-	-	-
Materials & Contracts	880	899	917	936	950	965	980	994	980	995	1,011	1,027
Depreciation & Amortisation	661	667	694	710	728	746	765	784	804	824	844	866
Other Expenses	21	21	22	22	23	24	24	25	25	26	27	27
Total Expenses from Continuing Operations	**2,632**	**2,690**	**2,750**	**2,809**	**2,873**	**2,939**	**3,006**	**3,074**	**3,115**	**3,071**	**3,145**	**3,221**
Operating Result from Continuing Operations	**1,324**	**830**	**847**	**864**	**888**	**923**	**952**	**1,004**	**1,030**	**1,154**	**1,252**	**1,357**
Net Operating Result for the Year	**1,324**	**830**	**847**	**864**	**888**	**923**	**952**	**1,004**	**1,030**	**1,154**	**1,252**	**1,357**
Net Operating Result (Before Capital Grants & Contributions)	**716**	**719**	**734**	**748**	**769**	**801**	**827**	**876**	**899**	**1,019**	**1,114**	**1,215**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



PARKES SHIRE COUNCIL Long Term Financial Plan 2017/18 - 2028/29

Balance Sheet - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
ASSETS												
Current Assets												
Cash & Cash Equivalent	2,132	996	384	954	1,566	1,729	2,395	2,675	498	1,464	3,347	1,556
Investments	434	2,000	2,102	1,754	1,074	1,034	534	1,430	1,117	1,834	1,751	5,468
Receivables	316	232	405	328	375	334	306	378	448	369	458	477
Inventories	50	45	35	25	40	45	40	35	40	45	40	35
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	**2,932**	**3,273**	**2,926**	**3,061**	**3,055**	**3,142**	**3,275**	**4,518**	**2,103**	**3,712**	**5,591**	**7,546**
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	5	5	5	5	5	5	5	5	5	5	5	5
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	62,613	63,950	66,263	67,894	69,864	71,706	73,561	74,485	75,111	75,697	76,271	76,832
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	**62,618**	**63,955**	**66,268**	**67,899**	**69,869**	**71,711**	**73,566**	**74,490**	**75,116**	**75,702**	**76,276**	**76,837**
TOTAL ASSETS	**65,550**	**67,228**	**69,194**	**70,960**	**72,924**	**74,853**	**76,841**	**79,008**	**77,219**	**79,414**	**81,867**	**84,383**

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Balance Sheet - Sewer Fund (Continued)	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	350	250	400	300	350	300	250	300	350	300	250	400
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	346	353	360	367	374	381	389	397	409	421	434	447
Total Current Liabilities	**696**	**603**	**760**	**667**	**724**	**681**	**639**	**697**	**759**	**671**	**734**	**747**
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	-	-	-	-
Provisions	52	54	56	58	60	62	64	66	68	70	72	74
Total Non-Current Liabilities	**4,052**	**4,054**	**4,056**	**4,058**	**4,060**	**4,062**	**4,064**	**4,066**	**68**	**70**	**72**	**74**
TOTAL LIABILITIES	**4,748**	**4,657**	**4,816**	**4,725**	**4,784**	**4,743**	**4,703**	**4,763**	**827**	**741**	**806**	**821**
NET ASSETS	**60,802**	**62,571**	**64,378**	**66,235**	**68,140**	**70,110**	**72,138**	**74,245**	**76,392**	**78,673**	**81,061**	**83,562**
EQUITY												
Retained Earnings	40,350	41,180	42,028	42,891	43,778	44,700	45,652	46,656	47,686	48,840	50,093	51,450
Revaluation Reserves	20,452	21,391	22,350	23,344	24,362	25,410	26,486	27,589	28,706	29,833	30,968	32,112
Total Equity	**60,802**	**62,571**	**64,378**	**66,235**	**68,140**	**70,110**	**72,138**	**74,245**	**76,392**	**78,673**	**81,061**	**83,562**

Cash Flow Statement - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Operating Activities												
Receipts												
Rates & Annual Charges	2,634	2,698	2,763	2,829	2,900	2,973	3,048	3,123	3,202	3,282	3,364	3,447
User Charges & Fees	363	368	372	378	383	389	394	400	405	411	417	423
Interest & Investment Revenue	119	106	105	100	103	117	124	153	126	110	184	264
Grants & Contributions	667	171	175	179	184	189	193	198	203	208	213	219
Other												
Payments												
Employee Benefit & On-Costs	(954)	(977)	(1,001)	(1,025)	(1,056)	(1,088)	(1,121)	(1,155)	(1,190)	(1,226)	(1,263)	(1,301)
Materials & Contracts	(792)	(809)	(825)	(842)	(855)	(869)	(882)	(895)	(882)	(896)	(910)	(924)
Borrowing Costs	(116)	(116)	(116)	(116)	(116)	(116)	(116)	(116)	(116)	-	-	-
Other	(19)	(19)	(20)	(20)	(21)	(22)	(22)	(23)	(23)	(23)	(24)	(24)
Net Cash provided (Or used in) Operating Activities	1,983	1,505	1,538	1,570	1,611	1,663	1,711	1,780	1,822	1,966	2,083	2,209
Cash Flow from Investing Activities												
Receipts												
Sale of Investment Securities	3,566	1,075	2,048	1,348	1,680	1,540	2,000	604	1,000	283	283	283
Sale of Real Estate Assets												
Sale of Infrastructure, Property, Plant & Equipment												
Deferred Debtor Receipts												
Payments												

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cash Flow Statement - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Purchase of Investment Securities	-	(2,641)	(2,150)	(1,000)	(1,000)	(1,000)	(1,500)	(1,500)	-	(1,000)	(200)	(4,000)
Purchase of Infrastructure, Property, Plant & Equipment	(3,566)	(1,075)	(2,048)	(1,348)	(1,680)	(1,540)	(1,544)	(604)	(313)	(283)	(283)	(283)
Deferred Debtors and Advances Made												
Net Cash provided (or used in) Investing Activities	-	(2,641)	(2,150)	(1,000)	(1,000)	(1,000)	(1,500)	(1,500)	687	-	(200)	(4,000)

Cash Flow Statement - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Cash Flows from Financing Activities												
Receipts												
Proceeds from Borrowings & Advances												
Payments												
Repayment of Borrowing & Advances									(4,000)			
Net Cash Flow Provided (used in) Financing Activities												
Net Increase / (Decrease) in Cash & Cash Equivalents	1,983	(1,136)	(612)	570	611	163	667	280	(1,491)	966	1,883	(1,791)
Plus Cash, Cash Equivalents & Investments - beginning of Year	4,150	2,567	2,997	2,487	2,709	2,640	2,763	2,930	4,106	1,615	3,298	5,098
Cash & Cash Equivalents - End of the Year	2,133	997	385	955	1,566	1,729	2,396	2,676	1,185	2,151	4,034	2,243

Cash Flow Statement - Sewer Fund	2017-18 $000's	2018-19 $000's	2019-20 $000's	2020-21 $000's	2021-22 $000's	2022-23 $000's	2023-24 $000's	2024-25 $000's	2025-26 $000's	2026-27 $000's	2027-28 $000's	2028-29 $000's
Plus Investments on Hand - End of the Year	434	2,000	2,102	1,754	1,074	1,034	534	1,430	430	1,147	1,064	4,781
Total Cash, Cash Equivalent's & Investments	**2,567**	**2,997**	**2,487**	**2,709**	**2,640**	**2,763**	**2,930**	**4,106**	**1,615**	**3,298**	**5,098**	**7,024**
Representing:-												
External Restrictions	2,567	2,997	2,487	2,709	2,640	2,763	2,930	4,106	1,615	3,298	5,098	7,024
Internal restrictions	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted	-	-	-	-	-	-	-	-	-	-	-	-

Levels of Service - Sewerage

The current services are generally regarded as satisfactory by customers. The primary objective with sewerage services is to meet adopted Levels of Services covering the following areas:

- Proportion of sewage treated to various standards
- Number of overflow events
- Greenhouse gas emissions

The Sewer Fund is accounted for as a separate business unit within Parkes Shire Council. These Funds are not subject to the I PART Rate Peg rules. The Sewer Fund is self-funded, with the revenue that is sourced from Access Rates always set by Council resolution. As a result, Council has more control over the level of service that is provided to the community.

The Sewer Fund has just completed a large capital works programme with the Parkes Sewerage Treatment Plant being scheduled for completion and commissioning in 2017-18 at a cost of $26,800,000.. Other Capital Expenditure is forecasted to cost $13.2M (Total including completion of the major projects is $ 8.0M) over the next Delivery Program four years ended 30 June 2021. Total capital expenditure over the Long Term Financial Plan term 12 years ended 30 June 2029 is $ 14.6M. This includes a $3.1m program for major extension to network, $1,000,000 effluent ponds rehabilitation (50% Proposed Environmental Grant) and mains construction $5,400,000. The capital expenditure for the long term plan are outlined on the following page.

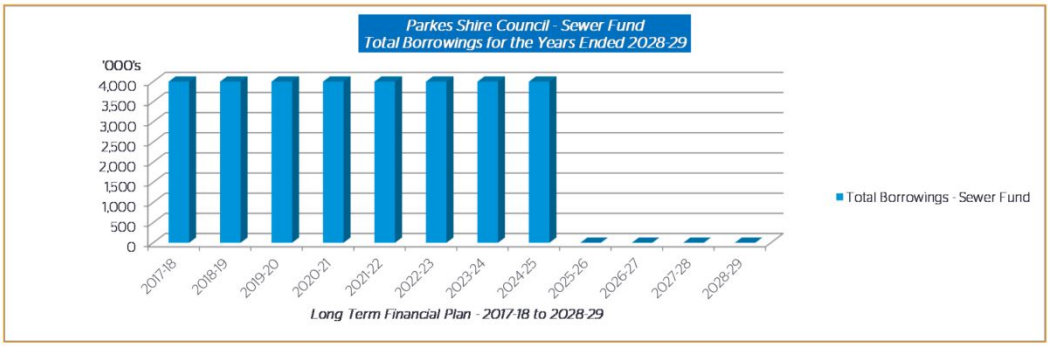
General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Major Capital Projects - Sewer Fund	2017-18 $	2018-19 $	2019-20 $	2020-21 $	2021-22 $	2022-23 $	2023-24 $	2024-25 $	2025-26 $	2026-27 $	2027-28 $	2028-29 $
Parkes Sewer Treatment Plant	1,289,463	-	-	-	-	-	-	-	-	-	-	-
Plant, Vehicle & Equipment Replacement	130,000	50,000	-	-	42,000	-	-	75,500	-	-	-	-
Mains Sewer Construction	700,000	700,000	700,000	600,000	600,000	600,000	600,000	300,000	150,000	150,000	150,000	150,000
Pipe Investigation & Reline (CCTV)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	38,000	38,000	38,000	38,000
Reticulation Model	-	-	-	30,000	-	-	-	-	30,000	-	-	-
Pumping Investigation	90,000	-	-	-	101,000	-	-	-	-	-	-	-
Minor Capital Items	8,967	9,133	9,407	9,690	9,980	9,980	9,980	9,980	7,800	7,800	7,800	7,800
Mains Cleaning Equipment	-	-	-	85,000	-	-	-	-	-	-	-	-
Mains & Other Renewals	112,551	115,928	119,409	122,988	126,678	130,478	134,392		87,000	87,000	87,000	87,000
Telemetry Improvements	35,000	-	-	-	-	-	-	-	-	-	-	-
Effluent Pond Rehablitation	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Main Extension - Reticulation Network	-	-	1,000,000	300,000	600,000	600,000	600,000	-	-	-	-	-
Mono Pump- Peak Hill	-	-	19,000	-	-	-	-	19,000				
Total Sewer Fund Capital Expenditure	3,565,881	1,075,061	2,047,813	1,347,678	1,679,658	1,540,458	1,544,372	604,480	312,800	282,800	282,800	282,800

Debt Service Ratio - Sewer Fund

Council has funded infrastructure renewal and new infrastructure with a combination of debt (borrowings) and equity (cash reserves set aside in previous years). The purpose of the Debt Service Ratio is to assess the impact of loan principal and interest repayment on the discretionary revenue of Council. All the planned capital works will be funded through a mix of available cash and annual revenue. It is not planned to seek any further external borrowings for the Sewer Fund in this Long Term Financial Plan. Council recently settled the loan in January 2017 which had been in place for the Tullamore Sewer Scheme. Whilst this incurred an economic cost, it has enabled savings of approximately $914,050 over the term of this Long Term Financial Plan. The implementation of the Recycled Water Scheme is planned to be funded through the Water Fund through current cash reserves and capital grants and contributions.



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Long Term Financial Plan 2017/18 - 2028/29

For further information please contact:
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P 02 6861 2333 | **E** council@parkes.nsw.gov.au

PARKES SHIRE COUNCIL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Workforce Plan 2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (Lep) 2012
- Community Engagement Strategy 2017-18 to 2020-21
- 12 Year Asset Management Strategy 2017-18 to 2028-29
- 12 Year Long Term Financial Plan 2017-18 to 2028-29
- Parkes Shire Council Workforce Plan 2017-18 to 2020-21
- **Delivery Program 2017-18 To 2020-21**
- Delivery Plan Financial Forecasts 2017-18 to 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 2018
- End Of Term Report 2017-18 to 2020-21

References

- Parkes Shire Council's Community Strategic Plan (CSP)
- Parkes Plus Delivery Program
- Workforce Operational Plan
- Parkes Shire Council's 4 yr Delivery Program and 1 yr Operational Plan
- The Australasian LG Performance Excellence Program FY16
- LG Professionals Australian NSW - Workforce of Tomorrow Delegate Programme
- The National Local Government Workforce Planning Strategy 2016-2020
- LGNSW - Beyond Four Years
- The Business Excellence Framework

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

Contents

Purpose 5

Vision 5

Values 5

Our Shire 6

Major Employment Sectors 7

Our Workforce 8

Full Time Equivalents (FTE's) 9

Workforce Statistics 10

Career Opportunities 12

Where we want to be in the future 13

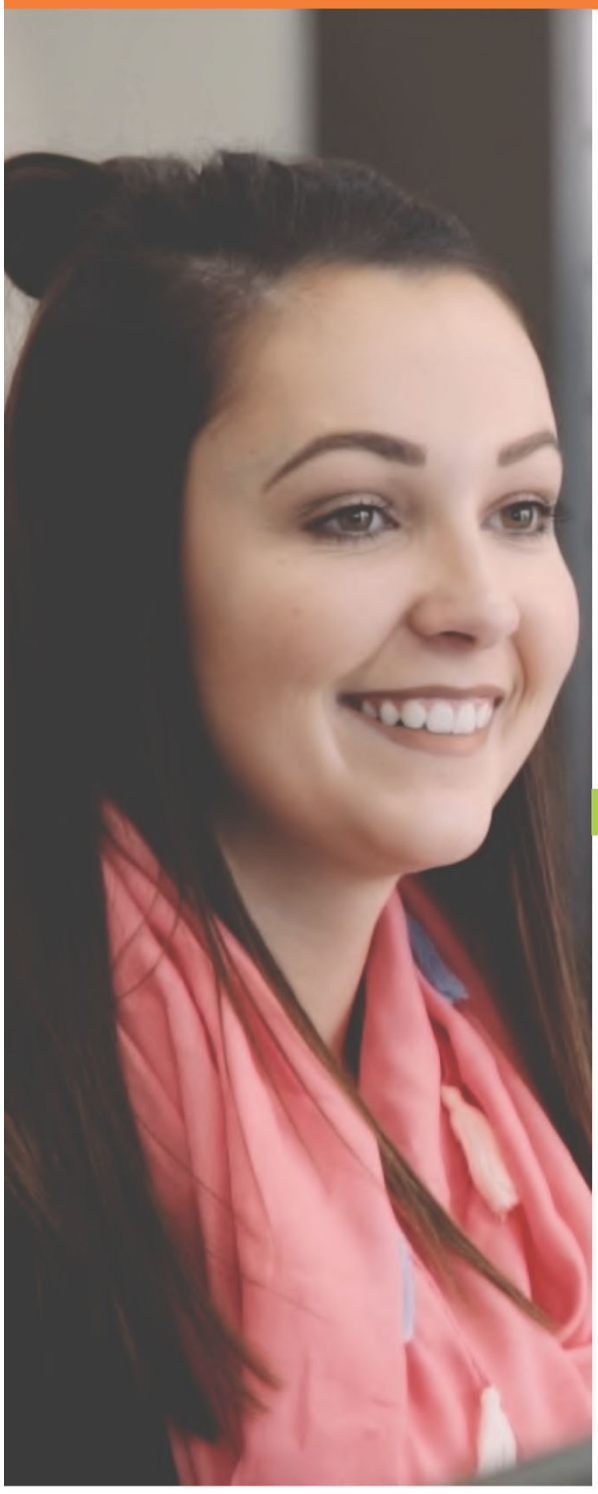
Parkes Plus Strategies & Projects 14

Workforce Plan Strategy 15

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



Parkes Shire Council is committed to having the

- ***right people*** with the
- ***right skills*** (knowledge & attributes), in the
- ***right place*** (job fit) at the
- ***right time*** (role fit to strategic needs) at the
- ***right cost*** (within budget) to deliver and respond to the challenges of the future.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

Purpose

The purpose of this document, the Parkes Shire Council Workforce Plan (WFP), is to support the Community Strategic Plan (CSP) and is part of Integrated Planning & Reporting (IP&R) Framework.

The Workforce Operational Plan (WOP) supports the four key Human Resource (HR) strategies in the Workforce Plan.

This Plan and its strategies are the responsibility of the General Manager and are supported by the Parkes Shire Council Human Resources Team.

Values

Parkes Shire Council has adopted a set of values representing our attitudes and choices of behaviour when responding and delivering services to our community.

+ Parkes Shire Council Values:

INTEGRITY
Treat each other and the community with honesty, loyalty, openness, and trust.

SAFETY
Employ and promote safe work practices.

RESPECT
Care and respect for each other and have a healthy work life balance

TEAMWORK
Promote open communication and be wiling to work together to achieve goals

COMMUNITY
Respect and strive to do our best for the commnunity

INNOVATION
Show leadership and encourage smart and innovative thinking

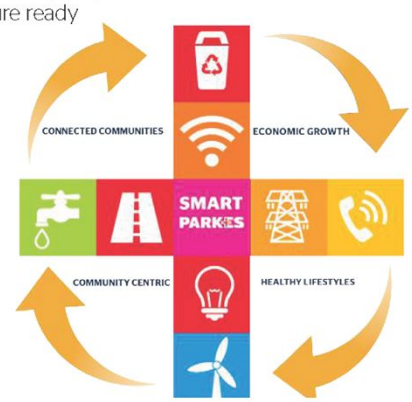
Community Vision

Our community's vision for Parkes Shire in 2030 is that we will be:

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

+ Why have we now included 'smart' in our Vision?

Smart has been incorporated into the community vision to ensure we continue to build a modern, technologically-advanced and innovative Shire that is future ready



Our Mission

In direct response to the Community's vision, Parkes Shire Council's organisational mission is:
to be a smart organisation that delivers progress and value to our community.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Our Shire

Situated in the Central West of New South Wales and classified as a medium size rural council, the Parkes Shire covers the local communities of Parkes, Alectown, Cookamidgera, Bogan Gate, Peak Hill, Trundle and Tullamore.

The Shire population is 15,337 and the township of Parkes approximately 12,000.

Parkes is 377 kms from Sydney, 300 kms from Canberra and an average of 110 kms from the two main regional cities of Orange and Dubbo.

POPULATION

15,328 ABS ERP 2015

MEDIAN AGE

39 YEARS

LAND AREA

595,805 Ha

5,958 square kms

POPULATION DENSITY

0.03 persons per Ha

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

Major Employment Sectors

Mining
According to the NSW Mineral Council, mining direct spending in the Central West is $858 million and in the Parkes Shire it is approximately $80 million. Northparkes Mines currently employs almost 300 staff on site, as well as additional contract staff.

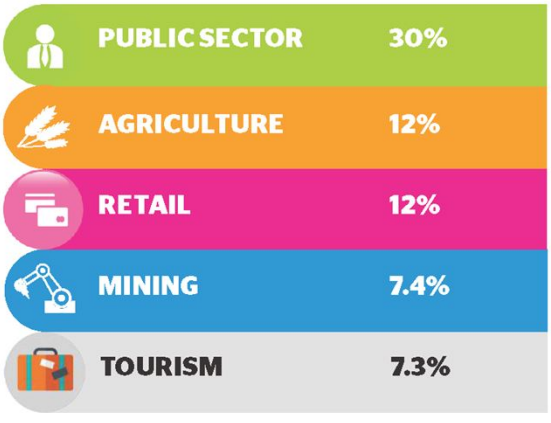
Agriculture
The agricultural sector in Parkes is primarily comprised of sheep, wool, cattle and grain production and contributes over 7% of Parkes Gross Regional Product (GRP)and employs over 700 people.

Public Sector
The Roads and Maritime Service's Western Regional office is located in Parkes employing approximately 150, along with Centrelink and Department of Children Services. Parkes has a new $13 million Police Station and a new $72 million hospital. Education, health care and public administration contribute approximate $110 million to the GRP.

Tourism
Tourism generates more than $58 million to the Parkes economy. The primary attraction is The Dish and major events including the Parkes Elvis Festival, Tullamore Irish Festival, Trundle's Bush Tucker Day and ABBA Festival, as well as major sporting fixtures, car rallies and conventions.

Retail
The retail sector employs nearly 600 people and injects over $30 million into the economy annually.

Top 5 employers by industry in Parkes Shire



Reference: ABS 2012

NSW Local Government Workforce Strategy 2016-2020 developed eight strategic themes based on the workforce challenges for local government:

1. Improving workforce planning and development
2. Promoting local government as a place-based employer
3. Retraining and attracting a diverse workforce
4. Creating a contemporary workplace
5. Investing in skills
6. Improving productivity and leveraging technology
7. Maximizing management and leadership
8. Implementation and collaboration

Parkes Shire Council has incorporated these themes to enhance our local strategy as well as analysing our internal environment and workforce.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Our Workforce

Services to the community are delivered via the Office of the Mayor and four Directorates.

+ Office of the Mayor

Kent Boyd, General Manager
is responsible for the effective operation of Council, including Mayoral and Councillor activities and appointments, corporate strategy, community engagement, governance, records and business improvement.

+ Technology & Corporate Services

Les Finn, Director
is responsible for finance and administration, human resources, information technology, libraries and cultural education, Family Day Care, rates and water collection. The Department also oversees economic development, tourism, communications and marketing.

+ Engineering Services

Ben Howard, Director
is responsible for the construction and maintenance of roads, bridges, parks and gardens, airports, swimming pools, quarries, road safety and emergency management. The Director of Engineering Services also oversees Council's asset management and design services.

+ Infrastructure

Andrew Francis, Director
is responsible for Natural Resource Management, sewerage scheme and water supply operations. The Department also ensures that the current and future needs of the Parkes Shire are met in relation to Council's infrastructure and major projects.

+ Planning

Steven Campbell, Director
is responsible for carrying out regulatory functions in relation to environmental control, planning public health, development approvals and waste control.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

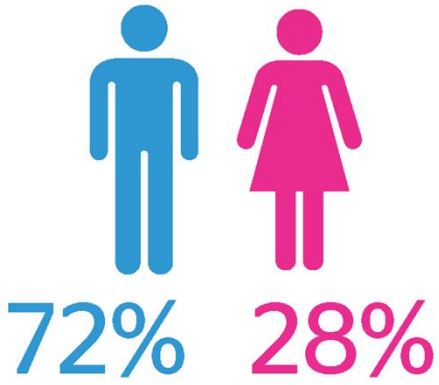
Full Time Equivalents

+ Established FTE:

All FTEs are capped at 1.0 and positions are occupied by either a:

- Fixed Term Employee or;
- Contracted FTE

Established position FTE will be used to monitor the level of staffing and for planning purposes and is the FTE referred to in the Workforce Plan (WFP) and Workforce Operation Plan (WOP).



FTE BY DEPARTMENT	Male	Female	Total
Corporate Strategy Services	4.0	5.0	9.0
Total Corporate Strategy Services	**4.0**	**5.0**	9.0
Finance Rates, Customer Services	2.0	8.9	10.9
Economic Development		6.8	6.8
Human Resources	1.0	3.8	4.8
Information Technology	4.2		4.2
Tourism		2.4	2.4
Family Day Care		2.6	2.6
Cultural Education & Library	1.0	7.0	8.0
Total Technology & Corporate Services	**8.2**	**31.6**	**39.8**
Planning & Environment (administrative)	6.0	4.5	10.5
Planning & Environment (operational)	5.1	0.2	5.3
Total Planning & Environment	**11.1**	**4.6**	**15.7**
Engineering	3.0	0.3	3.3
Engineering Support Services		4.0	4.0
Stores & Workshop	5.0		5.0
Aerodrome	1.0		1.0
Engineering - Assets	3.0	2.0	5.0
Engineering - Design	6.4		6.4
Total Engineering Services	**18.4**	**6.3**	**24.8**
Engineering Natural Resources	6.4		6.4
Sewer	7.0	1.0	8.0
Water & Drainage	13.2		13.2
Noxious Weeds	2.0		2.0
Total Infrastructure & Natural Resources	**28.6**	**1.0**	**29.6**
Engineering Works	4.0		4.0
Operations Outdoors	2.0		2.0
Operations Rural Works	18.0		18.0
Operations Works	11.0		11.0
Operations Urban Works	11.0		11.0
Parks & Gardens	16.0	2.9	18.9
Sporting Grounds	3.0		3.0
Total Engineering Operations	**65.0**	**2.9**	**67.9**
Total Employees (Including Vacancies)	**135.3**	**51.5**	187

Note: FTE is a number between zero and one and reported to one decimal place, that represents proportion of full time worked.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Our Workforce Statistics

39% of female staff are in leadership roles

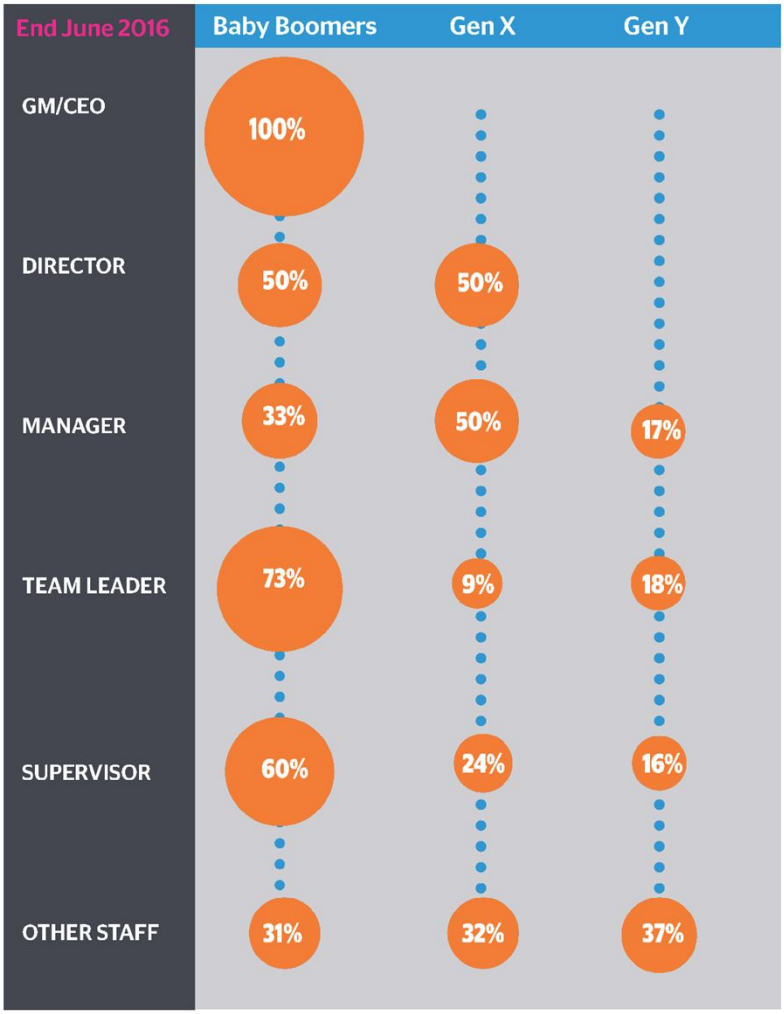
6.4% are Aboriginal Torres Strait Islander

1.6% are of non-English speaking background

10.1% staff turnover

$2,007 spend on Training & Development per FTE per year

8.5% Trainees & Cadets



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

What is this data is telling us?

Leadership Skills upgrade
With 60% of our supervisors and 73% of our team leaders aged above 53 the continued skill set of leadership/mentoring/coaching capabilities is crucial.

Building workplace capabilities
The loss of vital corporate knowledge and experience as the workforce ages and exits has been identified as a risk to the organisation with limited succession plans in place for critical roles.

Development of talent
Future projects will require different and varied skill sets and capabilities with a necessary focus on ensuring staff are able to grow and develop. With a target of 10% of the workforce as trainees the actual is 8.5%.

Adapting to Change
As the needs and expectations of our community change so must our level of responsiveness in embracing ever changing technology in service delivery, work practices and customer interactions. With a goal of 100% responsive technology will play a major role in ensuring

Caring for our people
Council has a low 10.1% staff turnover but continues to attract qualified staff. People are our biggest asset and our focus is to keeping them safe, skilled and engaged through best practice WHS.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Career opportunities

Parkes Shire Council is committed to providing career opportunities and supporting lifelong learning across a broad range of skill sets.

Council has more than doubled the number of traineeships and cadetships offered over the past four years across all departments along with additional school-based trainee positions within the organisation.

Council's target is to reach 10% of the workforce to be undertaking a Traineeship or Cadetship.

% of Trainees in the organisation	2013	2014	2015	2016
Total Employees (Excluding vacancies)	159	158	165	176
Trainees	7	12	12	15
Total Employees (Including Vacancies)	**4.40%**	**7.59%**	**7.27%**	**8.52%**

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

Where we want to be in the future

PARKES 2030 It all adds up.

Parkes Shire Council will have the capability to deliver progress and value to the community through strategies, programs and projects under the six core pillars of the Parkes Plus Delivery Program:

- Transport
- Environment
- Activity
- Community
- Economy
- H20
- Council

Parkes Plus Delivery Program

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Parkes Plus Strategies & Projects

TRANSPORT +

- Parkes Shire Rural Roads Strategy
- Parkes Ring Road Strategy
- Parkes Urban Road Hierarchy Strategy
- Parkes Shire Pedestrian and Cycling Strategy
- Airport Operations Strategy
- Regional Roads projects
- Rural Roads projects
- Urban Roads projects

ENVIRONMENT +

- Parkes Shire Carbon Neutral Target 2030
- Parkes Shire Bushland Regeneration Target 2030 (Council controlled land)
- Parkes Shire Rethinking Waste Strategy
- Parkes Shire Cultural Heritage and Traditional Aboriginal Knowledge Management Program
- Land Use Strategy

ACTIVITY +

- Public Amenities Refurbishment
- Sporting Field Lighting Upgrades & Investigation
- Spicer Oval Amenities Investigation and Construction
- Parkes Aquatic Centre Development
- Cycling, Exercise and Pedestrian Paths Construction

ECONOMY +

- Implementing the Economic Development Strategy
- CBD Vibrancy Strategy
- Industrial Estate Expansion
- Parkes Shire Business Growth Strategy
- Parkes Airport Business Park Expansion
- National Logistics Hub and Inland Rail Strategy
- Bypass Strategy
- Destination Management Plan
- Develop a Digital (Smart Plan) Strategy

H2O +

- Parkes Integrated Water Cycle Management Plan
- Water Supply and Sewerage Treatment Upgrades
- Advance Water Recycling Scheme
- Shire Storm Water and Floodplain Management Planning

COMMUNITY +

- Parkes Shire Towns Connections Support Program
- Individual township strategic plans
- Parkes Civic Precinct Masterplan (includes Town Library and Dalton Street)
- Parkes Health Precinct Masterplan
- Parkes Shire Disability Action Plan

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Workforce Plan 2017/18 - 2020/21

Key Human Resource Strategies

ORGANISATIONAL CULTURE & LEADERSHIP

Through supportive mentoring, our people will have the opportunity for leadership, skill development and training across the diverse range of tiers of employment. We encourage a diverse workforce to help strengthen our integrity, respect and performance. We develop a workplace learning culture that promotes self directed learning in line with our corporate values.

Leadership Skillset
+ Leadership Development

Mentoring and Coaching
+ Training Within Industry (TWI)
+ Frontline Leadership

Diversity
+ Youth Employment Strategy
+ Aboriginal Employment Strategy
+ EEO Management Plan
+ Workplace Relations

DEVELOPING TALENT & PERFORMANCE MANAGEMENT

Parkes Shire Council will continue to develop a vibrant workforce both at a professional and personal level so that our people are equipped to deliver progress and value to our communities. Encouraged through training and skill development, Council will identify and grow talent and attributes within our workforce

Employee Education
+ Professional Development
+ Education Assistance

Competencies
+ Training Needs Analysis (TNA)
+ Position Descriptions

Performance Management
+ Appraisals
+ Positive Behaviour
+ Coaching

ADAPTING TO CHANGE

Parkes Shire Council will embrace changes in technology, industry and funding through an innovative, smart and compliant workplace culture. Our mission is striving through continuous improvement across all work practices within Council's operations to deliver progress and value to our community.

Continuous improvement in Work Practices
+ Management Systems
+ Application of technology into systems
+ Business Improvement, Lean & Training Within Industry (TWI) initiatives

Legislative and Compliance requirements
+ Work Health & Safety (WHS) 4801
+ Award 2017

Industry change/Community Expectations
+ Vocational Education & Training (VET) systems and funding

BUILDING WORKPLACE CAPABILITY

Parkes Shire Council will proactively undertake sustainable workforce planning to encourage succession plans for critical roles, growing our own people and attracting and retaining high performing staff. We will commit to the safety and care of our employees, ensuring they are valued by our organisation by promoting a holistic approach to work life balance and their health and wellbeing.

Attract and retain talent
+ Professional Development Plans
+ Recruitment
+ Onboarding

Employee Satisfaction
+ Recover @ Work
+ Flexible Working Conditions
+ Staff Survey
+ Leave Guidelines

Knowledge continuity management
+ Critical Skill Identification
+ Coaching culture
+ Succession Plan

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

For further information please contact:
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Manager Human Resources, Rhonda Milgate
P 02 6861 2333 | **E** council@parkes.nsw.gov.au

PARKES SHIRE COUNCIL

General Manager

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Operational Plan 2017 - 2018

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

General Manager

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Contents

Welcome 5
Integrated Planning & Reporting 6
Community Engagement Strategy 7
Long Term Planning 8
Parkes Plus Delivery Program 11
Operational Planning 12
Reporting 12
Council 15
Goals & Objectives 15
Council Activities 16
Social Justice Principles 16
Disability Inclusion Action Plan (DIAP) 17
Delivery a Safe Workplace 17
Organisational Structure 18
Our Values 19
Roles & Responsibilities 19
Risk Management 22
Community Vision 24
Future Directions 24
Parkes Plus Delivery Program 25
Analysis 26
Transport 30
Roads 32
Foopaths 34
Aerodromes 35
Environment 36
Built Environment 37
Natural Environment 39
Waste 42
Activity 44
Active Recreation 45
Passive Recreation 46
Pools 47
Economy 48
Business 49
Marketing & Destination Development 51
Investment Attraction 54
Lobbying 57
H2O 56
Drinking Water 57
Waste Water 59
Storm Water 61
Community 62
Public Libraries 63
Culture 64
Education 65
Wellbeing 66
Council 70

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Delivering progress and value to our community

Fit within our planning documents

- Community Strategic Plan 2030 (Reviewed 2017)
- Parkes Shire Local Environmental Plan (LEP) 2012
- Community Engagement Strategy 2017- 2021
- 12 Year Strategic Asset Management Plan 2017-18 To 2028-29
- 12 Year Long Term Financial Plan 2017-18 to 2028-29
- Parkes Shire Council Workforce Plan 2017-18 to 2020-21
- Delivery Program 2017-18 To 2020-21
- Delivery Plan Financial Forecasts 2017-18 to 2020-21
- Operational Plan 2017- 2018
- Operational Budget 2017- 2018
- Annual Report 2017 - 2018
- End Of Term Report 2017-18 to 2020-21

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Welcome

Welcome to the 2017/18 Operational Plan, forming the first year of the Parkes Plus Delivery Program 2017/18 - 2020/21.

Parkes Shire Council commits to delivering the communities vision being that by 2030 the Parkes Shire will be a "progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles".

Throughout March 2017, Parkes Shire Council hosted a series of community engagement workshops in each of the townships as part of the Parkes 2030 campaign, gathering the aspirations and priorities of community members and other stakeholders.

The workshops were well represented with over 150 community members attending engagement events across the Shire. The feedback collated has helped shape the projects that this Council and future Councils will deliver over the next twelve years and beyond.

The 2017/18 Operational Plan outlines how we will achieve the Parkes Plus Delivery Program's objectives under the seven key themes, those being Transport, Environment, Community, Activity, H2O, Economy, delivering such major works as;

- A $16 million Roads Program
- Construction of the new Parkes Advanced Water Treatment Facility
- Tiered seating at the Parkes Little Theatre
- Repurposing of Old Parkes Hospital buildings

Through this 2017/18 Operational Plan, Council will deliver through our projects and programs to ensure that the Parkes Shire all adds to a positive place to live, work, visit and prosper.

Cr Ken Keith OAM

The 2017 - 2018 Operational Plan will contribute to the goals contained within the Parkes Plus Delivery Program 2017/18 - 2020/21.

The Operational Plan identifies the projects and programs that Council will deliver during this financial year.

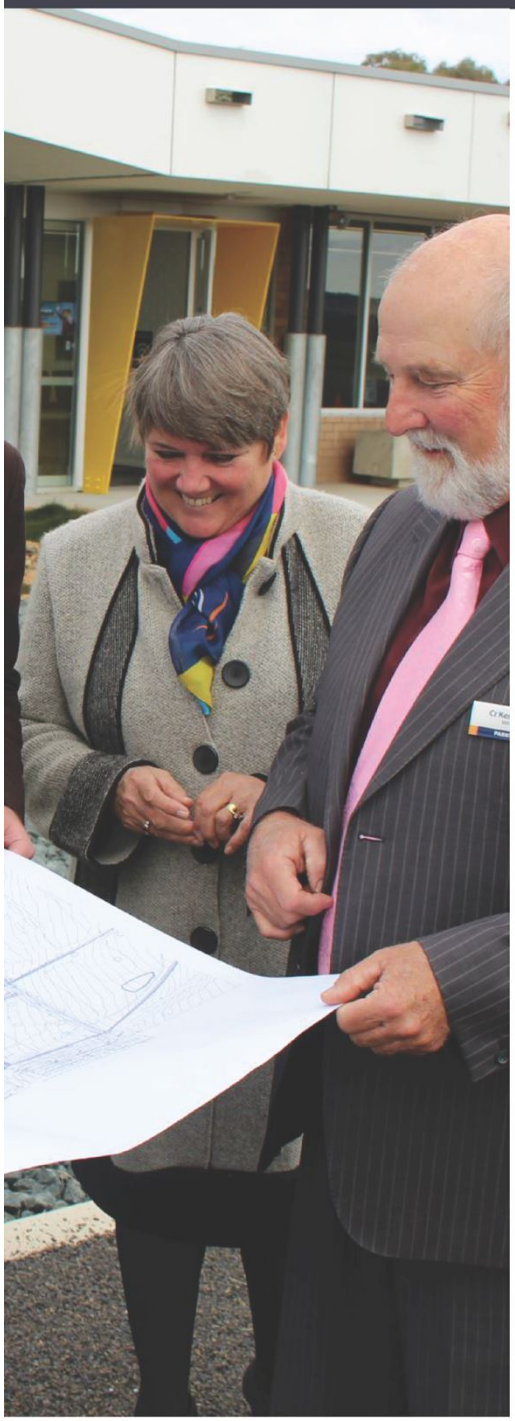
These projects align with the Future Directions identified in the Parkes Shire Community Plan 2030 in which Council has a specific role in delivering value to the community.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



Integrated Planning & Reporting

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales.

Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in the 2009/2010 Council year. Since this time the IP&R framework has been rolled out across the State.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest End of Term Report being tabled at the final meeting of the previous Council in September 2016.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in September 2016), will "deliver" in order to assist the community achieve the aspirations set out in the Parkes Shire 2030 Community Strategic Plan over their term in office. To help the community and other users to understand these documents, Council has prepared a simple summary to outline how each document fits in to the entire IP&R approach for Parkes Shire Council.

COMMUNITY STRATEGIC PLAN (10+ YEARS)		
VISION VALUES FUTURE DIRECTIONS	DELIVERY PROGRAM (4 YEARS)	
STRATEGIC OBJECTIVES	STRATEGIC OBJECTIVE (RELEVANT TO COUNCIL OPERATIONS)	OPERATIONAL PLAN ANNUAL
	ACTIONS	ACTIONS
		TASKS
WHAT	WHAT & HOW	HOW

Figure 1 - Cascade of Plans

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

The Community Engagement Strategy (Continuum) 2017/18 - 2020/21

The Community Engagement Strategy outlines the mechanisms Parkes Shire Council uses to engage their communities in the issues and decisions that affect them.

Based on a set of guiding principles and a diverse range of processes, the outputs and outcomes of the Strategy guide and inform the planning, delivery and reporting of all Council's integrated plans and reports.

The Strategy is known as the Community Engagement Continuum. As the name implies it is a continuous process, not a collection of isolated activities. It is the way Council delivers its work and how Council and Community work together to achieve their objectives.

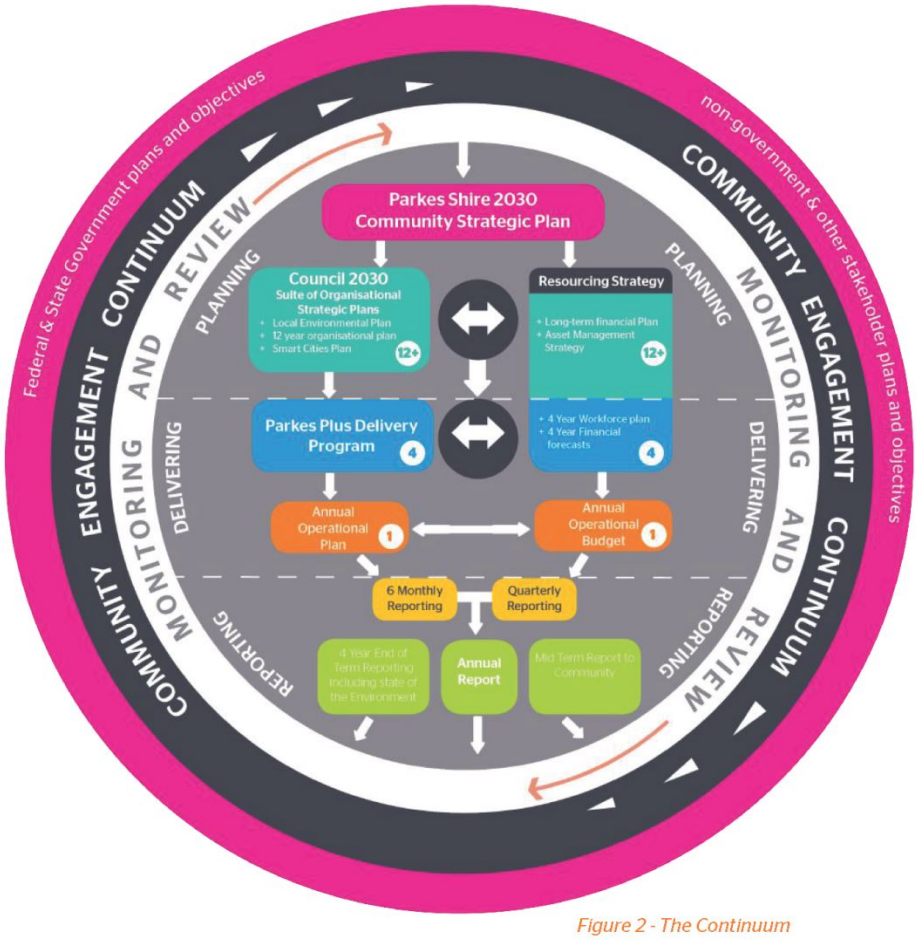


Figure 2 - The Continuum

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Long Term Planning
(12 years)

+ PARKES SHIRE 2030 COMMUNITY STRATEGIC PLAN

What is the Community Strategic Plan (CSP)

The Community Strategic Plan (CSP) sits above all other Council plans and policies in the planning hierarchy. The purpose of the Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve them.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners such as state and federal agencies, community groups, non-government organisations (NGO's) and private sector may also be engaged in delivering the long term objectives of the Plan. *(Reference: Integrated Planning and Reporting Manual for local government in NSW. Office of Local Government 2013).*

The Parkes Shire 2030 Community Strategic Plan is the third iteration of the CSP since the NSW Government legislated the Integrated Planning and Reporting (IP&R) Framework in 2009. Council has continually been engaged in a conversation with the community since this time through the Community Engagement Continuum Strategy. The hopes and aspirations encapsulated in the Plan and set out in the vision for the Shire with strategies to achieve it continue to be relevant, measurable and meaningful.

The "Parkes Shire 2030" Community Strategic Plan has again undergone a full review during Council's most recent community engagement campaign conducted across the shire in February and March 2017.

Council is confident that "Parkes Shire 2030" maps the path to achieve its vision.

+ SUITE OF COUNCIL'S 12 YEAR PLANS

COUNCIL 12 YEAR ORGANISATIONAL PLAN

Council is mindful that the CSP is the Communities' document and not a Council document. The community is the most important external stakeholder to be considered by Council when as an organisation it is planning for the future.

Parkes Shire Council has therefore prepared a twelve year (3 Term) Organisational Plan. Being Parkes Shire Council's longer term strategic response to the Parkes Shire 2030 plan. This Plan is not a stated requirement of the IP&R legislation or identified in the model IP&R framework.

The twelve year Organisational Plan was developed by Council to ensure Council's longer term organisational strategies are aligned and working towards the community vision over a twelve year period rather than relying solely on the four year Delivery Program.

This document has distilled the 8 Future Directions identified in the Community Strategic Plan down to 7 key Themes or Value Streams that are the focus of Council operations and actually delivered or provided to the community by Council.

This Twelve Year Plan also has alignment with the now extended 12 year Council Long Term Financial Plan and Strategic Asset Management Plan. This Plan is a high level document and is sometimes also referred to as the " "Corporate Plan". The Twelve Year Organisational Plan also includes what Council will do to ensure that the required managements systems, culture, recourses and processes are to be in place to deliver objectives both efficiently and effectively.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

LOCAL ENVIRONMENT PLAN (LEP) 2012

The Parkes Local Environmental Plan 2012 (PLEP2012) is the legal instrument that imposes standards to control development for the Shire. The LEP reserves land for open space, infrastructure and other public purposes as well as residential, industrial, commercial and agricultural purposes.

The purpose of the LEP is to achieve the objects of the Environmental Planning and Assessment Act 1979, as amended. It is also a means to implement the Parkes Shire Land Use Strategy 2011.

The PLEP2012 comprises a written document and a series of accompanying maps. The PLEP2012 includes provisions for the protection of the operational environments of the Parkes Radio Telescope and the Parkes National Logistics Hub.

The LEP links directly to the Parkes Shire Council Community Plan in Future Direction 3 "Promote, Support and Grow our Communities" and more specifically under the Strategic Objective 3.4. "Utilise an integrated planning framework to guide the development of our communities". This objective is subsequently actioned in both the 4 year Delivery Program and the Annual Operational Plan. This sees Council's implementation of the LEP regularly monitored and reported to Council and the community via the Integrated Planning and Reporting Framework reporting mechanisms.

12 YEAR LONG TERM FINANCIAL PLAN 2017/18 - 2029/30

The Long Term Financial Plan (LTFP) is a part of Council's Resourcing Strategy. The Plan is used to ensure that Council can have an understanding of the current financial situation and the projections of the Twelve Year Organisational Plan and the 12 year Strategic Asset Management Plan.

The LTFP is set out to show the financial impact of providing different levels of service to the community. The Plan includes projections of revenue and expenditure, the balance sheet and projected cash flows.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Behind these projections, there are several assumptions that are used to build the Plan. These assumptions are usually related to the level of asset renewal and maintenance, inflation rate, growth in dwellings, timing of revenue, level of grants, level of service etc. The projections are modified to highlight the major scenarios (or options) that have an economic consequence. Also, within the Plan there are financial indicators (calculated for each scenario). These indicators allow comparisons between scenarios, and enable the monitoring of financial performance.

The LTFP enables Council to improve the connectivity with the Delivery Program, and allows for a better understanding of the financial consequences of the Plan. The Long Term Financial Plan is a decision making tool that helps Council to model several important scenarios, and it helps Council to identify financial issues at an earlier stage.

STRATEGIC ASSET MANAGEMENT PLAN 2017/18 - 2029/30

Council's infrastructure – its roads, bridges, footpaths, water supply, sewerage, storm water drainage, buildings and recreational assets – have a replacement value of around $805M. Expenditure on these assets (to build, operate, maintain and renew them as well as account for depreciation) is around $59M p.a. over the next 4 years – over 85% of Council's budget.

The way these assets are managed is obviously critical to Council's financial sustainability, as well as being a key means by which Council satisfies community needs and expectations. The Strategic Asset Management Plan (SAMP) is how Council will achieve the objectives of its Asset Management Policy: to provide the best possible value from activities related to infrastructure assets and to continually improve its asset management practices.

A series of 7 Service Dashboards (aligned with the 7 themes in Council's Delivery Program) are the centrepiece of the SAMP. A high-level summary of everything Council does (backed up by detailed technical analysis and planning), they are designed to help identify priorities for resource allocation to achieve best value both now and in 12 years' time (based on funding available in the Long Term Financial Plan).

The SAMP defines a systematic approach based on ISO 55000:2014 that sharpens the focus on value, the alignment of activities with objectives in the Community Strategic Plan, that fosters leadership at all levels of the organisation and that provides assurance that assets are fit for purpose. It establishes a framework for continual improvement. Its strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Parkes Plus Delivery Program (4 years)

+ PARKES PLUS DELIVERY PROGRAM 2017/18 - 2020/21

The Delivery Program is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Delivery program is a statement of commitment to the community from each newly elected Council. In preparing the Delivery Program the Council is accounting for its stewardship of the community's long term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program identifies and passes down the Deliverables required annually in Council's Operational Plan at achieve goals set (See Fig 1 - page 6).

The Delivery Program is also linked to the Resourcing Strategy documents and most closely to the 4 Year Workforce Plan and 4 year Financial Forecasts. The Parkes Plus Delivery Program has been developed in consultation with the Parkes Shire Community as part of the Community Engagement Strategy 2016 - 2020. Council has had to consider the communities priorities and expected levels of service, and balance these with its resourcing constraints.

+ PARKES PLUS RESOURCING STRATEGY

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 12 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

PARKES PLUS DELIVERY PROGRAM FINANCIAL FORECASTS 2017/18 - 2020/21

The Long Term Financial Plan outlines the high level budgeting scenarios over the next 12 years. These estimates and assumptions form the basis from which the 4 Year Financial Forecasts have been derived. This document explains in more detail how the

Delivery Program will be funded over the life of the Program and equally what the Operational Budgets will ultimately be in each year of the Program.

4 YEAR WORKFORCE PLAN 2017/18 - 2020/21

The 2017 – 2021 Parkes Shire Council Workforce Plan provides the strategic direction to create a sustainable workforce. It provides a supporting framework for those Activities and Deliverables in the Delivery Program and Operational Plans. The focus will be the alignment of the workforce with the goals, values and objectives of the organisation which includes the management of our asset infrastructure. This will enable us to effectively deliver community expectations into the future.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Planning (1 year)

+ THE OPERATIONAL PLAN

The Operational Plan is prepared as a sub-plan of the Delivery Program. It identifies the projects, programs and activities that Council will undertake within the next financial year. These actions cascade or flow down from the Delivery Plan and become the tasks required in each particular year of the Operational Plan (See Fig 1.2). The Operational Plan allocates responsibilities for each project, program and activity and identifies how the effectiveness of the projects, programs and activities will be measured. Council receives reports on these measures on a six monthly basis.

+ THE OPERATIONAL BUDGET

The Operational Budget details the budgeted funding for the activities to be undertaken in that year. The Operational Budget includes provisions relating to the content of Council's Annual Statement of Revenue Policy.

This includes details of:

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

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

Reporting

+ THE ANNUAL REPORT

The Annual Report is one of the key points of accountability between a Council and its community. It is not a report to the Office of Local Government or the NSW Government, it is a report to the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan because these are the Plans that are wholly the Council's responsibility.

The Report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about it - to help their understanding of how Council has been performing both as a business entity and a community leader.

+ THE END OF TERM REPORT 2017/18 - 2020/21

Council's are now required to prepare an End of Term Report which must be tabled prior to the end of Council's 4 year term. This document must include a report as to the Council's achievements in implementing the Community Strategic Plan over the previous four years. This also means drawing upon achievements in the implementation of the four year Delivery Program. It includes information from other organisations, including State Government agencies.

+ STATE OF THE ENVIRONMENT REPORTING

A comprehensive report on the State of the Environment is required to be included as part of the End Of Term Report. This means that the End Of Term Report will include a report on how Council has met the environmental objectives in the Community Strategic Plan. The report on the State of the Environment includes progress against relevant performance indicators for the environmental objectives of the Community Strategic Plan and Delivery Program.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Council

+ GOALS & OBJECTIVES

The Local Government Act 1993 sets out Council's Strategic Goals and Objectives as:

a. to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
b. to exercise community leadership;
c. to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
d. to promote and to provide and plan for the needs of children;
e. to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
f. to have regard to the long term and cumulative effects of its decisions;
g. to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
h. to facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and co-ordination of local government;
i. to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
j. to keep the local community and the State Government (and through it, the wider community) informed about its activities;
k. to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Council is affected;
l. to be a responsible employer;

These goals and objectives formulate the framework by which Parkes Shire Council has developed the organisation to respond to the needs of the community.

The planning documents that formulate the Parkes Shire Council's integrated planning process provides the mechanisms for the achievement of those objectives.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

+ COUNCIL'S ACTIVITIES

At this time Council's Financial Data is organised around the principal activities of Council as identified in an Australian Accounting Standard.

These include:

1. Administration
2. Public order and safety
3. Health
4. Community services and education
5. Housing and community amenities
6. Water supply
7. Sewerage services
8. Recreation and culture
9. Mining manufacturing and construction
10. Transport and Communication
11. Economic affairs

The Financial Statements found in the 12 Year Financial Plan, the 4 Year Financial Resourcing Strategy and the one (1) Year Operational Budget are structured in accordance with this standard.

Council is working to bring about greater synergies between the management planning and financial reporting processes. This Plan provides high level financial information, to examine more detailed data, refer to the above financial documents.

NOTE: Operational and capital expenditure outlined in this plan has been provided as accurately as possible at the time of publication

+ SOCIAL JUSTICE PRINCIPLES

Council is committed to the application of social justice throughout all aspects of its operation. Social justice is based on four interrelated principles of equity, rights, access and participation, to ensure that:
There is equity in the distribution of resources Rights are recognised and promoted People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life, and people have better opportunities for genuine participation and consultation about decisions affecting their lives.

The NSW Office of Local Government has stipulated seven mandatory social justice groups that are to be targeted for consultation and planning:

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

- Children (0-11 years)
- Young People (12 -24 years)
- Women
- Older People (over 55 years)
- Aboriginal People
- People with Disabilities
- People from Culturally and Linguistically Diverse
- Backgrounds

The Community Engagement Strategy that ensures the needs of social justice groups are considered when consulting on the Community Strategic Plan, and Council's adoption of quadruple bottom line reporting, that includes reporting on how well Council is meeting the community's social needs.

Council is committed to further developing increased emphasis and measurement of performance in this area. Council's commitment is also demonstrated at a planning level through various actions and tasks outlined in its Delivery and Operational Plans.

The Key Future Directions that relate directly to the Social Justice Principles are:

- Develop Education Lifelong Learning Opportunities
- Improve Health & Wellbeing
- Promote, Support and Grow Our Communities

Disability Inclusion Action Plan (DIAP)

The Parkes Shire Disability Inclusion Action Plan augments Parkes Shire Council's ongoing commitment to social justice principles and working with the community to achieve an increasingly inclusive and accessible Local Government area. The Parkes Shire DIAP is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

- Attitudes and Behaviours
- Liveable Communities
- Systems and Processes
- Employment

Throughout the next four years this Plan is being implemented, Council will engage and involve people with disability to help us monitor the progress. This will be achieved by reporting to the Parkes Shire Access Committee.

More information and the Parkes Shrie Council DIAP can be found on Council's website.

DELIVERING A SAFE WORKPLACE

Council is committed to Best Practice Work Health and Safety (WHS).

Parkes Shire Council is committed to promoting safety in the workplace. Staff are actively encouraged to take responsibility for their own and others' safety.

Certified System™
Health & Safety
AS 4801

In 2016, Parkes Shire Council achieved formal accreditation under the Australian and New Zealand Standard for Occupational Health and Safety Management Systems AS/NZS 4801:2001 by SAI Global. The safety accreditation was awarded in November 2016 following a thorough audit of Council's Safety Management Systems.

The accreditation is recognition of the dedication and commitment from Council staff to ensure safety management systems were robust and efficient. Council has many varied work environments and the safety management system implemented has needed to be robust enough to cover our high risk work areas and flexible enough to suit the many different tasks and jobs that Council undertakes.

As part of the improvements to the safety management systems, Parkes Shire Council has also adopted many technological innovations included the use of electronic forms and applications to ensure that job safety instructions are being followed and the risks associated with non-routine tasks can be assessed and managed.

Council will continue to look for new and innovative ways of ensuring we provide a safe workplace for our staff and contractors now and into the future.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

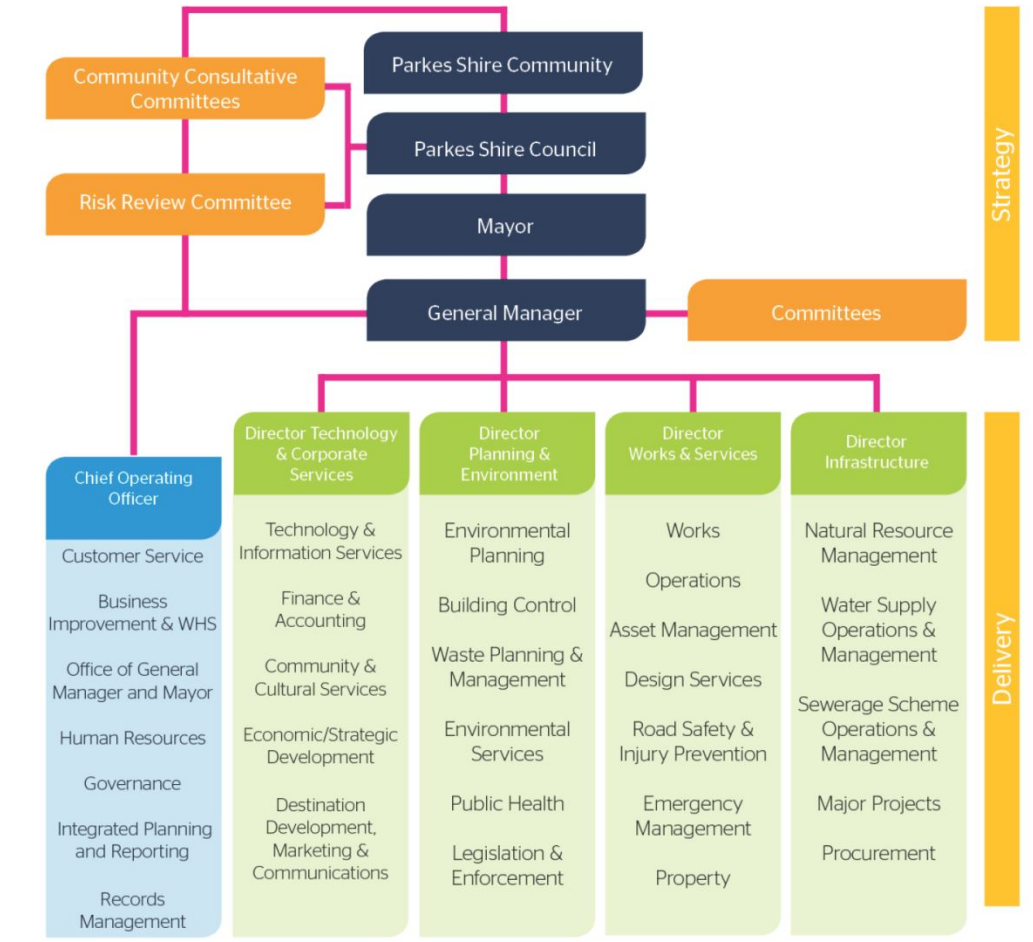
PARKES SHIRE COUNCIL

ORGANISATIONAL STRUCTURE

PARKES SHIRE COUNCIL

"A progressive regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles"

Organisational Chart



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

+ OUR COMMUNITY VALUES

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

We will be;

Caring and friendly
Open to new ideas
Respectful, acting with integrity and tolerance
Engaging and willing to work together

+ OUR COUNCIL VALUES

Council's commitment is demonstrated in Council's organisational values being; Parkes Shire Council is committed to be an organisation where staff believe,

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

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

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

+ ROLES AND RESPONSIBILITIES

Set out on the next page are the details on the five departmental groupings of Council's management structure showing details of the functions and linkages to the activities undertaken by Council.

Occupational health and safety and risk management responsibilities traverse all departments of Council. Responsibilities will be allocated as appropriate when Council's Risk Management Policy and Business Continuity Plan are completed and implemented.

General Manager - Kent Boyd

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Office of the General Manager: Kent Boyd			
Section	**Manager**	**Functions**	**Activity**
Organisational Capability	Brad Byrnes	Improvement and Integration	Administration
		Governance and Stakeholder Assurance	
	Rhonda Milgate	Human Resources & Maximising People's Performance	Administration
		Pay Office	

Technology & Corporate Services Department: Director Les Finn			
Section	**Manager**	**Functions**	**Activity**
Finance	Owen Jensen	Budgeting And Financial Planning	Administration
		Financial Reporting And Services	
		Rating	
Economic Development	Anna Wyllie	Industrial Development Promotion	Economic Affairs
		Economic Development/ Govt & Industry Lobbying	
		Civic Promotions Business Development /Management	
	Katrina Dwyer	Brand, Marketing & Communications	
	Kelly Hendry	Destination Development	
	Cathy Treasure	Parkes Elvis Festival	
Technology & Information Services	Anthony McGrath	Information Services	Administration
Cultural, Education, Family Day Care & Library Services	Shellie Buckle	Public Libraries Culture And Education Family Day Care	Recreation & Culture Community Services & Education

Planning and Environment Department: Director Steven Campbell			
Section	**Manager**	**Functions**	**Activity**
Town Planning	Annalise Cummings	Land Use Planning	Housing & Community Amenities
		Heritage Management	
Building & Health	Michelle Bicket	Building Control	Mining, Manufacturing & Construction
		Immunisation	Health
		Administration & Inspections	Health
		Cemeteries	Housing & Community Amenities
Environmental Services and Health	Howard Orr	Ranger Services	Public Order & Safety
		Animal Control	
		By Law Enforcement	
		Food Surveillance	Health
		Public Conveniences/Cleaning	Housing & Community Amenities
Building Management	Steven Campbell	Public Properties Maintenance	Housing & Community Amenities
		Henry Parkes Centre	Recreation & Culture
		Community Centres	
		Neighbourhood Centres	
		Caravan Parks	Economic Affairs
Waste Management Services	Steven Campbell	Solid Waste Management	Housing & Community Amenities
		Recycling	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Engineering Services Department: Director Ben Howard			
Section	**Manager**	**Functions**	**Activity**
Works	Wayne O'Neil	Infrastructure Construction & Maintenance	Transport and Communication
		Parks and Gardens	Recreation and Culture
		Cemetery Maintenance	
		Sports Ground Support	
		Street Tree Management	
		Street Cleaning	Housing and Community Amentities
		Private Works	
		Operation of Quarries & Pits	Mining, Manufacturing & Construction
		RTA Contract	Economic Affair
Design and Traffic	Nathan Koenig	Engineering Survey & Design	Transport and Communication
		Traffic Management	
		Engineering Assessment of Developments	
Assets		Asset Planning and Management	Administration
		GIS Mapping Management	
Road Safety	Melanie Suitor	Road Safety & Injury Prevention	Public Order and Safety
Support Services	Sharon Ross	Plant Management	Administration
		Stores Management	
		Risk Management Support	
		Secretarial Services - Eng	
		Swimming Pool Operations	Recreation and Culture
		Airport Operations	Transport and Communication
		Health and Safety Programs	Health

Infrastructure Department: Director Andrew Francis			
Section	**Manager**	**Functions**	**Activity**
Natural Resources	Graeme Bayliss	Water	Water Supplies
	Daya Peiris	Sewer	Sewerage Services
	Julian Fyfe	Stormwater Management	Housing and Community Amenities
	Michael Chambers	Soil Erosion and Prevention of Native Vegetation	Public Order and Safety
		Noxious Plants	Transport and Communication
		Insect and Vermin Control	Recreation and Culture
		Environmental Control of Quarries and Pits	
		Emergency Management & LEMO	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Risk Management

+ ENTERPRISE RISK MANAGEMENT

Parkes Shire Council is committed to the implementation of Enterprise Risk Management (ERM). ERM is defined as "an organisation-wide approach to developing techniques that assist to have the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects or threats".

Council recognises that risks are an integral part of normal everyday life that is unavoidable. Taking control of informed risks is part of good business practice, and allows for risks to be identified, analysed, evaluated and treated.

The requirement to adopt a broad-brush risk management approach is likely to be mandated by the Office of Local Government in the near future.

Council is adopting a proactive approach in committing resources and energy to implementing Enterprise Risk Management.

The ultimate objective of Parkes Shire Council's Risk Management Plan is to embed the principles of risk management in all aspects of Council's operations. It is recognised this is a long-term goal, and will require a phased implementation to ensure that risk management is effective and sustained across all of Council's operations.

Council's Strategic Objectives as outlined in the 12 Year Community Plan and the 4 Year Delivery Program have undergone a risk assessment identifying the threats, termed as challenges, posed to their successful implementation.

This assessment has been carried out considering Parkes Shire Council's risk appetite across a number of parameters in line with the quadruple bottom line. These are found in the risk tables adopted in Council's Risk Management Manual.

It is acknowledged that the factors determining the level of risk are not static and therefore, the levels of risk will continue to be monitored and evaluated as required and in line with International Risk Management Standard ISO 31000.

Risk Assessment of Actions

Extreme	High	Moderate	Low	Insignificant

The "challenge" levels reflect those found in Parkes Shire Council's adopted Risk Management Program. Actions found in the Plan are also included in the Risk Registers maintained by Council and these will continue to be monitored and remain changeable.

NB: It is important to note that the assessment is made on the action itself and not the broader Future Direction or Strategic Objective, meaning the assessment examines the challenges posed to Council implementing the actions themselves in the current environment with resourcing available.

Measuring results

We will measure achievement of the Delivery Program through Council's Operational Plan. Reporting will be completed on a minimum six monthly basis.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

General Manager

Mayor

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Version: 1, Version Date: 24/08/2017

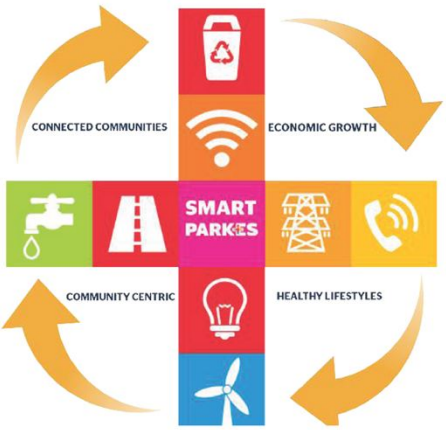
PARKES SHIRE COUNCIL

Community Vision

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

Why have we now included 'smart' in our Vision?

Smart has been incorporated into the community vision to ensure we continue to build a modern, technologically-advanced and innovative Shire that is future ready.



+ FUTURE DIRECTIONS

As a community we will work together on the following future directions which will help us reach our 2030 destination

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

General Manager Mayor

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Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

Parkes Plus Delivery Program

What will Council Deliver from 2017/18 - 2020/21

Parkes Shire Council is committed to delivering on the Communities vision being that by 2030 Parkes Shire will be "a progressive and smart regional centre, embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles"

This aspirational vision was identified and has been sustained through a continual strategy of engagement with the Parkes Shire Community by Council via its commitment to Integrated Planning and Reporting Framework since 2010. The Community Strategic Plan (CSP) for Parkes Shire identifies the Future Directions and strategic outcomes the community is adopting to achieve this vision.

Council is mindful that the CSP is the Communities' document and not a Council document, with the Parkes Shire community being the most important external stakeholder to be considered by Council in its planning for the future. Parkes Shire Council has therefore prepared the Parkes Plus Delivery Program as the Council's organisational response to the Parkes Shire CSP.

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

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

General Manager Mayor

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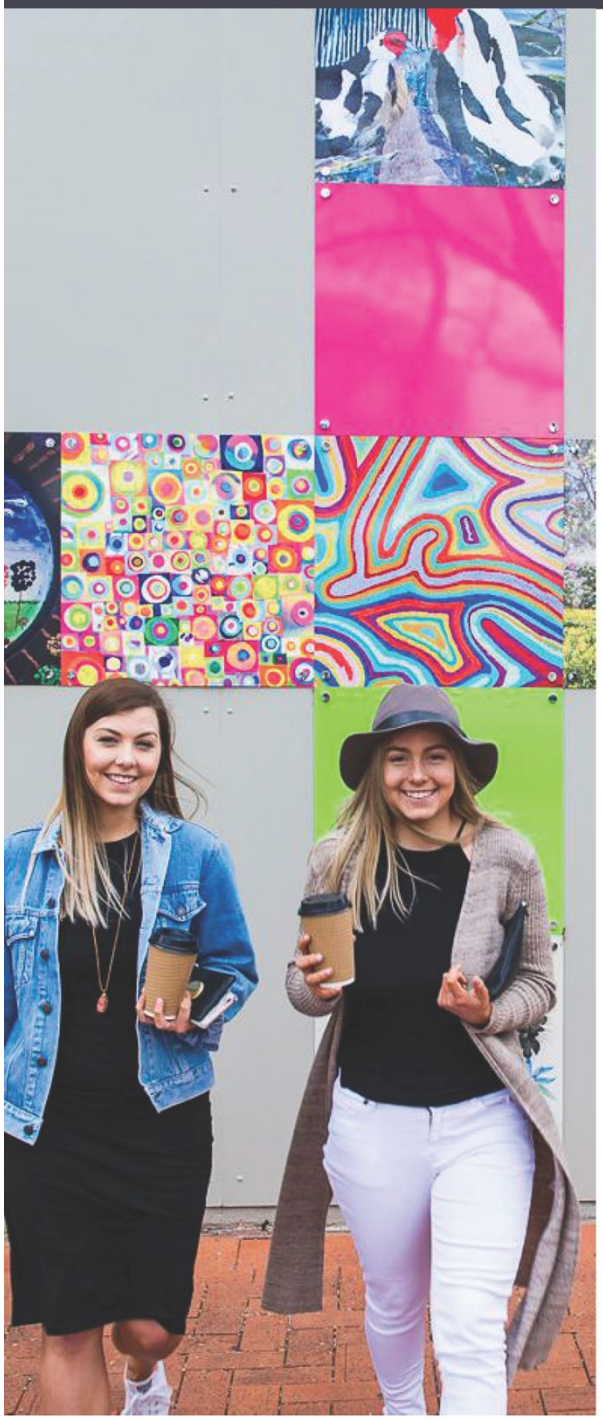
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



Analysis

QUADRUPLE BOTTOM LINE REPORTING

The strategic objectives of the Community Plan have been broadly grouped into a Quadruple Bottom Line Framework of **Economic, Social, Environmental and Civic Leadership** categories. The quadruple bottom line approach has been developed further in Council's Delivery and Operational Plans. This is a new approach for Council to ensure that our plans are balanced and in line with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. Council will continue to refine its approach to Quadruple Bottom Line Reporting.

ECONOMIC

SOCIAL

ENVIRONMENT

CIVIC LEADERSHIP

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

DELIVERY PROGRAM STREAM		QUADRUPLE BOTTOM LINE	OVERVIEW OF PROGRAM
TRANSPORT +			
R	Roads	PRIMARY | SECONDARY	It is the area of maintaining and improving the Shires transport assets and infrastructure that Council expends the most resources and spends the most time. Parkes Shire forms only a small part of Australia, but even travelling through our vast Shire has its challenges. Transport will continue to shape the development of our towns and settlements as well as drive our economy forward. Transport is therefore at the forefront of the Parkes + Delivery Program, with road improvements, active movement, and airports all requiring Council's focus.
F	Footpaths		
A	Aerodromes		
ENVIRONMENT +			
BE	Built Environment	PRIMARY | SECONDARY	Looks at both the natural and built environment. It addresses Council's response to climate change which is a challenge facing the global community as well as the Parkes Shire community. Council is committed to addressing both adaptation and mitigation strategies that are required to meet this challenge. Council will work with all stakeholders both Government and Non Government. In looking at the built environment, it is required to be managed with sensitivity to the impacts on the natural environment as well as the quality of life of the visitors and residents of the Parkes Shire. Development and Land Use must therefore be compliant with the relevant statutes and planning instruments.
NE	Natural Environment		
W	Waste		
ACTIVITY +			
AR	Active Recreation	PRIMARY | SECONDARY	A good sense of place can foster positive emotional attachment to the a community and increase levels of interaction between members of the community and formal participation in community organisations. Good social networks, connection and community involvement have s positive physical and mental health effects consequences, which are becoming key attractors for new residents to places like the Parkes Shire. The target is to create well designed, green and inviting places by developing structure plans for each major settlement in the Shire, with the structure plan for the Parkes Urban Area catering to population of 15,000 people.
PR	Passive Recreation		
P	Pools		
ECONOMY +			
B	Assist Local Business	PRIMARY | SECONDARY	Council is committed to supporting all of the diverse range of economic activities in the Shire. The economic benefits and the flow on improvements to the Shire community quality of life, are embedded on ensuring the reliability and sustainability of the Parkes Shire Economic Base. Council is also looking to embrace the emerging and exciting developments in digital and fibre optic smart technologies. Council is also relying significantly on the assistance of other levels of Government to continue to develop as a National Logistics Hub.
MD	Marketing & Destination Development		
IA	Investment Attraction		
L	Lobby		
H20 +			
DW	Drinking Water	PRIMARY | SECONDARY	Parkes Shire Council is the water supply authority in the Shire and manages a large array of water storages, pipelines and treatments systems to ensure that the community is able to grow and continues to enjoy safe, secure and reliable water. Water security is a major challenge for the sustainable growth and resilience of the Parkes Shire. Water security and sustainability are key to future proof the Parkes Shire for all its projected water supply needs.
WW	Waste Water		
SW	Storm Water		
COMMUNITY +			
PL	Public Libraries	PRIMARY | SECONDARY	Balancing the various needs with those of the broader community with their quality of life. At the forefront of this objective is the need for improved access to vital services for an ageing population, people with a disabilities and residents living in the more isolated settlements. Education, whilst not traditionally viewed as a function of Local Government, is an area identified by the Community as being of vital importance as well as improvement in the areas of health and personal safety. Many communities are struggling to maintain essential services and Council will be measured on its efforts in maintaining if not further developing its townships.
E	Education		
C	Culture		
WB	Wellbeing		
COUNCIL +			
C	Council	PRIMARY | SECONDARY	Parkes Shire Council has a number of functions that support and facilitate the seven (7) primary value streams in the Parkes Plus Delivery Program. These Council Plus functions articulate what Council as an organisation will do to ensure the required managements systems, culture, recourses and process are in place to deliver efficiently and effectively on the objectives of the Parkes Shire Community found in the Community Strategic Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

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Operational Plan 2017 - 2018

Operational Plan 2017-2018

General Manager

Mayor

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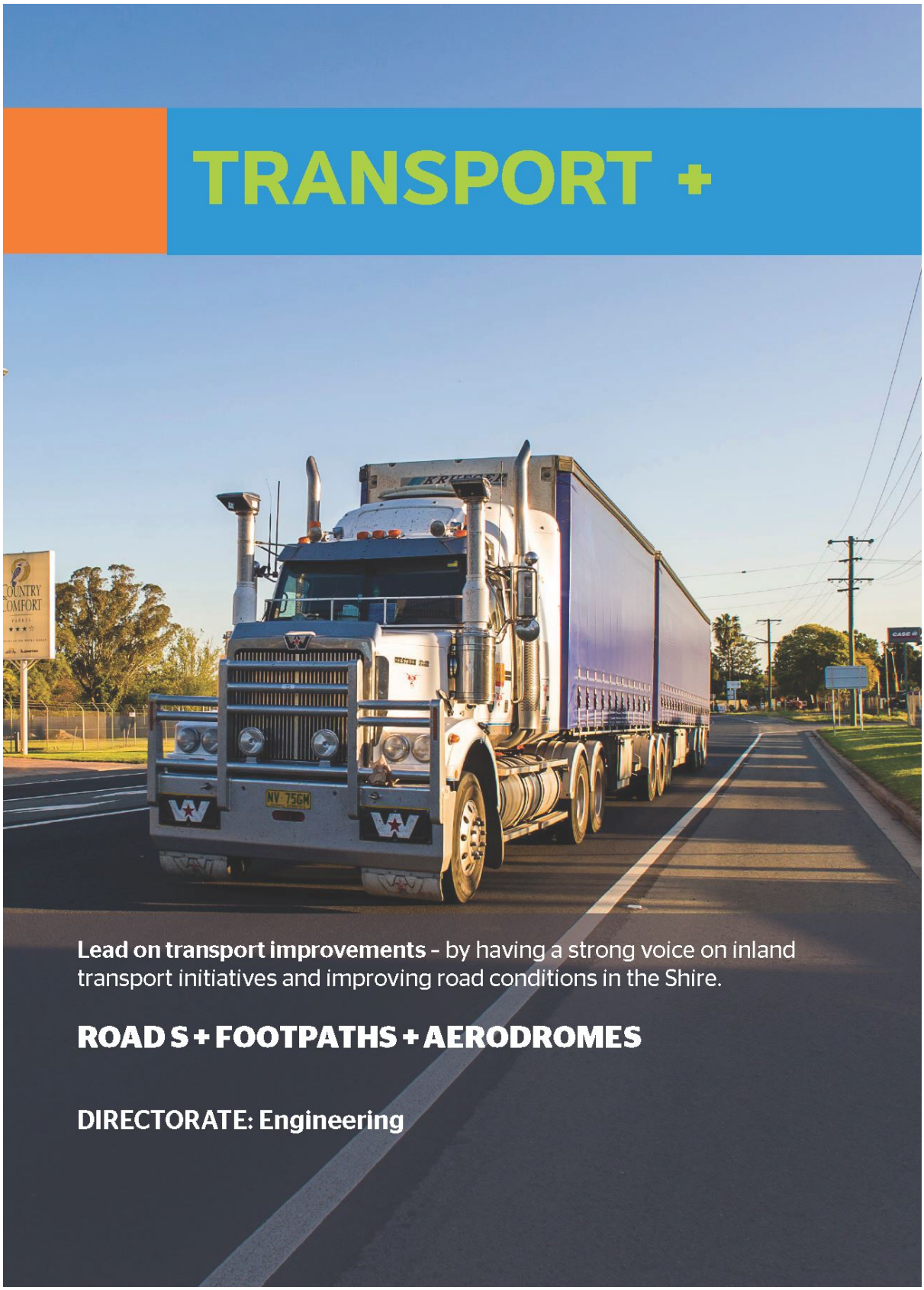
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Roads

+ TRANSPORT: ROADS

Maintain and improve the Shire's road network

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Local Road Development	$ 2,564,000
Regional Road Development	$ 4,062,000
Local Road Maintenance	$ 1,194,000
Regional Road Maintenance	$ 1,230,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Regional Roads: McGrane Way MR354, Bogan Way (North and South), MR350, Eugowra Road MR238, Renshaw McGirr Way MR233, Henry Parkes Way (East and West) MR61 **Local Roads:** Middle Trundle Road SR83, Bogan Road SR76, Back Peak Hill Road SR126, Warrigal Road SR42, Brolgan Road SR40, Adavale Lane SR104, Trundle-Condobolin Road SR173	$1,7073,000
Bus Shelter refurbishments	$ 11,000
Urban Roads Program	$ 578,000
Urban Roads Construction	$ 250,000
Rural Construction	$ 200,000
Middle Trundle Road (Fixing Country Roads)	$ 900,000
Roads - Repair Grant	$ 400,000
Grant Funded Roads	$ 3,770,000

R1 Develop Council's Local Road Network				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
R1.1	Upgrade Council's Sealed Local Road Network	R1.1.1	540kms of Sealed Local Road Network is managed to meet the needs of road users	Manager Works	% projects identified and delivered
		R1.1.2	Pavement Rehabilitation & Laneway Renewals carried out to meet the needs of road users	Manager Works	% projects identified and delivered
		R1.1.3	Pavement Rehabilitation is carried out to meet the needs of road users	Manager Works	% projects identified and delivered
		R1.1.4	Rural Construction Program adopted and implemented	Manager Works	% projects identified and delivered
		R1.1.5	Urban Construction Program adopted and implemented	Manager Works	% projects identified and delivered
		R1.1.6	Council's Additional $1,000,000 Roads Improvement Program adopted and implemented	Manager Works	% projects identified and delivered
R1.2	Upgrade Council's Unsealed Local Road Network	R1.2.1	1339kms of Unsealed Local Road Network is managed to meet the needs of road users	Manager Works	% Maintenance is carried out in a planned program to meet the needs of the road users
		R1.2.2	Implement LTRIP Project - SR83 Middle Trundle Road	Manager Works	Extend Seal by 10kms by end of year
		R1.2.3	Implement LTRIP Project - SR42 Warregal Road	Manager Works	Extend Seal by 2kms by end of year
		R1.2.4	Source road making materials in an environmentally responsible manner	Manager Works	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded. Manage contractors to ensure legislative compliance to ensure no breaches are recorded. % of crushing program delivered to provide adequate stocks enabling timely supply for works. Customer requests are dealt with in a timely manner.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Roads

RR2 Develop Council's Regional Road Network				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
R2.1	Develop Council's Sealed Regional Road Network	R2.1.1	89kms of Sealed Regional Road Network is managed to meet the needs of road users	Manager Works	Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R). REPAIR Grants submitted. Customer requests are dealt with in a timely manner
R2.2	Develop Council's Unsealed Regional Road Network	R2.2.1	44kms of Unsealed Regional Road Network is managed to meet the needs of road users	Manager Works	REPAIR Grants submitted.
		R2.2.2	Gravel Re-Sheeting program adopted and implemented	Manager Works	% Resheeting Projects identified and delivered. Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R). Customer requests are dealt with in a timely manner
R3 Maintain Council's' Local Road Network				DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE		WHO	MEASURE
R3.1	Maintain Council's Sealed Local Road Network	R3.1.1	D540kms of Sealed Local Road Network is provided and maintained to meet the needs of road users	Manager Works	Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R) Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R)
		R3.1.2	Resealing Program adopted and implemented	Manager Works	% Resealing Projects identified and delivered. Number of Asset Inspections Carried out in accordance with Asset Management Plans. Works Orders issued and completed. Customer requests are dealt with in a timely manner.
R3.2	Maintain Council's Unsealed Local Road Network	R3.2.1	1339kms of Unsealed Local Road Network is provided and maintained to meet the needs of road users	Manager Works	% Resheeting Projects identified and delivered
		R3.2.2	Gravel Re-Sheeting program adopted and implemented	Manager Works	Number of Asset Inspections Carried out in accordance with Asset Management Plans. Works Orders issued and completed. Customer requests are dealt with in a timely manner.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Roads

R4 Maintain Council's Regional Road Network				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
R4.1	Maintain Council's Sealed Regional Road Network	R4.1.1	189kms of Sealed Regional Road Network is provided and maintained to meet the needs of road users	Manager Works	Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R). Number of Asset Inspections Carried out in accordance with Asset Management Plans. Works Orders issued and completed. Customer requests are dealt with in a timely manner
R4.2	Maintain Council's Unsealed Regional Road Network	R4.2.1	44kms of Unsealed Regional Road Network is provided and maintained to meet the needs of road users	Manager Works	Success of Grants submitted for various programs such as Fixing Country Roads (FCR), Heavy Vehicle Safety Productivity Program (HVSPP), Blackspot, Resources For Regions (R4R). Number of Asset Inspections Carried out in accordance with Asset Management Plans. Works Orders issued and completed. Customer requests are dealt with in a timely manner
		R4.2.2	Source road making materials in an environmentally responsible manner	Manager Works	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded. Manage contractors to ensure legislative compliance to ensure no breaches are recorded. % of crushing program delivered to provide adequate stocks enabling timely supply for works. Customer requests are dealt with in a timely manner.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Footpaths

+ TRANSPORT: FOOTPATHS

Maintain and improve the Shire's footpaths and provide safe pedestrian access

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND	CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Footpaths	$ 93,000	Footpath Renewals	$ 100,000

F1 Footpaths Development				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
F1.1	Develop footpaths to meet community needs	F1.1.1	Footpath facilities are delivered to meet the needs of key users and community in accordance with industry standards and guidelines	Manager Works	% projects identified and delivered
F2 Footpath Maintenance				**DELIVERY CHALLENGE**	**HIGH**
DELIVERABLES		VALUE		WHO	MEASURE
F2.1	Develop footpaths to meet community needs	F2.1.1	Ongoing footpath maintenance is carried out in a planned program to meet the needs of key users and community	Manager Works	% projects identified and delivered
F3 Pedestrian Access and Mobility Plan (PAMP)				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
F3.1	Implement Pedestrian Access and Mobility Plan (PAMP)	F3.1.1	Footpath and pedestrian facilities are delivered to meet the needs of key users and community in accordance with industry standards and guidelines	Manager Works	% projects identified and delivered
F4 Kerb and Gutter Development				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
F4.1	Develop kerb and gutter to meet community needs	F4.1.1	Kerb and gutter infrastructure is delivered to meet the needs of key users and community in accordance with industry standards and guidelines	Manager Works	% projects identified and delivered
F5 Kerb and Gutter Maintenance				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE		WHO	MEASURE
F5.1	Maintain kerb and gutter to meet community needs	F5.1.1	Ongoing kerb and gutter maintenance is carried out in a planned program to meet the needs of key users and community	Manager Works	% projects identified and delivered

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TRANSPORT + Air

+ TRANSPORT: AERODROMES

Parkes Regional Airport is the gateway to the Shire and broader Central West Region

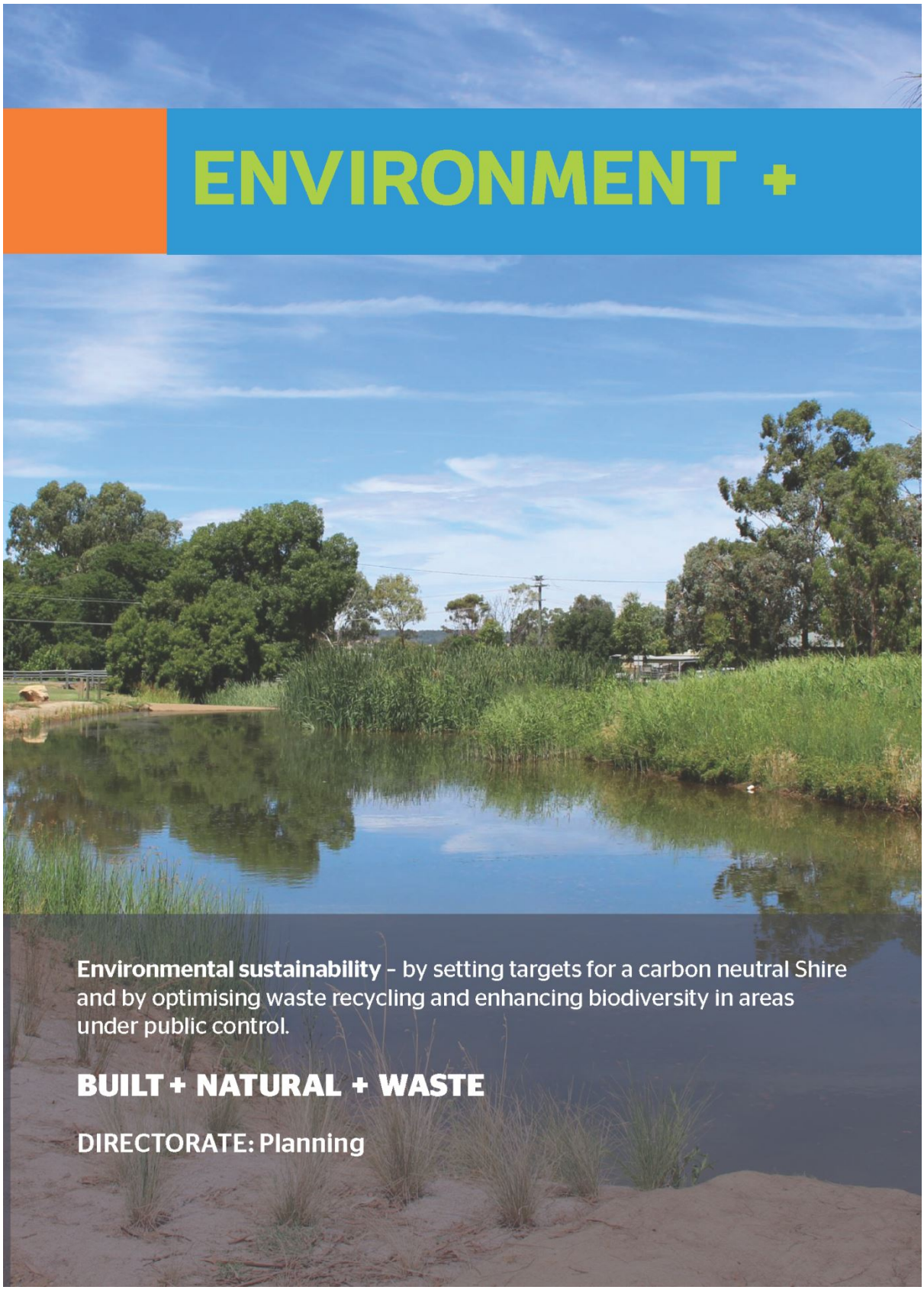
PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Aerodromes	$ 1,115,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Parkes Regional Airport Precinct	$ 1,298,000
Parkes Regional Airport line marking	$ 80,000

A1 Providing a safe Aviation Facility				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
A1.1	Legislative Compliance to ensure a safe Aviation Facility	A1.1.1	Compliance with Civil Aviation Safety Authority Regulations	Manager Support Services	CASA Audit Reports, Technical inspections, Obstacle Limitation Surface Surveys, Annual Lighting Inspections, Aerodrome Manual
		A1.1.2	Compliance with Office of Transport Security legislation	Manager Support Services	Transport Security Plan, Audit Reports
A2 Maintaining and Operating Parkes Regional Airport				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
A2.1	Ensure effective maintenance and operation of the Parkes Regional Airport	A2.1.1	Grounds well presented and maintained that welcomes visitors	Manager Support Services	Customer Feedback
		A2.1.2	Terminal building is presented to a standard befitting a gateway to the region.	Manager Support Services	Customer and Airline Feedback
A3 Development of Industrial Precinct				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
A3.1	Industrial Precinct developed to expand opportunities for growth	A3.1.1	Development in line with Master Plan	Manager Support Services	Layout of the Industrial Precinct
		A3.1.2	Developer attraction to the site	Manager Economic & Business Development	Land enquiries and leases

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Built

+ ENVIRONMENT: BUILT

Providing professional development services and preservation of the Shire's built environment

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Enforcement & Regulation	$ 44,000
Administration & Inspection	$ 495,000
Town Planning	$ 365,000
Building Control	$ 253,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Development Control Plan Review	$ 20,000
Heritage Study	$ 25,000
Shire Cemetery Improvements	$ 50,000
Section 64A Capital Program	$ 90,000

BE1: Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
BE1.1	Provide timely, accurate and professional development services to the Shire	BE1.1.1	Local Development Applications (DA's) are determined within 40 processing days	Manager Regulation & Compliance	Percentage complete in time frame
		BE1.1.2	DA's conform with the Environmental Protection Authority (EPA) Act & associated environmental planning instruments	Manager Regulation & Compliance	Percentage involving court action
		BE1.1.3	Appropriate delegation is exercised to determine DA's	Manager Regulation & Compliance	Percentage approved under delegated authority
		BE1.1.4	Appropriate delegation is exercised to determine DA's	Manager Regulation & Compliance	Percentage of pre-lodgement applications received
BE1.2	Provide timely, accurate and professional development services to the Shire	BE1.2.1	Complying Development Certificates (CDCs) are determined within the 10 day and 20 day processing times specified in the State Environmental Planning Policy (SEPP)	Manager Regulation & Compliance	Percentage complete in time frame
BE1.3	Provide timely, accurate and professional construction certification services to the Shire	BE1.3.1	Construction Certificates (CC's) are processed within 20 processing days	Manager Regulation & Compliance	Percentage complete in time frame
BE1.4	All Local Government Approvals are determined in line with legislation in a timely manner	BE1.4.1	Approvals are processed within 20 processing days	Manager Regulation & Compliance	Percentage complete in time frame
BE1.5	Local Government Approvals are determined in line with legislation in a timely manner	BE1.5.1	Approvals are processed within 20 processing days	Manager Regulation & Compliance	Percentage complete in time frame
BE2 Heritage				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
BE2.1	Promote and support the conservation of heritage items and places in the Parkes Shire	BE2.1.1	Undertake a heritage study to identify significant heritage buildings and places in the Parkes Shire	Development Planner	Number of heritage buildings and places identified
BE2.2	Support the Heritage Committee	BE2.2.1	Heritage is promoted through events such as Heritage Week, Heritage Trails & significant building identification plaques	Development Planner	Number of events supported

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Built

BE2 Heritage				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
BE2.3	Provide expert heritage advice to assist with the conservation of heritage places	BE2.3.1	Continue to support the NSW Heritage Office Local Heritage Advisor and Local Heritage Assistance Fund Programs	Development Planner	Number of programs supported
BE3 Certificates				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE		WHO	MEASURE
BE3.1	All Certificates are determined in line with legislation in a timely manner	BE3.1.1	C's are processed within 20 processing days	Manager Regulation & Compliance	Percentage complete in time frame
BE4 Cemeteries				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE		WHO	MEASURE
BE4.1	Provide cemetery management to Shire operated public cemeteries	BE4.1.1	Council delivers Right of Burials issued within agreed time frames	Manager Regulation & Compliance	Percentage of Right of Burial issued within 72 hours of full payment
		BE4.1.2	Council delivers Burial Permit issued in accordance with Public Health Act and agreed time frames	Manager Regulation & Compliance	Percentage of Burial Permit issued within 72 hours of full payment
		BE4.1.3	Plan for future development of the council owned cemeteries	Manager Regulation & Compliance	Cemetery Management Plan completed and Parkes lawn cemetery next completed
BE5 Private Swimming Pools				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE		WHO	MEASURE
BE5.1	Provide regulation of private swimming pools in accordance with the Swimming Pools Act, 1992	BE5.1.1	Council respond to complaints and enforcement of Swimming Pools Act, 1992	Manager Building Certification	Number of swimming pool fence complaints responded to
		BE5.1.2	Application for swimming pool barrier inspection carried out within agreed time frames	Manager Building Certification	Percentage of Inspections conducted and responded to in agreed time frame

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Natural

+ ENVIRONMENT: NATURAL

Protecting and conserving the Shire's natural environment

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Noxious Plants	$ 267,000
Environment Protection	$ 43,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Cheney Park Salinity	$ 30,000
PAC Park Environment Improvements / Shelters	$ 50,000

BNE1 Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
NE1.1	Engage with local schools and community groups to deliver environmental education programs	NE1.1.1	Support and partner with Central West Lachlan Landcare (CWLL) to deliver environmental initiatives within the Parkes Shire	Environmental & Sustainability Coordinator	At least 3 activities undertaken supporting or in partnership with CWLL
		NE.1.1.2	Work with local schools to undertake environmental excursions and other environmental education	Environmental & Sustainability Coordinator	At least 3 activities undertaken supporting local school groups
		NE1.1.3	Engage with other local community groups on environmental projects	Environmental & Sustainability Coordinator	At least 1 other local community group engaged annually
NE1.2	Collaborate with local and regional agencies to build capacity in the area of energy efficiency and environmental sustainability	NE1.2.1	Collaborate with Central West Council's Environment and Waterways Alliance and Local Land Services (CWCEWA)	Environmental & Sustainability Coordinator	Attend quarterly CWCEWA meetings
		NE1.2.2	Engage with CENTROC to identify potential energy efficiency initiatives for PSC	Environmental & Sustainability Coordinator	Attend CENTROC meetings
NE1.3	Raise awareness of environmental, sustainability and energy efficiency initiatives within the community	NE1.3.1	Monitor Parkes Shire Council energy usage and solar energy production	Environmental & Sustainability Coordinator	All solar installations monitored monthly and anomalies identified and addressed as required High energy sites identified and monitored monthly
		NE1.3.2	Investigate high energy consumption sites for energy efficiency opportunities	Environmental & Sustainability Coordinator	Sites identified and funding options considered Installations in planning and design phase Installations complete Measurable reduction in energy consumption
		NE1.3.3	Advocate sustainable energy choices and deliver community awareness strategies	Environmental & Sustainability Coordinator	Evidence of initiatives developed and delivered Evidence of community engagement/awareness
		NE1.3.4	Engage and educate the community regarding carbon emission reductions and climate change adaptations	Environmental & Sustainability Coordinator	Evidence of engagement

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Natural

NE2 Sustainably manage Council owned and managed natural areas				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
NE2.1	Manage all Council roadsides as per Council's Roadside Vegetation Management Plan	NE2.1.1	Council's Roadside Vegetation Management Plan is consulted for all Council roadwork activities	Environmental & Sustainability Coordinator	Council's Roadside Vegetation Management Plan is current Evidence of consultation
		NE2.1.2	Document current High, Medium and Low Conservation Areas for significant changes	Environmental & Sustainability Coordinator	Evidence of documentation
NE2.2	Manage all Council owned and managed (i.e. Crown Land) assets for their environmental value	NE2.2.1	Consult Council's Crown Land Environmental Masterplan to ensure best practice management of reserves is achieved	Environmental & Sustainability Coordinator	Council's Crown Land Environmental Masterplan is current. Evidence of consultation
		NE2.2.2	Collaborate with Central West Local Land Services on Travelling Stock Route (TSR) management within the Parkes Shire	Environmental & Sustainability Coordinator	Evidence of collaboration
		NE2.2.3	Seek additional funding for works on PSC managed Crown Land	Environmental & Sustainability Coordinator	Evidence of funding sought Success of funding applications
		NE2.2.4	Collaborate and consult with state agencies as necessary (i.e. DPI Fisheries, OEH)	Environmental & Sustainability Coordinator	Evidence of collaboration or consultation
NE3 Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
NE3.1	Conduct Council's annual weed control program	NE3.1.1	Conduct private property inspections in accordance with legislation	Environmental & Sustainability Coordinator	Target of 13 private property inspections carried out per month
		NE3.1.2	Monitor and inspect Council owned and managed public land including roadsides	Environmental & Sustainability Coordinator	Target of 30 inspections of PSC owned & managed land undertaken annually. 100% of Council roadsides inspected annually. Number of new infestations mapped.
		NE3.1.3	Monitor known existing infestations and control as necessary	Environmental & Sustainability Coordinator	100% of known existing infestations inspected and controlled as necessary
		NE3.1.4	Engage and educate private landholders on their responsibilities	Environmental & Sustainability Coordinator	All private property inspections to include an element of education and engagement
		NE3.1.5	Engage and educate the community on environmental and Priority Weeds issues	Environmental & Sustainability Coordinator	At least 5 print media releases developed and distributed throughout the year. Evidence of social media used to engage the community. Represent and promote PSC Noxious Weeds Team at each Shire show and any relevant local/regional Field Days

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Natural

NE3 Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
NE3.2	Seek additional funding through available programs	NE3.2.1	Grant funding sought to facilitate additional weed control projects	Environmental & Sustainability Coordinator	Evidence of funding sought Success of funding applications
NE3.3	Collaborate with regional partners to build capacity to enhance weed management	NE3.3.1	Attend quarterly Central West Lachlan Land Service (LLS) Regional Weed Committee meetings	Environmental & Sustainability Coordinator	At least 3 meetings attended annually
		NE3.3.2	Share resources and infrastructure amongst regional partners	Environmental & Sustainability Coordinator	Evidence of resource and infrastructure sharing
		NE3.3.3	Work with regional partners for joint advocacy and funding opportunities	Environmental & Sustainability Coordinator	Evidence of collaboration
NE4 Improve the envrironmental outcomes of Council's operations				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
NE4.1	Undertake works to limit the impact of erosion, sediment and gross pollutants	NE4.1.1	Develop standard erosion and sediment control plans and systems	Environmental & Sustainability Coordinator	Standards developed, adopted and communicated.
		NE4.1.2	Develop standard water quality management systems for Council works	Environmental & Sustainability Coordinator	Principals of site water management are incorporated into works including RMS & OEH requirements met.
		NE4.1.3	Develop a planned approach to areas of high soil degradation and pollutant loads	Environmental & Sustainability Coordinator	Priorities identified and works planned.
		NE4.1.4	Engage and educate private landholders on their responsibilities	Environmental & Sustainability Coordinator	Education initiatives and programs carried out.
NE4.2	Develop a planned approach to reduce Council's operational environmental impact	NE4.2.1	Implement environmental management plan for Council works	Environmental & Sustainability Coordinator	Evidence of plan being rolled out.
		NE4.2.2	Promote environmentally sustainable development practices internally and externally	Environmental & Sustainability Coordinator	Promotional activities and initiatives carried out.
NE4.3	Seek grant opportunities for environmental initiatives	NE4.3.1	Leverage existing budgets to allow for further environmental projects	Environmental & Sustainability Coordinator	Grants sought and awarded.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ENVIRONMENT + Waste

+ ENVIRONMENT: WASTE

Parkes Shire Council recognises the importance of providing effective waste services in delivering positive public health, environmental and economic outcomes for the community.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Direct Waste	$1,727,000
Street Cleaning	$ 203,000
Other Waste	$ 350,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Waste Management	$ 5,000
Shire Landfill Operations	$ 582,000

W1 Implement Parkes Shire Waste Strategy				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
W1.1	Provide 3 bin collection service to the Shire	W1.1.1	Divert/recycle waste from landfill	Manager Regulation & Compliance	Tonnes diverted
W1.2	Upgrade waste facilities	W1.2.1	Rationalise unsustainable landfills	Manager Regulation & Compliance	Number of closures/transfer stations implemented/ planned
W1.3	Increase awareness of environmental waste management goals	W1.3.1	Widespread understanding of waste management goals in the Parkes Shire community	Manager Regulation & Compliance	Number of initiatives undertaken
W2 Operate and maintain facilities				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
W2.1	All waste facilities operated in accordance with landfill guidelines	W2.1.1	Landfills operated to environmental requirements	Manager Regulation & Compliance	Number of pollution incidents
W2.2	Transfer stations operated in accordance with community expectations	W2.2.1	Diversion maximised and remaining waste transferred to central facility	Manager Regulation & Compliance	Tonnes transferred
W3 Supervise waste management contracts				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
W3.1	Waste facility contractor to carry out operations in line with contract specifications	W3.1.1	All waste and recyclables collected in a timely manner	Manager Regulation & Compliance	Number of missed services Number of complaints lodged
W3.2	Seek additional funding through available programs	W3.2.1	Waste facility operations are managed in accordance with contract	Manager Regulation & Compliance	Number of breaches of contract Number of complaints Number of pollution incidents
W4 Rethinking Waste Strategy				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
W4.1	Implement Rethinking Waste Strategy	W4.1.1	Community has a good understanding of waste and recycling issues	Manager Regulation & Compliance	Number of initiatives

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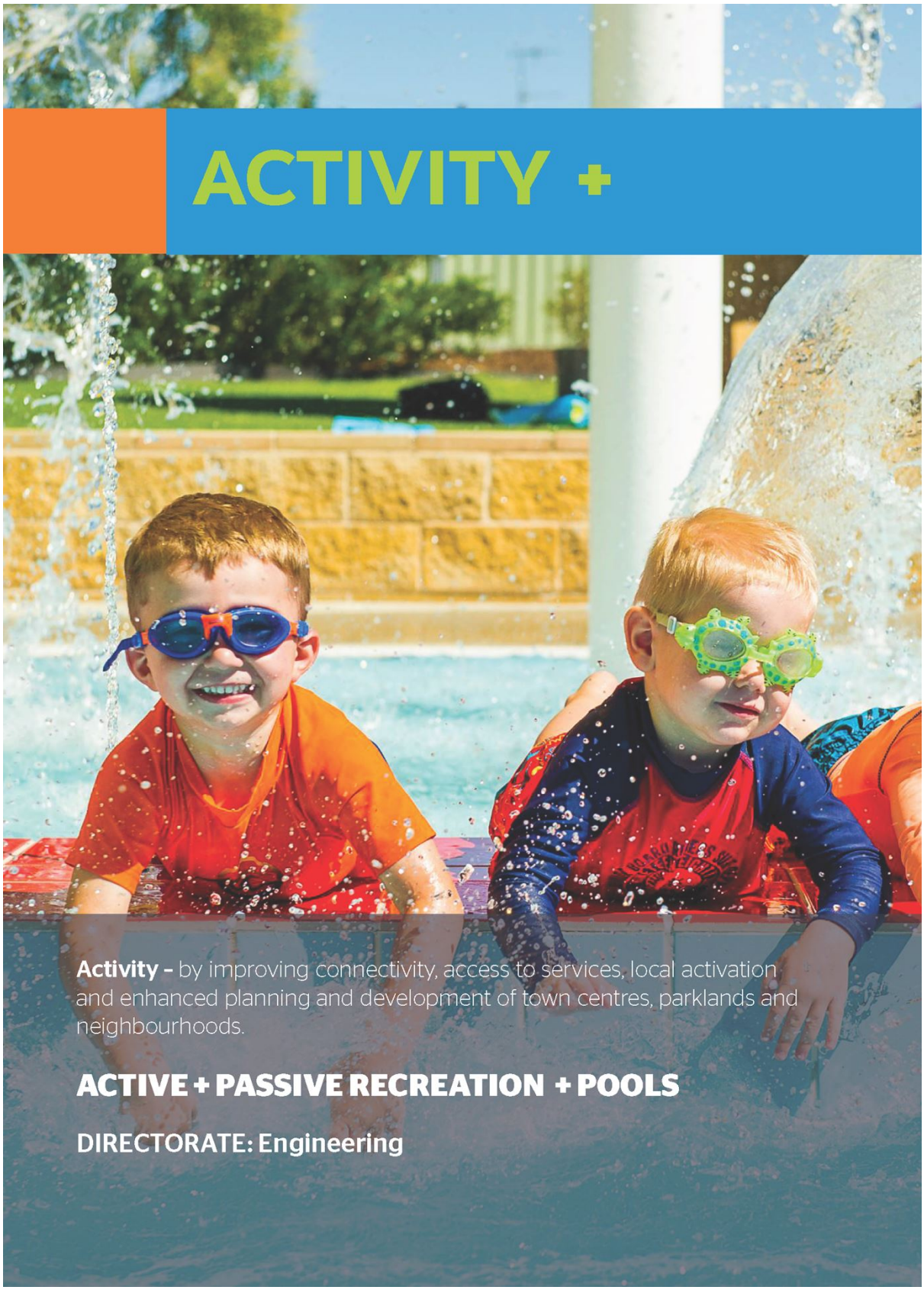
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Active

+ ACTIVITY: ACTIVE RECREATION

Develop and maintain Council's sporting facilities, playgrounds, walking paths and cycleways

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Active Recreation	$1,060,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Lighting Investigations and designs	$ 50,000
Playground strategy & replacement program	$ 40,000
Cycleway/Excercise/Wellness Program	$ 100,000
	Grant $100,000
Sporting Ground Improvements	$ 1,600,000

AR1 Sports Grounds Development				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
AR1.1	Develop sporting facilities to meet community needs	AR1.1.1	Sporting facilities meet the needs of the key users, community groups and in accordance with industry standards and guidelines	Manager Works	Success of grants submitted from external agencies. Facilities to meet minimum requirements of AS codes relevant with individual projects.
AR2 Sports Grounds Maintenance				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		**VALUE**		**WHO**	**MEASURE**
AR2.1	Maintain sporting facilities to meet the communities needs	AR2.1.1	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	Manager Works	Suitable facilities are available and fit for purpose for key users and events (Maintain or reduce stakeholder/ community complaints)
AR3 Playgrounds				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		**VALUE**		**WHO**	**MEASURE**
AR3.1	Maintain the playgrounds to meet the communities needs	AR3.1.1	Deliver priority projects to meet the needs of key users and community groups.	Manager Works	Suitable facilities are available for key users and events (Maintain or reduce stakeholder/community complaints). Play equipment meets requirements of AS4685. Number of Playground Inspections carried out in accordance with standards and guidelines
AR4 Walk/Cycle				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		**VALUE**		**WHO**	**MEASURE**
AR4.1	Implement Pedestrian and Cycling Strategy to meet the community needs	AR4.1.1	Deliver priority projects to meet the needs of key users and community groups.	Manager Works	% Projects completed
		AR4.1.2	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	Manager Works	Suitable facilities are available and fit for purpose for key users and events (Maintain or reduce stakeholder/ community complaints)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Passive

+ ACTIVITY: PASSIVE RECREATION

Delivering inviting public spaces, town entrances and public amenity

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Passive Recreation	$ 1,896,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Main Street Vibrancy Program	$ 20,000
Town Presentation	$ 89,000
Street Tree Replacement Program & Strategy	$ 14,000
Infrastructure backlog upgrades	$ 500,000

PR1 Main street beautification				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
PR1.1	Main street presentation program	PR1.1.1	The community and visitors are satisfied with the presentation of the main street.	Manager Works	Customer requests are dealt with in a timely manner. Hours worked provide desired service standard
PR1.2	Develop & Implement Townships Presentation Strategy	PR1.2.1	Improved town beautification to meet the needs of the community and visitors	Manager Works	% Projects developed and delivered
PR2 Maintenance and improvement of park areas				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
PR2.1	Planned maintenance for parks	PR2.1.1	Parks are available for a variety of activities to meet the needs of key users and community	Manager Works	Parks are available for a minimum of 90% of the time for community activities
		PR2.1.2	Park maintenance meets community expectations	Manager Works	Customer requests are dealt with in a timely manner.
PR3 Maintenance and improvement of reserve areas				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
PR3.1	Planned maintenance for reserve areas	PR3.1.1	Deliver priority projects to meet the needs of key users and community groups.	Manager Works	Reserves are available for community activities
		PR3.1.2	Reserve maintenance meets community expectations	Manager Works	Customer requests are dealt with in a timely manner.
PR4 Streetscape amenity				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
PR4.1	Develop and Implement Town Entry and Presentation Strategy	PR4.1.1	Improve town approaches and aesthetics to meet the needs of the community and visitors	Manager Works	% Projects developed and delivered
PR4.2	Planned maintenance for gardens and verges	PR4.2.1	Gardens, verges and medians are presented to community expectations	Manager Works	Customer requests are dealt with in a timely manner.
PR4.3	Street trees management	PR4.3.1	Street trees are managed to meet community expectations	Manager Works	Customer requests are dealt with in a timely manner.
		PR4.3.2	Develop and implement street tree replacement strategy	Manager Works	Street Tree Replacement Strategy developed. Reduction in costs caused by damage from trees to property and infrastructure

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ACTIVITY + Pools

+ ACTIVITY: POOLS

Enhancing experiences of patrons at the Parkes Shire Pools

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

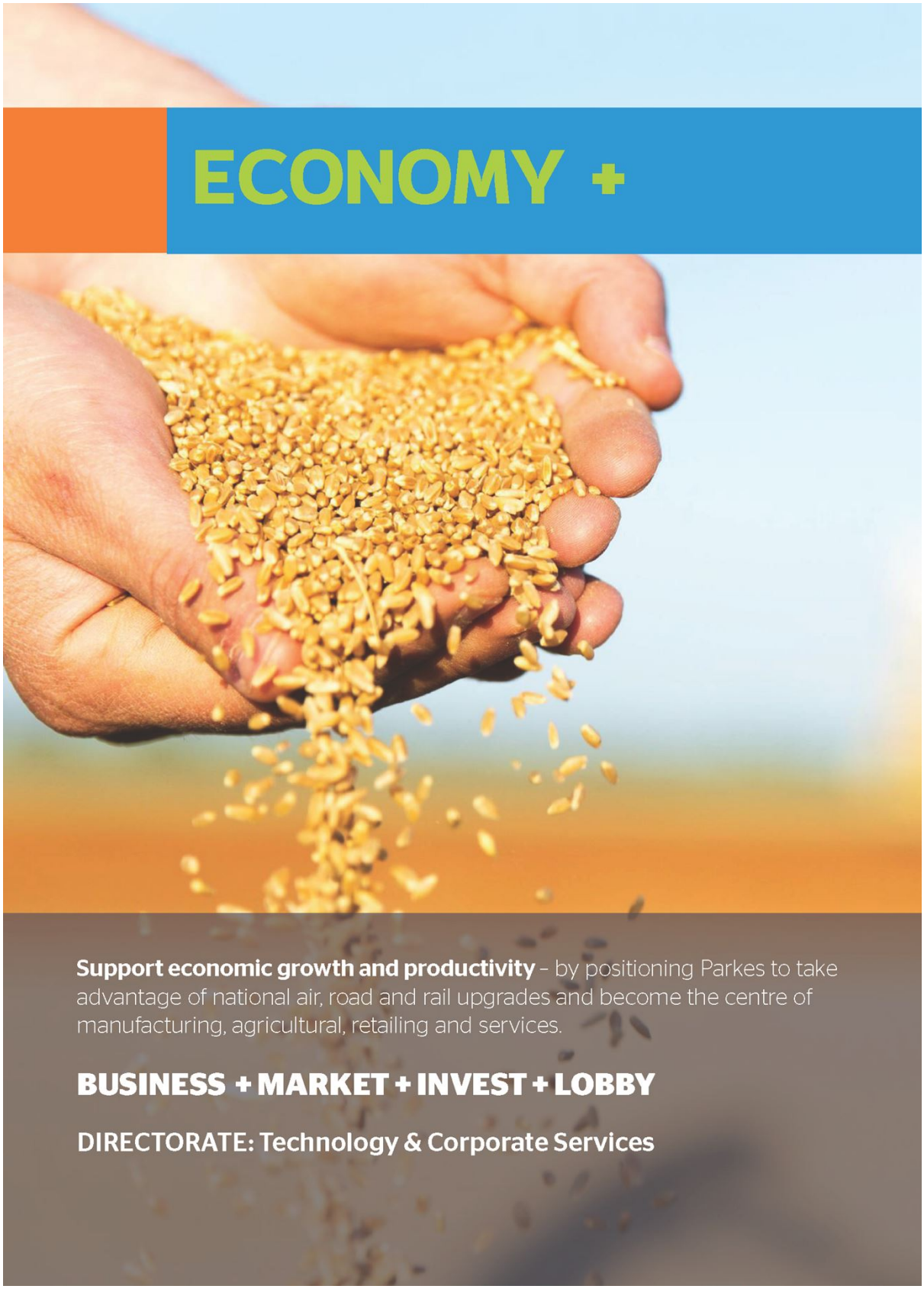
OPERATIONAL / MAINTENANCE	SPEND	CAPITAL/RENEWAL PROJECTS	HOW MEASURED
Pools	$ 1,031,000	Shade structure renewals as required	*$ spent | project status* $ 10,000

P1 Pool Operations and Maintenance				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
P1.1	Maintain and Operate Council owned pools at Parkes, Peak Hill, Trundle and Tullamore	P1.1.1	Meeting Royal Life Savings Society Guidelines for Safe Pool Operations	Manager Support Services	Audit Reports from Royal Life Savings Society
		P1.1.2	Facilities maintained to a satisfactory standard	Manager Support Services	Regular reports from Pool Supervisors for maintenance requirements
		P1.1.3	Compliance with Department of Health Pool Operations Hygiene standards	Manager Support Services	Regular testing including Microbiological testing including results
P2 Maximise Pool Patronage opportunities				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
P2.1	Encourage additional patronage at Council Pools	P2.1.1	Ensure facilities are welcoming to patrons	Manager Support Services	Customer Feedback
		P2.1.2	Encourage activities to be hosted at Pools (such as Elvis, Birthday Parties)	Manager Support Services	Number of Activities
P3 Implementation of Learn to Swim Program at Parkes Pool				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
P3.1	Provision of Learn to Swim Tuition at Parkes Pool	P3.1.1	Increased patronage	Manager Support Services	Numbers of students participating in lessons each term
		P3.1.2	Tuition provided that encourages progression	Manager Support Services	Numbers of students participating in lessons each term
		P3.1.3	Tuition based on AUSTSWIM Guidelines	Manager Support Services	AUSTSWIM accreditation of all instructors. Customer Feedback
P4 Indoor Heated Pool Strategy				DELIVERY CHALLENGE	EXTREME
DELIVERABLES		VALUE		WHO	MEASURE
P4.1	Facilitate the Indoor Heated Pool Strategy	P4.1.1	Applications are prepared and submitted for funding under Government programs as they arise	Manager Support Services	Applications submitted on time.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Business

+ ECONOMY: BUSINESS

Support and grow local business and provide a vibrant CBD precinct

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Business & CBD Vibrancy	$ 826,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Lower Clarinda Street upgrade	$ 400,000
Main Street Furniture/Landscaping/Street Art	$ 50,000
Cooke Park Precinct Development	$ 50,000

B1.1 Support the Parkes Business Chamber				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
B1.1	Engage and support the Parkes Business Chamber/Industry groups	B1.1.1	Attend Parkes Business Chamber meetings	Manager Economic & Business Development	Number of meetings attended
		B1.1.2	Support Business Awards	Manager Destination Development	Financial sponsorship Support from Events Officer
		B1.1.3	Develop and implement joint marketing programs	Manager Brand & Marketing	Number of marketing joint marketing programs
		B1.1.4	Promote industry events	Manager Destination Development	Number of events promoted
B2 Support Local Business Growth				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
B2.1	Support and promote growth opportunities for business	B2.1.1	Host yearly business networking events	Manager Economic & Business Development	Number of events hosted
		B2.1.2	Develop and deliver yearly Building Business Capacity workshops	Manager Economic & Business Development	Number of workshops delivered
		B2.1.3	Promote opportunities/grants for business	Manager Economic & Business Development	Number of grant applications submitted. Number of grant applications approved
		B2.1.4	Develop and manage partnership programs that support and promote local businesses	Manager Economic & Business Development	Number of programs developed
B3 Promote Local Businesses				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
B3.1	Develop and deliver marketing campaigns to promote business	B3.1.1	Marketing campaigns delivered to promote local business	Manager Brand & Marketing	Number of campaigns developed
		B3.1.2	Increased activity for business	Manager Brand & Marketing	Evidence of increased activity (as per KPI's per campaign)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Business

B4 CBD Vibrancy				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
B4.1	Develop and implement the Main Street Vibrancy Program	B4.1.1	Develop detailed plans for lower Clarinda Street	Manager Economic & Business Development	Plans developed
		B4.1.2	Develop detailed plans for Multipurpose Centre in Cooke Park	Manager Economic & Business Development	Plans developed
		B4.1.3	Review Master Plan for Cooke Park	Manager Economic & Business Development	Master Plan reviewed
		B4.1.4	Develop and roll out a Main Street Furniture Replacement Plan	Manager Economic & Business Development	Plan developed and implemented
		B4.1.5	Develop and roll out a Painting Program for the Main Street	Manager Economic & Business Development	Plan implemented
		B4.1.6	Build Multipurpose Centre (grant dependent)	Manager Economic & Business Development	Plan developed, construction phase commenced and Multipurpose Centre complete
		B4.1.7	Redevelop lower Clarinda Street	Manager Economic & Business Development	Construction phase commenced and redevelopment complete.
		B4.1.8	Roll out smart technology within Clarinda Street	Manager Economic & Business Development	Smart technology plan developed and implemented
		B4.1.9	Develop and implement an incentive program	Manager Economic & Business Development	Incentive program developed and implemented

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Market

+ ECONOMY: MARKETING & DESTINATION DEVELOPMENT

Promote and develop Parkes Shire as place to live, work, invest and visit

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Marketing & Destination Development	$ 2,476,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Heritage Interpretation Plan	$ 15,000
Destination Management	$ 90,000

MD1 Market and promote Council and Parkes Shire				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
MD1.1	Manage and grow Council's online presence to ensure effective communication and dissemination of information	MD1.1.1	Increased hits to Council's corporate website and e-newsletter sign ups	Manager Brand & Marketing	Increase in statistics
		MD1.1.2	Strong social media community with positive response and engagement rates	Manager Brand & Marketing	Improved engagement measured through social media insights
MD1.2	Deliver strategic marketing plans to promote Parkes as a place to visit, live, work and invest	MD1.2.1	Marketing campaigns developed	Manager Brand & Marketing	Number of marketing campaigns developed
		MD1.2.2	Develop promotional signage	Manager Brand & Marketing	Number of signs developed
		MD1.2.3	Develop promotional print media	Manager Brand & Marketing	Number of print media distributed
		MD1.2.4	Attend trade shows and exhibitions	Manager Brand & Marketing	Number of trade shows & exhibitions attended
MD1.3	Increase the profile of Parkes Shire through effective brand management and public relations activity	MD1.3.1	Media coverage and editorial generated	Manager Brand & Marketing	Increasing media value measured
		MD1.3.2	Publications produced and distributed to increase the profile of Parkes Shire	Manager Brand & Marketing	Number of publications distributed
		MD1.3.3	Media releases distributed and monitored	Manager Brand & Marketing	Number of media releases distributed
MD2 Grow the Visitor Economy				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
MD2.1	Support and grow the visitor economy through the objectives set in the Parkes Shire Destination Management Plan communication and dissemination of information	MD2.1.1	Parkes Elvis Festival delivered annually	Elvis Festival Director	Festival delivered annually, management of stakeholder relationships and partnerships, delivery of effective marketing and sponsorship strategies
		MD2.1.2	Existing events are supported and developed	Manager Destination Development	Number of existing events supported
		MD2.1.3	New events attracted to Parkes Shire	Manager Destination Development	Number of new events supported
		MD2.1.4	Tourist assets, experiences and infrastructure within the Shire are maintained and improved	Manager Destination Development	Number of assets & experiences developed and improved
		MD2.1.5	Effective visitor information services are delivered across the Shire	Manager Destination Development	Increased visitation and satisfaction at VIC's
		MD2.1.6	Participation in collaborative regional projects and partnerships that meet peak industry body objectives	Manager Destination Development	Number of projects participated in and partnerships maintained/ created

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Invest

+ ECONOMY: INVESTMENT ATTRACTION

Develop and promote investment opportunities in Parkes Shire for business, residents and other private investors

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Investment Attraction	$190,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Industrial Land Development	$ 239,000
Residential Amenities Development	$ 125,000
Industrial Estate Improvement	$ 100,000

IA1 Industrial Estate				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
IA1.1	Develop and maintain a supply of suitably zoned Industrial Land	IA1.1.1	Suitable land subdivided and developed	Manager Economic & Business Development	Suitable land identified & developed
		IA1.1.2	Services connected to acquired Industrial Land	Manager Economic & Business Development	Number of services connected & issues identified
		IA1.1.3	Promotional material developed	Manager Economic & Business Development	Number of promotional materials developed & distributed
		IA1.1.4	Industrial blocks sold	Manager Economic & Business Development	Number of blocks sold
IA2 Parkes Regional Airport				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
IA2.1	Develop and promote Parkes Regional Airport Business Park	IA2.1.1	Suitable land subdivided and developed	Manager Economic & Business Development	Suitable land identified & developed
		IA2.1.2	Services connected to acquired land	Manager Economic & Business Development	Number of services connected & issues identified
		IA2.1.3	Promotional material developed	Manager Economic & Business Development	Number of promotional materials developed & distributed
		IA2.1.4	Lease agreements developed and executed	Manager Economic & Business Development	Number of lease agreement developed & executed
		IA2.1.5	Blocks leased	Manager Economic & Business Development	Number of blocks leased
IA3 Business Growth				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
IA3.1	Develop the Parkes Business Growth Strategy	IA3.1.1	Subscription to industry publications for key industries	Manager Economic & Business Development	Number of publications reviewed and subscribed to
		IA3.1.2	Industry market research undertaken and prospective investors identified	Manager Economic & Business Development	Industry market research undertaken and prospective investors identified
		IA3.1.3	Parkes Growth Strategy objectives implemented and monitored	Manager Economic & Business Development	Number of tasks monitored and implemented

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Invest

IA4 Newell Highway Bypass Opportunities				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
IA4.1	Develop a Bypass Strategy	IA4.1.1	Industrial land identified	Manager Economic & Business Development	Number of Industrial Land blocks identified
		IA4.1.2	Industrial land development facilitated	Manager Economic & Business Development	Number of meetings with stakeholders and industrial land blocks developed
		IA4.1.3	Entry statements developed	Manager Destination Development	Number of entry statements developed
		IA4.1.4	Strong destination marketing plans delivered	Manager Brand & Marketing	Number of destination marketing plans developed & executed
PR5 Residential Amenity				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
IA5.1	Develop the Old Hospital Site as a residential subdivision	IA5.1.1	Subdivision plans developed and approved for residential land around the Old Hospital site.	Manager Economic & Business Development	Number of plans developed & approved
		IA5.1.2	Business case developed to develop the land	Manager Economic & Business Development	Business case developed & distributed
		IA5.1.3	Sales options established	Manager Economic & Business Development	Number of sales established

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Lobby

+ ECONOMY: LOBBY

Lobby Government to attract funding and development within the Parkes Shire

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND	CAPITAL/RENEWAL PROJECTS	HOW MEASURED
Investment Attraction	$ 0		*$ spent | project status*

L1 Transport & Logistics Infrastructure				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
L1.1	Advocate for the Transport and Logistics Industry including transport infrastructure	L1.1.1	Maintain memberships of industry associations and peak bodies	Manager Economic & Business Development	Number of memberships maintained
		L1.1.2	Lobby for connects to ports and capital cities via air, road and rail	Manager Economic & Business Development	Number of submissions to the State and Federal Government Ministers
		L1.1.3	Continue to lobby for the Melbourne to Brisbane Inland Rail Corridor	Manager Economic & Business Development	Number of submissions & meeting attended
		L1.1.4	Meet regularly to discuss with State and Federal Members and Ministers	Manager Economic & Business Development	Number of meetings attended
L2 Telecommunications Infrastructure				DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE		WHO	MEASURE
L2.1	Advocate for telecommunication infrastructure	L2.1.1	Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	Manager Information Technology	Number of meetings attended
		L2.1.2	Submissions submitted to the State and Federal Government	Manager Information Technology	Number of submissions
		L2.1.3	Technology connection levels within the Shire	Manager Information Technology	Level of connection within the Shire
L3 Smart City Development				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
L3.1	Develop a Smart Cities Strategy	L3.1.1	Development and implement a Smart City Plan	Manager Economic & Business Development	Plan developed & implemented
		L3.1.2	Develop and implement a Digital Strategy	Manager Economic & Business Development	Strategy developed & implemented
		L3.1.3	Embrace innovation and technology in all aspects of project delivery	Manager Economic & Business Development	Commencement of new ideas, processes, procedures and improvements

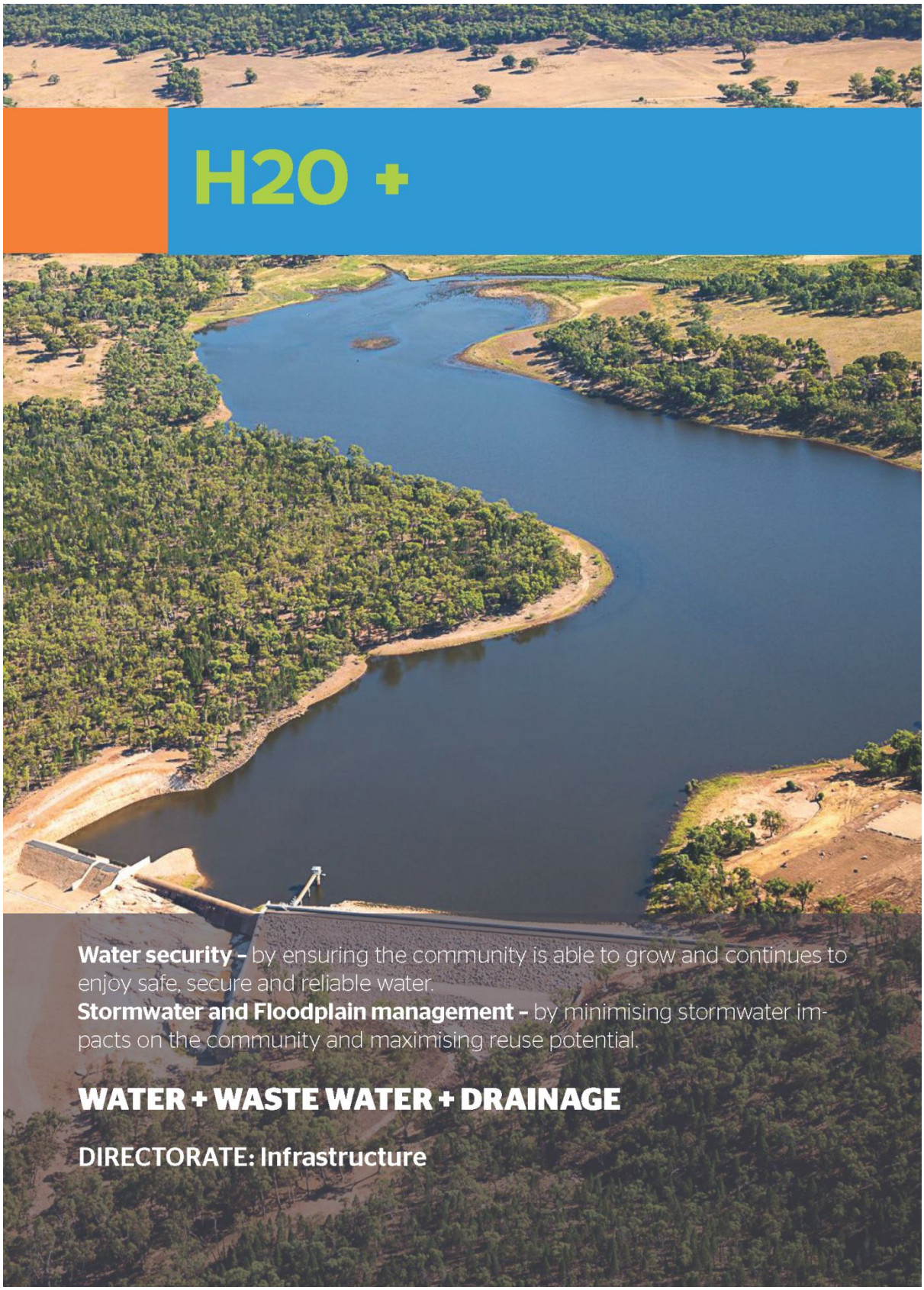
General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ECONOMY+ Lobby

L4 Grants & Funding				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
L4.1	Continue to Support the application of grants	L4.1.1	Grants Officers continued to be employed.	Manager Culture, Education & Library Services	Number of Grants Officers employed
		L4.1.2	Submission of grant applications program to meet the needs of the key users and community groups	Manager Culture, Education & Library Services	Number of applications submitted
		L4.1.3	Grant application success	Manager Culture, Education & Library Services	Number of applications approved in Parkes and townships

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O+ Water

+ H2O: DRINKING WATER

Provide safe, secure and high quality water to the community at a reasonable cost

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Drinking Water	$ 7,803,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Water Main Construction	$ 460,000
Gravity Renewal Mains	$ 20,000
Recycled Water Main	$ 10,977,810
Mains Renewal Program	$ 400,000
Smart Metres	$ 100,000

DW1 Secure raw water sources				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
DW1.1	Ensure there is sufficient raw water to meet demand	DW1.1.1	Sustainable extraction across all raw water supplies	Manager Infrastructure Operations	Breakdown of annual extraction from sources. Number of days water restrictions apply above Level 1
DW1.2	Manage the quality of raw water	DW1.2.1	Minimise treatment intervention required	Infrastructure Technical Manager	Number of days outside of normal raw water quality envelope.
		DW1.2.2	Water catchments are secure	Manager Infrastructure Operations	Number of catchment inspections and issues unresolved. Number of audits of critical infrastructure
DW1.3	Minimise water wastage	DW1.3.1	Reduced water network losses	Infrastructure Technical Manager	Reduction in non-revenue water
		DW1.3.2	Increased awareness and application of water saving measures	Infrastructure Technical Manager	Number of campaigns. Reduction in per capita water consumption
DW1.4	Maintain adequate linkages for raw water supplies	DW1.4.1	Efficient access to water sources	Manager Infrastructure Operations	Number of supply interruptions. Annual maintenance spend on supply lines. Reduction in kilowatts per kilolitre pumped.
DW2 Sustainably treat water supply				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
DW2.1	Treated water quality meets Australian Drinking Water Guidelines (ADWG)	DW2.1.1	Water is safe to consume	Manager Infrastructure Operations	Number of CCP exceedances. Number of samples not complying with DWMS
DW2.2	Optimised resource use during treatment	DW2.2.1	Inputs to treatment are minimised	Manager Infrastructure Operations	Cost of production per kL.
DW2.3	New plant is operated and maintained to high performance standard	DW2.3.1	Best long term value of plant achieved	Manager Infrastructure Operations	Planned maintenance exceeds breakdown maintenance. Number of plant operational complaints

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O+ Water

DW3 Safely distribute drinking water to the community				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
DW3.1	Water quality at tap meets community expectations	DW3.1.1	Water is acceptable to consumers	Manager Infrastructure Operations	Number of water quality complaints
DW3.2	Pressure and flow rates don't impact users	DW3.2.1	Minimum service available to all consumers	Manager Infrastructure Operations	Number of service related complaints
		DW3.2.2	Service available for fire fighting needs in all areas	Manager Infrastructure Operations	Number of service related complaints
DW3.3	Minimise frequency and duration of supply interuptions	DW3.3.1	Continuous supply to all consumers	Manager Infrastructure Operations	Number of unplanned service interruptions per 100km of main
DW3.4	Improve the customer interaction and experience	DW3.4.1	Quality and impact of communication with the customer is improved	Manager Infrastructure Operations	Percentage of bills paid on time
		DW3.4.2	Customers knowledge of water system increases	Manager Infrastructure Operations	Regular survey data feedback

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Waste

+ H2O: WASTE WATER

Deliver and maintain systems and infrastructure to safely collect, treat and distribute waste water

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Waste Water	$ 2,632,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Sewer Mains Construction	$ 100,000
Pipe Investigation & Reline (CCTV)	$ 200,000
Mains Renewal Program	$ 113,000
Effluent Ponds Rehabilitation	$ 1,000,000

WW1 Safely collect waste water from the community				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
WW1.1	Ensure customer-side protections are in place	WW1.1.1	No high impact waste water enters system	Infrastructure Technical Manager	Trade waste agreement coverage (%). Number of trade waste inspections undertaken
		WW1.1.2	Reduced storm water from customers enters the system	Infrastructure Asset & Contract Manager	Number of smoke testing defects completed
WW1.2	Minimise frequency and duration of discharges from sewerage network	WW1.2.1	Reduced stormwater ingress to sewerage network	Infrastructure Technical Manager	Peak Wet Weather Flows to STP. Number of overflows due to wet weather
		WW1.2.2	Reduced sewer blockages	Infrastructure Asset & Contract Manager	Number of sewer chokes per 100km
WW1.3	Improve the customer interaction and experience	WW1.3.1	Quality and impact of communication with the customer is improved	Manager Infrastructure Operations	Percentage of customer complaints responded to in accordance with level of service agreement
		WW1.3.2	Customers knowledge of wastewater system increases	Infrastructure Technical Manager	Regular survey data feedback
WW2 Sustainably treat waste water				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WW2.1	Treated effluent quality meets the required standard	WW2.1.1	Treated effluent meets EPL requirements	Infrastructure Technical Manager	EPA License breaches
WW2.2	Optimised resource use during treatment	WW2.2.1	Inputs to treatment are minimised	Manager Infrastructure Operations	Cost of treatment per kL inflow
WW2.3	New plant is operated and maintained to high performance standard	WW2.3.1	Best long-term value of new plant achieved	Infrastructure Asset & Contract Manager	Planned preventative maintenance exceeds breakdown maintenance. Number of plant operational complaints

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Waste

WW3 Responsibly manage waste by-products of treatment				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
WW3.1	Maximise effluent re-use	WW3.1.1	All effluent has a beneficial reuse	Infrastructure Technical Manager	Percentage breakdown of effluent reuse by destination
WW3.2	Maximise bio-solid re-use	WW3.2.1	All bio-solids have a beneficial reuse	Manager Infrastructure Operations	Percentage of bio-solids diverted from landfill.
WW3.3	Residual treatment by-products disposed of ethically	WW3.3.1	All residual treatment by-products disposed of to regulated waste disposal facility	Manager Infrastructure Operations	Percentage of compliant waste disposal dockets
WW4 Safely and sustainably treat and distribute recycled water				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WW4.1	Recycled water quality meets AGWR	WW4.1.1	Recycled water is safe for municipal irrigation	Infrastructure Technical Manager	Number of samples not complying with RWMS. Number of CCP exceedences
WW4.2	Recycling plant is operated and maintained to high performance standard	WW4.2.1	Plant is always continuously available to satisfy demand for recycled water. Best long-term value of new plant achieved	Manager Infrastructure Operations	Recycled water supplied as a percentage of total demand
WW4.3	Maintain pressure and flow rates at sustainable levels	WW4.3.1	Minimum service available to all end users	Manager Infrastructure Operations	Planned preventative maintenance exceeds breakdown maintenance
WW4.4	Minimise frequency and duration of supply interruptions	WW4.4.1	All stakeholders are informed of scheme management and performance	Infrastructure Technical Manager	Number of service related complaints
WW4.5	Actively engage stakeholders	WW4.5.1	All stakeholders are informed of scheme management and performance. All end users are active participants within the scheme	Infrastructure Technical Manager	Stakeholder reporting up to date. Number of end user complaints

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

H2O + Storm

+ H2O: STORM WATER DRAINAGE

Effectively collect and discharge urban stormwater while striving to improve quality

QUADRUPLE BOTTOM LINE

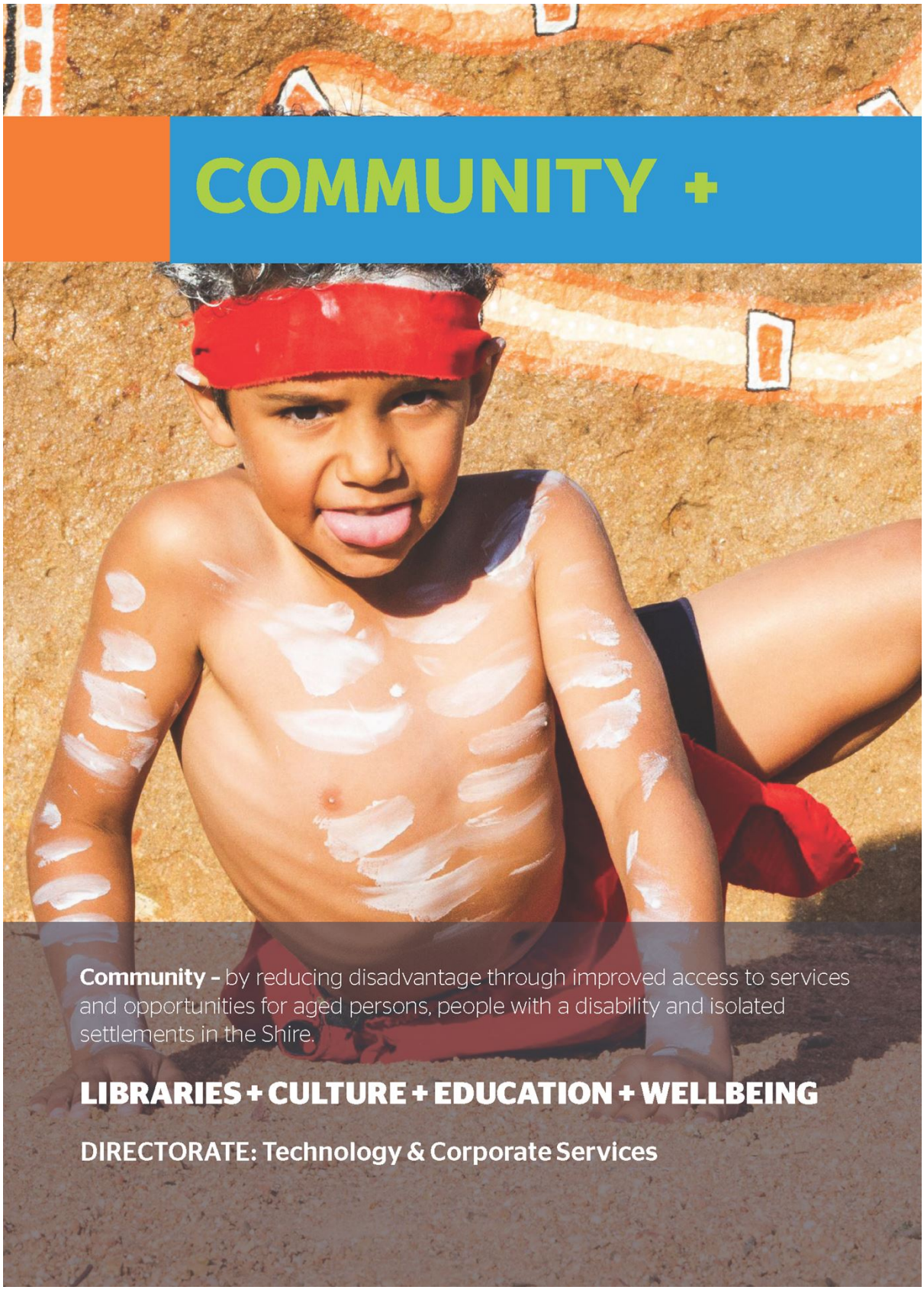
PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Storm Water Drainage	$ 381,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Drainage Construction - Storm water Levy	$ 165,000
Drainage Construction - General	$ 65,000

SW1 Collect and discharge urban storm water				DELIVERY CHALLENGE	HIGH
DELIVERABLES		VALUE		WHO	MEASURE
SW1.1	Update existing Storm Water Management Plan	SW1.1.1	Developed Storm Water Management Plan	Infrastructure Asset & Contract Manager	Degree of completion
SW1.2	Implement Storm Water Management Plan	SW1.2.1	Storm water Management Plan implemented	Manager Infrastructure Operations	Degree of implementation
		SW1.2.2	Investigate further storm water mitigation measures	Manager Infrastructure Operations	Storm water model used to identify solutions. Response to customer complaints
SW1.3	Investigate options for storm water harvesting	SW1.3.1	Harvesting options identified and projects designed and budgets set	Infrastructure Technical Manager	Projects designed and budgeted
		SW1.3.2	Additional funding for identified projects	Infrastructure Technical Manager	Grant submissions lodged. Funding received
SW2 Investigate improvements to storm water quality				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
SW2.1	Develop a WSUD policy for use by Council	SW2.1.1	WSUD policy in place for development and Council works	Environmental & Sustainability Coordinator	Policy developed in line with industry best practice
SW2.2	Develop Storm Water Quality Monitoring Program	SW2.2.1	Options for improvement of storm water quality identified	Environmental & Sustainability Coordinator	Projects designed and budgeted. Projects implemented

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Library

+ COMMUNITY: PUBLIC LIBRARIES

Council is committed to providing a public library service that meets industry standards and is a gateway to material, services and activities for the community's information, life enriching and leisure needs.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Public Libraries	$ 965,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Makerspace/Expansion	$ 350,000 $400,000 Grant
Library Books	$103,800
Furniture, Office Equipment & Computer Hardware	$ 46,100

PL1 Inspire and nurture the joy of reading, writing and research				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
PL1.1	Facilitate author visits to the Shire	PL1.1.1	Access to professional skills and thinking that are not regularly available are brought to the community	Manager Cultural, Education & Library	At least two per year
PL1.2	Facilitate and support writing and reading activities	PL1.2.1	Opportunities are provided for like minded people to discuss and share their interests	Manager Cultural, Education & Library	At least 6 activities per month. Housebound library service provided.
PL1.3	Improvement of library collections (physical and online)	PL1.3.1	Library collections meet the needs of the community	Manager Cultural, Education & Library	Provision of a purchase request service. Collection Development Policy is reviewed every 2 years (2017)
PL2 Library Service Review				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
PL2.1	Annual mini-service review	PL2.1.1	Library programs and activities are kept vibrant and relevant	Manager Cultural, Education & Library	Library usage increases 1% each year.
PL2.2	Industry standard review prepared in 2019	PL2.2.1	Library services meet industry standards and guidelines	Manager Cultural, Education & Library	Review adopted by Council & actions implemented.
PL3 Provide lifelong learning activities				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
PL3.1	Activities targeting adults delivered by Parkes Shire Library	PL3.1.1	The community does not have to leave the Shire to access lifelong learning inspiring opportunities	Manager Cultural, Education & Library	On average greater than 10 participants per activity
PL3.2	Activities targeting primary and youth delivered by Parkes Shire Library	PL3.2.1	Families do not have to leave the Shire to access lifelong learning inspiring opportunities	Manager Cultural, Education & Library	On average greater than 15 participants per activity
PL3.3	Annual monthly long reading, writing, science celebration held	PL3.3.1	Experiences, skills and opportunities that are not regularly available are brought to the community	Manager Cultural, Education & Library	Participation in events 90% booked.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Culture

+ COMMUNITY: CULTURE

Council is dedicated to invigorate the Shire as a vibrant and progressive community by developing its arts capacity, support community art groups, fostering a distinctive and inclusive local identity, and developing cultural spaces that are meeting places of ideas and engagement.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Culture	$ 211,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Little Theatre Tiered Seating	$ 140,000 Grant

C1 Support existing, and plan for future, cultural activities and facilities				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C1.1	Maintain relationship with Arts OutWest	C1.1.1	Regional access to arts and cultural development, promotion, education and advocacy.	Manager Cultural, Education & Library	Annual contribution.
C1.2	Support of the Parkes Shire Cultural, Education & Library Service Committee	C1.2.1	Cultural, education and library programs meets the identified needs of the community	Manager Cultural, Education & Library	Committee recommendations adopted by Council.
C1.3	Implement priorities from the Parkes Cultural Spaces Plan	C1.3.1	Ongoing development of cultural facilities	Manager Cultural, Education & Library	Planning for an art gallery progresses
C1.4	Provision of accommodation support for key cultural groups	C1.4.1	Cultural endeavors are supported and made possible	Manager Cultural, Education & Library	Prevailing accommodation arrangements are continued.
C1.5	Cultural Grants awarded	C1.5.1	Reinvesting in, and developing, community cultural skills.	Manager Cultural, Education & Library	More than 5 applications are received.
C2 Provide opportunities for all to experience and participate in cultural activities				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C2.1	Local exhibitions hosted and supported by Parkes Shire Library	C2.1.1	Local artists do not have to leave the Shire to access exhibition opportunities.	Manager Cultural, Education & Library	At least two local exhibitions managed and hosted annually. Support provided to groups exhibiting as requested.
C2.2	Travelling and non-local exhibitions hosted by Parkes Shire Library	C2.2.1	The community does not have to leave the Shire to access lifelong learning inspiring opportunities.	Manager Cultural, Education & Library	At least two exhibitions hosted.
C2.3	Continued development of the public art program	C2.3.1	Creation of a visible and vibrant art presence	Manager Cultural, Education & Library	At least one new public art feature installed annually.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Education

+ COMMUNITY: EDUCATION

Council is committed to advocating, facilitating and providing (where appropriate) lifelong learning and education opportunities for the Parkes Shire community, creating a smart, self-sustaining, active, employable community.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Education	$ 86,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Relocation and expansion of services for Central West Children Services	$ 1,000,000 Grant
Education Centre Upgrade - Old Parkes Hospital Site	$ 250,000 Grant

E1 Provision of early childhood education support				DELIVERY CHALLENGE	LOW
DELIVERABLES		VALUE		WHO	MEASURE
E1.1	Activities supporting early literacy delivered by Parkes Shire Library	E1.1.1	Families are supported in preparing their children for school	Manager Cultural, Education & Library	Storytime and Rhyme Time held. On average greater than 15 participants per activity
E2 Approved Provider of Central West Family Day Care				**DELIVERY CHALLENGE**	**MODERATE**
DELIVERABLES		VALUE		WHO	MEASURE
E2.1	Compliance with Education and Care Services National Regulation and Act 2001	E2.1.1	Families are supported in preparing their children for school	Manager Cultural, Education & Library	Federal Government National Quality Frameworks compliance met. Accreditation standards assessment met.
E3 Provided and support educational opportunities				**DELIVERY CHALLENGE**	**LOW**
DELIVERABLES		VALUE		WHO	MEASURE
E3.1	Jack Scoble Scholarship Awarded	E3.1.1	Students entering their first year of university are supported to succeed	Manager Cultural, Education & Library	10 applications or more received.
E3.2	Discussions held with music development key stakeholders	E3.2.1	The delivery of music lifelong learning opportunities is supported	Manager Cultural, Education & Library	Annual meeting held.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

+ COMMUNITY: WELLBEING

Council is committed to providing and promoting an inclusive, healthy and safe community for our residents.

QUADRUPLE BOTTOM LINE

OPERATIONAL / MAINTENANCE	SPEND
Wellbeing	$ 1,071,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent \ project status*
Upgrade Animal Transport systems for vehicles (lifting mechanism)	$ 10,000
Planning Animal Shelter expansion to provide additional enclosures	$ 10,000
Aniaml Desexing program	$ 10,000
Upgrade Peak Hill dog holding enclosure	$ 5,000
Fenced dog park	$ 80,000
RFS Bushfire Tankers Replacement Program	$ 839,580
RFS Fire Stations	$ 64,500

WB1 Safety				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB1.1	Attract and retain health professionals to maintain adequate medical services for the Shire	WB1.1.1	Process all incentive applications	Manager Regulation & Compliance	Percentage processed
		WB1.1.2	Participate in regular meetings	Manager Regulation & Compliance	Number of meetings attended
		WB1.1.3	Reduce health professionals vacancies impacting on the community	Manager Regulation & Compliance	Number of key health professionals vacancies
WB1.2	Provide Food Safety and Public Health monitoring to the Shire	WB1.2.1	Council monitors all high and medium risk premises including temporary outlets and intervenes to ensure compliance with Food Safety Standards	Manager Regulation & Compliance	Number of key health professionals vacancies
		WB1.2.2	Supports parents with childhood immunisation needs	Manager Regulation & Compliance	Funding provided to immunisation programs
		WB1.2.3	Council respond to water quality issues reported in relation to public swimming pools	Manager Regulation & Compliance	Respond to complaints regarding public pool water quality. Number of notices issued.
WB1.3	Road Safety	WB1.3.1	Road Safety Initiatives and Programs	Road Safety & Injury Prevention Officer	Number of initiatives undertaken
WB1.4	CCTV/Security	WB1.4.1	Liaise with key stakeholders to maximise public safety throughout the Shire	Manager Information Technology	Maintain/review roll out of CCTV in Parkes CBD and Parkes Shire
WB1.5	Emergency Management	WB1.5.1	Provide executive support to the Local Emergency Operations COntroller and the Local Emergency Management Committee	Director Infrastructure	Number of Local Emergency Management Committee meetings attended. LEOC maintained in a state of readiness. DISPLAN reviewed
		WB1.5.2	Support the operations of the State Emergency Service (SES)	Director Infrastructure	Plant and equipment funded. Provide accommodation and support for SES units

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

WB1.6	Provide Ranger Services to the Shire	WB1.6.1	Council has measure in place to reduce risks of nuisance and safety from companion animals	Manager Regulation & Compliance	Number of dogs Impounded. Number of Dog and cat complaints responded to. Number of dog attacks responded to. Number of km patrolled. Number of inspections conducted
		WB1.6.2	Council respond and investigate complaints to address untidy blocks	Manager Regulation & Compliance	Number of complaints responded to
		WB1.6.3	Council has measures in place to reduce risks of nuisance and safety relating to livestock and abandoned articles	Manager Regulation & Compliance	Number of livestock complaints responded to. Number of abandonded article complaints responded to.
		WB1.6.4	Council increases public safety and equitable access to available public parking spaces through a Parking Patrol program	Manager Regulation & Compliance	Number of parking patrols conducted
		WB1.6.5	To respond to incidents of littering and waste dumping	Manager Regulation & Compliance	Number of complaints responded to
WB2 Village Strategic Plans				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB2.1	Bogan Gate Village Strategic Plan	WB2.1.1	Priority projects outlined in the Strategic Pan are implemented and delivered in a timely manner	Chief Operating Officer	Number of projects delivered
WB2.2	Peak Hill Village Strategic Plan	WB2.2.1	Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	Chief Operating Officer	Number of projects delivered
WB2.3	Trundle Village Strategic Plan	WB2.3.1	Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	Chief Operating Officer	Number of projects delivered
WB2.4	Tullamore Village Strategic Plan	WB2.4.1	Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	Chief Operating Officer	Number of projects delivered
WB3 Disability Action Plan				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB3.1	People with disability experience positive attitudes and respectful behaviour from Council staff	WB3.1.1	Staff are confident and skilled in communicating with people who have a disability	Manager Human Resources	Induction training course materials incorporate the topic of disability inclusion. Customer service training incorporates the topic of disability awareness and person centered communication. Number and type of training programs relating to inclusion or disability confidence / awareness delivered or attended.
		WB3.1.2	People with disability are consulted / aware about the priorities for enhancement of disabled facilities	Director Planning	Number of Access Committee Meetings. Number of media releases relating to Disability Inclusion Action Plan

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

WB3 Disability Action Plan				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB3.2	People with disability and their families and supporters have greater access to community places, buildings and events	WB3.2.1	People with disability have greater access to events hosted in the Shire	Manager Destination Development	% of Council run events with access and inclusion plan as part of event implementation.
		WB3.2.2	Council Chambers and public meeting spaces and public libraries provide disabled access	Director Planning	% of buildings specified that have access features completed.
		WB3.2.3	Families, tourists and visitors have greater access to information on accessible features of the Shire, including attractions, events, playgrounds, accommodation, and activities of interest in the Shire	Manager Destination Development	Council Libraries and Tourist Information Centre have information on accessible features of the Shire. Tourism website has a section on accessible accommodation, events and activities, updated annually
		WB3.2.4	Way-finding in and around Council Civic Buildings is inclusive of people with a walking impediment, vision and/or hearing impairment, blindness and/or deafness	Manager Design & Traffic	% of way-finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented for the Council Administration Building, Civic (Entertainment) Centre and Visitors Information Centre
		WB3.2.5	Local businesses and tourism in the Shire are encouraged to have greater awareness of the economic benefits of developing accessible and aging friendly places and activities	Manager Economic & Business Development	Number of information sessions provided on the economic benefits of accessible and ageing friendly businesses and activities. Number of media articles distributed.
WB3.3	People with disability can more easily and efficiently access Council services and are engaged in the decision making processes of Council	WB3.3.1	Written information produced by Council is easier to read both in form and content	Manager Brand & Marketing	% of public documents (e.g. Guidelines, FACT Sheets) that provide alternative 'easy read' format
		WB3.3.2	People with disability have greater access to information via Council web pages	Manager Brand & Marketing	% of 'easy read' formatting. Visitors' Information and Council's websites have up to date sections on accessibility features for getting around the Shire.
		WB3.3.3	People with disabilities increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans	Manager Brand & Marketing	Number of Access Committee Meetings
		WB3.3.4	A member of the Access Committee is represented on reference groups / advisory bodies relating to access issues	Manager Design & Traffic	Terms of Reference of relevant committees / groups / plans have requirements for Access Committee representation

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COMMUNITY+ Wellbeing

WB3 Disability Action Plan				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB3.4	People with disability have greater access to employment opportunities in the Shire	WB3.4.1	Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability	Manager Human Resources	Membership of the Australian Network on Disability, renewed annually. Percentage and list of recruitment and employment related policies / procedures amended in line with Australian Network on Disability guidelines and samples
WB4 Social Justice Principles				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
WB4.1	Support and facilitate equity for Women	WB4.1.1	Support International Womens Day	Manager Brand & Marketing	Number of events supported
		WB4.1.2	Support Women in Industry initiatives	Manager Brand & Marketing	Number of events supported
WB4.2	Support and facilitate equity for Youth	WB4.2.1	Support Youth Week	Manager Brand & Marketing	Number of Youth Week events supported
		WB4.2.2	Develop youth programs in conjunction with the Parkes Shire Libraries	Manager Brand & Marketing	Number of programs developed and delivered
		WB4.2.3	Support Rotary Youth Leadership Award (RYLA) initiatives	Manager Brand & Marketing	RYLA events supported
		WB4.2.4	Support youth initiatives	Manager Brand & Marketing	Number of initiatives supported
WB4.3	Support and facilitate equity for the Aboriginal Community	WB4.3.1	Continue to fund and support the Aboriginal Liaison Officer	Manager Brand & Marketing	Joint funding between Northparkes Mines and Council continues
		WB4.3.2	Attend Interagency meetings	Manager Brand & Marketing	Number of Interagency meetings attended
		WB4.3.3	Support Indigenous events such as NAIDOC Week	Manager Brand & Marketing	Number of events supported
		WB4.3.4	Support Elders Advisory Committee	Manager Brand & Marketing	Number of committee meetings attended
WB4.4	Support and facilitate equity for Seniors	WB4.4.1	Support Seniors Week	Manager Brand & Marketing	Seniors Week events supported

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COUNCIL+

+ COUNCIL

Parkes Shire Council is an organisation that effectively and efficiently delivers on the Community's vision and future directions.

QUADRUPLE BOTTOM LINE

PRIMARY | SECONDARY

OPERATIONAL / MAINTENANCE	SPEND
Human Resources, Governance, Assets and Technology	$ 4,063,000

CAPITAL/RENEWAL PROJECTS	HOW MEASURED *$ spent | project status*
Plant & Motor Vehicle Replacememnt Program	$ 1,152,000
Computer hardware, software & office equipment	$ 360,000

C1 Human Resources				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C1.1	Organisational Culture & Leadership	C1.1.1	Staff develop leadership skill sets	Manager Human Resources	Leadership program rolled out
		C1.1.2	Mentoring and Coaching Culture	Manager Human Resources	TWI Programs implemented. Frontline Leadership training provided
		C1.1.3	Diversity in the workforce	Manager Human Resources	Evidence of roll out of diversity initiatives
C1.2	Developing Talent & Performance Management	C1.2.1	Ongoing education of the workforce	Manager Human Resources	Professional Development Plans Implemented. Education assistance provided
		C1.2.2	Performance is adequately managed	Manager Human Resources	% of Appraisals satisfactorily conducted. Evidence of roll out of Positive Behaviours framework. Number of Staff trained in Coaching Methods
C1.3	Adaptation to change	C1.3.1	Staff with capability and commitment to continuous improvement	Manager Human Resources	LEAN and Business Improvement (BI) training & development provided
		C1.3.2	Meeting ongoing legislative and compliance requirements	Manager Human Resources	WHSMS Mandatory training targets met
		C1.3.3	Ongoing consultative processes maintained	Manager Human Resources	Regular Consultative Committee Meetings and ACE Meetings held
C1.4	Building Workplace Capability	C1.4.1	Talent is attracted and retained	Manager Human Resources	Evidence of Recruitment and Onboarding roll out. Professional Development Plan targets being met
		C1.4.2	A satisfied workforce	Manager Human Resources	Six monthly Gallup survey of staff satisfaction Employee Survey Recover at Work
		C1.4.3	Ensuring knowledge continuity in the workplace	Manager Human Resources	Critical skills identified and appropriate succession plans in place for each Department

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

COUNCIL+

C2 Information Technology				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C2.1	Implement and optimise CIS workflows and processes	C2.1.1	Productivity improvements across Council's operations	Manager Information Technology	Evidence of Lean practices applied to identified processes and implemented using CIS features and functions
		C2.1.2	The number of systems is reduced and integrated to simplify end user experiences	Manager Information Technology	Applications moved towards integrated browsers base user interface and platform independent.
		C2.1.3	Maintain currency of IT platform and systems	Manager Information Technology	All Devices upgraded to Windows 10 and Office 2016
C2.2	Maximise mobility of access to corporate systems	C2.2.1	Efficiency brought about by in field use of technology	Manager Information Technology	Field Staff are using tablets to record Works and mapping Information in real time.
C2.3	Support Smart City initiatives	C2.3.1	Support and advice on innovation and technology in all aspects of Smart City Plan and project delivery	Manager Information Technology	Input provided into the development of a smart city strategy. Identified projects from the strategy budgeted and implemented.
C2.4	Investigate Cloud options	C2.4.1	Council is fully aware of the upside and downside risks to Cloud solutions	Manager Information Technology	Assessment and total cost of ownership models provided as part of strategic IT direction.
C3 Governance and Assurance				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C3.1	Continually Develop and Implement Council's Governance Framework	C3.1.1	Effectively functioning Risk Review Committee (RRC)	Chief Operating Officer	Number of meetings held. Positive or Adverse feedback from RRC Members or Councillors
		C3.1.2	Council has an effective Internal Audit program providing assurance to key stakeholders	Chief Operating Officer	Internal Audits conducted in line with the Internal Audit Program. Number of Actions outstanding from Internal Audit Action Plans
		C3.1.3	Council has an effective Enterprise Risk Management (ERM) Framework to mitigate negative impacts and maximise opportunities	Chief Operating Officer	Risks identified in Council's Risk Register. Evidence that ISO3100 and Due Diligence approach to risk being applied across Council. Independent review conducted of Council ERM Framework
		C3.1.4	Council's Civic Leadership meets community and regulatory standards	Chief Operating Officer	Number of substantiated code of conduct complaints. Governance policies reviewed and up to date. Required regulatory reporting conducted

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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C3 Governance and Assurance				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C3.2	Implement and manage Council's Business Improvement Program	C3.2.1	Council is actively pursuing improvement objectives to achieve value	Chief Operating Officer	Appropriate goals in place in Council's performance appraisal system. Appropriate goals in place in Council's performance appraisal system
		C3.2.2	Staff capability in improvement is supported and maintained	Chief Operating Officer	LEAN Basics, Learner and Practitioner programs implemented. TWI programs and methodologies implemented. Relevant staff receive ongoing professional development in relevant Business Improvement fields
		C3.2.3	Systems and processes in Council actively being reviewed to ensure value	Chief Operating Officer	Number of processes and systems under review. Reported productivity gains across Council.
C3.3	Coordinate the implementation of Council's Work Health and Safety Management System	C3.3.1	Council's WHS Management system sustains its Australian New Zealand Standard 4801 Accreditation	Chief Operating Officer	Internal Audits conducted on the WHS Management System. Accreditation reviews conducted by appropriate industry specialists
		C3.3.2	Council staff are proactive in working to prevent workplace injuries	Chief Operating Officer	Number of community consultations
C3.4	Coordinate and manage Council's Integrated Planning and Reporting Framework	C3.4.1	Community Strategy provides timely consultation with Shire community	Chief Operating Officer	Number of community consultations
		C3.4.2	Operational Plan reported on within required timeframes	Chief Operating Officer	Number of reports
C4 Support Services				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C4.1	Fleet Procurement	C4.1.1	Plant Replacement Program in line with Industry standards	Manager Support Services	In line with IPWEA recommended principles
		C4.1.2	Technological advancements	Manager Support Services	Networking activities and research
C4.2	Fleet Management and Maintenance	C4.2.1	Plant availability for operational needs within budgetary constraints	Manager Support Services	Uptime 95% across the fleet
C5 Asset Management				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C5.1	Strategic Planning	C5.1.1	Council has a Strategic Longer Term Plan for Asset Management	Manager Design & Traffic	Asset Management Plans in line with ISO55000 and industry standards.
		C5.1.2	Asset renewal funding requirements and funding gaps are determined to guide forward budgets	Manager Design & Traffic	Funding needs scenarios produced for Council's decision making

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

C5 Asset Management				DELIVERY CHALLENGE	MODERATE
DELIVERABLES		VALUE		WHO	MEASURE
C5.1	Strategic Planning	C5.1.3	Capital asset needs forecast	Manager Design & Traffic	Capital Projects are planned & managed through Council's project management system. Infrastructure plans developed in response to asset data and needs of changing environment
C5.2	Asset Management Systems	C5.2.1	Council's Asset Management System is implemented within TechOne software	Manager Design & Traffic	Annual forward works programs produced for all asset classes. Capitalisation against assets completed each month. Condition of assets from inspection or works, updated to end of the month
		C5.2.2	Data is available and accessible to enable performance measurement	Manager Design & Traffic	Scheduled inspection and defect collection carried out in accordance with AM Plans. Council's Asset database is updated following completed inspections or works
		C5.2.3	Geographical information services are utilised as part of an integrated Asset Management System	Manager Design & Traffic	Geo-spatial data available for use across all asset classes. Data from all sources is kept up-to-date in Council's system.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Operational Plan 2017 - 2018

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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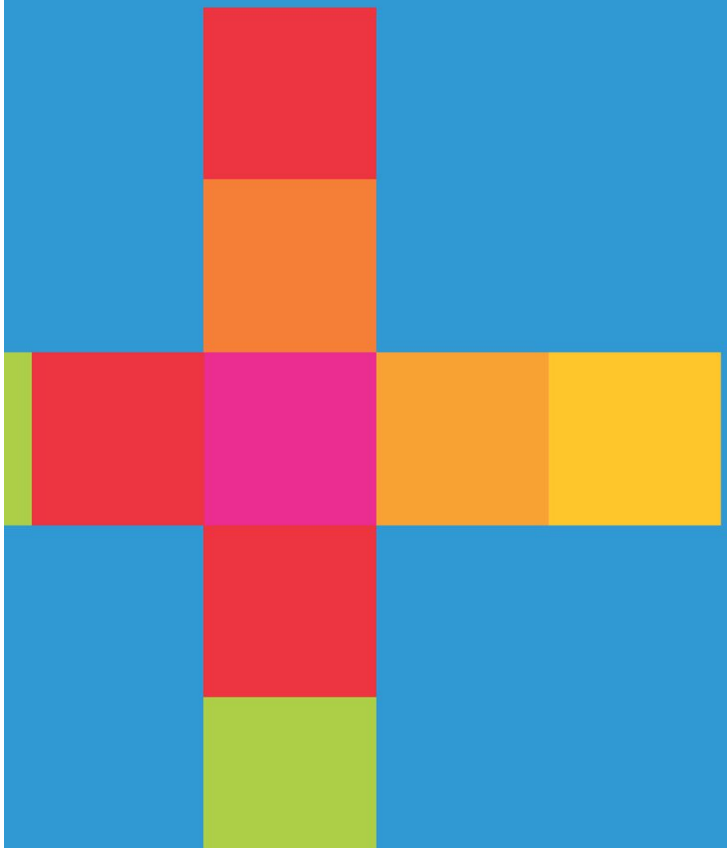
PARKES SHIRE COUNCIL



PARKES SHIRE COUNCIL

Operational Budget
2017/18 - 2018/19

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL Operational Budget 2017-18

Contents

1. MAYORS INTRODUCTION 4
2. OUR FINANCIAL SUMMARY 5
Integrated Planning Reforms 5
General Fund 7
Rate Revenue 7
Transport Works Program Scheduled 2017-18 7
Expenditure 9
Plan of Enhanced Services provided in 2017-2018 Operational Budget 9
3. MAJOR PROJECTS 2017-18 12
SUSTAINABILITIY 14
4. WATER FUND 15
Water Charges 15
5. SEWERAGE FUND 16
Sewerage Access and Usage Charges 16
Domestic Waste Management (DWM) 17
Non-Domestic Waste Management (nDWM) 18
Waste Disposal Network 18
Stormwater Management Charge 18
6. BORROWINGS 19
7. TOWN & VILLAGE IMPROVEMENTS 19
8. VILLAGE CAPITAL IMPROVEMENT VOTE 20
9. COUNCILLOR & MAYORAL FEES 20
10. INVESTMENTS 20
11. FEES & CHARGES 20
12. WASTE CHARGES 21
13. CONCLUSION 21

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL Operational Budget 2017-18

1. MAYORS INTRODUCTION

Welcome to the 2017/18 Operation Budget.

In March 2017, Parkes Shire Council asked the community to join the conversation at a number of community consultation workshops to ensure their input all adds up to achieve the vision and future directions that were set over 10 years ago.

The workshops were well represented with over 150 community members attending engagement events across the Shire. The feedback collated has helped shape the projects that this Council and future Council's will deliver over the next twelve years and beyond.

The 2017/18 Operational Budget provides the framework as to how we will resource the communities aspirations and priorities to deliver the vision of being 'a progressive regional centre, embracing a national logistics hub with vibrant communities, diverse opportunities, learning and healthy lifestyles'.

The Operational Budget outlines how we will achieve the Parkes Plus Delivery Program's objectives under the seven key themes, those being Transport, Environment, Community, Activity, H2O, Economy.

Over this next financial year Council will strive to address the infrastructure renewal backlog as well as plan for new infrastructure opportunities to meet the needs of our growing community.

Some of the major projects that Council has earmarked for the next financial year include a new Advanced Water Recycling Facility which will underpin a new recycled water scheme for Parkes, strengthening water security for the Shire and bringing water recycling activities up to current regulatory and industry best practice standards.

Approximately $16 million will be allocated towards the Roads Program, to deliver improved road connectivity, accessibility and safety throughout the Shire.

Council is pleased to commence the planning and development for the repurposing of the remaining Old Parkes Hospital buildings, which are to become a home for a number of services, essential to the Parkes Shire.

We will continue to promote and develop cultural spaces throughout the Shire, with the installation of tiered seating at the Little Theatre to support the work of our local performers and playwrights.

Council will continue to proactively seek Grant Funding assistance to develop many of these projects, in addition to allocating the required funds and resources internally.

I thank the community for their input, ensuring that the Parkes Shire all adds up to a positive place to live, play, stay, work and prosper.

Councillor Ken Keith OAM

Parkes Shire Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2. OUR FINANCIAL SUMMARY

The Council, to monitor and plan to maintain its long-term financial sustainability, has developed a three four-year Council term long-term financial plan. The Council's budget is the first year of the twelve year plan. The major focus in developing the budget is to ensure its long term financial sustainability and adequately maintain its assets. The setting of the budget has been based on the guiding principles and protocols from Financial Planning and Sustainability Policy - March 2016.

The Budget for the 2017-18 has been split into two major components as follows:

- Recurrent (Operational) Budget
- Capital Expenditure Budget (Renewal, New and Upgrade)

The recurrent budget effectively covers the day to day operations of the Council as determined by the Council's Strategic Plan. The Asset renewal budget allocates sufficient funds to enable the replacement of existing assets over their lifetime by respective asset management plans for each class of assets. The new asset and upgrade budget is funded from a combination of external funding sources, reserve funding, and from operational surplus results. These programs are developed by the Council's Strategic Plan and long-term Community Plan.

The development of the Council budget for 2017-18 has been undertaken with the continued emphasis on long-term financial sustainability at the forefront. The budget has been developed as a component of the Council long-term financial planning. Council has recognised that to be financially sustainable and fit for the future it must develop a budget which will enable fully maintaining and replacing its existing asset base as and when it falls due. To further its pursuits of financial sustainability, Council identifies the necessity to expend the equivalent of the annual depreciation on the replacement of existing assets. The funds available for new capital work will be sourced from any recurrent surplus, together with any specific grant funding secured, and loan funds.

Integrated Planning Reforms

In 2009 the NSW Minister for Local Government introduced new integrated planning and reporting reforms for local councils. These reforms require all NSW councils to produce a long-term community strategic plan, with a four-year delivery program and an annual operation al plan and operational budget linked to the longer term planning outcomes.

These reforms came about from a clear need to legislate local government, to not just meet the needs and aspirations of its individual community but also to do so in a financial sustainable manner. The new framework encourages councils to integrate their various plans and strategies their works and services based on community priorities that have been identified through consultation and engagement.

The clear goal is to turn community aspirations into reality, to ensure Council's priorities are set according to our residents' needs, to guarantee transparency in the decision-making process and to promote cooperation between all government levels, community groups and business.

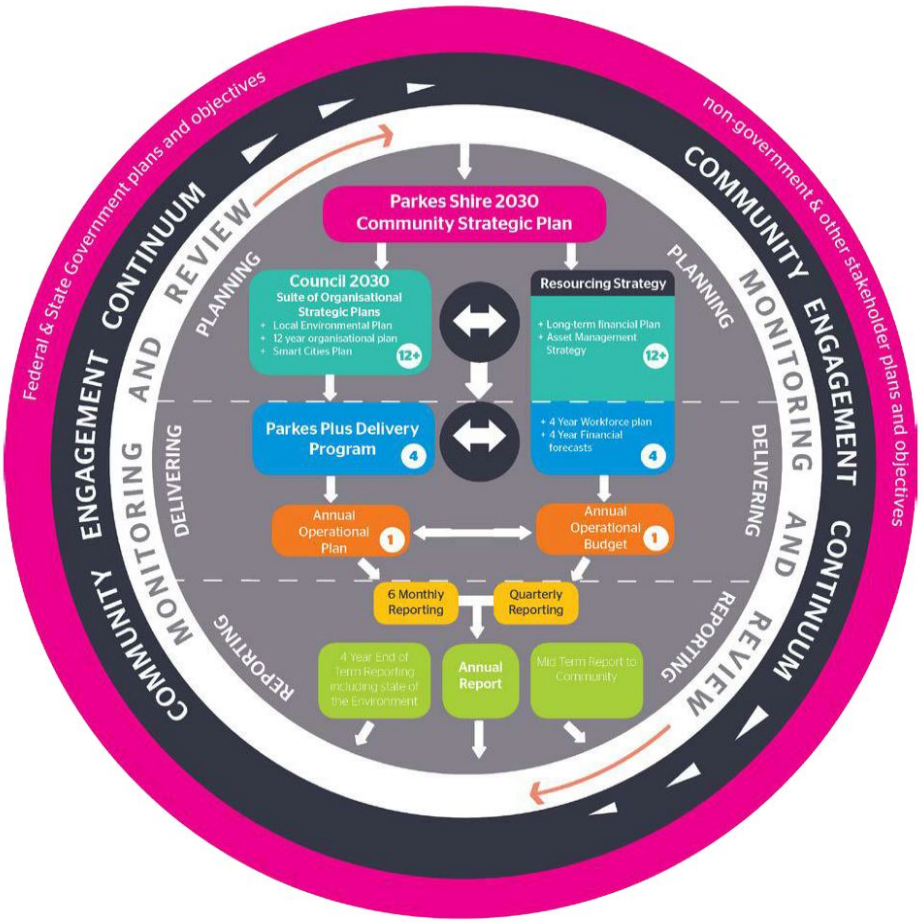
Under the new framework the Community Strategic Plan is the highest level plan that a Council has to prepare. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan it is not wholly responsible for its implementation. Other partners, such as state agencies, and community groups may also be engaged in delivering the long-term objectives of the plan. The graphic presentation of the Integrated Planning and Reporting process on the following page shows that the Community Strategic Plan is the overarching plan which all other plans are informed by and as such must contain the information that allows the other plans to be created.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Budget 2017-18



Parkes Shire Council has comprehensively embraced the principles of strategic planning and risk managed decision making which the IP &R framework has now instilled into NSW Local Government. The Community Engagement Continuum Model formulated by Council and as the name suggests, provides for a continuous dialogue with the community to ensure the needs and desires of the community are understood, considered and that they are aware of Council's response. These have been weighed against the fiscal reality of Council's short and long term financial position and the Operational Budget for 2017-18 has been prepared within these parameters.

The Operational Plan 2017-18, incorporating the Operational Budget, Capital Works program and fees and charges for 2017-18 has been prepared based on the community's indication of a preference for a progressive Delivery Program. This is informed by many factors such as previous resolutions of Council (that relate to the strategic direction including the Community Strategic Plan and various policies and strategies), fees and charges, prioritisation of capital works projects, agreed level of service standards for the delivery of various services as well as income and external sources.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Fund

Rate Revenue

Since 1977, the regulation of Council rate in NSW has been largely based on an approach known as 'rate-pegging'. Under this approach, each year the NSW Government determined the maximum amount by which Councils could increase their annual general income or alternatively Council could submit an application to seek a special variation to exceed this amount. From 2011-12 the responsibility for determining the annual rate peg has been delegated to the Independent Pricing and Regulatory Tribunal (IPART). Under this changed framework a new Local Government Cost Index has been established by IPART. This index, less a productivity coefficient forms the basis for the rate peg each year. The rate increase for 2017-18 is 1.5 per cent.

To lessen the rating burden on pensioners through the years 2013-14 to 2016-17 where Council had been approved a Special Rate Variation, Council had adopted a Pensioner Rate Rebate and Hardship Policy. The Policy permits Council to provide an additional pensioner rebate over and above the Local Government Act (1993). Eligible pensioners as at 30 June 2017 will receive an additional rebate as follows:

Year	Additional Pensioner Rebate
2017-18	$ 105.00

The additional rebate only continues to apply to those who were eligible in the previous Delivery Plan throughout the years 2013-14 and 2016-17.

Total Income (exclusive Capital Grants) within the Budget for 2017-18 are as follows:

General Fund	$	35,028,155
Water Fund	$	8,097,987
Sewer Fund	$	3,347,612
Consolidated Funds	$	46,473,754

Transport Works Program Scheduled 2017-18

With the work completed in the Transport Asset Management Plan, the following programs have been identified to be completed by our roads and footpaths crews.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Activity	Project	PSC Funding $	Transport +	Grant $	Total Project $
Road Upgrade to RAV Requirement	SR83 Middle Trundle Road Extend Seal 10.5 km	$ 300,000		$ 600,000	$ 900,000
Road Upgrade to RAV Requirement	SR113 Treweeks Gap Reseal Gravel Road 8.4 km	Nil		$ 1,450,000	$ 1,450,000
Road Upgrade to RAV Requirement	Warregal Road Seal Gravel Road 8.0 km	Nil		$ 562,000	$ 562,000
Road Upgrade to RAV Requirement	MR348 Tullamore - Peak Hill Road Seal Gravel Road 4.0 km	Nil		$ 400,000	$ 400,000
Rural Local Sealed Roads	Heavy Patching/Shoulder - Local Roads	Nil		$ 564,000	$ 564,000
Regional Roads Renewal and Upgrades	MR233 Renshaw McGirr Way Pavement Rehabilitation 2.7 km (22,000m²)	Nil		$ 400,000	$ 400,000
Local Rural Road Upgrades	Unallocated	$ 200,000			$ 200,000
Pavement Rehabilitation	Lanes, Renewals	$ 250,000			$ 250,000
Pavement Rehabilitation	Unallocated	$ 250,000			$ 250,000
Rural Local Roads	Reseal Local Roads	Nil	$ 300,000	$ 700,000	$ 1,000,000
Regional Roads	Reseal Regional Roads	Nil		$ 300,000	$ 300,000
Rural Local Roads	Gravel Resheeting	Nil	$ 200,000	$ 800,000	$ 1,000,000
Regional Roads	Reseal Regional Roads	Nil		$ 50,000	$ 50,000

Road Name	Works Required	Distance	Funding Value	Funding Source
SR83 Middle Trundle Road	Extend Seal	10.5 km	$ 900,000	Internal & External
SR113 Treweeks Gap	Reseal Gravel	8.4 km	$ 1,450,000	External
Warregal Road	Seal	8.0 km	$ 562,000	External
MR348 Tullamore - Peak Hill Road	Seal Gravel	4.0 km	$ 400,000	External
Rural Local Sealed Roads	Heavy Patching/Shoulder		$ 564,000	External
MR233 Renshaw McGirr Way	Pavement Rehabilitation	2.7 km	$ 400,000	External
Local Rural Roads Upgrades	Unallocated		$ 200,000	Internal
Pavement Rehabilitation	Lane Renewals		$ 250,000	External
Pavement Rehabilitation	Unallocated		$ 250,000	Internal
Rural Local Roads	Reseal Local Roads		$ 1,000,000	Internal & External

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Regional Roads	Reseal Regional Roads		$	300,000	External
Rural Local Roads	Gravel Resheeting		$	1,000,000	Internal & External
Regional Roads	Reseal Regional Roads		$	50,000	External
		TOTAL	$	7,326,000	

Expenditure

Council has consulted widely within the community on an ongoing basis as part of the Integrated Planning and Reporting Framework, and has built up quite a good understanding of what is required in the community, their needs and inspirations. The 2017-18 Operational Budget forms the building blocks for the first year if the 12 year Long term Financial Plan, which forms part of the 2030 Community Vision. Total recurrent expenditure within the Operational Budget is as follows:

General Fund	$	33,263,426
Water Fund	$	7,803,379
Sewer Fund	$	2,632,240
Consolidated Funds	$	43,699,045

Plan of Enhanced Services provided in 2017-2018 Operational Budget

Councils supports the Community Vision, In 2030, Parkes Shire will be:

"A progressive and smart regional centre embracing a national logistics hub, with vibrant communities, diverse opportunities, learning and healthy lifestyles". This will be achieved by strategic planning across 8 future directions.

- Develop Lifelong Learning Opportunities
- Improve Health & Wellbeing
- Promote, Support & Grow our Communities
- Grow & Diversify the Economic Base
- Develop Parkes as a National Logistics Hub
- Enhance Recreation & Culture
- Care for the Environment in a changing climate
- Maintain & Improve the Shire's Assets & Infrastructure

The 2017-18 to 2020-21 Parkes Plus Delivery program has been analysed across 6 main categories:

- Transport+

  Lead on transport improvements, by having a strong voice on inland transport initiatives and improving road conditions in the shire. Council's Smart Strategies are:

  - Parkes Shire Rural Roads Strategy
  - Parkes Ring Road Strategy
  - Parkes Urban Road Hierarchy Strategy
  - Parkes Shire Pedestrian and Cycling Strategy
  - Airport Operations Strategy

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Activity+

By improving connectivity, access to services, local activation and enhanced planning and development of town centres, parklands and neighbourhoods. Council's Smart Strategies are:

- Parkes Integrated Land Use, Transport and Infrastructure Strategy
- Parkes Shire Easy Green Strategy
- Parkes Shire Right Tree Right Place Guide
- Parkes Approach Routes Improvements Strategy
- Parkes Aquatic Centre Upgrade

Community+

By reducing disadvantage through improved access to services and opportunities for aged persons, people with a disability and isolated settlements in the Shire. Council Smart Strategies are:

- Parkes Shire Town Connections Support Programs
- Individual township strategic plans
- Parkes Civic Precinct Masterplan (include Town Library and Dalton Street)
- Parkes Health Precinct Masterplan
- Parkes Shire Disability Action Plan

Environment+

Environment Sustainability by setting targets for a carbon neutral shire and by optimising waste recycling and enhancing biodiversity in areas under public control. Council's Smart Strategies are:

- Parkes Shire Carbon Neutral Target 2030
- Parkes Shire Bushland Regeneration Target 2030 (Council Controlled Land)
- Parkes Shire Rethinking Waste Strategy
- Parkes Shire Cultural Heritage and Traditional Aboriginal Knowledge Management Program
- Land Use Strategy

Economy+

Support economic growth and productivity by positioning Parkes to take advantage of national air, road, and rail upgrades and become the centre of manufacturing, agricultural, retailing and services. Council's Smart Strategies are:

- Implementing the Economic Development Strategy
- CBD Vibrancy Strategy
- Industrial Estate Expansion
- Parkes Shire Business Growth Strategy
- Parkes Airport Business Park Expansion
- National Logistics Hub and Inland Rail Strategy
- Bypass Strategy
- Destination Management Plan
- Develop a Digital (Smart Plan) Strategy

H_2O+

Water Security - by ensuring the community is able to grow and continues to enjoy safe, secure and reliable water. Stormwater and Floodplain Management - by minimizing stormwater impacts on the community and maximizing reuse potential. Council's Smart Strategies are:

- Parkes Integrated Water Cycle Management Plan
- Water Supply and Sewerage Treatment Upgrades
- Advanced Water Recycling Scheme
- Shire Stormwater and Floodplain Management Planning

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Budget 2017-18

Description	Asset Description	2017/18	2018/19	2019/20	2020/21
Additional Roads Funding	Roads	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Infrastructure Backlog - Buildings with emphasis on amenities	Backlog	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Noxious weeds & pests (especially overgrown blocks)	Weeds / pests	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Footpaths	Footpaths	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Village Projects & Town Improvement	Village Capital	$ 130,000	$ 80,000	$ 130,000	$ 80,000
Lower Clarinda Street Upgrade	CBD Precinct	$ 400,000	$ 300,000	$ 150,000	$ 350,000
Street Furniture/Landscaping/Public Art/ Trees/Wayfinding	CBD Precinct	$ 50,000	$ 50,000		$ 50,000
Cooke Park landscaping/Multi-purpose centre	CBD Precinct	$ 50,000	$ 150,000	$ 350,000	$ 100,000
Library - Multi-purpose room and storage	Capital	$ 350,000	$ 100,000		
Tiered seating at Little Theatre	Capital		$ 150,000		
Strategic Planning next Delivery Program	Capital			$ 50,000	$ 100,000
Memorial Hill Precinct	Capital		$ 50,000		
Fenced Dog Park	Capital		$ 50,000		
Enhance South Entrance to Parkes	Capital		$ 60,000	$ 40,000	$ 50,000
Cycleway/Exercise/Wellness	Capital	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Family Day Care - Relocation	Capital		$ 20,000		
Education Centre - Upgrade	Capital		$ 20,000		
Land Development	Industrial Development	$ 239,000	$ 239,000	$ 239,000	$ 239,000
Spicer Amenities and New Oval	Sport & Recreation	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Other Parks & Gardens & Sporting Facilities	Sport & Recreation	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Sinking Fund		$ 500,000	$ 500,000	$ 500,000	$ 500,000
Loan Commitment		$ 120,000	$ 120,000	$ 120,000	$ 120,000
Pensioner Rebate		$ 151,000	$ 151,000	$ 151,000	$ 151,000
TOTAL		$ 4,040,000	$ 4,040,000	$ 4,040,000	$ 4,040,000

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3. MAJOR PROJECTS 2017-18

The following major projects have been identified within the Operational Budget 2017-18.

(a) Parkes Recycled Water Scheme

As part of an integrated Water Cycle Management (IWCM) strategy, Parkes Shire Council NSW (PSC) has undertaken to significantly improve the Parkes region's water infrastructure. The upgrades include construction of a new water treatment plant (WTP) and sewerage treatment plant (STP). In addition to the new treatment plants, the IWCM strategy has proposed to improve and expand the existing reuse scheme into a full Recycled Water Scheme (RWS) in line with the risk-based approach outlined in the Australian Guidelines for Water Recycling. The RWS Project continues the implementation of recommendations from the PSC Integrated Water Cycle Management Strategy (IWCM) which commits to the planning and implementation of a number of important water, sewerage, and recycled water infrastructure works. The aim being to 'Future Proof' Parkes and improve the water supply and sewerage treatment quality / capacity and expand water reuse in the Parkes area. The primary goal of the RWS is to strengthen water security and drought resilience through:

- Providing an additional climate resilient water source
- Reducing demand for potable water
- Addressing Parkes' remoteness from raw water sources

Additional project goals include:

- **Maintaining and improving community services and amenity by** ensuring green parks and sports fields through drought and adopting innovative approaches to water service provision
- **Economic stimulus** supporting, even promoting population, business, employment and tourism growth
- **Reducing the energy footprint of Parkes' water supply** to guard against rises in power prices and reduce Councils GHG emissions

The development of the RWS has been proposed to occur over two phases. The first phase is an interim arrangement whereby the existing effluent reuse (golf course/ racecourse irrigation) scheme transitions to a water recycling scheme approved under Section 60 with the construction of an advanced treatment facility (AWRF). The second phase represents expansion of the Scheme to enable supply of recycled water to a broader array of municipal irrigation end users including sporting fields and parks and reserves.

The Commonwealth Government announced funding under the National Stronger Regions Fund $8,725,000 (GST Exclusive) to Parkes Shire Council for the Construction of the Recycled Water Scheme. The total project cost for the RWS is estimated to be $20,985,000.

(b) Parkes Library Multi-purpose room and Storage

The new Parkes Library Makerspace will provide a facility where people can make stuff, where the community can learn and grow, it will provide resources and activities to inspire, and it will be a place for collaboration. It will deliver lifelong learning opportunities

(c) 2018 Elvis Festival

The iconic Parkes Elvis Festival is a celebration of the life and music of Elvis Presley held annually in Parkes, NSW in the second week of January. From Wednesday to Sunday more than 120 events take place at venues in and around Parkes. Now in its 26th year, the Festival attracts headline international and national Elvis tributes artists, has a global media reach of 80 million and more than 25,000 national and international visitors to Central West NSW. Parkes Elvis Festival is proud to be officially endorsed by the estate of Elvis Presley, Elvis Presley Enterprises Inc. (EPE), based at Graceland in Memphis Tennessee. The relationship allows the festival to draw on the global

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

marketing reach of EPE and its affiliates, providing access to international Elvis Presley fan bases as well as leading EPE-endorsed Elvis tributes artists.

Council manages the annual Elvis Festival organised through a Committee established under Section 355 of the Local Government Act (1993). Council employs a full-time Festival Director and an Assistant Elvis Festival Director, and the Council Committee auspice the planning and delivery of the festival in collaboration with Elvis Revival Inc., the Parkes Chamber of Commerce, and the community by their representatives on the Committee.

It is forecasted in 2018, that the festival will earn a small surplus which will be re-invested back into future festivals. As seen by the increasing visitor numbers, this is an inspired community event, as besides the estimated $13 million economic benefit to the community, the festival provides a showcase for the town, residents and visitors alike with in excess of 80% of the provided entertainment being free of charge.

The summarised budget for the 2018 Elvis Festival is as follows:

Total Income	$	682,390
Total Expenditure	$	678,750
Net Surplus	$	3,640

Project	Funding Sources	Total Project Costs Scoped	2016/17 Operational Budget
Spicer Amenities and New Oval	Parkes Activity+	$ 1,600,000	$ 1,600,000
Lighting Projects Woodward Oval, Spicer Oval, and Berryman Oval (Trundle)	Parkes Activity+	$ 50,000	$ 50,000
TOTAL SPORTING GROUNDS PROJECTS			$ 1,650,000

(c) Major Infrastructure - IPR Community Initiatives

The capital expenditure of the Current Situation within the General Fund is limited to major asset renewal with limited funding being available for new assets. It is planned to invest about $57.9m over the next four years into plant & equipment, and infrastructure projects. The plan includes provisions for Major Capital Works in the general, water and sewer funds.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PERFORMANCE AGAINST THE FIT FOR THE FUTURE BENCHMARKS

SUSTAINABILITIY

Parkes Shire Council			
Operational Budget for the Year Ended 30 June 2018			
KEY PERFORMANCE INDICATORS - GENERAL FUND		2017-18 FFTF SUBMISSION	2017-18 OPERATIONAL BUDGET
Operating Performance Ratio	Snapshot	✓	↑
	Actual Ratio	2.40	11.24
	3 yr Moving Average	3.10	5.04
Own Sources Revenue Ratio	Snapshot	x	↓
	Actual Ratio	64.30	56.06
	3 yr Moving Average	60.07	57.10
Building & Infrastructure Asset Renewal Ratio	Snapshot	✓	↑
	Actual Ratio	112.60	123.05
	3 yr Moving Average	133.18	145.65
Infrastructure Backlog Ratio	Snapshot	✓	↑
	Actual Ratio	1.42	1.20
	3 yr Moving Average	1.42	1.20
Asset Maintenance Ratio	Snapshot	x	-
	Actual Ratio	100.50	96.30
	3 yr Moving Average	100.07	99.47
Debt Service Ratio	Snapshot	✓	↑
	Actual Ratio	3.43	5.14
	3 yr Moving Average	3.30	3.80
Real Operating Expenditure per Capita	Snapshot	x	↓
	Actual Ratio	1,613	1,521

Improvement	↑
Less than Original Forecast	↓
Static	-

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Parkes Plus Program indicates a modest Working Funds Surplus of $52,951 for the operational budget year 2017-18 effectively reflecting a balanced budget.

In preparing the various options for Council's General Fund budget it is apparent that containment of costs will be critical to optimise the utilisation of funds to deliver required services and capital projects. However, it is also recognised that an expanded works program will require additional resources. A strategy to accommodate both needs has been carefully considered and an overview provided below:

- It is recognised that under a Parkes Plus Delivery program there will be a real increase in the works program of approximately $4.04m in 2017-18. Resource scheduling for these works has indicated that it will be necessary for the works to be completed by a combination of contractors and Council's existing workforce
- As indicated elsewhere in the Workforce Plan a target of 10% apprentice/structure traineeships has been set for the longer term and 5% during the four year term of this delivery program. As the strategy is implemented there will be the potential to increase the FTE staff in the short term for an equivalence of costs. This will have the additional benefit of providing succession opportunities, a younger workforce and provide skill development for the region
- A number of strategies will be deployed to meet resourcing requirement peaks if the internal resourcing is insufficient to meet the delivery needs of the works program. These will include such things as outsourcing, short term labour hire arrangement and more flexible work arrangements with current staff
- It is anticipated that in the proposed budget there will be a measurable increase in productivity per employee.
- The Water and Sewer funds have considerable capital works identified in the Delivery program. As a consequence there will need to be an expansion of that workforce to facilitate the timely delivery of the work. The current FTE is 16, and with all vacancies filled it is 19. Over the term of the major capital works programming it is required to rise to 22 in the next two years to implement the program. There will also be the necessity to contract a range of project management specialists to ensure the major capital works are delivered on time and budget. The combined capital cost of the water and sewer projects in the next two budgets amount to approximately $28M, completing the largest capital project spread in Council's history. The overall project management costs are well below the industry standard of 10% of total spending and the increase in workforce and other resources are considered acceptable

4. WATER FUND

A surplus result has been modelled for 2017-18 with funds being reserved for the Capital Works Program planned within the next four years 2017-18 to 2020-21. Major projects in addition to the completion of the Parkes Water Treatment Plant is to commence construction of the Recycled Water Scheme. Significant funds being reserved for the Capital Works Program planned within 2017-18 totaling $15,829,641.

Water Charges

Council made significant changes to its water charges in 2010-11 in line with the State Government policy on "Best Practice Water Pricing". Council is required to set the access charge for a water service in proportion to the "square" of the meter size to reflect the potential load that can be placed on the water supply network. Council has been progressively phasing in this change in access charges for those meters above 20mm. In 2010-11 this requirement was fully implemented.

The proposed charges for 2017-18 relating to the meter size are:

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Category	Charge	Fee
Residential	Standard Charge	$ 180.00
Non-Residential	20 mm	$ 180.00
	25 mm	$ 281.00
	32 mm	$ 461.00
	40 mm	$ 720.00
	50 mm	$ 1,125.00
	80 mm	$ 2,880.00
	100 mm	$ 4,500.00
	Un-Metered - Strata Title Units	$ 180.00
	Un-Metered - CBD	$ 620.00
	Un-Metered - Non-Rateable	$ 180.00

Water usage charges have been modelled as follows:

Annual Consumption 2016-17	Rate per Kl	Annual Consumption 2017-18	Rate per KL
Tariff Step 1 < 400 kl's	$ 1.85	Tariff Step 1 < 400 kl's	$ 1.90
Tariff Step 2 > 400 kl's	$ 3.25	Tariff Step 2 > 400 kl's	$ 3.30
Business Rate (all consumption)	$ 2.25	Business Rate (all consumption)	$ 2.30

Council has made significant changes in the rates being charged to comply with the Best Practice guidelines in order to be eligible for grant funding from the State Government towards major infrastructure works. Modelling has indicated that based on previous usage, the Best Practice guidelines of 75% of water revenue to be achieved through consumption will be met.

5. SEWERAGE FUND

A surplus result has been modelled for 2017-18 with significant funds being reserved for the Capital Works Program planned within 2017-18 totalling $3,565,881.

Sewerage Access and Usage Charges

Council's sewer charges continue to be in accordance with the Best Practice Guidelines with 2017-18 continuing the compliance pathway under these guidelines.

The residential sewerage charge is now determined by the water meter size, average residential water consumption, and the proportion of the water consumption that is discharged to sewer. It is proposed that the standard residential access charge be increased from $440 to $450 for the 2017-18 year.

The residential access charge is still relatively low by industry standards and by comparison with similarly sized Council's, and it is the intention of Council to increase the charge over time to a level that provides sustainable funds to meet the cost of the renewal and upgrading to the Parkes Sewerage Treatment Plants.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The access charge for non-residential sewer users is determined by the meter size multiplied by the sewer discharge factor (SDF). The SDF is the estimated proportion of water that is discharged into the sewerage system.

The proposed charges for 2017-18 relating to the meter size are:

Category	Charge	Fee
Residential	Standard Charge	$ 450.00
Non-Residential	20 mm **	$ 255.00
	25 mm **	$ 398.00
	32 mm	$ 653.00
	40 mm	$ 1,020.00
	50 mm	$ 1,594.00
	80 mm	$ 4,080.00
	100 mm	$ 6,375.00
	Un-Metered - Strata Title Units	$ 450.00
	Un-Metered - CBD	$ 620.00
	Un-Metered - Non-Rateable	$ 450.00

** NOTE - A minimum charge of $450.00 will apply

The amount charged is the amount charged above multiplied by the SDF. The most common SDF is 95%.

Domestic Waste Management (DWM)

Under the Local Government Act 1993, the DWM service must be recorded separately from other waste activities such as trade waste and landfill activities.

Council is required to isolate annual operating costs and also to project future capital requirements such as those identified in Councils Long Term Plan to arrive at the concept of "reasonable cost" in the context of charging for Domestic Waste Services. The reasonable cost calculation must also consider the costs associated with the formation and rehabilitation of landfill sites.

It is proposed under this Budget to maintain the cost of Domestic Waste Service at $380 per service, as projected in the Parkes Shire Waste Management Strategy 2015 ($380.00 2016-17). The charge includes provision for the recently introduced newthree bin service, being a green lidded 'organics' bin weekly, the recycling service remaining on a fortnightly basis and the residual or mixed waste bin moving to a fortnightly service. The Charge includes the variation in service costs under the new Regional Collection Contract which commenced withthe three bin system from 4 April 2016.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Under the Local Government Act all rateable land within an area in which a domestic waste management service is available, whether occupied or unoccupied, must be subjected to the annual charge under Section 496. It is proposed that a charge of $72.00 for unoccupied land falling within this activity be set for 2017-18.

With the introduction of the three bin collection, it is possible that further diversion of organics and recycling may be achieve from high generation premises by allowing them to have additional bins collected at the same time as the scheduled collections. Similarly it may be possible to avoid contamination of the organics and recycling bins by allowing some premises to have an additional general waste bin rather than possible using the organics or recycling for waste. It is proposed to introduce 'Subsidiary" services for each of the three bins. Subsidiary services refer to the provision of and collection of additional organics, and/or recycling, and/or general waste bins on the same day, at the same time and on the same frequency as the scheduled collection service for that premises.

Non-Domestic Waste Management (nDWM)

The new Regional Collection Contract provides for the old two bin waste service to continue for non-domestic premises in each of the collection areas, with businesses having an option to take up the three bins system. It is proposed that the non-Domestic Waste Management Charge remain at the current level of $340.00, but with the charge increasing in line with the DWM of $380.00 if the option of the three bin set is taken up.

Similar to the Domestic system, it is proposed to offer Subsidiary services for all three bins to the Non domestic premises, it should be clearly understood that these are subsidiary and a premises must be paying for at least one full service prior to accessing these services. Additional full services will continue to be available to commercial premises, within designated areas, on additional days to the usual scheduled collection day.

Waste Disposal Network

The proposed waste fees at all the Shires waste depots are proposed to remain the same at the 2016-17 levels.

The Parkes Shire Waste Management Strategy 2015 set out the blueprint for going forward with capital improvement program for a number of the Shires landfills, which involves considerable expenditure from the waste reserves. Whilst the proposed fees and charges introduce a set of fees based on weight for the operation of a weighbridge at the Parkes landfill, they do not represent an increase from the volume based fees previously used apart from the CPI increase that has been applied to all the fees.

For smaller loads the minimum fees remain based on volume at Parkes landfill and Peak Hill transfer station, with clear categories established such as; car boot, trailer/Ute etc. For larger loads weight based fees will be applied at Parkes landfill and these have been determined utilising EPA conversion rates for the various types of material and therefore reflect only the CPI increase from the volume measures use previously and proposed at Peak Hill transfer station.

It is proposed that following the introduction of the weighbridge at Parkes landfill and transfer station at Peak Hill the income and operating costs of the two facilities will be reviewed allowing for better long term estimates to be established for setting future fees.

Stormwater Management Charge

Council introduced a Stormwater Management Charge in 2007 following changes to the Local Government Act. The funds raised must be used to address the problems of stormwater drainage within the Shire. The revenue raised is used to fund the identified problem areas.

The allowable charge of $25 per residential block ($12.50 for residential strata lots) will again be applied in 2017-18. The Office of Local Government has indicated that the Stormwater Management Charge for Business Properties must be based on the area of the properties. Accordingly the following scale of charges will apply in 2017-18. This charge is unchanged from the levels in 2011-12.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- $25.00 for all lots under an area of 1200m²
- $100.00 for all lots with an area greater than or equal to 1200m² and below 5000m²
- $375.00 for lots greater than or equal to 5000m²

The estimated yield from the Stormwater levy in 2017-18 is $161,600. All funds raised from this charge are restricted for use in the provision of stormwater services and infrastructure identified in the Urban Drainage Study. Council must provide a similar amount from general revenue to that calculated under the levy.

6. BORROWINGS

The Long Term Financial Plan includes provision for the servicing of the following loans:

Loan Purpose	Amount	Annual Debt Servicing $	Status	Drawdown Year	Term
Airport Runway	$ 2,000,000	$ 0	Proposed to be Settled 2017/18	2009-10	20 years
30 Welcome Street	$ 500,000	$ 0	Proposed to be Settled 2017/18	2009-10	20 years
Pool Refurbishment	$ 2,000,000	$ 272,953	Existing	2011-12	10 years
PV Loan	$ 700,000	$ 84,875	Existing	2011-12	10 years
Henry Parkes Centre	$ 950,000	$ 0	Proposed to be Settled 2017/18	2009-10	20 years
Airport Terminal	$ 1,000,000	$ 133,924	Existing	2013-14	10 years
Drainage Projects	$ 500,000	$ 17,050	Existing	2015-16	10 years
Information Technology - Innovations and Work Practice Improvements	$ 720,000	$ 24,552	Existing	2015-16	10 years
Capital Projects Advanced	$ 1,000,000	$ 34,100	Existing	2015-16	10 years
Sewer Treatment Plant	$ 4,000,000	$ 136,400	Existing	2015-16	10 years
Water Treatment Plant	$ 8,500,000	$ 602,534	Existing	2016-17	20 years
General Funds Projects 2017	$ 3,000,000	$ 118,823	Proposed New Loan 2017/18	2017/18	10 years

7. TOWN & VILLAGE IMPROVEMENTS

The town and village improvement votes in 2017-18 will receive significant increases. The Village votes will increase from $258,132 in 2016-17 to $265,239 in 2017-18.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Village	Net Vote - 2017-18
Peak Hill	$ 136,474
Trundle	$ 63,952
Tullamore	$ 46,202
Bogan Gate	$ 7,401
Cookamidgera	$ 3,947
Gunningbland	$ 3,947
Alectown	$ 3,947

8. VILLAGE CAPITAL IMPROVEMENT VOTE

The Vote has been maintained at $39,000 for 2017-18. There has been an additional $50,000 included for Town Improvements included in the budget for 2017-18.

9. COUNCILLOR & MAYORAL FEES

The budget includes provision for a 2.5% increase in the Councillor's and Mayoral fees. This increase is determined by the Local Government Remuneration Tribunal with final figures being advised in May each year. It has been common practice to adopt the suggested upper bound increase for Council's classification when the Tribunal's findings are ultimately handed down.

10. INVESTMENTS

Council receives a monthly investment report regarding the level and value of its investments. In each monthly report, the latest valuations of the structured investments are published in line with the market value per respective balance dates.

Any recoveries are a return of Council cash reserves that are currently impaired, therefore any recoveries will not add to the working funds of Council but will assist in reinstating cash reserves towards the level that existed before the impairment.

11. FEES & CHARGES

The proposed fees and charges form part of the Operational Plan. Increases have been forecast where considered necessary to maintain the fees at a comparable level in real terms to the previous year.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12. WASTE CHARGES

It is intended to introduce fees for the disposal of all waste at the Parkes landfill as soon as capital upgrade works have been completed and the appropriate revenue capture and recording systems are put in place. This is consistent with charging procedures at similar landfill sites across Australia. The capital works for the Parkes landfill have been completed, and the new facilities will be operational in 2017-18.

13. CONCLUSION

In 2009 a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales. Parkes Shire Council was one of the first Councils to embrace this large and wide ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its Integrated Planning and Reporting documentation in 2009-10. Since this time the IP&R framework has been rolled out across the State and is now well established in driving local government's financial sustainability.

The proposed budget will also provide a strong platform as Council implements its improvement plan in being "Fit for the Future". The actions undertaken commencing in 2013-14, and continuing within the scope of works scheduled in this budget, significantly strengthens Council's financial sustainability work.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Budget 2017-18

General Fund - Net Cost of Services 2017-18

The figures below are a summary of the net cost of services to Council in the General Fund as shown through the budget. The net cost is after, reserves, grants, fees and charges and contributions are taken into account. The figures in red are amounts that are funded from rates, the General Purpose Financial Assistance Grants, interest on investments, profit from private works and rental, etc. These figures represent the "cash" result which means depreciation has been written back, however transfers "to" and "from" reserves have been taken into account.

Service	Amount $	Service	Amount $
Corporate Support	(1,429,923)	Environmental Protection	(156,134)
Governance	(1,625,500)	Public Cemeteries	(12,700)
Engineering	56,870	Public Conveniences	(732,580)
Other Support Services	(826,560)	Library Services	(1,328,505)
General Purpose Revenues	17,666,168	Henry Parkes Centre	(1,086,587)
Fire Protection	(235,210)	Community Centres	(27,251)
Animal Protection	(289,330)	Other Cultural Services	(281,370)
Enforcement of Regulations	(22,860)	Swimming Facilities	(655,192)
Emergency Services	(49,600)	Sporting Grounds	(507,687)
Road Safety Officer	(38,018)	Parks & Gardens	(853,770)
Health Administration Inspection	(479,440)	Other Sport & Recreation	(540,125)
Immunisations	(3,000)	Building Control	(70,427)
Insect & Vermin Control	(11,740)	Quarries & Pits	(42,390)
Noxious Plants	(202,970)	Roads	(56,343)
Health Centres	3,712	Bridges	(15,530)
Family Day Care	0	Footpaths	(292,840)
Youth Services	(9,470)	Airport	(2,355,625)
Aged & Disabled	(477,097)	Parking Area	(60,970)
Other Community Services	(42,550)	Bus Shelters & Services	(3,850)
Education	(32,120)	Ancillary Roadworks	(931,570)
Housing	(29,140)	Caravan Park	0
Town Planning	(175,634)	Tourism	(924,830)
Domestic Waste Management	0	Industrial Development	(1,117,439)
Other Waste Management	630,678	Other Business Undertakings	47,749
Street Cleaning	(200,560)	Elvis Festival	0
Drainage	(217,790)	NET SURPLUS/(DEFICIT)	52,951

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Budget 2017-18

Capital Projects Funded from General Fund	Amount $
Computer Hardware, Software & Office Equipment	360,000
Plant & Motor Vehicles Replacement Program	1,277,000
RFS - Bushfire Tankers Replacement Program	839,580
RFS Fire Stations	64,500
Building & Property Refurbishments	70,500
Animal Shelter	25,000
Building - Old Parkes Hospital Site Refurbishment *(Grant Dependent)*	1,400,000
Education Centre Upgrade - Old Parkes Hospital Site	250,000
Section 94A Capital Program	90,000
Drainage Construction - General	65,000
Drainage Construction - Stormwater Levy	165,000
Cheney Park Salinity Study	30,000
Building Backlog Programs	500,000
PAC Park - Environmental Improvements / Shelters	80,000
Parkes Cemetery Improvements	50,000
Public Libraries - Library Books	103,800
Public Libraries - Furniture, Office Equipment & Computer Hardware	46,100
Public Libraries - Maker Space	450,000
Little Theatre Tiered Seating	266,000
Sporting Ground Improvements *(Grant Dependent)*	1,650,000
Swimming Pool - CCTV & Lighting	110,000
Parkes Plus - Cooke Park Landscaping / Multi-Purpose Centre	50,000
Street Trees - Major Replacement/Concept Plan	13,530
Village Special Capital Allocation	89,000
Roads - Urban Construction	250,000
Roads - Parkes Plus Transport + *(Grant Dependent)*	1,800,000
Roads - Rural Construction	200,000
Roads - Fixing Country Roads - Middle Trundle Roads	900,000
Roads - Repair Grant	400,000
Capital Works - Roads Grant Funded	3,769,606
Footpath - Parkes Cycleway / Exercise / Wellness	200,000
Footpaths -Footpaths	100,000
Parkes Regional Airport - Line Marking	80,000
Parkes Plus - Lower Clarinda Street Upgrade	400,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Operational Budget 2017-18

Capital Projects Funded from General Fund	Amount $
Parkes Plus - Main Street Furniture/Landscaping/street Art/ Trees	50,000
Spicer Caravan Park - Capital Improvements	121,000
Tourism & Area Promotion	134,500
Parkes Plus - Land Development	239,000
Industrial Estate	100,000
Elvis Festival Infrastructure	54,000
TOTAL GENERAL FUND CAPITAL EXPENDITURE	16,843,116

Capital Projects Funded from Water Fund	Amount $
Recycled Ring Water Main	10,977,810
Water Treatment Plant	2,941,366
Motor Vehicle, Plant & Equipment Replacement Program	660,150
Best Practice / Asset Management / Strategic Business Plan	80,000
Minor Capital Items / Back Flow Prevention & Meterage	9,390
New Services	30,925
Smart Meters	100,000
Main Construction - Reticulation & Supply	460,000
Main Renewal Program	400,000
Drinking Water Management System	150,000
Water Connection - Dog Off-Leash Areas	20,000
TOTAL WATER FUND CAPITAL EXPENDITURE	15,829,641

Capital Projects Funded from Sewer Fund	Amount $
Mains Construction	700,000
Motor Vehicle, Plant & Equipment Replacement Program	130,000
Effluent Pond Rehabilitation *(Grant Dependent)*	1,000,000
Pumping Investigation	90,000
Pipe Investigation & Reline	200,000
Main Renewal Program	112,551
Sewer Treatment Plant	1,289,463
Minor Items Plant	43,867
TOTAL SEWER FUND CAPITAL EXPENDITURE	3,565,881

TOTAL CAPITAL EXPENDITURE	36,238,638

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES
It all adds up.

OPERATIONAL BUDGET 2017/18				
INCOME STATEMENT	General $000'S	Water $000'S	Sewer $000'S	Consolidated $000'S
Income from Continuing Operations				
Revenue				
Rates & Annual Charges	15,248	1,306	2,715	19,269
User Charges & Fees	5,096	5,848	374	11,318
Interest & Investment Revenue	627	563	119	1,309
Other Revenues	1,916	316	81	2,313
Grants & Contributions Provided for Operating Purposes	12,142	66	59	12,267
Grants & Contributions Provided for Capital Purposes	7,382	3,202	608	11,192
TOTAL INCOME FROM CONTINUING OPERATIONS	42,411	11,301	3,956	57,668
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits & On-Costs	13,457	1,232	954	15,643
Borrowing Costs	1,066	252	116	1,434
Materials & Contracts	8,583	1,528	880	10,991
Depreciation & Amortisation	7,749	2,320	661	10,730
Impairment				
Other Expenses	2,408	2,472	21	4,901
Interest & Investment Losses				
TOTAL EXPENSES FROM CONTINUING OPERATIONS	33,263	7,804	2,632	43,699
OPERATING RESULT FROM CONTINUING OPERATIONS	9,148	3,497	1,324	13,969
Net Operating Result for the Year	9,148	3,497	1,324	13,969
Net Operating Result before Grants & Contributions provided for Capital Purposes	1,766	295	716	2,777

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It all adds up.

OPERATIONAL BUDGET 2017/18				
BALANCE SHEET	General $000'S	Water $000'S	Sewer $000'S	Consolidated $000'S
CURRENT ASSETS				
Cash & Cash Equivalents	11,664	2,726	2,132	16,522
Investments	857	11,238	434	12,529
Receivables	1,832	1,788	316	3,936
Inventories	4,030	80	50	4,160
Other				
TOTAL CURRENT ASSETS	18,383	15,832	2,932	37,147
NON-CURRENT ASSETS				
Investments				
Receivables		10	5	15
Inventories				
Infrastructure, Property, Plant & Equipment	470,160	140,586	62,613	673,359
Intangible Assets		1,261		1,261
Other				
TOTAL NON-CURRENT ASSETS	470,160	141,587	62,618	674,365
TOTAL ASSETS	488,543	157,689	65,550	711,782

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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OPERATIONAL BUDGET 2017/18				
BALANCE SHEET	General $000'S	Water $000'S	Sewer $000'S	Consolidated $000'S
CURRENT LIABILITIES				
Bank Overdraft				
Payables	100	500	350	950
Borrowings	450	329		779
Provisions	877	560	346	1,783
TOTAL CURRENT LIABILITIES	1,427	1,389	696	3,512
NON-CURRENT LIABILITIES				
Payables				
Borrowings	7,295	7,696	4,000	18,991
Provisions		50	52	102
TOTAL NON-CURRENT LIABILITIES	7,295	7,746	4,052	19,093
TOTAL LIABILITIES	8,722	9,135	4,748	22,605
NET ASSETS	479,821	148,554	60,802	689,177
EQUITY				
Retained Earnings	373,116	111,901	40,350	525,367
Revaluation Reserves	106,705	36,653	20,452	163,810
TOTAL EQUITY	479,821	148,554	60,802	689,177

PARKES
It all adds up.

OPERATIONAL BUDGET 2017/18				
CASH FLOW STATMENT	General $000'S	Water $000'S	Sewer $000'S	Consolidated $000'S
CASHFLOWS FROM OPERATING ACTIVITIES				
RECEIPTS				
Rates & Annual Charges	15,248	1,240	2,634	19,122
User Charges & Fees	5,096	5,556	363	11,015
Interest & Investment Review Received	627	563	119	1,309
Grants & Contributions	19,523	3,268	667	23,458
Other	1,916	316	81	2,313
PAYMENTS				
Employee Benefits & On-Costs	(13,457)	(1,232)	(954)	(15,643)
Materials & Contracts	(1,066)	(1,451)	(792)	(3,309)
Borrowing Costs	(8,584)	(252)	(116)	(8,952)
Other	(2,408)	(2,348)	(19)	(4,775)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	16,895	5,660	1,983	24,538
CASH FLOWS FROM INVESTING ACTIVITIES				
RECEIPTS				
Sale of Investment Securities				
Sale of Real Estate Assets	16,843	15,830	3,566	36,239
Sale of Infrastructure, Property, Plant & Equipment	100			100
Deferred Debtors Receipts				

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

OPERATIONAL BUDGET 2017/18				
CASH FLOW STATMENT	General $000'S	Water $000'S	Sewer $000'S	Consolidated $000'S
PAYMENTS				
Purchase of Investment Securities	(8,000)	(6,000)		(14,000)
Purchase of Infrastructure, Property, Plant & Equipment	(16,843)	(15,830)	(3,566)	(36,239)
Deferred Debtors & Advances Made				
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES	(7,900)	(6,000)		(13,900)
CASH FLOWS FROM FINANCING ACTIVITIES				
RECEIPTS				
Proceeds from Borrowings & Advances	3,000			3,000
PAYMENTS				
Repayment of Borrowings & Advances	(3,172)	(319)		(3,491)
NET CASH FLOW PROVIDED (OR USED IN) FINANCING ACTIVITIES	(172)	(319)		(491)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS	7,757	(659)	1,983	9,081
PLUS: Cash, Cash Equivalents & Investments - Beginning of Year	3,907	3,385	150	7,442
CASH & CASH EQUIVALENTS - END OF YEAR	11,664	2,726	2,133	16,523

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Statement of Revenue Policy

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Contents

14. STATEMENT OF PROPOSED ORDINARY AND SPECIAL RATES 33
Categorisation of Land for Purpose of Ordinary Rates 33
Council Funded Pension Rebates 34
15. STATEMENT OF PROPOSED ANNUAL CHARGES 34
Domestic Waste Management Charges 34
Other Waste Management Charges 35
Water Access Charges 35
Water Residential - Multiples 35
Sewer Access Charges 36
Sewer Residential 36
Sewer Residential - Multiples 36
Sewer Non-Residential 36
Sewer Non-Residential - Main Street Unmetered Premises 37
Sewer Churches 37
Sewer Schools/Institutions 37
Trundle/Tullamore Sewerage Charges 37
Liquid Trade Waste Service Fee Non-Residential 38
Category 1 - Discharges requiring nil or minimal pre-treatment 38
Category 2 - Discharges requiring prescribed pre-treatment 38
Category 3 - Large discharges (over 20kl/day) and industrial waste 38
Stormwater Management Charges 39
16. STATEMENT OF PROPOSED USER PAY CHARGES 40
Water Usage Charge 40
Sewer Usage Charge - Non-Residential 40
Liquid Trade Waste Service Charge - Non-Residential 40
17. FEES PROPOSED TO BE CHARGED BY THE COUNCIL & THE AMOUNT OF EACH SUCH FEE 41
18. STATEMENT OF PRICING POLICY WITH RESPECT TO THE GOODS AND SERVICES PROVIDED 41
Pricing Policy 41
19. STATEMENT OF PROPOSED CHARGES FOR THE CARRYING OUT OF WORK ON PRIVATE LAND 42
On-Costs: 42
Stores and Materials: 42
Goods and Services: 42
Plant Hire: 42
Administration: 42
Profit Margin: 42
GST: 42

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Works carried out based upon the above are to be dealt with in two ways: 43
20. STATEMENT OF PROPOSED BORROWINGS (OTHER THAN INTERNAL BORROWING) 43
21. STATEMENT OF BUSINESS ACTIVITIES 43
Competitive Neutrality Principles 43
Category 1: 44
Category 2: 44
Competitive Neutrality Complaints 44
How To Lodge Complaints 44

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14. STATEMENT OF PROPOSED ORDINARY AND SPECIAL RATES

Categorisation of Land for Purpose of Ordinary Rates

Council has adopted the categories of land as set out in Section 514 of the Local Government Act 1993 for levying of ordinary rates namely:

- Farmland
- Residential
- Mining
- Business

The above categories are defined in Sections 515 and 518 of the Local Government Act 1993. Council has further sub-categorised land in accordance with Section 529 of the Local Government Act 1993 to more equitably distribute the rate burden within the Shire.

The ordinary rate is an "Ad valorem Rate" being an amount in the dollar that is levied on land values provided under the Valuation of Lands Act by the Valuer General's Department in respect to each parcel of rateable land. Each such parcel is subject to a minimum amount.

The State Valuation Department undertook a General Valuation during 2015/16 with a base date of 1 July 2016 and will be applied for rating purposes from 1 July 2017. Council is now on a 3 year valuation cycle with the next general valuation to be undertaken at the end of 2019. This revaluation will impact the 2017/18 rating year.

The ordinary rates to be levied in 2017/18 will increase by 1.5% in line with the rate peg calculated by the Independent Pricing and Regulatory Tribunal (IPART). There has been an adjustment of $832 to the 2017/18 levy income due to being an under levy for the 2016/17 financial year.

The ad valorem rate and minimum rate for each category and sub-category proposed to be levied under Section 404(2) of the Local Government Act 1993 for Ordinary Rates, including the estimated yield for the 2017-18 financial year are as follows:

Category	Sub-Category	Rate in $	Minimum	Estimated Yield	% of Total Yield
Residential	Parkes	1.9592	$ 500.00	$ 4,555,007.97	34.1
	General	0.5143	$ 500.00	$ 1,070,264.85	8.0
Business	Parkes CBD	9.6871	$ 500.00	$ 1,362,214.34	10.2
	General	2.9229	$ 500.00	$ 1,251,077.32	9.3
	Peak Hill	3.9698	$ 500.00	$ 36,731.74	0.3
	Trundle	6.1154	$ 500.00	$ 22,836.24	0.2
	Tullamore	5.0849	$ 500.00	$ 8,564.43	0.1
	Bogan Gate	8.2709	$ 500.00	$ 6,430.49	0.0
Mining	General	14.4461	$ 500.00	$ 2,166.90	0.0
	Copper Producing	7.1028	$ 500.00	$ 1,349,545.30	10.1
	Gold Producing	29.973	$ 500.00	$ 0.00	0.0
Farmland	General	0.7415	$ 500.00	$ 3,700,626.30	27.7
Total Estimated Yield				$ 13,365,465.88	100.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Maps showing those parts of the Council's area to which each category and sub-category of the Ordinary rate and each Special rate included in the Draft Management Plan with respect to Council's Revenue Policy will be available for inspection at Council's Administration Centre, 2 Cecile Street, Parkes, for the period of public exhibition.

Council is currently reviewing the rating structure with regard to the sub-categories and proposed changes may be undertaken during the next year to address issues raised by the Office of Local Government. The purpose of any changes will be to reduce the number of assessments that are on the minimum rate in the respective sub-categories which have greater than 50% of assessments on the minimum rate.

Council Funded Pension Rebates

In addition to the $250.00 pensioner rebate jointly funded by Council (45%) and the State Government (55%) in respect of general rates and domestic waste charges, Council will pay an additional rebate of $105.00 per eligible property from 1 July 2017 for the 2017-18 rating year. This voluntary rebate will be paid pursuant to Section 582 of the Local Government Act, 1993.

The additional rebate is available for an eligible property. Where a property is jointly owned by multiple eligible pensioners, the voluntary rebate will be shared equally and will not exceed a total of $105.00 for each property. Eligible pensioners will only qualify for Council's voluntary rebate if they pay all the rates and charges by 31 May of that year.

If an eligible pensioner's rates and charges are not paid in full by 31 May of a particular year, the pensioner will no longer qualify for any future voluntary rebates until all outstanding payments have been made. Council has discretion continue the rebate to only eligible pensioners that received the rebate in 2016/17.

The cost of providing this voluntary pension rebate in 2017-18 is anticipated to be $129,990.

15. STATEMENT OF PROPOSED ANNUAL CHARGES

Council proposes to levy annual charges for the following services provided on an annual basis:

- Domestic Waste Management Services (Section 496)
- Commercial Waste Management Service (Section 501)
- Water Availability Charge (Section 501)
- Sewer Access Charge (Section 501)
- Trade Waste Service Fees - Non-Residential (Section 501)
- Stormwater Management Charge (Local Government General Reg. 2005)

Domestic Waste Management Charges

Council engages a contractor to provide both mixed waste collection and a recycling service. Council engages a contractor to provide mixed waste collection, a recycling service, and a recently introduced waste disposal service for organic material. Each serviced property in the towns and villages has been given access to a mixed waste service in a 240 litre capacity bin on a fortnightly basis, a recycling service in a 240 litre capacity bin on a fortnightly basis, and an additional weekly waste disposal services for organic material being collected in a 240 litre capacity bin. Waste collection and disposal charges, including the processing of recyclable and organic material are fixed to meet the full cost of providing the service.

In addition to the standard Domestic Waste Service residents can request extra organic and/or recycling and/or general waste bins as subsidiary services to be collected on the same day as the scheduled service for that premises. The proposed charges are $90 for a subsidiary organic bin, $60 for a subsidiary recycling bin and $90 for a subsidiary general waste service.

The full annual domestic waste management (garbage) service charge is payable for each unit/ flat/house (including multiples) whether or not either service is used each week. With exception to Aged Care Facilities who have been given the opportunity to be charged at a ratio of 2 units per service.

The annual charge proposed for 2017-18 is unchanged at $380.00 for all residential properties with the exception of vacant land which will be charged $72.00. The estimated yield from this charge for the 2017-18 year is $2,075,410.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Income obtained from the charges for Domestic Waste Management is calculated not to exceed the "reasonable cost" of providing those services. A proportion of the Domestic Waste Management charge is allocated to the provision of a reserve for the development of future disposal works.

Other Waste Management Charges

All non-residential properties are charged a Waste Management Fee, which is set aside to cover the full cost of servicing the waste collection contractor and disposal charges including recyclables processing, and a recently introduced waste disposal service for organic material. All properties serviced with waste management in the towns and villages have access to a standard mixed waste service in a 240 litre capacity bin on a fortnightly basis, a recycling service in a 240 litre capacity bin on a fortnightly basis, and an optional weekly service for organic material being collected in a 240 litre capacity bin. However, the full annual waste management (garbage) service charge is payable for each shop/business whether or not either service is used each week.

In addition to the standard Commercial Waste Service, businesses can also request extra organic and/or recycling and/or general waste bins as subsidiary services to be collected on the same day as the scheduled service for that premises.

The proposed charges are $90 for a subsidiary organic bin, $60 for a subsidiary recycling bin and $90 for a subsidiary general waste service. Businesses in the Parkes CBD and Industrial Area can also request collections on additional days. The first service on an additional collection day is a full Commercial Waste Charge, whilst subsequent bins will be treated as subsidiary services.

The proposed fee for 2017-18 remains at $340.00 for all occupied non-residential properties with access to the garbage service. A reduced fee of $72.00 will be applied to all non-residential properties classed as vacant land.

The estimated yield from this charge for the 2017-18 year is $351,228.

Water Access Charges

In accordance with Section 501 of the Local Government Act, an access charge is applied to land that is situated within 225 metres of a Council water pipe, even if it is not actually supplied. In accordance with Best Practice Pricing for water and sewer business in general compliance with the guidelines set out by the Department of Energy, Utilities and Sustainability (now known as Department of Water and Energy). This pricing is a prerequisite for eligibility for financial assistance towards the capital costs of backlog works under the Country Towns Water Supply and Sewer Program.

The requirements of best practice pricing for water include having one price for both residential and non-residential customers and acquiring 25% of income from fixed charges and 75% of income from consumption charges. Council had made significant changes to the previous year's fees and charges to enable this requirement to be achieved. Based on the usage levels for the previous two years, the best practice pricing for water will achieve 75% of Income to be from consumption.

The water access charge for water services are to be charged at the proportional to the square of the meter size to reflect the potential load that can be placed on the water supply network.

Water Residential - Multiples

Multi-residential properties (eg. a building with multiple access, flats, semi-detached), will be charged the full applicable access charge per residence from 1 July, 2016.

The estimated yield from Water access Charges for 2017-18 is $1,383,200.

The proposed charges for 2017-18 relating to the meter size are:

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Category	Charge	Fee
Residential	Standard Charge	$ 180.00
Non-Residential	20 mm **	$ 180.00
	25 mm **	$ 281.00
	32 mm	$ 461.00
	40 mm	$ 720.00
	50 mm	$ 1,125.00
	80 mm	$ 2,880.00
	100 mm	$ 4,500.00
	Un-Metered - Strata Title Units	$ 180.00
	Un-Metered - CBD	$ 620.00
	Un-Metered - Non-Rateable	$ 180.00

Sewer Access Charges

In accordance with Best Practice Pricing for water and sewer business in general compliance with the guidelines set out by the Department of Energy, Utilities and Sustainability (now known as the Dept. of Water and Energy). This pricing is a prerequisite for eligibility for financial assistance towards the capital costs of backlog works under the Country Towns Water Supply and Sewer Program.

Under this system an access charge is applied to land that is situated within 75 metres of a Council sewer main, even if it is not actually supplied.

Sewer Residential

In accordance with these guidelines, a uniform bill has been developed for residential customers based on an access for a 20mm water meter, an average residential water consumption, a discharge factor (proportion of water discharged into the sewer) and a user charge (cost to transport and treat the water).

Based on these assumption, the proposed sewer access charge for residential customers will be $450.00 and will be applied to all residential properties including vacant land.

Category	Fee
Residential	$ 450.00
Residential Unit/Flat	$ 450.00

Sewer Residential - Multiples

Multi-residential properties (eg. a building with multiple access, flats, semi-detached), have been charged the full applicable access charge per residence from 1 July, 2014.

The estimated yield from Sewer Access Charges on residential properties for 2017-18 is $2,270,130.

Sewer Non-Residential

The sewer service charge for non-residential is calculated similarly to the residential charge but is charged on the actual water consumption, size of the water service and a factor based on the volume of waste water discharged into the system by the property and therefore will vary between customers.

B = SDF x (AC + C x UC)
B = Annual non-residential sewerage bill
SDF = Identified sewerage discharge factor as prescribed or calculated)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

C = Customer's annual water consumption (kL)
UC = Sewerage Usage Charge AC = AC_{20} x D/400

* Where AC20 = Sewer Access charge for 20mm meter and D = Diameter of customer's water meter. "Best Practice Guidelines" state that the usage charge for non-residential customers should not be less than the residential charge.

** Note: A minimum charge of $450.00 will apply as Council is required under the Best Practice Guidelines to have a minimum non-residential sewer charge at least equal to the residential charge.

Sewer Non-Residential - Main Street Unmetered Premises

In conjunction with the ongoing CBD beautification, Council is installing water meters as works are carried out and other property owners will continue to be encouraged to install water meters to facilitate best practice pricing. If a water meter is installed, the premises will move to the standard non-residential sewer charge.

Sewer Churches

As a community service obligation (CSO), it is proposed not to apply the access charge component of the residential charges and apply the usage charge only, with a minimum charge equivalent to half the residential charge.

The proposed charges for 2017-18 relating to the meter sizes are:

Category	Charge	Fee
Residential	Standard Charge	$ 450.00
Non-Residential	20 mm **	$ 255.00
	25 mm **	$ 298.00
	32 mm	$ 653.00
	40 mm	$ 1,020.00
	50 mm	$ 1,594.00
	80 mm	$ 4,080.00
	100 mm	$ 6,375.00
	Un-Metered - Strata Title Units	$ 450.00
	Un-Metered - CBD	$ 620.00
	Un-Metered - Non-Rateable	$ 450.00

Sewer Schools/Institutions

The sewer service charge for schools and institutions will be calculated using the non- residential formula.

However, rather than a standard discharge factor being applied, each facility has been assessed to determine the volume of waste water discharged into the system by the property.

The estimated yield from Sewer Access Charges on non-residential properties for 2017-18 is $333,667.

Trundle/Tullamore Sewerage Charges

With the completion of Tullamore sewer scheme in 2010 and the Trundle scheme in 2011, Council will commence implementation of Best Practice Pricing for sewer in these areas in 2012-13 with the intention to bring these schemes into full alignment with the rest of the Shire over the next 3 years.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

A Sewerage Charge for Trundle and Tullamore will be levied in accordance with Section 501 of the Local Government Act, 1993.

Residential charges for 2017-18 will be in alignment with Best Practice with the exception that vacant residential properties that have access to sewer services (within 75 metres of the Council sewer main), will bear an access charge of only $255.00 not the full access charge of $450.00. The intention will be to phase this charge in over 3 years until the charge is in line with other parts of the Shire.

Businesses in Trundle and Tullamore will only be charged a flat $450.00 access charge and no usage charge for both sewer and trade waste.It is Council's intention to introduce Best Practice Pricing for these businesses over the next 3 years. Council will discuss the implications of this with the affected businesses over the course of that time so that the implementation proceeds as smoothly as possible.

The proposed charges and estimated yield from these charges for the 2017-18 year are:

Village	Charge	Amount	Yield
Trundle & Tullamore	Occupied Parcel	$ 450.00	$ 156,150
	Vacant Parcel	$ 255.00	$ 22,500
Estimated Yield			$ 178,650

Liquid Trade Waste Service Fee Non-Residential

As part of "Best Practice" pricing for water and sewer, Council has adopted a Liquid Trade Waste Policy which includes an annual charge for each of its liquid trade waste discharges. A liquid trade waste discharger is a property that discharges waste into the sewerage system other than domestic sewerage or unpolluted water.

Council has three categories of charges for liquid trade waste, they include:

The proposed fee structure for each category is based on the load each places on the treatment process and consists of an access fee and scheduled inspection fee. Where a scheduled inspection detects non-compliant issues, any additional inspections undertaken to correct the issues will attract a re-inspection fee as per the Fees and Charges.

It is Council's intention to implement Best Practice Pricing and introduce Liquid Waste Service Fees for Trundle and Tullamore businesses over the next 3 years.

Category 1 – Discharges requiring nil or minimal pre-treatment

This category includes retail food outlets with no hot food or no food that generates an oily/greasy waste, and other processes such as hairdressers, jewellery shops, florists and funeral parlours

Category 2 – Discharges requiring prescribed pre-treatment

This category includes premises that prepares and/or serves hot foods or that generates an oily/greasy waste, and includes car detailers, laboratories, mechanical workshops, car dealerships, dry cleaners, hospitals etc.

Non-compliant Category 2 businesses are charged the rates applicable to Category 3businesses as shown below.

Category 3 – Large discharges (over 20kl/day) and industrial waste

For large liquid trade waste dischargers (over about 20kL/day) and dischargers of industrial waste. Excess mass charges (EMC) apply for all waste exceeding the concentration of pollutants in domestic sewerage.

(BOD = 300mg/L, SS = 300mg/L, Ammonia = 35mg/L, Nitrogen = 50mg/L, Phosphorus = 10mg/L, Total Dissolved Solids = 1,000mg/L).

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Council currently has no Category 3 Businesses. The proposed fees for 2017-18 are as follows:

Category No	Charge	Amount
Category 1	Liquid Trade Waste Service Charge	$ 195.00
Category 2	Liquid Trade Waste Service Charge	$ 195.00
Category 3	Liquid Trade Waste Service Charge	$ 690.00

The estimated yield from the Liquid Trade Waste Service Charge for 2017-18 is $30,615.

Stormwater Management Charges

A Stormwater Management Charge is levied to assist with the cost of addressing the drainage problems in urban areas of the shire. Council has undertaken a study of the urban drainage catchment which has identified a program of works not previously provided for in the Stormwater Long Term Plan.

The proposed fee for 2017-18 will be levied at
$25.00 per urban property and $12.50 per Strata Lot where drainage is established. Rateable Business properties will be calculated on an area basis as follows:

- $25.00 for all lots with an area below 1,200m2
- $100.00 for lots with an area greater than or equal to 1,200m2 and below 5,000m2
- $375.00 for lots with an area greater than or equal to 5,000m2

These charges are set by regulation and have not been changed since they were introduced in 2006.

The estimated yield from the Stormwater Charge in 2017-18 is $161,600 which will be used to fund areas of stormwater and flooding problems within urban areas of the Shire.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

16. STATEMENT OF PROPOSED USER PAY CHARGES

Council proposes to charge for the following services on an actual use basis:

- Water Usage Charges
- Sewerage Usage Charges Non-Residential
- Trade Waste Usage Charges

Water Usage Charge

Under the "Best Practice" water pricing, Council applies a User Pay System. From 1 July 2010, Council will separate water billing from rate installment notices. This will provide better alignment of the consumption and billing periods and assist in identifying leaks and unusual high level of consumption earlier. Property owners will received a separate water account for consumption, four times per year based on the following proposed rates:

General Water Charges	Rate per KL
Tariff Step 1 < 400 kls	$ 1.90
Tariff Step 2 > 400 kls	$ 3.30
Commercial Water Charges	
All Consumption	$ 2.30
Trundle School - Raw Water	$ 1.30
Raw Water - Rising Main from Dam	
Tariff Step 1 < 400 kls	$ 1.30
Tariff Step 2 > 400 kls	$ 2.30

The Commercial water charge shall only apply to those properties that are levied a business category within Council's rating structure. To also be eligible, the property owner within the business category must not receive any other type of rating concession in that year eg. Mixed development, etc.

Churches and properties owned and occupied by a minister of religion and places of worship will not be charged a water access charge, however, all water consumption will be charged at the Step 2 Water Tariff applicable in that year.

The estimated yield form water usage charges in 2017-18 is $4,540,110.

Sewer Usage Charge - Non-Residential

In accordance with the guidelines each non- residential property has been assessed and a factor determined for the amount of waste water discharged into the sewerage system. This factor is then applied to the water consumption of the property to establish an actual volume in kL which is then multiplied by the usage charge. The usage charge reflects the cost to transport and treat the sewerage.

It is proposed that the 2016-17 usage charge be set at $1.35 per kL discharged and will be billed in conjunction to the water usage accounts.

The estimated yield from Sewer Usage Charges in 2017-18 is $279,480.

Liquid Trade Waste Service Charge - Non-Residential

The liquid trade waste usage charge is calculated by applying an additional discharge factor (identified as being the portion of liquid trade waste discharged into the sewer) by a specified fee per kL.

The proposed usage charge for 2016-17 is $1.95 per kL for Category 1 & 2 businesses and $14.50 per kL for Category 3 businesses. These charges will be billed along with the water usage account.

Category 1 & 2 non-compliant businesses will be charged at the Category 3 usage rate.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The estimated yield from Liquid Trade Waste Usage Charges for 2016-17 is $64,000.

17. FEES PROPOSED TO BE CHARGED BY THE COUNCIL & THE AMOUNT OF EACH SUCH FEE

Section 608 of the Local Government Act, 1993 permits fees to be charged for services provided by Council.

The services for which an approved fee may be charged include the following services provided under the Local Government Act or any other Act or Regulation:

- Supplying a service, product or commodity
- Giving information
- Providing a service in connection with the exercise of Council's regulatory functions including receiving an application for approval, making an inspection and issuing a certificate
- Allowing admission to any building or enclosure

In particular, Council may charge an approved fee for inspecting premises that are reasonably required to be inspected in the exercise of its functions, whether or not the inspection is requested or agreed to by the owner or occupier of the premises.

The details of each free proposed to be charged, the type of fee and the amount of the fee are set out in full in the attached Schedule of Fees and Charges.

18. STATEMENT OF PRICING POLICY WITH RESPECT TO THE GOODS AND SERVICES PROVIDED

Pricing Policy

Council's general pricing policy is to ensure that all fees and charges with respect to the goods and services provided by it are levied equitably.

A range of principles and objectives, e.g. user pays, cross 41uthorized41on etc, is 41uthoriz in determining specific policies for the various goods and services. Pricing Policies adopted are as follows:

- Fees and charges for Council's business undertakings are set in accordance with the prevailing market to 41uthoriz Council's return from these entrepreneurial activities. Council reserves the right to review these fees and charges as necessary as market rates and operating costs change.
- Fees and charges for community facilities such as swimming pools and cemeteries are set at what Council considers to be a reasonable proportion of operating costs for the users to bear, the balance being 41uthorized from general revenues.
- Fees and charges fixed by legislation and regulations such as zoning certificates, building certificates and building approvals are statutory charges and must be used by Council.
- Fees and charges for kerb and gutter construction in public streets are payable by adjacent owners, on the basis of half cost of the works.
- Fees and charges such as town planning consents, subdivision fees and dog registrations have maximum fees prescribed by regulation and Council, at its discretion, adopts amounts at, or below, the maximum fee prescribed.
- Section 94 Contributions under the EPA Act such as public open space, community facilities and car parking are fixed in accordance with Parkes Shire Council Section 94 Contribution Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- Fees and charges payable in respect to Part 1 Approvals (Chapter 7 of the Local Government Act), not elsewhere referred to, are fixed according to their complexity.
- Fees and charges for all other goods and services are fixed on cost recovery basis.
- Fees and charges are not normally imposed for regular use of public reserves under Council's care, control and management, excepting those fees and charges levied and collected by the Parkes Sports Council (Section 355 Committee). Special events and outside bodies seeking use of fields and public area may be charged as assessed by theGeneral Manager in accordance with Council guidelines having regard to location, whether local or outside body, purpose, sponsorship, size and community involvement.
- Council is part of the group of Council's requesting a class ruling from the Australian Taxation Office in relation to the treatment of Council fees and charges under thenew GST legislation that has replaced theprevious Division 81 determination. If the existing GST treatment of any fee or charge is changed when the ruling is issued, Council reserves the right to make that change to its fees and charges to comply with the ruling.

19. STATEMENT OF PROPOSED CHARGES FOR THE CARRYING OUT OF WORK ON PRIVATE LAND

The Council may, by agreement with the owner or occupier of any private land, carry out any kind of work that may lawfully be carried out on the land (Section 67(1) of the Act). Examples of private works include subdivision works such as road making and water and sewerage connections. Private works are also undertaken in accordance with the requirements of Council's Hire of Plant and Equipment Policy.

Following is Council's Policy for the carrying out of Private Works other than for works listed under Council's Fees and Charges:

Suggested Rates: (Section 67 (2) (a))

Wages: Actual wages of employee(s) carrying out the works.

On-Costs:
Based on the appropriate rate to cover costs such as annual leave, holiday loading, sick leave, long service leave, public holidays, superannuation, workers compensation insurance, fringe benefits tax and training etc. The rate to cover the above employee costs is reviewed as necessary and in consideration of changing operating costs.

Stores and Materials:
Based on average cost (plus percentage for store cost recovery).

Goods and Services:
Based on actual cost plus freight.

Plant Hire:
Based on external rates.

Administration:
4% to cover Engineering and Accounting costs.

Profit Margin:
A minimum of 15% on total account as a profit margin.

GST:
Add 10% to the total of the above.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Works carried out based upon the above are to be dealt with in two ways:

1) Jobs up to $1,000.00 (i.e. $1,000 + $100 GST = $1,100.00)

A fixed price is given including GST and money paid up front, unless otherwise 43uthorized by the Director.

2) Jobs over $1,000.00 (i.e. $1,000 + $100 GST = $1,100.00)

An Estimate is given including GST and deposit received, with the actual job charged out as detailed above. An account is then sent if the deposit does not cover the total account. A refund is forwarded if the job cost does not reach the amount of the deposit received.

An additional account is not sent and a deposit not refunded if the difference between the deposit and the actual cost plus profit margin is within $100.00.

The level of deposit required is to be determined by the Director of the Department involved. If a fixed quote is given and accepted, a refund is not required.

The only exception to the above policy is for Kerb and Guttering works, plant hire will be charged at internal rates and the profit margin would not apply. Half of the actual costs would then be charged to property owners.

It is also a requirement that should Council decide to carry out work for an amount or at a rate which is less than the amount so fixed, that decision must be by resolution of the Council at an open meeting before the work is carried out (Section 67 (2) (b)).

Council's annual report must include details or a summary of the above policy including work carried out as applicable in the preceding paragraph (i.e. work carried out at less than the rates fixed) (Section 67(3)).

Private works is subject to the Goods and Services Tax (GST). A tax invoice in the prescribed form will be forwarded for all private works. All deposit received will include GST.

20.STATEMENT OF PROPOSED BORROWINGS (OTHER THAN INTERNAL BORROWING)

Borrowings are funds that Council may obtain from external and internal sources either by overdraft or loan or by any other means approved by the Minister for Local Government.

The following changes in borrowings are proposed for the period 1 July, 2017 to 30 June, 2021:

Year	Fund	Purpose	Asset Type	Amount
2017-18	General	Airport Runway	Settle 2017-18	($2,000,000)
2017-18	General	30 Welcome Street	Settle 2017-18	($500,000)
2017-18	General	Henry Parkes Centre	Settle 2017-18	($950,000)
2017-18	General	General Fund 2017 Works	New	$3,000,000

Loans will be sourced from external sources following an expression of interest process.

21. STATEMENT OF BUSINESS ACTIVITIES

Competitive Neutrality Principles

To comply with Commonwealth Legislation relating to the National Competition Policy, all levels of Government are required to apply the principle of competitive neutrality for their business operations.

The principle of competitive neutrality is based on the concept of a "level playing field" between persons competing in a market place, particularly between private and public sector competitors. Essentially, the

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

principle is that Government business, whether Commonwealth, State or Local, should operate without net competitive advantages over the businesses as a result of their public ownership.

Council has determined its business activities as follows:

Category 1:

Activities with a sales turnover of $2 million and above per annum

- Parkes Shire Water Fund
- Parkes Shire Sewerage Fund

Category 2:

Activities with a sales turnover of less than $2 million per annum

- Nil

Council prepares Special Purpose Financial Reports for its business activities each financial year. These reports are subject to audit and can be viewed at any time upon request.

Competitive Neutrality Complaints

Council (in accordance with National Competition Guidelines) has a policy in place to handle competitive neutrality complaints.

A complaint regarding competitive neutrality IS:

- A complaint that Council has not met its requirements under the Policy Statement of "Pricing and Costing for Council Businesses A Guide to Competitive Neutrality"
- A complaint that Council has not abided by the spirit of competitive neutrality in the conduct of business activity

A competitive neutrality complaint is NOT:

- A complaint regarding the level of service provided by a business activity (eg water quality inadequate)
- A complaint regarding the cost of service, unless it is that Council has not costed its service to take competitive neutrality into account

A complaint regarding the trade practices laws and their application to Council's.

How To Lodge Complaints

Complaints must be lodged in writing detailing the grounds for the complaint and the effect that Council's alleged action in the matter has on the person or organisation making the complaint.
Complaints should be lodged with:

The General Manager
Parkes Shire Council
PO Box 337
PARKES NSW 2870

Email: council@parkes.nsw.gov.au

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Fees & Charges
2017/18 - 2018/19

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

22. Planning and Environmental Fees and Charges 49
Environmental Planning and Assessment Act Fees and Charges 49
Development Application Fees 49
Complying Development Application Fees 54
Construction Certificate Application Fees 54
Local Government Act Fees and Charges 57
Section 68 Application and Charges 57
Local Government Act - Service Fees and Charges 61
Local Government Act - Certificate Fees and Charges 61
Plumbing & Drainage Act Fees and Charges 62
Swimming Pool Act Fees and Charges 62
Government Information Public Access Act Fees and Charges 62
Food Act Fees and Charges 63
Companion Animals Act Fees and Charges 63
Impounding Act Fees and Charges 65
Public Health Act Fees and Charges 66
Protection of the Environment Operations Act Fees and Charges 66
Cemetery Fees and Charges 66
23. Waste Collection Charges 67
Domestic Waste Management Charges 67
Noxious Weeds 68
24. Garbage Depot Tipping Charges 69
Domestic/Residential/Commercial/Industrial 69
25. Operations & Infrastructure Fees & Charges 81
Construction Certificate (Subdivision) Application for Subdivision Plan Assessment Fee 81
Civil Engineering Inspections 81
Water Utility Advice 81
Development Specifications 82
Parks and Gardens 82
Swimming Pool - Parkes 82
Swimming Pools - Villages (Peak Hill, Trundle, Tullamore) 83
Kerb & Gutter Construction 84
Rural Addressing Marker 84
Plan Printing 84
Portable Stage Hire 85
Street Functions 85
26. Corporate Services Fees & Charges 85
603 Certificates 85

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cheques 85
Direct Debit 85
Interest on Overdue Rates & Charges - Extra Charges 85
Copy of Rate/Instalment Notice 85
Possessory of Title Information 86
Commercial Enquiry Fee 86
GIPA (Government Information (Public Affairs) Act (GIPA) 2010 86
Penalty Units 86
Flag - Parkes 86
Scanning 86
Facsimile Transactions 86
Printing/Copying 86
Copy of Council Document 87
Room Hire 87
Hire Equipment - Per Day 88
Family Day Care 89
27. Business Undertakings Fees & Charges 89
Airport Charges Payments for Annual Fees are to be paid in advance 89
Caravan Park - Camping Sites 89
Caravan Park - Family Deal - Stay More Than 3 Nights - Kids Stay Free 90
Caravan Park - On-Site Cabins 90
Caravan Park - Long Term Residents (Per Week) 90
Caravan Park - Holiday & Festival Periods (2017-18) 90
Caravan Park - Holiday & Festival Periods (2018-19) 91
Caravan Park - Additional Caravan Park Fees 92
Industrial Land 92
Open Cut Experience - Peak Hill Guided Tours Only (Includes Gold Panning) 93
Henry Parkes Centre Admission Prices 93
28. Library Fees &Charges 93
Library Bags 93
Photocopying 93
Laminating 94
CD/DVD Cleaning/Fixing 94
Activities/Programs 94
Library Commercial Hire 94
Lost or Damaged Books 94
Exam Supervision 94
Sale of Old Library Books 95

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Inter-Library Loan 95
Microfilm Copy Charges 95
Search Service Fees 95
Replacement of Lost Library Cards 95
Overdue Book Letter 95
Visitors Deposit - Interstate 95
Facsimile Transmissions - Incoming 95
29. Water Fund Fees & Charges 96
Water Charges 96
Availability Charges 96
Standpipe Sales 97
Water Developer Charges 97
Meter Connection Fee 98
Meter Tests 98
Meter Readings 98
External Fire Hydrant Testing - Administration Fee 98
Pressure/Flow Test and Report for Fire 98
Backflow Device Testing 98
Water Restrictor Fee 98
30. Sewer Fund Fees & Charges 99
Residential Sewer Access Charges 99
Sewer Access Charges 99
Non-Residential Sewer Access Charges 99
Sewer Developer Charges 100
Sewer Connection Application Fee 100
Trade Waste Service Fee - Section 501 101
Trade Waste Usage Charge 101
Trade Waste Re-inspection Fee 101

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

22. Planning and Environmental Fees and Charges

Environmental Planning and Assessment Act Fees and Charges

Development Application Fees

Fee Name	Fee Description	GST	2017-18 Fee
Outdoor Advertisement			
Fee (may also require Section 68 Approval)	Fee to cover the costs of processing the DA	N	$285 + $93 each additional advertisement in excess of 1
Change of Use			
Fee	Fee to cover the costs of processing the DA	N	$ 285.00
Class 1 & 10 Structures < $10,000 - (Carports, Garages & Outbuildings)			
Fee	Fee to cover the costs of processing the DA	N	$ 110.00
Class 1 & 10 Structures > $10,000, < $50,000 - (Carports, Garages & Outbuildings)			
Fee	Fee to cover the costs of processing the DA	N	$ 190.00
Class 1 & 10 Structures > $50,000, < $100,000 - (Carports, Garages & Outbuildings)			
Fee	Fee to cover the costs of processing the DA	N	$ 352.00
Dwelling House < $100,000			
Fee	Fee to cover the costs of processing the DA	N	$ 455.00
Dwelling House > $100,000 < $250,000			
Fee	Fee to cover the costs of processing the DA	N	$ 500.00
Dwelling House > $250,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 550.00
Plus $2.05 per $1,000 above $250,000	Fee to cover the costs of processing the DA	N	$ 2.05
Development involving an erection of a building			
Up to $5,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 110.00
$5,001 to $50,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 170.00
Plus per $1,000 (or part of $1,000)	Fee to cover the costs of processing the DA	N	$ 3.00
$50,001 to $250,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 352.00

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Plus $1,000 (or part of $1,000)	Fee to cover the costs of processing the DA	N	$ 3.64
Fee Name	Fee Description	GST	2017-18 Fee
$250,001 to $500,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 1,160.00
Plus per $1,000 (or part of $1,000) above $250,000	Fee to cover the costs of processing the DA	N	$ 2.34
$500,001 to $1,000,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 1,745.00
Plus per $1,000 (or part of $1,000) above $500,000	Fee to cover the costs of processing the DA	N	$ 1.64
$1,000,001 to $10,000,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 2,615.00
Plus per $1,000 (or part of $1,000) above $1,000,000	Fee to cover the costs of processing the DA	N	$ 1.44
More than $10,000,000			
Base fee	Fee to cover the costs of processing the DA	N	$ 15,875.00
Plus per $1,000 (or part of $1,000) above $10,000,000	Fee to cover the costs of processing the DA	N	$ 1.19
Public Authority Development			
Fee	Fee to cover the costs of processing the DA	N	$ 2,220.00
Advertising a Development & Public Exhibition			
Designated Development	Fee to cover the cost of processing DA. Note: Any part of the fee not spent will be refunded	N	$ 2,220.00
Advertised Development	Fee to cover the cost of processing DA. Note: Any part of the fee not spent will be refunded	N	$ 800.00
Prohibited Development	Fee to cover the cost of processing DA. Note: Any part of the fee not spent will be refunded	N	$ 1,105.00
Development requires exhibition of changes to an environmental planning instrument or development control plan	Fee to cover the cost of processing DA. Note: Any part of the fee not spent will be refunded	N	$ 1,105.00
Residential Flat Development Design Review - SEPP 65	Fee to cover the cost of processing DA. Note: Any part of the fee not spent will be refunded	N	$ 760.00
Designated Development in addition to other fees			
Fee	Fee to cover the costs of	N	$ 920.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	processing the DA		
Integrated Development Fee			
Each Intergraded Approval Body	Fee to cover the costs of processing the DA	N	$ 320.00
Fee Name	Fee Description	GST	2017-18 Fee
Additional fee for processing application	Fee to cover the costs of processing the DA	N	$ 140.00
Rezoning application			
Per application	Fee to cover cost of service	N	$ 5,305.00
Concurrence Fee			
Each Concurrence Body	Fee to cover cost of processing the DA	N	$ 320.00
Additional fee for processing application	Fee to cover cost of processing the DA	N	$ 140.00
Site Compatibility Certificate (Infrastructure)			
Application fee + $250 for each hectare (or part thereof) up to $5,000	Fee to cover the cost of service	N	$ 250.00
Per bed (residential care facility)	Fee to cover the cost of service	N	$ 40.00
Per Dwelling	Fee to cover the cost of service	N	$ 40.00
Maximum	Fee to cover the cost of service	N	$ 5,000.00
Development Application Subdivision			
Per application (No New Road created)	Fee to cover cost of processing subdivision applications	N	$ 330.00
Plus: per each additional lot created	Fee to cover cost of processing subdivision applications	N	$ 53.00
Per application (includes creation of New Road)	Fee to cover cost of processing subdivision applications	N	$ 665.00
Plus: per each additional lot created	Fee to cover cost of processing subdivision applications	N	$ 65.00
Per application (Strata Title)	Fee to cover cost of processing subdivision applications	N	$ 330.00
Plus: per each additional lot created	Fee to cover cost of processing subdivision applications	N	$ 65.00
Other Subdivision Fees			
Post Inspection Fee (Subdivision)	Fee to cover cost of re-inspection of subdivision	N	$ 116.95
Road Naming Application	Fee to cover the cost of processing application	N	$ 452.60
Subdivision Certificate			
Fee	Fee to cover the cost of processing of certificate	N	$ 150.00
Application to Modify Development Consent			
Minor change to development eg relocation, addition of windows doors, Basix certification modification, Minor Error, mis-description, or	Fee to cover the cost of issuing a modified DA consent	N	$ 71.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

miscalculation, not requiring neighbor notification			
Fee Name	Fee Description	GST	2017-18 Fee
Minimal Environmental Impact Minor Modification: If modification does not increase height and footpath of building; does not alter traffic generation and / or vehicle movement & parking configuration; does not increase number of subdivided lots;	Fee to cover the cost of issuing a modified DA consent	N	$645.00 or 50% of Original DA fees, whichever is less
Minimal Environment Impact requiring public notice	Fee to cover the cost of issuing a modified DA consent	N	$425.00 or 50% of DA Fee
Change of use	Fee to cover the cost of issuing a modified DA consent	N	50% of DA fee
Dwelling House	Fee to cover the cost of issuing a modified DA consent	N	$ 190.00
In the case of any other development - Up to $5,000			
Base fee	Fee to cover the cost of issuing a modified DA consent	N	$ 55.00
In the case of any other development - $5,001 to $250,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 85.00
Plus per $1,000 above $250,000	Fee to cover the cost of issuing a modified DA consent	N	$ 1.50
In the case of any other development - $250,001 to $500,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 500.00
Plus per $1,000 above $250,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.85
In the case of any other development - $500,001 to $1,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 712.00
Plus per $1,000 above $500,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.50
In the case of any other development - $1,000,001 to $10,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 987.00
Plus per $1,000 above $1,000,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.40
In the case of any other development - More than $10,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 4,737.00
Plus per $1,000 above $10,000,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.27
Review of DA Determination Under EPA Act			
Where no building/work proposed	Fee to cover the cost of issuing a modified DA consent	N	50% of original DA Fee
Involving erection of a dwelling	Fee to cover the cost of issuing a modified DA consent	N	$ 190.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Additional $500.00 if notice required to be given under S82 of the Act	Fee to cover the cost of issuing a modified DA consent	N	$ 500.00
Fee Name	Fee Description	GST	2017-18 Fee
In the case of any other development - Up to $5,000			
Base fee	Fee to cover the cost of issuing a modified DA consent	N	$ 55.00
In the case of any other development - $5,001 to $250,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 85.00
Plus per $1,000 above $250,000	Fee to cover the cost of issuing a modified DA consent	N	$ 1.50
In the case of any other development - $250,001 to $500,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 500.00
Plus per $1,000 above $250,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.85
In the case of any other development - $500,001 to $1,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 712.00
Plus per $1,000 above $500,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.50
In the case of any other development - $1,000,001 to $10,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 987.00
Plus per $1,000 above $1,000,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.40
In the case of any other development - More than $10,000,000			
Base Fee	Fee to cover the cost of issuing a modified DA consent	N	$ 4,737.00
Plus per $1,000 above $10,000,000	Fee to cover the cost of issuing a modified DA consent	N	$ 0.27
Planning NSW Fees Strategic Planning Fee			
Development exceeding $50,000	Strategic Planning Fee required to be forwarded to Planning NSW	N	0.64 times Estimated costs/$1,000
Section 109(c) Compliance Certificate			
Section 109(c) Compliance certificate certifying that a condition with respect to specified building work or subdivision work (being a condition attached to a development consent or complying development certificate) has been duly complied with	Fee to cover cost assessment & issue of Certificate	N	$ 250.00
Section 109(c) Compliance certificate certifying that any specified aspect of development complies with the requirements of any other provisions prescribed by the regulations.	Fee to cover cost assessment & issue of Certificate	N	$ 250.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Section 109(c) Compliance certificate certifying that a specified building or proposed building has a specified classification identified in accordance with the Building Code of Australia.	Fee to cover cost assessment & issue of Certificate	N	$ 250.00

Complying Development Application Fees

Fee Name	Fee Description	GST	2017-18 Fee
Complying Development Certificate (CDC) - Assessment Fee			
For building value less than $5,000	Fee to cover the cost of assessing and issuing CDC's & CC's	Y	$ 108.00
For building value greater than $5,000	Fee to cover the cost of assessing and issuing CDC's & CC's	Y	$108.00 + fee from CC fees table
Complying Development Certificate (CDC) - Modification Fee			
Classes 1-10 Minor change	Fee to cover the cost of issuing a modified complying development certificate	Y	$ 49.00
Classes 1-10 Major change	Fee to cover the cost of issuing a modified complying development certificate	Y	50% of Original Fee
Classes 2-9 Minor change	Fee to cover the cost of issuing a modified complying development certificate	Y	$ 73.00
Classes 2-9 Major change	Fee to cover the cost of issuing a modified complying development certificate	Y	$ 355.00 or 50% of Original Fee

Construction Certificate Application Fees

Fee Name	Fee Description	GST	2017-18 Fee
Construction Certificate (CC) - Assessment Fee			
Cost Not Exceeding $5,000			
Fee	Fee to cover the cost of service	Y	$ 102.50
Exceeding $5,000			
First $5,000	Fee to cover the cost of service	Y	$ 102.50
Each additional $1,000 up to $100,000 - per $1,000	Fee to cover the cost of service	Y	$ 6.90
Each additional $1,000 from $100,000 and up to $250,000 - per $1,000	Fee to cover the cost of service	Y	$ 4.60
Each additional $1,000 over $250,000 - per $1,000	Fee to cover the cost of service	Y	$ 2.50
Construction Certificate (CC) - Modification Fee			
Classes 1-10 Minor change	Fee to cover the cost of issuing a modified construction consent	Y	$ 49.20
Classes 1-10 Major change	Fee to cover the cost of issuing a modified construction consent	Y	50% of Original Fee

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Classes 2-9 Minor change	Fee to cover the cost of issuing a modified construction consent	Y	$ 74.00
Classes 2-9 Major change	Fee to cover the cost of issuing a modified construction consent	Y	$ 365.00
Fee Name	Fee Description	GST	2017-18 Fee
BASIX Certificate Amendments			
Minor - per certificate amendment (prior to approval)	Fee to cover the cost of reassessing and amending plans under construction certificate of development application	Y	$ 32.50
Major - per certificate amendment (prior to approval)	Fee to cover the cost of reassessing and amending plans under construction certificate of development application	Y	$ 65.00
Assessment of Alternative Solution Fee			
Per performance clause (not fire)	Fees to cover the cost of assessing the Alternative Solutions	Y	$ 140.00
Where referral to fire safety engineer is required	Fees to cover the cost of assessing the Alternative Solutions	Y	Cost + 10%
Referral fee where referral required to Fire & Rescue NSW			
Per day	Fee to cover the cost of assessing Fire Safety by Fire Rescue	Y	$ 2,600.00
Part day	Fee to cover the cost of assessing Fire Safety by Fire Rescue	Y	$ 1,300.00
Fire Safety Upgrade Report < 1993 Building - To be Advised A1 Accredited Certifier			
where referral to fire safety engineer is required	Fee to cover cost of service	Y	Cost + 10%
Inspection Fee related to DA, CC and CDC Stage Inspections			
Inspection Fee	Fee to cover the cost of issuing inspection report	Y	$ 169.00
Inspection carried out on behalf of PCA	Fee to cover the cost of issuing inspection report	Y	$ 314.00
Minor re-inspection (no letter)	Fee to cover the cost of issuing inspection report	Y	$ 72.00
Per Inspection where Council is PCA and not a certifying authority value < $10,000 - Class 10 Structures	Fee to cover the cost of issuing inspection report	Y	$ 134.00
Per Inspection where Council is PCA and not a certifying authority - All other development	Fee to cover the cost of issuing inspection report	Y	$ 576.00
Occupation Certificate Fee			
Class 1 & 10 Issue of Occupation Certificate including final inspection per application- multi residential unit per dwelling unit	Fees to cover the cost of processing & issuing Occupation Certificate	Y	$ 190.00
Class 2-9 Issue of Occupation Certificate including final inspection per application	Fees to cover the cost of processing & issuing Occupation Certificate	Y	$ 272.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fee Name	Fee Description	GST	2017-18 Fee
Registration Fee Part 4A Certificates			
Per Application	Fee to cover the Lodgement of Part 4A certificates submitted by Private Certifiers and additional handling carried out by Council	N	$ 36.00
Per Modification	Fee to cover the Lodgement of Part 4A certificates submitted by Private Certifiers and additional handling carried out by Council	N	$ 36.00
Per Withdrawal	Fee to cover the Lodgement of Part 4A certificates submitted by Private Certifiers and additional handling carried out by Council	N	$ 36.00
Section 149 Planning Certificate			
149 (2)	Fee to cover the cost of processing of certificate	N	$ 53.00
149 (5)	Fee to cover the cost of processing of certificate	N	$ 80.00
Section 121ZP Certificate Application Fee - (Outstanding Notice under EPA Act 1979)			
Per certificate	Fee to cover the cost of processing application and issuing certificate.	N	$ 102.50
Combined Section 735(a) LGA & 121ZP EPAA Certificate Application Fee	Fee to cover the cost of processing application and issuing certificate.	N	$ 136.00
Building Certificate Fee (Sec 149 (D))			
Class 1 or Class 10 Building	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 250.00
Class 2-9 Buildings Not exceeding 200m2 Base Fee	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 250.00
Exceeding 200m2 but not exceeding 2,000m2 Base Fee	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 250.00
Plus per m2 over 200m2	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 0.50
Exceeding 2,000m2 Base Fee	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 1,165.00
Plus per M2 over 2,000m2	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 0.80
Copy of Building Certificate (Sec 172)	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 13.00
Subsequent Inspections - Minimum	Fee to cover the cost of issuing a Building Certificate in accordance with Section 149(A)	N	$ 90.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fee Name	Fee Description	GST	2017-18 Fee
Additional Fee for Development carried out where not approved by Council as per Section 260 (3A) EP&A(A) Reg 2000	Fees to cover cost of inspection and assessment	N	Relevant DA & CC or CDC fee as set out in these fees and charges
Refundable Bond for the Repair to Damaged K&G from Building Works			
Dwellings	Bond to cover damage caused to K&G during building works	N	$ 388.00
Swimming Pools	Bond to cover damage caused to K&G during building works	N	$ 388.00
Industrial & Commercial Developments per lineal metre of Street Frontage	Bond to cover damage caused to K&G during building works	N	$ 78.00
Water Service Security Deposit for Demolition Fee	Fee covers cost of Council's Assets	N	$ 1,000.00

Local Government Act Fees and Charges

Section 68 Application and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Part A Structures of places of Public Entertainment			
Application to Install a manufactured home, moveable dwelling or associated structure in caravan park, manufactured home estate or the like and where existing development consent for such purpose is in place (includes two compliance inspection fees)	Fee to cover the cost of assessment of application	N	$ 319.00
Application to Install a manufactured home, moveable dwelling or associated structure on land other than caravan park or manufactured home estate or the like. (includes two compliance inspection fees) (Development Consent may also be required)	Fee includes approval to install Manufactured home. - Note relevant development application fee and inspection fees applicable in addition to this approval fee	N	$ 667.00
Inspection fees related to Installation of Manufactured home, moveable dwelling or associated structure (per inspection)	Fee to cover the cost of issuing inspection report	Y	$ 167.00
Part B Water supply, sewerage and stormwater drainage work			
Application to Carry out water supply work, Sewerage work, stormwater drainage work - Plumbing & Drainage Approval / Permit (including Connect a private drain or sewer with a public drain or sewer under the control of a council or with a drain or sewer which connects with such a public drain or sewer)	Fee to cover the cost of assessment of application	N	$64.00 + each additional WC
each additional wc (fee in addition to base application fee - per additional toilet)	Fee to cover the cost of assessment of application	N	$ 23.00
Inspection Fee related to S68 Plumbing and Drainage associated with applications or monitoring of operation of systems (per inspection)	Fee to cover the cost of inspection	Y	$ 167.00
Drafting of external house drainage plan	Fee to cover the cost of drafting,	N	$ 134.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	filing and retrieving plans		
Draw water from a council water supply or a standpipe or sell water so drawn	Fee to cover the cost of assessment of application	N	$ 64.00
Fee Name	Fee Description	GST	2017-18 Fee
Part C Management of waste			
For fee or reward, transport waste over or under a public place	Fee to cover the cost of assessment of application	N	$ 64.00
Place waste in a public place	Fee to cover the cost of assessment of application	N	$ 64.00
Place a waste storage container in a public place	Fee to cover the cost of inspection	N	$ 64.00
Disposal of waste into a sewer of the Council (Trade Waste) Application Fee	Fee to cover the cost of processing	Y	$ 95.00
Trade waste Installation Inspection Fee	Fee to cover the cost of inspection and report	Y	$ 167.00
Trade Waste Operational Inspection fee	Fee to cover the cost of assessment of application	Y	$ 167.00
On-Site Sewage Management Systems Installation - Application Fee (per application)	Fee to cover the cost of processing the application and issuing approval, inspection and certificate. A statutory requirement of Local Government (General) Regulation 2005, Part 2 Division 4, Subdivision 5. (As per Local Government Act)	N	$ 134.00
On-Site Sewage Management Systems - Alteration to existing approved on-site Sewerage Management System	Fee to cover the cost of processing the application and issuing approval, inspection and certificate. A statutory requirement of Local Government (General) regulation 2005, Part 2 Division 4, Subdivision 5. (As per Local Government Act)	N	$ 64.00
Inspection Fee related to On-site Sewage Management Systems Inspections associated with application or monitoring of operation of systems (per inspection)	Fee to cover the cost of processing the application and issuing approval, inspection and certificate. A statutory requirement of Local Government (General) Regulation 2005, Part 2 Division4, Subdivision 5 (as per Local Government Act)	Y	$ 167.00
Part D Community land			
Engage in a trade or business	Fee to cover the cost of assessment of application	N	$ 64.00
Direct or procure a theatrical, musical or other entertainment for the public	Fee to cover the cost of assessment of application	N	$ 64.00
Construct a temporary enclosure for the purpose of entertainment	Fee to cover the cost of assessment of application	N	$ 64.00
For fee or reward, play a musical instrument or sing- Annual permit (1/1 - 31/12) (Individual)	Fee to cover the cost of assessment of application	N	$ 27.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Note: The requirement for this approval applies to land defined as community land and does not include roads or road reserves/footpaths. Approval may be required on roads under Section 68 (E) in some circumstances.			
Fee Name	Fee Description	GST	2017-18 Fee
Application For fee or reward, play a musical instrument or sing - Annual permit (1/1 - 31/12) (Festival) (Multiple Persons) **Note:** The requirement for this approval applies to land defined as community land and does not include roads or road reserves/ footpaths. Approval may be required on roads under Section 68 (E) in some circumstances.	Fee to cover the cost of assessment of application	N	$ 64.00
For fee or reward, play a musical instrument or sing for applicants under 15 years of age. **Note:** The requirement for this approval applies to land defined as community land and does not include roads or road reserves/ footpaths. Approval may be required on roads under Section 68 (E) in some circumstances.	Charge reflective of supporting young performers.	N	Nil
Set up, operate or use a loudspeaker or sound amplifying device	Fee to cover the cost of assessment of application	N	$ 64.00
Deliver a public address or hold a religious service or public meeting	Fee to cover the cost of assessment of application	N	$ 64.00
Part E Public Roads			
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	Fee to cover the cost of assessment of application	N	$ 64.00
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road (includes one inspection fee)	Fee to cover the cost of assessment of application	N	$ 64.00
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road (includes one inspection fee) as part of busking performance - Annual permit (1/1 - 31/12) (Individual) **Note:** Busking performers on public roads only required this approval where they are exposing any article, for example speaker, money collection receptacle etc, as part of their busking.	Fee to cover the cost of assessment of application	N	$ 27.00
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an	Fee to cover the cost of assessment of application	N	$ 64.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

awning over the road (includes one inspection fee) as part of busking performance- Annual permit (1/1 - 31/12) (Festival) (Multiple Persons) **Note:** Busking performers on public roads only required this approval where they are exposing any article, for example speaker, money collection receptacle etc, as part of their busking.			
Fee Name	Fee Description	GST	2017-18 Fee
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road (includes one inspection fee) as part of busking performance- for applicants under 15 years of age. Note: Busking performers on public roads only required this approval where they are exposing any article, for example speaker, money collection receptacle etc, as part of their busking.	Charge reflective of young performers	N	Nil
Application for Footway restaurant Application Fee (Note: Development Consent may also be required	Fee to cover the cost of processing application and use of footways	N	$ 260.00
Adjoining owner's Notification & Advertisement Fee for footway restaurant.	Fee to cover the cost of processing application and use of footways	N	$ 95.00
Part F Other Activities			
Operate Caravan Park, Camping Ground Manufactured home estate or camping ground -Application for Approval (New Premises) (note Development Consent also required)	Fee to cover the cost of assessment of application	N	$ 427.00
Operate Caravan Park, Camping Ground Manufactured home estate or camping ground - Application for Renewal of existing Approval	Fee to cover the cost of assessment of application	N	$ 64.00 + inspection fee/hr, min 1 hr
Operate Temporary Caravan Park Camping ground for period of six (6) weeks or less per year	Fee to cover the cost of assessment of application	N	$ 64.00 + inspection fee/hr, min 1 hr
Caravan Park Compliance inspection (including re-inspection and other inspections other than annual renewal inspections)	Fee to cover the cost of service	N	$ 167.00
Install a domestic oil or solid fuel heating appliance, other than a portable appliances	Fee to cover the cost of service	N	$ 95.00
Install or operate amusement device - Shows, Fairs, Functions within Parkes Township - per device included on inspection	Fee to cover the cost of processing applications, issuing approvals and inspecting amusement devices	N	$ 64.00
Install or operate amusement device - Small Town Event (Alectown, Bogan Gate,	Fee to cover the cost of processing applications, issuing	N	$ 51.50

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Cookamidgera, Peak Hill, Trundle & Tullamore) - per device includes one inspection	approvals and inspecting amusement devices		
Install or operate amusement device - Agricultural show circuit including one or all Parkes and small town events - per device includes approval and inspection at each location	Fee to cover the cost of processing applications, issuing approvals and inspecting amusement devices	N	$ 72.00
Use standing vehicle or any article for the purpose of selling any article in a public place	Fee to cover the cost of assessment of application	N	$ 64.00
Inspection conducted in relation to Section 68 Application monitoring of operation (per inspection)	Fee to cover the cost of service	Y	$ 167.00
Fee Name	Fee Description	GST	2017-18 Fee
Other S68 Approval not listed (application fee includes one inspection fee)	Fee to cover the cost of assessment of application	N	$ 64.00
Inspection fees not specifically listed related to Section 68 Application, monitoring or enforcement	Fee to cover the cost of issuing inspection report	Y	$ 167.00

Local Government Act - Service Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Section 608 LGA 1993 Application Fee (For Service/Advice) per written advice	Fee for providing service or advice.	Y	$ 99.00
Section 608 LGA 1993 Application Fee (For Service/Advice) Per written advice (requiring inspection)	Fee for providing service or advice.	Y	$ 173.00
Per written advice with investigation by Council Staff & letter	Fee for providing service or advice.	Y	$ 173.00
Section 608 LGA 1993 Application Fee (For Service/Advice)Advice on Notices under other Acts	Fee for providing service or advice.	Y	$ 99.00

Local Government Act - Certificate Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Section 735(a) Certificate Local Government Act (Outstanding Notice)	Fee to cover the cost of processing application and issuing certificate	Y	$ 102.50
Section 735(a) Certificate Local Government Act & 121ZP EPAA Certificate Application Fee (Outstanding Notice)	Fee to cover the cost of processing application and issuing certificate.	Y	$ 102.50
Search Fees			
Deposited Plan or Section 88B instrument Search Fee	Fee to cover the cost of administration and search fee associated with title search	Y	Cost + $15.50
Certificate of Title for Land Search Fee	Fee to cover the cost of administration and search fee associated with title search	Y	Cost + $15.50
Advice on Notices under other Acts other than Local Government Act & Environmental Planning and Assessment Act	Fee for providing service or advice.	Y	$ 42.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Drainage Plans			
Fee to cover the cost of drafting, filing and retrieving plans	Fee to cover the cost of drafting, filing and retrieving plans	N	$ 38.80
Document Scanning - Electronic Submission of Plans & Documents			
A4 or less per page	Fee to cover cost of scanning the documents	Y	$3.90 up to maximum of $50
A3 or larger per page	Fee to cover cost of scanning the documents	Y	$21.00 up to maximum of $200
Development Control Plan 2013			
Per copy	Fee to cover cost of issuing map	Y	$ 26.00
Fee Name	Fee Description	GST	2017-18 Fee
Stamping Additional Plans Fee (Four or More)			
Per set	Fee to cover costs of stamping additional plans	N	$ 17.00
Building approval application issued under the Local Government Act Administration fee	Change to cover the cost of letter advising on state of completion of a building development	N	$ 248.00

Plumbing & Drainage Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Plumbing & drainage Inspections (where inspection carried out under Plumbing and drainage act per inspection)	Fee to cover the cost of service	Y	$ 167.00

Swimming Pool Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Certificate Fee Clause 10 - Application Exemption Certificate (Sec 22)	Fee to cover the cost of service	N	$ 70.00
Swimming Pool Barrier Inspection Fee (where first and second inspection since person became owner)	Fee to cover the cost of service including initial and follow up inspection **Note:** $100 refund of pool barrier is fully compliant on initial inspection	N	$ 250.00
Swimming Pool Barrier Inspection Fee (where first and second inspection since a certificate of compliance in relation to the premises ceased to be valid)	Fee to cover the cost of service including initial and follow up inspection **Note:** $100 refund of pool barrier is fully compliant on initial inspection	N	$ 250.00
Application for Swimming Pool Certificate of Non-Compliance where issued by Council	Fee for Service S608 To cover cost of issue of certificate	N	$ 70.00
Swimming Pool Safety Signs			
Per sign	Fee to cover costs associated with the purchase of signs	Y	$ 26.00

Government Information Public Access Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Counter Enquiry/In person request for copy of open access record under GIPA Act 2010			
A4 (Black & White)	Fee to cover the cost of the service	Y	$ 1.60
A3 (Black & White)	Fee to cover the cost of the service	Y	$ 2.60
A4 (Colour)	Fee to cover the cost of the service	Y	$ 2.60
A3 (Colour)	Fee to cover the cost of the service	Y	$ 4.60

Fee Name	Fee Description	GST	2017-18 Fee
Written request for copy of record under GIPA Act 2010			
Assessment of written request for access, document search and retrieval per 30 mins	Charge to cover the costs of Assessment of request for access, document search, retrieval and copying where not open access information or where applicant has not attended Council for viewing	Y	$ 51.50
A4 (Black & White)	Fee to cover the cost of the service	Y	$ 1.60
A3 (Black & White)	Fee to cover the cost of the service	Y	$ 2.60
A4 (Colour)	Fee to cover the cost of the service	Y	$ 2.60
A3 (Colour)	Fee to cover the cost of the service	Y	$ 4.60
Provide email or electronic copy of records per page	Fee to cover cost of compiling, scanning, emailing	Y	$ 4.60

Food Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Annual Administration charge per premises inspected	Fees to cover the cost of carrying out inspections	Y	$ 103.00
Inspection fee - High & Medium Risk Premises	Fees to cover the cost of carrying out inspections	Y	$ 167.00
Inspection fee - Low Risk Premises	Fees to cover the cost of carrying out inspections	Y	$ 49.00
Re-Inspection fee - High & Medium Risk Premises	Fees to cover the cost of carrying out inspections	Y	$ 167.00
Re-Inspection fee - Low Risk Premises	Fees to cover the cost of carrying out inspections	Y	$ 49.00
Improvement Notice - Food Act	Fees to cover the cost of carrying out inspections	Y	$ 340.00

Companion Animals Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Companion Animals Registrations			
De-sexed Animal	Fees in relation to Council undertaking its Statutory role	N	$ 55.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	under the Companion Animals Management Act		
Animal not de-sexed kept by recognised breeder for breeding purposes	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 55.00
De-sexed animal owned by eligible pensioner	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 23.00
De-sexed animal sold by eligible pound or shelter	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 26.50
Fee Name	Fee Description	GST	2017-18 Fee
Animal not de-sexed	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 201.00
Animal Released to Animal Rehoming Group with Current Clause 16D Exemption from NSW Office of Local Government upon receipt of application and relevant documentation	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	No charge
Certificate of Compliance for Dangerous/Restricted Breed enclosure	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 150.00
Dog Pound - Release Fees			
First offence	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 25.00
2nd offence and subsequent	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 41.70
Sale of Dog	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	Y	$ 75.00
Sustenance per day	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 11.50
Surrender Fee (at pound)	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 26.00
Surrender Fee (at residence)	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	N	$ 53.00
Micro-chipping Fee	Fees in relation to Council undertaking its Statutory role	Y	$ 69.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	under the Companion Animals Management Act		
Veterinary Costs relating to sale/release of Animals	Fees in relation to Council undertaking its Statutory role under the Companion Animals Management Act	Y	Actual Cost + 10% + GST

Impounding Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Impounding of Livestock			
Conveyance of Animals to pound (include carrier charges if applicable)	Charges for the transportation of abandoned stock determined on an incident basis	N	Actual cost + GST
Service of Impounding Notice to Owner	Fees to cover cost of issuing notice	N	$ 25.00
Fee Name	Fee Description	GST	2017-18 Fee
Driving Fees to pound			
Horse/Cattle per km			
First offence	Fees applied to the driving of stock	N	$ 5.60
Second offence and subsequent	Fees applied to the driving of stock	N	$ 4.00
Each additional	Fees applied to the driving of stock	N	$ 4.00
Sheep			
1 to 100	Fees applied to the driving of stock	N	$ 5.60
Each additional 100 or part thereof (per head)	Fees applied to the driving of stock	N	$ 2.95
Goats/Pigs			
Each	Fees applied to the driving of stock	N	$ 2.95
Sustenance Fees			
Horse/Cattle per day	Fees applied to owners of impounded stock	N	$ 16.20
Sheep	Fees applied to owners of impounded stock	N	$ 6.50
Goats/Pigs	Fees applied to owners of impounded stock	N	$ 6.50
Deterrent Fees			
Horse/Cattle	Fees applied to owners of straying livestock	N	$ 38.80
each additional	Fees applied to owners of straying livestock	N	$ 31.50
Sheep first 20	Fees applied to owners of straying livestock	N	$ 22.50
21 to 50	Fees applied to owners of straying livestock	N	$ 31.50

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

51 to 100	Fees applied to owners of straying livestock	N	$ 50.00
Each additional 100 or part thereof (per head)	Fees applied to owners of straying livestock	N	$ 33.50
Impounding of other articles			
Shopping trolley release	Fees applied to owners of items which are impounded	N	$ 64.00
Other articles impounded under Impounding Act	Fees applied to owners of items which are impounded	N	$ 64.00
Impounding of motor vehicles			
Motor vehicle impounded (per motor vehicle)	Fees applied to owners of items which are impounded	N	$206.00 + actual costs of any advertising, towing and storage of vehicle

Public Health Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Beauty Salons/Hairdressers	Fees to cover cost of service	Y	$ 164.00
Skin Penetration Premises	Fees to cover cost of service	Y	$ 164.00
Other Premises subject to Inspection	Fees to cover cost of service	Y	$ 164.00
Inspection of Public Swimming pool under Public Health Act	Fees to cover cost of service	Y	$ 164.00
Re-Inspection of Public Swimming pool under Public Health Act	Fees to cover cost of service	Y	$ 164.00

Protection of the Environment Operations Act Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Administration fee - for issue of Clean Up Notice Section 94	Administrative cost of prepare and giving notice	N	$ 520.00
Administration fee - for issue of Prevention Notice Section 100	Administrative cost of prepare and giving notice	N	$ 520.00
Administration fee - for issue of Noise Control Notice Section 267A	Administrative cost of prepare and giving notice	N	$ 520.00

Cemetery Fees and Charges

Fee Name	Fee Description	GST	2017-18 Fee
Reservation Fee (R.O.B)	Fees applied for reservation, Right of Burial has no charge	Y	$ 414.00
Reservation Fee (R.O.B) - Peak Hill Beam Section	Fees applied for reservation, Right of Burial has no charge	Y	$ 620.00
Internment			
Parkes & Peak Hill	Fees to cover the cost of service	Y	$ 447.00
Trundle, Tullamore & Alectown	Fees to cover the cost of service	Y	$ 447.00
Stillborn Child	Fees to cover the cost of service	Y	$ 70.00
Additional Internment fees where penalty rates apply Burial on weekends & public	Fees to cover the cost of service	Y	$ 177.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

holidays			
Re-opening grave	Fees to cover the cost of service	Y	$ 107.00
Burial of ashes in memorial garden	Fees to cover the cost of service	Y	$ 377.00
Permit - Erect Headstone, Parkes	Fees to cover the cost of service	N	$ 53.00
Permit - Erect Slab - Parkes	Fees to cover the cost of service	N	$ 102.50
Permit - Erect Headstone and/or Slab other Cemeteries	Fees to cover the cost of service	N	$ 53.00
Memorial Wall			
Niche	Fees to cover the cost of service	Y	$ 145.00
Plaque (Incl. Fixing, additional cost for extra lettering)	Fees to cover the cost of service	Y	$ 219.00
Lawn Cemetery Site			
Internment and perpetual maintenance (Burial Permit No Charge)	Fees applied for reservation and ongoing maintenance	Y	$ 2,194.00
Plaque	Fee to cover the cost of service	Y	Engravers Price + freight & GST

23. Waste Collection Charges

Domestic Waste Management Charges

Fee Name	Fee Description	GST	2017-18 Fee
Domestic waste management charge (DWMC) (section 496) charge per service - Charge to finance the operational cost of waste collection (incl recyclables and organics) and disposal within the Parkes Shire (per annum)	Fee to cover the cost of service	Y	$ 380.00
Domestic waste management charge (DWMC) - Per extra single service on an irregular basis - Charge to finance the operational cost of waste collection (incl recyclables and organics) and disposal within the Parkes Shire	Fee to cover the cost of service	Y	$ 25.00
DMWC (Section 496) Subsidiary Waste Service per additional bin collected same day as scheduled service (fortnightly collection). Charge to finance the operational cost of waste collection and disposal within the Parkes Shire (per annum)	Fee to cover the cost of service	Y	$ 90.00
DMWC (Section 496) Subsidiary Recycling Service per additional bin collected same day as scheduled service (fortnightly collection). Charge to finance the operational cost of waste collection disposal and processing (per annum)	Fee to cover the cost of service	Y	$ 60.00
DMWC (Section 496) Subsidiary Organics Service per additional bin collected same day as scheduled service (weekly collection). Charge to finance the operational cost of waste collection disposal and processing (per annum)	Fee to cover the cost of service	Y	$ 90.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Domestic Waste Management Charge (section 496) Vacant Land - Charge to finance the operational cost of waste collection (incl Organics and Recyclables) and disposal within the Parkes Shire	Fee to cover the cost of service	Y	$ 72.00
Non-Domestic Waste Management Charge (NDWMC) (Section 501) per service - Charge to finance the operational cost of waste collection (incl Recyclables - not Organics) and disposal within the Parkes Shire	Fee to cover the cost of service	Y	$ 340.00
Non-Domestic waste management charge (NDWMC)(Section 501) per service - Charge to finance the operational cost of waste collection (incl Recyclables and Organics) of waste within the Parkes Shire - results in fortnightly collection of red waste bin)	Fee to cover the cost of service	Y	$ 380.00
NDWMC (Section 501) Subsidiary Waste Service per additional bin collected same day as scheduled service (fortnightly collection). Charge to finance the operational cost of waste collection and disposal within the Parkes Shire (per annum)	Fee to cover the cost of service	Y	$ 90.00
Fee Name	Fee Description	GST	2017-18 Fee
NDWMC (Section 501) Subsidiary Recycling Service per additional bin collected same day as scheduled service (fortnightly collection). Charge to finance the operational cost of waste collection disposal and processing (per annum)	Fee to cover the cost of service	Y	$ 60.00
NDWMC (Section 501) Subsidiary Organics Service per additional bin collected same day as scheduled service (weekly collection). Charge to finance the operational cost of waste collection disposal and processing (per annum)	Fee to cover the cost of service	Y	$ 90.00
Non-Domestic waste management charge (Section 501) Vacant Land - Charge to finance the operational cost of waste collection (incl Recyclables and Organics) and disposal within the Parkes Shire	Fee to cover the cost of service	Y	$ 72.00

Noxious Weeds

Fee Name	Fee Description	GST	2017-18 Fee
Private Work, Spraying Charges			
Per Hour	Outstanding Notices Work not carried out for weed control	Y	$ 71.00
Min 1/2 Hour	Outstanding Notices Work not carried out for weed control	Y	$ 48.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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24. Garbage Depot Tipping Charges

Domestic/Residential/Commercial/Industrial

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Aggregate, roadbase or ballast - Material such as rock and/or gravel. Examples: road base, railway ballast, processed sandstone asphalt Excluding: crushed concrete	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Aluminium (non-ferrous) Eg: Aluminium frames, aluminium cans	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	No charge	No charge	No charge	No charge	No charge	No charge	
Asbestos-Friable asbestos means material that is in a powder form/that can be crumbled, pulverised or reduced to a powder by hand pressure when dry & contains asbestos	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	Not accepted	Not accepted	To be weighed	To be weighed	To be weighed	$ 330.00	
Asbestos - Non Friable asbestos meaning material containing asbestos that is not friable asbestos	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	Not accepted	Not accepted	To be weighed	To be weighed	To be weighed	$ 150.00	

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Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Fire Damaged House containing Asbestos - Mixed demolition waste containing asbestos produced by single fire damaged house (up to Maximum of 60m3) where due to nature of demolition required asbestos cannot be removed prior to demolition. Disposal and transport regulation must be adhered to in transport and delivery to facility	Fee to cover the cost of service	Y	Per fire damaged house						$ 55.00	$3,560.00
Ashes - Eg: Ash from any incinerator or fly ash or bottom ash	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00		
Batteries - Eg: Batteries separated from electronic devices & vehicle batteries	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	No charge	No charge	No charge	No charge	No charge	No charge	No charge
Bricks Mortar or concrete - Eg: bricks with mortar, concrete containing steel reinforcing Excluding: Fibre cement	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES
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Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Sludge cake or manures - Biosolids: the organic product that results from sewage treatment processes (sometimes referred to as sewage sludge). Manure: any mixture of manure & biodegradable animal bedding (such as straw)	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Ceramics, tiles, pottery - Eg: terracotta roof tiles, pottery, porcelain products. **Excluding:** bricks & concrete.	Fee to cover the cost of service	Y	Sorted waste - not contaminated /mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Commingled recyclables - Recyclable wastes such as plastic, glass and paper that have been collected for recycling	Fee to cover the cost of service	Y	Sorted waste - not contaminated / mixed	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge	No Charge
Composts or mulches - Organic material that has been composted, chipped or shredded	Fee to cover the cost of service	Y	Sorted waste - not contaminated / mixed with non-recyclable materials	$ 2.00	$ 6.00	$ 12.00	$ 25.00	$ 33.00	$ 41.00	
Contaminated soil - Soil that is contaminated and not suitable for reuse. Must be classified as General Solid Waste under EPAA Waste Regulation) **Excluding:** soil contaminated with asbestos	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$55.00	

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It all adds up.

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Dredging spoil - Spoil from dredging activities. Dredging is defined as the excavation of natural material to provide and/or increase the dimensions of a waterway, or ensure that existing channels, berths or harbour works area maintained at their design specifications	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
E-waste - Electrical goods, TV, Computers, Toaster, Radio, IPod, Gameboys, stereos, speakers, VCR, DVD players, small electrical, Power tools	Fee to cover the cost of service	Y	Sorted waste - not contaminated/ mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Ferrous (iron or steel) - Eg: steel cans, scrap steel, car bodies, steel reinforcing Excluding: gas bottles	Fee to cover the cost of service	Y	Sorted waste - not contaminated/ mixed	No charge	No charge	No charge	No charge	No charge	No charge	
Food or kitchen - Food waste from manufacture, preparation, sale or consumption of food Excluding: agricultural waste	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Glass - Non recyclable glass Eg: glass in the following form - windows, bottles, plate glass, glass fines Excluding: perspex, fluorescent tubes, light bulbs	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Mattresses	Fee to cover the cost of service	Y	Separate or as part of mixed load							$ 20.00
Mixed waste - Mixed waste is any waste that contains more than one of the material composition types (MCC's). Eg: general waste of mixed type, general waste which will be deposited to landfill, building rubble, green waste mixed with other waste, composite products such as light bulbs, plastic coated timber. waste, mixed waste from commercial or industrial activities. Excluding: commingled recyclables.	Fee to cover the cost of service	Y	Unsorted waste - contamination with other waste types/mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Non-ferrous (metals, not iron steel or aluminium) - Eg: lead, copper, brass. **Excluding:** aluminium, steel	Fee to cover the cost of service	Y	Sorted waste - not contaminated/ mixed	No charge	No charge	No charge	No charge	No charge	No charge	No charge

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Oil - Eg: vegetable oils, cooking oil	Fee to cover the cost of service	Y	Sorted waste - oils mixed with other wastes will not be accepted.						$ 110.00	0.20/L
Oil - engine oils gear oils	Fee to cover the cost of service	Y	Sorted waste - oils mixed with other wastes will not be accepted.	No charge	No charge	No charge	No charge	No charge	No charge	No charge
Paper or cardboard - Commercial quantities of Paper and Cardboard	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Plasterboard - Gypsum based construction sheeting Excluding: fibre cement, MDF, masonite, villaboard,	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

chipboard, asbestos										
Pharmacy or clinical - Clinical and related waste as defined under the Protection of the Environment Operations Act 1997	Fee to cover the cost of service	Y		Not accepted	Not accepted	Not accepted	Not accepted	Not accepted	Not accepted	Not accepted
Plastic - Non recyclable - Eg: perspex, PVC piping, Astroturf, polystyrene, plastic weed matt, pool liners, polypropylene, extruded plastic, plastic crates	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Problem waste - Paint (dry - wet not accepted), Chemicals, Fluorescent tubes; compact fluorescent lamps (CFLs), Household Chemicals, Gas Bottles. Oil filters	Fee to cover the cost of service	Y	Sorted waste - not contaminated / mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Residues or rejects Residues from industrial or manufacturing processes. - Eg: wool wash, drilling mud, pond waste, slag, filter cake, fibre cement, cell scale. Excluding: fly ash or bottom ash (Note: "Ash" has a separate material composition code)	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Shredder floc	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Soil (not contaminated and not Virgin Excavated Material) - Eg: Clean clay, sand, topsoil. Note certification may be required to demonstrate material not contaminated. **Excluding:** contaminated soil	Fee to cover the cost of service	Y	Sorted waste - not contaminated / mixed	No charge	No charge	No charge	No charge	No charge	No charge	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Textiles, rags - Synthetic or natural woven material. Eg: rags, fiberglass insulation, carpet and underlay	Fee to cover the cost of service	Y	Separate or as part of mixed load	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	
Tyres - Eg: whole, shredded or de-walled tyres - Off rim - not accepted as part of mixed load must be separated	Fee to cover the cost of service	Y	Additional charge $5.00 where type on rim per tyre							Price on application
	Fee to cover cost of service	Y	Car tyre - each							$ 8.00
	Fee to cover cost of service	Y	Light truck tyre - each							$ 13.00
	Fee to cover cost of service	Y	Heavy truck tyre - each							$ 19.00
	Fee to cover cost of service	Y	Tractor tyre small - each							$ 60.00
	Fee to cover cost of service	Y	Tractor tyre large - each							$ 110.00

	Fee to cover cost of service	Y	Tyre earthmoving - each							$ 100.00
	Fee to cover cost of service	Y	Tyre Large earthmoving - each							$ 230.00
	Fee to cover cost of service	Y	Other rubber products - Sorted waste - not contaminated / mixed	$ 3.00	$ 9.00	$ 16.00	$ 34.00	$ 44.00	$ 55.00	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Vegetation or garden - Soft vegetation/garden waste. Eg: grass clippings, small pruning's, seaweed, leaves, non woody weeks, non woody agricultural waste Excluding: food, compost, mulches, wood, sawdust, timber, trees and tree stumps.	Fee to cover the cost of service	Y	Sorted waste - not contaminated/mixed	$ 2.00	$ 6.00	$ 12.00	$ 25.00	$ 33.00	$ 41.00	
Virgin excavated natural material - not mixed with any other waste (clay, gravel, sand, soil and rock) and that (a) has been excavated from areas that are not contaminated, as the result of industrial, commercial, mining or agricultural activities, with manufactured chemicals and does not contain sulphidic ores or soils, or (b) consists of excavated natural materials that meet such criteria as may be approved by the EPA. Where mixed or contaminated with other waste types will be charged at mixed waste rate.	Fee to cover the cost of service	Y	Sorted waste - not contaminated/mixed	No charge	No charge	No charge	No charge	No charge	No charge	

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Waste Type Description	Fee Description	GST		Mobile Garbage Bin 240 Litre (half rate charged for half load - min charge half load)	Car boot up to 0.5m³ (half rate charged for half load)	Single axle trailer/ute to level - up to 1m³ (half rate charged for half load)	Bogie axle trailer/ute to level - up to 1.5m³ (half rate can be charged for half load)	Skip bin up to 3m³ (note: accepted by volume at Peak Hill only)	Trucks & skip bins per tonne (note: truck quantities of waste not accepted at Peak Hill)	Per item
Veterinary waste - Dead animals and animal parts and any mixture of dead animals and animal parts	Fee to cover the cost of service	Y	Small animal							$ 20.00
	Fee to cover the cost of service	Y	Large animal							$ 30.00
	Fee to cover the cost of service	Y	Dog / cat							$ 10.00
Wood, trees or timber - Examples: trees or tree stumps. Raw, treated or painted timber, sawdust, wooden crates, wooden packaging, wooden pallets, wood shavings, MDF, chipboard, particle board, masonite. Excluding: plastic coated timbers	Fee to cover the cost of service	Y	Sorted waste - not contaminated/ mixed	$ 2.00	$ 6.00	$ 12.00	$ 25.00	$ 33.00	$ 41.00	

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

25. Operations & Infrastructure Fees & Charges

Construction Certificate (Subdivision) Application for Subdivision Plan Assessment Fee

Fee Name	Fee Description	GST	2017-18 Fee
Per lot created	Charge to cover the Construction Certificate Application process	Y	71.00

Civil Engineering Inspections

Fee Name	Fee Description	GST	2017-18 Fee
Subdivision up to 5 lots created per lot			
Water	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	49.00
Sewer	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 106.00
Roads	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 154.00
Kerb & Gutter	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 106.00
Footpath	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 106.00
Rural Access	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 106.00
Stormwater	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 106.00
Subdivision 6 lots created or more (per lot)			
Fee	Fee to cover the cost of scheduled inspections, issuing of certificate satisfying requirements for consent	Y	$ 630.00

Water Utility Advice

Fee Name	Fee Description	GST	2017-18 Fee
For development associated with commercial & industrial building Annual Certification per building	Fee to cover the cost of providing an Annual Certification for essential service	Y	$ 206.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL Operational Budget 2017-18

Development Specifications

Fee Name	Fee Description	GST	2017-18 Fee
Parkes Shire Council Aus-Spec # 1 Design	Purchase a controlled copy of Councils Aus-Spec document	Y	$ 350.00
Parkes Shire Council Aus-Spec # 1 Construction	Purchase a controlled copy of Councils Aus-Spec document	Y	$ 520.00
Set	Purchase a controlled copy of Councils Aus-Spec document	Y	$ 688.00
Annual Update Fee	Costs to provide Aus-Spec updates, un-controlled, no update	Y	$ 71.00
Cost per Specific section	Costs to provide Aus-Spec updates, un-controlled, no update	Y	$ 71.00

Parks and Gardens

Fee Name	Fee Description	GST	2017-18 Fee
History through trees Bushman's Hill cost of tree plaque and perpetual maintenance	Fee to cover the cost of works	Y	$ 241.00
Woodchip Sales per m3	Fee to cover the cost of works	Y	$ 39.00
Street trees	Fee to cover the cost of works	Y	Cost + 15%
Advanced (35L Pots)	Fee to cover the cost of works	Y	$ 170.00
Semi-advanced (25L Pots)	Fee to cover the cost of works	Y	$ 112.00

Swimming Pool - Parkes

Fee Name	Fee Description	GST	2017-18 Fee
Admissions			
Adults (18 years +)	Charges applied to users of the swimming pool facility	Y	$ 4.50
Child (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 2.50
Child (under 5 years)	Charges applied to users of the swimming pool facility	Y	No Charge
Child (School based activities incl Learn to Swim)	Charges applied to users of the swimming pool facility	Y	$ 2.00
Concession (Concession Card Holder) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 2.50
Family Admission Ticket	Charges applied to users of the swimming pool facility	Y	$ 12.00
Family Season Ticket	Charges applied to users of the swimming pool facility	Y	$ 330.00
Adult Season Ticket	Charges applied to users of the swimming pool facility	Y	$ 200.00
Child Season Ticket (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 115.00
Concession Season Ticket (Concession Card Holder) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 90.00
Books of 20 Admission Tickets - Parkes Swimming Pool (Available at Administration Centre - 2 Cecile Street, Parkes NSW 2870)	Charges applied to users of the swimming pool facility	Y	$ 80.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fee Name	Fee Description	GST	2017-18 Fee
Books of 10 Admission Tickets - Parkes Swimming Pool (Available at Administration Centre - Parkes Shire Council - 2 Cecile Street, Parkes NSW 2870)	Charges applied to users of the swimming pool facility	Y	$ 42.00
Spectator	Charges applied to users of the swimming pool facility	Y	$ 2.00
Reduced Season Tickets from 1 January			
Family	Charges applied to users of the swimming pool facility	Y	$ 230.00
Adults (18 years +)	Charges applied to users of the swimming pool facility	Y	$ 135.00
Child (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 90.00
Concession (Concession Card) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 70.00
Parkes Elvis Festival Unlimited Pool Access Pass			
Per person	Charges applied to users of the swimming pool facility - Allow for unlimited access during the 2017 Festival (11-16 January 2017)	Y	$ 15.00
Swimming Pool Lane Hire			
Exclusive Use Per lane per hour	Charge is applied for the exclusive use for the purpose of private lessons	Y	$ 11.00
Parkes Swimming Club	No charge is applicable to Parkes Swimming Club	N	No charge
Swimming Lessons			
Learn to Swim Program (per lesson - does not include entry into the pool)	Fee to cover cost of service	Y	$ 10.00

Swimming Pools - Villages (Peak Hill, Trundle, Tullamore)

Fee Name	Fee Description	GST	2017-18 Fee
Admissions			
Adults (18 years +)	Charges applied to users of the swimming pool facility	Y	$ 4.00
Child (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 2.00
Child (under 5 years)	Charges applied to users of the swimming pool facility	Y	No Charge
Child (School based activities incl Learn to Swim)	Charges applied to users of the swimming pool facility	Y	$ 2.00
Concession (Concession Card Holder) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 2.00
Family Admission Ticket	Charges applied to users of the swimming pool facility	Y	$ 11.00
Spectator	Charges applied to users of the swimming pool facility	Y	$ 2.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Books of 20 Admission Tickets - Village Swimming Pools	Charges applied to users of the swimming pool facility	Y	$ 72.00
Books of 10 Admission Tickets - Village Swimming Pools	Charges applied to users of the swimming pool facility	Y	$ 38.00

Fee Name	Fee Description	GST	2017-18 Fee
Village Season Tickets (Note: Only available to residents that reside in the Village Area)			
Family	Charges applied to users of the swimming pool facility	Y	$ 240.00
Adults (18 years +)	Charges applied to users of the swimming pool facility	Y	$ 115.00
Child (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 70.00
Concession (Concession Card Holder) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 70.00
Reduced Village Season Tickets from 1 January			
Family	Charges applied to users of the swimming pool facility	Y	$ 150.00
Reduced Season Tickets from 1 January			
Adults (18 years +)	Charges applied to users of the swimming pool facility	Y	$ 85.00
Child (5 to 17 Years)	Charges applied to users of the swimming pool facility	Y	$ 55.00
Concession (Concession Card Holder) **Excludes** Senior Card	Charges applied to users of the swimming pool facility	Y	$ 50.00
Swimming Pool Lane Hire			
Exclusive Use Per lane per hour	Charge is applied for exclusive use for the purpose of private lessons	Y	$ 11.00

Kerb & Gutter Construction

Fee Name	Fee Description	GST	2017-18 Fee
Kerb & Guttering Works includes (1 vehicle entrance)	Fee to cover the cost of work to be carried out	Y	Actual Cost + GST
Provision of a 2nd Vehicle Entrance as part of K&G works scheduled	Fee to cover the cost of work to be carried out	Y	$ 740.00
Provision of a 2nd Vehicle Entrance outside scheduled K&G Works	Fee to cover the cost of work to be carried out	Y	$ 1,170.00

Rural Addressing Marker

Fee Name	Fee Description	GST	2017-18 Fee
Fee per maker	Charge to cover the cost of providing markers	Y	$ 71.00

Plan Printing

Fee Name	Fee Description	GST	2017-18 Fee
Scan & Print Plans Black & White/Colour	Charge to cover the cost of providing printing of plans	Y	$ 26.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Portable Stage Hire

Fee Name	Fee Description	GST	2017-18 Fee
Booking and Delivery Fee (Hire cost covers delivery and collection of stage components only)	Fee to cover the cost of the service	Y	$ 206.00
Hire Rate (per day)	Fee to cover the cost of the service	Y	$ 51.50

Fee Name	Fee Description	GST	2017-18 Fee
Set up portable stage (per hour) - only if required	Fee to cover the cost of the service	Y	$ 31.00
Security Bond (refundable upon return in good condition)	Fee to cover the cost of the service	Y	$ 206.00

Street Functions

Fee Name	Fee Description	GST	2017-18 Fee
Applications requiring road closure	Charge to cover the cost of advertising and administrative functions	N	$ 148.00

26. Corporate Services Fees & Charges

603 Certificates

Fee Name	Fee Description	GST	2017-18 Fee
603 Certificate Fee	Fee to cover the cost of issuing a Section 603 Certificate	N	$ 80.00
Administration fee if certificate required within 48 hours	Guaranteed issue within 48 hours	N	$ 40.00

Cheques

Fee Name	Fee Description	GST	2017-18 Fee
Returned or dishonoured (each instance)	Fee to cover the cost incurred by Council for returned payments	Y	$ 28.00

Direct Debit

Fee Name	Fee Description	GST	2017-18 Fee
Returned Direct Debit (each instance)	Fee to cover the costs incurred by Council for returned Direct Debits	Y	$ 28.00

Interest on Overdue Rates & Charges - Extra Charges

Fee Name	Fee Description	GST	2017-18 Fee
Accrual of interest on rates and charges (Sec 566 LGA 19) Note: percentage rate is subject to change on advice from OLG	Fee to cover the costs associated with overdue rates	N	7.50%

Copy of Rate/Instalment Notice

Fee Name	Fee Description	GST	2017-18 Fee

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Per assessment (Original Notice)	Fee to cover the costs of staff involved in supplying the information	N	$ 12.50
Reprint from Corporate Information System	Fee to cover the costs of staff involved in supplying the information	N	$ 2.20

Possessory of Title Information

Fee Name	Fee Description	GST	2017-18 Fee
Search of Council's rating system for a period of 15 years	Fee to cover the costs of staff involved in supplying the information	N	$ 114.00

Commercial Enquiry Fee

Fee Name	Fee Description	GST	2017-18 Fee
Applies to enquiries in relation to Council's Rating, Property, Health, Environment & Planning functions by commercial entities and individuals	Fee to cover the costs of staff involved in supplying the information	N	$32.00 per 15 mins

GIPA (Government Information (Public Affairs) Act (GIPA) 2010

Fee Name	Fee Description	GST	2017-18 Fee
Formal application	Fee to cover the costs of staff involved in supplying the information	N	Statutory
Processing Fee (per hour)	Fee to cover the costs of staff involved in supplying the information	N	Statutory

Penalty Units

Fee Name	Fee Description	GST	2017-18 Fee
For breaches under the LG Act per each penalty unit	Fee imposed for breaches under the Local Government Act	N	Statutory

Flag - Parkes

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fee to cover the costs associated with the purchase of flags	Y	Actual Cost + 10%

Scanning

Fee Name	Fee Description	GST	2017-18 Fee
Per page	Charge to cover the cost of scanning	Y	$ 4.10

Facsimile Transactions

Fee Name	Fee Description	GST	2017-18 Fee
Outwards per page	Fee to cover cost of service	Y	$8.20

Printing/Copying

Fee Name	Fee Description	GST	2017-18 Fee

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

B&W A4 single side	Fee to cover cost of service	Y	$ 1.70
B&W A4 double side	Fee to cover cost of service	Y	$ 2.90
B&W A3 single side	Fee to cover cost of service	Y	$ 2.90
B&W A3 double side	Fee to cover cost of service	Y	$ 3.20
Colour A4 single side	Fee to cover cost of service	Y	$ 1.80
Colour A4 double side	Fee to cover cost of service	Y	$ 2.90
Colour A3 single side	Fee to cover cost of service	Y	$ 2.90
Colour A3 double side	Fee to cover cost of service	Y	$ 3.40
For large quantities - price on application	Fee to cover cost of service	Y	Price on Application

Copy of Council Document

Fee Name	Fee Description	GST	2017-18 Fee
Integrated Plan - per part	Fee to cover the reasonable copying charges associated with providing the document to be taken away	Y	$ 36.00
Business Paper	Fee to cover the reasonable copying charges associated with providing the document to be taken away	Y	$ 20.50
Other Documents	Fee to cover the reasonable copying charges associated with providing the document to be taken away	Y	Based on size & content of document + 10% of copy cost

Room Hire

Fee Name	Fee Description	GST	2017-18 Fee
Cultural Centre (Pending Availability)			
Security Deposit Fee	Fee to cover costs associated with the hiring of Cultural Centre	N	$ 52.50
Cultural Centre			
Mid-Week First 2 hours	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 82.00
Mid-Week Thereafter/hour	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 28.00
Mid-Week Daily Max	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 270.00
Weekends First 2 hours	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 108.00
Weekends Thereafter/hour	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 38.00
Weekends Daily Max	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 268.00
Hiring Periods in excess of one day 1st Day	Fee to cover costs associated with the hiring of Cultural Centre	Y	$ 268.00
Hiring Periods in excess of one day	Fee to cover costs associated	Y	$ 93.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Thereafter/additional day	with the hiring of Cultural Centre		
Council Chambers (Pending availability)			
Full Day	Fee to cover costs with the hiring of the facility	Y	$ 92.50
Half Day	Fee to cover costs with the hiring of the Council Chambers	Y	$ 46.00
Committee Room (Pending availability)			
Full Day	Fee to cover costs with the hiring of the facility	Y	$ 93.50
Half Day	Fee to cover costs associated with the hiring of Committee Room	Y	$ 46.00
Northparkes Oval Club Room			
Per day	Fee to cover costs with the hiring of the facility	Y	$ 350.00
Security Deposit Fee	Bond to cover any damage or loss of Council property	N	$ 280.00
Fee Name	Fee Description	GST	2017-18 Fee
Bootcamp Hire (By Agreement & before 9am)	Fee to cover costs of hiring facility	Y	$ 21.00
McGlynn/Cheney Park Courts and Clubhouse			
Per day	Fee to cover costs associated with the hiring of the facility	Y	$ 350.00
Security Deposit Fee	Bond to cover any damage or loss of Council property	N	$ 280.00
Parkes Motor Museum (Pending Availability and Approval from Parkes Motor Club)			
Minimum One Day Hire Daily rate	Fee to cover costs associated with the hiring of the Parkes Motor Museum exhibition space, meeting room and kitchen	Y	$ 206.00
Community Centre - Cooke Park			
Per hour (Community Based Organisations)	Fee to cover costs of hiring facility	Y	$ 10.50/hr
Per hour (Commercial Ventures/Private)	Fee to cover costs of hiring facility	Y	$ 15.50/hr
Booking Deposit (Refundable upon return of Key & left in good order)	Bond to cover any damage or loss or Council property	N	$ 52.00

Hire Equipment - Per Day

Fee Name	Fee Description	GST	2017-18 Fee
Data Projector (Only hired with Director approval)	Fee to cover costs associated with the hiring of equipment	Y	$ 46.00
Electronic Whiteboard	Fee to cover costs associated with the hiring of equipment	Y	$ 22.00
TV/Video	Fee to cover costs associated with the hiring of equipment	Y	$ 22.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Internet Connection	Fee to cover costs associated with the hiring of equipment	Y	$ 22.00
Use of Council staff to setup equipment and facility per hour with a minimum of 1 hour to be charged Note: Hire Charges are for on-site use only	Fee to cover the costs associated with the use of staff when using facility	Y	$ 51.50

Family Day Care

Fee Name	Fee Description	GST	2017-18 Fee
Administration Levy - per hour	Fee to cover the cost associated with the running of FDC	N	$ 1.00
Educator Administration Levy Harmony Users (per week)	Fee to cover the cost of processing carer's timesheets	N	$ 15.00
Educator Administration Levy Non-Harmony User (per week)	Fee to cover the cost of processing carer's timesheets	N	$ 15.00

27. Business Undertakings Fees & Charges

Airport Charges Payments for Annual Fees are to be paid in advance

Fee Name	Fee Description	GST	2017-18 Fee
Itinerant aircraft under 2,000 kgs	Fees set to partially fund the facility	Y	N/A
Aircraft over 2,000 kgs per tonne	Fees set to partially fund the facility	Y	$ 12.00
Commercial operators per tonne unless annual charge negotiated	Fees set to partially fund the facility	Y	$ 12.00
Training Schools per annum	Fees set to partially fund the facility	Y	$ 300.00
Local based single engine aircraft per annum	Fees set to partially fund the facility	Y	$ 300.00
Local based twin engine aircraft per annum	Fees set to partially fund the facility	Y	$ 600.00

Caravan Park - Camping Sites

Fee Name	Fee Description	GST	2017-18 Fee
Serviced Site (2 people with Amenities)			
Per night	Fee to partially fund the facility	Y	$ 26.00
Per week	Fee to partially fund the facility	Y	$ 156.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 6.00
Unserviced Site (2 people - RV Friendly)			
Per night	Fee to partially fund the facility	Y	$ 10.00
Per week	Fee to partially fund the facility	Y	$ 70.00
In excess of 2 people per head	Fee to partially fund the facility	Y	N/A
Unserviced Site (2 people with Amenities)			
Per night	Fee to partially fund the facility	Y	$ 20.00
Per week	Fee to partially fund the facility	Y	$ 120.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

In excess of 2 people per head	Fee to partially fund the facility	Y	$ 6.00

Caravan Park - Family Deal - Stay More Than 3 Nights - Kids Stay Free

Fee Name	Fee Description	GST	2017-18 Fee
Ensuites			
Per ensuite per night	Fee to partially fund the facility	Y	$ 6.00

Caravan Park - On-Site Cabins

Fee Name	Fee Description	GST	2017-18 Fee
Standard Cabin			
(2 people) per night	Fee to partially fund the facility	Y	$ 70.00
in excess of 2 people per head	Fee to partially fund the facility	Y	$ 11.00

Fee Name	Fee Description	GST	2017-18 Fee
(2 people) per week	Fee to partially fund the facility	Y	$ 420.00
in excess of 2 people per head per week	Fee to partially fund the facility	Y	$ 66.00
2 Bedroom Cabin			
(2 people) per night	Fee to partially fund the facility	Y	$ 86.00
in excess of 2 people per head	Fee to partially fund the facility	Y	$ 11.00
(2 people) per week	Fee to partially fund the facility	Y	$ 516.00
in excess of 2 people per head per week	Fee to partially fund the facility	Y	$ 66.00
Studio Cabin			
Per night	Fee to partially fund the facility	Y	$ 110.00
Per week	Fee to partially fund the facility	Y	$ 660.00
Disabled Cabin			
Per night	Fee to partially fund the facility	Y	$ 130.00
Per week	Fee to partially fund the facility	Y	$ 780.00

Caravan Park - Long Term Residents (Per Week)

Fee Name	Fee Description	GST	2017-18 Fee
Metered Electricity			
1st 27 days (10% GST applies)	Fee to partially fund the facility	Y	$ 110.00
Post 27 days (55% GST applies)	Fee to partially fund the facility	Y	$ 98.00
Usage Levy Fee - 42 Cents per unit	Fee to partially fund the facility	Y	$ 0.42

Caravan Park - Holiday & Festival Periods (2017-18)

Fee Name	Fee Description	GST	2017-18 Fee

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Serviced Site (2 people with Amenities)			
per night	Fee to partially fund the facility	Y	$ 30.00
per week	Fee to partially fund the facility	Y	$ 180.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 8.00
Unserviced Site (RV Friendly - 2 people)			
per night	Fee to partially fund the facility	Y	$ 10.00
per week	Fee to partially fund the facility	Y	$ 70.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 8.00
Unserviced Site (2 people with Amenities)			
per night	Fee to partially fund the facility	Y	$ 25.00
per week	Fee to partially fund the facility	Y	$ 150.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 8.00
Fee Name	Fee Description	GST	2017-18 Fee
Standard Cabin (2 people)			
per night	Fee to partially fund the facility	Y	$ 85.00
per week	Fee to partially fund the facility	Y	$ 510.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 13.00
2 Bedroom Cabin (2 people)			
per night	Fee to partially fund the facility	Y	$ 103.00
per week	Fee to partially fund the facility	Y	$ 618.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 13.00

Caravan Park - Holiday & Festival Periods (2018-19)

Fee Name	Fee Description	GST	2018-19 Fee
Serviced Site (2 people with Amenities)			
per night	Fee to partially fund the facility	Y	$ 35.00
per week	Fee to partially fund the facility	Y	$ 210.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 6.00
Unserviced Site (RV Friendly - 2 people)			
per night	Fee to partially fund the facility	Y	$ 15.00
per week	Fee to partially fund the facility	Y	$ 105.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 6.00
Unserviced Site (2 people with Amenities)			
per night	Fee to partially fund the facility	Y	$ 30.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

per week	Fee to partially fund the facility	Y	$ 180.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 6.00
Standard Cabin (2 People)			
per night	Fee to partially fund the facility	Y	$ 75.00
per week	Fee to partially fund the facility	Y	$ 450.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 13.00
2 Bedroom Cabin (2 People)			
per night	Fee to partially fund the facility	Y	$ 105.00
per week	Fee to partially fund the facility	Y	$ 630.00
In excess of 2 people per head	Fee to partially fund the facility	Y	$ 13.00
Studio Cabin			
Per night	Fee to partially fund the facility	Y	$ 110.00
Per week	Fee to partially fund the facility	Y	$ 660.00
Fee Name	Fee Description	GST	2018-19 Fee
Disabled Cabin			
Per night	Fee to partially fund the facility	Y	$ 130.00
Per week	Fee to partially fund the facility	Y	$ 780.00

Caravan Park - Additional Caravan Park Fees

Fee Name	Fee Description	GST	2017-18 Fee
Additional Caravan Park Fees			
Cancellation Fee - Cabin Bookings	Cancellation Fee if cabin booking is cancelled within 1 week of arrival date	Y	$ 25.00
Linen Fees - Double Bed Bedding	Fee to cover cost of service	Y	$ 10.00
Linen Fees - Single Bed Bedding	Fee to cover cost of service	Y	$ 5.00
Cleaning Fee - Additional Costs Incurred	Fee to cover cost of service	Y	$ 15.00
Cleaning Fee - Additional Costs Incurred (smoking or animal related)	Fee to cover cost of service	Y	$ 50.00
Hire Fees - e.g. portacots	Fee to cover cost of service	Y	$ 10.00

Industrial Land

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Based on demand and a set at a rebate to cover costs and to provide funding for future development and to be an incentive to prospective industries	Y	Price on application + GST

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Open Cut Experience - Peak Hill Guided Tours Only (Includes Gold Panning)

Fee Name	Fee Description	GST	2017-18 Fee
Adult	Provides for subsidised operations and partial recovery of costs of service and costs	Y	$ 10.00
Child (5 - 18 years old) Note: Toddlers 4 & under will not be charged	Provides for subsidised operations and partial recovery of costs of service and costs	Y	$ 8.00
Senior	Provides for subsidised operations and partial recovery of costs of service and costs	Y	$ 8.00
Supervisors	Provides for subsidised operations and partial recovery of costs of service and costs	Y	POA

Henry Parkes Centre Admission Prices

Fee Name	Fee Description	GST	2017-18 Fee
Above ticket enables 2 days admission to Henry Parkes Centre			
Single Adult	Fee to cover cost of service	Y	$ 12.00
Single Child (5-18 years old) Note: Toddlers 4 and under will not be charged	Fee to cover cost of service	Y	$ 6.00
Fee Name	Fee Description	GST	2017-18 Fee
Concession	Fee to cover cost of service	Y	$ 10.00
Family Note: 2 Adults & up to 3 Children (5 to 17 years old) Under 5 is Free	Fee to cover cost of service	Y	$ 28.00
Pre-Booked			
Pre-booked non-concession group rate (Minimal Group of 20)	Fee to cover cost of service	Y	$ 10.00
Pre-booked concessions group rate (Minimal Group of 20)	Fee to cover cost of service	Y	$ 8.00

28. Library Fees &Charges

Library Bags

Fee Name	Fee Description	GST	2017-18 Fee
Per Enviro Bag	Fee to cover the cost of providing enviro bag	Y	$ 2.50

Photocopying

Fee Name	Fee Description	GST	2017-18 Fee
B&W A4 single side	Fee to cover the cost of providing photocopies	Y	$ 0.30
B&W A4 double side	Fee to cover the cost of providing photocopies	Y	$ 0.35
B&W A3 single side	Fee to cover the cost of providing photocopies	Y	$ 0.55
B&W A3 double side	Fee to cover the cost of providing photocopies	Y	$ 0.65
Colour A4 single side	Fee to cover the cost of providing photocopies	Y	$ 1.55

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Colour A4 double side	Fee to cover the cost of providing photocopies	Y	$ 2.55
Colour A3 single side	Fee to cover the cost of providing photocopies	Y	$ 2.55
Colour A3 double side	Fee to cover the cost of providing photocopies	Y	$ 3.05
Gloss Colour/B&W A4	Fee to cover the cost of providing photocopies	Y	$ 5.00
Gloss Colour/B&W A3	Fee to cover the cost of providing photocopies	Y	$ 7.00

Laminating

Fee Name	Fee Description	GST	2017-18 Fee
A4	Fee to cover the cost of laminating	Y	$ 2.60
A3	Fee to cover the cost of laminating	Y	$ 4.60

CD/DVD Cleaning/Fixing

Fee Name	Fee Description	GST	2017-18 Fee
Basic	Fee to cover the costs associated with the cleaning / fixing of discs	Y	$ 5.65
Heavy	Fee to cover the costs associated with the cleaning / fixing of discs	Y	$ 11.00

Activities/Programs

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fees to cover the cost of providing children activities	Y	At Librarians Discretion

Library Commercial Hire

Fee Name	Fee Description	GST	2017-18 Fee
Per hour fee	Fee to cover costs associated with the hiring of Library space for commercial or government business	Y	$ 35.00

Lost or Damaged Books

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fee to cover the cost of replacing lost or damaged books	Y	$ 14.00 + replacement costs

Exam Supervision

Fee Name	Fee Description	GST	2017-18 Fee
Per Student per exam	Fee to cover the cost of providing exam supervision	Y	$ 65.00

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Sale of Old Library Books

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Annual Book Sale	Y	At Librarians Discretion

Inter-Library Loan

Fee Name	Fee Description	GST	2017-18 Fee
pass on fees charged if any by lending library	Fee to cover costs of inter library loans	Y	As per ILL Charges
Request fee	Fee to cover costs of inter library loans	Y	$ 5.00
Returned Overdue fee per day overdue	Fee to cover costs of inter library loans	Y	$ 1.50

Microfilm Copy Charges

Fee Name	Fee Description	GST	2017-18 Fee
A4	Fee to cover the costs of providing Microfilm Copies	Y	$ 0.75

Search Service Fees

Fee Name	Fee Description	GST	2017-18 Fee
Preliminary Search (15 minutes)	Where a library staff member carries out an introductory search for a member at their request	Y	$ 15.00 Per 15 minutes
Professional Search per hour	Where a library staff member carries out a detailed search for a member at their request	Y	$ 40.00 Per hour

Replacement of Lost Library Cards

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fee to cover the cost of issuing lost library card replacements	Y	$ 2.70

Overdue Book Letter

Fee Name	Fee Description	GST	2017-18 Fee
Administration fee	Fee to cover the costs of administering overdue borrowed books	Y	$ 1.50

Visitors Deposit - Interstate

Fee Name	Fee Description	GST	2017-18 Fee
Security Deposit (Refundable)	Fee to cover the costs of replacing books, if not returned	N	At Librarians Discretion

Facsimile Transmissions - Incoming

Fee Name	Fee Description	GST	2017-18 Fee
per page	Fees to cover the cost of providing facsimile	Y	$ 0.60
per page	Fees to cover the cost of providing	Y	$ 1.70

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

29. Water Fund Fees & Charges

Water Charges

Fee Name	Fee Description	GST	2017-18 Fee
Tariff Step 1 < 400kl	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 1.90
Tariff Step 2 > 400kl	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 3.30
Commercial Water Tariff per kl	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 2.30
Dialysis	To assist Dialysis patients with associated costs	N	Refer to Council pricing policy and Step 1 & 2 tariffs
Trundle School (Raw Water)	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 1.30
Northparkes Mine	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	Cost of supply subject to CPI adjust
Raw Water Rising from Dams Tariff Step 1 < 400kl	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 1.30
Raw Water rising from Dams Tariff Step 2 > 400kl	Water consumption is charged to the consumer at a rate calculated to cover variable costs	N	$ 2.30

Availability Charges

Fee Name	Fee Description	GST	2017-18 Fee
20 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 180.00
25 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 281.00
32 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 461.00
40 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 720.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fee Name	Fee Description	GST	2017-18 Fee
50 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 1,125.00
80 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 2,880.00
100 mm	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 4,500.00
Imperial	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 180.00
Unmetered - Vacant & Strata Title Units	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 180.00
Unmetered - CBD	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 620.00
Unmetered - NR	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 180.00
Water Service Units/Flats	Calculated to cover the fixed costs associated with the operation of the Water Fund and Infrastructure replacement programs	N	$ 180.00

Standpipe Sales

Fee Name	Fee Description	GST	2017-18 Fee
Per kilolitre	Charge to cover the cost of water treatment and costs to effect supply from a nearby hydrant	N	$ 4.60

Water Developer Charges

Fee Name	Fee Description	GST	2017-18 Fee
Per Equivalent Tenement	Contribution required from Developers in accordance with the Water Developer charge Contribution Policy	N	$ 11,930.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Meter Connection Fee

Fee Name	Fee Description	GST	2017-18 Fee
Meter Connection Fee	Fee to cover the cost of service	N	$ 21.50
Meter Connection Fee (If service pre-connected)	Fee to cover the cost of service	N	$ 148.00
Meter Dis-connection Fee	Fee to cover the cost of service	N	$ 148.00
Security Deposit for Demolition Fee*	Fee to cover the cost of service	N	$ 1,025.00

Meter Tests

Fee Name	Fee Description	GST	2017-18 Fee
20mm (Shire Area)	Fee to cover the cost of carrying out testing of water meters	N	Actual Cost + postage
20mm+ other Local Government areas and special requirements	Fee to cover the cost of carrying out testing of water meters	N	Actual Cost + postage

Meter Readings

Fee Name	Fee Description	GST	2017-18 Fee
Water meter reading fee (including meter re- reads)	Fee to cover the cost of reading a water meter at the request of the consumer or other parties	N	$ 47.00
Administration fee if Certificate required within 48 hours	Fee to cover the cost of reading a water meter at the request of the consumer or other parties	N	$ 47.00

External Fire Hydrant Testing - Administration Fee

Fee Name	Fee Description	GST	2017-18 Fee
Annual Certification - per building	Fee to cover the cost of providing an annual certification for essential services compliance	Y	$ 205.00

Pressure/Flow Test and Report for Fire

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fee to cover the cost of completing test	Y	$ 169.00

Backflow Device Testing

Fee Name	Fee Description	GST	2017-18 Fee
Per device	Fee to cover the cost of completing testing	Y	$ 123.00 + parts

Water Restrictor Fee

Fee Name	Fee Description	GST	2017-18 Fee
Connection of Water Restrictor	Fee to cover the cost of connecting a water restrictor	Y	$ 150.00
Disconnection of Water Restrictor	Fee to cover the cost of disconnecting a water restrictor	Y	$ 150.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

30. Sewer Fund Fees & Charges

Residential Sewer Access Charges

Fee Name	Fee Description	GST	2017-18 Fee
BR = SDF X ((AC20 + CR) x UC)			
BR = annual residential sewerage bill	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 450.00
SDF = sewer discharge factor	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 0.70
AC20 = annual residential sewerage access charge (20mm connection)	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 255.00
Unmetered business*		N	$ 620.00
CR = average annual residential water consumption - 222kl			
UC = sewer usage charge	UC is applied to the water consumed by a property assessed to be discharged into the sewer system. Fee covers the estivated treatment cost of waste water	N	$ 1.35

Sewer Access Charges

Fee Name	Fee Description	GST	2017-18 Fee
Residential		N	$ 450.00
Residential Unit/Flat		N	$ 450.00
Trundle/Tullamore Sewerage Charge		N	$ 450.00
Trundle/Tullamore Sewerage Charge - Vacant Land		N	$ 255.00
Churches		N	$ 225.00
Residential Multiples Sewer x no flats x 100% of residential rate		N	$ 450.00

Non-Residential Sewer Access Charges

Fee Name	Fee Description	GST	2017-18 Fee
20mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 255.00
25mm	Calculated to cover the fixed costs associated with operation	N	$ 398.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

	of Sewer Fund & Infrastructure replacement programs		

Fee Name	Fee Description	GST	2017-18 Fee
32mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 653.00
40mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 1,020.00
50mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 1,594.00
80mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 4,080.00
100mm	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 6,375.00
Minimum annual non-residential sewerage charge	Calculated to cover the fixed costs associated with the operation of the Sewer Fund and Infrastructure replacement programs	N	$ 450.00
UC = sewer usage charge	UC is applied to the water consumed by a property assessed to be discharged into the sewer system. Fee covers the estivated treatment cost of waste water	N	$ 1.35

Sewer Developer Charges

Fee Name	Fee Description	GST	2017-18 Fee
Per Equivalent Tenement	Contribution required from Developers in accordance with the Sewerage Developer charge Contribution Policy	N	$ 3,530.00

Sewer Connection Application Fee

Fee Name	Fee Description	GST	2017-18 Fee
Fee	Fee to cover the cost of connecting a water meter	N	$ 21.50

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Trade Waste Service Fee - Section 501

Fee Name	Fee Description	GST	2017-18 Fee
Category 1 & 2 - Annual Trade Waste Fee	Fee to cover the administration of Trade Waste agreement	N	$ 195.00
Category 3 - Annual Trade Waste Fee	Fee to cover the administration of Trade Waste agreement	N	$ 690.00

Trade Waste Usage Charge

Fee Name	Fee Description	GST	2017-18 Fee
Based on percentage of Water Consumption deemed discharged into the sewer system KI	Rate is applied to the water consumed by property assessed to be discharged into the sewer system. Fee covers the estimated treatment cost of the liquid trade waste. Fee is to cover re-inspection of non-compliant issues detected at initial inspection	N	$ 1.95
Where no onsite pre-treatment occurs per KI	Rate is applied to the water consumed by property assessed to be discharged into the sewer system. Fee covers the estimated treatment cost of the liquid trade waste. Fee is to cover re-inspection of non-compliant issues detected at initial inspection	N	$ 14.50

Trade Waste Re-inspection Fee

Fee Name	Fee Description	GST	2017-18 Fee
Fee per re-inspection required	Rate is applied to the water consumed by property assessed to be discharged into the sewer system. Fee covers the estimated treatment cost of the liquid trade waste. Fee is to cover re-inspection of non-compliant issues detected at initial inspection	N	$ 98.00

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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PARKES SHIRE COUNCIL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.2 (GM) Adoption of 2017/18-2020/21 Disability Inclusion Action Plan

Executive Summary

The Parkes Shire Disability Inclusion Action Plan 2017-2021 (DIAP) is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

1. Attitudes and Behaviours
2. Liveable Communities
3. Systems and Processes
4. Employment

Under each focus area, the DIAP names the community outcomes that the Plan seeks to achieve.

The DIAP will set the framework and priorities to implement best practice in relation to access and inclusion for people with disability. Diverse participation and contributions made by the whole community will strengthen the vision of Parkes Shire 2030 - Community Strategic Plan.

Background Information

As the first DIAP for Council, the plan draws on the wider policy context to show how Council's actions fit into the larger delivery framework throughout Australia.

The DIAP is both a long term vision and a list of decisive actions to help people with disabilities. These actions will benefit everyone - not just people with disability, but community members to visitors to our town with improved access to our streets and buildings and easier access to information with legible signage.

Legislative or Policy Implications

Local Government Act, 1993.

NSW Disability Inclusion Act, 2014.

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *All Future Directions*

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Predicted negative / challenge to the Delivery Program: *Minor*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★★☆
Social	★★★★★	*Civic Leadership*	★★★★★

Budget & Financial Aspects

The financial consequences of Disability Inclusion Action Plan are contained within the 2017/18 Operational Plan and the 2017/18-2028/29 Long Term Financial Plan.

Recommendation

1. That Council adopt the draft Disability Inclusion Action Plan 2017-2021 and any recommendations within.

Report

The Parkes Shire DIAP is based on the input provided by people with disability, their families and supporters within the Parkes Shire. Consultation strategies for the DIAP included:

- Community workshop sessions
- On-line and paper based survey
- One-on-one conversations with residents with disability, their families and carers
- Internal (Council) consultations
- Formal exhibition of the Disability Inclusion Action Plan

In line with the focus areas set by the NSW Government's Disability Inclusion Action Plan, the Parkes Shire Disability Inclusion Action Plan summarises the focus areas into the following outcomes:

1. People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community;
2. People with disability and their families and supporters have greater access to community places, buildings and events;
3. People with disability can more easily and efficiently access Council services and engage in the decision making of Council; and
4. People with disability have greater access to employment opportunities with Council.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The feedback from consultation has been supportive of the policy initiative. A total of 50 surveys were completed showing support for the adoption of the DIAP. Similarly, workshop participants supported Council's adoption of the DIAP, based on their experiences.

Utilising the feedback that the community gave about their experiences about disability and their ideas on how to achieve a more inclusive community, the above strategies have been developed for action within Council's 4 year Delivery Program. The aim of this is to ensure that progressive practical changes are implemented to make a positive difference to the experience of people with a disability.

Throughout the implementation of the Disability Inclusion Action Plan over the next four years, Council will engage and involve people with disability to help us monitor the progress and at the conclusion of the Disability Inclusion Action Plan 2017-2021, Council will consult with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist. This will help guide Council and assist in implementing further actions and measures to achieve a more inclusive community.

Attachments

1. 2017/18-2020/21 Parkes Shire Council Disability Inclusion Action Plan

PARKES SHIRE COUNCIL

Disability Inclusion Action Plan
2017/18 - 2020/21

PARKES SHIRE COUNCIL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan
2017/18 - 2020/21

Contents

Welcome 5
Executive Summary 6
Strategic Context 7
- Community Vision 7
- Council Values 7
- Future Directions 7

Background 8
- Parkes Shire Context 8
- Demographic Profile 9

Parkes Disability Inclusion Action Plan 10
- Introduction 11
  - *Community Consultation* 11
  - *Focus Areas* 11
  - Policy Context 12
- Action Plan 16
  - *Focus Area 1: Attitudes and Behaviours* 18
  - *Focus Area 2: Livable Communities* 20
  - *Focus Area 3: Systems and Processes* 24
  - *Focus Area 4: Employment* 26

Implementation, Monitoring and Evaluation 28

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Delivering progress and value to our community

Thank you to Currajong Disability Services and Elk Films for providing the images for this Plan.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan
2017/18 - 2020/21

Welcome

I am proud to introduce Parkes Shire Council's first Disability Inclusion Action Plan 2017 - 2021 (DIAP).

Organisations across the world are responding to the United Nations Convention on the rights of people with disability and Council is committed to do its part.

Council has a vision to improve opportunities for people of all ages and of differing abilities to access the full range of services and activities available in the Parkes Shire.

Council has hosted a number of community engagement initiatives to gather ideas and priorities of community members to form the basis for the DIAP, which sets out practical actions in which Council can help to create a more inclusive community. These actions will benefit everyone – not just people with disability. Improved access means that older people and parents with prams can access our streets and buildings more easily, information is easier to access (even if you are in a hurry or have difficulty reading) and visitors to our towns can find their way around with legible signage.

The DIAP is both a long-term vision and a list of decisive actions to support people with disability.

Council's Access Committee and senior managers have been asked to make sure the DIAP is being implemented over the next four years.

Thank you again to all who assisted in this process and I look forward to working with the whole community to achieve greater levels of access and inclusion for all.

Cr Ken Keith OAM

Parkes Shire Council is committed to working with the community to achieve an increasingly inclusive and accessible local government area.

Importantly, the 12 year life of the Disability Inclusion Action Plan transcends several terms of Council, which guides consistent delivery over the 3 terms of Council.

The DIAP is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the focus areas of the NSW Government's Disability Action Plan.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Executive Summary

Parkes Shire Council is committed to working with the community to achieve an increasingly inclusive and accessible local government area.

The Parkes Shire Disability Inclusion Action Plan 2017 - 2021 (DIAP) is based on the principles outlined in the NSW Disability Inclusion Act 2014 and aligned to the four focus areas of the NSW Government's Disability Action Plan, being:

1. Attitudes and Behaviours
2. Liveable Communities
3. Systems and Processes
4. Employment

Under each focus area, the DIAP names the community outcomes that the Plan seeks to achieve.

As the first DIAP for Council, the plan draws on the wider policy context to show how Council's actions fit into the larger delivery framework throughout Australia. No doubt the next Disability Inclusion Action Plan 2022 - 25 will be a leaner policy document.

The Parkes Shire Disability Inclusion Action Plan 2017 - 21 will set the framework and priorities to implement best practice in relation to access and inclusion for people with disability. Diverse participation and contributions made by the whole community will strengthen the vision of Parkes Shire 2030 – Community Strategic Plan.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Strategic Context

+ COMMUNITY VISION

The Parkes Shire Community Strategic Plan has set a vision that by 2030 Parkes Shire will be:

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

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

We will be;

Caring and friendly
Open to new ideas
Respectful, acting with integrity and tolerance
Engaging and willing to work together

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

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

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

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

+ FUTURE DIRECTIONS

The future directions used to provide overarching guidance on the achievement of the Parkes vision are:

1. Develop lifelong learning opportunities
2. Improve health and wellbeing
3. Promote, support and grow our communities
4. Grow and diversify the economic base
5. Develop Parkes as a National Logistics Hub
6. Enhance recreation and culture
7. Care for the environment in a changing climate
8. Maintain and improve the Shire assets and infrastructure

The DIAP provides a number of actions and initiatives that will focus Council's efforts to remove barriers so that people with disability also enjoy the many services and facilities provided by Council.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Background

PARKES SHIRE

Parkes is a thriving shire located in the Central West of NSW. The Parkes Shire has a population of more than 15,000, with a growing population base in Parkes and declining populations in the smaller towns and villages.

Parkes Shire forms part of Wiradjuri country, with Peak Hill being the main settlement area of the Bogan River Wiradjuri people who have strong connections to the nearby Bogan River, Warge Rock, Goobang National Park and Bulgandramine. Parkes is also the home of the world famous CSIRO Parkes Radio Telescope, better known as the Dish. The telescope continues to lead in Astrophysics and is so a major tourist attraction with over 100,000 visitors to the Dish each year.

Local towns in the Parkes Shire are characteristic of inland Australia. They have unique main streets, buildings, events and people willing to share their stories about the area. Other villages are mere shadows of their past history as mining and service centres for surrounding farming districts. However, all settlements in the Parkes Shire provide important history and understanding about the growth and development of the area.

Parkes Shire has a strong and diverse regional economy with a Gross Regional Product of close to $1 billion annually. Mining and agriculture are the key industries for the Parkes Shire economy, providing significant value to the economy as well as being major employers. Manufacturing and transport also make strong contributions to the shire. Sports, events and celebrations such as the Parkes Elvis Festival, ABBA Festival at Trundle, Tullamore Irish Festival and the Parkes Picnic Races are important to the economy and help to further develop social capital in the shire. All these sectors are supported by a strong commercial centre at Parkes and significant public sector presence.

Parkes is the largest centre and is strategically located at the crossroads of major roads and railways that connect to all parts of Australia. The main government and tertiary services are based at Parkes, including Council's Administration Centre.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan
2017/18 - 2020/21

+ DEMOGRAPHIC PROFILE

Disability is an issue that affects a significant proportion of the population. Disability can be caused by old age, accident or injury, disease, illness or hereditary, working conditions, stress, allergies, side effects from smoking, drinking alcohol or other drugs.

With the incidence of disability increasing with age, the rate of disability is expected to increase substantially in Parkes Shire over the term of the DIAP.

ABS Statistics indicate:

1. 25% of the population have long term disability
2. 26% need assistance to access health care
3. 33% of households need property maintenance assistance
4. 25% needed transport assistance
5. 25% needed housework assistance
6. over 10% of the community are performing a caring role, of which 20% are primary carers

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Parkes Disability Inclusion Action Plan 2017/18 - 2020/21

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Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Introduction

+ COMMUNITY CONSULTATION

Parkes Shire Council continues to create opportunities for people of all ages and of differing abilities to access the full range of services and activities available in the local community.

The Parkes Shire Disability Inclusion Action Plan is based on the input provided by people with disability, their families and supporters. Consultation strategies for the Disability Inclusion Action Plan included:

+ Community workshop sessions
+ On-line and paper based survey
+ One-on-one conversations with residents with disability, their families and carers
+ Internal (Council) consultations
+ Formal exhibition of the DIAP

Throughout the next four years that this Plan is being implemented, Council will engage and involve people with disability to help us monitor the progress. This will be achieved by reporting to the Parkes Shire Access Committee. This Group will review performance annually as well as provide input on strategies for the next Disability Inclusion Action Plan 2022 - 25.

+ FOCUS AREAS

Under each Focus Area the Parkes Shire Council Disability Action Plan names the community outcomes that the Plan seeks to achieve. In general, these outcomes are summarised below:

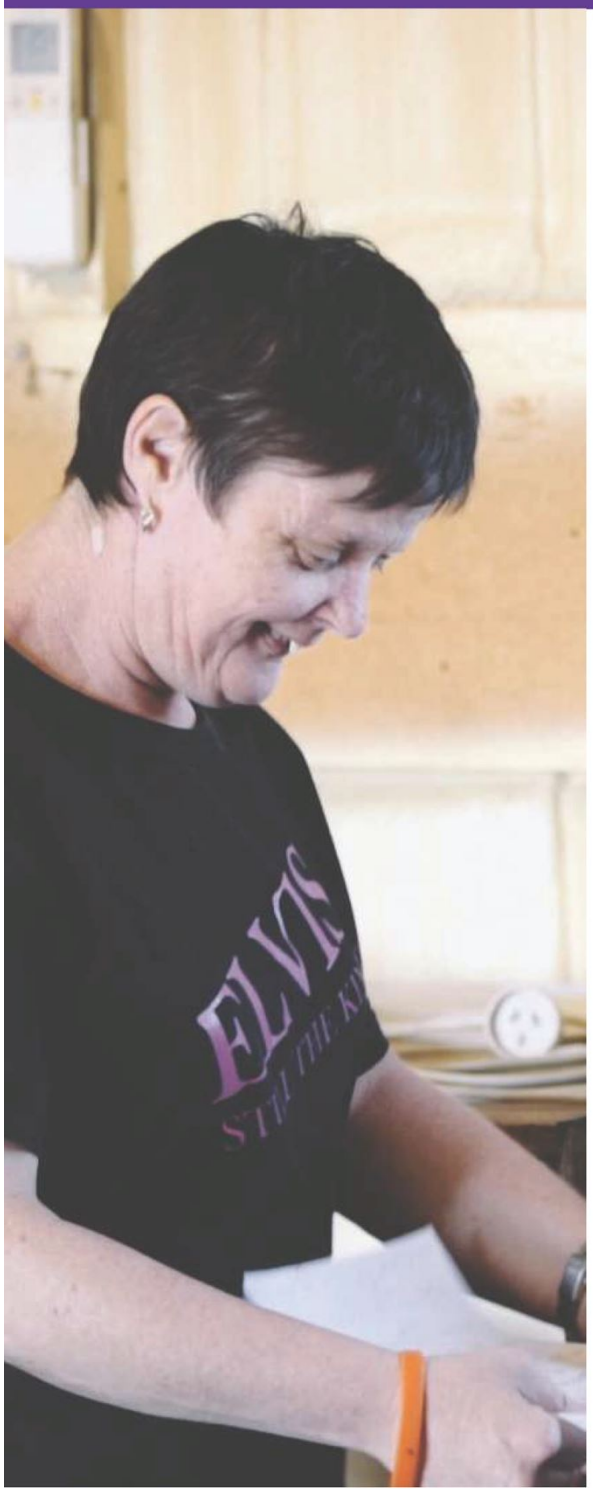
1. People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community.
2. People with disability and their families and supporters have greater access to community places, buildings and events.
3. People with disability can more easily and efficiently access Council services and engage in the decision making of Council.
4. People with disability have greater access to employment opportunities with Council.

The Parkes Shire Disability Inclusion Action Plan 2017 - 21 will set the framework and priorities to implement best practice in relation to access and inclusion for people with disability. Diverse participation and contributions made by the whole community will strengthen the vision of Parkes Shire 2030 – Community Strategic Plan that Parkes Shire will be:

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

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL



POLICY CONTEXT

The policy context for the DIAP includes International and National strategies aimed at ensuring the rights of people with disability are actively promoted and upheld. All levels of government around Australia have committed to consulting with people with disability in order to make practical changes to how services are delivered so that they can be accessed equally by all Australians, regardless of disability status. In NSW, these practical changes will be driven by the development of Disability Inclusion Action Plans, including the Parkes Shire Disability Inclusion Action Plan. This section sets out the policy and legal context for disability inclusion action planning in NSW.

United Nations Convention on the Rights of Persons with Disabilities

The 2006 United Nationals Convention (New York) on the Rights of Persons with Disabilities established the foundations for promoting the full and equal enjoyment of all human rights and fundamental freedoms for all people with disability.

In 2008, the Australian Government signed the United Nations Convention on the Rights of Persons with Disability (Convention). In doing so, Australia has committed to ensuring the articles of the Convention are reflected in policy so that the human rights of persons with disability can be effectively exercised.

Some key areas of the Convention relevant to the Parkes Shire Disability Inclusion Action Plan include:

- Access to community life, including cultural events such as museums, libraries, tourism services and other sites of cultural importance.
- Raising awareness for, and actively upholding, the rights of people with disability.
- Making sure people with disability have access to the physical environment as well as access to information and communication.
- Ensuring work environments are inclusive and accessible.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

+ Providing opportunities for people with disability to vote and to be representatives in all levels of government.

Disability Discrimination Act 1992 and Amendments 2009 (Commonwealth)

The Federal Government Disability Discrimination Act 1992 exists to provide legal protection against discrimination for people with disability (and carers, co-workers or associates of a person with a disability). The Act also requires Australian governments to actively guard against discrimination by developing Disability Action Plans.

The Parkes Shire Disability Inclusion Action Plan 2017-2021 incorporates the requirements of Section 61 of the Disability Discrimination Act 1992, which includes the requirement to:

+ Review practices to identify discriminatory practices.
+ Set goals and targets
+ Communicate these to persons within the Council.
+ Appoint persons within the Council to implement the Plan.

The National Disability Insurance Scheme Act 2013 (NDIS)

The NDIS creates the framework for a national scheme, designed to enhance the quality of life and increase economic and social participation for people with disability.

Participants of the scheme will be able to decide for themselves how to manage their supports. They will also be able to access assistance from various service providers via local area coordinators working as part of the scheme. The legislation establishes the National Disability Insurance Agency, and allows participants of the scheme to develop an individual, goal-based plan with the Agency. The legislation also provides for a system of internal and external review for decisions where an affected person disagrees with a decision.

The NDIS is being systematically rolled out in Australia through the National Disability Strategy.

The National Disability Insurance Scheme Act 2013 (NDIS)

The National Disability Strategy is a 10-year plan that coordinates the actions of State and Territory governments around Australia towards common outcomes. The overall objective of the National Disability Strategy is to enable people with disability to fulfil their potential and participate in society as equal citizens.

The six policy areas of the National Disability Strategy are:

1. Inclusive and accessible communities.
2. Rights protection, justice and legislation.
3. Economic security.
4. Personal and community support.
5. Learning and skills.
6. Health and wellbeing.

The NDIS seeks to achieve this by three broad strategies:

1. Providing individualised funding to people with permanent and significant disability so that they can arrange flexible services geared towards achieving the life goals set by the person.
2. Funding Local Area Coordinators, whose role it is to link individuals with disability (whether or not they have an NDIS package of funding) to community supports.
3. Providing project based grant funding to agencies in order to progressively make "mainstream" community life more accessible and inclusive (this is called Information, Linkages and Capacity Building funds).

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

National Disability Strategy - NSW Implementation Plan and Disability Inclusion Act 2014

The National Disability Strategy has been implemented in NSW via the NSW Implementation Plan 2012-2014 and the NSW Disability Inclusion Act 2014.

The NSW Implementation Plan addressed each of the six National Strategy policy areas, and allocated strategies and actions to NSW government agencies (including Local Government), setting out how NSW will work towards the outcomes of the Strategy. This legislation describes the key role that Local Governments will play in achieving meaningful change in local communities. Some areas relevant to the Parkes Shire Disability Action Plan are:

+ Supporting Local Governments to build inclusive environments and to encourage the development of more accessible buildings.
+ Assisting Local Government to make on-line information more accessible.
+ Ensuring NSW Government agencies work in partnership with Local Governments, to achieve meaningful change in local communities.
+ Encouraging more people with disability to stand for local elections.
+ Supporting councils employ people with disability.

Australian Standards for Access and Mobility AS/NZ1428, the National Construction Code and the Premises Standard

The National Construction Code includes the Building Code of Australia (BCA), and since May 2011 the Premises Standard and therefore the Access Code.

The BCA is a set of technical provisions for the design and construction of buildings and other structures throughout Australia and applies to new buildings and new building work on existing buildings. It contains specific provisions regarding access to and within buildings for people with disability.
The Premises Standards commenced operation with the May 2011 edition of the BCA, which had been revised to align with the Access Code. The Access Code specifies the classes of buildings that must be accessible and prescribes the specific areas within those buildings that must be accessible.

Compliance with the access provisions of the BCA and the Access Code also means compliance with the Premises Standards and the Disability Discrimination Act 1992 for public buildings and approaches. The BCA and the Access Code reference the Australian/New Zealand 1428 Suite of Standards, which contains minimum design specifications for public buildings. Their approaches provide for the needs of the majority of people with disability.

NSW Guidelines for Disability Action Planning

The NSW Department of Family and Community Service published Guidelines for Disability Action Planning. The guidelines identify key outcomes for government agencies to consider when preparing Disability Action Plans, including:

+ Identifying and removing barriers to services for people with disability.
+ Providing information and services in a range of formats that are accessible to people with disability.
+ Making government buildings and facilities physically accessible to people with disability.
+ Assisting people with a disability to participate in public consultations and to apply for and participate on advisory boards and committees.
+ Increasing employment participation of people with disability.
+ Using government decision-making, programs and operations to influence other agencies and sectors to improve community participation and quality of life for people with disability.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan
2017/18 - 2020/21

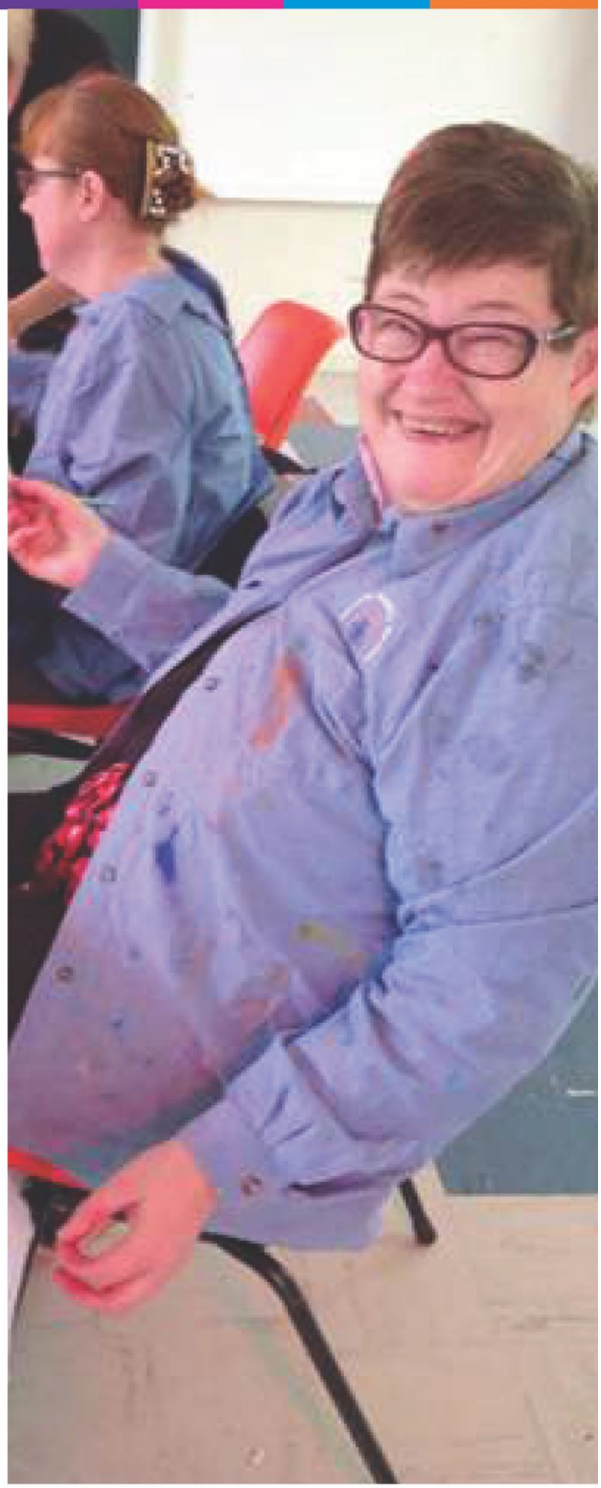
+ Providing quality specialist and adapted services where mainstream services are not responsive or adequate to meet the needs of people with a disability (If applicable).

Parkes Shire Community Strategic Plan

The Parkes Shire 2030 + Community Strategic Plan (CSP) sits above all other council plans and polices to identify the community's main priorities and aspirations for the future. The CSP informs Council's 4 Year Delivery Program and 1 Year Operational Plan. The actions identified in the Parkes Shire Disability Inclusion Action Plan 2017 - 2021 will form part of the integrated planning approach adopted by Council.

Parkes Shire Pedestrian and Cycling Strategy

The Parkes Shire Pedestrian and Cycling Strategy 2016 provides a comprehensive program of projects to be implemented throughout the shire over the next 10 years. The actions identified in the Parkes Shire Disability Inclusion Action Plan 2017 - 2021 will be referenced when planning for new improvements of the footpath and cycling path network in 1 Year Operational Plans.



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

ACTION PLAN

Starting with the feedback that the community gave about their experiences about disability and their ideas on how to achieve a more inclusive community, a series of strategies have been developed for action in the Council's 4 Year Delivery Program. An action is a specific task, on what we will do this year, and over the next four years. The aim is to make progressive practical changes that make a positive difference to the experience of people with disability.

+ FOCUS AREAS

1. Attitudes and Behaviours
2. Liveable Communities
3. Systems and Processes
4. Employment

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan

2017/18 - 2020/21

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

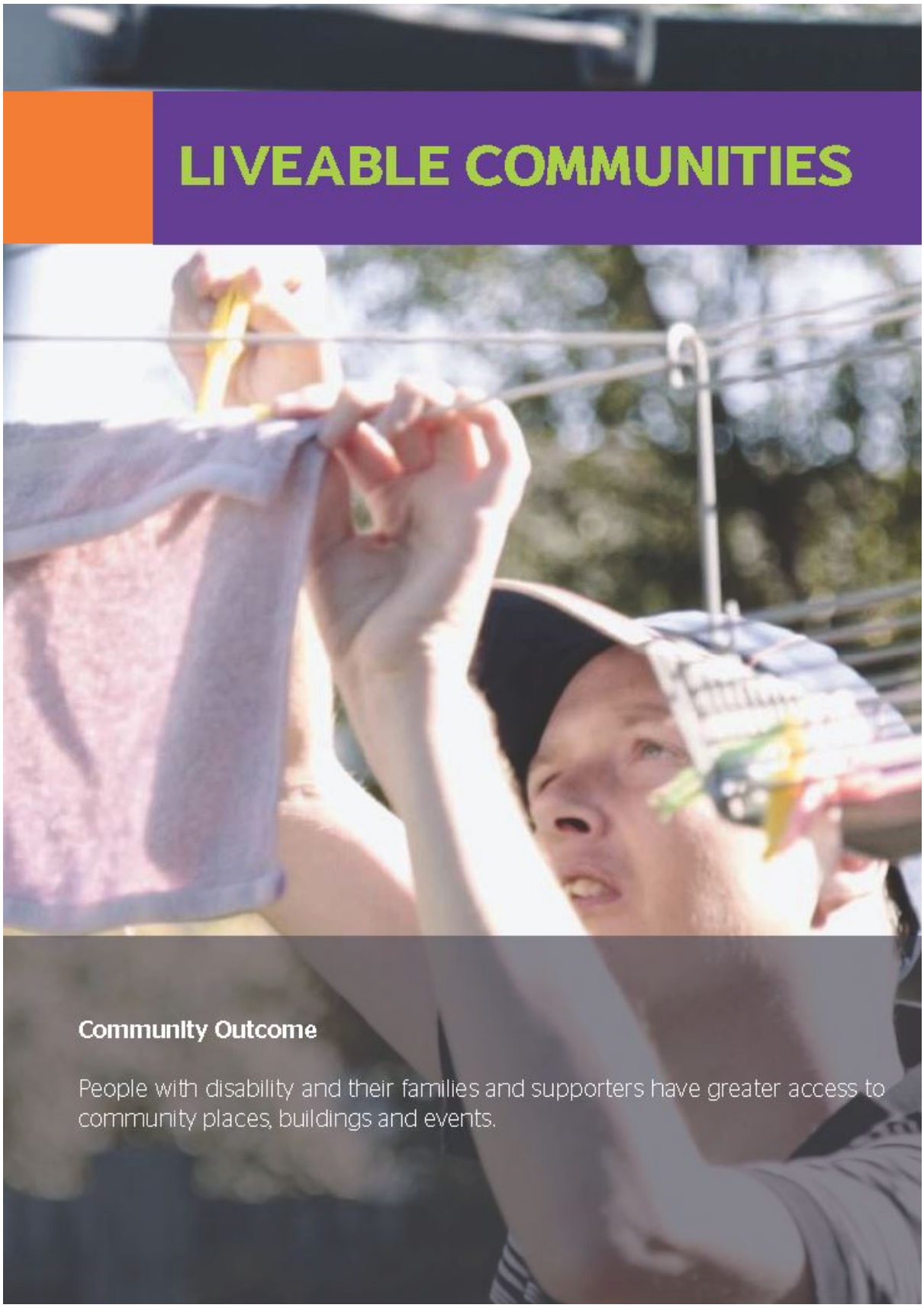
FOCUS AREA 1

1. ATTITUDES AND BEHAVIOURS

STRATEGIES		OUTCOMES	MEASURES
1.1	PSC Show leadership on positive disability inclusion though their positive attitudes towards inclusion in Parkes Shire community.	All Councillors have awareness of what inclusion means. All Councillors are aware of their obligations to show leadership on positive attitudes and respectful behaviour in relation to disability inclusion. Councillors are represented on the Access Committee.	PSC Code of Conduct training course materials incorporate the topic of disability inclusion. Number of Access Committee Meetings per annum.
1.2	Increase accessibility and inclusion at Council Meetings.	Staff are supported to increase or promote access and inclusion of council meetings. Access needs of people with disability attending meetings held at Council are specifically addressed and catered for.	Accessible Event Guidelines and Checklist completed. Number of meeting invitations sent that includes a question relating to access needs of meeting attendees.
1.3	Increase capacity of Council to host accessible and inclusive Events held in Parkes Shire.	Staff are supported to increase or promote access and inclusion of events. Access Committee is consulted as part of Events Planning.	% of council run events that have an access and inclusion plan as part of event implementation.
1.4	Train our staff to respectfully, confidently and effectively communicate with people with disability.	Staff are confident and skilled in communicating with people who have a disability.	PSC induction training course materials incorporate the topic of disability inclusion. PSC customer service training incorporates the topic of disability awareness and person centred communication. Number and type of training programs relating to inclusion or disability confidence/awareness delivered or that staff are sent to.
1.3	Contribute positive media stories about what Council is doing to build inclusion with people with disability.	People with disability are directly consulted about the priorities for enhancement of public facilities. Current and accurate information on the location of accessible toilets is available to residents and visitors.	Number and topic of media releases relating to Disability Inclusion Action Plan. Number and topic of media releases relating to Disability Inclusion Action Plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

FOCUS AREA 2

2. LIVEABLE COMMUNITIES

STRATEGIES		OUTCOMES	MEASURES
2.1	Progressively improve the accessibility of footpaths in Parkes Shire.	The footpath and shared path network is progressively enhanced in accordance with the Parkes Shire Pedestrian and Cycling Strategy 2016.	Number of footpaths / shared paths per lineal metre constructed.
2.2	Progressively improve the accessibility of public toilets, including way finding.	Public toilets are increasingly modified or replaced by accessible toilets. Information on Council website on location of public toilets and their access features. Access Committee is consulted about the priorities for enhancement of public toilets.	% of public toilets maintained or upgraded to comply with relevant disabled access standards. Current and accurate information on the location of accessible toilets is available to residents and visitors. Map of accessible public toilets of Parkes Shire completed.
2.3	Increase accessibility and inclusion of Events held in Parkes Shire.	People with disability have greater access to events hosted in Parkes Shire.	Accessible event meeting checklist template and guidelines are completed and available for staff to use. % of council run events that have an access and inclusion plan as part of event implementation. % of Accessible Event Guidelines distributed to event organisers in contact with Council.
2.4	Progressively improve accessibility and inclusion of Council operated public recreation, learning and leisure facilities.	People of all ages with disability have greater access to town libraries, aquatic centres, Little Theatre, sports fields and playgrounds. Families have improved information about the access features of public facilities and playgrounds. Tourists and visitors with disability have greater access to information on accessibility features of places and activities of interest in Parkes Shire.	% of Information on accessible features of public recreation buildings documented. % of Parks, Sporting and Playgrounds that have information on accessible features. Council's Tourism Website has a section on Accessible Activities, updated annually.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

FOCUS AREA 2

2.5	Improve access to Council Administration Centre, and Visitor's Information Centre, including way finding.	Council Administration Centre and Visitors' Information Centre have best practice access features, including facilities to cater for people with vision and/or hearing impairment, blindness and/or deafness. Way finding in and around Council Administration Centre and Visitors' Information Centre is reviewed and improved where necessary.	% of Council Administration Building access features completed. % of way finding plans (suitable for guests who may be vision or hearing impaired; blind and/or deaf) implemented.
2.6	Encourage, support and promote accessible businesses and tourism in Parkes Shire	Businesses and tourist attractions in Parkes Shire have greater awareness of the economic benefits of developing accessible and aging friendly places and activities.	Number of Information sessions provided on the economic benefits of accessible and ageing friendly businesses and activities. Number of media articles and/ or information sessions provided on the economic benefits of accessible and ageing friendly businesses and activities. Representation made to Business Chamber to have an Inclusion Award in the Small Business Awards.

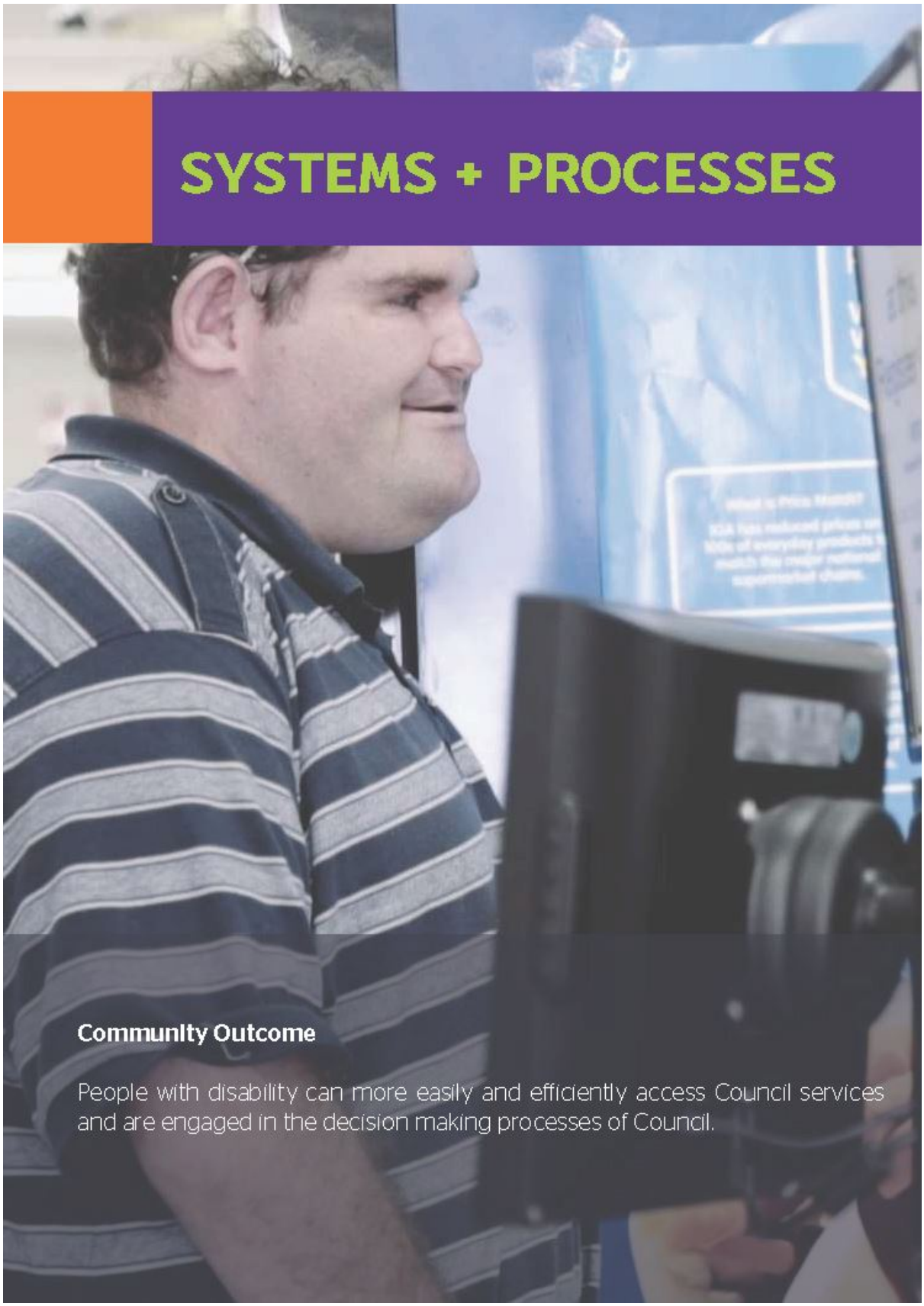
General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

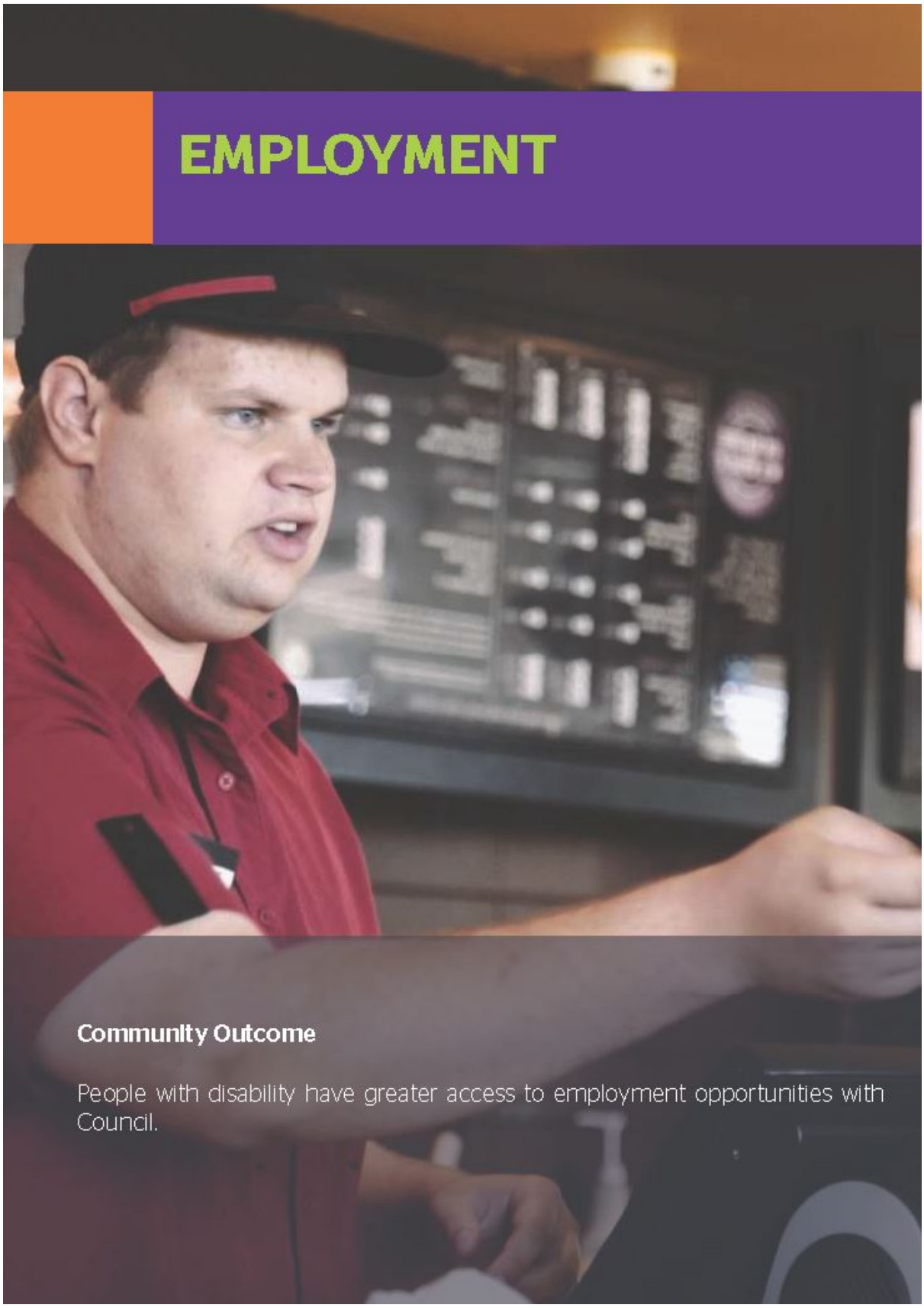
FOCUS AREA 3

3. SYSTEMS AND PROCESSES

STRATEGIES		OUTCOMES	MEASURES
3.1	Update the Customer Service Framework to provide guidance to staff on how to make information more accessible. Progressively improve accessibility of Council website.	Written information produced by Council is easier to read both in form and content. People with disability can request information in alternative formats and are presented with options to better meet their communication needs. People with disability have greater access to information via Council website.	% of Guidelines or procedures on providing alternative format materials or other communication options completed. Audit of Council websites against Web Content Accessibility Guidelines completed. Council website has a page describing the accessibility features updated annually. Tourism website has a section on accessibility features for getting around Parkes Shire, updated annually.
3.2	Review the Community Engagement Strategy to improve representation of people with disability, their families and supporters.	People with disability increasingly give feedback to Council and are able to give formal and informal input on the development and progress of Council plans.	% Community Engagement Strategy (Round Table) processes reviewed to enable input by people with disability.
3.3	Ensure Council's emergency evacuation procedures specifically consider the needs of people with disability.	Council's emergence evacuation procedures address the specific needs of people with disability.	Terms of Reference for committees responsible for the development of Flood/ Emergency Evacuation Plans include issues relating to evacuation of people with disability. % of Evacuation Procedures reviewed to address the evacuation needs of persons with disability.
3.4	Ensure Council Committees relating to Access, Mobility and Traffic have adequate representation of the issues of people with disability.	Disability inclusion issues are represented on Council Committees.	Terms of Reference for relevant Committee include inclusion issues.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

FOCUS AREA 4

4. EMPLOYMENT

STRATEGIES		OUTCOMES	MEASURES
4.1	Review recruitment and employment processes to ensure they provide fair and barrier free opportunity to candidates who have a disability.	Council has access to resources supporting best practice with regards to recruiting people with disability. Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability.	Membership of the Australian Network on Disability, renewed annually. Number and list of recruitment and employment related policies/ procedures amended in line with Australian Network on Disability Guidelines.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

+ IMPLEMENTATION, MONITORING + EVALUATION

Throughout the Parkes Shire 4 Year Delivery Plan, Council will engage and involve people with disability to help monitor the progress of the Parkes Shire Disability Inclusion Action Plan.

Council will achieve this by reporting to the Parkes Shire Access Committee, which is made up of people with disability as well as key partner agencies and staff from within Council.

Council will also require senior managers to make sure the Parkes Shire Disability Inclusion Action Plan is being implemented. Links between the Disability Inclusion Action Plan and the Delivery Program and Operational Plans will enable Council to track progress of the Action Plan in the Annual Report.

At the end of the Parkes Shire Disability Inclusion Action Plan 2017 - 21, Council will consult broadly with the community to ask what positive changes they may have noticed, as well as asking where barriers continue to exist.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Disability Inclusion Action Plan

2017/18 - 2020/21

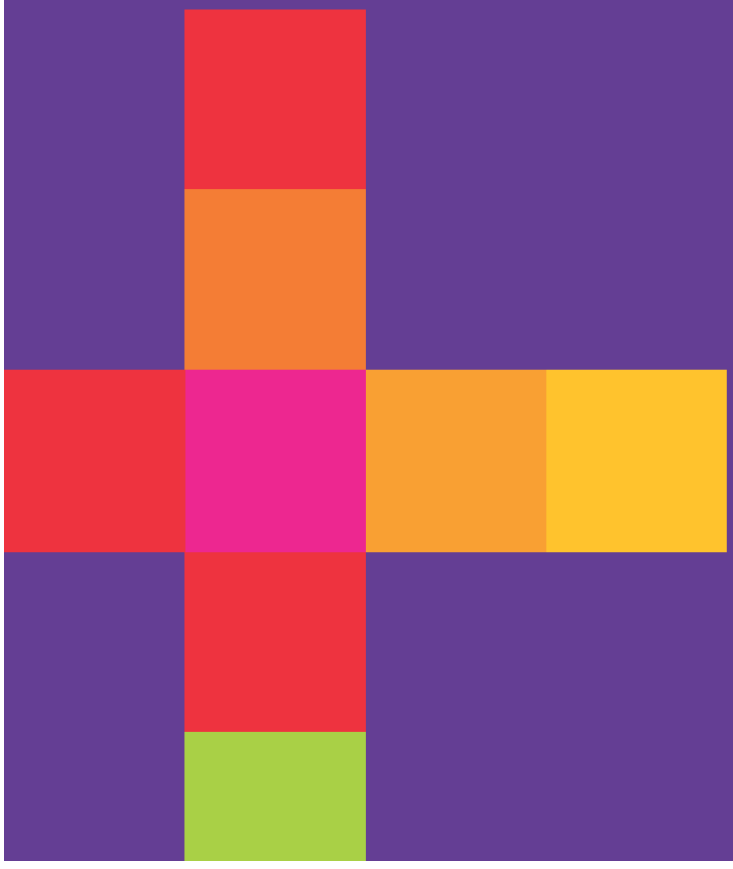
General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

For further information please contact:
Parkes Shire Council Chief Operating Officer
Brad Byrnes
P: 02 6861 2333 | E council@parkes.nsw.gov.au

PARKES SHIRE COUNCIL



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.3 (GM) CENTROC Beyond The Range Program

Executive Summary

This report seeks Council engagement for the "Beyond the Range" Program. It is currently promoted through social media, Facebook posts, where a consultant works to attract traffic for the region through Health organisations, Universities and Media that contain relevant health stories. Its success is heavily reliant on engagement of member councils.

Background Information

From collaborative work undertaken in 2008 by key stakeholders from the health, education and local government sectors a matrix was developed that identified priorities to attract and retain health workforce.

This was subsequently developed into a project seeking to develop a branding and marketing campaign to attract and retain the health workforce in Central NSW. This project was 50% funded by what is now the Department of Industry and led to the development of the Beyond the Range brand and advice on associated collateral and its publicising.

Legislative or Policy Implications

Nil

Budget & Financial Aspects

13 member councils have been invoiced a total of $6000 per Council since the 2011/2012 financial year.

Recommendation

1. That the information be received and noted.
2. That Council continue its engagement with the Beyond the Range social media Facebook posts and participate in workshop and feedback opportunities.

Report

The objectives of the project are:

Health Workforce has appeared as a priority for CENTROC members where health outcomes for the region are worse than our city cousins. Many CENTROC members are spending significant sums of monies building medical centres and other health related infrastructure and or offering incentives to the health workforce including doctors.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Under the auspices of the CENTROC Health Workforce Group, CENTROC adopted a strategic approach and called together the key peak health workforce organisations and educators of the region to develop a Health Workforce Matrix identifying the priority programming for the region to attract and retain a health workforce. The Matrix provided advice that a one stop shop web based portal with associated marketing and promotion was the best first step for the region.

The development of the marketing and website advice for this project was the next step. This project was funded 50% by CENTROC and 50% by the NSW Department of Industry and Investment. This stage of the project was completed in June 2010.

This advice was provided to the CENTROC Board in May 2010 who subsequently unanimously commended to members for their engagement. All members of CENTROC were visited and presentations provided regarding the project.

Further refinement of the budget, sponsorship and advertising potential was undertaken as well as meetings with key funding agencies.

Contributions for a three year program were as follows:

13 member councils have been invoiced a total of $6000 per Council since the 2011/2012 financial year, as per the 2011 proforma Report - *Joining the CENTROC Beyond the Range Project*, see attached. This funding was to develop collateral and roll out the program and was predicated on matched funding.

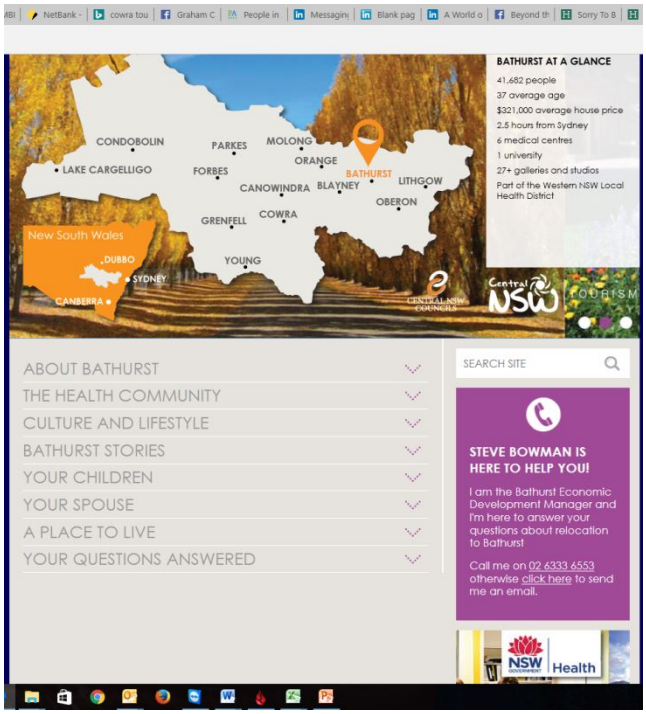
Further funding from the State was sought but this was not forthcoming as the regional development funding framework underwent significant changes and this type of support was cut.

CENTROC subsequently sought funding from the private sector and was able to secure $45,000 inc GST from Newcrest Mining.

Seeking State funding created delay for the project.

The total monies for the project provided a website, toolkit, collateral, substantive content, a launch and social media and marketing support.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



About the Website

This website has been designed to help health professionals consider expanding their life and career opportunities beyond the Great Dividing Range to Central NSW.

On the website viewers will find work/life balance, exciting career opportunities and supportive, vibrant, creative communities. We want more health professionals, and we will do all we can to help them find their place in this beautiful, diverse, exciting region.

This website will direct visitors to work and training opportunities in Central NSW, and to a contact at each Council to answer questions and help discover opportunities for potential residents and their families.

It also introduces them to some of the wonderful health professionals already living and working in Central NSW and provides some personal insight into their experiences.

About the Toolkit

The Beyond the Range Toolkit, a 25 page document, has been designed to assist member councils to up-skill staff for the Beyond the Range project.

Features of the toolkit:

- How the 3 tiers of government relate to health
- Summary of the Beyond the Range Marketing Plan
- Public Relations advice
- Social Media advice
- Beyond the Range Website explained
- Regional case studies
- What Councils can do to attract health professionals
- Grants and Incentives for rural GPs
- NSW Rural Doctors' Network GP Relocation Guide
- Helpful Links
- A "Call to action" Checklist

Given that the original budget for the more significant campaign was unable to be leveraged, the Board resolved to cut its cloth. Accordingly marketing has been through social media.

Please request any prior reports, the marketing package and the toolkit.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Social Media campaign

Overview

The social media campaign commenced in November 2015.

Since this time

- Page likes (number of people following our page) have increased from 110 to 1,058 **(+862%)**
- Number of people engaging (via likes, comments & shares) with our page per month has increased from 137 (previous highest result achieved) to a high of 4,770 **(+3,382%)** in July 2016
- Number of people reached (seeing our posts) per month has increased from 3,551 (previous highest result achieved) to 63,091 **(+1,677%)** in July 2016
- Impressions (number of times our posts have been seen – differs to reach as one person may see the same post more than once) per month has increased from 4,759 (previous highest result achieved) to 100,459 **(+2,011%)** in July 2016
- Our page content has been viewed a total of 569,952 times by up to 381,514 people.

Key agencies that the social media campaign engages with are:

- NSW Rural Doctors Network
- Future Health Leaders
- Doctors for the Bush
- Nurse Uncut Australia
- NSW Nurses and Midwives' Association
- Evocities
- NSW Health
- Western NSW Health Jobs
- Western NSW Local Health District
- Murrumbidgee Local Health District
- Nepean Blue Mountains Local Health District
- Local media sites such as ABC Central West & ABC Rural for relevant stories

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

When boosting posts (paid promotion) different demographics as well as interests are selected to target potential health workforce. This includes interests such as nursing, oncology, physiotherapy etc. in an effort to try and target these health professionals.

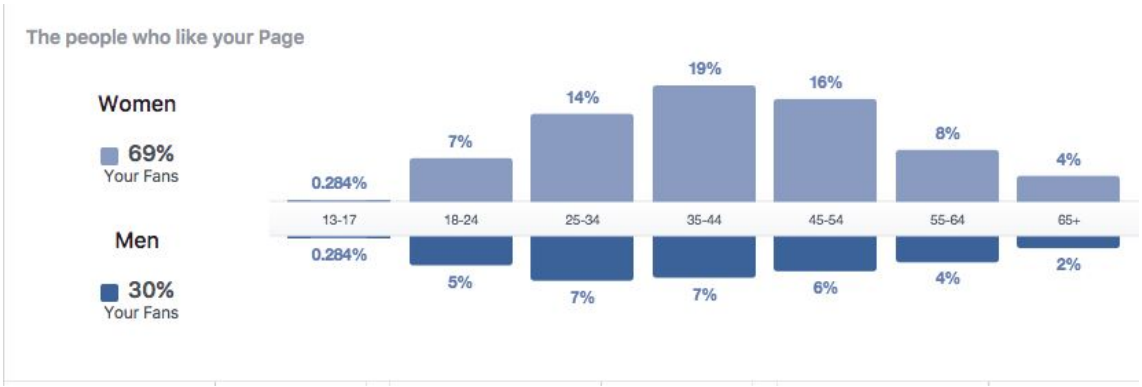
Month	Number of Likes (at end of month)	Number of People Engaged	Number of People Reached	Impressions
2015				
August	107	137	3,551	4,759
September	108 (+1)	46	391	1,233
October	110 (+2)	54	535	1,277
November	139 (+29)	185	2,814	6,089
December	252 (+113)	583	18,406	27,506
2016				
January	349 (+97)	1,232	28,228	38,983
February	422 (+73)	498	12,334	16,434
March	491 (+69)	953	28,011	38,208
April	545 (+54)	626	14,096	20,067
May	628 (+83)	520	13,255	25,560
June	651 (+23)	503	9,602	13,043
July	767 (+116)	4,770	63,091	100,459
August	893 (+126)	3,389	61,650	97,842
September	961 (+68)	3,177	44,677	63,757
October	1,019 (+58)	1,952	39,486	51,178
November	1,055 (+36)	2,230	36,196	52,664
December	1,058 (+3)	681	9,668	18,162

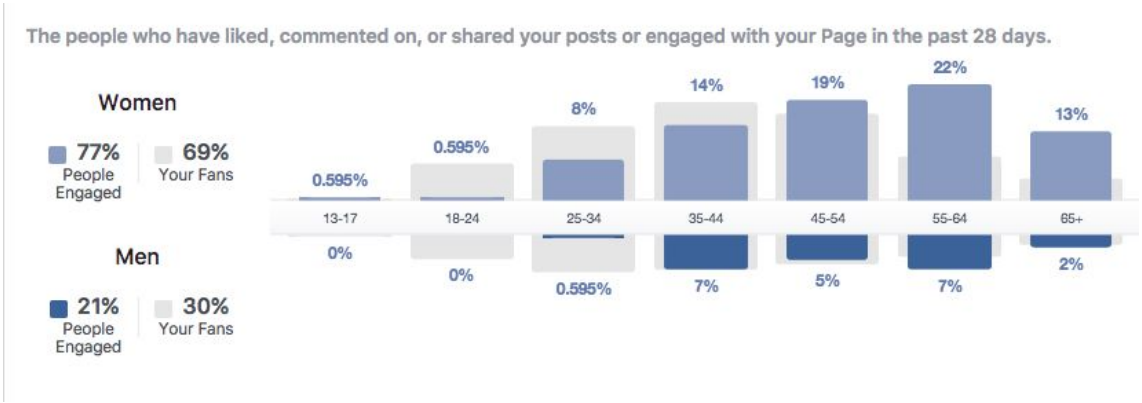
Posts have been seen/reached in the following top ten geographic locations:

- Sydney
- Goulburn
- Canberra
- Lithgow
- Wollongong
- Brisbane
- Bathurst
- Orange
- Cowra
- Parkes

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Demographics of those who like the BTR Facebook Page:





Currently posts are a mixture of destination marketing and health care related stories/links. “Did You Know” posts were introduced in July in an effort to increase engagement (people liking/commenting/sharing) which in turn increases the reach (number of people seeing that post).

The most successful posts are the ones that have the highest number of shares, comments & likes.

Post + Engagement = Reach. This engagement needs to start with Councils as the primary stakeholders. All posts that are related to a specific destination/council have their page tagged in the post. Therefore, each page gets notified that they have been mentioned in a post.

Engaging with internal and external stakeholders

Throughout the year key stakeholder’s social media has been followed. This includes the pages of key health related & Central NSW organisations (such as NSW Health, various NSW LHD’s, health professional unions & media outlets etc.) including actively engaging with their posts in order to create awareness of the BTR page with a view to encouraging reciprocated engagement and support.

Posts to page/messages/comments have all been moderated and liked/replied to where applicable- this has led to an increase in engagement from the public. Anyone that has been kind enough to share one of the posts has been thanked via the comment “Thanks for sharing! #BeyondTheRange”.

Communication with destinations/councils has been “patchy” at best in terms of replies.

Some councils have no active Facebook page, and many show no increase in likers or engagement. Essentially the majority of these pages are fairly inactive and are not providing much benefit to them (or the region). This probably highlights a need for social media training.

The website also needs contacts to be updated.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Paid Promotion/Advertising

Various methods of paid promotion and advertising were trialled to try and increase likes, engagement & reach. These included:

- Paid promotion of the page - this was a little slow to start so we switched some of the target demographics.
- Boosting all posts for a small amount.
- Boosting more engaging posts for a bigger share of the budget.
- Creation of stand-alone ads/videos.

What were the positives of the project?

- This project has been recognised by neighbouring ROCs eg Namoi and OROC.
- Presentations on the project have been requested to conference.
- The project buys the region and its members a ticket in the conversation on attracting and retaining health workforce and health in general.
- The project recognises that the need for health workforce fluctuates by LGA and workforce type and can vary support accordingly.
- The toolkit provides capacity to Council staff needing support in this area.
- The project has been recognised by key politicians such as the Hon Sarah Mitchell and the Hon Fiona Nash.
- Costs to Councils are small.
- The project has attracted funding from the private and public sectors.
- The project has collected a significant amount of stories and collateral for sharing with other stakeholders and ongoing use.
- The project facilitates useful networks in the health sector.

What were the negatives?

- Council engagement has been fairly quiet.
- Withdrawal of public and private sector funding.
- It is challenging to draw a direct line between the program and specific health workforce.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

What are the opportunities and recommendations for the project going forward?

1. Engaging medical students:
    a. Build an alliance with the universities as well as the people within the health services who organise the placements of students and residents/interns etc.
    b. A welcome to Central NSW care package either by Council or by the region that could include some or all of the following:
        - a letter thanking them for choosing Central NSW and showing them our commitment to improving services Beyond The Range
        - brochures about the region
        - a point of contact to assist them during their placement
        - free passes to some Central NSW attractions/events
2. Presentations to target groups
3. Build on existing collaborations with other key stakeholders to try and incorporate marketing into Universities and post grad programs in Area Health Services.
4. Increase capacity and engagement of Council staff

Conclusion

Health and ensuring health services is a priority in every Community Strategic Plan in Central NSW. Member Councils regularly report challenges in attracting and retaining heath workforce. Beyond the Range (BTR) has been a successful collaborative project for the Councils of Central NSW. It has enabled advocacy, provided capacity building for Councils, grown networks in the health sector and marketed the region as a destination for health workforce.

The intention was for BTR to return to management by Councils at the end of its third year, that is at the end of 2017. For BTR to be successfully handed back to Councils, as originally intended, there will need to be an increase in engagement by Council.

Other options include continuing to resource the program at varying levels or ceasing the program.

Recommendations include seeking this stronger engagement from Councils and supporting this with a social media workshop.

On current programming, there are sufficient monies to continue the program to December 2017 by which time it is hoped that engagement will have increased and members will be better placed to provide feedback on the value of the program.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Attachments

Nil

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

10.4 (GM) LGNSW 20016 Conference resolutions for Parkes Shire Council

Executive Summary

The Local Government NSW (LGNSW) has provided an update on Council's successful conference motions. At its December 2016 meeting, the Board endorsed the resolutions from the conference.

The LGNSW President, Cr Keith Rhoades, has in the first instance raised resolutions with the relevant Ministers, where appropriate (at both the state and/or federal level). Responses are incoming. Depending on the resolution, a variety of other advocacy measures are ongoing.

Background Information

The Local Government NSW (LGNSW) called for nominations from Councils for discussion at the Annual Conference held in Wollongong from 16 - 18 October 2016. Proposed motions should be strategic, affect members state-wide and introduce new or emerging policy issues or actions.

Council submitted three motions namely:

- Reinvigorate vocational trade courses available through TAFE NSW

- Decentralisation of the NSW Rural Fire Service Headquarters to Regional NSW

- Local Government orders and cost recovery powers

Legislative or Policy Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

1. That the report be received and noted

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

LGNSW has provided an update on their advocacy to date regarding our Council's successful conference.

Actions to date are shown in the table below (as at 15 June 2017):

Resolution	Written representation	Other actions	Response/outcome
6 Parkes Shire Council – Vocational trade courses available through TAFE NSW That Local Government NSW calls on the NSW Government to reinvigorate TAFE trade courses, facilities and qualified staff in regional and remote centres to increase trade-based qualifications and career opportunities for young people in regional NSW. **Carried**	Letter sent to NSW Minister for Skills, the Hon. John Barilaro MP (Ref: Out-25908)	CENTROC councils (including Parkes) were consulted about the VET Strategy on 21 February 2017 at a meeting with LGNSW and HR managers in Orange. At this stage, LGNSW is working with Councils, in OROC, Central Western ROC, Northern Rivers and Illawarra regions, to currently identify their VET training needs, including apprenticeship and traineeship demand.	The NSW Government's announcement about the VET Strategy has stalled but LGNSW understands it is imminent. LGNSW has paused work on this initiative, subject to the Government's announcement which will guide LGNSW's next steps.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

26 Board – Rural Fire Service relocation That Local Government NSW requests the NSW Government to relocate the headquarters of the NSW Rural Fire Service to a rural/regional area of NSW, consistent with its 'Decade of Decentralisation' commitment made in 2013. **Carried**	Letter sent to NSW Minister for Emergency Services, the Hon Troy Grant MP (Ref: Out-25873)	On 20 December 2016 former Minister for Emergency Services, the Hon. David Elliott MP, issued a media release announcing that the Rural Fire Service would be remaining in Sydney beyond 2018, by signing a long-term lease for a its new headquarters at Sydney Olympic Park. LGNSW's letter to the Hon. Troy Grant MP expressed our disappointment in this announcement and continued to present the case for relocation. Response received from the Hon. Troy Grant MP on 27 March 2017 (Ref: IN-54560). He states that there are a number of considerations for relocation including proximity to partner agencies. The new Headquarters at Sydney Olympic Park will provide access to key stakeholders including National Parks, Forest NSW, NSW Police Force, NSW Telco Authority, Defence and the Bureau of

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

			Meteorology.
45 Parkes Shire Council – Local government orders and cost recovery powers That Local Government NSW requests the NSW Government carry out a review of the local government orders and cost recovery powers to create a new system of guidelines, powers and cost recovery mechanisms that provides Councils with a simplified ability to resolve overgrown, unsafe and unhealthy properties in line with community expectations in a less costly way with simplified cost recovery mechanisms linked to the property rating debt recovery process.	Letter sent to NSW Minister for Local Government, the Hon. Gabrielle Upton MP. (Ref: Out-25894)	Issue raised at LGNSW Board LG Act Review Working Committee to seek initial feedback on the issue before it is raised during the appropriate phase of the LG Act review.	

Carried

LGNSW will continue to advance these issues on Council's behalf.

Attachments

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11 DIRECTOR TECHNOLOGY AND CORPORATE SERVICES REPORT

11.1 (DTCS) Financial Information as at 31 May 2017

Executive Summary

A regular report is provided to Council in relation to a number of financial indicators on a monthly basis.

Background Information

The supply of financial information on a regular basis fulfils statutory requirements and ensures prudent financial management.

Legislative or Policy Implications

Local Government Act, 1993

Local Government (Financial Management) Regulation, 1999

Budget & Financial Aspects

Nil

Recommendation

1. That the report detailing accounts paid, rate revenue collected, the bank reconciliation and net operating results to 31 May 2017 be received and noted.

Report

1. **Accounts**

The accounts cover the period 01/05/2017 to 31/05/2017:

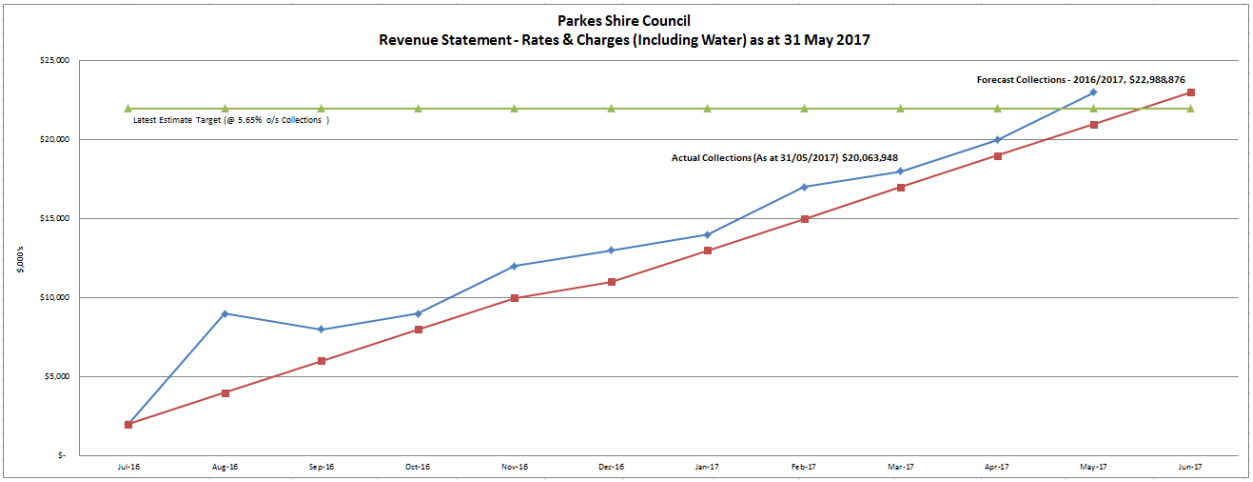
Payment	From	To	Sub-Total
Combined A/c	129228	E056388	$ 10,758,778.36
Cheques and Deskbank			$.
Salaries and Wages	04/05/2017	31/05/2017	$ 1,110,285.64
TOTAL			**$ 11,869,064.00**

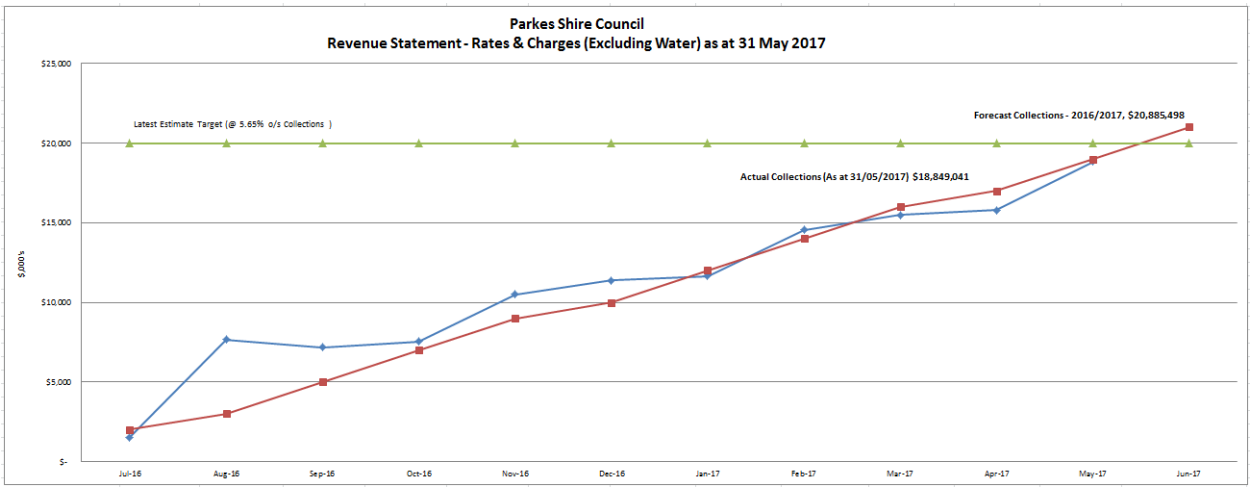
General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2. Revenue Statement due to 31 May 2017

The following graphics reflects the collection progress to date (including & excluding water, sewer & trade waste consumption) as at 31 May 2017. For reference, the Rates, Annual charges, Interest & Extra Charges Outstanding percentage for 2015/16 was 5.65%, and is shown as a latest estimate for 2016/17.





Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3. **Bank Reconciliation as at 31 May 2017**

The bank reconciliation for the month of May 2017 has been finalised and is submitted for the information of Council.

The reconciliation of the Cash Books of the Council and the Bank Accounts has been carried out. The accounts have been reconciled with a balance of $701,861.53 as at 31 May 2017.

4. **Net operating results as at 31 May 2017**

The following table reflects the current net operating result (Before & After Capital Grants & Contributions) as at 31 May 2017:-

Net Operating Result (After Capital Grants & Contributions)	Actual (As at 31 May 2017)	Original Budget 2016/17
General Fund	$ 5,785,053	$ 6,118,000
Water Fund	$ 12,577,357	$ 19,326,000
Sewer Fund	$ 4,061,449	$ 7,764,000
Consolidated Funds	**$ 22,423,859**	**$ 33,208,000**

Net Operating Result (Before Capital Grants & Contributions)	Actual (As at 31 May 2017)	Original Budget 2016/17
General Fund	$ 979,639	$ 2,464,000
Water Fund	$ 517,437	$ 442,000
Sewer Fund	$ 267,087	$ 1,010,000
Consolidated Funds	**$ 1,764,163**	**$ 3,916,000**

The Quarterly Budget Review Statement as at 31 March 2017 forecasts the Net Operating Result for the General Fund to be $1,420,638 for the financial year ended 30 June 2017. It is noted there is further Transport Assets expenditure for April and May 2017 to be capitalised from grant funding to various works programs. This will improve the current operating result for the General Fund.

Attachments

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.2 (DTCS) Investment Report as at 31 May 2017

Executive Summary

The carrying value of Council's investments at 31 May 2017 was $56,631,000.

Background Information

In accordance with Clause 212 of the Local Government (General) Regulation 2005, the following details are provided for Council's investments under Section 625 of the Local Government Act, 1993.

The carrying values of the investments outlined in this report have been those advised to Council by the arrangers, brokers or custodian of those securities.

Legislative or Policy Implications

- Parkes Shire Council Investment Policy, Clause 212 of the Local Government (General) Regulation 2005 and Section 625 of the Local Government Act, 1993.
- DLG Circular 10-11 - Investment Policy Guidelines
- DLG Circular 11-01 Ministerial Investment Order

Progressive Delivery Program Implications

The resolution in this report will primarily effect all the Delivery Program Future Direction s.

Predicted positive effect/opportunity for the Delivery Program: *Excellent*

Predicted negative/challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★★☆
Social	★★★★☆	*Civic Leadership*	★★★★★

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

All returns on investments are included in Council's Operating Budget. Any amendment to budgeted interest income is effected through the Quarterly Budget Review process. Both the average level of funds invested and the rate of return determine returns.

In accordance with the Australian equivalent of International Accounting Standards, securities that are classified as held for trading are required to be valued at market value at each balance date. Investments in the form of cash or cash equivalents and held to maturity investments are valued at cost. Floating Rate Notes acquired on the secondary market are valued at cost. Where the purchase consideration is different to face value, the resulting premium or discount are amortised on a straight-line basis over the life of the Note.

Recommendation

1. That the information in relation to investments held at 31 May 2017 be received and noted.

Report

Attached is the Investment Portfolio Report for Parkes Shire Council as at 31 May 2017.

The movement in Investments for the month of May 2017 were as follows:

Opening Balance as at 30 April 2017	$ 58,071,000
Plus New Investments - May 2017	$ 6,910,000
Less Investment Redeemed - May 2017	($ 8,350,000)
Closing Balance as at 31 May 2017	**$ 56,631,000**

S&P Global Ratings on the 22nd May 2017 lowered its ratings on a number of Australian financial institutions based on their view that continued build-up of economic imbalances in the country over the past few years due to a rapid rise in private sector debt and house prices (in particular the most populous cities of Sydney and Melbourne) has exposed Australian financial institutions to greater economic risks. A rapid rise in property prices or strong growth in private sector debt generally signals a higher risk that a sharp correction in property prices could occur.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Financial Institutions which Council had investments that have been subsequently downgraded include:

Financial Institution Long-Term Rating Downgraded	Previous S&P Long-Term Rating	Revised S&P Long-Term Rating	Council Investments as at 31 May 2017
AMP Bank	A +	A	$ 4,000,000
Bank of Queensland	A -	BBB +	$ 4,650,000
Bendigo and Adelaide Bank	A -	BBB +	$ 2,000,000
ME Bank	BBB +	BBB	$ 3,700,000

The Credit Quality Target and Limits guidelines adopted reference the Standard & Poor's (S&P) ratings system criteria and format – however references to the Ministers Order also recognised Moody's and Fitch Ratings and any of the three ratings may be used where available. Council's Investment Policy recognises that the primary control of credit quality is the prudential supervision and government support and explicit guarantees of the ADI sector, not ratings.

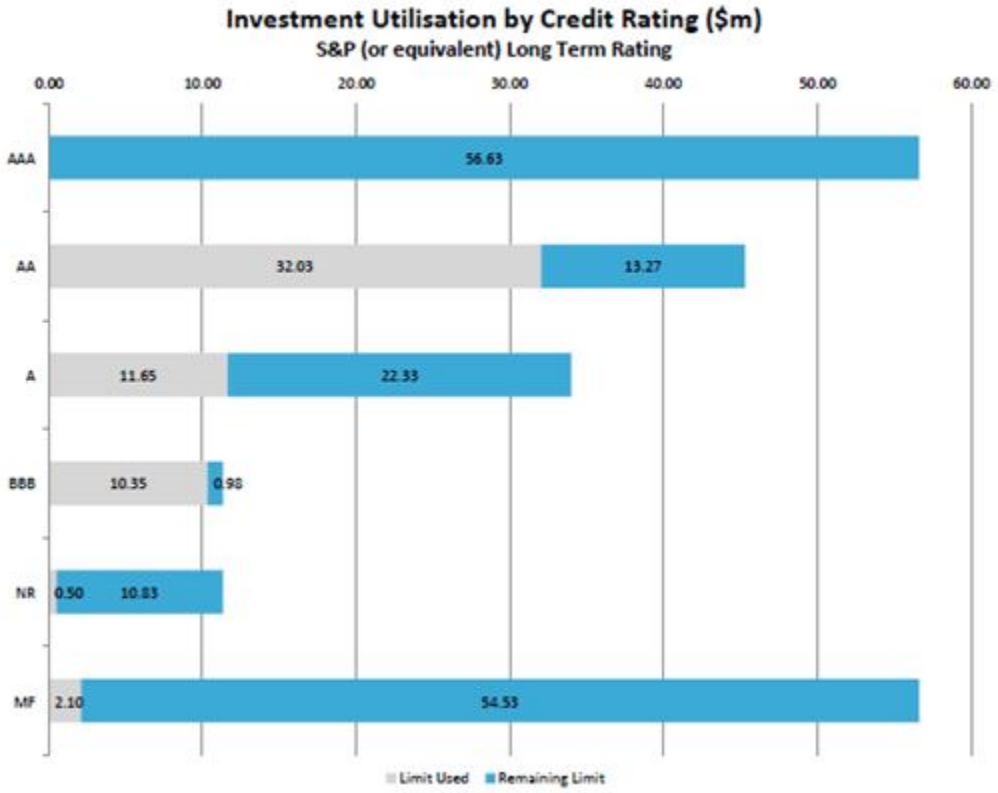
The maximum holding limit in each rating category and the target credit quality weighting for Council's portfolio shall be:

Long- Term Rating Range	Short-Term Credit Ratings	Maximum Holdings
AAA Category	A-1+	100%
AA Category	A-2	80%
A Category	A-2	60%
BBB Category & unrated ADI's	A-3	40%

Following this announcement, Parkes Shire Council is still holding its Investment portfolio within its Investment policy set Compliance Limits for counter parties based on respective long-term credit ratings. The main effect has been that the investments as at 31 May 2017 for Bank of Queensland ($4,650,000) and Bendigo & Adelaide Bank ($2,000,000) have switched from an A Category Credit Rating to a BBB Category Rating. This has meant that the allocation permitted under Council's Investment Policy for BBB investments is now 91% utilised, with a remaining amount permitted of $980,000.

The following table and graphic depicts the Investment Utilisation by Credit Rating ($m) as at 31 May 2017.

Credit Rating	Available		Used		Remaining	
	% Limit	$m Limit	% Limit	$m Limit	% Limit	$m Limit
AAA	100.00%	56.63	0.00%	0.00	100.00%	56.63
AA	80.00%	45.30	56.56%	32.03	23.44%	13.27
A	60.00%	33.98	20.57%	11.65	39.43%	22.33
BBB	20.00%	11.33	18.28%	10.35	1.72%	0.98
NR	20.00%	11.33	0.88%	0.50	19.12%	10.83
MF	100.00%	56.63	3.71%	2.10	96.29%	54.53



Council will continue to monitor its Investment Portfolio is managed within the Compliance Limits recommended by Council's Investment Policy and reports measured against these benchmarks are provided within its monthly Investment report.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Certification - Responsible Accounting Officer

The Chief Financial Officer hereby certifies that the investments listed in the Investment Summary have been made in accordance with Section 625 of the Local Government Act, 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Attachments

1. Investment Portfolio Report as at 31 May 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire Council

Portfolio Report

As at 31 May 2017

CURVE SECURITIES PTY LTD
AFSL 405 751
ABN 94 143 558 598

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General Manager

Mayor

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General Manager

Mayor

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Section	
1	Portfolio Summary
2	Investment Register
3	Limit Compliance Reports
4	Counterparty Exposures
5	End of Month Performance
6	Transactions

Disclaimer

This document is intended to provide you with general information only, it is not intended to imply a recommendation or otherwise constitute advice in relation to financial products. It does not take into account your investment objectives, financial situation or particular needs. Before acting on any information you obtain from this document you need to consider the appropriateness of the information in lieu of your investment objectives, financial situation or needs.

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Parkes Shire Council

Section 1: Portfolio Summary as at 31 May 2017

Total Cost	Total Accrued Interest	Average Weighted Yield
56,631,000	506,196	2.59%

Total Current Value	Total Monthly Accrued Interest	Average Weighted Term in Days
56,676,235	113,465	227

Unrealised Capital Gain/Loss	Total Interest Received for the Month	Total Interest Received for the Financial Year
45,235	166,131	1,040,769

Investment Type	Cost	Current Value	Unrealised Capital Gain/Loss	Total Accrued Interest	Monthly Accrued Interest	Interest Received	Current Weighted Yield	Current Weighted Term in Days
At Call Account	4,531,000	4,531,000	-	-	-	-	1.05%	1
Floating Bond	3,500,000	3,545,235	45,235	9,395	8,361	7,183	1.96%	1,205
Managed Fund	2,100,000	2,100,000	-	-	-	-	2.34%	1
Term Deposit	46,500,000	46,500,000	-	496,801	105,104	158,948	2.72%	185

Average Portfolio Size ($m)

General Manager

Mayor

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Version: 1, Version Date: 24/08/2017

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Version: 1, Version Date: 24/08/2017

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Version: 1, Version Date: 24/08/2017

General Manager

Mayor

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Parkes Shire Council

Section 2: Investment Register as at 31 May 2017

ADI / Issuer	Investment Type	Contract Number	Face Value	Settlement Date	Maturity Date	Yield / Issue Margin (%)	S&P Long Term Rating	Term Classification	Capital Purchase Value	Capital Valuation	Accrued Interest	Monthly Accrued Interest
AMP BANK LTD	Term Deposit	023136	1,000,000	13/02/2017	14/08/2017	2.75	A	31 to 90 days	1,000,000	1,000,000	8,137	2,336
AMP BANK LTD	Term Deposit	022389	2,000,000	21/12/2016	19/06/2017	2.80	A	30 days or less	2,000,000	2,000,000	24,855	4,756
AMP BANK LTD	Term Deposit	025147	1,000,000	31/05/2017	29/11/2017	2.60	A	181 to 365 days	1,000,000	1,000,000	71	71
BANK OF QUEENSLAND LTD	Term Deposit	024519	1,000,000	2/05/2017	30/10/2017	2.60	BBB+	91 to 180 days	1,000,000	1,000,000	2,137	2,137
BANK OF QUEENSLAND LTD	Term Deposit	023598	1,000,000	8/03/2017	4/09/2017	2.60	BBB+	91 to 180 days	1,000,000	1,000,000	6,055	2,208
BANK OF QUEENSLAND LTD	Term Deposit	022468	500,000	3/01/2017	3/07/2017	2.75	BBB+	31 to 90 days	500,000	500,000	5,613	1,168
BANK OF QUEENSLAND LTD	Term Deposit	022467	1,000,000	3/01/2017	3/07/2017	2.75	BBB+	31 to 90 days	1,000,000	1,000,000	11,226	2,336
BANK OF QUEENSLAND LTD	Floating Bond	BCN-021056	500,000	29/10/2015	29/04/2019	1.15	BBB+	1 to 3 years	500,000	502,675	1,310	1,229
BANK OF QUEENSLAND LTD	Term Deposit	022204	250,000	5/05/2016	4/05/2021	3.50	BBB+	3 to 5 years	250,000	250,000	647	647
BANK OF QUEENSLAND LTD	Term Deposit	022210	400,000	29/06/2016	29/06/2021	3.30	BBB+	3 to 5 years	400,000	400,000	12,187	1,121
BENDIGO AND ADELAIDE BANK	Term Deposit	022228	1,000,000	23/08/2016	23/08/2017	2.65	BBB+	31 to 90 days	1,000,000	1,000,000	20,474	2,251
BENDIGO AND ADELAIDE BANK	Term Deposit	022221	1,000,000	27/07/2016	27/07/2017	2.80	BBB+	31 to 90 days	1,000,000	1,000,000	23,704	2,378
CENTRAL WEST CREDIT UNION LTD	Term Deposit	022203	500,000	11/04/2016	11/10/2017	3.00	NR	91 to 180 days	500,000	500,000	2,096	1,274
COMMONWEALTH BANK OF AUSTRAL	Floating Bond	BCN-021058	1,000,000	12/07/2016	12/07/2021	1.21	AA-	3 to 5 years	1,000,000	1,015,020	3,990	2,530
COMMONWEALTH BANK OF AUSTRAL	Floating Bond	BCN-021057	500,000	19/10/2015	19/10/2018	0.78	AA-	1 to 3 years	500,000	502,365	1,455	1,074
COOPERATIEVE RABOBANK UA	Floating Bond	BCN-021060	500,000	4/03/2016	4/03/2021	1.50	AA-	3 to 5 years	500,000	510,805	- 225	1,395
MEMBERS EQUITY BANK LTD	Term Deposit	024035	700,000	5/04/2017	5/01/2018	2.65	BBB	181 to 365 days	700,000	700,000	2,897	1,575
MEMBERS EQUITY BANK LTD	Term Deposit	024520	1,500,000	2/05/2017	30/10/2017	2.65	BBB	91 to 180 days	1,500,000	1,500,000	3,267	3,267
MEMBERS EQUITY BANK LTD	Term Deposit	021341	1,500,000	2/11/2016	31/07/2017	2.65	BBB	31 to 90 days	1,500,000	1,500,000	22,979	3,376
NATIONAL AUSTRALIA BANK LTD	Term Deposit	024431	2,000,000	26/04/2017	26/10/2017	2.57	AA-	91 to 180 days	2,000,000	2,000,000	5,070	4,365
NATIONAL AUSTRALIA BANK LTD	Term Deposit	023941	1,000,000	29/03/2017	29/01/2018	2.60	AA-	181 to 365 days	1,000,000	1,000,000	4,559	2,208
NATIONAL AUSTRALIA BANK LTD	Term Deposit	024269	1,000,000	13/04/2017	13/10/2017	2.57	AA-	91 to 180 days	1,000,000	1,000,000	3,450	2,183
NATIONAL AUSTRALIA BANK LTD	Term Deposit	024340	2,000,000	19/04/2017	19/10/2017	2.56	AA-	91 to 180 days	2,000,000	2,000,000	6,032	4,348
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022533	1,000,000	5/12/2016	5/12/2017	2.77	AA-	181 to 365 days	1,000,000	1,000,000	13,508	2,353
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022852	1,000,000	11/01/2017	11/12/2017	2.72	AA-	181 to 365 days	1,000,000	1,000,000	10,507	2,310
NATIONAL AUSTRALIA BANK LTD	Term Deposit	023266	2,000,000	20/02/2017	20/09/2017	2.60	AA-	91 to 180 days	2,000,000	2,000,000	14,389	4,416
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022532	1,250,000	1/12/2016	1/12/2017	2.77	AA-	181 to 365 days	1,250,000	1,250,000	17,265	2,941
NATIONAL AUSTRALIA BANK LTD	Term Deposit	023395	1,000,000	27/02/2017	27/10/2017	2.59	AA-	91 to 180 days	1,000,000	1,000,000	6,670	2,200
NATIONAL AUSTRALIA BANK LTD	Term Deposit	023127	1,500,000	8/02/2017	8/09/2017	2.61	AA-	91 to 180 days	1,500,000	1,500,000	12,120	3,325
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022534	1,000,000	16/12/2016	16/11/2017	2.77	AA-	91 to 180 days	1,000,000	1,000,000	12,674	2,353
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022853	1,000,000	23/01/2017	23/11/2017	2.65	AA-	91 to 180 days	1,000,000	1,000,000	9,366	2,251
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022552	1,000,000	22/12/2016	22/11/2017	2.76	AA-	91 to 180 days	1,000,000	1,000,000	12,174	2,344
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022913	1,000,000	30/01/2017	29/09/2017	2.63	AA-	91 to 180 days	1,000,000	1,000,000	8,791	2,234
NATIONAL AUSTRALIA BANK LTD	Floating Bond	BCN-021059	500,000	12/05/2016	12/05/2021	1.17	AA-	3 to 5 years	500,000	506,810	755	796
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022195	1,000,000	21/11/2016	23/10/2017	2.80	AA-	91 to 180 days	1,000,000	1,000,000	14,729	2,378
NATIONAL AUSTRALIA BANK LTD	Term Deposit	022224	1,000,000	19/08/2016	19/06/2017	2.67	AA-	30 days or less	1,000,000	1,000,000	20,921	2,268
NATIONAL AUSTRALIA BANK LTD	Term Deposit	021496	1,000,000	5/10/2016	5/06/2017	2.72	AA-	30 days or less	1,000,000	1,000,000	17,810	2,310
NSW TREASURY CORPORATION HOURGLASS	Managed Fund	021083	2,100,000			2.34	MF	30 days or less	2,100,000	2,100,000	-	-
RABOBANK AUSTRALIA LTD	Term Deposit	022198	1,000,000	28/08/2015	27/08/2019	3.30	AA-	1 to 3 years	1,000,000	1,000,000	24,953	2,803
RABOBANK AUSTRALIA LTD	Term Deposit	022197	1,000,000	30/07/2015	31/07/2017	2.95	AA-	31 to 90 days	1,000,000	1,000,000	24,570	2,505
RABOBANK AUSTRALIA LTD	Term Deposit	022201	500,000	20/11/2015	22/11/2018	3.15	AA-	1 to 3 years	500,000	500,000	8,285	1,338
RABOBANK AUSTRALIA LTD	Term Deposit	022200	750,000	2/11/2015	4/11/2019	3.30	AA-	1 to 3 years	750,000	750,000	14,308	2,102
RABOBANK AUSTRALIA LTD	Term Deposit	022199	1,000,000	10/09/2015	9/09/2019	3.20	AA-	1 to 3 years	1,000,000	1,000,000	22,970	2,718
SUNCORP GROUP LTD	Floating Bond	BCN-021061	500,000	12/04/2016	12/04/2021	1.38	A+	3 to 5 years	500,000	507,560	2,110	1,337

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Version: 1, Version Date: 24/08/2017

General Manager

Mayor

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Parkes Shire Council

Section 2: Investment Register as at 31 May 2017

ADI / Issuer	Investment Type	Contract Number	Face Value	Settlement Date	Maturity Date	Yield / Issue Margin (%)	S&P Long Term Rating	Term Classification	Capital Purchase Value	Capital Valuation	Accrued Interest	Monthly Accrued Interest
SUNCORP-METWAY LTD	Term Deposit	024430	500,000	24/04/2017	20/11/2017	2.58	A+	91 to 180 days	500,000	500,000	1,343	1,096
SUNCORP-METWAY LTD	Term Deposit	022892	2,000,000	27/01/2017	25/01/2018	2.65	A+	181 to 365 days	2,000,000	2,000,000	18,151	4,501
SUNCORP-METWAY LTD	Term Deposit	022553	2,000,000	3/01/2017	3/07/2017	2.60	A+	31 to 90 days	2,000,000	2,000,000	21,227	4,416
SUNCORP-METWAY LTD	Term Deposit	022912	2,000,000	30/01/2017	28/08/2017	2.65	A+	31 to 90 days	2,000,000	2,000,000	17,715	4,501
SUNCORP-METWAY LTD	Term Deposit	022554	650,000	3/01/2017	3/07/2017	2.60	A+	31 to 90 days	650,000	650,000	6,899	1,435
WESTPAC BANKING CORP	At Call Account	021082	4,531,000			1.05	AA-	30 days or less	4,531,000	4,531,000	-	-
TOTAL			**56,631,000.00**						**56,631,000.00**	**56,676,235.00**	**506,196.48**	**113,465.03**

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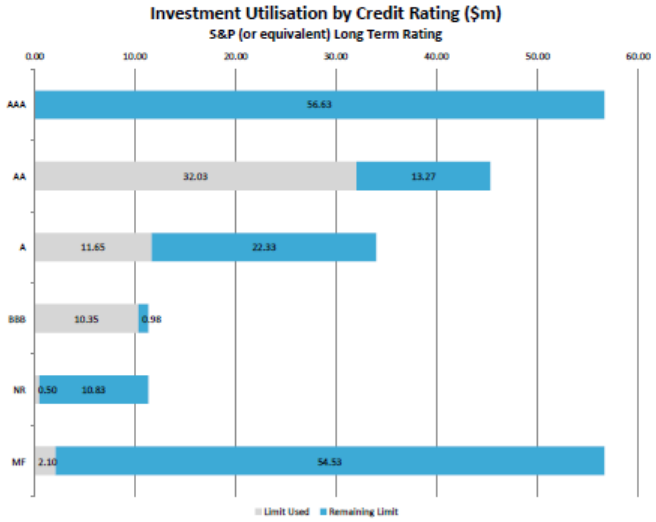
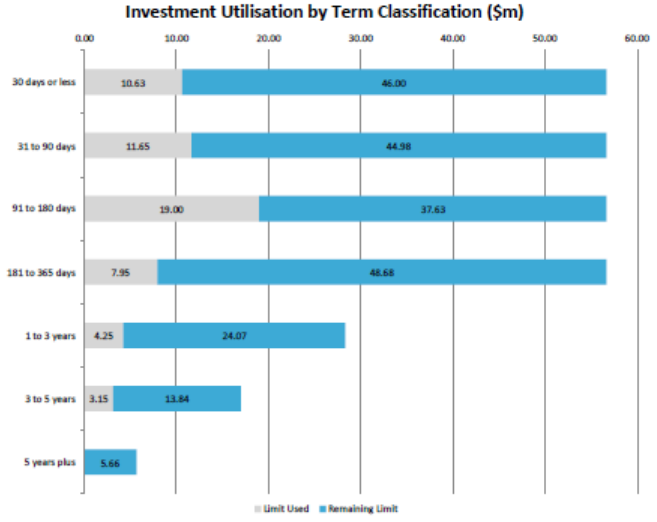
Parkes Shire Council

Section 3: Limit Compliance Reports as at 31 May 2017

Credit Rating	Available		Used		Remaining	
	% Limit	$m Limit	% Limit	$m Limit	% Limit	$m Limit
AAA	100.00%	56.63	0.00%	0.00	100.00%	56.63
AA	80.00%	45.30	56.56%	32.03	23.44%	13.27
A	60.00%	33.98	20.57%	11.65	39.43%	22.33
BBB	20.00%	11.33	18.28%	10.35	1.72%	0.98
NR	20.00%	11.33	0.88%	0.50	19.12%	10.83
MF	100.00%	56.63	3.71%	2.10	96.29%	54.53

Term Classification	Available Limit		Limit Used		Remaining Limit	
	%	$m	%	$m	%	$m
30 days or less	100.00%	56.63	18.77%	10.63	81.23%	46.00
31 to 90 days	100.00%	56.63	20.57%	11.65	79.43%	44.98
91 to 180 days	100.00%	56.63	33.55%	19.00	66.45%	37.63
181 to 365 days	100.00%	56.63	14.04%	7.95	85.96%	48.68
1 to 3 years	50.00%	28.32	7.50%	4.25	42.50%	24.07
3 to 5 years	30.00%	16.99	5.56%	3.15	24.44%	13.84
5 years plus	10.00%	5.66	0.00%	0.00	10.00%	5.66





General Manager

Mayor

Document Set ID: 1378440
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

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Parkes Shire Council

Section 4: Counterparty Exposures as at 31 May 2017

Issuer	S&P Long Term Rating	Available		Used		Remaining	
		% Limit	$m Limit	% Limit	$m Limit	% Limit	$m Limit
AMP LTD	A	30.00%	16.99	7.06%	4.00	22.94%	12.99
BANK OF QUEENSLAND LTD	BBB+	20.00%	11.33	8.21%	4.65	11.79%	6.68
BENDIGO AND ADELAIDE BANK	BBB+	20.00%	11.33	3.53%	2.00	16.47%	9.33
CENTRAL WEST CREDIT UNION LTD	NR	20.00%	11.33	0.88%	0.50	19.12%	10.83
COMMONWEALTH BANK OF AUSTRAL	AA-	40.00%	22.65	2.65%	1.50	37.35%	21.15
COOPERATIEVE RABOBANK UA	AA-	40.00%	22.65	8.39%	4.75	31.61%	17.90
MEMBERS EQUITY BANK LTD	BBB	20.00%	11.33	6.53%	3.70	13.47%	7.63
NATIONAL AUSTRALIA BANK LTD	AA-	40.00%	22.65	37.52%	21.25	2.48%	1.40
NSW TREASURY CORPORATION HOURGLASS	MF	40.00%	22.65	3.71%	2.10	36.29%	20.55
SUNCORP GROUP LTD	A+	30.00%	16.99	13.51%	7.65	16.49%	9.34
WESTPAC BANKING CORP	AA-	40.00%	22.65	8.00%	4.53	32.00%	18.12

Parkes Shire Council

Section 4: Counterparty Exposures as at 31 May 2017

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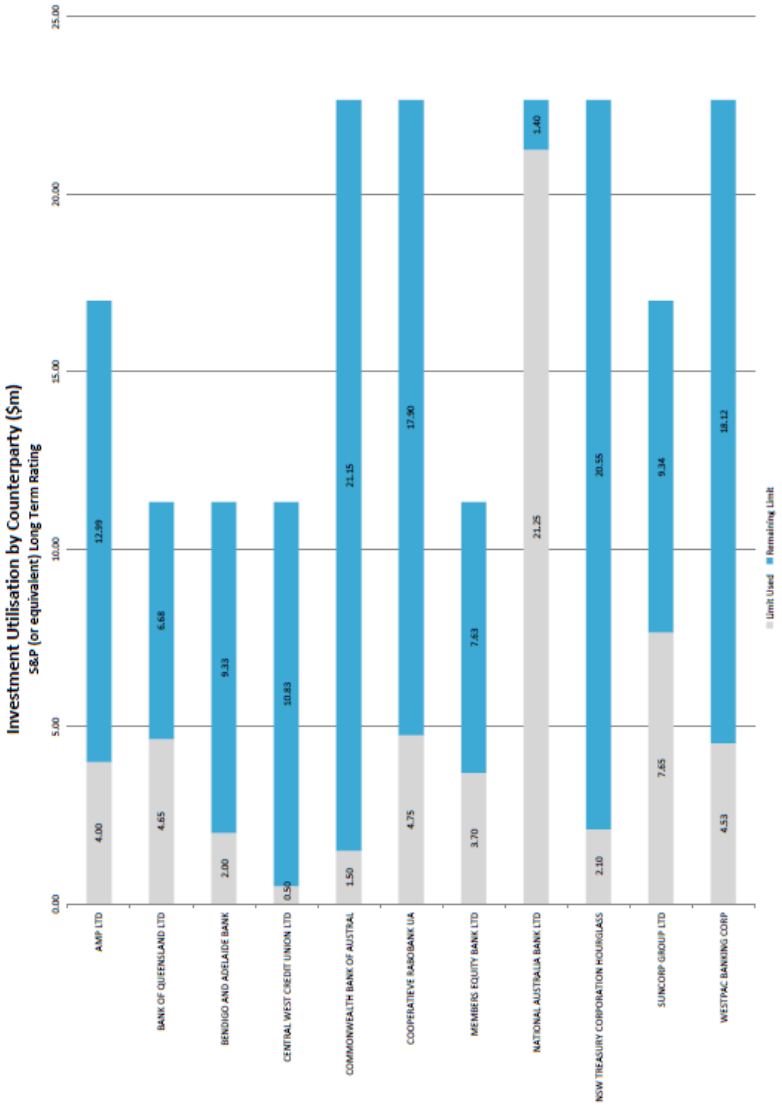

Page 9 of 11

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire Council

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Section 6: Transactions from 1 May to 31 May 2017

Date	Contract Number	Investment Type	ADI / Security Name	Amount	Debit / Credit	Transaction Type	Transaction Detail
31/05/2017	025147	Term Deposit	AMP BANK LTD	1,000,000.00	Credit	Principal	New investment
31/05/2017	022203	Term Deposit	AMP BANK LTD	30,000.00	Debit	Interest	Interest
31/05/2017	022203	Term Deposit	AMP BANK LTD	1,000,000.00	Debit	Principal	Maturity proceeds
24/05/2017	014495	Term Deposit	NATIONAL AUSTRALIA BANK LTD	16,302.21	Debit	Interest	Interest
24/05/2017	014495	Term Deposit	NATIONAL AUSTRALIA BANK LTD	1,000,000.00	Debit	Principal	Maturity proceeds
19/05/2017	022226	Term Deposit	NATIONAL AUSTRALIA BANK LTD	38,790.68	Debit	Interest	Interest
19/05/2017	022226	Term Deposit	NATIONAL AUSTRALIA BANK LTD	2,000,000.00	Debit	Principal	Maturity proceeds
17/05/2017	BCN-021055	Floating Bond	BAAB 3mBBSW+1.2pct 17/05/2017	500,000.00	Debit	Principal	Maturity proceeds
17/05/2017	BCN-021055	Floating Bond	BAAB 3mBBSW+1.2pct 17/05/2017	3,633.15	Debit	Interest	Interest
16/05/2017	022233	Term Deposit	NATIONAL AUSTRALIA BANK LTD	20,643.29	Debit	Interest	Interest
16/05/2017	022233	Term Deposit	NATIONAL AUSTRALIA BANK LTD	1,000,000.00	Debit	Principal	Maturity proceeds
12/05/2017	BCN-021059	Floating Bond	NAB 3mBBSW+1.17pct 12/05/2021	3,350.14	Debit	Interest	Interest
5/05/2017	022204	Term Deposit	BANK OF QUEENSLAND LTD	8,750.00	Debit	Interest	Interest
2/05/2017	021201	Term Deposit	BANK OF QUEENSLAND LTD	14,054.79	Debit	Interest	Interest
2/05/2017	021201	Term Deposit	BANK OF QUEENSLAND LTD	1,000,000.00	Debit	Principal	Maturity proceeds
2/05/2017	022223	Term Deposit	MEMBERS EQUITY BANK LTD	29,404.11	Debit	Interest	Interest
2/05/2017	022223	Term Deposit	MEMBERS EQUITY BANK LTD	1,500,000.00	Debit	Principal	Maturity proceeds
2/05/2017	024519	Term Deposit	BANK OF QUEENSLAND LTD	1,000,000.00	Credit	Principal	New investment
2/05/2017	024520	Term Deposit	MEMBERS EQUITY BANK LTD	1,500,000.00	Credit	Principal	New investment

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.3 (DTCS) Loan Borrowings 2017-18

Executive Summary

The Long Term Financial Plan 2017/18 to 2028/29 includes provision for additional borrowings in 2017/18, and the paying out of existing high interest loans. This report is to authorise the undertaking of expressions of interest for new borrowings and to investigate the payment of existing high interest loans.

Background Information

In 2010, Council drew down three loans totalling $3,450,000 within the General Fund, as fixed interest rates in excess of 8.00% for periods of 20 years. Council has been discussing with the National Australia Bank, the option to pay-out these loans with Council's own source revenue, with the outlook of lowering the amount payable under these loan contracts. Council has also planned borrowings of $3,000,000 for infrastructure projects programmed for 2017/18.

Legislative or Policy Implications

Section 624 Local Government Act 1993

Circular 09-21 – Revised Borrowing Order

Borrowing policy - 2017

Progressive Delivery Program Implications

The resolution in this report will primarily affect all the Delivery Program Future Directions.

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

Council's debt servicing obligations have been included in the 2017/18 Operational Plan and 2017/18 to 2028/29 Long Term Financial Plan.

Recommendation

1. That Council investigate breaking the General Fund Fixed Term Loans and provide a report back to Council of the merits of the offers provided.

2. That Council authorise the Mayor and General Manager to source loan funds of $3,000,000 as outlined in the 2017/18 Operational Plan and Long Term Financial Plan 2017/18 to 2028/29.

3. That Council authorise the Mayor and General Manager to notify NSW Treasury (TCorp) of its intention to borrow funds in 2017/18 and apply for loan funds.

Report

Council has planned borrowings of $3,000,000 for infrastructure projects within the General Fund for 2017/18. With Council being deemed Fit for The Future, it is able to make an application to borrow from NSW Treasury in line with planned borrowings per the 2017/18 Operational Budget and Long Term Financial Plan 2017/18 to 2028/29.

The use of borrowings to fund infrastructure renewal is considered the best means of distributing costs between current and future users of that infrastructure. It is important that the loan term does not exceed the life of the asset that is being funded and the debt servicing level can be met from existing and future recurrent revenue streams. Council has adopted a prudent position of ensuring that the level of consolidated level of debt across all funds does not exceed 8%.

In addition, Council in 2010 drew down 3 loans totalling $3,450,000 at fixed interest rates in excess of 8.00% for periods of 20 years (Refer Figure 1.0).

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Figure 1.0

2010 NAB Loans						
Borrowing (by Purpose)	System Loan No.	Loan Term Years	Date of Maturity	Interest Rate	Original Amount Borrowed	Total Amount Repayable (over term of loan)
GENERAL FUND						
Airport Runway Rehabilitation	1	20	2030	8.21%	$ 2,000,000	**$ 4,106,552**
30 Welcome Street	3	20	2030	8.21%	$ 500,000	**$ 1,026,638**
Henry Parkes Centre	4	20	2030	8.01%	$ 950,000	**$ 1,922,410**
TOTAL GENERAL FUND					$ 3,450,000	**$ 7,055,600**

National Australia Bank were the only financial institution to tender for these loans in 2010, which coincided with warnings of future interest rate increases hence the locking in of fixed rate loans. The disadvantages of fixed rate loans are:

- Council will not receive any direct benefit if interest rates fall during the period of the loan.
- The rates are fixed at the outset, and the contracts do not allow for early repayment in full or in part, without incurring a significant economic cost.
- No extra repayments can be made outside of the set terms of the contract.

Since these loans were taken out, interest rates within Australia have decreased significantly. As you can see from the last column in Figure 1.0, the interest payable if the 3 loans are repaid in full under the normal terms of the loan contracts, Council will repay $7.1m on $3.45m borrowings, which is why Council has undertaken the exercise to see if it is equitable to break these three loan contracts and refinance these amounts.

Firstly, in order to do this Council will be expected to pay a penalty, known as "economic cost" or "break cost" to the bank for breaking the loan contract. Refer Figure 2.0 for full details of the cost of each individual contract's economic cost as at 26 June 2017.

Figure 2.0

ECONOMIC COSTS (as at 26 June 2017)			
Borrowing (by Purpose)	**Lender**	**System Loan No.**	**Economic Costs**
GENERAL FUND			
Airport Runway Rehabilitation	NAB	1	$ 403,440
30 Welcome Street	NAB	3	$ 100,738
Henry Parkes Centre	NAB	4	$ 189,753
TOTAL GENERAL FUND LOANS (ECONOMIC COSTS TO PAY-OUT)			**$ 693,931**

It is estimated that Council could save approximately $215,000 if it was able to pay-out these high-interest loans, through own source revenue, and this report recommends that this option be investigated further and a report provided back to Council of the merits of offers provided.

Attachments

Nil

11.4 (DTCS) Council Information System implementation update

Executive Summary

Council underwent an exhaustive, competitive tender process before awarding a contract to Technology One Ltd in June 2016 to implement a new Council Information System (CIS). The implementation commenced in July 2016 with a "Go Live" date in November 2016 for ECM and July 2017 for all other systems. Strategic Asset Management and IntraMaps have since been added to the scope of the project.

Background Information

Council commenced the process of replacing the current accounting (and other) computer system in 2014. The software company chosen for the next generation of integrated software demonstrated a higher level of conformity to cloud based connectivity and access than other tenders received.

Legislative or Policy Implications

Council's procurement and contract management policy has applied where applicable.

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Directions.

Predicted positive effect / opportunity for the Delivery Program: *Good*

The new CIS will enable more pro-active management of our budgeted program of works and introduce systems and procedures that will improve productivity and efficiencies.

Predicted negative / challenge to the Delivery Program: *Major*

A large software implementation project impacts greatly on staff and resources. A delivery framework has been implemented and it is expected to span at least two years.

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

The full implementation of the CIS system has a final cost of $1.3 million. Council had borrowed $720,000 in 2015/16 towards this project which will be repaid over a 10 year period. This will ensure that the costs are spread over time as the benefits apply to both current and future users of the system. Savings in processing time and customer service outcomes will result from the new system.

Recommendation

1. That the information be received and noted

Report

Councillors would be aware of the extensive project undertaken to implement a new organisation wide computer system for Council.

Regular reports on the progress of the project have been made to Council's internal Major Projects Steering Committee and independently chaired Risk Review Committee. The project is about to reach the "Go Live" date for the major software components in the first week of the financial year.

The major systems including payroll, accounts payable/ receivable, rating, property and regulatory and the general ledger itself have all been converted, tested and evaluated for readiness to commence in the new financial year. Staff user acceptance training has been undertaken and the final product error logs have been submitted to the suppliers for rectification.

Whilst the systems have been extensively tested, there is always the possibility of an incident which may impact on a successful "Go Live". Council staff has carried out a risk analysis of all critical processes and are comfortable that mitigation measures have been identified and prepared. This includes a Communication Plan should such systems as Rates, Property and Planning be affected.

The risk analysis is "medium" for the switch over given the factors at play. Staff are in readiness for the new system and it is envisaged that new processes such as work orders, electronic timesheets, electronic scanning and payment of invoices and the implementation of new procurement practices will have an immediate effect on operations.

All staff are to be commended for the roles played in getting the project to this stage.

A further report will be provided after the implementation to better analyse the process and to discuss the remaining and ongoing components of the system.

Attachments

1. Key graphs and tables from the most recent the Major Projects Steering Committee meeting

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following table summarises the progress on the project stages:

System	Initiation	Site Setup	Verification	Reconfig	Train / Testing	Deploy	Handover
Enterprise Content Management	July 2016					Nov 2016	
Financials	July 2016					July 2017	
SAM / EAM (Assets)	Dec 2016					July 2017	
HR & Payroll	July 2016					July 2017	
Customer Request Management	July 2016					July 2017	
Property Rating Reg	July 2016					July 2017	
Pulse Project Mgt	Oct 2016					May 2017	
IntraMaps	Nov 2016					May 2017	
Online eServices	July 2016					Sept 2017	
Mobility	July 2016					Sept 2017	

Key Dates:

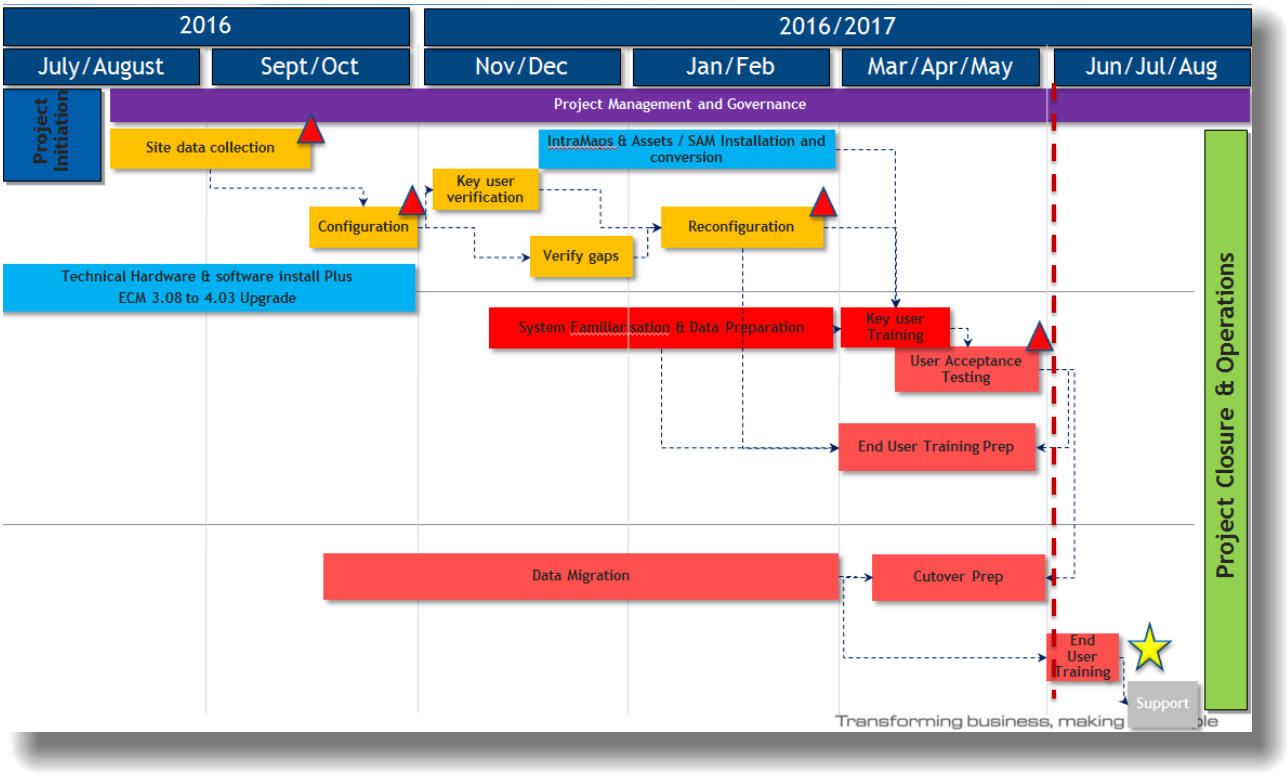
Stage / Steam	Date From	Date To
Reconfiguration (All Systems inc. IntraMaps & SAM)	*16 Jan 2017*	*3 March 2017*
Key User System Familiarisation and Data Preparation	*November 2016*	*3 March 2017*
Key User Training	*6 March2017*	*24 March 2017*
Cut-Over Preparation	*10 March 2017*	*7 April 2017*
Data Migration & Reconciliation	*27 April 2017*	*24 May 2017*
User Acceptance Testing	*16 March 2017*	*2 May 2017*
End User Training Preparation	*16 March 2017*	*19 May 2017*
IntraMaps Go Live	*17 May 2017*	*19 May 2017*
End user Training	5 June 2017	27 June 2017
Final Data & Balances Load	8 June 2017	30 June 2017
GO LIVE (P&R, CES, ECR)	1 July 2017	3 July 2017
E-Services Delivery	4 July 2017	30 Sept 2017
Support & Continuous Improvement	4 July 2017	Ongoing

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Project Major Tasks – Critical Path

The following chart shows the major project stages and their relation to the final go-live date. The red-dashed line is the current point in time.



Key Payment Milestones

The following table summarises the project key payment milestones. Each Key Milestone must be formally agreed and signed off. Any failure to achieve a milestone sign off will result in the implementation project being suspended until such time as the sign off is agreed. Milestones reached during the period are highlighted in the table below.

a. Stream 1 ECM - Enterprise Content Management	**b.** Estimated Date	**c.** Actual Date
d. ***1.1 ECM Software installed & Business scoping delivered***	e. *29-Jul-16*	f. *29-Jul-16*
g. *1.2 Training Delivered (System Admin & KUT)*	h. *15-Sept-16*	i. *15-Sept-16*
j. *1.3 User Acceptance Testing Certificate signed off*	k. *21-Oct-16*	l. *28-Oct-2016*
m. *1.4 ECM Go-Live*	n. ***21-Nov16***	o. ***30-Nov-2016***

Stream 2 - Financials, Procurement, Payroll, Property, Rating, Water, Enterprise Assets, Human resources and Online Systems	**Estimated Date**	
2.1 Software Install & technical training completed. Project Initiation Document Acceptance Certificate signed off	*26-Aug-16*	*26-Aug-16*
2.2 Site Specific Set-Up	***30-Sept-16***	***28-Sept-16***
2.3 Verification completed	***09-Dec-16***	***9-Nov-16***
2.4 Solution Design Document Acceptance Certificate signed off	***24-Feb-17***	*
2.4.1 Key User Training Completed	***31-March-17***	*
2.5 User Acceptance Testing Certificate signed off	02-Jun-17	
2.6 Go-Live – One Council	03-Jul-17	
2.7 Go-Live – eOnline Systems	31-Jul-17	
2.8 Handover & Closure to Support	01-Sept-17	

Note *: The Certificate was signed off on 9 June 2017 but the invoice has not been received to-date.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.5 (DTCS) Fire and Emergency Services Levy to be Reviewed

Executive Summary

The NSW Government will defer the introduction of the Fire and Emergency Services Levy (FESL) to ensure small to medium businesses do not face an unreasonable burden in their contribution to the State's fire and emergency services.

Background Information

The NSW Government's Fire and Emergency Levy (FESL) was to be introduced from 1 July 2017. This was to replace the insurance-based levy, and was to be collected by council's alongside rates. The arrangement provided for under the *Fire and Emergency Services Levy Act 2017* required Council to remit FESL revenue to the Office of State Revenue (OSR) on a quarterly basis.

On Tuesday, 30 May 2017, the Premier Gladys Berejiklian and Treasurer Dominic announced that the NSW Government will defer the introduction of the Fire and Emergency Services Levy.

Legislative or Policy Implications

Fire and Emergency Levy Act 2017

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *Function 1: Financial Sustainability*

Predicted positive effect / opportunity for the Delivery Program: *Status Quo*

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★☆☆
Social	★★★☆☆	*Civic Leadership*	★★★☆☆

Budget & Financial Aspects

Council has received payments totalling $42,915.18 towards the costs incurred to date in preparation of the systems to have accommodated the introduction of the Fire and Emergency Services Levy.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

1. That the information in relation to Fire and Emergency Levy Services Levy being reviewed be received and noted

Report

Currently, property owners make a significant funding contribution to fire and emergency services through their insurance premiums, as well as via an 11.7% levy embedded in their rate notices. The Government had previously announced it would scrap the insurance contribution, replacing it with a new line-item levy on council rate notices. The Fire and Emergency Levy (FESL) was based on the unimproved land value of property across NSW. The most recent land valuations meaning significant increases in contributions for many property owners under the proposed scheme, prompting community and media criticism.

Ms Berejiklian and Mr Perrottet announced on Tuesday 30 May 2017, that the NSW Government will defer introduction of the (FESL) to ensure small to medium businesses do not face an unreasonable burden in their contribution to the State's fire and emergency services. Ms Berejiklian said that in the majority of cases across NSW, fully insured people would be better off under the new system, however it had become clear that some fully insured businesses were facing unintended consequences. Mr Perrottet said that in a number of cases identified so far, the lived experience has not matched the intention of the reform for commercial and industrial sectors, particularly for small and medium businesses.

The NSW Government has said it will work with local government, fire and emergency services, the insurance industry and other stakeholders to find a better and fairer path forward. The Fire and Emergency Services Levy will continue to be collected via insurance policies until the NSW Government has completed its review of the policy, and the full funding requirements of fire and emergency services agencies will be met in full. The FESL is revenue neutral, raising no more than the amount required to fund the State's fire and emergency services.

Council had committed significant resources to comply with the Governments FESL legislation, and is now in the process of modifying its systems to undo this work to be ready for the new financial year.

Attachments

1. Media Release from Gladys Berejiklian (Premier of NSW) and Dominic Perrottet (Treasurer and Minister for Industrial Relations) dated Tuesday 30 May 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Gladys Berejiklian
Premier of NSW

Dominic Perrottet
Treasurer
Minister for Industrial Relations

MEDIA RELEASE

Tuesday, 30 May 2017

FIRE AND EMERGENCY SERVICES LEVY TO BE REVIEWED TO ENSURE FAIRNESS

The NSW Government will defer the introduction of the Fire and Emergency Services Levy (FESL) to ensure small to medium businesses do not face an unreasonable burden in their contribution to the State's fire and emergency services, Premier Gladys Berejiklian and Treasurer Dominic Perrottet announced today.

Ms Berejiklian said that in the majority of cases across NSW, fully insured people would be better off under the new system, however it had become clear that some fully insured businesses were facing unintended consequences.

"We are a Government that listens, and we have heard the concerns from the community, and we will take the time to get this right," Ms Berejiklian said.

"While the new system produces fairer outcomes in the majority of cases, some people – particularly in the commercial and industrial sectors – are worse off by too much under the current model, and that is not what we intended."

Mr Perrottet said that in a number of cases identified so far, the lived experience has not matched the intention of the reform for commercial and industrial sectors, particularly for small and medium businesses.

"The FESL is a complex reform and we always knew there would be challenges during the transition phase," Mr Perrottet said.

"It's not enough for this reform to work on paper – its real-life implementation has real life consequences for families and businesses, and we need to make sure they are not placed under unfair strain.

"We are committed to reducing NSW's high rates of under insurance and to making the funding of our fire and emergency services fairer – but we want to get this right."

The NSW Government will work with local government, fire and emergency services, the insurance industry and other stakeholders to find a better and fairer path forward.

The Fire and Emergency Services Levy will continue to be collected via insurance policies until the NSW Government has completed its review of the policy, and the funding requirements of fire and emergency services agencies will be met in full.

The FESL is revenue neutral, raising no more than the amount required to fund the State's fire and emergency services.

The Insurance Monitor will oversee a smooth continuation of the existing system and ensure insurance companies collect only the amounts necessary to meet fire and emergency services funding requirements.

Further information can be found at www.fesl.nsw.gov.au.

MEDIA: Ehssan Veiszadeh | Premier | 0418 986 206
Tim Cannon | Treasurer | 0439 707 543

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.6 (DTCS) Rates Levy and Charges 2017-18

Executive Summary

The adoption of the 2017/18 Operational Plan and 2017/18 Operational Budget which includes the Revenue Policy for 2017/18 including the proposed rates and charges as presented to Council on the 18 April 2017 now enables Council to formally make the rates and charges for 2017/18 financial year.

Background Information

Council has consulted widely within the community on an ongoing basis as part of the Integrated Planning and Reporting Framework, and has built up quite a good understanding of what is required in the community, their needs and aspirations. The 2017/18 operational budget forms the building blocks for the first year of the 12 year Long Term Financial Plan, which forms part of the 2030 Community Vision.

The ordinary rates to be levied in 2017/18 will increase by 1.5% in line with the rate peg calculated by the Independent Pricing and Regulatory Tribunal (IPART).

Legislative or Policy Implications

Section 534 and 535 of the Local Government Act 1993.

Other sections as noted in recommendation

Progressive Delivery Program Implications

The resolution in this report will primarily effect all the Delivery Program Future Direction

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

The resolution in this report will enable Council to levy the rates for 2017/18 financial year. This will support the enabling of works scheduled under the Operational Plan and Operational Budget considered for adoption by Council on the 27 June 2017.

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★★★	*Environmental*	★★★★☆
Social	★★★★☆	*Civic Leadership*	★★★★★

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

The development of the Council's budget for 2017/18 has been undertaken with the continued emphasis on long term financial sustainability at the forefront. This budget has been developed as a component of the Council's long term financial planning. The Council has recognised that to be financially sustainable and fit for the future it must develop a budget which will enable fully maintaining and replacing its existing asset base as and when it falls due. To further its pursuits of financial sustainability the Council identifies the necessity to expend the equivalent of the annual depreciation on the replacement of existing assets.

The main features of the Delivery Program for the years 2017/18 to 2020/21 are as follows:

Description	Asset Description	2017/18	2018/19	2019/20	2020/21
Additional Roads Funding	Roads	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Infrastructure Backlog - Buildings with emphasis on amenities	Backlog	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Noxious weeds & pests (especially overgrown blocks)	Weeds / pests	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Footpaths	Footpaths	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Village Projects & Town Improvement	Village Capital	$ 130,000	$ 80,000	$ 130,000	$ 80,000
Lower Clarinda Street Upgrade	CBD Precinct	$ 400,000	$ 300,000	$ 150,000	$ 350,000
Street Furniture/Landscaping/Public Art/ Trees/Wayfinding	CBD Precinct	$ 50,000	$ 50,000		$ 50,000
Cooke Park landscaping/Multi-purpose centre	CBD Precinct	$ 50,000	$ 150,000	$ 350,000	$ 100,000
Library - Multi-purpose room and storage	Capital	$ 350,000	$ 100,000		
Tiered seating at Little Theatre	Capital		$ 150,000		
Strategic Planning next Delivery Program	Capital			$ 50,000	$ 100,000
Memorial Hill Precinct	Capital		$ 50,000		
Fenced Dog Park	Capital		$ 50,000		
Enhance South Entrance to Parkes	Capital		$ 60,000	$ 40,000	$ 50,000
Cycleway/Exercise/Wellness	Capital	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Family Day Care - Relocation	Capital		$ 20,000		
Education Centre - Upgrade	Capital		$ 20,000		
Land Development	Industrial Development	$ 239,000	$ 239,000	$ 239,000	$ 239,000
Spicer Amenities and New Oval	Sport & Recreation	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Other Parks & Gardens & Sporting Facilities	Sport & Recreation	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Sinking Fund		$ 500,000	$ 500,000	$ 500,000	$ 500,000
Loan Commitment		$ 120,000	$ 120,000	$ 120,000	$ 120,000
Pensioner Rebate		$ 151,000	$ 151,000	$ 151,000	$ 151,000
TOTAL		$ 4,040,000	$ 4,040,000	$ 4,040,000	$ 4,040,000

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

That in accordance with Sections 534 and 535 of the Local Government Act 1993 WHEREAS the Operational Plan for the twelve months to 30 June, 2018 was adopted by the Council on 27 June 2017 it is hereby recommended that Council make the rates and charges as follows:

1. Residential General:

An ordinary rate of 0.5143 cents in the dollar on the land value of all rateable lands categorised as Residential General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $97,220.00.

2. Residential Parkes Rate:

An ordinary rate of 1.9592 cents in the dollar on the land value of all rateable lands categorised as Residential, sub-categorised as Residential Parkes be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $25,521.00.

3. Business - General:

An ordinary rate of 2.9229 cents in the dollar on the land value of all rateable lands categorised as Business General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $17,106.00.

4. Business – Parkes CBD:

An ordinary rate of 9.6871 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Parkes CBD be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $5,162.00.

5. Business – Peak Hill:

An ordinary rate of 3.9698 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Peak Hill be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $12,595.00.

6. Business – Trundle:

An ordinary rate of 6.1154 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Trundle be now made for the 2017/18 rating period, subject to a minimum amount five hundred dollars ($500.00) for each assessment with a land value not exceeding $8,176.00.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7. Business – Tullamore:

An ordinary rate of 5.0849 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Tullamore be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $9,833.00.

8. Business – Bogan Gate:

An ordinary rate of 8.2709 cents in the dollar on the land value of all rateable lands categorised as Business, sub-categorised as Business – Bogan Gate be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $6,045.00.

9. Mining – Copper (Producing):

An ordinary rate of 7.1028 cents in the dollar on the land value of all rateable lands categorised as Mining, sub-categorised as Mining – Copper Producing be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $7,039.00.

10. Mining – Gold (Producing):

An ordinary rate of 29.9973 cents in the dollar on the land value of all rateable lands categorised as Mining, sub-categorised as Mining – Gold Producing be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $1,667.00.

11. Mining – (General):

An ordinary rate of 14.4461 cents in the dollar on the land value of all rateable lands categorised as Mining - General, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $3,461.00.

12. Farmland:

An ordinary rate of 0.7415 cents in the dollar on the land value of all rateable lands categorised as Farmland, be now made for the 2017/18 rating period, subject to a minimum amount of five hundred dollars ($500.00) for each assessment with a land value not exceeding $67,431.00.

13. Domestic Waste Charges for 2017/18

That Council make the annual charge for each parcel of rateable land where the service is available under Section 496 of the Local Government for the weekly removal of organic waste and the fortnightly collection of material for recycling and general waste for the 12 months commencing 1 July 2017 be $380.00 for the provision of one waste mobile bin, one recycling mobile bin and one organic waste mobile bin, and that

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

the annual charge for each parcel of vacant land where the service is available under Sec 496 of the Local Government Act be $72.00.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14. Waste Management Service Charges for 2017/18 Commercial/ (Non Domestic)

That Council make the annual charge for each parcel of rateable land where the service is available under Section 501 of the Local Government for the weekly removal of garbage and the fortnightly collection of material for recycling for the 12 months commencing 1 July 2017 be $340.00 for the provision of one waste mobile bin and one recycling mobile bin and that the annual charge for each parcel of vacant land where the service is available under Sec 501 of the Local Government Act be $72.00.

15. Sewerage Charges Residential and Non Residential for 2017/18

That Council make the following charges in accordance with Sections 501, 502, 503 and 552 of the Local Government Act, 1993 for the 12 months commencing 1 July 2017:

1. That the annual charge for single residential properties be $450.00.
2. That the annual charge for multiple residential properties (flat or unit) be $450.00 per residence.
3. That the annual access charges for non-residential properties will be as indicated below multiplied by the sewerage discharge factor for that property:

Non - Residential	20mm **	$255.00
	25mm **	$398.00
	32mm	$653.00
	40mm	$1,020.00
	50mm	$1,594.00
	80mm	$4,080.00
	100mm	$6,375.00
	Un-metered-Strata Title Units	$450.00
	Un-metered - CBD	$620.00
	Un-metered - Non Rateable	$450.00

** Note - A minimum charge of $450.00 will apply.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4 That the Sewer Usage Charge for non-residential properties be set at $1.35 per kilolitre of water consumed multiplied by the sewerage discharge factor.

5 That the sewer charge for residential and non-residential properties in the villages of Trundle and Tullamore be set at $450.00 per occupied property and $255.00 per vacant property.

16. Sewerage Charges for Trade Waste

That in accordance with Sections 501, 502, 539 and 541 of the Local Government Act 1993, the following charges that council make the following charges for the 12 months commencing 1 July 2017:

17. Trade Waste Service Fees (Sec 501):

Type	Service Fees	Annual Charge $
Category 1	Annual Trade Service & Inspection Fees	$195.00
Category 2	Annual Trade Service & Inspection Fees	$195.00
Category 3	Annual Trade Service & Inspection Fees	$690.00

18. Trade Waste Usage Fees :(Sec 502)

Type	Per kl deemed discharged into Sewer System
Categories 1 & 2	$1.95
Category 3 - no onsite pre-treatment	$14.50

19. Water Charges Residential and Non Residential for 2017/18

That in accordance with Sections 501, 502, 503, 539, 541 and 552 of the Local Government Act,1993 the following charges are made for the twelve months commencing 1 July 2017:

That the annual water availability charges (Sec 501) be as follows

Water Connection Size (mm)	Charge for 2017/18
Standard Charge	$180.00
20mm	$180.00
25mm	$281.00
32mm	$461.00
40mm	$720.00
50mm	$1,125.00
80mm	$2,880.00
100mm	$4,500.00
Un-metered Strata Units	$180.00
Un-metered-CBD	$620.00
Un-metered - Non Rateable	$180.00
Residential - Multiples	$180.00

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

That water usage charges (sec 502) be as follows:

Type	Annual Consumption kls	Tariff per kl for 2017/18
General Water Charges		
Tariff Step 1	<400	$1.90 per kl
Tariff Step 2	>400	$3.30 per kl
Commercial Water Charges	All Consumption	$2.30 per kl
Trundle School - Raw Water	All Consumption	$1.30 per kl
Raw Water - Rising Main from Dam		
Tariff Step 1	<400	$1.30 per kl
Tariff Step 2	>400	$2.30 per kl
Standpipe Charges	All Consumption	$4.60 per kl

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

20. Stormwater Charges for 2017/18

In accordance with clauses 125A and 125AA of the Local Government General Regulation 2005 the following annual charges are set for stormwater management services for the 12 months commencing 1 July 2017:

Category $	Charge $
Residential (not vacant)	$ 25.00
Non Residential	
0-1199 sqms	$ 25.00
1200-4999 sqms	$100.00
≥5000 sqms	$375.00

21. Council Funded Pension Rebates for 2017/18

In addition to the maximum $250 pensioner rebate jointly funded by the Council (45%) and the State Government (55%) in respect of general rates and domestic waste charges, in accordance with the Council's Pensioner Rate Rebate and Hardship Policy, Council will provide an additional pensioner rebate of $105.00 per eligible pensioners as at 30 June 2017, pursuant to Section 582 of the Local Government Act, 1993.

22. Interest on Overdue Rates and Charges

That the interest rate payable on overdue rates and charges for the 2016/17 financial year will be **7.50%** per annum in accordance with section 566(3) of the Act.

Attachments

Nil

11.7 (DTCS) Response to NSW State Budget 2017-18

Executive Summary

There are a number of positive items in the NSW State 2017-18 Budget which was handed down on Tuesday 20 June 2017 by Treasurer Dominic Perrottet.

This report details the highlights of the Budget for Regional NSW.

Background Information

Nil

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily affect the Delivery Plan Future Direction relating to: *4.2 Grow and Diversify the Economic Base: Increase visitation and length of stay across the Parkes Shire.*

Predicted positive effect / opportunity for the Delivery Plan: *Excellent*

Predicted negative / challenge to the Delivery Plan: *Low*

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★☆☆	*Civic Leadership*	★★★★★

Budget & Financial Aspects

Nil

Recommendation

1. That the information be received and noted.
2. That Council continue to work with the NSW State government agencies to avail of opportunities in the current and future State budgets.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

The below report highlights the positive opportunities for Regional Australia especially the Parkes Shire from the NSW State Budget 2017/2018.

Regional Growth: Economic Activation Fund

Treasurer Perrottet committed $1 billion into a Regional Growth: Economic Activation Fund which was designed to unlock economic growth and deliver quality services in regional NSW, and would be drawn from the Government's Restart NSW funding.

The fund will support investment in:

- Growing local economies: through investment in enabling infrastructure
- Resources for regions: addressing infrastructure requirements in mining communities
- Connecting country communities: improving connectivity in regional NSW to drive economic growth
- Regional sports infrastructure: supporting participation in regional sporting communities

The Government renewed its pledge to invest 30% (or $6 billion) of its $20 billion *Rebuilding NSW* plan in regional NSW, to ensure all communities experience the benefits of the proceeds from the partial sale of the poles and wires businesses.

The Government is committed to $200 million over three years for the *Strong Country Communities* Fund, which is designed to fund improvements to community facilities such as swimming pools, health centres, bike paths, playgrounds and community halls.

Regional Cultural Infrastructure Program

The NSW State government has allocated $100 million over four years for a new Regional Cultural Fund to fund cultural infrastructure in regional NSW. This new funding is part of the NSW State government's Cultural Infrastructure Program. The funding is to support investment in new arts and cultural facilities and can be used to upgrade existing spaces including galleries, theatres, libraries, museums and halls. There is also an opportunity for cultural institutions to apply for operational funding to support the delivery of services.

Fixing Country Roads Program

The NSW State Budget confirms that a total of $543 million has been committed to Fixing Country Roads from Rebuilding NSW, including projects from round one and two ($155 million has been expended and/ or allocated so far). Remaining funding is to be progressively made available.

The NSW State government has announced $100 million for round three of the Fixing Country Roads Program and seeks project applications by 1 September 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Fixing Country Roads Program enables councils to address key strategic freight pinch points on their local roads network.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Regional Road Freight Corridor - Newell Highway

The NSW Budget committed $582.5 million for the Regional Road Freight Corridor program including $9.9 million for upgrades on the Newell Highway at Trewilga and $5.0 million towards planning for the Newell Highway, Parkes re-alignment.

Bridges for the Bush Program

Bridges for the Bush is funded at $64.7 million, compared to $63.8 million allocated in the 2016/17 Budget and $76 million in the 2015/16 Budget. This program covers mainly state-owned roads infrastructure.

Regional Water and Waste Water Backlog Program

In the 2017/18 Budget, the NSW government committed to fund an additional five projects under the Regional Water and Waste Water Backlog program, bringing committed funding up to $107.1 million for a total of 37 regional projects.
The Regional Water and Waste Water Backlog Program seek to "drought-proof regional communities by boosting essential water and waste water services, including the construction and upgrade of sewerage treatment and water treatment plants".

Safe & Secure Water Program

The NSW State Budget also announced the Safe & Secure Water Program to provide funding of $1 billion for local water infrastructure. The program includes the existing funding commitment of $500 million to construct the Murray River to Broken Hill pipeline. The remaining $500 million will fund key water infrastructure projects that address water security, public health, environment, and safety priorities of communities in regional NSW.

Funding is to made be available to councils, their local water utilities as well as water and irrigation corporations. Funding guidelines are to be released in July 2017, with funding to be determined on a competitive basis. The program will draw on a new catchment-wide framework to guide the prioritisation of projects, based on security of supply, health and infrastructure risks and emerging issues that can impact on supply and demand.

Tourism and airport infrastructure

The NSW State Budget committed $103.7 million to 30 regional airport projects under the Regional Tourism Infrastructure Program.

Emergency Services Funding and ESL

The total 2017/18 Budget for NSW's three emergency services has been increased by 3.5%.

The breakdown by service of recurrent and capital expenditure is:

- Rural Fire Services $422.8 million

- Fire and Rescue $761.6 million

- NSW State Emergency Service $136.6 million

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

New Fire & Rescue Station in Parkes

Works commenced in 2016 on a new Fire & Rescue Station in Parkes with an estimated cost of $1.0 million.

Education

The NSW State Budget committed $759 million into skills development and training programs through TAFE NEW and other providers', $96 million to support high potential businesses through Jobs for NSW and $65 million over three years for the Youth Employment Program.

Attachments

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.8 (DTCS) Request for Assistance - Parkes Hockey Incorporated - Southern Women's Masters Hockey 2017

Executive Summary

Parkes Hockey Incorporated with Hockey NSW will host the Women's Southern Masters Hockey tournament on 28 to 30 July 2017. The Masters tournament is set to attract over 800 players, in addition to coaching staff, team, crew and spectators.

Background Information

The 2017 Women's Masters will be held in Parkes and Grafton. The objective is to provide inter-state, and where possible national representative competition for those hockey players over the age of 35 years. It is also set to promote enjoyment and participation in Masters Hockey to increase the profile of the sport at all levels - locally, nationally and on the international scene.

Legislative or Policy Implications

Nil

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *6. Enhance Recreation and Culture*

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★★★	*Environmental*	★★☆☆☆
Social	★★★★★	*Civic Leadership*	★★★☆☆

Budget & Financial Aspects

The cost of the resources requested is estimated to be approximately $4,500 and would be allocated from the Festivals and Functions budget.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

1. That the Road Closure request on Baker Street be implemented on 28-30 July 2017 including provision of equipment, signs and setup for the road closures;
2. That the Sports Council mark one grass hockey field on Cheney prior to the event in June for the Parkes Masters team to commence training;
3. That Sports Council mark eight grass fields for the Masters;
4. That Sports Council provide a large marquee for the use of the Masters, if available;
5. That bark chip or similar be applied to the wet area between the Turf 1 Gate and the play equipment to prevent tracking of mud and damage to the synthetic turf;
6. That the Council owned relocatable grandstands be made available to the Committee and set up prior to and dismantled following the event;
7. That Council provide portable toilet blocks and two individual port-a-loos at the Cheney and McGlynn complex for the Masters;
8. That a site drawing of the Fields be provided for planning purposes;
9. That Council arrange additional event bins and collection;
10. That the Mayor and/or Councillor accept the invitation to attend the Opening Ceremony of the Masters on Saturday 29 July, if calendar permits.
11. That in exchange for the provision of this support, receives sponsorship recognition and acknowledgement from Organisers of the event.

Report

The Parkes Hockey Incorporated with Hockey NSW will host the Women's Southern Masters Hockey on 28 to 30 July 2017. The Masters is set to attract over 800 players, in addition to coaching staff, teams, crew and spectators. There will be three days of play, with eight grass fields operating, in addition to both synthetic Turf 1 and Turf 2 being utilised at McGlynn and Cheney Ovals.

The Women's Masters 2017 will be held in Parkes and Grafton. The objective is to provide inter-state, and where possible national representative competition for those hockey players over the age of 35 years. It is also set to promote enjoyment and participation in Masters Hockey to increase the profile of the sport at all levels - locally, nationally and on the international scene. With play commencing on the Friday, it is anticipated that players, coaching staff, supporters and their families will arrive in Parkes on Thursday 27 and Friday 28 July, adding an additional night's accommodation and economic injection. Parkes Hockey Incorporated have also developed social dinners for guests, adding a further boon to the visitor economy.

In order to facilitate the successful staging of the Masters, the organising committee has requested that Council provide assistance with the following:

1. That the Road Closure request on Baker Street be implemented on 28-30 July 2017 including provision of equipment, signs and setup for the road closures;
2. That the Sports Council mark one grass hockey field on Cheney prior to the event in June for the Parkes Masters team to commence training;
3. That the Sports Council mark eight grass fields for the Masters;
4. That Sports Council provide a large marquee for the use of the Masters, if available;
5. That bark chip or similar is applied to the wet area between Turf 1 Gate and the play equipment to prevent tracking of mud and damage to synthetic turf;
6. That the Council owned relocatable grandstands be made available to the Committee and set up prior to and dismantled following the event;
7. That Council provide portable toilet blocks and two individual port-a-loos at the Cheney and McGlynn complex for the Masters;
8. That a site drawing of the Fields be provided for planning purposes;
9. That Council arrange additional event bins and collection;
10. The Mayor and/or Councillor accept the invitation to attend the Opening Ceremony of the Masters on Saturday 29 July, if calendar permits.

In addition to the above request, Council's Economic Development and Destination Marketing team have been working to support the event and are providing assistance in event promotion and marketing and have also assisted with event approvals.

Attachment

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

11.9 (DTCS) Marketing and Destination Development Update May 2017

Executive Summary

Destination development and marketing of the Parkes Shire as an attractive tourism, business and investment destination and desirable place to live is one of the main objectives of the Parkes Shire Council Community Strategic Plan and Economic Development Plan.

Promoting the region by highlighting the strengths, assets and potential opportunities for growth can create interest from potential visitors and investors stimulating economic return for the Shire.

Background Information

Nil

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily affect the Delivery Plan Future Direction relating to: *4.2 Grow and Diversify the Economic Base: Increase visitation and length of stay across the Parkes Shire.*

Predicted positive effect / opportunity for the Delivery Plan: *Excellent*

Predicted negative / challenge to the Delivery Plan: *Low*

Quadruple Bottom Line

Economic	★★★★★	*Environmental*	★★★☆☆
Social	★★★★★	*Civic Leadership*	★★★★★

Budget & Financial Aspects

Council's Operation budget allocates significant money to the development and promotion of the Parkes Shire as a destination to live, work, visit and invest.

Recommendation

1. That the Marketing and Destination Development update be received and noted.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

1. Central NSW Tourism Update

Central NSW Tourism (CNSWT) is an organisation that is focussed on creating partnerships and a model of collaboration between operators, major stakeholders, community bodies, Councils, ROCs and the State Government. With the introduction of the new Destination Networks by the NSW Government's tourism agency Destination NSW, existing regional tourism networks will no longer operate in their current capacity.

Council has received notification from CNSWT that they support the adoption of the regional tourism function by CENTROC. Chair of CNSWT Norm Mann said that this is a positive outcome for tourism in the region, as it ensures the collaborative work and the regional marketing momentum continues to build the profile of Central NSW.

CNSWT has commenced the transition process with an aim of winding up the organisation after June 30 2017. The current board of CNSWT will remain as a transition board until the CENTROC elections in November 2017.

CNSWT is an Incorporated Organisation and we are currently working through the regulatory requirements needed to cancel the registration of an association. The EO is also developing a statement of actions with CENTROC to ensure the transition of the tourism function is as seamless as possible.

Council's Economic Development Team will attend a CNSWT meeting in Blayney on the 5 July for further information and updates on the transition to CENTROC.

A report was also received from CNSWT about the success of the most recent Unearth Campaign and is included as an attachment to this report.

2. May Events Report

Classic Concert Filmfest

4-5 May

The Staging Post in Trundle screened a series of classic concert films in the two days leading up to the Trundle ABBA Festival. They identified the opportunity to provide the captive audience of early arrivals to Trundle with activities. The four films included 'The First Waltz', 'Heart of Gold', 'Marley' and 'The Beatles Eight Days a Week'. The ticketed event was $17 per person plus booking fee and successfully used local ticket provider 123tix. The Filmfest broke even, but interestingly the domino effect is evident in the spiked interest in the Film Society.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Trundle ABBA Festival

6 May

The sixth Trundle ABBA Festival, held on Saturday 6 May 2017 saw approximately 6,000 visitors descend on Trundle via road, rail and air, reflecting an increase of 1,000 visitors compared to the previous year. The town also welcomed VIP guests including the Swedish Ambassador to Australia Pär Ahlberger and his family, The Honourable Michael McCormack MP, and The Honourable Richard Colless MLC.

The Trundle ABBA Festival has proven to be a very successful event, attracting national media attention, increased attendance each year and a positive financial and social economic impact on the Trundle community and businesses.

The Ambassador and his family embraced every element of the Festival from judging the Fashions of the Festival, judging the Best Dressed Window, and seeing as much as possible. The Honourable Michael McCormack MP and his wife Catherine attended the day introducing the World Record Attempt of Dancing in the Main Street. The Mayor Ken Keith OAM was joined by the three VIPs on the main stage to welcome everyone. The State Government also announced that the Festival will receive $20,000 as part of Destination NSW funding.

The media coverage for the event was excellent with ABC Radio, Prime 7 News Central West, WIN News Central West, The Champion Post, Parkes Phoenix and Daily Telegraph publishing articles. Many of these publications and crews were on site on the day, sharing photos and 'live' Facebook videos from the Festival.

The changes to the event layout, including moving the Fashions of the Festival and dancing from Memorial Hall to the Main Street had a positive impact on increased capacity and visibility.

The addition of the extra ticketed events, with two Kransky Sisters shows held in Memorial Hall both being sold out, shows the popularity for good quality entertainment, even in a limited capacity venue. The Festival Organisers are looking to add another arm of ticketed entertainment utilising the space in Memorial Hall.

Björn Again attracted thousands, and at $55 per ticket Berryman Oval was soon a sea of sequins and ABBA hits. The sound and seating was better organised this year. Approximately 2,500 tickets were sold for the Björn Again concert. The Festival organisers have suggested they will work closely with John Tyrrell, co-founder and manager of Björn Again to explore other opportunities and quality ABBA inspired acts to complement the Festival line up. Although numbers to the Trundle ABBA Festival show growth, the Festival Organisers have advised that only ten (10) more tickets to Björn Again were purchased, when compared to 2016. The Festival Organisers are looking to increase the number of tickets sold to the main act in 2018 through various media and marketing opportunities.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Accommodation in Trundle was booked out with camping at the Showground and Racecourse also popular. The campsites for 2017 were fully booked, even with the addition of glamping by WOW Tents. Peter Kelly successfully managed the camping with many campers saying they'll be back, with friends. There was an increase in paid campers in Trundle with 1,600 campsites booked in 2017, an additional 200 on 2016. The Festival Organisers are working with the Camping Organisers to explore the opportunity of campsites being connected with a Festival ticket, increasing the average spend during the Festival.

Accommodation in Parkes had little availability across hotel, motel and caravan options. Opportunity exists to promote accommodation Partners in advance of the Festival. Some accommodation providers also provided a bus to and from the Festival. These experiences need to be known and better promoted to encourage uptake.

The Festival Organisers were very appreciative of the efforts Parkes Shire Council and crew went to in providing what the Festival Coordinator described as a perfect road closure, high standards of presentation of the Festival area and Trundle, and a great stage setup.

Trundle ABBA Festival will return in 2018 on Saturday 5 May with Björn Again headline act. Tickets are now on sale online.

Bogan Gate Market Weekend

6-7 May

The Bogan Gate Memorial Hall Committee identified the opportunity to entice travellers to the Trundle ABBA Festival to stop in Bogan Gate with a Market Weekend. With over 20 stall holders attending the two days between 10am and 3pm, the handiwork, local produce and art showcased the Bogan Gate talents. Renowned artist Pol Cruz exhibited his work, and Bogan Gate painter Mardi Pierpoint displayed artwork for purchase. Local producers of olive oil, home-made jams and chutneys, Tumbling Downs were

Chitty Chitty Bang Bang

13 May - 4 June

The Parkes M&D presented Chitty Chitty Bang with many matinees being very popular. The cast and crew performed each and every show over the four weeks with energy and enthusiasm.

Parkes Painting Group Art Exhibition

5-11 May

The annual Parkes Painting Group Art Exhibition returned to the Coventry Room. The Exhibition felt the pinch of locals heading to the Trundle ABBA Festival on the Saturday, however all other days received really strong patronage by guests. The Parkes Painting Group have submitted their Events Form to host the event in 2018.

Southern Cross Village Fete

13 May

The annual Southern Cross Village Fete was held on the front lawn of the Village. The day was well supported by local residents and community groups including the Action Club, Parkes School of Dance Inc, and the Parkes Shire Band.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Fundraising Movie Night

14 May

Local Parkes High School student, Jasmine Potts has been selected to attend the London International Youth Science Forum in London. Jasmine decided to run a movie night to help raise money to get her there. Initially Spicer Oval was the preferred venue, however after discussions with the Events Officer who highlighted some logistical elements required to raise money, the event organiser decided to work with PCYC Parkes to host the pop up cinema in their facility. They utilised Facebook and provided a tiered ticketing option, and wrapped up the event as a great family outing for Mother's Day. They selected the timely movie - 'Mammia Mia the Movie'.

Rotary Fun Run

21 May

The fifth annual Parkes Rotary Fun Run was held on Sunday 21 May in the Nash Street and Back Yamma route. The option to run or walk 2km, 5km or 10km fun runs, meant there was something for all ages and levels of fitness. This year, there were 190 participants who travelled from Sydney, Newcacstle, West Wyalong, Wollongong, Dubbo, Orange, Trundle, and Forbes. Scott Westcott returned for the event, and is involved in the organisation along with Rotary and Run NSW.

Mayor of Parkes, Councillor Ken Keith OAM surprised the Olympian with a presentation of the 'Star of Parkes' just prior to the firing of the starting gun. The Star was presented in recognition of his contribution to long distance running and to Parkes, his hometown. There is now a star in the Orion Constellation named after Scott. Community groups including volunteers from Northparkes Mines and The Central West Car Club assisted with marshalling.

Parkes Jockey Club Gold Cup Meeting

21 May

The Parkes Jockey Club held the 123rd running of the Gold Cup with Wagga Wagga trained Leucura taking a well-deserved first place. The horses and their trainers travelled from across the region including Gulgong, Cowra, Bathurst, Narromine, Dubbo and Canberra.

Australian Caravan Club Muster in Peak Hill

18-23 May

The Australian Caravan Club (ACC) Chairman's Muster was held in Peak Hill with around 60 members in 31 RVs attending at the Peak Hill Showground. Members travelled from Queensland, Victoria, South Australia and New South Wales. The ACC Chairman Craig Humphrey estimated that 'almost $17,000 was injected into the Peak Hill community' over the five days. Not only an economic boost, but the social equity was overwhelming. The five days of events and activities included a farm visit, tour of the Dish, guided tour of Snake Rock, raffle night at Peak Hill Ex-Services and Citizens Club, art class, barefoot bowls, historic town walk and sunset tour of the Open Cut Gold Mine.

NSW PSSA AFL Championships

23-25 May

For the first time in history, Parkes hosted the Annual NSW Primary School Sports Association (PSSA) Australian Football Carnival. It was also the first time that Western Schools Sports Association hosted the event. The 13 teams travelled from across the state to play in Parkes. Each team brought 22 players plus coaches, crew and family, booking out most of Parkes. Congratulations to Riverina for taking home the overall title and to the 23 players who made it in the NSW Team.

The organisers were thrilled with Parkes and the support they received from Council.

NSW Netball School Cup

24-25 May

Thirty two teams participated in the NSW Netball School Cup held in Parkes for the second year running. There were nine teams from Parkes – being Parkes High School, Parkes Public School, Parkes East Public School and the Parkes Christian School. The Cup is played for students in Years 5 to 10 for both boys and girls, with special gala days for players in Years 3 and 4.

Nutritious and Delicious Workshop

29 May

NetWaste and Cancer Council NSW held a workshop at the Parkes Girl Guides Hall. The two hour free workshop was well received with many people turning up to learn about reducing food waste without comprising nutritional value.

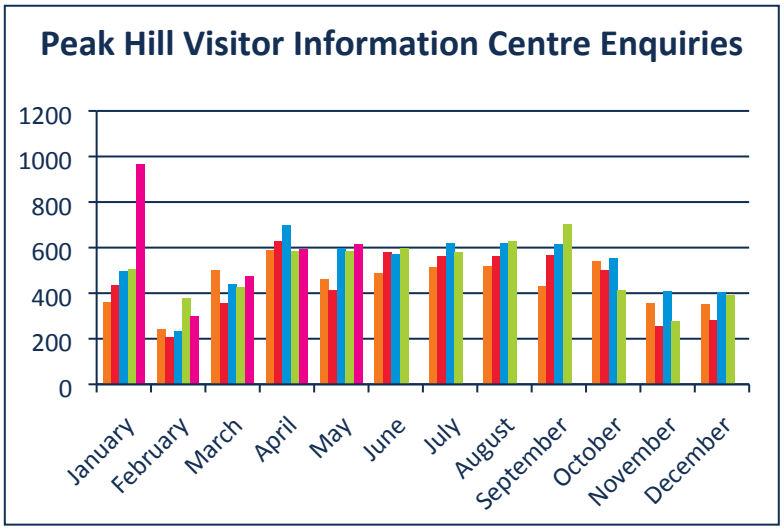
3. Visitor Statistics

Visitor Numbers - Parkes, Peak Hill and Henry Parkes Centre

This May saw a record number of visitors to the Henry Parkes Centre with 2484 people exploring the visitor centre. This is the highest May recording since 2001. This excellent result could be contributed to Parkes hosting the PSSA AFL Championships which saw 600 children playing AFL in Parkes, this brought visitors to the centre to ask directions, places to eat and about local attractions.

3.1 Peak Hill Visitor Information Centre

Peak Hill Visitor Information Centre is volunteer managed and provides visitor statistics from 2012 to 2017 for the information of Council. 614 visitors were recorded during the month of May 2017, recoding the highest visitors for May for several years and representing a 5 percent increase on the same period in 2016 and an increase of 19 per cent on the average.



Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3.2 Parkes Visitor Information Centre

Parkes Visitor Information Centre also saw an increase in visitors for the month of May based on previous months figures. Total visitors totalled 2484 which represents a 12 per cent increase on the same period in 2016 and a 18 per cent increase on the May average.

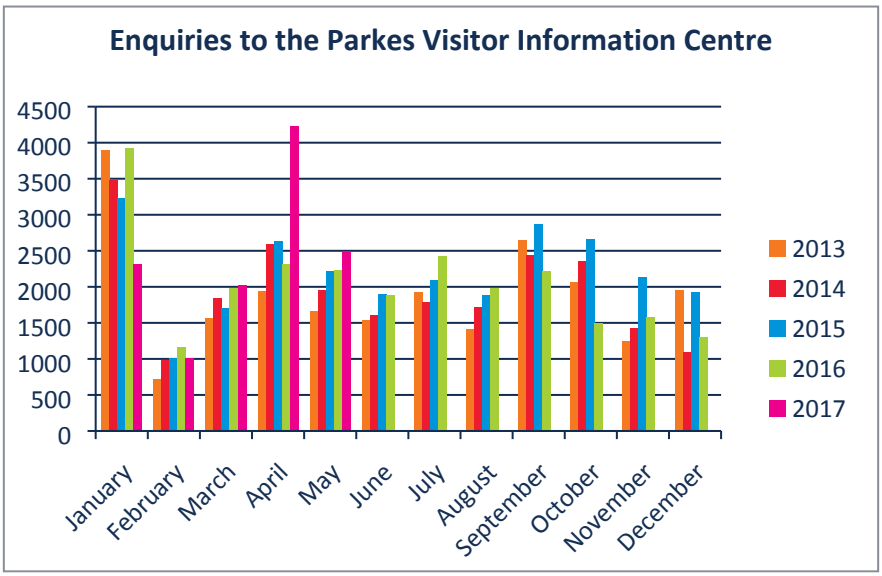
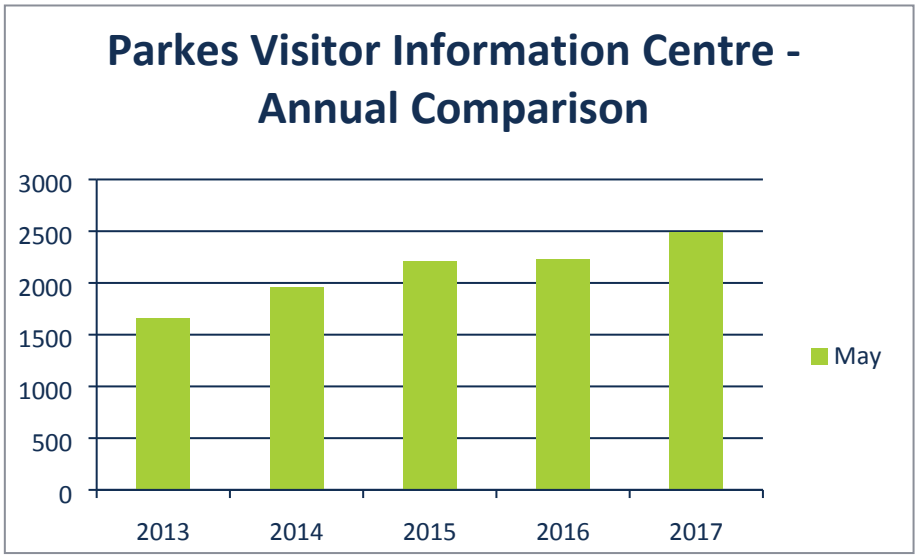


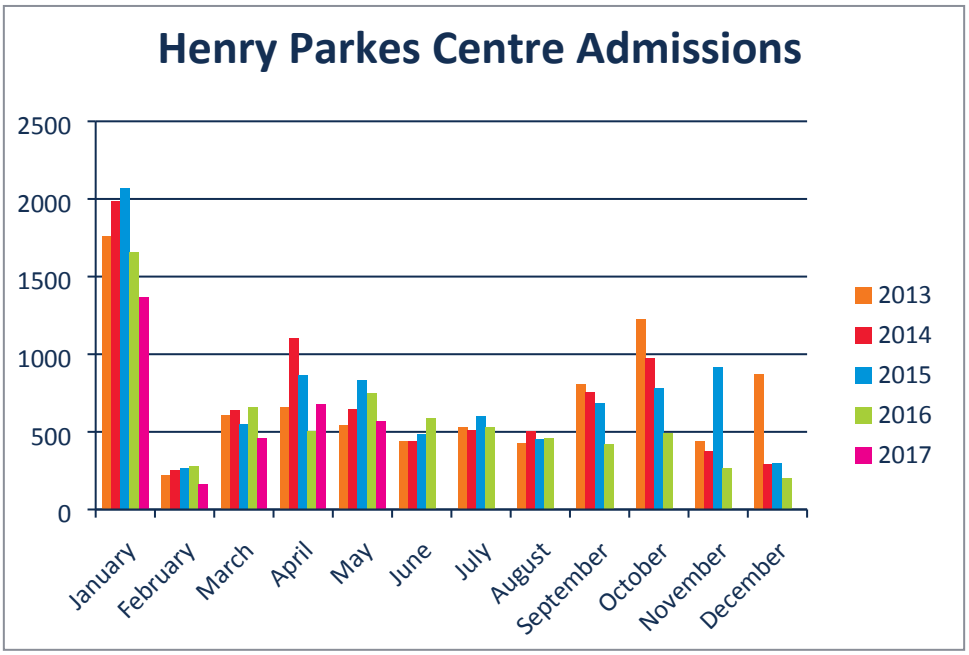
Table below indicates the May annual comparison for the past five years.



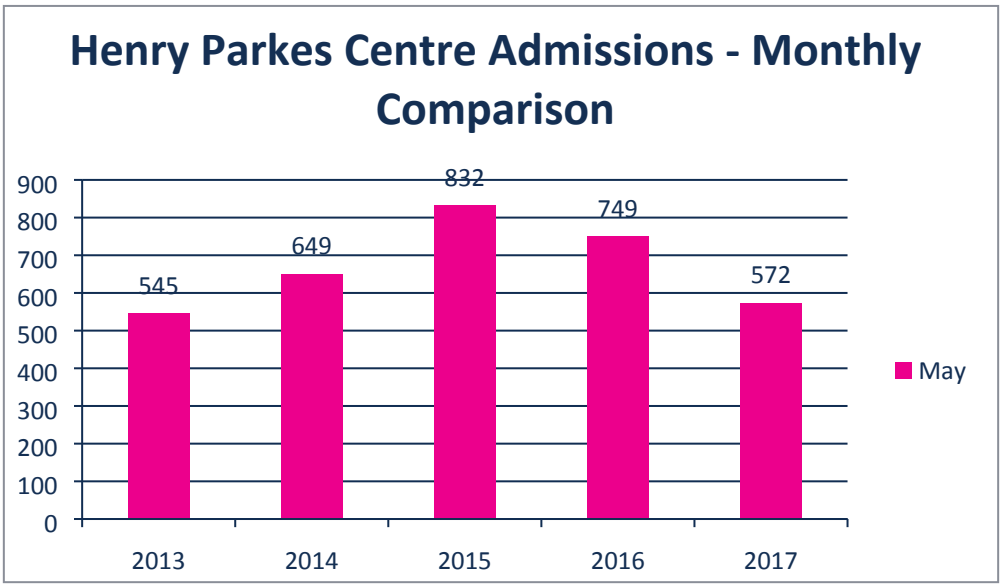
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3.3 Henry Parkes Centre

Results from admissions to the Council managed Henry Parkes Centre for 2012 to 2017 are provided for the information of Council. Ticketed admissions for the month of May 2017 totalled 572 people. The paid admissions represents a 15 per cent decrease on the May average and a 24 per cent increase on the same period in 2016. Greg Page has advised that he will be changing items in the museum between now and the next Elvis Festival so this will be a great marketing opportunity for us to promote the museums.



May year by year comparison is shown below:



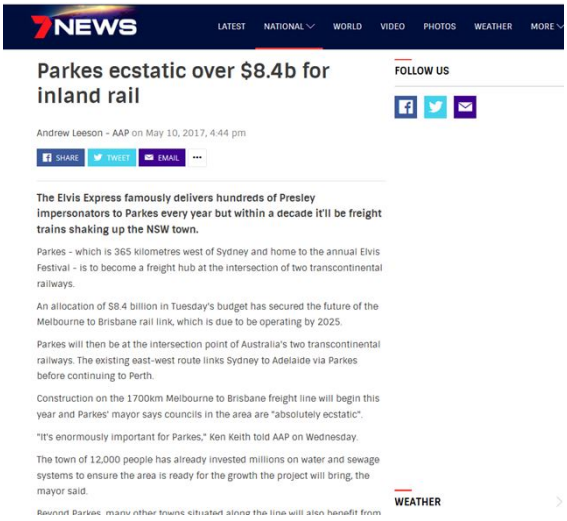
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Tour Groups who visited the Henry Parkes Centre in May 2017

- Engadine Central Probus Club (23 people)
- Dee's Drifters (30 people)
- Coach Holiday & Tours (36 people)
- Arts OutWest (15 people)

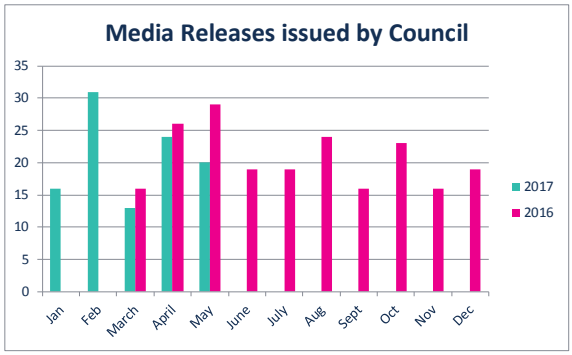
4. Marketing Statistics May 2017

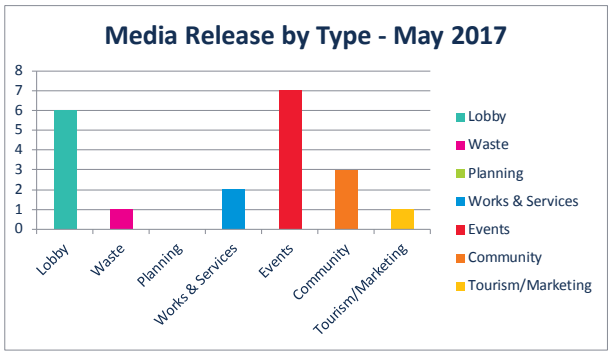
4.1 Recent Campaign Results

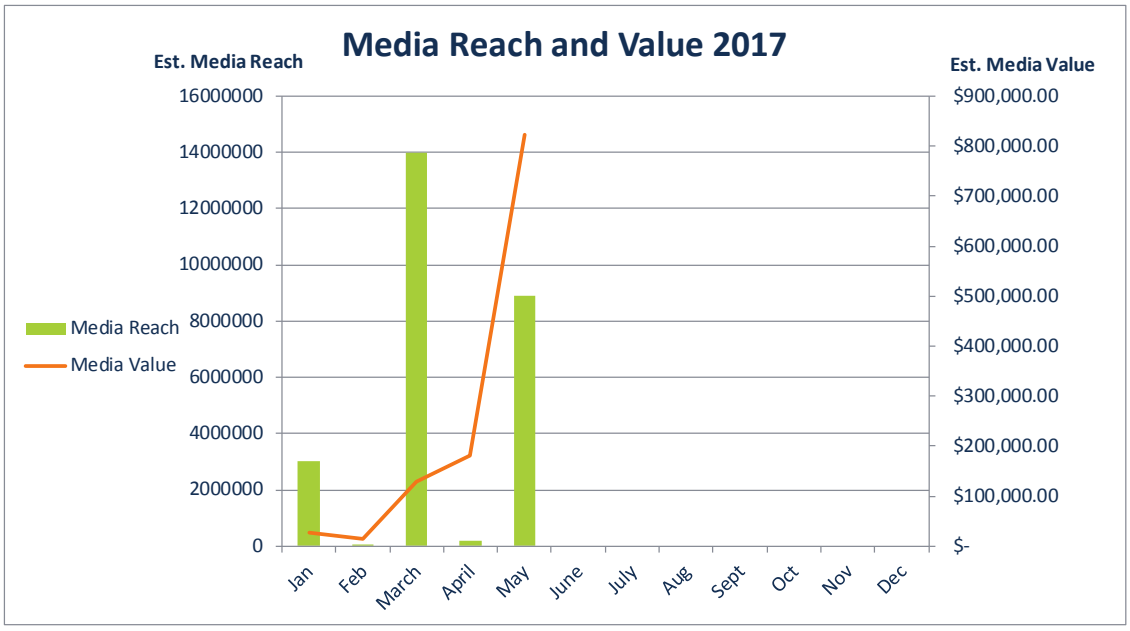
Amazon Campaign Results	Parkes & Inland Rail Media Results
Media Reach: 962,300 Media Value: $890,000 Social media reach: 64,180 Media clipping links - Transport & Logistics News - Government News - Logistics Magazine - Logistics & Materials Handling	Media Reach: 71 million + Media Value: $663,990  Media clipping links - Western Magazine - Parkes Champion Post - The Australian - Sky News - Yahoo 7 News - ABC -

4.2 Parkes Shire Council - Media Release Distribution

Council's Communications & Marketing team has made a concerted effort to increase the volume of communication and information distributed to the media and the community through Council media releases. Below graphs highlight the increase and maintained volume of media release distribution.







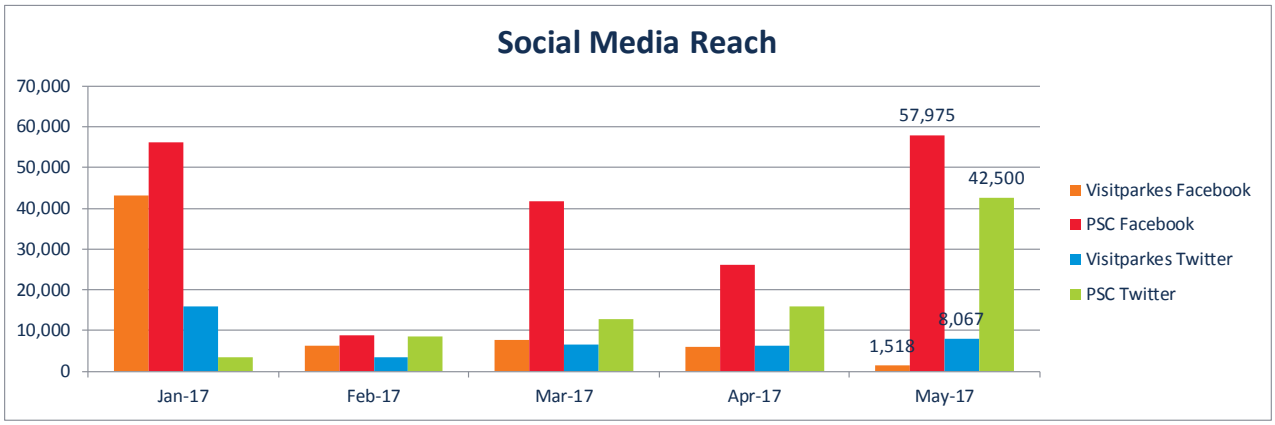
General Manager

Mayor

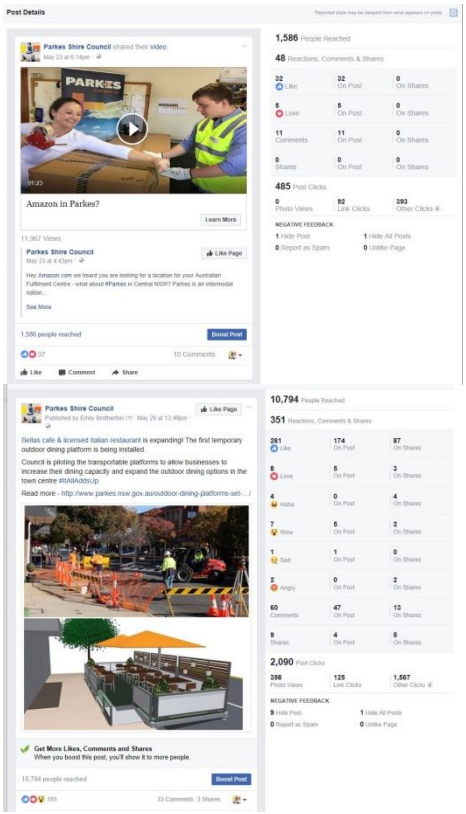
4.3 Digital Statistics

Council's Communications & Marketing team reports regularly on online and social platforms utilised by Parkes Shire Council including Council's website, visitparkes website and social media streams. Monthly results are displayed in the graphs below.

- **SOCIAL MEDIA RESULTS**



- Council's Facebook has reached over 57,000 people during May representing a staggering 123% increase on the previous month.
- The top posts for May were the Amazon video (32,343 reach and 15,000+ video views) and the Main Street Pop-Up Dining platform posts (10,794 reach and 2,090 post clicks)
- Council regularly engages with over 1,100 people who like the Facebook page. Council's Facebook community continues to more than doubling its likes since January.

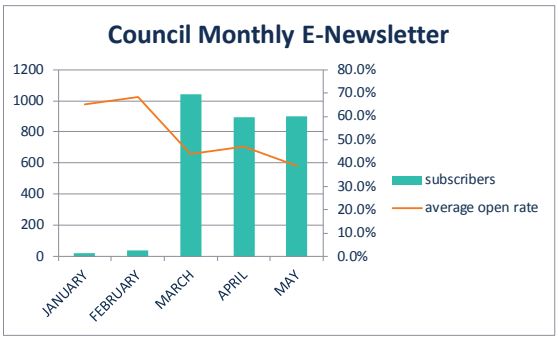


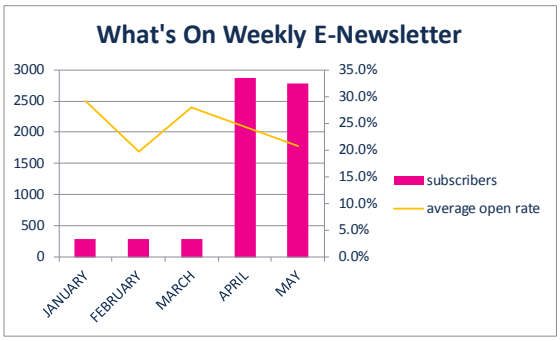
- Council's Twitter page has recorded a significant 167% increase in impressions based the previous month of April 2017 totalling over 42,500 profile engagements. This increase is largely due to the reaction to the Inland Rail Announcement tweet which was the top organic tweet for the month earning over 1500 impressions.

- A paid campaign promoting Council's Amazon pitch was very successful earning over 31,000 impressions and over 6,900 video views

- Visit Parkes continues to grow its Instagram presence with a 7% increase in followers. Its top post for May was for the ABBA Festival earning 64 likes

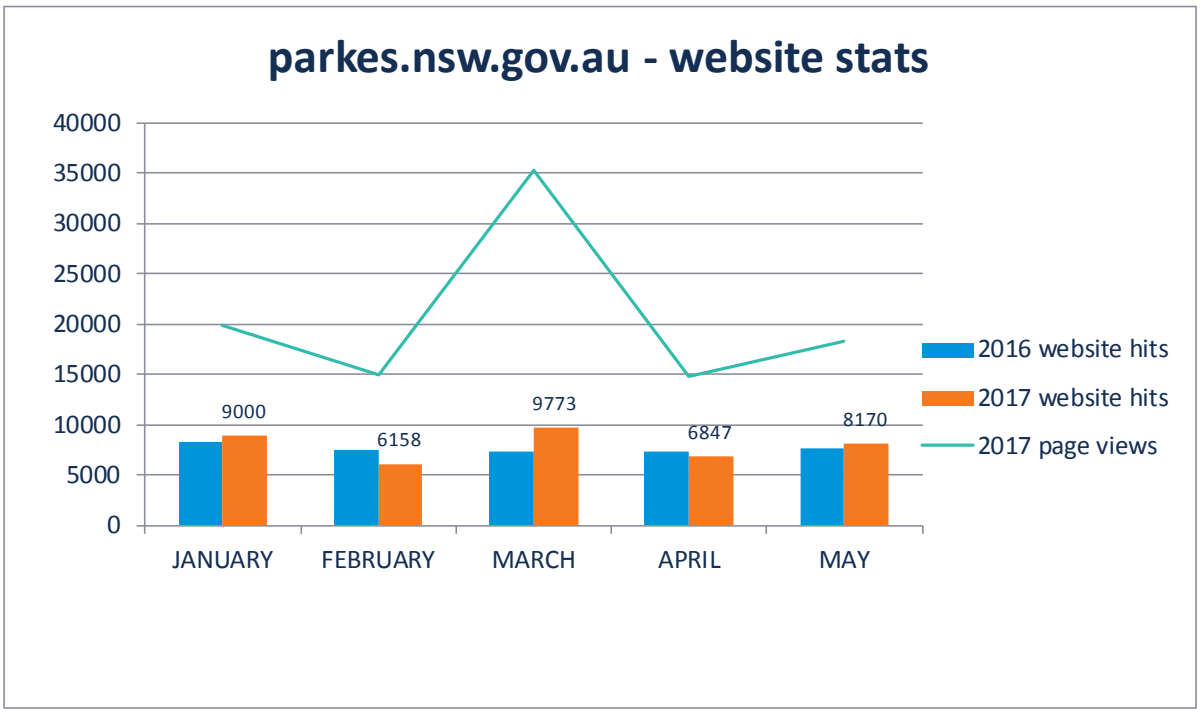
E-NEWS RESULTS

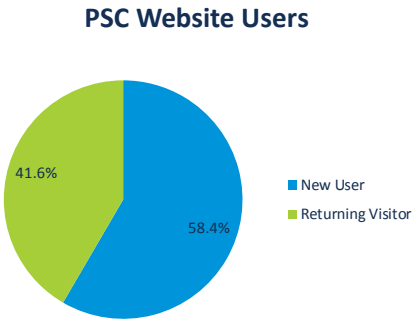


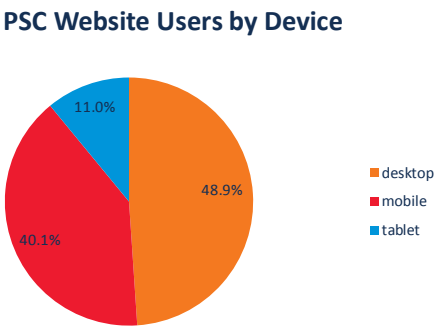


WEBSITE RESULTS

Both Council and Visit Parkes website recorded over 6,800 website hits during May.



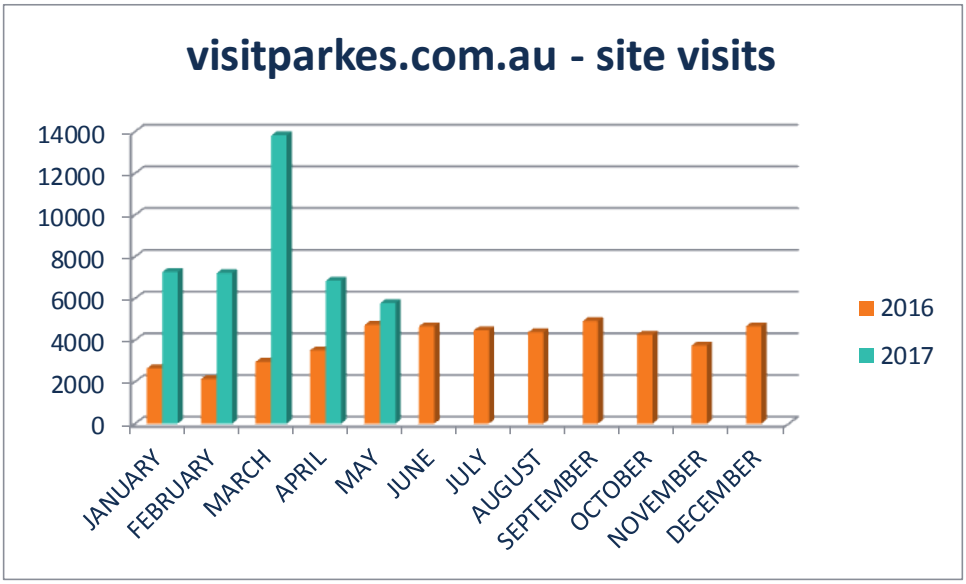




General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Attachments

1. Central NSW Tourism Resolution

2. Central NSW Tourism Unearth Campaign Report

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Central NSW Tourism
PO Box 4
Bathurst 2795
visitcentralnsw.com.au

20 June 2017

Dear Member,

RE: Transition of Central NSW Tourism to Centroc Management Structure.

On Thursday May 25 2017 the board of Centroc resolved:

Resolved	**Mr G Styles/Cr J Davis**
That the Board Thank CNSWT for their service to the region and recent report; 1. Support the adoption by Centroc of the function of regional tourism; 2. Accept in principle the advice provided subject to interim arrangements; 3. Accept the monies from CNSWT as it ceases to trade and continue to resource the tourism function using existing CNSWT resource until advice on integrating this function into Centroc can be provided; 4. Seek alignment with Country and Outback Destination Networks; and 5. A meeting of LTO staff be called as soon as practicable with a view to providing advice on a plan for integrating the tourism function for the region into Centroc.	

This is a positive outcome for tourism in the region, as it ensures the collaborative work and the regional marketing momentum continues to build the profile of Central NSW.

Central NSW Tourism (CNSWT) has commenced the transition process with an aim of winding up the organisation after June 30 2017. The current board of CNSWT will remain as a transition board until the Centroc elections in November 2017.

CNSWT is an Incorporated Organisation and we are currently working through the regulatory requirements needed to cancel the registration of an association. The EO is also developing a statement of actions with Centroc to ensure the transition of the tourism function is as seamless as possible.

As per the CNSWT constitution 37.3, the current assets of the organisation will be distributed to CENTROC to contribute to the ongoing costs of regional tourism management.

The board of CNSWT would like to thank you for your ongoing support and look forward to the continued success of collaborative regional tourism in Central NSW.

Kind Regards

Norm Mann
Chair

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2016- May 2017 Central NSW Tourism RVEF Campaign Summary

May 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Campaign Background

Central NSW Tourism was successful in securing a third year of funding from Destination NSW to extend its "Unearth Central NSW Tourism" marketing activities. This campaign builds on the regional brand work conducted in 2013 and 2014 and specifically looks to leverage the opportunities and storylines identified in the Central NSW Destination Management Plan.

The program specifically looks to grow the "Unearth Central NSW" communications platform developed over the past two years' programs and extend the reach and engagement with the core target market.

2016 Regional Visitor Economy Funding campaign partner included:

1. $165,000 Destination NSW
2. $20,000 Bathurst Regional Council
3. $5,000 Blayney Shire Council
4. $10,000 Cabonne Shire Council
5. $49,500 Central NSW Tourism
6. $12,500 Central NSW Business Enterprise Centre
7. $5,000 Cowra Tourism Corporation
8. $5,000 Forbes Shire Council
9. $15,000 Mudgee Region Tourism
10. $20,000 Orange City Council
11. $5,000 Parkes Shire Council
12. $3,000 Weddin Shire Council
13. $10,000 Lithgow City Council

The 2016 program included participation from Lithgow Tourism and Central NSW Business Enterprise Centre, both new partners to the campaign activities.

2016 RVEF Objectives

The ultimate of Central NSW Tourism's program is to increase overnight visitor expenditure across the entire Central NSW footprint.

Within the framework of Destination NSW's RVEF program funding, there is a requirement to meet a strict set of key performance indicators (KPIs).

Central NSW Tourism's 2016 campaign activity needs to deliver on the following KPIs:

DIRECT CAMPAIGN METRICS

1. Achieve an additional 1169 visitor nights attributable to campaign activities. (Calculation of KPI development attached and included in original application.).
2. Increase visitation to the campaign website (www.visitcentralnsw.com.au) by 10%, achieving a total of 40,088 visits during the program period
3. Generate an estimated Equivalent Advertising Value (EAV) of $700,000 through PR/media outreach activities
4. Experience development workshops x 4 completed with a total of 80 attendees

Central NSW TOURISM

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2016 Target Market

The 2016 program will continue to engage with and target the same prospective traveller groups.

In 2013, Central NSW Tourism invested in a robust research program to better define the attributes of the region's ideal target audiences:

PRIMARY AUDIENCE: DOMESTIC LEISURE TRAVELLERS – CULTURE LOVERS

Central NSW Tourism's 2013 Roy Morgan research program helps us develop a clear picture of the ideal traveller and suggests we should focus primarily on ADULTS TRAVELLING IN COUPLES.

This target market is compelled by the search for authentic experiences. Whether implied or explicit, they view travel as a transformative experience. Holidays are an opportunity to learn something about themselves and something about the place they are visiting. From an age perspective, the priority is adults 45-54 years of age, but the broader age catchment can be 35 – 64. Regardless of age, the target market is well educated with an average HHI of $104,420. Within the household, women are often the key decision-makers in travel planning and are key influencers in much of the travel planning process. More than 70% of the core audience does not have children at home (either their kids are old enough and left home, or they do not have kids at all).

The bulk of the target market is travelling to the region by car. Therefore, primary source markets include (1) Regional NSW – with priority given to key urban areas such as Dubbo, Newcastle, Tamworth, and Wagga; (2) Sydney (North Western as a primary audience within the entire Sydney footprint); and (3) Canberra.

From a destination perspective, the target market wants to escape the routine of the everyday; they want to engage with and learn about the local culture of a place – its people, its offerings, its traditions.

The target market likes to take holidays in Australia and, from a domestic travel perspective, short breaks and weekend getaways are key to the target market (many of them use the majority of their annual leave for a significant overseas holiday). The program needs to position Central NSW as an attractive place for a short break and an easy escape from the routine of everyday life. The majority of the target market lives in urban areas, caught up in the hustle and bustle of everyday life – they want to escape the routine, get away from the crowds and jump in to experiences where they can reconnect with the simple pleasures of life.

SECONDARY AUDIENCES FOR 2016: This year, the program will look for tactical opportunities to further engage the lucrative visiting friends and relatives market (VFR).

2016 Campaign Approach

The 2016 program specifically looks to build on the learnings and insights gained through the 2015 *Unearth* program, leveraging more of long-form "storytelling" approach as opposed to investing in a suite of stand alone print and digital advertisements (as was the approach in 2014).

PR and social media are key pillars to the 2016 activities as these proved highly impactful in 2015. This approach has proven more effective at allowing Central NSW Tourism to showcase its depth and breadth of experiences on offer and providing personalised narratives to truly bring the region to life for the target audience.

To supplement a robust PR and social media program, Central NSW Tourism has also partnered with Expedia Media Solutions to develop a tactical digital advertising program to specifically drive conversion and deliver on the

Central NSW TOURISM

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

requirement for measuring room night bookings (the key component of Destination NSW's RVEF program measurement).

Below is a snapshot of the program components and results to date (as at November 2016)

Public Relations: Engagement, Media Visits

In 2016-17 the public relations campaign for Central NSW Tourism has generated huge exposure for the region in major state and regional newspapers, magazines and online platforms.

We've hosted 12 media visits, issued regular themed and news orientated press releases, and worked closely with a handful of select media to ensure Central NSW is top of mind for relevant destination opportunities.

We have generated 62 articles at current, that unearth the region's unique destination assets and cultural heritage.

So far, we have achieved $1,178,874 of equivalent advertising value ('EAV' is if the same space was bought in advertising dollars), and $3,536,622 of public relations value (advertising value multiplied by three as editorial more effective and widely read/engaging for audiences).

Gabrielle Brewer PR has worked on the Central NSW Tourism account for the last three years and has witnessed first-hand the level of recognition and interest in the region growing substantially each year. This is reflected in the return on PR investment, with the EAV also growing substantially higher each year (approximately an additional $200,000+ on 2015 results).

A complete summary of stories featured in 2016 -2017 is included at the end of this document.

Campaign Website

The campaign website www.visitcentralnsw.com.au provides the key call to action for all RVEF program activities. The website continues to be a successful communications tool for the region showcasing the depth of the experiences on offer across the key destinations in the region.

New content for 2016 includes a new editorial feature written by Rob Ingram (from Country Style) highlighting Lithgow and Oberon (new destinations added to the 2016 program). A new page was developed to promote Rejuvenation in the Region, and new images were also sourced to promote the diversity of the region.

The website backend feed has also been updated to link directly with local tourism organisation websites. This ensures the website acts as a hub of the region, promoting regional initiatives, key events and experience categories. Ultimately the consumer is now fed through to the local tourism organisation to get greater detail on specific products or services. Linking to these organisations gives them complete control on this content, ensuring it is always up to date.

The Destination Wedding directory (developed in 2014) is still live on website and although no specific communications push the target market to this audience this page is still in the top 10 pages visited on the site.

Top 10 pages visited on website during 2016 campaign:

1. Homepage
2. Unearth Orange NSW
3. Activities
4. Accommodation
5. Things to do
6. About the Region
7. Weddings

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8. Unearth Bathurst NSW
9. Things to do, Trails
10. Family fun in Bathurst

A new 2016 Events Calendar was also created in 2016 and 2017 which provided a snapshot of key events through the 2016 – 2017 campaign. Less than 1% of visitors to the website visit this page.

The Media Library continues to grow with features updated monthly. This page is in the top 20 pages visited on the website.

As a result of the 2016-2017 campaign activities, website users have spent more than 581 hours engaging with Unearth content on www.visitcentralnsw.com.au.

Central NSW Social Media Activities

Our Central NSW Tourism Facebook page has continued to go from strength to strength with significant and consistent growth in all areas: page likes, engagement, reach & impressions.

Since commencing the Unearth Central NSW campaign we have reached 11K engaged followers. We initially commenced with 942 likers and low rates of engagement.

During this time we have strengthened our relationship with our stakeholders, tourism operators and small businesses in the region. Our content is regularly shared by others on social media helping us to generate interest and awareness in our Unearth Central NSW campaign.

We have introduced some new regular content including featured photographers and a weekly "What's On In Central NSW" video. These have contributed to our positive growth. Where able (depending on attendance at an event), live streaming has been used with great results. Looking to the future it would be beneficial to try and increase this content as well as investing in quality photo and video footage of events throughout the region. We could then use this content for future promotion as well as an upgraded event information page on our website.

Competitions including the Better Homes & Garden and VANFEST 2016 Instameet ticket giveaway have increased traffic on our social media channels. It would be good to hold more of these over the next 12 months.

Over the past year we have collaborated with the Central NSW BEC and other organizations to host a series of workshops – one of the aims being to increase the usage and success of social media for local businesses, tourism operators and VICs. This appears to have been successful given the positive feedback from attendees as well as improved performance evident on their own social media channels.

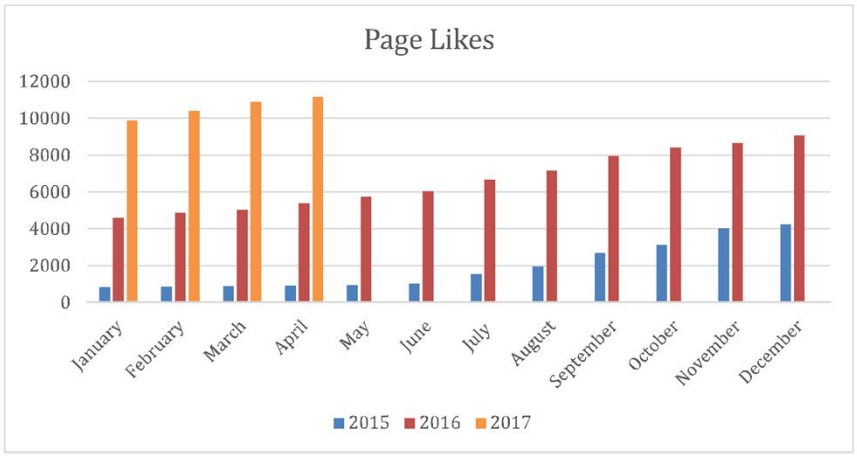
Our social media channels have been used to further promote the PR opportunities generated by the various reviews, featured articles, and blogs that have been printed about our region.

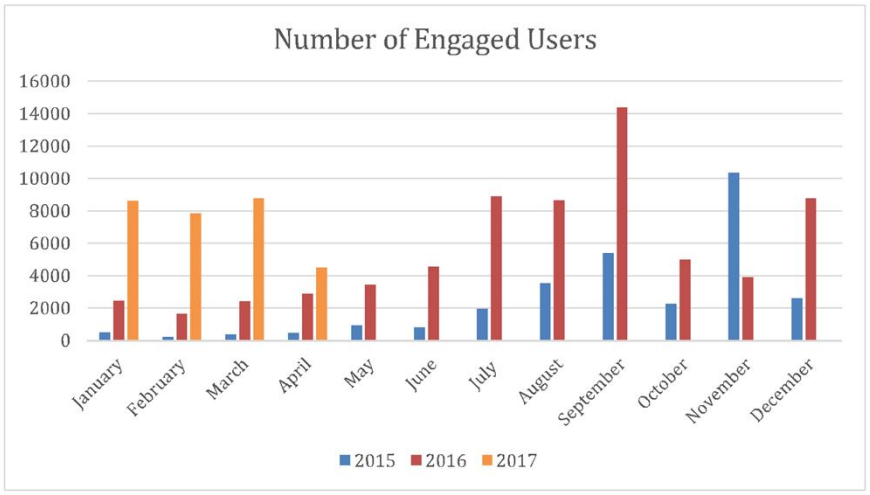
Facebook Results to Date

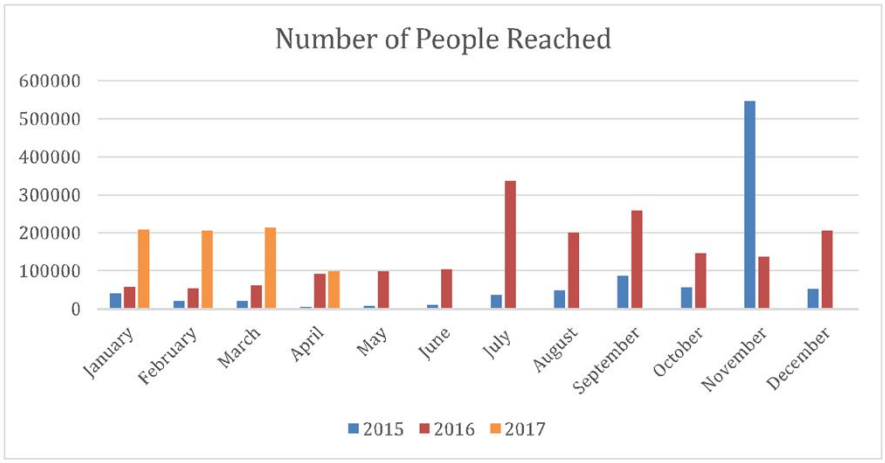
Central NSW Tourism's facebook following has more than doubled since April 2016 2015 (up 5,768 followers, to 11, 163 in April 2017). The Facebook program has delivered more than 3.5 million impressions during the 2016 – 2017 campaign.

Central NSW TOURISM

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



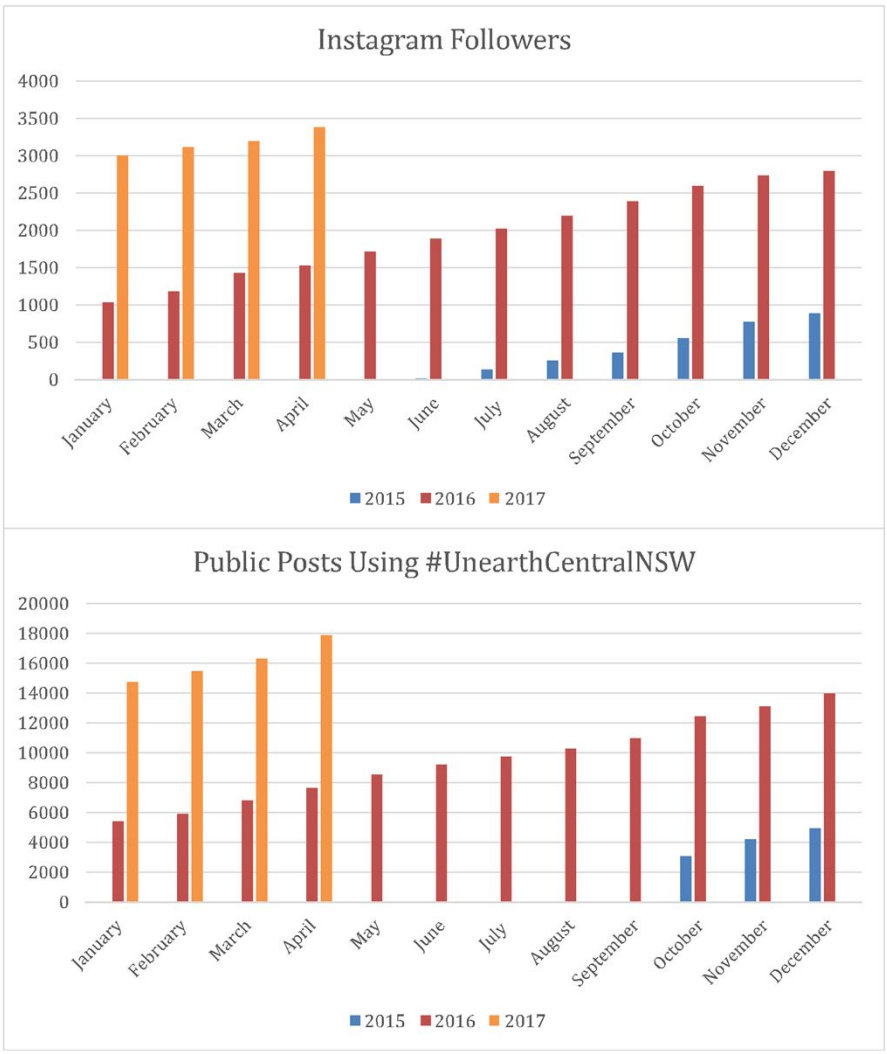




Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Instagram Results to Date

The results we have achieved on Instagram this year have also been positive. Not only has our number of followers dramatically increased but our hashtag #UnearthCentralNSW has now been used on almost 20,000 public images.



Paid Media Partnerships

Learning from the success of the 2015 approach, Central NSW Tourism has partnered with a handful of key media outlets to help showcase the depth and breadth of experiences on offer across the entire region. To date, these have included:

- **Fairfax's 'Traveller'** in the SMH/Sun-Herald – focused on 'one of a kind' experiences in Autumn and Winter across the region, as well as highlight upcoming events for the season *May 2016*. Also digital content in April/May 2017 focussing on *20 Reasons to Visit Central NSW*.
- **Better Homes & Gardens** – a new partnership developed this year which included 2 x full page ads (July and August 2016), competition promoted via social media, full page editorial written by Andrea Black, as well as a 'Better Shopping' featuring *July/August 2016*
- **Sydney Weekender**, Channel 7 – destination feature on Forbes, hosted by Mike Whitney *April 2016, and* another destination feature on Blayney, *March 2017.*

Expedia Media Solutions

Central NSW Tourism partnered with Expedia Media Solutions on a large tactical marketing program, specifically looking to drive conversion and increase visitation during key campaign periods.

The program included two bursts of paid media activity, each four weeks in duration. The first burst of activity ran in July 2016 and included:

- digital display advertising across Wotif.com.au (include MRECs and skyscraper formats)
- digital display advertising across the entire Expedia Brand Portfolio (includes Lastminute.com.au, expedia.com.au etc.).
- custom eDM content
- customised Unearth Central NSW landing page on Wotif.com (these were also replicated across the entire Expedia Portfolio)
- high impact, large format display advertising on wotif.com homepage

The first burst of activity delivered 7.8 million impressions across the suite of Expedia websites, with 5,367 clicks on the campaign creative. This resulted in a 0.07% click through rate (lower than average for Expedia), just over 900 visits to the campaign landing page.

Based on past performance (i.e. 2014 campaign) it was expected results from this program would be very strong. However the first burst of campaign activity did not perform as expected and bookings have actually decreased in 2016 as compared to 2015.

	Last Year	This Year
Room Nights	2,577	1,910
% Change		-25.90%
Bookings ($)	$274,886	$217,149
% Change		-21%
ADR	$107	$114
% Change		6.60%

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Following the disappointing results achieved in the first burst of the campaign the second burst (September) was put on hold to identify where improvements could be made.

The revised second burst took place from 13 Feb – 12 March 2017 - Fall for Central NSW.

It included:

- Responsive Marquee
- Responsive Banner Suite
- Homepage Takeover
- Dedicated Newsletter (Make Autumn Awsome)
- Social Media

The second burst of activity delivered 5.7 million impressions across the suite of Expedia websites, with 3,011 clicks on the campaign creative. This resulted in a 0.10% click through rate, generating 5,734 unique visits to the landing pages across the Expedia products (including 4,441 to Wotif AU) an excellent turnaround from the first burst in 2016.

	Last Year	This Year
Expedia Bookings	564	1,089
booking increase		525
% change		93%
Bookings $	61,098	122889.00
increase		$61,791.00
Wotif Bookings	1,825	2,502
booking increase		677
% change		37%
Bookings $	188,312	284405
booking $ increase		$96,093
Hotels.com bookings	556	698
Booking increase		142
% change		26%
Bookings $	55,247	78831
booking $ increase		$23,584
Campaign av % Change		52.00%
Total booking increase		1344
Total increase in $		$181,468

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Digital Paid Media

Facebook advertising (promoted posts) continue to be a staple in the 2016 media schedule, proving strong reach and engagement during the program period.

Experience Workshops:

In later half of 2016 CNSWT has collaborated with the Central NSW BEC and other organizations to host a series of industry development workshops.

Workshops included:

1. 28 July, Strategic Planning and Small Business App Development – 10 attended, hosted in Orange
2. 30 August, Social Media and PR Strategies for the Tourism Sector – 23 attended, hosted in Cowra
3. 29 September, Regional Event Management – 16 attended, hosted in Parkes
4. 27 October, Product Development and Marketing – 17 attended, hosted in Bathurst

All workshops were well attended by a mix of operators, LGA employees and industry representatives. The program appears to have been successful given the initial positive feedback from attendees, the continued participation in the business development program offered by the BEC (6 businesses have engaged their services) as well as improved performance, evident on their own social media channels.

We believe the attendance (particularly the Parkes workshop) was affected by flooding in the region. Also workshops of a similar content and style were (coincidently) offered in the region on three instances just prior to the CNSWT workshops. The other workshops were not planned at the time of CNSWT finalising our workshop program as part of the UnEarth campaign.

We believe there is a strong opportunity to partner with more of the LGA's in our region (avoid future duplication and minimise costs) and attract corporate sponsorship for future industry development programs.

Central NSW TOURISM

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

RVEF KPIs Results to Date

KPI	Results to date
Achieve an additional 1169 visitor nights attributable to campaign activities	The second burst of the activity exceeded the KPI with an additional 1344 room nights booked.
Increase visitation to the campaign website by 10%, achieving a total of 40,088 visits during the program period	53,326 visits during campaign period (ended May 15 2017)
Generate an estimated Equivalent Advertising Value (EAV) of $700,000 through PR/media outreach activities	To date, the program achieved $1,178,874 of equivalent advertising value.
Experience development workshops x 4 completed with a total of 80 attendees	66 attendees over the four workshops

Additional Campaign Results to Note

- Returned to the region an additional $448,896 in overnight visitor expenditure
- The Facebook program has delivered more than 3.5 million impressions during the 2016 – 2017 campaign.
- Generated 5,734 unique visits to the landing pages across the Expedia products
- The program has generated more than $3.5 million dollars in public relations value
- Facebook fans have more than doubled in 2016
- Instagram fans have tripled during the campaign period

Central NSW TOURISM

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Media Stories – 2016 – May 2017

Media	Type	Visit Date	Story angle	Circulation (print run) or reach of articles	Publish date	Equivalent Advertising Value (based on casual rates)	Public Relations Value (x 3 as editorial more widely read than advertising)
Sun Herald 'Traveller' Brian Johnston	Newspaper	2015	A multi-page feature on the best of small cities and hotels - Bishops Court Estate Bathurst is included following Brian's recent visit	Circulation 257,630	Jan-16	$10,000	$30,000
The Wanderer	Magazine	2015	Seven-page destination feature on Bathurst	Circulation 35,839	Jan-16	$35,000	$105,000
The Wanderer	Magazine	n/a	Full-page Unearth Central NSW promotion	Circulation 35,839	Jan-16	$5,000	$15,000
The Wanderer	Magazine	2015	Overview on top things to do in Bathurst	Circulation 35,839	Jan-16	$4,000	$12,000
Sun Herald 'Traveller'	Newspaper	n/a	The Short Breaks List for 2016, including Hockey's The Old Chemist in Millthorpe, Rosby Guesthouse in Mudgee, Bishops Court Estate in Bathurst	Circulation 257,630	Jan-16	$30,000	$90,000

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

APN Newspaper Group, Peter Chapman Papers included: Daily Mercury Mackay, Fraser Coast Chronicle, Gladstone Observer, Gympie Times, Northern Star Lismore, Queensland Times, Stanthorpe Border Post, South Burnett Times, Sunshine Coast Daily, The Chronicle Toowoomba, Whitsunday Guardian	Da	n/a	Romantic things to do in Central NSW, 1.5 page destination feature	Circulation approx 150,000. Reach of over 1.5 million in QLD and regional NSW	Mar-16	$70,000	$210,000
Sunday Telegraph, Robyn Ironside	Newspaper	n/a	Romantic things to do in Central NSW feature	Circulation 439,926	Apr-16	$18,000	$54,000
Sunday Mail, Robyn Ironside	Newspaper	n/a	Romantic things to do in Central NSW feature	Circulation 342,381	Apr-16	$15,000	$45,000
Daily Telegraph 'Best Weekend'	Newspaper	n/a	Double page feature on stand-out events across NSW, including Trundle's ABBA Festival and Parkes Elvis Festival	Circulation 241,372	Apr-16	$15,000	$45,000
The Saturday Age, Steve Meacham	Newspaper	n/a	Double page story on the tourism revitalisation of historic buildings, following a media release	Circulation 241,029	Apr-16	$71,483	$214,449
The Canberra Times, Steve Meacham	Newspaper	n/a	Double page story on the tourism revitalisation of historic buildings, following a media release	Circulation 32,094	Apr-16	$14,460	$43,380
The Sydney Morning Herald 'Traveller', Steve Meacham	Newspaper	n/a	Double page story on the tourism revitalisation of historic buildings, following a media release	Circulation 199,472	Apr-16	$76,925	$230,775

Central NSW TOURISM

General Manager

Mayor

Sun Herald 'Traveller' Brian Johnston	Newspaper	2015	A multi-page feature on The Great Australian Holiday, where Brian nominates Central NSW	Circulation 257,630	Apr-16	$10,000		$30,000
Sun Herald 'Traveller'	Newspaper	n/a	Double page partnership feature on the hidden gem villages of Central NSW	Circulation 257,630	May-16	$92,732		$278,196
Forbes Advocate	Newspaper	n/a	Full page feature on Sydney Weekender's media visit to Forbes	Circulation 1,902	Jun-16	$1,500		$4,500
Central Western Daily	Newspaper	n/a	Story on the Tourism Development Workshops	Circulation 2,878	Jun-16	$1,000		$3,000
Winestate, Windsor Dobbin	Magazine	n/a	Food and wine destination feature, focusing on Bathurst, Orange and Mudgee	25,000 circulation	Jun-16	$18,000		$54,000
Sunday Telegraph, Polly Simons	Newspaper	n/a	Cool tips to stay warm and active, including Bathurst Winter Festival	Circulation 439,926	Jun-16	$7,500		$22,500
Open Road magazine, Dorian Mode	Magazine	Nov-15	Four-page feature on Central NSW on the rejuvenation of Central NSW historic buildings into vibrant tourism spaces, focusing on Orange and Cowra	1.5million readership/circulation, copies to NRMA members	Jun-16	$97,000		$291,000
The Carousel, Bianca Spendlove	Website/social	Jul-16	Central NSW feature on romantic ideas for couples in Orange and Bathurst	145,000 mthly unique browsers; 18,500 FB and 11,500 newsletter	Jun-16	$8,000		$24,000

Central NSW TOURISM

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The AU Review, Sarah Han	Website/social	Jul-16	Story based on a weekender journey to Bathurst	28,000 daily page views, 12,802 followers on Facebook	Jul-16	$7,500	$22,500
Country Style	Magazine	n/a	Four-page feature of food and wine events, including the Cowra Wine Show	Circulation 62,836	Jul-16	$4,560	$13,680
Sydney Weekender	TV	Apr-16	Destination feature on Forbes, hosted by Mike Whitney	Viewership 371,957 / Website reaches 19,045 page views for the stories online	Jul-16	$50,000	$150,000
Better Homes and Gardens magazine	Magazine	n/a	Better Shopping' section - Central NSW Tourism generic snapshot story		Aug-16	$13,427	$40,281
Better Homes and Gardens magazine	Magazine	n/a	Cowra travel story - as part of a CNSWT partnership opportunity		Aug-16	$40,777	$122,331
Daily Telegraph 'Best Weekend'	Newspaper	n/a	In the planner, Trundle Bush Tucker Day was included	Circulation 241,372	Aug-16	$7,000	$21,000
Better Homes and Gardens magazine - Facebook	Social media	n/a	Central NSW competition	548,409 + followers	Aug-16	$8,000	$24,000
Daily Telegraph 'Best Weekend'	Newspaper	n/a	In the planner, Sakura Matsuri Cherry Blossom Festival was included	Circulation 241,372	Sep-16	$7,000	$21,000
Better Homes and Gardens magazine	Magazine	n/a	Calendar events - Sakura Matsuri Cherry Blossom Festival and Mudgee Wine & Food Festival		Sep-16	$16,000	$48,000
Newcastle Herald, Jim Kellar	Newspaper	n/a	Mudgee Food & Wine Festival snapshot	Circulation 39,759	Sep-16	$3,000	$9,000

Central NSW TOURISM

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Jetstar Magazine	Magazine	n/a	Monthly planner, featuring Mudgee Wine & Food Festival	Circulation 3,087	Sep-16	$3,750	$11,250
Qantas The Australian Way, Robert Badman	Magazine	n/a	Orange Wine Festival inclusion as an event 'coming up' to watch out for	Circulation 130,000	Sep-16	$7,500	$22,500
Country Style	Magazine	n/a	Four-page feature on weekends including upcoming events. This feauture includes Mudgee Wine & Food Festival, Grenfell Show, Forbes Show and the Zin House in Mudgee as a restaurant to visit	Circulation 62,836	Sep-16	$6,000	$18,000
Qantaslink 'Spirit' magazine	Magazine	Jul-16	Five-page feature on Hill End, including touring tips for Mudgee and Gulgong	Circulation 50,000	Oct-16	$30,000	$90,000
Qantas The Australian Way, Robert Badman	Magazine	n/a	Event feature on cultural activities for the month, including Orange Wine Festival snapshot	Circulation 130,000	Oct-16	$7,500	$22,500
Daily Telegraph 'Best Weekend'	Newspaper	n/a	Feature on Rosby Estate's Sculpture in the Gardens event	Circulation 241,372	Oct-16	$15,000	$45,000
The Sydney Morning Herald 'Spectrum'	Newspaper	n/a	In the planner, Orange Wine Festival and Rosby's Sculpture in the Gardens events appear	Circulation 199,472	Oct-16	$7,000	$21,000
Daily Telegraph 'Taste'	Newspaper	n/a	A feature on Craft Breweries in NSW, including Badlands Brewery in Orange and the Agrestic Grocer as a good stop to visit	Circulation 241,372	Oct-16	$7,000	$21,000

Central NSW TOURISM

General Manager

Mayor

Country Style	Magazine	n/a	Feature looking at upcoming art and local market events, including Rosby's Sculpture in the Gardens, and Bathurst Farmer's Markets	Circulation 62,836	Oct-16	$5,200	$15,600
Country Style	Magazine	n/a	Feature on foodie events to book a table for, including Orange Wine Festival	Circulation 62,836	Oct-16	$4,560	$13,680
Australian Traveller, Megan Arkinstall	Magazine	Jun-16	Bathurst town guide	11,737 circulation, plus 85,000 monthly to the website	Oct-16	$40,000	$120,000
Daily Telegraph 'Best Weekend'	Newspaper	n/a	Halloween in Lithgow event	Circulation 241,372	Oct-16	$7,000	$21,000
Concrete Playground, Jasmine Crittenden	Website/social	Jul-16	Central NSW journeys media visit, including Bathurst, Parkes, Orange	108,140 following on Facebook	Nov-16	$7,500	$22,500
RM Williams Outback Chris Pritchard	Magazine	May-16	Central NSW feature including Orange, Bathurst and Mudgee, on old buildings that have been turned into tourism hotspots	Circulation 56,931	Nov-16	$15,000	$45,000
Daily Telegraph 'Best Weekend'	Newspaper	n/a	Huntington Estate Music Festival in Mudgee and Vanfest in Forbes were featured	Circulation 241,372	Nov-16	$7,000	$21,000
Open Road magazine, Kris Ashton	Magazine	Sep-16	Multi-page feature on fossicking and gold theme in Central NSW, including Bathurst, Orange, Ophir, Gulgong, Mudgee, Hill End and Sofala	1.5million readership/circulation, copies to NRMA members	Dec-16	$97,000	$291,000

Central NSW TOURISM

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Riot Act, Roger Allnut	Website/social	Oct-16	4 x destination features on Parkes, Forbes, Bathurst and Grenfell	140,000+ unique monthly website visitors, 20,000+ Facebook fans and 8,000+ Twitter followers	Jan-17	$1,500	$4,500
Travel With, Roger Allnut	Website/social	Oct-16	Parkes destination feature	CirculationTBC/ 19,952 on Facebook	Jan-17	$1,500	$4,500
Travel With, Roger Allnut	Website/social	Oct-16	Cowra, Grenfell and Forbes	CirculationTBC/ 19,952 on Facebook	Jan-17	$1,500	$4,500
Blayney Chronicle	Newspaper	n/a	Sydney Weekender's visit to Carcoar	Circulation 1,149	Feb-17	$500	$1,500
2BS Radio	Newspaper	n/a	Interview with Lisa Ditchfield on WOTIF partnership	TBC	Feb-17	$500	$1,500
Cowra Guardian	Newspaper	n/a	WOTIF partnership	Circulation 1,487	Feb-17	$500	$1,500
Grenfell Record and Bland Advertiser	Newspaper	n/a	WOTIF partnership	Circulation 587	Feb-17	$200	$600
The Western Advocate	Newspaper	n/a	Interview with Lisa Ditchfield and Lucy White on WOTIF partnership	TBC	Feb-17	$500	$1,500
Sydney Weekender	TV	Nov-17	Destination feature on Orange	Viewership 371,957 / Website reaches 19,045 page views for the stories online	Feb-17	$50,000	$150,000
Homes + magazine, Emily Ponton	Magazine	Oct-16	Double page weekender journey feature, including Orange, Millthorpe and Carcoar	Circulation 40,235	Mar-17	$25,000	$75,000

Central NSW TOURISM

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Sydney Weekender	TV	Feb-17	Destination feature on Carcoar, hosted by Mike Whitney	Viewership 371,957 / Website reaches 19,045 page views for the stories online	Mar-17	$50,000	$150,000
Travel With, Roger Allnut	Website/social	Oct-16	Trundle Abba Festival	CirculationTBC/ 19,952 on Facebook	Apr-17	$1,500	$4,500
The Weekend Australian Megan Lehman	Newspaper	Jan-17	Travel Issue: Unique Accom featuring Ruwenzori	Circulation 220,945	May-17	$10,000	$30,000
Sydney Morning Herald 'Traveller' Sponsored content	Online	n/a	20 Things to do in Central NSW	50,000 page impressions	May-17	$3,800	$11,400
Fairfax regional, including Newcastle Herald and 120 other online publications in Fairfax regional network John Rozentals	Print/Online	May-17	Cowra/Canowindra destination inclusion, as part of Central West to Hilltops journeys feature (coordinated in conjunction with DNSW)	Page reach 40 million per month	May-17	$5,000	$15,000
Ella's List	Website/social	Jun-17	Bathurst and Orange for kids	25,000 newsletter subscribers/ 52,944 on Facebook	Jun-17	$2,000	$6,000
TOTAL						**$1,178,874**	**$3,536,622**

Central NSW TOURISM

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12 DIRECTOR PLANNING AND ENVIRONMENT'S REPORT

12.1 (DPE) May 2017 Building Statistics

Executive Summary

During the month of May 2017 there were eighteen (18) Development Applications received totalling $2,730,044.44 and nine (9) consents were issued. Four (4) Complying Development Certificates was received totalling $277,629.00 and eight (8) consents were issued.

Background Information

The report is furnished to Council on a monthly basis and provides a snapshot of development activity in the Shire during that period.

Legislative or Policy Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

1. That the information be received and noted.

Report

The figures shown in the table below are for Development Applications received during May 2017 with respect to the specified building types.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The figures in the shaded area of the table are May 2016.

Building Type	No.	Estimated Value	No.	Estimated Value
New Dwellings	5	$1,922,280.00	1	$173,700.00
Residential Flat Building	-	-	-	-
Addition/Alteration to Dwelling	-	-	1	$14,390.00
Outbuildings (carport, pergola, garages, sheds)	5	$130,270.04	4	$62,998.00
Swimming Pools	-	-	-	-
Class 10b – Structures	1	$110,000.00	-	-
Additions to Commercial Buildings	2	$468,200.00	1	$36,356.87
Additions to Industrial Buildings	-	-	-	-
New Commercial / Industrial Buildings	-	-	-	-
Subdivision/Boundary Adjustment	-	-	-	-
Home Industry	-	-	-	-
Home Occupation	1	$0.00	-	-
Change of Use	2	$20,000.00	-	-
Demolition	1	$20,000.00	1	$25,300.00
Boarding House - Class 1b	-	-	-	-
Storage/Carpark - Class 7	1	$59,294.40		
Totals	**18**	**$2,730,044.44**	**8**	**$312,744.87**
Total 01/07/16 - 31/05/17	**135**	**$21,470,050.44**	**115**	**$16,766,310.87**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following list of Development Consents were issued in the month of May 2017.

Application No.	Address	Description
DA16124	Barton Street, Parkes	Subdivision (85 lots) & ancillary drainage reserve
DA17016	28 Billabong Crescent, Parkes	Garage
DA17026	Parkesborough Road, Parkes	Shed
DA17029	11 Pearce Street, Parkes	Shed
DA17034	Back Trundle Road, Parkes	Dwelling-house
DA17035	7126 Eugowra Road, Parkes	Restoration of storm damaged grandstand
DA17039	6 Monastery Close, Parkes	Additions to dwelling (deck)
DA17041	'Barking Winds' 170 Golf Club Road, Peak Hill	Erection of dog breeding facility
DA17042	10-14 Russell Street, Parkes	Carport

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The figures shown in the table below are for Complying Development Certificates received during May 2017 with respect to the specified building types.

The figures in the shaded area of the table are for May 2016.

Building Type	**No.**	**Estimated Value**	**No.**	**Estimated Value**
Urban Dwellings	-	-	2	$566,424.00
Addition/Alteration to Dwelling	-	-	-	-
Outbuildings (carport, pergola, garages, sheds)	2	$109,500.00	1	$9,500.00
Swimming Pools	1	$48,934.00	3	$59,000.00
Structures - Class 10b	-	-	-	-
Additions to Industrial/ Commercial Buildings	-	-	-	-
Commercial use and building alterations	1	$119,195.00	-	-
Change of Use	-	-	-	-
Boundary Adjustment/Strata Subdivision	-	-	-	-
Demolition	-	-	-	-
Totals	**4**	**$277,629.00**	**6**	**$634,924.00**
Total 01/07/16 - 31/05/17	**36**	**$3,093,106.50**	**58**	**$8,687,820.69**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following is a list of Complying Development Certificates which were issued in the month of May 2017.

Application No.	Address	Description	Certifying Authority
CDC17010	13 Lorking Street, Parkes	Inground Swimming Pool	PSC
CDC17011	3 Davids Lane, Parkes	Glass enclosure around existing patio cover	PSC
CDC17012	43-45 Lachlan Street, Bogan Gate	Glass enclosure around existing patio cover	PSC
CDC17013	11 Lawson Street, Parkes	Additions to Dwelling (Front & Rear Verandahs)	PSC
CDC17014	8 Metcalfe Street, Parkes	Swimming Pool	PSC
CDC17015	2-10 Middleton Street, Parkes	Pergola	PSC
CDC17016	238 Henry Parkes Way, Parkes	Shed	PSC
CDC17017	Bogan Street, Parkes	Fitout works and use of shop T2 for National Hearing Care	PCA

Note:

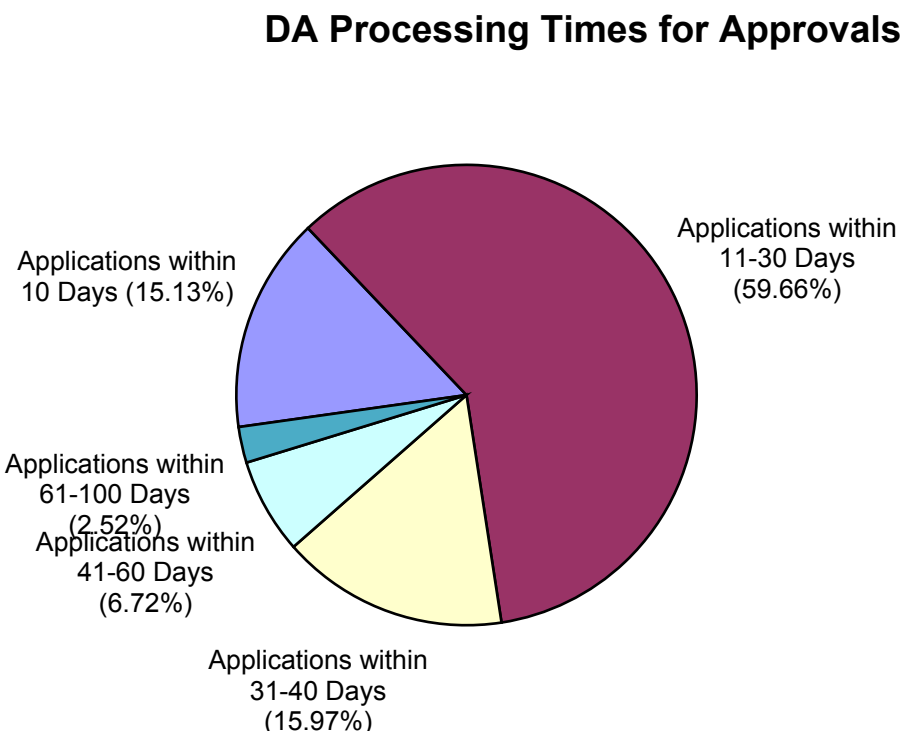
PSC - Parkes Shire Council; PC - Private Certifier

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

DA Processing Times for Approvals

The information shown in the pie chart below is Development Application approvals issues for the period 1 July 2016 to 31 May 2017.

It should be noted that a total of 119 Development Applications have been approved with an average of 23.54 days.



Attachments

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.2 (DPE) DA17031: Proposed Demolition of Spicer Oval Grandstand at 1 Victoria Street, Parkes

Development Application Information

Application No: DA17031

Applicant: Parkes Shire Council

Property: Lot 7040 DP 1023666, 1 Victoria Street, Parkes

Proposal: Demolition of Spicer Oval Grandstand

Executive Summary

DA17031 proposes the demolition of the Spicer Oval Grandstand at 1 Victoria Street, Parkes. The development does not propose the redevelopment of the site.

The proposed demolition of the Spicer Oval Grandstand is consistent with the Parkes Shire Local Environmental Plan 2012, Parkes Development Control Plan 2013 and all relevant State Environmental Planning Policies. The grandstand, whilst not listed as an item of Local or State Heritage Significance has a level of local cultural and sporting significance. The cultural and sporting significance has been assessed by Council's Heritage Advisor and in the Heritage Impact Statement during the consideration of this application. The proposal is reported to Council for determination as the application was lodged by Council. To avoid any potential conflicts of interest the proposal has been reviewed by an independent third party.

The proposed development was advertised and neighbour notified in accordance with the Parkes Shire Development Control Plan 2013. During the notification period one submission was received.

A Statement of Environmental Effects (prepared by Active Planning Consultants) is included in Attachment 1 and a Development Assessment Report, dealing with all aspects of the proposal is included in Attachment 2.

Background Information

The Spicer Oval Grandstand has been un-operational for public use since 2015 due to the lack of structural adequacy of the building. A fee proposal from a licenced builder estimates that it cost in excess of $200,000.00 dollars to restore the building for operational use. Due to inconveniences to the sporting groups and public who utilise the grandstand Council has maintained a high level of engagement and notified the affected parties of the findings of structural investigations and the heritage impact assessment as well as potential options to facilitate a grandstand. The Parkes Shire Heritage Advisory Committee and Parkes Historical Society have also been provided with regular updates.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Council has undertaken the following community engagement steps throughout the process:

- Public Exhibition of the Sporting Fields Master Plan.
- Ensured that all reports relating to the structural integrity and heritage significance of the grandstand are publicly available.
- Notified Spicer Park Stakeholders to provide an update on the Sporting Fields Master Plan and intent to exhibit the Spicer Park Grandstand Heritage Impact Statement.
- Publically exhibited the Spicer Park Grandstand Heritage Impact Statement from 2 February 2016 to 23 February 2016.
- Undertaken workshops with the Spicer Park Grandstand Stakeholders, February 2016.
- Invited stakeholders to provide additional comments on the Spicer Park Oval Grandstand via feedback forms, February 2016.
- Undertaken workshops with the Spicer Park Grandstand Stakeholders, May 2016.

The findings of the community engagement reveal that the Spicer Oval Grandstand would not serve the future purposes of the Spicer Oval Sporting Fields Master Plan.

Furthermore, the proposed development was advertised in the local paper and on Councils website, and neighbour notified in accordance with the Parkes Shire Development Control Plan 2013. During the notification period one submission was received stating Council should consider the social and sporting history of the site, particularly when undertaking redevelopment of the site.

Legislative, Policy & Management Planning Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with:

   i) the approved stamped Statement of Environmental Effects prepared by Active Planning Consultants, dated February 2017.

   except where amended by any of the following conditions. A current and approved copy of the approved stamped by Parkes Shire Council is to be maintained on site for constructional and reference purposes.

Prior to Commencement

2. Prior to the commencement of demolition works, an archival recording of the existing building is to be undertaken generally in accordance with the Heritage Office publication - How to Prepare Archival Records of a Heritage Item. The photographic record must be provided to the Director of Planning and Environment prior to the commencement of demolition. The record must include the following:

   a) Any historical detail about the property.

   b) A set of measured drawings of the plan and elevations of the building.

   c) A set of coloured photographs of the exterior and interior, including photographs showing the building within the streetscape and architectural elements such as architraves, skirting boards, fireplace surrounds etc.

3. Any existing plaques or memorials must be removed and provided to Council to place in storage for adaptive reuse.

4. A Waste Management Plan shall be submitted to Council prior to the commencement of any demolition works. The Plan must address, but not limited to, the following matters:

   a) Details of demolition works and the presence of asbestos or other hazardous waste;

   b) Details of waste to be generated by the work;

   c) Arrangements for removal of waste material from site; and

   d) Destination of waste materials being removed from the site.

5. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably revegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6. A suitable hoarding or construction site fence consisting of materials providing natural surveillance must be erected between the work site and adjoining lands before the works begin, and must be kept in place until after the completion of works if the works:

   a) Could cause a danger, obstruction or inconvenience to pedestrian or vehicular traffic, or

   b) Could cause damage to adjoining lands by falling objects, or

   c) Involve the enclosure of a public place or part of a public place.

7. The applicant shall notify the adjoining property owners of the proposed work a minimum of 2 days prior to the commencement of demolition work and shall ensure that there is no disruption to their amenity or business.

8. All previously connected services are to be appropriately disconnected as part of the demolition works. The owner is obliged to consult with the various service authorities regarding their requirements for the disconnection of services.

9. All other authorities having services within the vicinity of the site shall be contacted prior to the commencement of work.

During Demolition Work

10. The demolition works are to be carried out in accordance with Australian Standard 2601- 1991: The Demolition of Structures and the provisions of the Work Health and Safety Act 2011, the Code of Practice for the Safe Removal of Asbestos [NOHSC:2002(2005)], and any relevant requirements of the WorkCover Authority of NSW.

    Note. Requirements for licensing for work involving demolition can be found on the Workcover Authority of NSW website at www.workcover.nsw.gov.au

11. All work shall be undertaken in such a manner that dust and noise shall be minimised as far as possible.

    Note. The Protection of the Environment Operations Act, 1997 and the Protection of the Environment Operations (Noise Control) Regulation 2008 contain provisions relating to noise.

12. Demolition and excavation works involving the use of electric of pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

13. Demolition materials, plant, equipment and the like are not to be placed or stored at any time on a public footpath or roadway.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14. The work is to be undertaken in accordance with an emergency procedure as per clause 455 of the Work Health & Safety Regulation 2011, and must reduce the risk of exposure of workers and persons in the vicinity of the demolition site to asbestos below the exposure standard.

15. All building rubbish and debris, including that which can be wind-blown, shall be contained on site in a suitable container for disposal at the Parkes Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project.

    Note 1. No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road.

    Note 2. The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site

16. No contaminated waste-water or liquid waste is to be discharged into Parkes Shire Council's sewerage or stormwater system.

17. Any damage caused to footpaths, roadways, utility installations and the like by reason of demolition operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of demolition.

    Note 1. The full cost of restoration/repairs of Council property or services damaged during the works shall be met by the owner.

Completion of Demolition Work

18. Upon completion of demolition works the site is to be levelled, cleared and left in a safe and tidy condition such that it will not detract from the existing streetscape.

Prescribed Conditions

19. The work must be carried out in accordance with the requirements of the *Building Code of Australia*.

20. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

21. Where development involves an excavation that extends below the level of the base of the footings of a building on adjoining land, the person having the benefit of the certificate must at the person's own expense:

    a) protect and support the adjoining premises from possible damage from the excavation, and
    b) where necessary, underpin the adjoining premises to prevent any such damage.

Report

Refer to Development Assessment Report (Attachment 2).

Attachments

1. Statement of Environmental Effects.
2. Development Assessment Report.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Active PLANNING CONSULTANTS

Spicer Oval Grandstand

Statement of Environmental Effects

February 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Active Planning Consultants

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Document Status

Rev No.	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	MC	M Carter	M Carter*	S Campbell	S Campbell	19/2/17

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table of Contents

1.	INTRODUCTION		Page 4
2.	BACKGROUND		Page 5
	2.1	SPICER PARK AND GRANDSTAND	Page 5
	2.2	SPICER OVAL MASTER PLAN	Page 6
	2.3	STRUCTURAL INSPECTIONS	Page 6
	2.4	HERITAGE IMPACT STATEMENT	Page 7
3.	COMMUNITY ENGAGEMENT		Page 8
4.	SITE DESCRIPTION		Page 9
5.	THE PROPOSAL		Page 10
	5.1	PROPOSED DEMOLITION	Page 10
	5.2	DEMOLITION TIMELINE	Page 10
	5.3	DEMOLITION ACTIVITIES	Page 10
6.	JUSTIFICATION		Page 11
	6.1	NEED FOR DEMOLITION	Page 11
	6.2	POTENTIAL CONFLICT OF INTEREST	Page 11
7.	IMPACT ASSESSMENT		Page 12
	7.1	DEVELOPMENT CONSENT REQUIRED	Page 12
	7.2	ENVIRONMENTAL PLANNING ASSESSMENT	Page 12
8.	IMPACT MANAGEMENT		Page 17
9.	CONCLUSION		Page 18

ATTACHMENT 1 - Master Plan for Spicer Oval Complex 2014

ATTACHMENT 2 - Structural Engineering Report from Barnson Pty Ltd

ATTACHMENT 3 - Heritage Impact Statement

ATTACHMENT 4 - Records of Community Engagement

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1.0 Introduction

The Spicer Oval Grandstand was constructed in 1928 and has served the Parkes community well over this time for local sports, particularly cricket, rugby and school athletics carnivals.

The grandstand building was one the major civic works completed during the inter-war period. The grandstand is of brick construction, has a hipped metal roof and timber step seating. There is a kiosk and change rooms located beneath the seating area that is accessed from the rear.

The sporting ground is associated with the former Mayor F.W Spicer. Cricket legend Donald Bradman played at the ground. While the grandstand building is not listed as a Heritage Item under the Parkes Local Environmental Plan 2012 or State Heritage Inventory, it is considered to have moderate local significance.

In more recent years, the structural integrity of the Spicer Oval Grandstand has been the subject of concern to Parkes Shire Council and other users of the facility. The suitability of the building as an effective grandstand and amenities building has also been questioned by community groups and individuals.

After much deliberation and consideration of all options, it has been proposed to demolish the Spicer Oval Grandstand. Some elements of the building may be retained for possible adaptive re-use and interpretation in a future grandstand / amenities building.

The purpose of this Statement of Environmental Effects (SEE) is to identify and assess the environmental issues associated with the proposed demolition of the Spicer Oval Grandstand.

The SEE also provides an assessment of the heritage impacts of the proposal against the matters for consideration under Section 79C of the NSW Environmental Planning and Assessment Act 1979, and includes a Heritage Impact Statement, prepared by David Scobie Architects Pty Ltd, dated November 2015.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2.0 Background

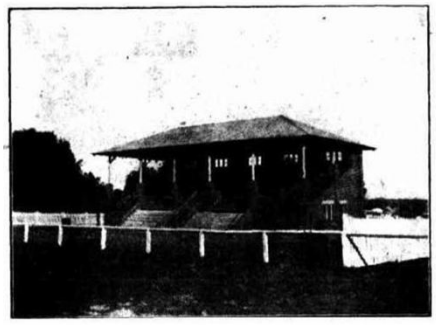
2.1 Spicer Park and Grandstand

The grounds that house Spicer Park today were originally open bushland and later grazing land during the late 1880s. Over the ensuring years a public reserve was established for sporting events, known as the People's Park. Many of the local churches utilised the space for hosting their annual Sunday School picnics. The first game of football at the People's Park was held on 6 July 1898.

By the 1920's the People's Park was valued as a top sporting field. Along with rugby codes, cricket and golf associations used the People's Park. Being used extensively, the Council decided to explore the possibility of adding a grandstand. On 10 May 1928 the tender for the construction of a grandstand was awarded to W.J. Job (Builder) to construct a grandstand designed by Architect W.C Dodd.

On 18 July 1928 the building was opened by the Honourable Fred Flowers MLC, who was the current patron of NSW Rugby League. The opening coincided with a game of rugby league between the English national team and a team from Far West.

Sir Donald Bradman participated in cricket matches at the People's Park in 1929 and 1931.



In 1935 a number of public reserves were renamed and the People's Park was renamed Spicer Park. Frank Spicer was a visionary within Parkes; having been a hairdresser, Atlantic Union Oil regional manager, and the founder of the Parkes Broadcasting Corporation (2PK radio). In addition Frank Spicer was an alderman at Parkes from 1922-1969 and was elected Mayor 12 times.

Today, the Grandstand, Peppercorn Trees and the playing field itself are the last remaining remnants of the earlier years of development at Spicer Park.

The Grandstand is of brick construction, has a hipped metal roof and timber step seating. There is a kiosk and change rooms located beneath the seating area that is accessed from the rear.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2.2 Spicer Oval Master Plan

A Sporting Fields Master Plan for the Spicer Oval Complex was adopted by Council on 4 November 2014. The Master Plan contained recommendations for Spicer Grandstand, including:

- Retain and upgrade the grandstand, including the seating.
- Engage a heritage architect to investigate and recommend scope of works for any upgrades to the Spicer Park Grandstand.
- Upgrade the grandstand seating, and utilise the understory for storage.

Since the adoption of the Master Plan, further inspections and investigations of the grandstand have revealed structural problems.

In March 2015 Council closed the grandstand building to public use and proceeded with a process to fully assess the options available to achieve the objectives of the Master Plan.

A copy of the Master Plan for the Spicer Oval Complex 2014 is included in Attachment 1.

2.3 Structural Inspections

On 30 July 2015 the Spicer Grandstand was inspected by a structural engineer from Barnson Pty Ltd. The structural engineer's report noted structural defects (external masonry wall cracking, bowing and displacement, loose / twisted / missing roof beams and internal wall cracking.

A structural analysis of the existing roof structure, masonry and floor framing was also conducted to assess structural adequacy against current structural codes. A relatively long list of rectification works were recommended in the report, including substantial building repairs to footings, masonry and roofing.

The Barnson Structural Inspection report concluded:

> *"The Spicer Park grandstand structure requires, as a minimum, some significant works if this building is to be returned to a structurally acceptable state. If the building is to be upgraded to a structurally code compliant state, then significantly much greater expenditure will be required. If the minimum structural works are undertaken, the building could require further works within twenty years. If major upgrade works are carried out, its design structural life should be extended to fifty years."*

A Budget Costing was obtained from G.C McCabe & Co (Parkes) Pty Ltd, dated 22 October 2015. The costing was based on the minimum rectification scope of works detailed in the Barnson Structural Inspection report. The cost for minimum rectification works was estimated at between $145,840 to $201,290 (not including GST).

A copy of the Structural Engineering Report from Barnson Pty Ltd is included as Attachment 2.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2.4 Heritage Impact Statement

In September 2015 Parkes Shire Council called for quotations from suitably qualified heritage consultants to prepare a heritage impact assessment of the Spicer Park Grandstand. The scope of work in the Consultant Brief was as follows:

- Prepare a Statement of Heritage Impact generally in accordance with the NSW Heritage Office Guidelines.
- Assess the heritage significance of the Grandstand.
- Evaluate the impacts the works detailed in the Barnson Structural Inspection Report will have on the significance of the Grandstand and the cost to repair the building.
- Suggest how the building, or part of the building, could be adaptively reused to accommodate the needs of the Sports Council.

David Scobie Architects Pty Ltd were awarded the contract and prepared a Heritage Impact Statement (HIS) for Council, dated November 2015.

The HIS describes the Spicer Grandstand as Inter-war Stripped Classical. It noted the structural engineering reviews undertaken on the damage to the existing structure over successive generations. It also noted the reconstruction of the rear brick wall.

The HIA provides a Statement of Heritage Significance of the building as follows:

> *The 1929 Spicer Park building is of local cultural heritage significance as a rare example of an architecturally designed and Council built Grandstand in the Inter-war Stripped Classical style which has strong associations with sporting groups, Cricket in particular and with Donald Bradman having played on the Oval in 1931.*

The HIA presented six alternatives, as follows:

1. Maintain the existing structure.
2. Demolish the existing structure.
3. Conserve and restore the structure.
4. Conserve the grandstand and construct new toilets and sporting amenities to the rear.
5. Retain the timber roof structure and posts and replace the brick surround and seating stand all in a style sympathetic with the original.
6. Retain the timber roof structure including the posts and relocate it and the new seated stand closer to the rectangular playing field.

In view of the heritage significance of the grandstand the HIA presented a number of redesign options. These designs generally detailed the external appearance of alternatives 4 - 6 above.

The HIA provided an appropriate platform to engage further with stakeholders.

A copy of the Heritage Impact Statement is included in Attachment 3.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3.0 Community Engagement

Due to structural issues the Spicer Grandstand has been closed to public use since 2015. This has caused considerable disruption of the sporting activities that are normally carried out at Spicer Park.

Council has kept the main users of the Spicer Park informed about the findings of structural investigations and heritage impact assessment work, including the options available to Council to achieve a grandstand and amenities facilities at the Park. Council has also kept the Parkes Shire Heritage Committee and Parkes Historical Society informed about the findings of structural investigations and heritage impact assessment. The main engagement steps are particularly noted:

- Public exhibition of the Sporting Fields Master Plan.
- Making publicly available all reports relating to the structural integrity and heritage significance of the grandstand.
- Sending letters to Spicer Park Grandstand stakeholders, dated 21 January 2016 to update interested parties on the Sporting Fields Master Plan and intention to exhibit the Spicer Park Grandstand Heritage Impact Statement.
- Public exhibition of the Spicer Park Grandstand Heritage Impact Statement, 2 February 2016 to 22 February 2016.
- Workshop with Spicer Park Grandstand stakeholders, 2 February 2016.
- Invitation for additional comments on Spicer Oval Grandstand via PSC Feedback Forms, 2 February 2016 to 22 February 2016.
- Workshop with Spicer Park Grandstand stakeholders, 31 May 2016.

At the conclusion of engagement with stakeholders it was the general consensus that the Spicer Grandstand would not serve the future purposes of the Spicer Oval Sporting Fields Master Plan. It was also the view of stakeholders that Council should be practical and demolish the structure and plan for a new grandstand and amenities.

The records of community engagement are included in Attachment 4.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.0 Site Description

The site is formally described as Lot 7040 DP 1023666, Victoria Street, Parkes.

The total area of the site is 32.30 hectares, which comprises the Spicer Caravan Park, Spicer Oval, Pioneer Oval and Northparkes Oval.

The subject site is accessed via Victoria Street, Albert Street and Alexandra Street. All roads and accesses are bitumen seal construction. The access to the Spicer Oval Grandstand is from Victoria Street.

The site has a moderate slope from east to west / south-west. Native vegetation has been cleared from the site to allow construction of sporting fields, access driveways and building improvements.

The site is surrounded by open paddocks and residential housing to the east and west.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.0 The Proposal

5.1 Proposed Demolition

It is proposed to demolish the Spicer Oval Grandstand.

Some elements of the building may be retained for possible adaptive re-use and interpretation in a future grandstand / amenities building.

At this stage no program has been decided upon to construct a replacement grandstand / amenities.

5.2 Demolition Timeline

An indicative timeline for the demolition is outlined in Table 1.

Table 1 Indicative timeline

Project Phase	Date	Duration
Planning (DA, RFQ, other approvals, etc.)	June 2017	2 months
Demolition	August 2017	1 month
Site clean-up and landscaping	September 2017	1 month

Demolition activities specific to the project are discussed below:

5.3 Demolition Activities

The demolition phase is expected to last approximately one (1) month. The main activities would include:

Site preparation - It is proposed to reconfigure the existing site safety fencing and access arrangements to facilitate demolition.

Hours of Operation - Demolition works would be undertaken during standard working hours, as follows:

- Monday – Friday 7am to 6pm
- Saturday 8am to 1pm

No night works or work on Sundays or public holidays are proposed.

Removal of Demolition Waste - Traffic management would be undertaken during the demolition phase to manage haulage traffic.

Waste Materials - Masonry (bricks and concrete), timber and corrugated iron would be the main waste elements. A waste management plan will be prepared to recycle materials as far as practical and limit impacts on nearby waste landfill depots.

Site levelling, clean-up and landscaping - It is estimated that there will be a period of one (1) month to establish a levelled grassed area.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6.0 Justification

6.1 Need for Demolition

Due to structural issues the Spicer Grandstand has been closed to public use since 2015. This has caused considerable disruption of the sporting activities that are normally carried out at Spicer Park.

Structural engineering and building advice confirms the grandstand structure requires significant works to return the building to an acceptable state. The minimum repairs will cost over $200,000, with more costs required to extend the life of the grandstand to fifty years.

Council has kept the main users of the Spicer Park informed about the findings of structural investigations and heritage impact assessment assessments, including the options available to Council to achieve a grandstand and amenities facilities at the Park. Council has also kept the Parkes Shire Heritage Committee and Parkes Historical Society informed about the findings of structural investigations and heritage impact assessment.

The community engagement carried out so far suggests there is general consensus that the Spicer Grandstand would not serve the future purposes of the Spicer Oval Sporting Fields Master Plan. It was the general view of stakeholders consulted that Council should consider demolishing the structure and plan for a new grandstand and amenities.

6.2 Potential Conflict of Interest

To address any perception of a potential conflict of interest between Parkes Shire Council's role as both the proponent and determining authority for this Development Application, the Parkes Shire Council intends to process the application in the following manner:

- Prior to the lodgement of the Development Application for the proposal, written consent of the Crown be obtained for the proposal.
- Upon lodgement of the Development Application for the proposed demolition of Spicer Grandstand, notice of the development proposal be neighbour-notified and advertised in the Parkes Champion Post, including a statement declaring Council's interests in the matter.
- No delegated authority be used in the determination of the Development Application for the proposed demolition, with a full assessment report to be tabled at a future Ordinary Meeting of Council for determination of the proposal.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.0 Impact Assessment

7.1 Development Consent Required

The proposal to demolish the Spicer Grandstand requires development consent under Part 4 of the NSW *Environmental Planning and Assessment Act 1979*.

This section sets out the environmental planning and assessment framework relevant to the proposal. It provides an evaluation of the relevant matters for consideration under Section 79C of the NSW *Environmental Planning and Assessment Act 1979*.

The Grandstand is not listed as a heritage item under either the Parkes Local Environmental Plan 2012 or State Heritage Register. There are no other special approvals required to demolish the building, other than the DA Process.

7.2 Environmental Planning Assessment

In determining a Development Application the consent authority must have regard to the relevant matters for consideration under Section 79C of the NSW Environmental Planning and Assessment Act 1979. The provisions of Section 79C have been repeated in full below.

79C Evaluation

1) Matters for consideration—general

In determining a development application, a consent authority is to take into consideration such of the following matters as are of relevance to the development the subject of the development application:

(a) the provisions of:

i. any environmental planning instrument, and

ii. any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Director-General has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

iii. any development control plan, and

(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F, and

iv. the regulations (to the extent that they prescribe matters for the purposes of this paragraph), and

v. any coastal zone management plan (within the meaning of the Coastal Protection Act 1979), that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

The following sections address the matters for consideration listed under Section 79C of the Act.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The provisions of any environmental planning instrument

Parkes Local Environmental Plan 2012

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned RE1 - Public Recreation under the Parkes Local Environmental Plan 2012. The Land Use Table for the RE1 permits the proposal with consent of Council.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the RE1- Public Recreation are:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

The proposed demolition is consistent with the objectives of the zone.

The Spicer Grandstand is not listed as a heritage item under Schedule 5 of Parkes Local Environmental Plan 2012. Notwithstanding, the development application is supported by a Heritage Impact Statement and will be advertised as part of the DA Process.

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks
- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
- SEPP (Infrastructure) 2007
- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

The following SEPPs are specifically relevant to the assessment of the proposed development:

SEPP 55 - Remediation of Land - Clause 7 of SEPP 55 requires that a consent authority must consider the contamination potential of the land, and if the land is contaminated, it is satisfied that

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

the land is suitable for the development in its contaminated state, or that appropriate arrangements have been made to remediate the site prior to the development being carried out. Investigation of past use, Council's Contaminated Sites Register and visual inspection of the property does not reveal any evidence of contamination. There are no indicators of residual soil contamination resulting from past land-uses, such as surface soil discolouration, oil deposits or areas denuded of vegetation. The open areas around the building support a healthy groundcover of grasses.

The provisions of any proposed instrument

There are no draft planning instruments that apply to the site.

Any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. There are no clauses relating to demolition.

Any planning agreement

There are no planning agreements relating to the site.

The regulations

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

- **Clause 92** - Government Coastal Policy - not applicable to the Parkes Shire Local Government Area.
- **Clause 92** - Building Demolition - the demolition will comply with this clause.
- **Clauses 93 & 94** - Fire Safety Upgrades - no fire safety upgrades are required.
- **Clause 94A** - Temporary Structures - not relevant to the proposal.
- **Clause 95** - Deferred Commencement - not relevant to the proposal.
- **Clause 96** - Ancillary aspects of development - not relevant to the proposal.
- **Clause 96** - Ancillary aspects of development - not relevant to the proposal.
- **Clause 97** - Modification or surrender of development consent or existing use - not relevant to the proposal.
- **Clause 97A** - Fulfilment of BASIX commitments - not relevant to the proposal.

The likely impacts of the development

The likely environmental impacts of the proposal are assessed below:

Site Design - The proposal involves demolition of a grandstand on public recreation land.

The grandstand is well setback from the surrounding caravan park, dwellings and public roads. No existing vegetation is required to be removed.

The visual impacts of the proposal have been assessed against the contrast that will result post demolition. It concludes a low impact, given the relative isolation of the grandstand from dwellings, scenic vistas and high volume roads.

It is assessed that the physical changes to the landscape will not create significant impacts on the context and setting of the area. No existing vegetation is required to be removed. No substantial cutting and filling of the site is required that would be visible from adjoining land-uses.

Land Use Conflict - the site of the proposed demolition is well setback from the surrounding caravan park, dwellings and public roads. The demolition will take approximately one (1) month to undertake. The potential for land-use conflict is low.

Access and Traffic - access from the proposed development site is via Victoria Street, which is a bitumen sealed road. There are no public transport requirements as part of the proposed development. No significant additional traffic will be generated as a result of the development. No additional accesses to roadways will be created as part of the development. No adverse impacts are assessed.

Public Domain - the proposed development will not compromise the availability and enjoyment of public

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

recreational opportunities in the locality. It is assessed that minimal impact will result.

Utilities - the site is connected to urban utilities, which will need to be disconnected as part of the demolition process. No adverse impacts are assessed.

Heritage - the Spicer Grandstand is not listed as a heritage item under Parkes Local Environmental Plan 2012 or listed on the State Heritage Register.

A Heritage Impact Statement has been prepared to assess the heritage significance of the Grandstand and suggest appropriate alternatives / options for the grandstand. The HIA provides a Statement of Heritage Significance as follows:

> *The 1929 Spicer Park building is of local cultural heritage significance as a rare example of an architecturally designed and Council built Grandstand in the Inter-war Stripped Classical style which has strong associations with sporting groups, Cricket in particular and with Donald Bradman, having played on the Oval in 1931.*

In view of the heritage significance of the grandstand (noted above) the HIA presents recommendations to support redesign of the grandstand to support continued use of the structure.

Council has engaged with the main users of the Spicer Park to inform them about the findings of structural investigations and heritage impact assessment, including the options available to Council to achieve a grandstand and amenities facilities at the Park. Council has also kept the Parkes Shire Heritage Committee and Parkes Historical Society informed about the findings of structural investigations and heritage impact assessment. The following is particularly noted:

- Public exhibition of the Sporting Fields Master Plan.
- Making publicly available all reports relating to the structural integrity and heritage significance of the grandstand.
- Sending letters to Spicer Park Grandstand stakeholders, dated 21 January 2016 to update interested parties on the Sporting Fields Master Plan and intention to exhibit the Spicer Park Grandstand Heritage Impact Statement.
- Public exhibition of the Spicer Park Grandstand Heritage Impact Statement, 2 February 2016 to 22 February 2016.
- Workshop with Spicer Park Grandstand stakeholders, 2 February 2016.
- Invitation for additional comments on Spicer Oval Grandstand via PSC Feedback Forms, 2 February 2016 to 22 February 2016.
- Workshop with Spicer Park Grandstand stakeholders, 31 May 2016.

At the conclusion of engagement with stakeholders it was the general consensus that the Spicer Grandstand would not serve the future purposes of the Spicer Oval Sporting Fields Master Plan. It was also the view of stakeholders that Council should consider demolishing the structure and plan for a new grandstand and amenities.

Other Land Resources - the proposed demolition is not likely to have detrimental effects on conserving and using valuable land resources and water supply catchments.

Groundwater - the potential for ground water contamination and cumulative impacts on any aquifer system is low given the low impact operations proposed. Post demolition, ground cover would be rehabilitated and grassed.

Surface Water and Drainage - the site is not flood prone or located on land that comprises a vulnerable aquifer. There are no permanent watercourses or wetlands identified in close proximity to the site.

There is adequate land available on the site to manage stormwater so as not to impact on adjoining properties. No significant changes are required to the existing drainage arrangements for the site, and on surrounding land.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Post demolition, ground cover would be rehabilitated and grassed.

Bushfire - the subject land is not identified by the NSW Rural Fire Service as being bush fire prone. A Bushfire Hazard Assessment is not required.

Air, Noise and Vibration - the site of the proposed demolition is well setback from the surrounding caravan park, dwellings and public roads. The demolition will take approximately one (1) month to undertake. No significant impacts are likely as part of the development.

Natural Hazards - there are no natural hazards which significantly affect the subject land.

Technological Hazards - there are no technological hazards which affect the proposal.

Social and Economic Impact on the locality - it is anticipated that the proposal will have minor social and economic impact. Community engagement undertaken so far suggests support for the proposed demolition.

Flora and Fauna - the site is generally devoid of remnant vegetation, having been cleared historically of trees and shrub cover. The ground cover on the site is dominated by introduced grasses.

The proposed development is not expected to create adverse impacts on flora and fauna in the locality. The proposal does not necessitate the removal of any existing vegetation and the subject site and surrounding land does not comprise critical habitat for threatened or endangered fauna species.

Cumulative Impacts - It is considered there will be no negative cumulative impacts as a result of the proposed demolition.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8.0 Impact Management

Impact avoidance and minimisation measures will be incorporated into the demolition project. All commitments and environmental safeguards would be managed through the implementation of a Project Environmental Management Plan, consisting of the following:

- Demolition Environmental Management Plan.
- Waste Management Plan.
- Transport Haulage Plan.
- Work Health and Safety Plan.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9.0 Conclusion

This Statement of Environmental Effects (SEE) identifies and assesses the environmental issues associated with the demolition of the Spicer Grandstand at Parkes.

While the grandstand building is not listed as a Heritage Item under the Parkes Local Environmental Plan 2012 or State Heritage Register, it is considered to have local significance.

The structural integrity of the Spicer Oval Grandstand has brought into question the long term suitability of the building as an effective grandstand and amenities building for the Spicer Park. Through the preparation of a Heritage Impact Statement and robust community engagement, the option of demolition of the building has been earmarked for further community consultation under the DA Process.

In light of the findings of structural reports, heritage impact report and the findings from preliminary community engagement, as well as the low level of expected environmental impacts assessed under the SEE, the proposal is considered to be justified.

It is concluded that the proposal is consistent with the objectives and provisions of the relevant planning instruments and policies. The proposal is also acceptable in terms of Section 79C of the Environmental Planning and Assessment Act 1979, with any potential impacts likely to be minor in nature.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1 Attachment

Master Plan for the Spicer Oval Complex

Compiled by Parkes Shire Council

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2 Attachment

Structural Inspection Report, Spicer Park Grandstand

Compiled by Parkes Shire Council

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3 Attachment

Heritage Impact Statement

Compiled by Parkes Shire Council

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4 Attachment

Records of Community Engagement

Compiled by Parkes Shire Council

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

DEVELOPMENT ASSESSMENT REPORT

Environmental Planning & Assessment Act 1979

Application Details:

Development Application No:	DA17031
Description of Development:	Demolition of Spicer Oval Grandstand
Applicant:	Parkes Shire Council
Landowner(s):	Parkes Shire Council - Crown Land
Landowners consent provided:	☒Yes ☐ No (All Landowners must give consent to the proposed development)

Property Description:

Legal Description:	Lot 7040 DP 1023666, Public Reserve 590041, 'Spicer Caravan Park' 1 Victoria Street, Parkes
Existing Improvements:	The site features three existing sports fields each with individual carparks and amenities facilities.
Current land-use:	RE1 Public Recreation

Locality and Site Context Map:

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Site Location:

Has the subject land been correctly identified on DA Plans and SEE?	☒Yes	☐No	☐N/A
Is the land freehold title with all owners consent?	☒Yes	☐No	☐N/A
Is the site vacant of buildings?	☐Yes	☒No	☐N/A
Are there other buildings / structures located on the subject land?	☒Yes	☐No	☐N/A
Has the proposed building location been confirmed on the subject land?	☐Yes	☐No	☒N/A

Comments: The site features three existing sporting fields each with individual car parking facilities and amenities.

Site Inspection:

Date:	18 May 2017	
Was the Applicant present?	☐Yes	☒No
Was the owner present?	☐Yes	☒No

Comments: Parkes Shire Council Manager Planning Services Annalise Cummings and Development Planner Brent Tucker undertook a site inspection on 18 May 2017. From the site inspection the following points were noted:

- The building has been protected by security fencing preventing access to the site from the public.
- The southern end wall has a significant outward lean and associated cracking.
- Leaking/running water taps have led to soil erosion and rising damp along the southern wall of the structure.
- A number of the wooden seats in the grandstand have been damaged and have been patched over with metal signs.
- There are a number of plaques on the building which should be removed prior to demolition and retained for potential reuse.

Internal Referral Advice:

Has an Internal Engineering Referral been received?	☐Yes	☒No	☐N/A
Has an Internal Building Referral been received?	☒Yes	☐No	☐N/A
Has an Internal Heritage Advice Referral been received?	☒Yes	☒No	☒N/A

Comments: The proposal has been referred to Council's Acting Manager Building Compliance, Craig Filmer and Council's Heritage Advisor David Scobie. The following comments were made:

- The development should be demolished in a manner to remove/retain any plaques or memorials for adaptive reuse.
- A photographic archival record should be implemented as a condition of consent to ensure that a historic record is obtained.

Easement(s):

Are there any easements applying to the subject land?	☐Yes	☒No	☐N/A
Is the proposed development clear of easements?	☒Yes	☐No	☐N/A
Are there any proposed easements?	☐Yes	☒No	☐N/A
Are easements required?	☐Yes	☒No	☐N/A

Comments: Council's reticulated water main supply lines runs along Victoria Street and Council's reticulated sewer runs along the Victoria Street into the Spicer Oval Caravan Park to the south west corner of the grandstand. The proposed development will have no impact upon Council utilities.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Consolidation of Lots:

Are there more than one lot owned by the landowner in same holding?	☐Yes	☒No	☐N/A
Is there a need to consolidate lots?	☐Yes	☐No	☒N/A

Comments: Not applicable.

Section 79BA Consultation and development consent—certain bush fire prone land

Is the site identified on the Bushfire Prone Land Map?	☐Yes	☒No	☐N/A

Comments: Nil.

Contributions:

Does the Section 94 Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Section 94A Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Developer Services Plan apply?	☐Yes	☒No	☐N/A

Comments: The Development Application was lodged 24 March 2017 however as the cost of the development will not exceed $200,000.00 the Parkes Shire Section 94A Contributions Plan 2016 does not apply.

Section 79C(1) Assessment

S79(C)(1)(a)(i) The provisions of any environmental planning instrument

Local Environmental Plans

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned RE1 Public Recreation under the Parkes Local Environmental Plan 2012. Clause 2.7 Demolition Requires Development Consent of the Parkes Local Environmental Plan 2012 permits the demolition of the structure with consent.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the RE1 Public Recreation zone are:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

The development is consistent with the objectives of the RE1 Public Recreation zone. The new development will not have any adverse impacts on the adjoining allotments increasing land-use conflict or the environment.

The following provisions of the Parkes Local Environmental Plan 2012 have been especially considered in the assessment of the proposal:

- **Clause 2.7 Demolition requires development consent** - Clause 2.7 outlines that demolition work may only be carried out with development consent. The proposal is consent for the demolition of the Spicer Oval Grandstand.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks
- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
- SEPP (Infrastructure) 2007
- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

The following SEPPs are specifically relevant to the assessment of the proposed development:

- **SEPP 44 - Koala Habitat Protection** - The Koala is listed as a 'vulnerable' species under the Threatened Species Conservation Act 1995 (TSC Act). This is due to the severe decline in Koalas across NSW, having disappeared from between 50 – 75% of their former range. Koalas are now uncommon, rare or extinct in many parts of NSW. Additionally, the species has a poor recovery potential (low breeding rate) and is subject to many on-going threats. Remaining populations are concentrated on the central, mid-north and north coasts, and west of the divide in the northern part of the state. Small and isolated populations also occur on the south and far south coasts, and on the tablelands of the Great Dividing Range.

  SEPP 44 aims to encourage the proper conservation and management of areas of natural vegetation that provide habitat for koalas to ensure a permanent free-living population over their present range and reverse the current trend of koala population decline:

  - by requiring the preparation of plans of management before development consent can be granted in relation to areas of core koala habitat; and
  - by encouraging the identification of areas of core koala habitat; and
  - by encouraging the inclusion of areas of core koala habitat in environment protection zones' (Department of Planning 1995a).'

  SEPP 44 contains Schedule 1 – Local Government Areas, which lists Parkes Shire as a local government area to which the SEPP applies. Schedule 2 of the SEPP details the Koala Food Tree Species essential for the survival of the species. Circular B35 (Department of Planning 1995b) accompanies SEPP 44 and guides its implementation.

  Parkes Shire Council officers and land owners in the vicinity have never seen koalas in the area.

  Site inspection reveals that the area has been cleared for recreational purposes with minor tree planting for shade and aesthetic purposes. Minimal trees and shrub, with maintained grass are present on site. There were no signs of the presence of Koalas in the immediate area (scats or scratches on trees). There is no record of any reported sightings of Koalas at this location.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Consideration of SEPP 44 and research of the previous environmental reports conducted in and around the Parkes area confirms an absence of recordings of Koalas in the region for many years. It is assessed that the subject land, including the areas of remnant / regrowth vegetation to the west, does not comprise a core Koala habitat.

- **SEPP Infrastructure -** Clause 45 of SEPP Infrastructure requires a Consent Authority to consider any development application (or an application for modification of consent) for any development carried out:

  - within or immediately adjacent to an easement for electricity purposes (whether or not the electricity infrastructure exists),
  - immediately adjacent to an electricity substation,
  - within 5m of an overhead power line,
  - includes installation of a swimming pool any part of which is: within 30m of a structure supporting an overhead electricity transmission line and/or within 5m of an overhead electricity power line, or
  - placement of power lines underground.

  The proposal is not within or immediately adjacent to any of the above infrastructure; as such, the subject application is considered to satisfy the provisions of Clause 45 SEPP Infrastructure.

S79(C)(1)(a)(ii) The provisions of any proposed environmental planning instrument

There are no draft LEPs or draft SEPPs that apply to the subject land.

S79(C)(1)(a)(iii) The provisions of any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. There are no specific development controls applying to the demolition of a structure. The proposal has been assessed against the General Principals for Development as below:

- **Maintain the quality of the streetscape -** The existing grandstand is located towards the south west corner of the subject allotment. The structure is visible from Victoria Street and Alexandra Street however does not dominate view lines. It is assessed that the proposed demolition of the structure will not negatively impact on the quality of the streetscape.

- **Protect heritage -** The Spicer Oval Grandstand is not listed as a heritage item in Schedule 5 of the Parkes Local Environmental Plan 2012 or on the State Heritage Register. The grandstand was built in 1928 and has played host to a number of significant local sporting events therefore having a moderate level of local significance. Due to the level of dilapidation of the building and the outcome of the structural assessment of the building it was decided that demolition would be the best option moving forward. A number of items will be able to be protected and reused in a future amenities or grandstand building on the site.

- **Ensure landscape qualities are retained -** The site will be required to be revegetated post demolition to ensure that landscape qualities are retained.

- **Provide for good solar access -** The proposal is for the demolition of a two storey structure and therefore solar access to the adjoining caravan sites will be increased.

- **Maximise views, however respect privacy -** The proposed demolition will improve views from neighbouring residential sites to the west of the existing grandstand.

- **Safer by Design -** The demolition site will be required to be secured by appropriate hoarding throughout the works process.

S79C(1)(a)(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

There are no planning agreements relating to the site. The applicant has not requested Council to enter into any form of planning agreement.

S79C(1)(a)(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

- **Clause 92 - Government Coastal Policy** - not applicable to the Parkes Shire Local Government Area.
- **Clause 92 - Building Demolition** - the demolition of the building will be undertaken in accordance with the Australian Standard AS 2601 - The Demolition of Structures.
- **Clauses 93 & 94 – Fire Safety Upgrades** - not relevant to the proposal.
- **Clause 94A - Temporary Structures** - not relevant to the proposal.
- **Clause 95 - Deferred Commencement** - not relevant to the proposal.
- **Clause 96 - Ancillary aspects of development** - not relevant to the proposal.
- **Clause 97 - Modification or surrender of development consent or existing use** - not relevant to the proposal.
- **Clause 97A - Fulfilment of BASIX commitments** - the proposal is not a BASIX affected development.

S79C(1)(b) the likely impact on the natural and built environment(s) and the likely social and/or economic impact on the locality

- **Context and Setting** - The subject site features three sporting fields each with individual car parking and amenities buildings. The Spicer Oval Grandstand was constructed in 1928 and has been utilised for many events including cricket, rugby and school sports carnivals. The grandstand is bounded by residential sites to the east, south and west with Pioneer Oval to the north. It is not expected that the proposed demolition will create significant impacts on the context and setting of the area. The proposal will not have any negative impacts regarding limiting views or solar access to neighbouring properties.
- **Land Use Conflict** - The subject land has been used for public purposes (former Peoples Park) since the late 19th Century. The proposal is for the demolition of the dilapidated Spicer Oval Grandstand. The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The development on the site will not detrimentally affect adjoining land and will not lead to land-use conflict.
- **Access and Traffic** - There is an existing onsite carpark. Vehicles accessing the site to complete the demolition will be able to utilise the existing onsite carpark. There will be no increased site usage requiring additional onsite carparking as a result of the development.
- **Public Domain** - The development proposes the demolition of the Spicer Oval Grandstand. Due to the dilapidation of the structure it has been hoarded off from public use since 2014. The proposal will not compromise the availability and enjoyment of public recreational opportunities in the locality. It is assessed that minimal impact will result on the existing public domain.
- **Utilities** - The site is connected to Council's reticulated water and sewage system. Conditions of consent will be implemented to ensure that the services are disconnected and unharmed throughout the demolition stage. No adverse impacts are assessed.
- **Heritage** - Council engaged a heritage consultant to prepare a Heritage Impact Statement to advise of potential options for the grandstand. The Statement of Heritage Significance states: *The 1929 Spicer Park building is of local cultural heritage significance as a rare example of an architecturally designed and Council built Grandstand in the*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Inter-war Stripped Classical style which has strong associations with sporting groups, Cricket in particular and with Donald Bradman, having played on the Oval in 1931.

The Heritage Impact Statement also notes that the heritage significance for the structure lies in a number of areas:

- The social and historical aspects of the grandstand are embodied in the building structure. To some degree they could be interpreted in a record should the building be completely demolished however this would only be a compensation for the loss of a very prominent and distinctive building.
- The dominant element is the large hipped roof supported on timber posts and brick piers
- The secondary element is the sheltered stepped spectator accommodation
- The tertiary element is the brick elevations.

The grandstand is not listed in Schedule 5 of the Parkes Local Environmental Plan 2012 as an item of local significance; however, it is identified as having historic significance. Restoration of the grandstand is not possible due to the extent of the damage to the brickwork and subsequent structural integrity. A fee proposal has been provided by a licensed builder which estimates the restoration of the grandstand to be over $200,000.00. After a comprehensive community consultation process, stakeholders came to the general consensus that the grandstand was not adequate for the future purposes of the Spicer Oval Sporting Fields Master Plan and that Council should demolish the structure.

Council's Heritage Advisor has reviewed the proposal and recommended that the following actions be undertaken:

- Investigation of a suitable Plaque
- Retention of the existing plaques for possible inclusion in future building
- Full photographic archive to be undertake

- **Other land resources** - The development will not have detrimental effects on conserving and using valuable land resources and water supply catchments.

- **Bushfire** - The site is not identified on the bushfire prone land map. No adverse impacts assessed.

- **Surface Water and Groundwater** - The site is not identified on the groundwater vulnerable land map. No adverse impacts are assessed.

- **Soils** - Minor landscaping will be required to ensure that the site is left in a revegetated state. No adverse impacts are assessed.

- **Air & Microclimate** - No adverse impacts are assessed.

- **Noise and Vibration** - Conditions of consent will be implemented to ensure that the demolition occurs during standard work hours therefore reducing any potential impacts on neighbouring residential properties.

- **Flora and Fauna** - The site has been cleared and utilised for public purposes for many years. The information in support of the application has not identified any threatened species of flora or fauna that may be impacted by the proposal. No adverse impacts are assessed.

- **Waste** - The site is serviced by Council's reticulated sewage system. The service will be required to be disconnected prior to demolition. Demolition waste can be disposed of at an approved landfill site.

- **Natural Hazards** - The site is not flood prone or identified on the Bushfire Prone Land Map. No adverse impacts assessed.

- **Technological Hazards** - The information supplied by the applicant does not indicate any past land contamination. Site inspection and a check of Council records does not reveal any evidence any contamination or any other land use activities that may give rise to concerns about soil contamination in relation to State Environmental Planning Policy No. 55 - Remediation of land.

- **Safety Security and Crime Prevention** - Conditions of consent will be implemented to ensure that a suitable hoarding fence is erected throughout demolition work to provide a high level of safety and security.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Social Impact in the Locality** - The Spicer Oval Grandstand was constructed in 1928 and has hosted many significant local sporting events therefore having a moderate level of social significance. The proposed demolition was notified to adjoining land owners and advertised on Council's website and in the local paper in accordance with Council's Development Control Plan. During the notification/advertising period one submission was received.

- **Economic Impact in the Locality** - A structural assessment of the building and consideration of all options include restoration and repairs has revealed that the proposed demolition is the most cost effective viable measure.

- **Site Design and Internal Design** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and the Council's Development Control Plan 2013. The development on the site will not detrimentally affect adjoining land.

- **Cumulative Impacts** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. It is assessed that the cumulative impacts of the proposed development are not such that the application should be refused.

S79C(1)(c) the suitability of the site for the development,

The site has the capacity to support the proposal without creating adverse impacts on the site and adjoining land. The proposed child-care facility and ancillary uses will utilise the existing onsite buildings which were part of the old Parkes Hospital Precinct (Community Health Centre) and will be wholly located on the subject allotment. The proposed development will provide a community service in close proximity to residential land uses and will not lead to negative cumulative impacts on the environment, neighbouring land-uses, cultural or heritage items.

S79C(1)(d) any submissions made in accordance with this Act or the regulations,

The proposed development has been advertised to neighbouring landowners and notified in the local paper and on Council's website in accordance with the Parkes Development Control Plan 2013 from 19 May 2017 to 9 June 2017. During the notification period one submission was received regarding history of the site, potential for interpretive signage as part of a long term planning project that showcases the history, culture and vitality of the key sporting precinct that is Spicer Oval.

Submissions received from Public Exhibition of DA17031:

Mr M Greenwood

Greenwood Submission: Whilst commending Council's endeavours to upgrade sporting facilities it is hoped that the unique sporting landscape that is Spicer Oval will be retained. I trust that consideration of the potential for interpretive signage as part of a long term planning project that showcases the history, culture and vitality of the key sporting precinct is an important part of the overall development.

Assessment Response: The existing plaques and memorial signage will be removed prior to demolition for adaptive reuse. A masterplan will be developed for the site and adjoining ovals.

S79C(1)(e) the public interest

Due to the structural integrity of the building and findings of the structural engineers it is assessed to be in the public interest that the Spicer Oval Grandstand is demolished to prevent the potential for personal injury from collapse of the structure.

The demolition of the structure will serve the future purposes of the Spicer Oval Sporting Fields Master Plan and provide Spicer Oval Stakeholders with a usable facility.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Assessment Conclusion / Recommendation

Consent be granted subject to condition(s) detailed in Annexure 'A' *attached*.

Assessment Officer **Date**

Reviewing Officer **Date**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.3 (DPE) DA17032: Proposed Shed at 46 Grenfell Street, Parkes

Development Application Information

Application No: DA17032

Applicant: Mr Ian Douglas & Mrs Jennifer Joy Hoy

Property: Lot 34 DP 553258, 46 Grenfell Street, Parkes

Proposal: Shed

Executive Summary

DA17032 proposes the construction of a shed 12m x 12m and 5m in height at Lot 34 DP 553258, 46 Grenfell Street, Parkes. The shed will be used for private storage and will be constructed from colourbond sheeting.

The proposed development was notified to neighbouring land owners from 5 April to 21 April 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, one (1) submission to the proposal was received. The submission objected to the proposed development due location, height and scale of to the shed and the potential for the development to reduce solar access and sunlight to the main living areas of the dwelling.

In response to the submission, the applicant provided amended plans relocating the shed an additional 500 millimetres from the western boundary (1.5 metres in total) and reorientated the roof line from east/west to north/south.

The revised plans were notified to the adjoining land owners in accordance with the Parkes Shire Development Control Plan 2013. No submissions were received by Council in regards to the revised proposal.

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012, Parkes Development Control Plan 2013 and all relevant State Environmental Planning Policies.

The Development Assessment Report is included in Attachment 1, a Statement of Environmental Effects is included in Attachment 2, plans of the proposed shed are included in Attachment 3 and all submissions and responses to the proposal are included in Attachment 4.

Background Information

Nil

Legislative, Policy & Management Planning Implications

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Nil

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

Nil

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with:

   i. The approved stamped plan(s) prepared by LAURA MILLER BUILDING DESIGN, numbered 1-2, dated 10 February 2017

   ii. The approved stamped Statement of Environmental Effects

   A current and approved copy of the approved stamped by Parkes Shire Council is to be maintained on site for constructional and reference purposes.

Prior to Commencement

2. The Applicant is to obtain a Construction Certificate from either Council or an Accredited Certifying Authority, certifying that the proposed works are in accordance with the Building Code of Australia and applicable Council standards prior to any building works commencing.

   Note 1. No building, engineering or excavation work is to be carried out in relation to this development until the necessary construction certificates have been obtained.

   Note 2. It is the responsibility of the Applicant to ensure that the development complies with the Building Code of Australia and applicable Council standards in the case of building work. This may entail alterations to the proposal so that it complies with these standards.

3. In accordance with Section 138 of the Roads Act 1993, any work on the verge, footpath, public road reserve or public reserve (open space) will require a “Road Opening Permit” to be obtained from Council.

   Note 1. The applicant must bear the cost of construction of a vehicular crossing(s) or reconstruction of the existing vehicle crossing and, where applicable, closure of all redundant crossings on each street frontage of the site. These works must form part of the Road Opening Permit.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4. The Applicant is to obtain all relevant approvals to carry out sewerage work, to carry out stormwater drainage work and to carry out water supply work from Parkes Shire Council prior to commencing works to and comply with any conditions of that permit. All work shall be carried out by a licensed plumber and drainer and to the requirements of the Plumbing Code of Australia.

5. The applicant is to submit to Parkes Shire Council, at least two (2) days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifying Authority'.

6. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably re-vegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

During Construction

7. Cut and fill shall be generally carried out in accordance with the approved site and elevation plans. Any cutting and filling on the site shall be either retained and/or battered in accordance with the provisions of the Building Code of Australia.

   Note: A retaining wall or structure that does not comply with State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 will require prior consent from Council.

   Note: Cutting and filling on the site and the erection of retaining walls may require the approval and certification of a suitably qualified structural/geotechnical engineer.

8. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

9. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

10. All building rubbish, demolition material and debris shall be disposed at an approved Parkes Shire Council Waste Landfill Depot.

11. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12. All roofed and paved areas shall be drained to the Grenfell Street as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system.

13. No street trees on public property (footpaths, roads, reserves, etc.) unless specifically approved in this consent shall be removed or damaged during construction including for the erection of any fences, hoardings or other temporary works.

    Note: In the event that any tree required to be retained is damaged during works on the site, the person acting upon this consent shall advise Council in writing within 48 hours of the damage being identified

14. A concrete/paved/sealed vehicle cross over and access is to be constructed from the subject lot to Grenfell Street in accordance with Council's technical engineering specifications. The access shall be a minimum width of three (3) metres and a maximum of 6 (six) metres. The access must be a minimum of 500 millimetres from any existing service pole or street tree.

Prior to Occupation

15. Prior to the occupation or use of the new shed, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

Prescribed Conditions

16. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

    Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

18. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

Report

Refer to Development Assessment Report (Attachment 1).

Attachments

1. Development Assessment Report.
2. Statement of Environmental Effects.
3. Plans of the proposed shed.
4. All submissions & responses.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

DEVELOPMENT ASSESSMENT REPORT

Environmental Planning & Assessment Act 1979

Application Details:

Development Application No:	DA17032
Description of Development:	Shed
BCA Class:	10a
Applicant:	Mr Ian Douglas & Mrs Jennifer Joy Hoy
Landowner(s):	Mr ID & Mrs JJ Hoy
Landowners consent provided:	☒Yes ☐ No (All Landowners must give consent to the proposed development)

Property Description:

Legal Description:	Lot 34 DP 5534258, 46 Grenfell Street, Parkes
Existing Improvements:	Existing dwelling house and associated outbuildings
Current land-use:	R1 General Residential

Locality and Site Context Map:

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Site Location:

Has the subject land been correctly identified on DA Plans and SEE?	☒Yes	☐No	☐N/A
Is the land freehold title with all owners consent?	☒Yes	☐No	☐N/A
Is the site vacant of buildings?	☐Yes	☒No	☐N/A
Are there other buildings / structures located on the subject land?	☒Yes	☐No	☐N/A
Has the proposed building location been confirmed on the subject land?	☒Yes	☐No	☐N/A

Comments: Lot 34 DP 5534258 comprises a dwelling house and associated outbuildings. The proposed shed is located on the subject site as per site plan provided.

Site Inspection:

Date:	20 April 2017	
Was the Applicant present?	☐Yes	☒No
Was the owner present?	☒Yes	☐No

Comments: Council's Manager Planning Services, Annalise Cummings and Trainee Town Planner, Ben Hicks undertook a site inspection on Wednesday 20 April 2017. The primary purpose of the site inspection was to view the site, its environs and the locality. From the site inspection the following points were noted and are supported by the images below:

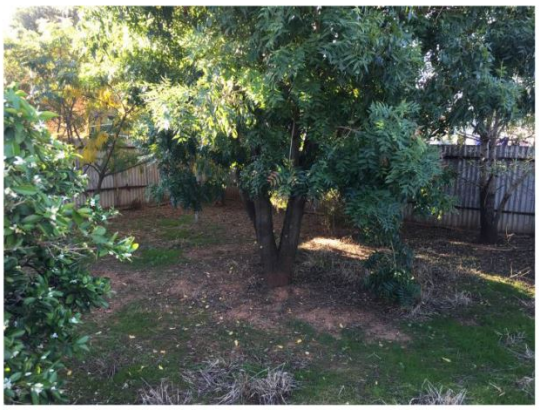
- The development will be accessed via Grenfell Street which is a sealed road with kerb and gutter infrastructure. The site has an existing double layback.
- Three (3) street trees are located along the nature strip of the property. No street trees are to be removed as part of the development.
- The proposed new driveway will run long the north-western boundary and will be approximately 26m long. It was advised that the brick fencing would be removed for the new driveway.
- The site is relatively flat. Established shrubs and trees are proposed to be removed to allow for the construction of the shed.

Photographs of the site (taken 20 April 2017) are shown below:

Proposed location of new driveway. Facing north.

Proposed location of new driveway. Facing south-west

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Internal Referral Advice:

Has an Internal Engineering Referral been received?	☒Yes	☐No	☐N/A
Has an Internal Building Referral been received?	☐Yes	☒No	☐N/A
Has an Internal Heritage Advice Referral been received?	☐Yes	☒No	☐N/A

Comments: The proposed development was referred to Council's Development Engineer, Debabrata Dey for comment. The following comments were received:

The proposal is for a shed and associated driveway. The development application can be approved subject to the following conditions-

1. The applicant shall submit the drainage plan to the Council to demonstrate how to discharge the stormwater from the proposed impervious area including stormwater drainage pipe size and grade.

2. The applicant shall meet the minimum driveway width requirements according to PSC Guidelines and shall be approved by Council.

3. Applicant shall apply and approve section 138 from Parkes Shire Council prior to any construction work in road reserve area.

4. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction.

Note 1: The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

Easement(s):

Are there any easements applying to the subject land?	☐Yes	☒No	☐N/A
Is the proposed development clear of easements?	☒Yes	☐No	☐N/A
Are there any proposed easements?	☐Yes	☒No	☐N/A

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Are easements required?	☐Yes	☒No	☐N/A

Comments: There are no easements applying to the land. No easements will be created from the development.

Consolidation of Lots:

Are there more than one lot owned by the landowner in same holding?	☐Yes	☒No	☐N/A
Is there a need to consolidate lots?	☐Yes	☒No	☐N/A

Comments: Nil.

Section 79BA Consultation and development consent—certain bush fire prone land

Is the site identified on the Bushfire Prone Land Map?	☐Yes	☒No	☐N/A

Comments: Nil.

Contributions:

Does the Section 94 Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Section 94A Contributions Plan apply?	☒Yes	☐No	☐N/A
Does the Developer Services Plan apply?	☐Yes	☒No	☐N/A

Comments: The Development Application was lodged 27 March 2017 and the Parkes Shire Section 94A Contributions Plan 2016 applies. The estimated cost of the development is $19,800 and therefore the proposed development will not be subject to contributions.

Section 79C (1) Assessment

S79(C)(1)(a)(i) The provisions of any environmental planning instrument

Local Environmental Plans

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned R1 General Residential under the Parkes Local Environmental Plan 2012. The Land Use Table for the R1 General Residential zone permits the proposal with consent of Council.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the R1 General Residential zone are:

- To provide for the housing needs of the community.
- To provide for a variety of housing types and densities.
- To enable other land uses that provide facilities or services to meet the day to day needs of residents.
- To provide attractive, affordable, well located and market-responsive residential land.
- To ensure that any non-residential land uses permitted within the zone are compatible with the amenity of the area.
- To ensure that housing densities are broadly concentrated in locations accessible to public transport, employment, services and facilities.

The development is consistent with the objectives of the R1 General Residential zone. The proposed shed will not have any adverse impact on the residential character of the area and will not alienate resources or create land-use conflict.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following provisions of the Parkes Local Environmental Plan 2012 have been especially considered in the assessment of the proposal:

- **Clause 6.1 Earthworks** - The proposal involves the removal of established vegetation and minor cut and fill to render the site suitable for development. The applicant advises that at this stage no retaining walls are proposed and all cut and fill will be retained within the concrete slab and battered-off to appropriate levels where required. It is assessed that the proposed batter will comply with the BCA.

- **Clause 6.7 Essential Services** - The site has access to Council's reticulated water and sewerage systems. The proposed shed will have suitable vehicular access via Grenfell Street. The applicant advises that the shed will be connected to electricity by a licenced contractor. Stormwater to be discharged into the kerb and gutter in Grenfell Street.

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks
- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
- SEPP (Infrastructure) 2007
- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

The following SEPPs are specifically relevant to the assessment of the proposed development:

- **SEPP 55 - Remediation of Land** - Clause 7 of SEPP 55 requires that a consent authority must consider the contamination potential of the land, and if the land is contaminated, it is satisfied that the land is suitable for the development in its contaminated state, or that appropriate arrangements have been made to remediate the site prior to the development being carried out. Investigation of past use, Council's Contaminated Sites Register and visual inspect of the property does not reveal any evidence of contamination.

- **SEPP Infrastructure** - Clause 45 of SEPP Infrastructure requires a Consent Authority to consider any development application (or an application for modification of consent) for any development carried out:

  - within or immediately adjacent to an easement for electricity purposes (whether or not the electricity infrastructure exists),
  - immediately adjacent to an electricity substation,
  - within 5m of an overhead power line,

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- includes installation of a swimming pool any part of which is: within 30m of a structure supporting an overhead electricity transmission line and/or within 5m of an overhead electricity power line, or
- placement of power lines underground.

The proposal is not within or immediately adjacent to any of the above infrastructure; as such, the subject application is considered to satisfy the provisions of Clause 45 SEPP Infrastructure.

S79(C)(1)(a)(ii) The provisions of any proposed environmental planning instrument

There are no draft LEPs or draft SEPPs that apply to the subject land.

S79(C)(1)(a)(iii) The provisions of any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. The following DCP clauses are specifically relevant to the assessment of the proposed development.

- **5.6.1 Building Height and Scale** - The proposed development will not exceed two storeys. The proposed development will be 5m in height at the gable of the shed.
- **5.6.2 Boundary Setbacks** - The applicant has increased the setback to 1.5m from the western boundary rather than the proposed 1m setback on the original plan the proposal will maintain the 1m from the rear boundary. The development therefore complies with the DCP which requires minimum setbacks of 0.9 metre.
- **5.6.3 Car Parking** - The development application is for a shed to store caravans and other domestic items. There is an existing garage to store vehicles.
- **5.6.4 Carports and Garages** - The proposed shed will not be located in front of the existing house. No Carport proposed.
- **5.6.5 Privacy** - The proposed shed will not have any windows facing neighbouring dwellings.
- **5.6.6 Retaining Walls** - No retaining walls are proposed.
- **5.6.7 Fencing** - No changes will be made to the existing side and rear fencing. It is proposed to remove part of the brick front fencing at the front of the property to allow for the second driveway.
- **5.6.8 Services** - The existing allotment is serviced by Council's reticulated water and sewage systems. The allotment is also connected to mains electricity and telecommunications. The shed is not required to connect to water or sewer. Electricity will be connected to the shed by a licenced contractor.
- **5.6.9 Stormwater Management** - Stormwater will be discharged to Council's stormwater infrastructure in Grenfell Street.

S79C(1)(a)(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F

There are no planning agreements relating to the site. The applicant has not requested Council to enter into any form of planning agreement.

S79C(1)(a)(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Clause 92 - Government Coastal Policy** - not applicable to the Parkes Shire Local Government Area.
- **Clause 92 - Building Demolition** - not relevant to the proposal.
- **Clauses 93 & 94 – Fire Safety Upgrades** - no fire safety upgrades are required.
- **Clause 94A - Temporary Structures** - not relevant to the proposal.
- **Clause 95 - Deferred Commencement** - not relevant to the proposal.
- **Clause 96 - Ancillary aspects of development** - not relevant to the proposal.
- **Clause 96 – Ancillary aspects of development** - not relevant to the proposal.
- **Clause 97 - Modification or surrender of development consent or existing use** - not relevant to the proposal.
- **Clause 97A - Fulfilment of BASIX commitments** - the proposal is not a BASIX affected development.

S79C(1)(b) the likely impact on the natural and built environment(s) and the likely social and/or economic impact on the locality

- **Context and Setting** - The site features an existing dwelling house and associated outbuildings. The proposed development is consistent with the development in the area and is not expected to create significant impacts on the context and setting of the area. The adjoining neighbour raised concerns in regards to overshadowing. The applicant has addressed this concern by increasing the western boundary setback to 1.5m rather than the proposed 1m setback and re-orientated the ridgeline in a north south direction.
- **Land Use Conflict** - The subject land has been zoned for residential purposes. The proposal is for the construction of a shed. The applicant of the proposed development has addressed all concerns raised by the adjoining land owners. The changes to the proposed shed are considered to reduce the overshadowing impact on 50 Grenfell Street and comply with the NSW Planning Principals for overshadowing.
- **Access and Traffic** - Access to the proposed development will be from the existing access off Grenfell Street which is a sealed road with kerb and gutter infrastructure. The site has an existing double layback. The proposed crossover will be required to be concreted, sealed or paved. There are no public transport opportunities / requirements as part of the proposed development. No additional traffic will be generated as a result of the development.
- **Public Domain** - The proposed development will not compromise the availability and enjoyment of public recreational opportunities in the locality. It is assessed that minimal impact will result on the existing public domain.
- **Utilities** - The subject site has access to Council reticulated water and sewage system. The proposal shed is not required to connect to these services. Connection to electricity will be done so by a licenced contractor. No adverse impacts have been assessed.
- **Heritage** - Site inspection did not identify any sites, items or places of heritage significance. The information supplied by the applicant did not identify any heritage sites, items or places.
- **Other land resources** - The land is zoned R1 General Residential. The development is not likely to have detrimental effects on conserving and using valuable land resources and water supply catchments.
- **Bushfire** - The site is not identified on the bushfire prone land map. No adverse impacts assessed.
- **Surface Water and Groundwater** - The site is not identified on the groundwater vulnerable land map. No adverse impacts are assessed.
- **Soils** - Minor cut and fill will be required for the construction of the proposed shed. The proposal is unlikely to create impacts on soils if the finished ground levels are properly battered and stabilised. No adverse impacts are assessed.
- **Air & Microclimate** - No adverse impacts are assessed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Noise and Vibration** - Construction noise would be anticipated and will be managed through conditions.
- **Flora and Fauna** - The site has been utilised for residential uses for many years. The information in support of the application has not identified any threatened species of flora or fauna that may be impacted by the proposal. No adverse impacts are assessed.
- **Waste** - The site is serviced by Council's reticulated sewage system and the proposed development is not required to connect to this service. Construction waste can be disposed of at an approved landfill site.
- **Natural Hazards** - The site is not flood prone or identified on the bushfire prone land map. No adverse impacts are assessed.
- **Technological Hazards** - The information supplied by the applicant does not indicate any past land contamination. Site inspection and a check of Council records does not reveal any evidence any contamination or any other land use activities that may give rise to concerns about soil contamination in relation to State Environmental Planning Policy No. 55 - Remediation of land.
- **Safety Security and Crime Prevention** - The proposal does not pose a safety security or crime prevention risk.
- **Social Impact in the Locality** - Due to the type and scale of the proposed development, the social impacts of the development are not significant. No adverse impacts are assessed.
- **Economic Impact in the Locality** - Due to the type and scale of the proposed development, the economic impacts of the development are not significant. No adverse impacts are assessed.
- **Site Design and Internal Design** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The shed will be located 1.5m from the western boundary and the ridgeline will be orientated in a north-south direction reducing impacts to neighbouring landowners. It is assessed that this design will not detrimentally affect adjoining land.
- **Cumulative Impacts** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The site only consists of a dwelling house and the proposed shed will not create any unreasonable negative impacts on the site or the surrounding area.

S79C(1)(c) the suitability of the site for the development,

The site has the capacity to support the proposal without creating adverse impacts on the site and adjoining land. The proposed development will be solely located on the subject allotment, will be in character for the residential area and will not lead to cumulative impacts on the environment, neighbouring land-uses, cultural or heritage items.

S79C(1)(d) any submissions made in accordance with this Act or the regulations,

The proposed development was notified to neighbouring landowners from 5 April 2017 to 21 April 2017 in accordance with the Parkes Shire Development Control Plan 2013. During this notification period one (1) submission was received from the neighbouring landowners to the west of the subject site, Mr F & MRs S Dennis, 50 Grenfell Street, Parkes.

Submissions received from notification of DA17032:

Mr F and Mrs S Dennis
50 Grenfell Street, Parkes

Dennis Submission: The location, size and scale of the shed will limit sunlight access into our main bedroom and living room.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Assessment Response: The applicant provided revised plans relocating the shed an additional 500 millimetres from the side boundary (1.5 metres in total) and reorientating the roofline from east/west to north/south therefore reducing the potential overshadowing on 50 Grenfell Street. It has been assessed that the proposed shed will comply with the NSW Planning Principals for overshadowing. The proposed shed will not increase the overshadowing on the neighbouring dwelling in relation to the existing vegetation.

Dennis Submission: The shed could be relocated to the north eastern corner of the allotment adjacent to the existing large shed.

Assessment Response: The proposed development complies with the Parkes Local Environmental Plan 2012 and the Parkes Development Control Plan 2013. The applicant has advised that it is not feasible to relocate the proposed shed as they will not be able to manoeuvre their caravan into the shed and will also be too cost expensive for additional concreting/sealing.

The revised plans were notified to the adjoining land owners in accordance with the Parkes Shire Development Control Plan 2013. During the notification period Council were advised that 50 Grenfell Street had been sold. A notification letter and plans of the proposal were sent to the new owner. Council has not received any objections to the revised proposal.

S79C(1)(e) the public interest

The proposal is assessed to pose no significant impacts on the public interest.

Assessment Conclusion / Recommendation

Consent be granted subject to condition(s) detailed in Annexure 'A' *attached*.

Ben Hicks

Assessment Officer **Date**

Reviewing Officer **Date**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

STATEMENT OF ENVIRONMENTAL EFFECTS

PROPERTY DETAILS

Lot No/s: 34 Section: n/a DP No/s - 553258

Property No: 46 Street/Road Name: Grenfell Street

Property Name: n/a: Town/Locality: Parkes .....

APPLICANT DETAILS

Name/s I & J Hoy

DESCRIPTION OF DEVELOPMENT

Proposed Shed

USE OF DEVELOPMENT

Storage

DEVELOPMENT STANDARDS

What is the zoning of the land ? Residental

Is the proposal allowed within this zone ? Yes

Is the proposal consistent with the zone objectives ? Yes

Relevant Development Control Plans that apply to the development: Parkes Shire Council Development Control Plan 2012

Is the proposal consistent with the selected Development Control Plans ? Yes

SITE SUITABILITY

Is the development in an area that would be prone to natural hazards such as bushfires or floods? No

CURRENT AND PREVIOUS USES

What is the current use of the site? Residential Date present use commenced n/a

Previous Use: Residential

What is the present use(s) of the adjoining land ? Residential

Is it possible that the site could be contaminated from current or previous usage ? No

OPERATIONAL DETAILS N/A

ACCESS, TRAFFIC & UTILITIES

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Will the development increase local traffic movements and volumes?			No
Has onsite parking been addressed in the design?			Yes
Is there vehicle access to a public road?			Yes
Are the following utilities readily available to the site?			
Water	Yes	Telecommunications	Yes
Electricity	Yes	Sewer	Yes
Availability of public transport: *N/A*			

SOCIAL AND ECONOMIC IMPACTS

Will the proposal have any social or economic consequence for the area? No

CONTEXT AND SETTING

Will the development:-

- be visually prominent in the surrounding area ? No
- be inconsistent with the existing streetscape No
- be out of character with the surrounding area ? No

Is there any impact on neighbouring properties relating to:

Visual Privacy No

Acoustic Privacy No

Views NO

Overshadowing NO

ENVIRONMENTAL IMPACTS

Air and Noise

- Will any form of air pollution be created from the development? No
- Will the development create any noise impacts? No

Soil and Water

- Does the development have the potential to result in any form of water pollution? No
- Will the development require any significant excavation or filling? No
- During & after construction could the development cause erosion or sediment run-off? No

ENVIRONMENTAL IMPACTS (cont'd)

Heritage

Is the development a heritage item as listed in Council's LEP or DCP? No

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Is the development located in a heritage conservation area?	No
Will the development be adjoining a heritage item?	No
Will the development have an impact on any heritage item or item of cultural significance?	No
Will the development disturb any known Aboriginal artefacts?	No

Flora and Fauna

Will the development:	
Result in any removal of vegetation on the site?	No
Be likely to have an impact on threatened species or a native habitat?	No
Be subject to any landscaping treatments?	No
Is the development in a koala habitat?	No

ENVIRONMENTAL IMPACTS (cont'd)

Waste

Will the development provide adequate waste facilities and controls? n/a

Comments:

Regular waste services.

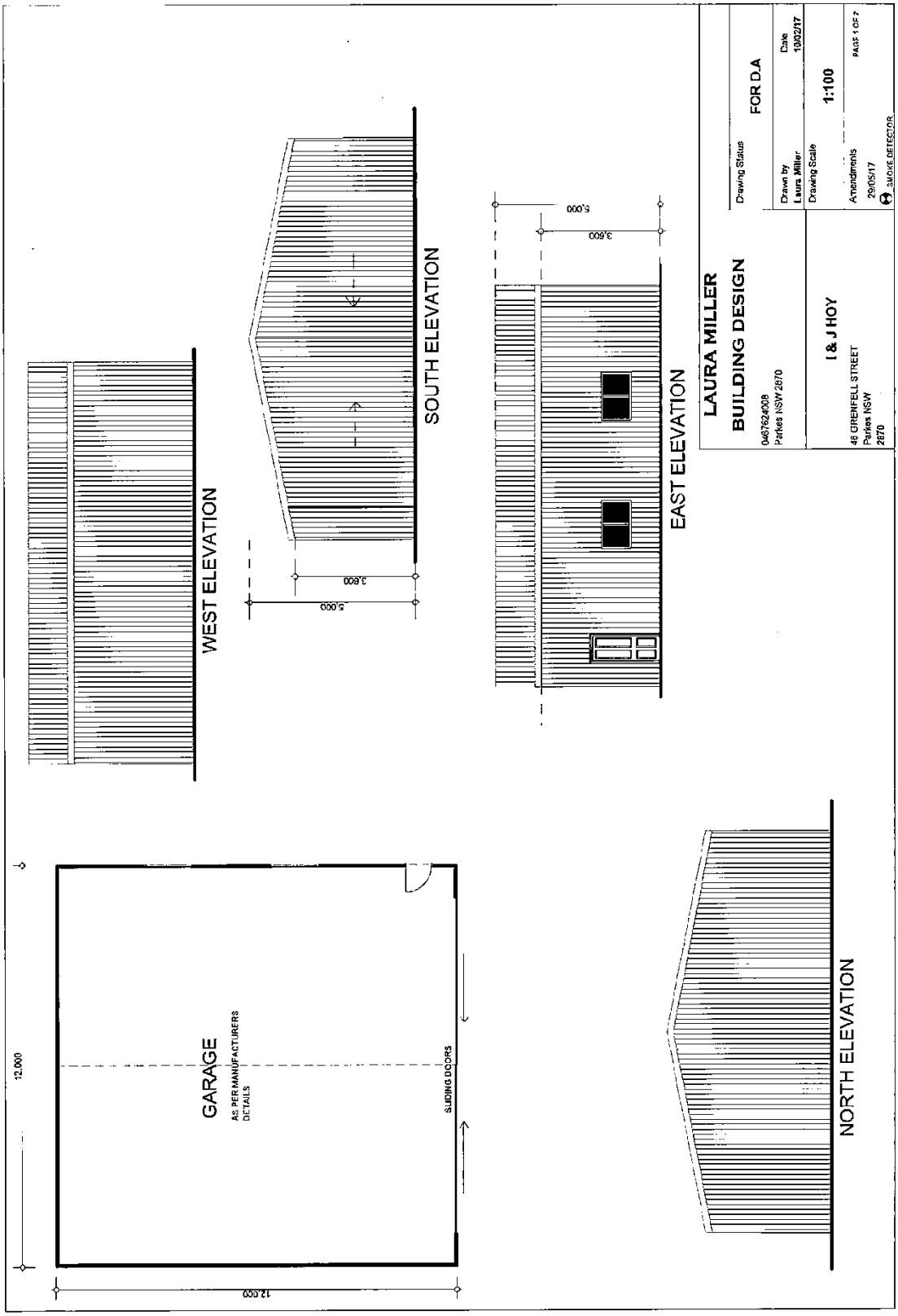
Energy

Is the development considered to be environmentally sustainable? N/A

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3 Binna Harbour Grove
Mudgee. N.S.W 2850

Owners of
50 Grenfell St
Parkes. N.S.W 10 April 2017

In Response to the Development of a Shed on 46 Grenfell St Parkes. Our neighbours.

We are trying to sell our house, even if we weren't, we feel we have to point out. That if a shed is built where they want to build, it would block all light to the main bedroom and lounge room.

When the shed could be built facing the flats plus the end of St Shed that faces the back of 46 Grenfell St. It is such a big shed they want to build (extra) height.

This shed in this position they want to build, will make it very difficult for us to sell our house. 50 Grenfell St

We would not like this letter to go on the councils website.

If you would like to speak with me my number is 0456-402-797

A shed 12 metres long by 5 metres high is unacceptable so close to our house.

Fred Dennis.

RECEIVED 28.4.17

ID &JJ HOY
Lonepine
734 Adavale Lane
GOONUMBLA NSW 2870

Phone: 02 68652234
Email: lonepine5@bigpond.com

1st May 2017

Mr Brent Tucker
Development Planner
Parkes Shire Council
2 Cecile Street
PARKES NSW 2870

Dear Mr Tucker,

Development Application No: DA17032
46 Grenfell Street Parkes

I refer to your letter dated 20th April 2017, regarding the development application to build a shed on our property at 46 Grenfell St Parkes.

The shed will be used to stow our caravan, boat and vehicles. As the caravan is 3.2 metres high and because of the length of car and caravan it is necessary to build and position it as per the DA so we can have direct access from the driveway. If the shed had to be moved, it would be very difficult to manoeuvre the vehicles.

If any further information is required please contact us on (02) 68652234.

Yours faithfully,

Jennifer Hoy
On behalf of
Ian & Jennifer Hoy

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.4 (DPE) DA17053: Proposed Demolition of Dwelling & Ancillary Structures at 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes

Development Application Information

Application No: DA17053

Applicant: Parkes Shire Council

Property: Lot 1 DP 881462, 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes

Proposal: Demolition of Dwelling & Ancillary Structures

Executive Summary

Council has received a Development Application for the Demolition of Dwelling and Ancillary Structures on land known as Lot 1 DP 881462, 'Dog Pound & Saleyard' 56 Saleyards Road, Parkes.

The proposed development is reported to Council due to Council being the applicant, and the need to demonstrate independent assessment and review. The application has been assessed and this report prepared by Mr Craig Filmer who is an independent A1 Building Certifier and Planning professional who has been engaged to assist Council during the LGIS upgrade period through Building and Environmental Services Today Pty Ltd.

The proposed development is permissible within the zone, as the demolition can be considered ancillary or incidental to the permissible infrastructure uses in the zone. Further, their use is not inconsistent with the objectives of the SP2 - Infrastructure zone under the Parkes LEP, 2012.

The proposed development was notified to neighbouring land owners from 30 May to 21 June 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, no submissions were received to the proposal.

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012 and all relevant State Environmental Planning Policies. The development assessment concludes that the proposed development is consistent with the existing developments in the locality and will not have negative impacts on the streetscape amenity, surrounding environment or neighbouring properties.

The Development Assessment Report is included in Attachment 1 and a Statement of Environmental Effects is included in Attachment 2.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Background Information

The dwelling has been unoccupied for many years. It was previously inhabited by the manager of the pound.

Legislative, Policy & Management Planning Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. Approval for the demolition and removal of the building is granted subject to the following conditions:

    a) Demolition of the subject building shall be carried out in accordance with the requirements of Australian Standard AS2601 The Demolition of Structures;

    b) The demolisher shall comply with the requirements of the *Work Health and Safety (WHS) Act 2011* and its subordinate documents, and shall prepare and maintain on-site, a safe work method statement in accordance with the *WHS Act 2011* and the *WHS Regulations 2011*.

    c) Precautions shall be taken in accordance with the requirements of the WorkCover Authority of NSW in respect of:

        (i) Protection of site workers and the public;

        (ii) Asbestos handling and disposal where applicable. In particular, a Licensed Asbestos removal agent shall be used to perform these works, whom in turn shall give appropriate notice to the Landfill that disposal will be required.

    d) Suitable measures shall be taken to ensure that there is no adverse effect to occupants of adjoining buildings and the public by the generation of dust and noise;

    e) Protection shall be afforded to the users of any public place by the provision of hoardings adjacent to any public places;

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

f) Adequate and satisfactory arrangements shall be made to ensure the disposal of any rubbish generated and such arrangements are in compliance with Council's policies on rubbish and waste disposal.

2. It is the responsibility of the person having the benefit of this consent to notify the adjoining neighbours two (2) days prior to commencing work of the intention to carry out demolition works. The notification shall detail;

   a) the type of machinery to be utilised,

   b) the hours of operation,

   c) the likely duration of works, and

   d) safety measures taken to protect property and persons from damage.

3. The Developer shall carry out all works associated with the supply or disconnection of water within the site.

4. The Developer shall carry out all works associated with the supply or disconnection of sewerage services within the site, with the work being carried out by a licensed plumber where necessary.

5. The Developer shall carry out all works associated with the supply or disconnection of gas services within the site, with the work being carried out by a licensed gasfitter where necessary

6. The Developer shall carry out all works associated with the supply or disconnection of electrical services within the site, with the work being carried out by a licensed electrician where necessary

7. Appropriate erosion and sedimentation controls shall be implemented, before demolition commences, and during demolition as required, and shall be well maintained to prevent any material moving off-site.

Septic Conditions

8. The contents of the existing On-site Sewage Management System (OSMS) is to be removed to the sanitary depot in an approved vehicle. The disconnected OSMS is to be either removed or to 600mm below finished ground level and be filled with virgin excavated natural material (soil/gravel) after the walls and floor of the tank have had Builders lime applied.

Report

Refer to Development Assessment Report (Attachment 1).

Attachments

1. Development Assessment Report.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2. Statement of Environmental Effects.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

DEVELOPMENT ASSESSMENT REPORT

Environmental Planning & Assessment Act 1979

Application Details:

Development Application No:	DA17053
Description of Development:	Demolition of Dwelling and Ancillary Structures
BCA Class:	Class 1a - Demolition
Applicant:	Parkes Shire Council
Landowner(s):	General Manager - The Crown (Council has care and control)
Landowners consent provided:	☒Yes ☐ No

Property Description:

Legal Description:	Lot 1 DP881462, 56 Saleyards Road, Parkes
Existing Improvements:	Old house - constructed of weatherboard, fibro, brick and iron.
Current land-use:	SP2 Infrastructure

Locality and Site Context Map:

Site Location:

Has the subject land been correctly identified on DA Plans and SEE?	☒Yes	☐No	☐N/A
Is the land freehold title with all owners consent?	☒Yes	☐No	☐N/A
Is the site vacant of buildings?	☐Yes	☒No	☐N/A
Are there other buildings / structures located on the subject land?	☒Yes	☐No	☐N/A
Has the proposed building location been confirmed on the subject land?	☒Yes	☐No	☐N/A

Comments: The existing house, septic tank and rear shed to be demolished. The carport will remain on site.

Site Inspection:

Date:	2 June 2017	
Was the Applicant present?	☐Yes	☒No
Was the owner present?	☐Yes	☒No

Comments: Council Acting Manager Building & Compliance (Craig Filmer) undertook an inspection of the site on 2 June 2017.

Internal Referral Advice:

Has an Internal Engineering Referral been received?	☐Yes	☒No	☐N/A
Has an Internal Building Referral been received?	☒Yes	☐No	☐N/A
Has an Internal Heritage Advice Referral been received?	☐Yes	☐No	☒N/A

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Comments: It has not been necessary to obtain specialist advice from other staff within Council on the proposal.

Easement(s):

Are there any easements applying to the subject land?	☐Yes	☒No	☐N/A
Is the proposed development clear of easements?	☐Yes	☒No	☐N/A
Are there any proposed easements?	☐Yes	☒No	☐N/A
Are easements required?	☐Yes	☒No	☐N/A

Comments:

Consolidation of Lots:

Are there more than one lot owned by the landowner in same holding?	☐Yes	☒No	☐N/A
Is there a need to consolidate lots?	☐Yes	☒No	☐N/A

Comments: Nil.

Section 79BA Consultation and development consent—certain bush fire prone land

Is the site identified on the Bushfire Prone Land Map?	☐Yes	☒No	☐N/A

Comments: Nil.

Contributions:

Does the Section 94 Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Section 94A Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Developer Services Plan apply?	☐Yes	☒No	☐N/A

Comments: No contributions plans apply to the subject development proposal.

Section 79C(1) Assessment

S79(C)(1)(a)(i) The provisions of any environmental planning instrument

Local Environmental Plans

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned SP2 Infrastructure under the Parkes Local Environmental Plan 2012. The Land Use Table for the SP2 Infrastructure zone permits the proposal as ancillary to the permitted land use, with consent of Council.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the SP2 Infrastructure zone are:

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The development is not inconsistent with the objectives of the zone, and the proposal does not adversely affect any special provisions of the Parkes Local Environmental Plan 2012.

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks
- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
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- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

There are no provisions of any SEPPs that are specifically relevant to the assessment of the proposed development.

S79(C)(1)(a)(ii) The provisions of any proposed environmental planning instrument

There are no draft LEPs or draft SEPPs that apply to the subject land.

S79(C)(1)(a)(iii) The provisions of any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. No specific provisions exist under the DCP for this type of proposal.

S79C(1)(a)(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F

There are no planning agreements relating to the site. The applicant has not requested Council to enter into any form of planning agreement.

S79C(1)(a)(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

- **Clause 92 - Government Coastal Policy** - not applicable to the Parkes Shire Local Government Area.
- **Clause 92 - Building Demolition** - Buildings are proposed to be demolished as part of this development application. A condition of consent has been included which require the buildings to be demolished in accordance with AS2601-1991.
- **Clauses 93 & 94 – Fire Safety Upgrades** - no fire safety upgrades are required.
- **Clause 94A - Temporary Structures** - not relevant to the proposal.
- **Clause 95 - Deferred Commencement** - not relevant to the proposal.
- **Clause 96 - Ancillary aspects of development** - not specifically relevant to the proposal.
- **Clause 96 – Ancillary aspects of development** - not specifically relevant to the proposal.
- **Clause 97 - Modification or surrender of development consent or existing use** - not relevant to the proposal.
- **Clause 97A - Fulfilment of BASIX commitments** - the proposal does not require a BASIX Certificate.

S79C(1)(b) the likely impact on the natural and built environment(s) and the likely social and/or economic impact on the locality

- **Context and Setting** - The subject land is currently used by the Parkes Animal Shelter and is adjacent to the Parkes Stockinbingal Railway line. The demolition of the dwelling and ancillary structures will not have any adverse impact on the surrounding area.
- **Land Use Conflict** - The development on the site will not detrimentally affect adjoining land.
- **Access and Traffic** - No adverse impacts are assessed.
- **Public Domain** - The proposed development will not compromise the availability and enjoyment of public recreational opportunities in the locality.
- **Utilities** - a condition of consent has been included which requires utilities to be disconnected and the on-site sewage management system removed.
- **Heritage** - Site inspection did not identify any sites, items or places of heritage significance. The information supplied by the applicant did not identify any heritage sites, items or places.
- **Other land resources** - The development is not likely to have detrimental effects on conserving and using valuable land resources and water supply catchments.
- **Bushfire** - The site is not identified on the bushfire prone land map.
- **Surface Water and Groundwater** - The site is not identified on the groundwater vulnerable land map and is connected to sewerage. No adverse impacts are assessed.
- **Soils** - The proposal is unlikely to create impacts on soils. No adverse impacts are assessed.
- **Air & Microclimate** - No adverse impacts are assessed.
- **Noise and Vibration** - No adverse impacts are assessed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Flora and Fauna** - The site has been utilised for urban/recreation purposes for many years. The information in support of the application has not identified any threatened species of flora or fauna that may be impacted by the proposal. No adverse impacts are assessed.
- **Waste** -. No adverse impacts are assessed.
- **Natural Hazards** - The site is not flood prone or bush fire prone. No adverse impacts are assessed.
- **Technological Hazards** - The dwelling contains some asbestos material. A condition of consent has been included which requires the dwelling to be demolished in accordance with AS2601 The Demolition of Structures and NSW Workcover requirements.
- **Safety Security and Crime Prevention** - The proposal does not pose a safety security or crime prevention risk.
- **Social Impact in the Locality** - Due to the type and scale of the proposed development, the social impacts of the development are not significant. No adverse impacts are assessed.
- **Economic Impact in the Locality** - Due to the type and scale of the proposed development, the economic impacts of the development are not significant. No adverse impacts are assessed.
- **Site Design and Internal Design** - The proposal is not inconsistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The size and scale are appropriate for the subject lot. The development on the site will not detrimentally affect adjoining land.
- **Cumulative Impacts** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The proposals are well within the precinct zoned for the dominant land use of Recreation. It is assessed that the cumulative impacts of the proposed development are not such that the application should be refused.

S79C(1)(c) the suitability of the site for the development,

It is assessed that the site is suitable for the development.

S79C(1)(d) any submissions made in accordance with this Act or the regulations,

The development was notified to adjoining land owners and publicly advertised in accordance with the Parkes Shire Development Control Plan 2012. At the time of this assessment no submissions were received.

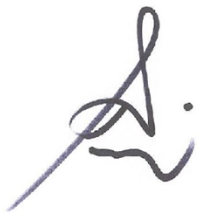
S79C(1)(e) the public interest

The proposal is assessed to pose no significant impacts on the public interest.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Assessment Conclusion / Recommendation

Consent be granted subject to condition(s) detailed in Annexure 'A' *attached*.



K Craig Filmer 2 June 2017

Assessment Officer **Date**

Reviewing Officer **Date**

General Manager Mayor

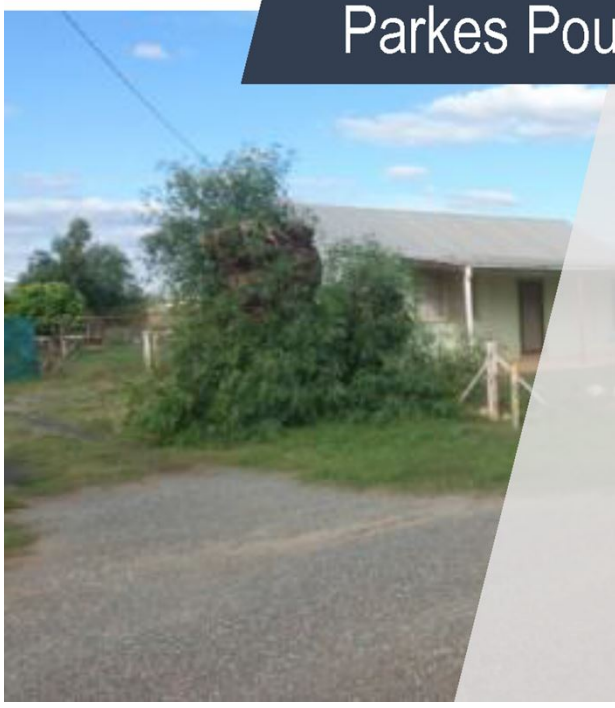
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Active PLANNING CONSULTANTS

Parkes Pound House Demolition

Statement of Environmental Effects

April 2017



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Document Status

Rev No.	Author	Reviewer		Approved for Issue		
		Name	Signature	Name	Signature	Date
A	MC	M Carter	M Carter*	S Campbell	S Campbell	28/4/17

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Table of Contents

1.	INTRODUCTION		Page 4
2.	SITE DESCRIPTION		Page 5
3.	THE PROPOSAL		Page 6
	3.1	PROPOSED DEMOLITION	Page 6
	3.3	DEMOLITION ACTIVITIES	Page 6
4.	JUSTIFICATION		Page 7
	4.1	NEED FOR DEMOLITION	Page 7
	4.2	POTENTIAL CONFLICT OF INTEREST	Page 7
5.	IMPACT ASSESSMENT		Page 8
	5.1	DEVELOPMENT CONSENT REQUIRED	Page 8
	5.2	ENVIRONMENTAL PLANNING ASSESSMENT	Page 8
6.	IMPACT MANAGEMENT		Page 12
7.	CONCLUSION		Page 13

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1.0 Introduction

The old Parkes Pound House and associated outbuildings no longer serves a useful purpose for Parkes Shire Council and is proposed to be demolished and the site cleared for future Council purposes.

The pound house is of basic construction, with predominantly fibro sheet walls and corrugated iron roof. The ancillary outbuildings (carport and shed) are of metal construction.

In the past the house was the care takers residence for stock yards, which served a useful purpose when livestock were moved throughout the region via the Travelling Stocks Route (TSR) that bordered the Parkes Township. The TSR located on the southern and western borders of Parkes is no longer in use, and the land has been zoned to SP2 Road Infrastructure Facilities in preparation of new heavy vehicle roads around the town.

Today, the old house is rented to a tenant and not related to any Council purpose. The condition of the dwelling is quite poor (by modern housing standards) and there are no compelling reasons to undertake major repairs to the dwelling.

A decision has been made by Council to propose demolition of the dwelling and the ancillary buildings and structures.

The purpose of this Statement of Environmental Effects (SEE) is to identify and assess the environmental issues associated with the proposed demolition of the old Parkes Pound House and associated outbuildings.

The SEE also provides an assessment of the heritage impacts of the proposal against the matters for consideration under Section 79C of the NSW Environmental Planning and Assessment Act 1979.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2.0 Site Description

The site is formally described as Lot 1 DP 881462, London Road, Parkes.

The site has a total site area of approximately 2.18 hectares, which comprises the Parkes Pound and the old Pound House.

The site is level and native vegetation has been cleared from the site.

The site is isolated from urban and rural land-uses and is surrounded by roads and railways.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3.0 The Proposal

3.1 Proposed Demolition

It is proposed to demolish the old Pound House, carport, shed, septic system, garden structures and some plants, bushes and trees.

The intention is to level the site so that is safe and free to be incorporated into the adjoining Parkes Pound.

3.2 Demolition Activities

The demolition phase is expected to last approximately one (1) month. The main activities would include:

Site preparation - It is proposed to erect site safety fencing and formalise access arrangements for demolition vehicles.

Hours of Operation - Demolition works would be undertaken during standard working hours, as follows:

- Monday – Friday 7am to 6pm
- Saturday 8am to 1pm

No night works or work on Sundays or public holidays are proposed.

Removal of Demolition Waste - Traffic management would be undertaken during the demolition phase to manage haulage traffic.

Waste Materials - Masonry (bricks and concrete), fibro, timber, glass, steel and corrugated iron would be the main waste elements. A waste management plan will be prepared to recycle materials as far as practical and limit impacts on nearby waste landfill depots.

Site levelling, clean-up and landscaping - It is estimated that there will be a period of one (1) month to establish a levelled grassed area.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.0 Justification

4.1 Need for Demolition

Due to the age and condition of the buildings and there being no reasons to undertake major repairs, it has been decided to demolish all structures, level and grass the site and incorporate it into the Parkes Pound Facility.

4.2 Potential Conflict of Interest

To address any perception of a potential conflict of interest between Parkes Shire Council's role as both the proponent and determining authority for this Development Application, the Parkes Shire Council intends to process the Development Application in the following manner:

- Upon lodgement of the Development Application for the proposed demolition of the old Pound House, notice of the development proposal shall be neighbour-notified and advertised in the Parkes Champion Post, including a statement declaring Council's interests in the matter.
- No delegated authority shall be used in the determination of the Development Application for the proposed demolition, with a full assessment report to be tabled at a future Ordinary Meeting of Council for determination of the proposal.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.0 Impact Assessment

5.1 Development Consent Required

The proposal to demolish the Pound House and associated buildings, structures and landscaping requires development consent under Part 4 of the NSW *Environmental Planning and Assessment Act 1979*.

This section sets out the environmental planning and assessment framework relevant to the proposal. It provides an evaluation of the relevant matters for consideration under Section 79C of the NSW *Environmental Planning and Assessment Act 1979*.

The Pound House is not listed as a heritage item under either the Parkes Local Environmental Plan 2012 or State Heritage Register. There are no other special approvals required to demolish the building, other than the DA Process.

5.2 Environmental Planning Assessment

In determining a Development Application the consent authority must have regard to the relevant matters for consideration under Section 79C of the NSW Environmental Planning and Assessment Act 1979. The provisions of Section 79C have been repeated in full below.

79C Evaluation

1) Matters for consideration—general

In determining a development application, a consent authority is to take into consideration such of the following matters as are of relevance to the development the subject of the development application:

(a) the provisions of:

i. any environmental planning instrument, and

ii. any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Director-General has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

iii. any development control plan, and

(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F, and

iv. the regulations (to the extent that they prescribe matters for the purposes of this paragraph), and

v. any coastal zone management plan (within the meaning of the Coastal Protection Act 1979), that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

The following sections address the matters for consideration listed under Section 79C of the Act.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The provisions of any environmental planning instrument

Parkes Local Environmental Plan 2012

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned SP2 – Road Infrastructure under the Parkes Local Environmental Plan 2012. The Land Use Table for the RE1 permits the proposal with consent of Council.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the SP2 Zone are:

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

The proposed demolition is consistent with the objectives of the zone. The building is not required to serve the objectives of the zone. The building is not listed as a heritage item under Schedule 5 of Parkes Local Environmental Plan 2012.

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks
- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
- SEPP (Infrastructure) 2007
- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

The following SEPPs are specifically relevant to the assessment of the proposed development:

SEPP 55 - Remediation of Land - Clause 7 of SEPP 55 requires that a consent authority must consider the contamination potential of the land, and if the land is contaminated, it is satisfied that the land is suitable for the development in its contaminated state, or that appropriate arrangements have been made to remediate the site prior to the development being carried out. Investigation of past use, Council's Contaminated Sites Register and visual inspection of the property

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

does not reveal any evidence of contamination. There are no indicators of residual soil contamination resulting from past land-uses, such as surface soil discolouration, oil deposits or areas denuded of vegetation. The open areas around the building support a healthy groundcover of grasses.

The provisions of any proposed instrument

There are no draft planning instruments that apply to the site.

Any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. There are no clauses relating to demolition.

Any planning agreement

There are no planning agreements relating to the site.

The regulations

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

- **Clause 92** - Government Coastal Policy - not applicable to the Parkes Shire Local Government Area.
- **Clause 92** - Building Demolition - the demolition will comply with this clause.
- **Clauses 93 & 94** - Fire Safety Upgrades - no fire safety upgrades are required.
- **Clause 94A** - Temporary Structures - not relevant to the proposal.
- **Clause 95** - Deferred Commencement - not relevant to the proposal.
- **Clause 96** - Ancillary aspects of development - not relevant to the proposal.
- **Clause 96** - Ancillary aspects of development - not relevant to the proposal.
- **Clause 97** - Modification or surrender of development consent or existing use - not relevant to the proposal.
- **Clause 97A** - Fulfilment of BASIX commitments - not relevant to the proposal.

The likely impacts of the development

The likely environmental impacts of the proposal are assessed below:

Site Design - The proposal involves demolition of a dwelling and associated outbuildings on public infrastructure land owned by Council

The demolition site is well setback from the surrounding Parkes Pound, dwellings and sensitive land-uses. No existing native vegetation is required to be removed.

The visual impacts of the proposal have been assessed against the contrast that will result post demolition. It concludes a low impact, given the relative isolation of the development from dwellings and scenic vistas.

It is assessed that the physical changes to the landscape will not create significant impacts on the context and setting of the area. No existing native vegetation is required to be removed. No substantial cutting and filling of the site is required that would be visible from adjoining land-uses.

Land Use Conflict - the site of the proposed demolition is well setback from the surrounding Parkes Pound, dwellings and sensitive land-uses. The demolition will take approximately one (1) month to undertake. The potential for land-use conflict is low.

Access and Traffic - access from the proposed development site is via London Road, which is a bitumen sealed industrial road. There are no public transport requirements as part of the proposed development. No significant additional traffic will be generated as a result of the development. No additional accesses to roadways will be created as part of the development. No adverse impacts are assessed.

Public Domain - the proposed development will not compromise the availability and enjoyment of public recreational opportunities in the locality. It is assessed that minimal impact will result.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Utilities - the site is connected to urban utilities, which will need to be disconnected as part of the demolition process. No adverse impacts are assessed.

Heritage - the development site is not listed as a heritage item under Parkes Local Environmental Plan 2012 or listed on the State Heritage Register. The impacts on heritage issues is minimal.

Other Land Resources - the proposed demolition is not likely to have detrimental effects on conserving and using valuable land resources and water supply catchments.

Groundwater - the potential for ground water contamination and cumulative impacts on any aquifer system is low given the low impact operations proposed. Post demolition, ground cover would be rehabilitated and grassed.

Surface Water and Drainage - the site is not flood prone or located on land that comprises a vulnerable aquifer. There are no permanent watercourses or wetlands identified in close proximity to the site.

There is adequate land available on the site to manage stormwater so as not to impact on adjoining properties. No significant changes are required to the existing drainage arrangements for the site, and on surrounding land.

Post demolition, ground cover would be rehabilitated and grassed.

Bushfire - the subject land is not identified by the NSW Rural Fire Service as being bush fire prone. A Bushfire Hazard Assessment is not required.

Air, Noise and Vibration - the site of the proposed demolition is well setback from the surrounding dwellings and other sensitive land-uses. The demolition will take approximately one (1) month to undertake. No significant impacts are likely as part of the development.

Natural Hazards - there are no natural hazards which significantly affect the subject land.

Technological Hazards - there are no technological hazards which affect the proposal.

Social and Economic Impact on the locality - it is anticipated that the proposal will have minor social and economic impact. Community engagement undertaken so far suggests support for the proposed demolition.

Flora and Fauna - the site is generally devoid of remnant vegetation, having been cleared historically of trees and shrub cover. The ground cover on the site is dominated by introduced grasses.

The proposed development is not expected to create adverse impacts on flora and fauna in the locality. The proposal does not necessitate the removal of any existing vegetation and the subject site and surrounding land does not comprise critical habitat for threatened or endangered fauna species.

Cumulative Impacts - It is considered there will be no negative cumulative impacts as a result of the proposed demolition

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6.0 Impact Management

Impact avoidance and minimisation measures will be incorporated into the demolition project. All commitments and environmental safeguards would be managed through the implementation of a Project Environmental Management Plan, consisting of the following:

- Demolition Environmental Management Plan.
- Waste Management Plan.
- Transport Haulage Plan.
- Work Health and Safety Plan.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7.0 Conclusion

This Statement of Environmental Effects (SEE) identifies and assesses the environmental issues associated with the demolition of the old Council Pound House at Parkes.

The building and associated structures are not listed as a Heritage Item under the Parkes Local Environmental Plan 2012 or State Heritage Register.

The age and condition of the buildings has brought into question the long term suitability of these structures as effective Council assets. There being no compelling reasons to undertake major repairs, it has been decided to demolish all structures, level and grass the site and incorporate it into the Parkes Pound Facility.

The environmental impact assessment of the proposal reveals no reasons why the proposed demolition should not proceed. The assessment concludes that the proposal is consistent with the objectives and provisions of the relevant planning instruments and policies. The proposal is also acceptable in terms of Section 79C of the Environmental Planning and Assessment Act 1979, with any potential impacts likely to be minor in nature.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.5 (DPE) DA17055: Proposed Two (2) Storage Sheds at 1 Victoria Street, Parkes

Development Application Information

Application No: DA17055

Applicant: Parkes Shire Council

Property: Lot 7040 DP 102366, 1 Victoria Street, Parkes

Proposal: Two (2) Storage Sheds

Executive Summary

Council has received a Development Application for the construction of the following two storage sheds at the Spicer Oval Complex, Parkes;

Adjacent Pioneer Oval - 9m x 6m, 3 roller doors, colorbond, 2.983m to ridge height

Adjacent North Parkes Oval - 12m x 7m, 3 roller door + 1 open bay, 4.18m to ridge height.

The proposed development is reported to Council due to Council being the applicant, and the need to demonstrate independent assessment and review. The application has been assessed and this report prepared by Mr Craig Filmer who is an independent A1 Building Certifier and Planning professional who has been engaged to assist Council during the LGIS upgrade period through Building and Environmental Services Today Pty Ltd.

The proposed development is permissible within the zone, with the buildings serving to act for storage of playing equipment (Pioneer Oval) and storage of grounds keeping equipment (North Parkes Oval). The sheds are ancillary to the RE1 zone and use of this land. Further, their use is not inconsistent with the objectives of the RE1 - Public Recreation zone under the Parkes LEP, 2012.

The locations of the shed will not be out of context with the visual amenity of the area despite being merely utilitarian structures designed and built for the purpose at hand. At Pioneer oval, the shed will be on the high filled and shaped western area of the oval however it will be adjacent grandstand, kiosk and other similar structures, infilling a gap at this point. At North Parkes Oval, the shed is set well back from the oval, within the curtilage of the water tank and nearby foliage, such that it will only be visually prominent to the playing surface, or to lands a lot further away from the whole complex yet set into a hillside surrounds. Being colorbond, the sheds will not have glare issues, or visual starkness in their appearance when viewed from the playing surfaces or nearby lands.

The proposed development was notified to neighbouring land owners from 30 May to 21 June 2017 in accordance with the Parkes Shire Development Control Plan 2013. During the notification period, no submissions were received to the proposal.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

A Development Assessment Report has been prepared and it is assessed that the proposed development is consistent with the Parkes Local Environmental Plan 2012 and all relevant State Environmental Planning Policies. The development assessment concludes that the proposed development is consistent with the existing developments in the locality and will not have negative impacts on the streetscape amenity, surrounding environment or neighbouring properties. The Development Assessment Report is included in Attachment 1.

A Statement of Environmental Effects is included in Attachment 2 and plans of the proposed sheds are included in Attachment 3

Background Information

The Spicer Park Ovals Strategic Plan was reviewed in this assessment however these structures were not identified on this plan. The location of the structures may need to be considered when contemplating some of the other larger structures proposed in this Strategic Plan, for BCA compliance and setbacks at that time.

Legislative, Policy & Management Planning Implications

Nil

Budget & Financial Aspects

Nil

Recommendation

It is recommended that the application be approved subject to the conditions contained in the report.

Conditions:

Conditions imposed by Parkes Shire Council

Approved Plans and Documentation

1. The development shall be carried out in accordance with the approved plan(s) numbered DA17055 and stamped by Parkes Shire Council and attached to this consent except where amended in red on the plans and by any of the following conditions. A current and approved copy of the building approval/consent and stamped plans is to be maintained on site for constructional and reference purposes.

1a. Prior to Council releasing a Construction Certificate, the following design changes shall be incorporated to ensure compliance with the Building Code of Australia for a Class 7b building in each case;

   a) Each shed shall be provided with an outward opening personal access door having a single action lever style handle from inside.

   b) Each shed shall be fitted with an all-purpose type fire extinguisher

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Prior to Commencement

2. The applicant is to submit to the Planning & Environment Directorate of Parkes Shire Council, at least two (2) days prior to the commencement of any works, a 'Notice of Commencement of Building or Subdivision Works' and 'Appointment of Principal Certifying Authority'.

3. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably revegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

During Construction

4. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

5. All building rubbish and debris, including that which can be wind-blown, shall be contained on site in a suitable container for disposal at an approved Parkes Shire Council Waste Landfill Depot. The container shall be erected on the building site prior to work commencing and shall be maintained for the term of the construction to the completion of the project.

   Note 1: No building rubbish or debris shall be placed or permitted to be placed on any adjoining public reserve, footway or road.

   Note 2: The waste container shall be regularly cleaned to ensure proper containment of the building wastes generated on the construction site.

6. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

7. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

8. Cut and fill shall be carried out in accordance with the approved site and elevations. Any cutting and filling on the site shall be either battered in accordance with the provisions of the Building Code of Australia.

   Note 1: A retaining wall or structure that does not comply with State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 will require prior consent from Council.

   Note 2: Cutting and filling on the site and the erection of retaining walls may require the approval and certification of a suitably qualified structural/geotechnical engineer.

9. All roofed and paved areas shall be drained to the on-site stormwater system as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system.

Prior to Occupation

10. Prior to the occupation or use of the shed, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

Prescribed Conditions

11. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force before any building work authorised to be carried out by the certificate commences.

12. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

13. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

Use of the buildings

14. The subject structures have been approved for storage of equipment and/or tools and materials to support the recreational use. No other use of these structures shall occur without written application to Council and this being considered and assented to by Council.

15. The buildings shall not be used for Commercial or Industrial purposes, nor shall they be used for human habitation. Retaining walls, footings and associated drainage are to be located within the property boundary.

    Prior to the commencement of the construction of the proposed carport all footings and walls within 1 metre of a boundary must be set out by a registered surveyor to ensure;

    a) The proposed structure is to be located in accordance with the requirements of this condition and;

    b) There is no encroachment onto neighbouring land and neighbouring buildings are not undermined during the earthworks and construction process.

16. Erosion and sedimentation controls must be in place prior to the commencement of site works and maintained throughout construction activities until the site is landscaped and/or suitably re-vegetated. The controls shall be in accordance with latest publication of Managing Urban Stormwater – Soils and Construction produced by Landcom.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

During Construction

17. Building activities and excavation work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7.00 am and 6.00 pm on weekdays and 8.00 am and 1.00 pm on Saturdays. No work on Sundays or Public Holidays is permitted.

18. All loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out within the confines of the property. No loading, unloading and storage of goods, equipment, tools and building materials, or the carrying out of building operations related to the development proposal shall be carried out on the nature strip, footpath or public roadway system.

19. All building rubbish, demolition material and debris shall be disposed at an approved Parkes Shire Council Waste Landfill Depot.

20. Any damage caused to footpaths, roadways, utility installations and the like by reason of construction operations shall be made good and repaired to a standard equivalent to that existing prior to commencement of construction. The full cost of restoration/repairs of property or services damaged during the works shall be met by the Applicant.

21. All roofed and paved areas shall be drained to the side lane as per approved plan(s) so that water from those areas is properly conveyed away from buildings in accordance with the Plumbing Code of Australia. Storm water disposal drains shall be connected to all roof gutter down pipes within 14 days of installation of the roof covering and/or the construction of hard standing areas, as may be appropriate, to discharge water in accordance with an approved stormwater management system.

Prior to Occupation

22. Prior to the occupation or use of the carport, an Occupation Certificate must be obtained from the Principal Certifying Authority for the subject development.

23. Prior to the issue of an Occupation Certificate a plan of survey, prepared by a registered surveyor, setting out the boundaries of the site, in relation to the carport and associated footings, is to be submitted to the Principal Certifying Authority.

Prescribed Conditions

24. A development consent for development that involves any building work must be issued subject to the following conditions:

    a) that the work must be carried out in accordance with the requirements of the *Building Code of Australia*, in force on the date of the application.

    b) in the case of residential building work for which the *Home Building Act 1989* requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance must be entered into and be in force

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

before any building work authorised to be carried out by the certificate commences.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

25. A sign must be erected in a prominent position on any site on which building work, subdivision work or demolition work is being carried out:

    a) showing the name, address and telephone number of the principal certifying authority for the work, and

    b) showing the name of the principal contractor (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and

    c) stating that unauthorised entry to the site is prohibited.

    Any such sign is to be maintained while the building work, subdivision work or demolition work is being carried out, but must be removed when the work has been completed.

26. Residential building work within the meaning of the *Home Building Act 1989* must not be carried out unless the principal certifying authority for the development to which the work relates (not being the council) has given the council written notice of the following information:

    a) in the case of work for which a principal contractor is required to be appointed:

        (i) the name and licence number of the principal contractor, and

        (ii) the name of the insurer by which the work is insured under Part 6 of that Act,

    b) in the case of work to be done by an owner-builder:

        (i) the name of the owner-builder, and

        (ii) if the owner-builder is required to hold an owner-builder permit under that Act, the number of the owner-builder permit.

Report

Refer to Development Assessment Report (Attachment 1).

Attachments

1. Development Assessment Report.
2. Statement of Environmental Effects.
3. Plans of the proposed sheds.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

DEVELOPMENT ASSESSMENT REPORT

Environmental Planning & Assessment Act 1979

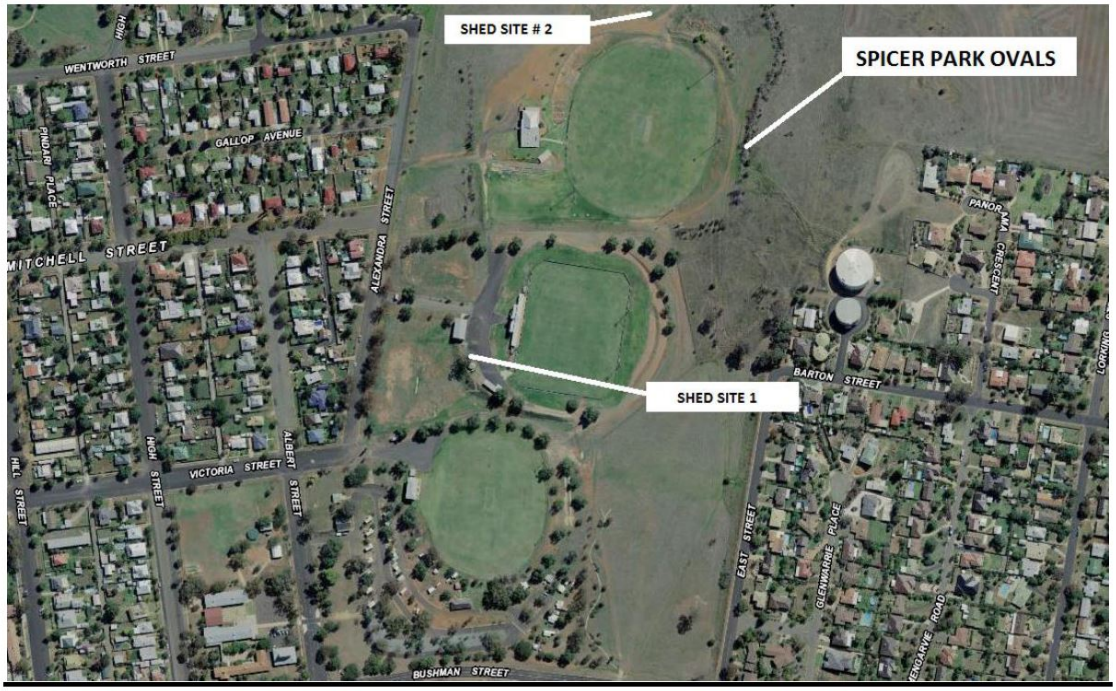
Application Details:

Development Application No:	DA17055
Description of Development:	Two (2) Storage Sheds
BCA Class:	7b (storage) for both
Applicant:	General Manager - Parkes Shire Council
Landowner(s):	General Manager - The Crown (Council has care and control)
Landowners consent provided:	☒ Yes ☐ No

Property Description:

Legal Description:	Lot 7040 DP 1023666, 1 Victoria Street, Parkes
Existing Improvements:	Three sporting ovals, associated facilities, grandstands, lighting, perimeter railing, seating, lighting and watering equipment
Current land-use:	RE1 Public Recreation.

Locality and Site Context Map:



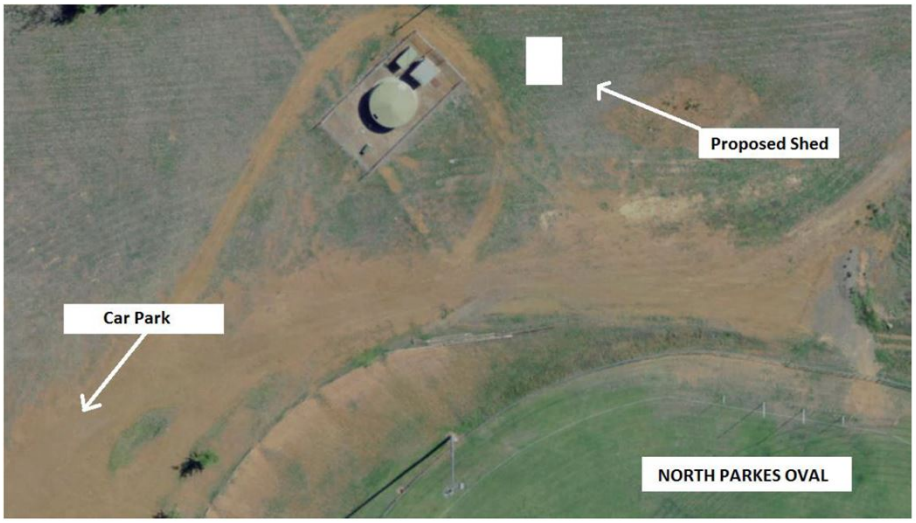
Site Location:

Has the subject land been correctly identified on DA Plans and SEE?	☒Yes	☐No	☐N/A
Is the land freehold title with all owners consent?	☒Yes	☐No	☐N/A
Is the site vacant of buildings?	☐Yes	☒No	☐N/A
Are there other buildings / structures located on the subject land?	☒Yes	☐No	☐N/A
Has the proposed building location been confirmed on the subject land?	☒Yes	☐No	☐N/A

Comments: The proposed development is for the erection of a shed adjacent the middle and also the northern oval. The ovals have numerous improvements adjacent them (grandstands, seating, rails, lights, kiosks etc).

Site #1 adjacent Middle Oval (Pioneer Oval)

Site # 2 adjacent Northern Oval (North Parkes Oval)



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Site Inspection:

Date:	2 June 2017	
Was the Applicant present?	☐Yes	☒No
Was the owner present?	☐Yes	☒No

Comments: Council Acting Manager Building & Compliance (Craig Filmer) undertook an inspection of the site on 2 June 2017. At this inspection the sites and the preparatory work commenced prior to obtaining approval were photographed and recorded.

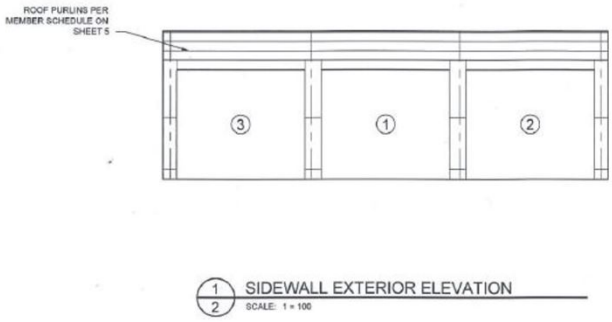
Pioneer Oval Site

North Parkes Oval Site

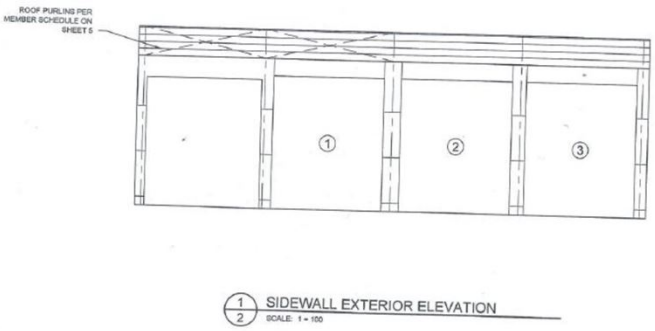
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Proposal

Pioneer Storage Shed



North Parkes Storage Shed



Internal Referral Advice:

Has an Internal Engineering Referral been received?	☐Yes	☒No	☐N/A
Has an Internal Building Referral been received?	☒Yes	☐No	☐N/A
Has an Internal Heritage Advice Referral been received?	☐Yes	☐No	☒N/A

Comments: It has not been necessary to obtain specialist advice from other staff within Council on the proposal.

Easement(s):

Are there any easements applying to the subject land?	☐Yes	☒No	☐N/A
Is the proposed development clear of easements?	☒Yes	☐No	☐N/A
Are there any proposed easements?	☐Yes	☒No	☐N/A
Are easements required?	☐Yes	☒No	☐N/A

Comments: No services are required in these sheds as they are for storage only.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Consolidation of Lots:

Are there more than one lot owned by the landowner in same holding?	☐Yes	☒No	☐N/A
Is there a need to consolidate lots?	☐Yes	☒No	☐N/A

Comments: Nil.

Section 79BA Consultation and development consent—certain bush fire prone land

Is the site identified on the Bushfire Prone Land Map?	☐Yes	☒No	☐N/A

Comments: Nil.

Contributions:

Does the Section 94 Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Section 94A Contributions Plan apply?	☐Yes	☒No	☐N/A
Does the Developer Services Plan apply?	☐Yes	☒No	☐N/A

Comments: No contributions plans apply to the subject development proposal.

Section 79C(1) Assessment

S79(C)(1)(a)(i) The provisions of any environmental planning instrument

Local Environmental Plans

The Parkes Local Environmental Plan 2012 applies to all land within the Parkes Local Government Area. The site of the proposed development is zoned RE1 - Public Recreation under the Parkes Local Environmental Plan 2012. The Land Use Table for the RE1 - General Residential zone permits the proposal as ancillary to the permitted land use, with consent of Council.

Clause 2.3(2) of Parkes Local Environmental Plan 2012 provides that the Council shall have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The objectives of the RE1- Public Recreation zone are:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

The development is not inconsistent with the objectives of the zone, and the proposal does not adversely affect any special provisions of the Parkes Local Environmental Plan 2012.

State Environmental Planning Policies

The following State Environmental Planning Instruments (SEPPs) apply to the Parkes Local Government Area:

- SEPP 1 - Development Standards
- SEPP 4 - Development Without Consent & Miscellaneous Exempt & Complying Development
- SEPP 6 - Number of Storeys in a Building
- SEPP 21 - Caravan Parks

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- SEPP 30 - Intensive Agriculture
- SEPP 32 - Urban Consolidation (Redevelopment of Urban Land)
- SEPP 33 - Hazardous and Offensive Development
- SEPP 36 - Manufactured Home Estates
- SEPP 44 - Koala Habitat Protection
- SEPP 50 - Canal Estate Development
- SEPP 55 - Remediation of Land
- SEPP 62 - Sustainable Aquaculture
- SEPP 64 - Advertising and Signage
- SEPP 65 - Design Quality of Residential Flat Development
- SEPP (Affordable Rental Housing) 2009
- SEPP (Building Sustainability Index: BASIX) 2004
- SEPP (Exempt and Complying Development Codes) 2008
- SEPP (Housing for Seniors or People with a Disability) 2004
- SEPP (Infrastructure) 2007
- SEPP (Major Development) 2005
- SEPP (Mining, Petroleum Production and Extractive Industries) 2007
- SEPP (Rural Lands) 2008
- SEPP (State and Regional Development) 2011
- SEPP (Miscellaneous Consent Provisions) 2007

There are no provisions of any SEPPs that are specifically relevant to the assessment of the proposed development. The development was unable to be assessed utilising SEPP (Exempt and Complying Development Codes) 2008 as the specific use (storage) was not a nominated use under that instrument.

S79(C)(1)(a)(ii) The provisions of any proposed environmental planning instrument

There are no draft LEPs or draft SEPPs that apply to the subject land.

S79(C)(1)(a)(iii) The provisions of any development control plan

Parkes Shire Council Development Control Plan 2013 applies to the land. No specific provisions exist under the DCP for this type of proposal.

S79C(1)(a)(iiia) any planning agreement that has been entered into under section 93F, or any draft planning agreement that a developer has offered to enter into under section 93F

There are no planning agreements relating to the site. The applicant has not requested Council to enter into any form of planning agreement.

S79C(1)(a)(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph

Division 8 of Part 6 of the Environmental Planning and Assessment Regulation 2000 specifies additional matters that must be taken into consideration by a consent authority in determining a development application. Consideration of these matters is included below:

- **Clause 92 - Government Coastal Policy** - not applicable to the Parkes Shire Local Government Area.
- **Clause 92 - Building Demolition** - there are no buildings proposed to be demolished.
- **Clauses 93 & 94 – Fire Safety Upgrades** - no fire safety upgrades are required.
- **Clause 94A - Temporary Structures** - not relevant to the proposal.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- **Clause 95 - Deferred Commencement** - not relevant to the proposal.
- **Clause 96 - Ancillary aspects of development** - not specifically relevant to the proposal.
- **Clause 96 – Ancillary aspects of development** - not specifically relevant to the proposal.
- **Clause 97 - Modification or surrender of development consent or existing use** - not relevant to the proposal.
- **Clause 97A - Fulfilment of BASIX commitments** - the proposal does not require a BASIX Certificate.

S79C(1)(b) the likely impact on the natural and built environment(s) and the likely social and/or economic impact on the locality

- **Context and Setting** - The subject land is a recreational/sports precinct. The proposed development is consistent with the nature of the surrounding area - Shed 1 is for playing equipment storage whilst shed 2 is for grounds maintenance equipment. The proposed development will have minimal impact on the neighbouring properties regarding limiting views, sunlight, aesthetics, or breaching privacy.
- **Land Use Conflict** -. The size and scale of the developments are appropriate for the subject land. The development on the site will not detrimentally affect adjoining land and is consistent with the present and proposed uses of the land.
- **Access and Traffic** - No adverse impacts are assessed as these developments are ancillary and not traffic generating in their own right..
- **Public Domain** - The proposed development will not compromise the availability and enjoyment of public recreational opportunities in the locality. It is assessed that if any, a positive impact will result on the existing public domain as the buildings are for use and upkeep of this sporting precinct.
- **Utilities** - The proposals do not require utilities or infrastructure connection.
- **Heritage** - Site inspection did not identify any sites, items or places of heritage significance. The information supplied by the applicant did not identify any heritage sites, items or places.
- **Other land resources** - The development is not likely to have detrimental effects on conserving and using valuable land resources and water supply catchments.
- **Bushfire** - The site is not identified on the bushfire prone land map.
- **Surface Water and Groundwater** - The site is not identified on the groundwater vulnerable land map and is connected to sewerage. No adverse impacts are assessed.
- **Soils** - The proposal is unlikely to create impacts on soils. No adverse impacts are assessed.
- **Air & Microclimate** - No adverse impacts are assessed.
- **Noise and Vibration** - No adverse impacts are assessed.
- **Flora and Fauna** - The site has been utilised for urban/recreation purposes for many years. The information in support of the application has not identified any threatened species of flora or fauna that may be impacted by the proposal. No adverse impacts are assessed.
- **Waste** -. No adverse impacts are assessed.
- **Natural Hazards** - The site is not flood prone or bush fire prone. No adverse impacts are assessed.
- **Technological Hazards** - The information supplied by the applicant does not indicate any past land contamination. Site inspection and a check of Council records does not reveal any evidence any contamination or any other land use

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

activities that may give rise to concerns about soil contamination in relation to State Environmental Planning Policy No. 55 - Remediation of land.

- **Safety Security and Crime Prevention** - The proposal does not pose a safety security or crime prevention risk.
- **Social Impact in the Locality** - Due to the type and scale of the proposed development, the social impacts of the development are not significant. No adverse impacts are assessed.
- **Economic Impact in the Locality** - Due to the type and scale of the proposed development, the economic impacts of the development are not significant. No adverse impacts are assessed.
- **Site Design and Internal Design** - The proposal is not inconsistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The size and scale are appropriate for the subject lot. The development on the site will not detrimentally affect adjoining land.
- **Cumulative Impacts** - The proposal is consistent with the Parkes Local Environmental Plan 2012 and Council's Development Control Plan 2013. The proposals are well within the precinct zoned for the dominant land use of Recreation. It is assessed that the cumulative impacts of the proposed development are not such that the application should be refused.

BCA Consideration

The building has been assessed for BCA purposes and its deemed to satisfy provisions. The following review has determined that the plans will need to be amended to comply with the classification of 7b - storage, in order to comply. Whilst the use is for storage, it is inappropriate to classify the building as a class 10(a) garage. Toilet facilities and accessibility for persons with a disability are exempted due to the proximity and number of services available in the adjacent complexes and also related to the type and nature of use of these sheds.

Accordingly the following plan/project improvements will need to be made;

- Each shed shall be provided with an outward opening personal access door having a single action lever style handle from inside.
- Each shed shall be fitted with an all-purpose type fire extinguisher

This information will need to be detailed on the plans before a Construction Certificate may be released.

S79C(1)(c) the suitability of the site for the development,

The site has the capacity to support the proposal without creating adverse impacts on the site and adjoining land. The proposed development will be in character for the residential area and will not lead to cumulative impacts on the environment, neighbouring land-uses, cultural or heritage items.

S79C(1)(d) any submissions made in accordance with this Act or the regulations,

The development was notified to adjoining land owners in accordance with the Parkes Shire Development Control Plan 2012. At the time of this assessment no submissions were received.

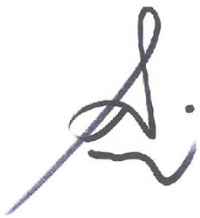
S79C(1)(e) the public interest

The proposal is assessed to pose no significant impacts on the public interest.

Assessment Conclusion / Recommendation

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Consent be granted subject to condition(s) detailed in Annexure 'A' *attached*.



K Craig Filmer 2 June 2017

Assessment Officer **Date**

Reviewing Officer **Date**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Statement of Environmental Effects

Storage Sheds - Pioneer Park and Northparkes Oval

Land Description

The land subject to this proposed development is Lot 7040 on DP1023666, R590041 reserved for Public Recreation. It is managed by Parkes Shire Council through the Spicer/Pioneer/Northparkes Reserve Trust. The zoning of the reserve is Public Recreation. Surrounding land is zoned General Residential.

The area of the reserve is 32.24 ha on the northern side of the Parkes urban area and is bounded by East, Bushman, Alexandra Streets and an unmade section of Seabourn Street. Development on the reserve consists of sporting fields, a caravan park and some undeveloped land. Surrounding development is medium density residential.

Management and development are guided by Parkes Shire Council's Plan of Management for all Council Owned Community Land. In November 2014 Council adopted a master plan to guide facility development on the reserve.

Description of Proposal

This proposal is for the erection of two storage sheds to support the established recreational activities conducted on the land.

Shed 1 (Spicer Park) is to provide storage for materials used for player training and match day activities for Rugby League. The shed dimensions will be 9 metres W, 6 metres D and ridge height of 3 metres.

Shed 2 (Northparkes Oval) is to provide storage for grounds maintenance small plant, grounds maintenance materials and equipment used during cricket training and match play. The shed dimensions will be 12 metres W, 7 metres D and with a ridge height of 4.1 metres.

Both sheds are pre-engineered, clad in colorbond steel and will have concrete floors.

Site Location and Analysis

Pioneer Park shed -

The site of the proposed Pioneer Park shed is the location of a demolished concrete water tank. It is located between the change rooms and amenities and the kiosk. It is set high on an embankment along with the adjacent buildings and is 98 metres from Alexandra Street giving separation from the

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

residential development on the west side of the road. The shed will be consistent with the existing development on site.

The site of the proposed Northparkes Oval shed is off the northern end of the playing field adjacent to the pump shed and buffer tank that services the irrigation system. This location is low in the landscape and is buffered from residential development by more than 100 metres of undeveloped land in all directions. The location is screened by vegetation to the north and west.

Present and Previous Used of the Land

The current use of both sites is for active recreation (sport). The land has been used for this purpose for an extended period - more than 30 years for Pioneer Park and 20 years for Northparkes Oval.

Adjoining land to the West, South and East is residential development. Land to the north is used for primary production (small lot farms).

Compliance with Planning Controls

- There would be no negative impact on threatened species as the land has been intensively used for many years;
- The development will require land owners consent from the Crown;
- The development does not comply with the conditions for exempt development due the size of the buildings;
- The proposed development does support the current use of the land for public recreation.

Servicing and Infrastructure Requirements

The proposed development will not require:

- Sewerage connection;
- Water supply;
- Telecommunications, or;
- Gas

The proposed development will require:

- Stormwater disposal;
- Electricity supply.

Stormwater discharge will be managed on site by directing flow to absorption trenches in undeveloped ground

Electricity supply is already on site in adjacent structures. Supply requirements will be minimal with < 5 x 40watt fluorescent tubes required per structure.

Access and Traffic Requirements

The proposed development will not generate additional traffic in the area. Most accesses to the buildings will be by foot traffic. The structure at Pioneer Park directly fronts an existing formed and sealed car park area. The structure at Northparkes is access from an existing unsealed service track.

Site Management

Both proposed structures are in a controlled space. They will not be sited within designated pedestrian thoroughfares and they will be locked using Council's lock system when not being accessed by approved user groups.

Assessment of Likely Impacts of the Proposal

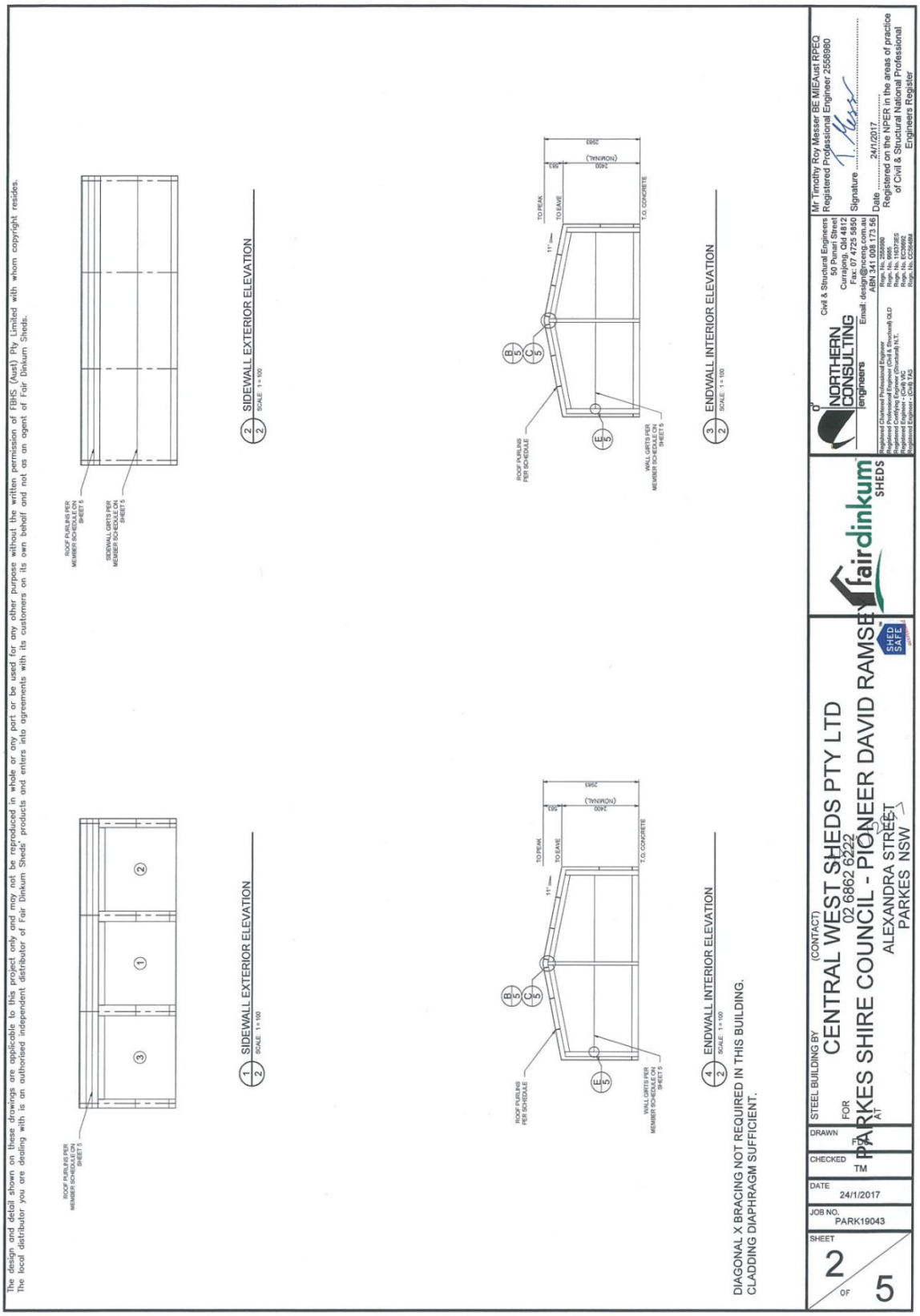
- There will be no obvious impacts on the natural environment as both structures are located on previously developed land and neither is near a water course. No native vegetation will need to be removed to facilitate the development;
- Neither structure will overshadow neighbours' structures. The materials and colours of both structures has been selected to be empathic with existing structures on site and to meet the requirements of Parkes Shire's preferred colours palette.
- The social impacts of the proposed development will be positive through the provision of increased access to sporting equipment by members of the Parkes community.
- It will be necessary to cut and fill the site for the Northparkes structure due to the natural slope of the ground. The cut and fill volumes will balance out requiring no addition of or removal of parent material. Retention and erosion control will be achieved by maintaining a 1:6 batter all around and re-establishing turf cover post construction.

Ecologically Sustainable Design

Both structures proposed in this development are steel framed and clad with concrete slab floors. Maintenance will therefore be minimal. Water supply will not be required and energy use will consist of occasional (<2h/week during winter months) of lighting by a small number of 40 watt fluorescent tubes. The sites for both structures are previously disturbed or developed sites. The structures will not be screened with landscaping as this would both adversely impact use and be incompatible with CPTED principles.

General Manager

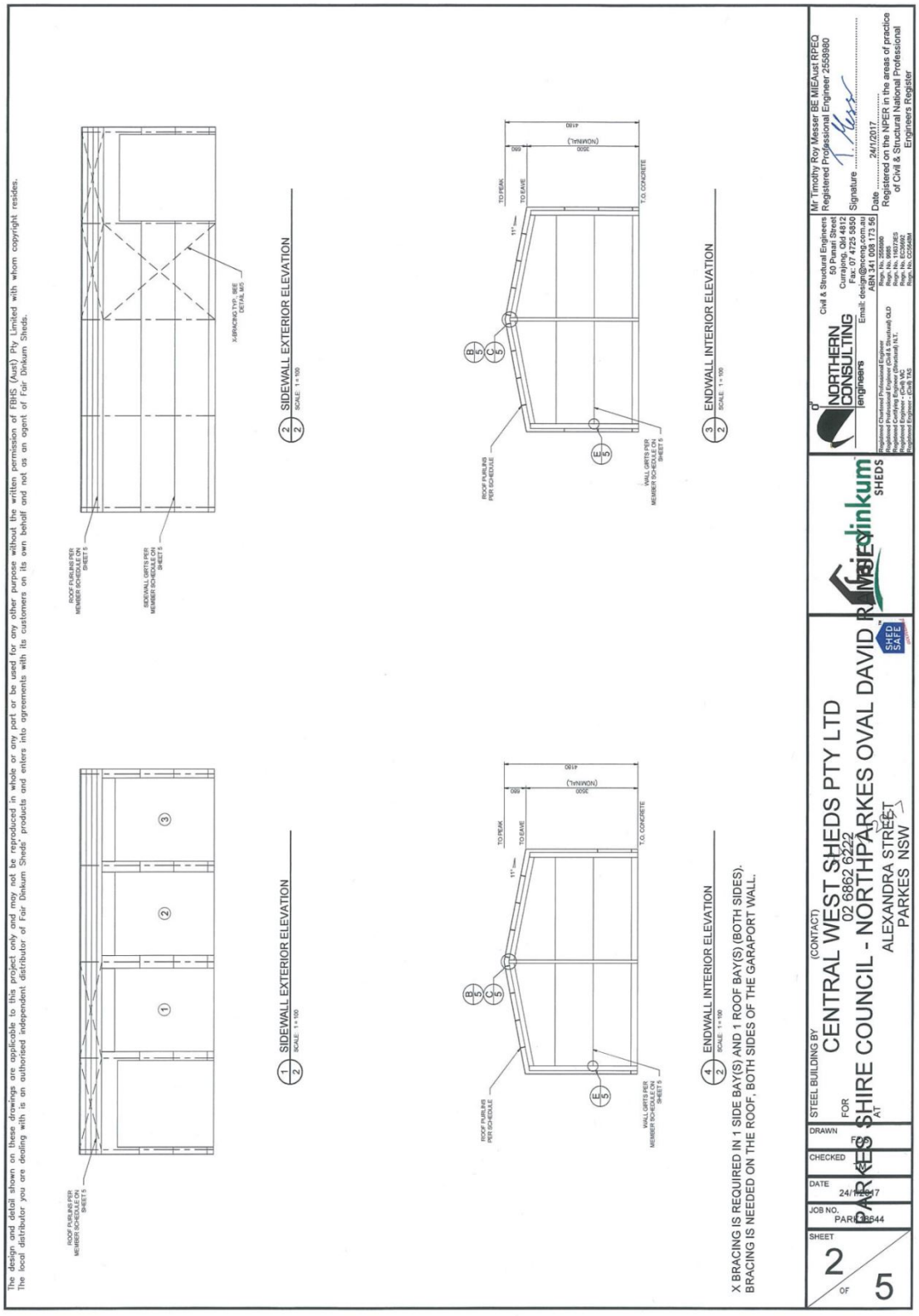
Mayor



General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

12.6 (DPE) Parkes Shire Childhood Immunisation Program

Executive Summary

Progress report on Childhood Immunisation within the Shire which identifies that Parkes Shire immunisation rates are higher than the State and National averages.

Background Information

Parkes Shire Council provides sponsorship of $3,000 per annum to assist the Parkes Health Service with administration costs in providing clinics to support childhood immunisation in the Shire. Council does this in support of the National Immunisation Program. This includes vaccinations against diseases such as measles, diphtheria and whooping cough, as well as other recently developed vaccines.

Legislative or Policy Implications

Nil

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *2. Improve Health and Well Being*

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★★☆
Social	★★★★★	*Civic Leadership*	★★★☆☆

Budget & Financial Aspects

Nil

Recommendation

1. That the progress report be received and noted.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

Information has been received from Kathryn Gleeson, Parkes Community & Allied Health Services, Health Western, NSW, concerning Childhood Immunisation rates for Parkes Shire.

The advice states that as at the end of 2016, Parkes LGA is performing well with rates higher than the National and State average.

Age	**Parkes LGA %**	NSW %	Australia %
12-15 months	**97.8**	93.4	93.6
24-27 months	**93.8**	90.5	91.0
72-75 months	**96.9**	93.4	93.3

In providing this report, the Parkes Health Service has acknowledged the valued support of Council.

Attachments

1. Letter dated 30 May, 2017, from Parkes Health Service.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

NSW GOVERNMENT Health
Western NSW
Local Health District

Mr Steven Campbell

Director Planning & Environment

Parkes Shire Council

Bogan St

Parkes NSW 2870

30th May, 2017

Dear Steven,

I am pleased to be able to inform you and Council of the Parkes immunisation rates, the community program which you have been generously continuing to sponsor at $3,000 per annum to assist with administration costs in providing the clinics.

The most recent immunisation coverage rates obtained from the ACIR demonstrate the following data for the Parkes LGA as of the end 2016.

Percentage Coverage:

Age	***Parkes LGA %***	*NSW %*	*Australia %*
12-15months	**97.8**	93.48	93.63
24-27months	**93.8**	90.47	91.06
72-75months	**96.9**	93.48	93.32

Parkes LGA is performing well, with immunisation rates higher than the state and National averages. We also continue school based immunisation programs.

Parkes Health Service greatly appreciates your continued interest and financial support of this valuable service and hope that we are able to continue this partnership into the future.

Yours sincerely

Kathryn Gleeson

Manager, Parkes Community & Allied Health Services

Western NSW Local Health District
ABN XX XXX XXX XXX

XX Street XxxSuburb STATE POSTCODE
PO Box XxxSuburb STATE POSTCODE
Tel XX XXXX XXXX Fax XX XXXX XXXX
Website www.xxxxxx.xxxx.xxx.xx

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13 DIRECTOR WORK & SERVICES REPORT

13.1 (DWS) Bogan Street Median Strip Landscaping

Executive Summary

Council regularly receives concerns and complaints from residents regarding landscaping and maintenance within the centre medians of Bogan Street, Parkes. This report outlines landscape treatment alternatives for the median strips in Bogan Street.

Background Information

See Report.

Legislative or Policy Implications

Maintenance activities within the medians places workers in an environment of heightened risk which is difficult to mitigate which in turn impacts on Council's duty of care to workers

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *8. Maintain and improve the Shires Assets and Infrastructure*

Predicted positive effect / opportunity for the Delivery Program: *Good*

The positive effects in relation to the delivery program are reduced maintenance costs

Predicted negative / challenge to the Delivery Program: *Minor*

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★☆☆

Budget & Financial Aspects

The cost of maintaining the current landscaping treatment of the medians is considerable due to the nature of the vegetation and the planting plan. It is compounded by the location, which requires setting up a full traffic control plan for each maintenance event.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Currently a quarterly maintenance program costs on average $7,200 for Council employees to undertake maintenance of the vegetation and up to $2,200 for contract traffic control. Additional minor maintenance such as rubbish picking and spraying are conducted at three weekly intervals during spring, summer and autumn to ensure the areas remain weed and rubbish free.

The proposed changes to the landscaping would result in a cost reduction of approximately $4800 per quarter due to time savings for both council staff and contract traffic control providers.

Estimated costs for the two proposals tabled are:

- Option - "minimal maintenance" - $40,400;
- Option - "reduced maintenance" - $48,000.

The supporting evidence behind the difference in these costs relates to the number of plants required.

The costs associated with the reconfigurations would be recovered in reduced maintenance in two years and two and half years respectively.

Recommendation

1. That Council publicly advertise the proposed changes for a period of 28 days to allow for community consultation
2. That Council authorise the replacement of the current landscaping treatment, and;
3. That Council identify the preferred option from the plans attached to this report.

Report

When the Newell Highway was redirected to Bogan Street from Clarinda Street the new works associated included areas of landscaping within the median strips and on the corners of the intersection with Dalton Street. These have met the desired outcome of visually softening the highway. However, for several years there have been ongoing customer complaints regarding the height and thickness of the ground cover plantings.

The median strip gardens in Bogan Street were originally created to soften the streetscape for both visitors to the town and residents. With time the plantings have matured so that the trees provide a pleasing avenue and the shrubs and ground covers present a near continuous ground cover. Unfortunately a common theme in Customer Requests (CAIRs) is the complaint that the vegetation disrupts sight lines or distracts motorists. Another significant consideration is the risk level posed by undertaking maintenance activities arising from the gardens.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The majority of complaints cite a reduction of, or interference with sight lines adjacent to intersections. Management of this issue can be achieved by pruning the vegetation to the desired height but due to the current selections having a mature height in excess of 500mm this solution increases maintenance substantially. Constant pruning also interferes with the plants' natural shape rendering them unsightly thereby adversely impacting the original purpose of the landscaping.

Due to the location of the medians along a national highway all work within the road reserve must be performed under a full traffic management plan. Even with an approved plan in place the exposed risk to workers within the road reserve is extremely high and the behaviour of some motorists elevates the risk further.

The maintenance program required to manage the current landscaping treatment needs to be undertaken at three week intervals and consists of weeding, light trimming of vegetation, rubbish collection and irrigation maintenance. This work requires up to three workers and can take ten hours or more.

An additional heavier maintenance program is undertaken up to twice a year. This consists of the above actions plus heavy pruning of shrubs, re-mulching and replacement of any missing plants. This work requires up to six workers and requires on site traffic control due to the need for frequent vehicle movements and frequent road crossing by workers.

Last year, following numerous complaints about interference with sight lines and requests for ever lower heights for vegetation some was removed entirely as pruning further was impractical. At the same time the median adjacent to the Telstra tower was redeveloped as a trial. All the existing vegetation was removed and a small number of a liriope cultivar were planted with extensive areas of decorative mulch. This has been used to gauge acceptance of changed landscaping treatment and to assess maintenance requirements relative to the original plantings. The design itself was the result of setting the following parameters:

- Improve safety for workers engaged in maintenance;
- Minimise maintenance costs;
- Retain a "soft" look;
- Maximise visibility for motorists and pedestrians;
- Provide a treatment that would discourage but not impede foot traffic.

To date, Council has not received negative comments regarding the implemented trial area.

Both suggested landscape treatments provided in the attachments address the above parameters with one obviously requiring more plants and a slightly increased maintenance requirement when compared with the other.

Attachments

1. Plans depicting both options and includes photographs of trial section.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Option - minimal planting, clean lines, minimal maintenance

Option - more plants, reduced maintenance

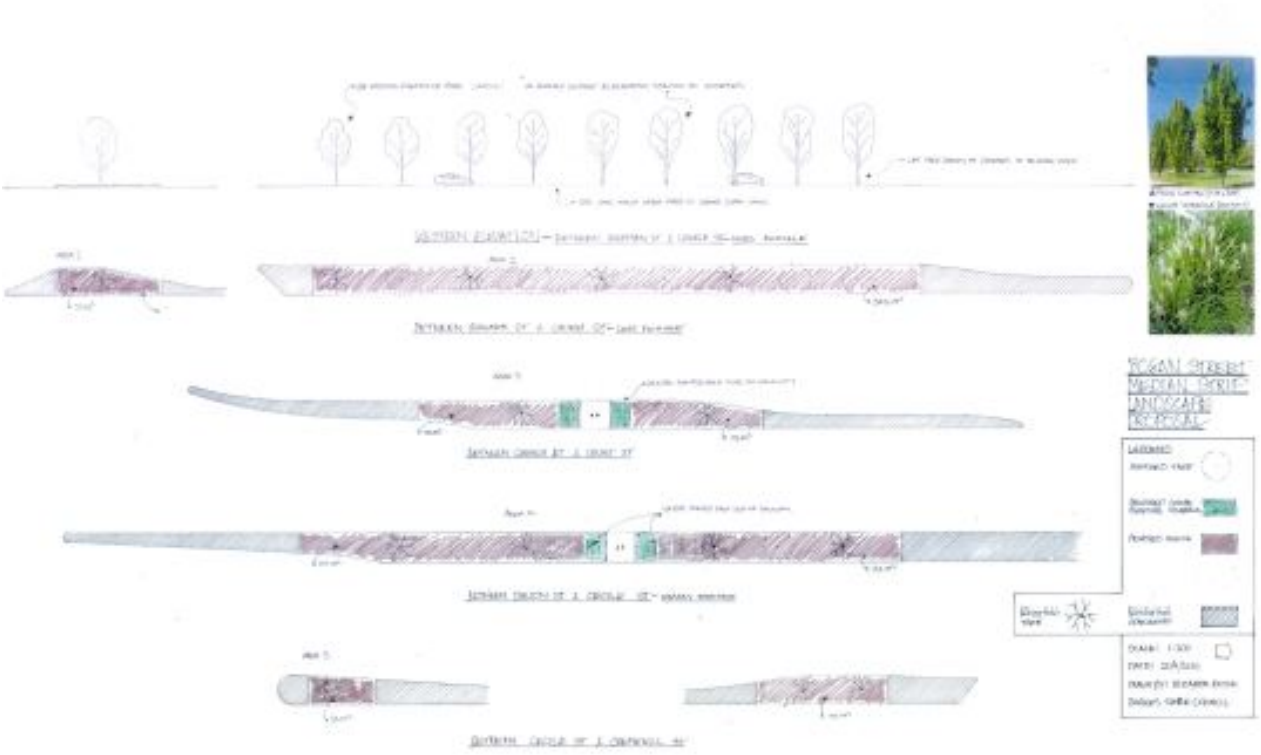
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Plan view of Option - "minimal maintenance"

General Manager

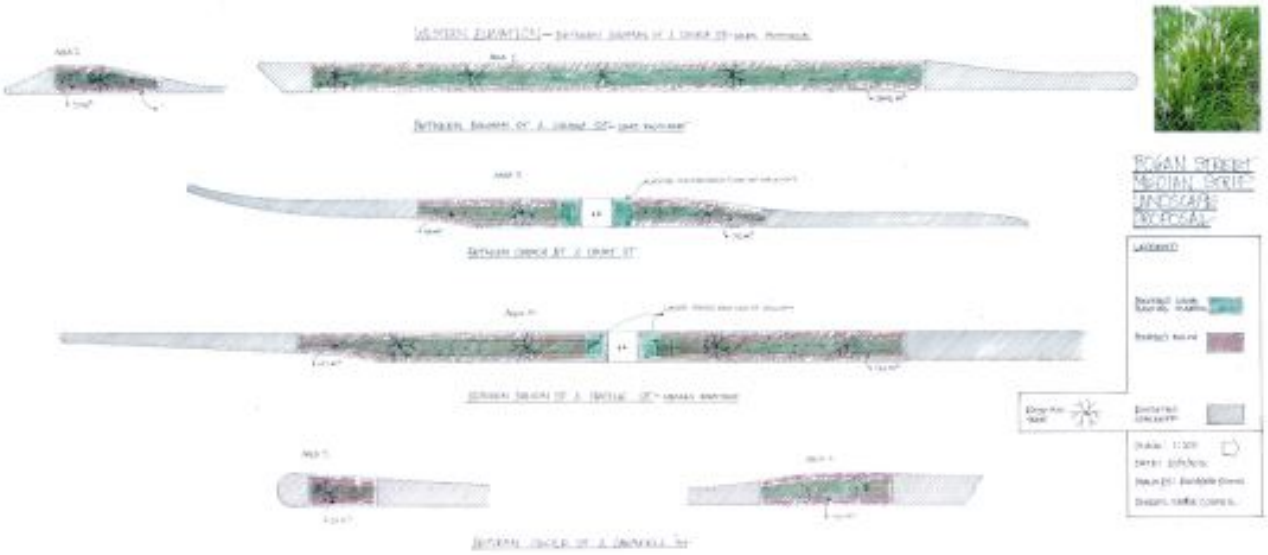
Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Plan view of Option - "reduced maintenance"

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Trial section showing "minimal maintenance" treatment

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Trial section showing "minimal maintenance" treatment

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.2 (DWS) Parkes Local Traffic Committee Meeting 10 May 2017

Executive Summary

The Parkes Local Traffic Committee Meeting was held on Wednesday 10 May 2017. The Minutes of the meeting are attached.

Background Information

The Parkes Local Traffic Committee meetings are held quarterly and membership consists of a Council Representative, Roads and Maritime Services Representative, NSW Police Representative and a Representative of the Local Member of State Parliament. The Committee is an advisory body only, having no decision making powers. It is, primarily, a technical review committee that is required to advise the Council on traffic related matters referred to it by Council.

Legislative or Policy Implications

Under the Road Transport (Safety & Traffic Management) Act 1999, the Roads and Maritime Services (RMS) is legislated as the organisation responsible for the control of traffic on all roads in New South Wales. In order to deal with the large number and range of traffic related matters effectively, the RMS has delegated certain aspects of the control of traffic on local roads to Councils.

The RMS delegation imposes certain conditions on Councils. One of these conditions requires Councils to obtain the advice of the RMS and the Police prior to proceeding with any proposal. This is achieved by Councils establishing a Local Traffic Committee

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *2. Improve Health and Well Being*

2.5. Maximise Public Safety

8. Maintain and Improve the Shire's Assets and Infrastructure.

8.2 Manage Road Assets.

Predicted positive effect / opportunity for the Delivery Program: *Good*

The Parkes Local Traffic Committee provides a forum for discussion of traffic management and safety issues supporting the Future Directions as per the Delivery Plan.

Predicted negative / challenge to the Delivery Program: *Negligible*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

The consultations undertaken as part of the Traffic Committee process enhances the Quadruple Bottom Line aspects of Social and Civic Leadership as they relate to public safety and traffic matters.

Budget & Financial Aspects

Signage and road related expenditure.

Recommendation

1. That the Minutes of the Parkes Shire Local Traffic Committee Meeting held on 10 May 2017 be adopted.

Attachments

1. Parkes Shire Local Traffic Committee Meeting Minutes 10 May 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES TRAFFIC COMMITTEE

MINUTES

WEDNESDAY 10 MAY 2017

Minutes of the Traffic Committee of Parkes Shire Council held at the Council Administration Centre, 2 Cecile Street, Parkes commencing at 9.00am for the purpose of considering the items included on the Agenda.

GENERAL MANAGER: Kent Boyd

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Voting Members of the Committee are invited to attend, namely:
Cr Ken McGrath (Chairperson - Council Representative)
Ms Deanne Freeman (Roads and Maritime Services Representative)
Sergeant Dearne Jeffree - NSW Police - Lachlan Area Command (Police Representative)
Mr Peter McQuie (Nominee of State Member)

And non voting representatives
Cr Wally Biles (substitute Council Representative)

Council staff:
Ben Howard, Director Engineering Services
Melanie Suitor, Road Safety and Injury Prevention Officer
Joel Cowling, Acting Manager Design and Traffic
Laura Black, Engineering Services Administrator.

NOTE:
Each formal member has one vote, the quorum being one (1) Council representative, one (1) NSW Police Force representative and one (1) Roads and Maritime Services representative.

All enquiries relating to the items appearing on this Minutes are to be directed to Mr Ben Howard, Director Engineering Services on 02 6861 2343.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delegation to Councils - Regulation of Traffic

A Council can regulate traffic for the specific reasons set out in Division 1 of Part 8 of the *Roads Act 1993*, such as carrying out work on a road, etc, whereas the Roads and Maritime Services (RMS) can regulate traffic for any purpose.

If a Council wishes to regulate traffic for purposes other than those specified in Division 1 of Part 8 of the *Roads Act 1993*, it must seek the advice of its Local Traffic Committee and act in accordance with the RMS' "Delegation to Councils - Regulation of Traffic".

Section 50 of the *Transport Administration Act 1988* confers the power to the RMS to delegate the following Traffic Regulation responsibilities to Council:

1) **Section 50 to Section 55 (inclusive)** of the *Road Transport (Safety and Traffic Management) Act 1999.* Install, display and remove prescribed traffic control devices.

2) **Section 122** of the *Road Transport (Safety and Traffic Management) Regulation 1999.* Establish and operate a special event parking scheme for any road.

3) **Section 116 to 119 (inclusive)** of the *Roads Act 1993* Part 8 Division 2. The erection (or removal) of any notice or barrier, the carrying out of any work or the taking of any other action for the purpose of regulating traffic (restrict or prohibit the passage along a road of persons, vehicles or animals) on a public road for purposes other than those referred to in Division 1 (ie. Sections 114 and 115).

4) 115 Roads Authority may regulate traffic in connection with road work, etc.

    1) A roads authority may regulate traffic on a public road by means of barriers or by means of notices conspicuously displayed on or adjacent to the public road.

    2) The power conferred by this section may be exercised by the RMS for any purpose but may not be exercised by any other roads authority otherwise than:

        a) For the purpose of enabling the roads authority to exercise its functions under this Act with respect to the carrying out of road work or other work on a public road, or

        b) For the purpose of protecting a public road from serious damage by vehicles or animals as a result of wet weather, or

        c) For the purpose of protecting earth roads from damage caused by heavy vehicles or by animals, or

        d) For the purpose of protecting members of the public from any hazards on the public road, or

        e) For the purpose of protecting vehicles and other property on the public road from damage, or

        f) For the purpose of enabling a public road to be used for an activity in respect of which a permit is in force under Division 4 or Part 9, or

        g) For a purpose for which the roads authority is authorised or required, by or under this or any other Act or law, to regulate traffic.

The Council may sub-delegate their powers to Councillors, the General manager or an employee of the Council for Items 1 and 2 above.

Council may not sub-delegate Item 3.

For further information please refer to the following document:

"A Guide to Delegation to Councils for the Regulation of Traffic (Including the Operation of Traffic Committees)" RTA - Version 1.3 2009

http://www.rms.nsw.gov.au/doingbusinesswithus/lgr/index.html

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PRESENT

Ms Deanne Freeman (Roads and Maritime Services Representative)
Mr Peter McQuie (Nominee of State Member)
Sergeant Dearne Jeffree - NSW Police - Lachlan Area Command (Police Representative)

Together with Council staff:
Joel Cowling, Acting Manager Design & Traffic
Melanie Suitor, Road Safety and Injury Prevention Officer
Laura Black Minute Secretary

MEETING COMMENCEMENT
The Meeting commenced at 9.00am.

1 APOLOGIES

Councillor Wally Biles
Director Engineering Services Ben Howard
Cr Ken McGrath (Chairperson - Council Representative)

Committee Recommendation:

That the apologies for non-attendance be accepted and that Councillor Wally Biles Director Engineering Services Ben Howard, Cr Ken McGrath (Chairperson - Council Representative),be granted leave of absence from the meeting.

Support for Recommendation : Unanimous

2 DECLARATION OF PECUNIARY INTERESTS

Nil.

3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Committee Recommendation:

That the Minutes of the Parkes Traffic Committee held on 8 February 2017, copies of which have been forwarded to Committee Members, be confirmed.

Support for Recommendation: Unanimous.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4 OUTSTANDING BUSINESS

The following matters are outstanding from previous meetings of the Parkes Traffic Committee.

Date	Item No	Description	Comment
12 November 2014	5.8	Forster Street Precinct	Council is investigating funding opportunities. Working in conjunction with RMS regarding design. Crash Data is being reviewed, with the possibility of applying for Blackspot funding.
12 November 2014	5.9	Nash Street - safety @ Harrison Oval	Council will review and submit suggestions for alterations at the next meeting.
10 February 2016	6.3	Parking - Southern Ring Road - New Hospital	Council to lobby to Health Infrastructure
11 November 2016	6.10	PPS - Disabled Access in Hill Street	Within the Agenda

Staff Recommendation

That the information be received and noted.

Committee's Recommendation

That the information be received and noted.
Support for Recommendation: Unanimous

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5 COMMITTEE BUSINESS

5.1 "No Stopping" Bogan Street

Executive Summary

Council has received a request stating that when turning at the intersection of Dalton St into Bogan Street if a car/truck parks in the Northbound shoulder South of the Dalton St intersection (Parkes M&D) there is very poor sight distance.

Staff Recommendation

Parkes Shire Councils engineering team have investigated the issue and a recommendation to make the area "no stopping" at the northbound shoulder south of the Dalton St intersection.

Committee's Recommendation

The Committee recommends installing a "No Stopping" sign 6 meters south of the kerb extension near Dalton Street along with linemarking up to the designated parking area.

Support for Recommendation: Unanimous

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.2 Convert McGees Lane to One-Way – Signage Plan

Executive Summary

A review of the regulatory signage has been undertaken in McGee's Lane, between Church and Bushman Streets, Parkes, to convert this road into one-lane, one-way.

Staff Recommendation

That the Committee recommend to agree to the implementation of the signage and linemarking plan subject to the following actions:

- Public notice at least 7 days in advance of the change
- Letters of notice regarding the change presented to adjoining businesses
- Ongoing public notice for subsequent two weeks.

Committee's Recommendation

The Committee recommends that consultation should occur with Coles Group and Spinks & Co in regards to a 1 entry and 1 exit to the carpark off McGees Lane and consultation with Liquorland in regards to obtaining a loading routine.

Support for Recommendation: Unanimous.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.3 "No Parking" Signage for Holy Family School

Executive Summary

Council has received a request from Holy Family school to change the existing 'No Stopping' signs to timed 'no parking' signs in front of the school church. Parkes Shire Councils engineering team have investigated the site recommends the installation of the 'No Parking' signs between 8am - 930am school days.

Staff Recommendation

Parkes Shire Councils engineering team have investigated the site and recommends the installation of the 'No Parking' signs between 8am - 930am school days.

Committee's Recommendation

Traffic Committee recommend that the submitted signage plan be implemented with a observation and trial period of 3 months.

Support for Recommendation: Unanimous

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.4 Fund Raiser - Walk for Ronnie

Executive Summary

Council has received an application from a customer to hold a Fund Raising Event called Walk for Ronnie, to be held on the Newell Highway from Forbes Taxi Rank to Bushmans Dam in Parkes on the 24th June 2017 from 3am to 10am

Staff Recommendation

It has been resolved to approve the event on Saturday 24 June 2017, subject to the applicant complying with the following conditions:

- Provide Council with evidence of Current Public Liability Insurance.
- Submit to Council a Traffic Management Plan for approval. (Update TMP to show all of route into the Parkes Shire boundary).
- Notify Emergency services of the proposed event.
- The organiser of the event to be responsible for and reimburse Council for cost of damage repairs, cleaning etc of the street if required.
- Comply with Council Officer's reasonable directives.
- The organiser is to maintain the area in clean and tidy condition.
- Council reserves the right to cancel the approval at any time.
- That the organisers receive concurrence from the Police for holding a Public Assembly.
- That the organisers seek concurrence from the Roads and Maritime Services for the use of the Newell Highway

The recommendation does not commit Council to providing further assistance or provision of equipment for the event.

Committee's Recommendation

The Committee recommends that this event be submitted to Roads and Maritime Services for their review and approval.

Support for Recommendation: Unanimous.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.6 2017 Parkes Show and Taxi Rank

Executive Summary

To accommodate for the Parkes Show patronage, there is a need for a temporary change to vehicle parking in Victoria and Ward Streets, and a temporary taxi rank installed in Mitchell Street for the duration of the Parkes Show, Monday 29 to Wednesday August 2016.

Staff Recommendation

That the Committee raise no objection to the adoption of the nose-in parking for the duration of the show in Victoria and Ward Streets, and a temporary taxi rank in Mitchell Street, Parkes.

Committee's Recommendation

The Committee recommends that PSC speak with the Parkes PA&H Association Inc in regards to including some disabled parking within the plan and to amend the current plan to include the nose in parking along Mitchell Street.

Support for Recommendation: Unanimous.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.7 Disabled Parking - Parkes Public School

Executive Summary

A request has been received from the Central West Autism and Special Needs Awareness Group requesting a designated and signposted disabled access at Parkes Public School Special Unit in Hill Street, Parkes. There is currently a disabled parking area on the Primary side of the school in Hill Street, however this is not utilised now due to relocation of the Special Unit in 2015

Staff Recommendation

Installation of disabled signs

Committee's Recommendation

The Committee recommends installing "P5" Signage instead of disabled signage and installing bollards near the kerb to prevent vehicles mounting the footpath. Council to provide signage plan for proposed changes.

Support for Recommendation: Unanimous.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5.8 Road Closure - 2017 Christmas Parade

Executive Summary

The Parkes Action Club are proposing to hold a Christmas Street Parade on Friday 1 December 2017 in conjunction with the Market Day and movies in Cooke Park. It is requested that the road closure be Welcome Street, from Short to Clarinda Street, Cecile Street, from the Council access laneway to Welcome Street, Clarinda Street from Dalton Street to south of intersection with Short Street, and Short Street from Clarinda Street to Welcome Street, from 4pm to 7.30pm for the purpose of the Christmas Street Parade

Staff Recommendation

That the Committee recommend:

- Police escort to be provided to warn pedestrians of moving vehicles (floats)
- All vehicles are to be at the front of the parade with any pedestrians marching
- Provide Council with evidence of Current Public Liability Insurance.
- Submit to Council duly completed form A1 "Special Event Transport Management Plan" and associated Traffic Management Plan for approval.
- Notify Emergency services of the proposed road closure.
- Allow for emergency vehicle access.
- Notify all local residents/businesses in the affected area of proposed traffic restrictions.
- Control noise as required under the Protection of the Environment Operations (Noise Control) Regulation 2008.
- The organiser of the event to be responsible for and reimburse Council for cost of damage repairs, cleaning etc of the street if required.
- Comply with Council Officer's reasonable directives.
- The organiser is to maintain the area in a clean and tidy condition.
- Council reserves the right to cancel the approval at any time.
- That the organisers lodge with Council at least six (6) weeks prior to the event, a Schedule 1 form "Notice of Intention to Hold a Public Assembly".
- That the organisers seek concurrence from the Roads and Maritime Services for the closing of Short Street, Parkes.
- The Traffic Management Plan detours be confined to B-Double routes.
- Obtain approval for the use of Cooke Park from Council.
- No confectionary or promotional items to be handed out by parade participants.
- Clear zone maintained between parade participants and pedestrians.
- Street parade application subject to consideration by the NSW Police Representative.
- Details of marshalling be given to Council, including consideration of:
  - Pre-registration of all parade participants
  - No articulated vehicles to be in the parade (including semi-trailers, loaders, tractors)
  - Maximum length for any vehicle (in combination or not) is 12.5 m

Street closure to be implemented at least 2 hours prior to commencement of the parade to allow all vehicles to exit the street parking.

Committee's Recommendation

The Committee recommends that the Traffic Controls Plan be amended to include additional closures, that the SES be approached in regards to providing marshalls to keep spectators from entering the road during the parade and that PSC speak with the Parkes Action Club in regards

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

to separating the vehicles and pedestrians at the beginning of the parade and the marshalling and disembarking at the end of the parade along with the following condtions:

:

- Police escort to be provided to warn pedestrians of moving vehicles (floats)
- All vehicles are to be at the front of the parade with any pedestrians marching
- Provide Council with evidence of Current Public Liability Insurance.
- Submit to Council duly completed form A1 "Special Event Transport Management Plan" and associated Traffic Management Plan for approval.
- Notify Emergency services of the proposed road closure.
- Allow for emergency vehicle access.
- Notify all local residents/businesses in the affected area of proposed traffic restrictions.
- Control noise as required under the Protection of the Environment Operations (Noise Control) Regulation 2008.
- The organiser of the event to be responsible for and reimburse Council for cost of damage repairs, cleaning etc of the street if required.
- Comply with Council Officer's reasonable directives.
- The organiser is to maintain the area in a clean and tidy condition.
- Council reserves the right to cancel the approval at any time.
- That the organisers lodge with Council at least six (6) weeks prior to the event, a Schedule 1 form "Notice of Intention to Hold a Public Assembly".
- That the organisers seek concurrence from the Roads and Maritime Services for the closing of Short Street, Parkes.
- The Traffic Management Plan detours be confined to B-Double routes.
- Obtain approval for the use of Cooke Park from Council.
- No confectionary or promotional items to be handed out by parade participants.
- Clear zone maintained between parade participants and pedestrians.
- Street parade application subject to consideration by the NSW Police Representative.
- Details of marshalling be given to Council, including consideration of:
  - Pre-registration of all parade participants
  - No articulated vehicles to be in the parade (including semi-trailers, loaders, tractors)
  - Maximum length for any vehicle (in combination or not) is 12.5 m
- Street closures to be implemented at least 2 hours prior to commencement of the parade to allow all vehicles to exit the street parking.

Support for Recommendation: Unanimous.

6 NEXT MEETING

If there are no objections, the dates for the 2017 Parkes Local Traffic Committee meetings will be scheduled for

Wednesday, 09 August 2017
Wednesday, 08 November 2017

All meetings to commence at 9.00am and held at the offices of Parkes Shire Council, 2 Cecile Street Parkes.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

7 CLOSE OF MEETING

There being no further Traffic Committee business, the meeting closed at 11.15am.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.3 (DWS) Parkes Local Traffic Committee Extraordinary Meeting 8 June 2017

Executive Summary

Council has received a written request from Parkes Hockey to close Baker Street each Saturday for the remainder of the hockey season. Concerns and incidents have been raised regarding safety for pedestrians, players and the general community since the construction of the Turf2 project.

The Parkes Local Traffic Committee Meeting received and replied to an Extraordinary Agenda Item on Thursday 8 June 2017. The Minutes of the meeting are attached.

Background Information

The Parkes Local Traffic Committee meetings are held quarterly and membership consists of a Council Representative, Roads and Maritime Services Representative, NSW Police Representative and a Representative of the Local Member of State Parliament. The Committee is an advisory body only, having no decision making powers. It is, primarily, a technical review committee that is required to advise the Council on traffic related matters referred to it by Council.

Legislative or Policy Implications

Under the Road Transport (Safety & Traffic Management) Act 1999, the Roads and Maritime Services (RMS) is legislated as the organisation responsible for the control of traffic on all roads in New South Wales. In order to deal with the large number and range of traffic related matters effectively, the RMS has delegated certain aspects of the control of traffic on local roads to Councils.

The RMS delegation imposes certain conditions on Councils. One of these conditions requires Councils to obtain the advice of the RMS and the Police prior to proceeding with any proposal. This is achieved by Councils establishing a Local Traffic Committee

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *2. Improve Health and Well Being*

2.5. Maximise Public Safety

8. Maintain and Improve the Shire's Assets and Infrastructure.

8.2 Manage Road Assets.

Predicted positive effect / opportunity for the Delivery Program: *Good*

The Parkes Local Traffic Committee provides a forum for discussion of traffic management and safety issues supporting the Future Directions as per the Delivery Plan.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

The consultations undertaken as part of the Traffic Committee process enhances the Quadruple Bottom Line aspects of Social and Civic Leadership as they relate to public safety and traffic matters.

Budget & Financial Aspects

Signage and road related expenditure.

Recommendation

1. That the Minutes of the Parkes Shire Local Traffic Committee Meeting held on 8 February 2017 be adopted.

Attachments

1. Parkes Shire Local Traffic Committee Meeting Minutes - 8 June 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES TRAFFIC COMMITTEE

MINUTES

WEDNESDAY JUNE 2017

GENERAL MANAGER: Kent Boyd

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Voting Members of the Committee are invited to attend, namely:
Cr Ken McGrath (Chairperson - Council Representative)
Ms Deanne Freeman (Roads and Maritime Services Representative)
Sergeant Dearne Jeffree - NSW Police - Lachlan Area Command (Police Representative)
Mr Peter McQuie (Nominee of State Member)

And non voting representatives
Cr Wally Biles (substitute Council Representative)

Council staff:
Ben Howard, Director Engineering Services
Melanie Suitor, Road Safety and Injury Prevention Officer
Joel Cowling, Acting Manager Design and Traffic
Laura Black, Engineering Services Administrator.

NOTE:
Each formal member has one vote, the quorum being one (1) Council representative, one (1) NSW Police Force representative and one (1) Roads and Maritime Services representative.

All enquiries relating to the items appearing on this Minutes are to be directed to Mr Ben Howard, Director Engineering Services on 02 6861 2343.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Delegation to Councils - Regulation of Traffic

A Council can regulate traffic for the specific reasons set out in Division 1 of Part 8 of the *Roads Act 1993*, such as carrying out work on a road, etc, whereas the Roads and Maritime Services (RMS) can regulate traffic for any purpose.

If a Council wishes to regulate traffic for purposes other than those specified in Division 1 of Part 8 of the *Roads Act 1993*, it must seek the advice of its Local Traffic Committee and act in accordance with the RMS' "Delegation to Councils - Regulation of Traffic".

Section 50 of the *Transport Administration Act 1988* confers the power to the RMS to delegate the following Traffic Regulation responsibilities to Council:

1) **Section 50 to Section 55 (inclusive)** of the *Road Transport (Safety and Traffic Management) Act 1999.* Install, display and remove prescribed traffic control devices.

2) **Section 122** of the *Road Transport (Safety and Traffic Management) Regulation 1999.* Establish and operate a special event parking scheme for any road.

3) **Section 116 to 119 (inclusive)** of the *Roads Act 1993* Part 8 Division 2. The erection (or removal) of any notice or barrier, the carrying out of any work or the taking of any other action for the purpose of regulating traffic (restrict or prohibit the passage along a road of persons, vehicles or animals) on a public road for purposes other than those referred to in Division 1 (ie. Sections 114 and 115).

4) 115 Roads Authority may regulate traffic in connection with road work, etc.

    1) A roads authority may regulate traffic on a public road by means of barriers or by means of notices conspicuously displayed on or adjacent to the public road.

    2) The power conferred by this section may be exercised by the RMS for any purpose but may not be exercised by any other roads authority otherwise than:

        a) For the purpose of enabling the roads authority to exercise its functions under this Act with respect to the carrying out of road work or other work on a public road, or

        b) For the purpose of protecting a public road from serious damage by vehicles or animals as a result of wet weather, or

        c) For the purpose of protecting earth roads from damage caused by heavy vehicles or by animals, or

        d) For the purpose of protecting members of the public from any hazards on the public road, or

        e) For the purpose of protecting vehicles and other property on the public road from damage, or

        f) For the purpose of enabling a public road to be used for an activity in respect of which a permit is in force under Division 4 or Part 9, or

        g) For a purpose for which the roads authority is authorised or required, by or under this or any other Act or law, to regulate traffic.

The Council may sub-delegate their powers to Councillors, the General manager or an employee of the Council for Items 1 and 2 above.

Council may not sub-delegate Item 3.

For further information please refer to the following document:

"A Guide to Delegation to Councils for the Regulation of Traffic (Including the Operation of Traffic Committees)" RTA - Version 1.3 2009

http://www.rms.nsw.gov.au/doingbusinesswithus/lgr/index.html

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5 COMMITTEE BUSINESS

5.1 Weekly Closure of Baker Street, Parkes

Executive Summary

Parkes Shire Council has received a request from Parkes Hockey Inc. to temporarily close Baker St between Cheney and McGlynn fields each Saturday from the 17th of June until the 16th of September 2017. The closure is proposed to be in place from 8am to 6pm each day.

Staff Recommendation

That the Committee recommend approval of the closure of Baker Street for the above mentioned dates.

Council present a future proposal for Traffic Committee's consideration for a permanent solution to the traffic/pedestrian conflict.

Committee's Recommendation

Support for Recommendation: Unanimous

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6 NEXT MEETING

If there are no objections, the dates for the 2017 Parkes Local Traffic Committee meetings will be scheduled for

Wednesday, 09 August 2017
Wednesday, 08 November 2017

All meetings to commence at 9.00am and held at the offices of Parkes Shire Council, 2 Cecile Street Parkes.

7 CLOSE OF MEETING

8 GENERAL BUSINESS

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.4 (DWS) Removal of Trees at Kelly Reserve and Parkes Cemetery

Executive Summary

Following extensive damage sustained to a number of trees caused by the severe storm event in October 2016, Council officers commissioned specialist consultants, Treecraft Pty Ltd to review the condition of large trees located in areas subject to high levels of pedestrian or traffic activity. Trees at Kelly Reserve and the Parkes cemetery were subsequently assessed and condition reports were provided. The reports made recommendations regarding the potential risks posed by these trees.

Background Information

Kelly Reserve Tree Removal has previously been reviewed and discussed at recent Parkes Delivery Plus Workshops.

See report.

Legislative or Policy Implications

Council has a duty of care responsibility to people using open space within the shire and the management of both built and natural assets is a key aspect of this responsibility. Council also has a policy for the active management of the street tree inventory.

Project Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *6. Enhance Recreation and Culture,* specifically *6.3.2.3 Manage Council's street tree inventory*.

Predicted positive effect / opportunity for the Delivery Program: *Status Quo*

The resolution will not alter the delivery program

Predicted negative / challenge to the Delivery Program: *Negligible*

The resolution will not alter the delivery program

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★☆☆
Social	★★★☆☆	*Civic Leadership*	★★★★☆

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

The resolution of adopted will result in costs additional to the provisions of the adopted street tree maintenance budget due to the large size of the trees and their location within the Parkes town boundaries. The cost for removal is $23,870 and is currently not included in operational budgets.

Recommendation

1. That Council remove the trees identified in the accompanying reports and then plant replacement trees as derived from further engagement.

Report

In October 2016 there was a severe storm event which caused significant damage to trees throughout the LGA. As part of the clean-up process council staff undertook a triage condition assessment to determine trees in immediate need of removal or those that required more detailed assessment. On the back of this Treecraft, a specialist arborist service from Orange provided detailed condition assessments on the entrance avenue at the Parkes Cemetery and several trees adjacent to Thomas Street in Kelly Reserve. These reports detailed significant structural problems with most of the trees subject to the report.

The report on the cemetery entrance avenue recommends that eleven trees should be removed to eliminate the risks posed by their significant structural faults. The risks posed by these faults are exacerbated by the volume of traffic moving into and out of the cemetery.

Cemetery entrance improvements are currently included in the operational budget to carry out drainage and kerb works however this work has been delayed until the review of the status of the trees is determined. With the removal of the trees, Council could complete entrance improvements to make the approach towards the cemetery more aesthetically pleasing this financial year.

The report on the trees at Kelly Reserve again identified significant structural and health issues with the eucalyptus trees. Their location again elevates their risk status to high as there is high pedestrian traffic in the immediate area and visitors to the park often park under the trees. Consequently the report recommends the removal of five eucalypts, remedial pruning of a sixth and the removal of a waning ash tree within the park. The ash tree has recently been removed as part of cyclic maintenance.

Two years ago Central West Lachlan Landcare approached Council seeking to plant trees memorialising past members. These were planted in Kelly Reserve close to Thomas Street with the added intention of using them as the first in a replacement program for the trees now recommended for removal. It would be appropriate to continue this planting program once the older trees have been removed. Replacement of the entrance avenue at the cemetery would require consultation to ensure suitable cultivar selection and community acceptance.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Attachments

1. Condition report for trees at Parkes Cemetery
2. Condition report for trees at Kelly Reserve

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TREE CRAFT NSW PTY LTD

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Client	Parkes Shire Council 2 Cecile Street PARKES NSW 2870
Report	Parkes Cemetery Cemetery Access Road, Russell Street, Parkes NSW
Author	Nigel Hobden Treecraft Pty Ltd NSW Orange NSW
Contact Details	info@treecraft.com.au hayden@treecraft.com.au www.treecraft.com.au 02 6362 3360 0427 336 243 51 Casey Street, Orange, NSW 2800
Date	14 January 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Executive Summary

This report has been prepared to assist Parkes Shire Council with management of specified trees aligning the entrance avenue to Parkes Cemetery, off Russell Street, Parkes, NSW. Those being the first eleven trees from Russell Street. The report has been compiled following a site visit by an appropriately qualified and experienced arborist on Tuesday 10 January 2017.

The purpose of the report is to describe findings of the site investigation and desk top analysis relating to the viability and maintenance of specified trees as detailed within the report.

Following assessment of the evidence gained during the site investigation and review of the Australian Standards for Amenity Tree Pruning AS4373 – 2007 it is recommended that the following management actions be implemented:

Tree 1 – Eucalyptus	Storm damage resulting in weakened structure and growth	Remove
Tree 2 - Eucalyptus	Storm damage resulting in weakened structure and growth	Remove
Tree 3 - Eucalyptus	Remove by association with other at risk trees	Remove
Tree 4 - Eucalyptus	Co dominate leadership with decay evident in branch junction – failure point	Remove
Tree 5 - Eucalyptus	Remove by association with other at risk trees	Remove
Tree 6 - Eucalyptus	Fauna damage – weakened branch junctions – failure point	Remove
Tree 7 - Eucalyptus	Fauna damage – weakened branch junctions – failure point	Remove
Tree 8 - Eucalyptus	Remove by association with other at risk trees	Remove
Tree 9 - Eucalyptus	Co dominate leadership with decay evident in branch junction – failure point	Remove
Tree 10 - Eucalyptus	Basal damage / decay to root crown	Remove
Tree 11 - Eucalyptus	Storm damage resulting in weakened structure and growth	Remove

It is recommended that the above mentioned list of trees within the avenue of *Eucalyptus* sp aligning the entrance road to the Parkes Cemetery should be removed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Introduction

This report has been prepared by Treecraft Pty Ltd NSW, Arborist at the request of Parkes Shire Council, 2 Cecile Street, Parkes, NSW. The purpose of the report is to describe findings following an onsite investigation of eleven trees of concern aligning the entrance avenue to Parkes Cemetery. The report assesses the health, structure and impact of the trees on the built environment.

The report aims to:

- Evaluate the health and condition of the trees
- Recommend management actions

Methodology

On Tuesday 10 January 2017 a site inspection was undertaken and a Visual Tree Assessment performed on each tree. The assessment was limited to a visual examination of the trees, review of existing infrastructure and site constraints from the ground without the dissection of trees or soil disturbance for gaining knowledge and understanding of structural integrity and tree health.

Location

The subject trees align each side of the entrance road to Parkes Cemetery; they are located towards the Russell Street end and well prior to the Cemetery's decorative gates, in Parkes, NSW.

Image 1 maps.six.nsw.gov.au

	North side of entrance road		South side of entrance road
T1	*Eucalyptus sp*	T5	*Eucalyptus sp*
T2	*Eucalyptus sp*	T6	*Eucalyptus sp*
T3	*Eucalyptus sp*	T7	*Eucalyptus sp*
T4	*Eucalyptus sp*	T8	*Eucalyptus sp*
		T9	*Eucalyptus sp*
		T10	*Eucalyptus sp*
		T11	*Eucalyptus sp*

NB *Eucalyptus species could be E cadocalyx* – Sugar Gum not confirmed through identification techniques

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Google Street View Images

Image 2: Street view from Russell Street, north side of avenue. Note 2 trees, identified in the above image with yellow circles, have been removed since image date – February 2010. Trees numbered T1 to T4 – from left to right

Image 3: Street view from Russell Street, south side of avenue .Image date – February 2010. Trees numbered T5 to T11 – from right to left.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Images – north side of access road	
Image 1: Tree 1 - Diameter 850mm Note: yellow circle highlights point of major limb failure	**Image 1b: T1**- Note vertical fissure in outer bark through to sapwood, point of entry for decay organisms due to absence of callous growth. Storm damage identified within circled area, branch abscission leaving deadwood stub and torn cambium.
Image2: Tree 2 Diameter 560mm	**Image 2b: T2** storm damage branch stub with epicormic regrowth (a) and poor branch developemnt in upper canopy – weak fork formation due to broadness of fork (b)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Image 3: Tree 3 Diameter 1020mm
A rubble drain has been installed at the base of T3 and T4, assumed to divert stomrwater runoff from the Russell Street road surface and into the landsacpe road shoulder area. The depth of this rubble drain is unknown, excavation to install the drain may have severed treee roots.

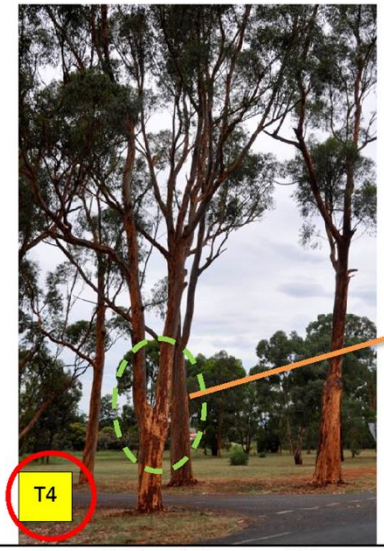


Image 4: Tree 4 Diameter 740mm

Image 4b: T4 Codominant leaders, cavity formation between leaders and pruned branch stub – displays a weakened leader junction high probability of failure.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Image 5: Tree 5 Diameter 1000mm

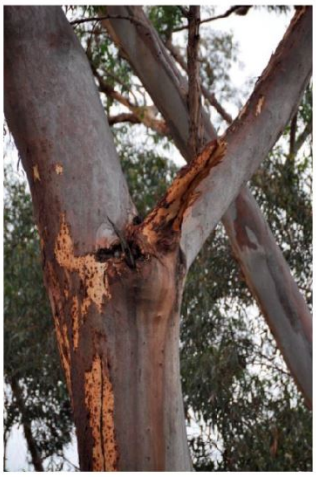


Image 5b: T5

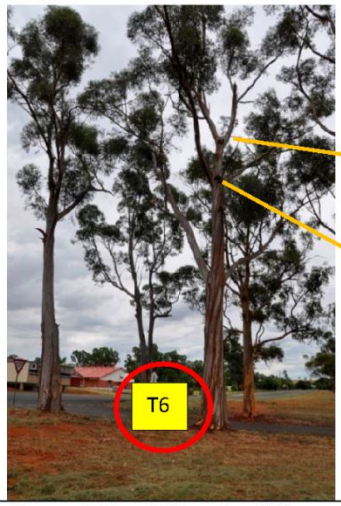


Image 6: Tree 6 Diameter 890mm

Image 6b: A number of trees (**T6 and T7)** in the avenue appear to be subjected to bird damage, either Correla or Cockatoo. In the image above damage is occuring in branch forks, developing weaknesses which predispose branches to failure. The top cirlce > 40% of the cambial tissue plus innner and outer bark layers have been damaged.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Image 7: Tree 7 Diameter 570mm Cavity in upper canopy crated by bark displacement from fauna activity.

Image7b: As for T6 extensive damage to inner and outer bark and cambial layer – suspected as hollowing for nesting sites or removal of eucalyptus borers by birds

Image 8: Tree 8 Diameter 650mm

Image 8b: The habitat value of the trees should be noted, here an entrance hollow exists for a woodland bird or small marboreal mammal.

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

Image 9: Tree 9 Diameter 650mm

As a result of the close plantign density the trees have developed elongated leaders as competition drives growth vertically in search of llight. This growth habit, elongated branch or leader strcuture places windsail pressure as foliage density is consentrated at the extremity of limbs. The codominat nature of this specimen, elongated leaders and canopy at the extremety place the branch (leader) junction under immense pressure and therefore hightened risk of failure.

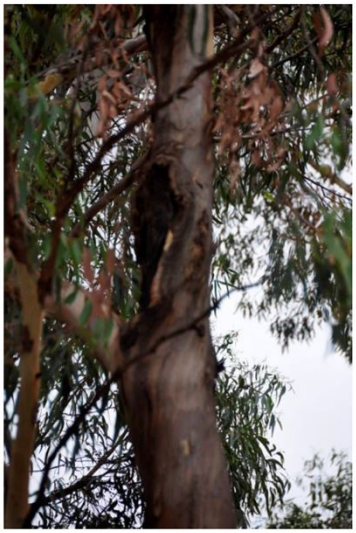
Image 10:

Image 10b: Root crown / trunk flare damage and entry point for decaying organisms

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

	
Image 11: Tree 11 Diameter 610mm	**Image 11b:** This tree has suffered storm damage to the canopy and as a consequence the development of epicormic growth. Epicormic growth develops from buds located in the outer bark layer and these are weakly attached. After several years development they are prone to failure.

NB Diameter measured at 1400mm above ground level as per AS 4970-2009 and are approximates only. Codominant trunks emerging below 1400mm above ground level are added together for actual diameter.

Tree health and structure discussion

Eucalypts in their normal (endemic range) are generally a medium to long lived trees and in urban settings outside of their usual climatic and soil range may be shorter lived. Sugar Gum (*Eucalyptus cladocalyx*) is endemic to South Australia and is known to exist in a number of forms; from a small and spreading tree to a tall tree with upright branch structure. The trees in the entrance avenue to the Parkes Cemetery are generally consistent with this later form. The form is possible accentuated by the relatively close planting proximity of each tree, which results in vertical growth as each tree seeks to dominate the available light and space. As a result a number of specimens have developed codominant leadership and are of poor form and structure T4 and T9 in particular.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Parkes Cemetery Entrance Avenue, off Russell Street, Parkes, NSW

January 14, 2017

The poor form and structure, be it the result of storm damage, natural growth pattern or damage due to fauna exploitation (searching for borers, hollow development) has placed T1 and T2 – storm damage; T4 co dominance; T5, T6 and T7 – fauna damage; T9 - co dominance; T10 - basal decay and T11 - storm damage at risk of failure.

It is unknown if the excavation would to install a rubble drain that passes within the Tree Protection Zone of T3 and T4 has resulted in an impact on the root system, ie resulted in severing of roots by mechanical means and what the increased effect of stormwater runoff will have to the base of these trees re growth rates, damage to root zone ie saturation in period of extended wet weather.

Conclusion:

As this avenue aligns either side of the main access point for motor vehicles entering the Parkes Cemetery such structural deficiencies, especially those exhibited by trees T1, T2, T4, T5, T6, T7, T9, T10 and T11 should be reduced or eliminated.

When following the recommendations contained within this report arboricultural staff should take appropriate precautions to ensure that hollows have been vacated or are vacant from occupation by native fauna species such as arboreal mammals and birds. WIRES or a suitably qualified fauna specialist should be engaged to check trees for fauna presence and to relocate animals as may be required.

Recommendation:

Following assessment of the evidence gained during the site investigation and review of the Australian Standards for Amenity Tree Pruning AS4373 – 2007 it is recommended that the following management actions be implemented:

Tree 1 – Eucalyptus	Storm damage resulting in weakened structure and growth	Remove
Tree 2 - Eucalyptus	Storm damage resulting in weakened structure and growth	Remove
Tree 3 - Eucalyptus	Remove by association with other at risk trees	Remove
Tree 4 - Eucalyptus	Co dominate leadership with decay evident in branch junction – failure point	Remove
Tree 5 - Eucalyptus	Remove by association with other at risk trees	Remove
Tree 6 - Eucalyptus	Fauna damage – weakened branch junctions – failure point	Remove
Tree 7 - Eucalyptus	Fauna damage – weakened branch junctions – failure point	Remove
Tree 8 - Eucalyptus	Remove by association with other at risk trees	Remove
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Tree 10 - Eucalyptus	Basal damage / decay to root crown	Remove
Tree 11 - Eucalyptus	Storm damage resulting in weakened structure and growth	Remove

It is recommended that the above mentioned list of trees within the avenue of *Eucalyptus* sp aligning the entrance road to the Parkes Cemetery should be removed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TREE CRAFT NSW PTY LTD

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Client	Parkes Shire Council 2 Cecile Street PARKES NSW 2870
Report	Kelly Reserve, Thomas Street, Parkes NSW
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Contact Details	info@treecraft.com.au hayden@treecraft.com.au www.treecraft.com.au 02 6362 3360 0427 336 243 51 Casey Street, Orange, NSW 2800
Date	14 January 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Kelly Reserve, Thomas Street, Parkes, NSW

January 14, 2017

Executive Summary

This report has been prepared to assist Parkes Shire Council with management of specified trees located along the Thomas Street frontage of Kelly Reserve. Those trees being the first six trees from the driveway entrance to the car park behind Central West Lachlan Landcare Office Building. The report has been compiled following a site visit by an appropriately qualified and experienced arborist on Tuesday 10 January 2017.

The purpose of the report is to describe findings of the site investigation and desk top analysis relating to the viability and maintenance of specified trees as detailed within the report.

Following assessment of the evidence gained during the site investigation and review of the Australian Standards for Amenity Tree Pruning AS4373 – 2007 it is recommended that the following management actions be implemented:

- Yellow Box - *Eucalyptus melliodora* **T1**, **T2, T3, T5, and T6**,

It is recommended that the above mentioned list of Yellow Box trees (*Eucalyptus melliodora)* located on the Thomas Street frontage of Kelly Reserve be removed.

- Yellow Box - *Eucalyptus melliodora* **T4**

It is recommended that pruning work be undertaken to remove lower limbs encroaching within the powerline safe zone to AS 4373 - 2007. However management may in light of the above recommendation to remove the other 5 trees elect to remove this tree and take the opportunity to establish a new and consistent planting program to the Thomas Street frontage of Kelly Reserve.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Kelly Reserve, Thomas Street, Parkes, NSW

January 14, 2017

Introduction

This report has been prepared by Treecraft Pty Ltd NSW, Arborist at the request of Parkes Shire Council, 2 Cecile Street, Parkes, NSW. The purpose of the report is to describe findings following an onsite investigation of six trees of concern located within Kelly Reserve and on the Thomas Street frontage. The report assesses the health, structure and impact of the trees on the built environment.

The report aims to:

- Evaluate the health and condition of the trees
- Recommend management actions

Methodology

On Tuesday 10 January 2017 a site inspection was undertaken and a Visual Tree Assessment performed on each tree. The assessment was limited to a visual examination of the trees from Thomas Street and within Kelly Reserve, review of existing infrastructure and site constraints from the ground without the dissection of trees or soil disturbance for gaining knowledge and understanding of structural integrity and tree health.

Location

The subject trees are located on the Thomas Street frontage to Kelly Reserve, from the car park entrance adjacent to the Central West Lachlan Landcare Building westward. Note two trees closest to the Thomas Street / Coleman Street intersection and in the same row of trees were not identified as being part of this report.

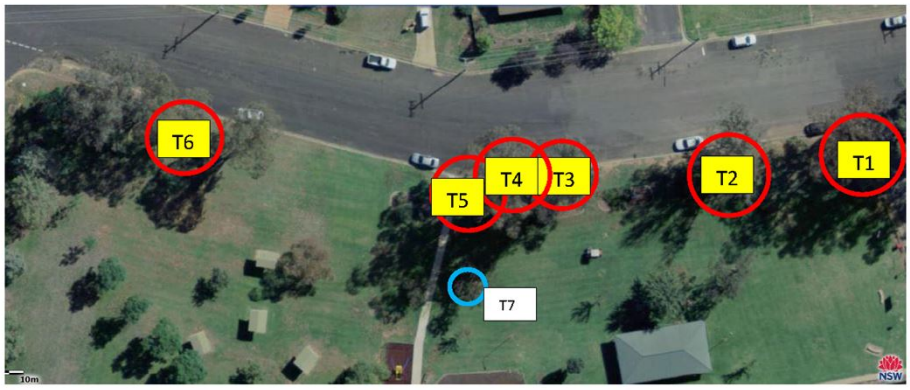


Image	maps.six.nsw.gov.au		
T1	*Eucalyptus melliodora*	T4	*Eucalyptus melliodora*
T2	*Eucalyptus melliodora*	T5	*Eucalyptus melliodora*
T3	*Eucalyptus melliodora*	T6	*Eucalyptus melliodora*
		T7	*Fraxinus angustifolia 'Raywood'*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Kelly Reserve, Thomas Street, Parkes, NSW

January 14, 2017

Streetscape images

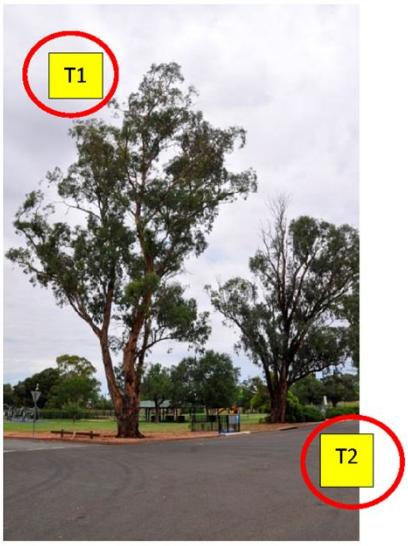


Image 1: Thomas Street frontage east to west.
Tree 1 - Diameter 900mm
and in background Tree 2

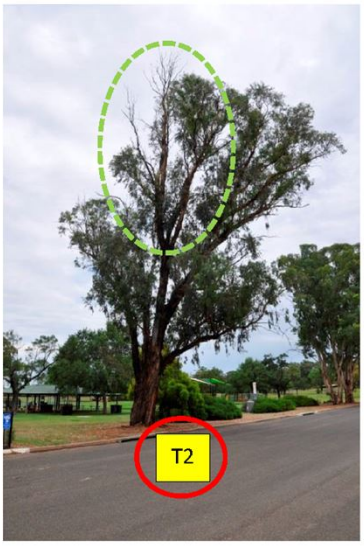


Image 2: Tree 2- Diameter 1600mm note upper canopy deadwood/dieback

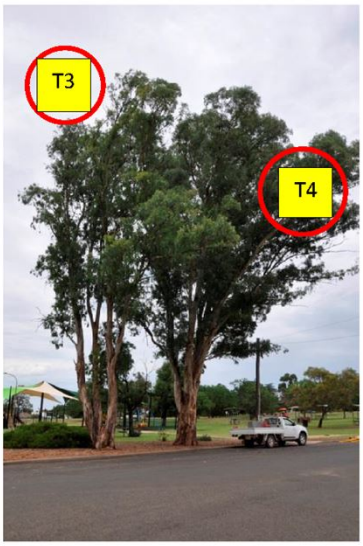


Image 3: Tree 3 Diameter 1020mm

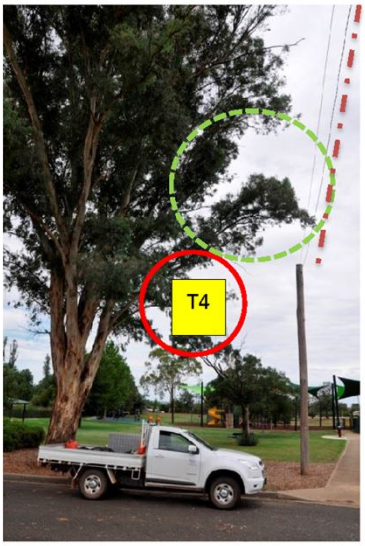


Image 4: Tree 4 Diameter 1100mm

NB Diameter measured at 1400mm above ground level as per AS 4970-2009 and are approximates only. Codominant trunks emerging below 1400mm above ground level are added together for actual diameter.

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Image 5: Tree 5 Diameter 790mm

Image 6: Tree 6 Diameter 700mm

Tree health and structure discussion

Yellow Box (*Eucalyptus melliodora)* is a long lived medium to tall tree 15 – 30 metres, of slow to moderate growth rate, the crown is generally spreading and of medium to open density. This species is widely distributed in New South Wales and Victoria occurring in Grassy Woodlands on gentle to undulating topography.

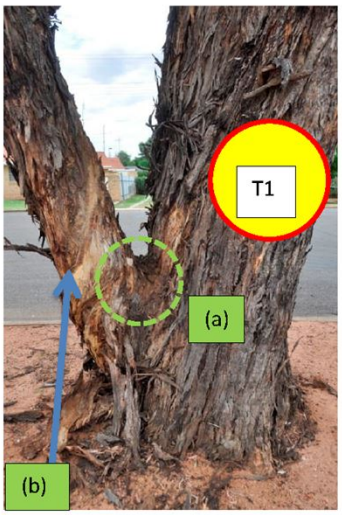
Noted from a previous report regarding similar trees in front of the Old Parkes Visitor Information Centre building (now Central West Lachlan Landcare building) the trees are of moderate to mature age. They are planted specimens not naturally occurring remnants.

In the table below each tree's most significant feature is highlighted and identified with further discussion following the table of issues.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Kelly Reserve, Thomas Street, Parkes, NSW

January 14, 2017

Individual Tree Images- issues	
	
T1 ***Eucalyptus melliodora*** – minor decay evident in branch junction (a), cambial tissue damage in spiral to minor branch on west of tree (b).	**T2** ***E melliodora*** – Significant decay in the central leader as a result of branch throw / removal
T3 ***E melliodora*** – codominant leadership with one leader removed, currently tree has three leaders. Callous growth to heal wound is sub optimal in vigour.	**T4** ***E melliodora*** – Epicormic growth noted in canopy; tree limbs towards powerline (west side) have been lopped and should be reduce to branch collars as per Australian Standard 4373 – 2007. Refer to Image 4 – shows branches requiring pruning.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Comments: **T5 *E melliodora*** – this tree has three points of cambial damage extending from the root crown through the trunk flare upwards to approximately 500mm above ground level.	**Comments:** **T6 *E melliodora*** – At the base of this tree is the remnants of a bracket fungus fruiting body appears in the root crown.

Of the six trees requested to be reviewed and covered in the body of this report, four are worthy of short term management action. Trees T1, T2, T3, T5 and T6 have significant defects or are showing signs of reduced health and vigour leading to senescence. For established trees, planted in a public reserve of the popularity and significance of Kelly Reserve, the risk that the trees expose the public too warrants short term action.

- Tree T1 - located adjacent to the car park entrance servicing the Kelly Reserve and the office of Central West Lachlan Landcare shows early signs of decay in the branch junction between the main leader and secondary leader. The secondary leader has cambial damage, visible as a spiralling pattern of exposed sapwood and living cells of the cambium (inner and outer bark layers) this spiral pattern is visible to a couple of metres above ground level.

- Tree T2 - is showing signs of dieback within the canopy, approximately 20% of the canopy consist of deadwood. This deadwood can be traced back to an area central to the emergence of the trees canopy; where, at approximately 3 metres above ground level the main three leaders emerge in a tight arrangement. The foliage colour and density is sporadic and there is evidence of epicormics growth emerging along major stems further indication that continued dieback to the upper canopy is likely to occur. The tree has a number of structural weakness including an elongated branch stub from branch throw or previous pruning work – a source of decay within the trunk formation; a scar is evident on the road

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

side of the tree from just above 2 metres in height down to ground level. A point source for soil bore bacteria or fungi to enter the tree and commence decay.

- Tree T3 - this tree has been the subject of previous correction pruning work or removal of branch failure. The tree currently has three leaders emerging at approximately 1 metre above ground level. A fourth leader has been removed, reason unknown to the author of this report. The healing of the pruning scar is sub optimal as the development of callous tissue to cover the large wound (approximate 300mm in diameter) is not consistent around the perimeter of the scar. In a number of locations cambial tissue is not developing. The canopy of this tree shows a moderate emergence of epicormics growth along the main and secondary branch network.

- Tree T4 – this is structurally sound, showing typical foliage colour, density and has limited deadwood; pruning scars have either completely or are close to being fully enclosed by callous tissue. Pruning to remove branches in close proximity to the overhead powerline back to the branch collar is recommended. Currently branches have been lopped to establish clearance zones to the powerline, with little adherence to amenity tree pruning standards AS4373 – 2007, often the case with electrical service providers.

- Trees T5 and T6 both have defects in the root crown/trunk flare which compromise the structural integrity of the trees. The fact that T6 has an old fruiting body of a bracket fungus present at ground level indicates that decay of timber has been occurring for some time. The mycelium of the fungus feed upon the timber through a process where enzymes are secreted and these break down the timber as a food source. Decomposition of plant material (timber) leads to a weakened and structurally compromise tree. T5 has three points around the root crown where sapwood and heartwood are exposed, such exposure which also penetrates below ground level is a point source for soil borne bacteria and fungi to enter the tree and commence decomposition of structural timber.

Conclusion:

In a parkland situation such structural deficiencies, especially those exhibited by trees T1, T2, T3, T5 and T6 should be reduced or eliminated; in a bushland setting the management of the subject trees would be significantly different and these structural deficiencies could be tolerated.

In a report to Parkes Shire Council in April 2016 covering trees along the Thomas Street frontage of Kelly Reserve and in proximity to the Central West Lachlan Landcare (old Parks Visitor Information Centre) building it was noted that termite activity in the sleeper garden bed retaining walls was extensive; it is suspected that termite activity would also be occurring within the heartwood of the tree(s) closest to the driveway entrance to the car park.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Treecraft Pty Ltd NSW – Kelly Reserve, Thomas Street, Parkes, NSW

January 14, 2017

Following assessment of the evidence gained during the site investigation and review of the Australian Standards for Amenity Tree Pruning AS4373 – 2007 it is recommended that the following management actions be implemented:

- *Eucalyptus melliodora* **T1, T2, T3, T5, and T6,**

It is recommended that the above mentioned list of Yellow Box trees (*Eucalyptus melliodora)* located on the Thomas Street frontage of Kelly Reserve be removed.

- *Eucalyptus melliodora* **T4**

It is recommended that pruning work be undertaken to remove lower limbs encroaching within the powerline safe zone. However management may in light of the above recommendation to remove the other 5 trees elect to remove this tree and take the opportunity to establish a new and consistent planting program to the Thomas Street frontage of Kelly Reserve.

Image 7 – Claret Ash

The author whilst on site note the poor form and structure of the above Claret Ash especially when a seat has been located at the base of the tree and it is therefore expected to be a safe and risk free place for the public to occupy. It is recommended that his tree be removed.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

13.5 (DWS) Roads Program 2017/18

Executive Summary

Submissions have been lodged for inclusion in the 2017/2018 Road Program. The Draft Roads Program has been considered and adopted by the Rural Road Advisory Group Meeting held 15 May 2017

Included in the 2017/18 report is the Long Term Roads Improvement Program which outlines the priority program for the next 10 years. This will see this program delivered from 2016-2026. The devised program is in line with Councils Asset Management strategy and long term vision of Councils road network to ensure an improved freight and transport network is provided to meet the increased needs of users and industries.

Background Information

See Report.

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Plan Future Direction relating to:

8. Maintain and improve the Shires Assets and Infrastructure

8.2 Manage Road Assets

Predicted positive effect / opportunity for the Delivery Plan: *Good*

Seeking grants for the improvement of the road network is a key Delivery Plan action.

Predicted negative / challenge to the Delivery Plan: *Major*

If the programs are not adopted they will need to be completed over an extended period of time.

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★★☆
Social	★★★★★	*Civic Leadership*	★★★★★

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

The budget for the proposed Roads Program will be funded by the following programs:

- Councils Operating Budget
- Roads to Recovery Program ($1,772,376)
- REPAIR Grants ($400,000) - *Grant Dependent*
- Transport + Program ($1,000,000)
- Capital Grants including fixing Council roads and Heavy Vehicle Productivity Program
- Financial Assistance Grants ($1,868,386)

Recommendation

1. That the 2017/2018 Roads Program be adopted.

Report

Transport + Program ($1,000,000 in total available)

Road #	Road Name	Est. Cost
SR83	Middle Trundle Road	$100,000
SR76	Bogan Road	$120,000
Urban Roads	Improvement Program	$280,000
Local roads	Reseal Program	$300,000
Rural Roads	Re-sheeting Program	$200,000

Rural Construction ($200,000 in total available)

Road #	Road Name	Est. Cost
SR83	Middle Trundle Road	$200,000

Urban Construction ($230,000 in total available)

Projects to be determined

2016/17 Roads to Recovery Program

Road #	Road Name	Est. Cost
MR350N	The Bogan Way	$200,000
SR113	Treweekes Gap Road	$50,000
		Survey & Investigation
SR42	Warregal Road	$270,000
SR126	Back Peak Hill Rd	$300,000
SR173	Condobolin/Trundle Rd	$200,000
Station Street	Road Reconstruction	$500,000
Urban Roads	Improvement Program	$252,376
Budget Allocation		**$1,772,376**

REPAIR Grant (Projects submitted - awaiting approval)

Road #	Road Name	Est. Cost
MR348	Peak Hill - Tullamore Road	$400,000
MR233	Renshaw - McGirr Way	$400,000
Budget Allocation		**$400,000**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Special Grant Projects

Road #	Road Name	Est. Cost
MR354	McGrane Way (Causeway)	$230,000
MR350	The Bogan Way (Causeway)	$150,000
MR57	Cardigan/Haylock St	$150,000

Budget Allocation **$530,000**

Capital Grants Projects

Road #	Road Name	Est. Cost
MR350N	Kadina Bridge - The Bogan Way	$700,000
SR83	Middle Trundle Road	$600,000
MR350N	The Bogan Way	$900,000

Financial Assistance Grant - Road Component ($1,868,386)

Preliminary Gravel Resheeting Program

(Program to be determined)

Budget Allocation **$918,386,00**

Rehabilitation

Road Name	Est. Cost
Pholeros Lane	$50,000
Jensen Lane	$100,000
No Name (Off Forster)	$100,000

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget Allocation	**$250,000**
Reseals - Rural	**$400,000**
Reseals - Urban	**$300,000**

Attachments

Nil.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

14 DIRECTOR INFRASTRUCTURE REPORT

15 CONSIDERATION OF COMMITTEE MINUTES

15.1 Committee Minutes - Parkes Sports Council Minutes 9 May 2017

Executive Summary

The Minutes of the Parkes Sports Council Meeting held on 9 May 2017 are presented for the information of Council. At the meeting David Ramsay from Parkes Shire Council gave an update on the sports related projects. During the meeting the sporting groups resolved adopt the draft budget. In addition, the possibility of relocating the Bus Shelter from the Old Parkes Hospital to the entrance to Northparkes oval was discussed.

Background Information

The Parkes Sports Council (a Section 355 Committee of Council) engages with the sporting groups in the Shire on the use and development of sports fields and facilities. Fees are raised from member groups, which are used to subsidise the cost of maintenance of grounds and plant replacement. Council has two nominated representatives on the Sports Council including Crs O'Leary and Biles. The group also facilitates the Ron Harrison Bursary, Shire Sports Awards and the Northparkes Sports Grants scheme.

Legislative or Policy Implications

The Sports Council operates as a Section 365 committee of Council.

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *2. Improve Health and Well Being*

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Low*

Quadruple Bottom Line

Economic	★★☆☆☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The provision of quality sporting fields enhances Council's community reputation and can result in an injection of funds into the community through sports tourism.

Budget & Financial Aspects

Parkes Shire Council manages the financial operations for the Sports Council.

Recommendation

1. That the minutes of the Parkes Sports Council meeting held on 9 May are received and noted.
2. That the fees by set by Council as shown in the Adopted Budget
3. That Council consider closing the bus stop at the Parkes Hospital and relocating the bus shelter to the entrance of Northparkes for use by gatekeepers.

Attachments

1. Minutes of the Parkes Sports Council held on 9 May 2017.

Record of Meeting

Minutes of the Management Committee meeting held on 9 May 2017 commencing at 7:32pm.

1. Attendance

Robert Norman (Chairperson, Netball), Greg Morrissey (Junior Cricket), Kieran Deland (Hockey), Jim Daley (Hockey), Michael Greenwood (Senior League), Noel Huggett (Parkes Touch), Greg Duffy (Community Representative), Luke Nash (Treasurer, Senior Cricket), Al Gersbach (Senior Rugby),

Guests
David Ramsay (Parkes Shire Council)

Note: Quorum is 7 members (including 5 from Sporting Groups and 2 Office Bearers).

Apologies

Anthony McGrath (Secretary), Angela Bottaro-Porter (Soccer)

The Chairman welcomed all attendees to the meeting.

2. Confirmation of Minutes of Previous Meeting

Minutes of previous meeting were distributed to all affiliates. Noted that the date of the meeting was incorrect. Moved by Mick Greenwood that the minutes of the previous meeting be corrected and confirmed as a true and correct record. Seconded by Robert Norman. Carried.

Business Arising
Nil.

3. Notable Sporting Performances

During the past month, the following sporting performances were recognised by those present at the meeting.

- India Draper played at the NSW Regional Touch Tournament in U16's and finished runners-up.
- Dan Ryan selected to represent NSW Country in rugby union
- Denise Gersbach, Matt Searl & Sharon Dixon represented Australia at the Trans-Tasman Competition in New Zealand.
- Special Mention to Parkes Hockey (Premier League Hockey Gala Day) & Parkes Rugby League (Western Division Matches) for holding successful regional sporting events.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4. Outstanding Items / Council Sport Projects Update

Dave Ramsay presented an update on the latest sports projects. Notes from David's report:

- Suggested that a letter from Parkes Sports Council/Sporting Associations be sent to council requesting the relocation of the hospital bus shelter to Northparkes Oval as there has been interest from other community groups.
- Dave Ramsay to investigate sealing of pavers at Northparkes Oval to prevent stains from BBQ's following feedback from user groups.

See attached for a full Sport Projects Update report.

5. Sporting Facilities Development Committee (SFDC)

Date for next meeting to be determined.

6. Correspondence

The following correspondence was recorded since the last meeting:

1. Minutes of last meeting sent to groups
2. Reminder of next sports council meeting with draft budget.

Business Arising

1 & 2 for information

7. Finances

The finance report was tabled. A copy of this report is included as a separate attachment to these minutes.

Luke Nash moved that the report be accepted. Seconded by Robert Norman. Carried.

8. General Business

2017.18 Operational Budget

Draft Operational Budget for 2017.18 was tabled at the April meeting, following feedback from sporting groups the amended Draft Operational Budget was tabled for adoption.

Sporting groups outlined the importance of maintaining the identity of the Sports Council and ensuring that a strong focus is directed towards delivering capital projects.

Moved by Luke that the budget be adopted. Seconded by Michael Greenwood. Carried.

Northparkes Sports Grants

A meeting was held with Justine Fisher & Ali Creith on 27 April to discuss the future of the Northparkes Sports Grant program. Northparkes to confirm in the coming months if the current agreement can be extended for future years.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

9. Around the Grounds

Netball (Robert Norman)

- Require portable amenities for netball carnival.
- School netball carnival scheduled for 24th & 25th May with 30-40 teams participating.
- Progress of water bubbler at McGlynn Park. Work scheduled with Water Department to install.
- Hockey & Netball in conjunction looking at installing alarm system in the new storage shed.
- Request additional concrete is laid in BBQ Shelter. Dave to investigate and schedule works.

Al Gersbach (Union)

- Request for hand paper rolls and dispenser to be installed in both male & female toilets at Northparkes Oval. Email to be sent to Building Services.
- Spicer Oval Grandstand remains a safety issue.

Touch (Noel Hugget)

- Touch association investigating purchasing of lights to be installed for the bottom corner of Field 5.
- New competition will commence on 23rd August and run until 2nd week in December.

Cricket & PSSA AFL (Greg Morrissey)

- Meeting held at Northparkes Oval with key stakeholders finalising plans for PSSA AFL Carnival. 280 players across 13 teams will be competing in the carnival.
- Requesting keys to new Woodward Oval Storage Shed

Hockey (Jim Daley)

- Kookaburra cup was held in school holidays, with 5 competitions held state-wide; Parkes was the most successful with 13 teams.
- Hockey association requesting support from council during the master's tournament with amenities cleaning.
- Survey monkey been created and distributed to players to collate views and responses for the permanent closure of Baker Street. Parkes Touch and Netball to also distribute amongst their associations. Results will then be forwarded to council.
- Requesting grandstands to be relocated from Peak Hill Pool to Hockey Fields for master's tournament. Dave to organise.
- Currently unable to turnoff lighting with SMS function.

10. Next Meeting

The next meeting will be held at 7:30pm at Parkes Leagues Club on 13 June 2017.

11. Meeting Close

Meeting adjourned at 8:44pm

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

15.2 Committee Minutes - Parkes Sports Council 13 June 2017

Executive Summary

The Minutes of the Parkes Sports Council Meeting held on 13 June 2017 are presented for the information of Council. At the meeting David Ramsay from Parkes Shire Council gave an update on the sports related projects. During the meeting the groups noted the successful staging of the PSSA AFL carnival. The NSW women's Master hockey tournament will be held on 28 July and the next sporting facilities development committee meeting is requested to be held on 27 June.

Background Information

The Parkes Sports Council (a Section 355 Committee of Council) engages with the sporting groups in the Shire on the use and development of sports fields and facilities. Fees are raised from member groups, which are used to subsidise the cost of maintenance of grounds and plant replacement. Council has two nominated representatives on the Sports Council including Crs O'Leary and Biles. The group also facilitates the Ron Harrison Bursary, Shire Sports Awards and the Northparkes Sports Grants scheme.

Legislative or Policy Implications

The Sports Council operates as a Section 365 committee of Council.

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *2. Improve Health and Well Being*

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Low*

Quadruple Bottom Line

Economic	★★☆☆☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

The provision of quality sporting fields enhances Council's community reputation and can result in an injection of funds into the community through sports tourism.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Budget & Financial Aspects

Parkes Shire Council manages the financial operations for the Sports Council.

Recommendation

1. That the minutes of the Parkes Sports Council meeting held on 13 June are received and noted.

2. That the next Sporting facilities Development Committee meeting be held on 27 June.

Attachments

1. Minutes of the Parkes Sports Council held on 13 June 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Record of Meeting

Minutes of the Management Committee meeting held on 13 June 2017 commencing at 7:32pm.

1. Attendance

Al Gersbach (Chairman, Senior Rugby), Anthony McGrath (Secretary), Greg Morrissey (Junior Cricket), Kieran Deland (Hockey), Luke Nash (Treasurer, Senior Cricket), Louise O'Leary (Parkes Shire Council representative, Peak Hill Sports)

Guests
David Ramsay (Parkes Shire Council)

Note: Quorum is 7 members (including 5 from Sporting Groups and 2 Office Bearers).

Apologies

Robert Norman (Chairperson, Netball), Angela Bottaro-Porter (Soccer), Michael Greenwood (Senior League), Greg Duffy (Community Representative), Jim Daley (Hockey), Noel Huggett (Parkes Touch)

The Chairman welcomed all attendees to the meeting and acknowledged the absence of Robert Norman whose father had taken ill. Those present wished him a speedy recovery.

2. Confirmation of Minutes of Previous Meeting

Minutes of previous meeting were distributed to all affiliates. Noted that the chairman was listed as Robert Norman which was incorrect. Minutes to be adjusted. Moved by Anthony McGrath that the minutes of the previous meeting be corrected and confirmed as a true and correct record. Seconded by Kiran Deland. Carried.

Business Arising
Nil.

3. Notable Sporting Performances

During the past month, the following sporting performances were recognised by those present at the meeting.

- Greg Morrissey stated that the AFL PSSA tournament was a resounding success due to the great support of the Parkes Shire Council, the sports field staff and students who assisted with umpiring. Trent Reynolds Western PSSA coordinator was loud in his praise and expressed a desire to bring another PSSA carnival (possibly Touch or Rugby) to Parkes in 2018. Cr O'Leary supported Greg's comments and noted that the organisers had commented on the ability of Parkes to take-away all the stress from running the carnival.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Travis Irvin (AFL Development) praised the carnival and stated that is was second to none in terms of the facilities, competition and the warm welcome they had all received, especially the civic reception, which was unexpected. Dave Ramsay stated that the assistance of the Events Officer, Natalie Caldwell was instrumental in the carnivals success.

- Maureen Massey traveling to play for the Australian Masters
- Tennis representatives are participating in the USA.
- Parkes U13 boys hockey played as a town based team in a representative zone carnival and finished 3rd

4. *Outstanding Items / Council Sport Projects Update*

Dave Ramsay presented an update on the latest sports projects. Notes from David's report:

- Construction on the storage sheds at Northparkes and Pioneer to commence in July
- Path on to ground at Northparkes extended
- Signage and gates for Northparkes entry on order

Other project updates:

- Construction of the Northparkes canteen area shade shelter to start week commencing 19 June.
- Exhibition period for Spicer grandstand demolition closed. Report recommending demolition to go to Council on 27 June.
- Netball court resurfacing – new quotes received and report to Council on 27 June.

See attached for a full Sport Projects Update report.

5. *Around the Grounds*

Al Gersbach (Rugby Union)

- Spicer Oval lights are deteriorating. One light out, others fading. Dave to investigate with Al.
- Security lighting needed at temporary toilet block site.
- Disappointed with the state of the amenities with fat from the BBQ on the back landing and the main hall hadn't been swept out after the AFL tournament. Greg Morrissey took the comments on board.
- Hand dryers are on order
- School sports carnivals are being held and not cleaned up after the event. Anthony to address issue through bookings

Cricket & PSSA AFL (Greg Morrissey)

- Keen to move into Woodward storage shed. Dave to follow up keys.

Hockey (Kiran Deland)

- SMS lighting may be resolved

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6. *Sporting Facilities Development Committee*

Date for next meeting to be sought for 27 June.

7. *Correspondence*

The following correspondence was recorded since the last meeting:

1. Minutes of last meeting sent to groups
2. Reminder of next sports council meeting.
3. Email from Louise requesting information regarding Cheney Park for Masters Hockey tournament. Response from Wayne O'Neill stating that Field 2 was unlikely to be available due to the wet fields due to the rising water table.
4. Media release regarding the official turning on of the upgraded Jock Colley Field lights.
5. Media release to all groups regarding the next round of the Northparkes Sports Grants which close on 30 June 2017.
6. Media release advising that grants for sporting groups will be available from the state government from October 2017.

Business Arising

1,2,4,5,6 for information
3. Discussed in General Business

8. *Finances*

The finance report was tabled. A copy of this report is included as a separate attachment to these minutes.

Luke Nash moved that the report be accepted. Seconded by Louise O'Leary. Carried.

9. *General Business*

Northparkes Canteen wiring
AFL tournament highlighted problem with electrical work. AFL organised to sort the problem out. Anthony to follow-up with Bart to review the work done.

Masters Hockey
Cr O'Leary:

- Field map still shows old cricket pitch on McGlynn
- Tent sites to be organised.
- Field 2 on Cheney will not be available - Keast can be used if required.
- Tents will be required - Anthony to follow up with Greg
- Closure of Baker Street for the 3 days is requested
- Additional portable toilets will also be required.

SDFC
Anthony to organise with Marie, to hold a meeting on 27 June. Demolition of Spicer Grandstand to be organised as soon as possible after approval is sort. Site visit to determine scope of works.

Northparkes Sports Grants

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Last round of NPM sports grants close on 30 June. A new agreement is currently under negotiation.

Water Recycling
New plant is currently under construction, with the Golf Club and Racecourse the first to be connected. More information to follow from the Project Team at a future meeting.

10. Next Meeting

The next meeting (Annual General Meeting) will be held at 7:30pm at Parkes Leagues Club on 8 August 2017. There will be no meeting in July.

11. Meeting Close

Meeting adjourned at 8:32pm

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

15.3 Committee Minutes - Waste Facilities Committee meeting 6 June 2017

Executive Summary

A meeting of the Parkes Shire Council Waste Facilities Committee will be held at 9:00am prior to the Council meeting scheduled for Tuesday, 6 June 2017. The Minutes of the meeting will be tabled at the Council meeting.

Background Information

The Committee is a 'Councillor Only' Committee and meets when necessary to discuss issues relating to the Shire landfill sites.

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to:

7. Care for the environment in a Changing Climate

8. Maintain and improve the Shires Assets and Infrastructure

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Low*

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★★☆
Social	★★★☆☆	*Civic Leadership*	★★★☆☆

Budget & Financial Aspects

Domestic Waste Management and other waste long term financial plan.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

1. That the Minutes of the Waste Facilities meeting held on 6 June 2017 be received and noted.

Attachments

1. Minutes of the Waste Facilities meeting 6 June 2017 will be tabled at the Council meeting.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Our Mission: To Deliver Progress and Value to our Community

WASTE FACILITIES COMMITTEE MEETING

Our Communities Vision:

In 2022 the Parkes Shire will be a progressive regional centre, embracing a national logistics hub with vibrant communities, diverse opportunities, learning and healthy lifestyles.

MINUTES

TUESDAY 6 JUNE 2017

Notice is hereby given that a meeting of the Parkes Shire Council's Waste Facilities Committee will be held at the Council Administration Centre, 2 Cecile Street, Parkes, commencing at 9.00am for the purpose of considering the items included on the Agenda.

GENERAL MANAGER: Kent Boyd

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Minutes of the Waste Facilities Committee Meeting held on Tuesday, 6 June, 2017, at 3.00pm, in the Council Chambers, 2 Cecile Street, Parkes.

1 Open Meeting

Cr Ward opened the meeting and welcomed those in attendance.

2 Present

Cr A Ward (Chair)
Cr K Keith (Mayor)
Cr K McGrath
Cr B Newton

Also in attendance:

Cr Jayet

Kent Boyd - General Manager (part)

Steven Campbell - Director Planning & Environment

Richard Hutchison - Bin Tracker Presentation (part)

Sharyn Ware - Minutes

3 Apologies

Cr Pratt

Recommendation:

That the apology of Cr Pratt be noted.

Moved by Cr McGrath
Seconded by Cr Keith

4 Declaration of Interest

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Nil

5 Minutes of last meeting

The Minutes of the previous meeting held 21 March, 2017, were confirmed as a true and correct record.

Moved by Cr Newton

Seconded by Cr McGrath

6 Matters arising from previous minutes

Nil

7 Committee Business

7.1 Parkes Landfill Upgrade

Cr Keith questioned if there was a final design for the southern face of the Waste Facility. The DPE confirmed that there was a filling plan for that area.

Recommendation:
That the progress update report on the Parkes Landfill Upgrade be noted.
Moved by Cr McGrath
Seconded by Cr Newton

7.2 Waste Audits
Recommendation:
That the progress update report on Waste Audits be noted.
Moved by Cr Keith
Seconded by Cr Newton

7.3 Waste Collection Tracking
Recommendation:

That the progress update report on Waste Collection Tracking be noted.
Moved by Cr McGrath
Seconded by Cr Keith

7.4 Liquid Waste Disposal

Recommendation:

That Council cease accepting liquid waste at the Parkes Waste Facility from 1 August, 2017. Further, that liquid waste transporters be advised of the new procedures for disposal of liquid waste.

Moved by Cr Newton

Seconded by Cr Keith

8 General Business

Nil

9 Closure

As no further business, the meeting closed at 3.50 pm.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

16 QUESTIONS AND MATTERS OF URGENCY

17 CONSIDERATION OF CONFIDENTIAL BUSINESS ITEMS

17.1 (DTCS) Elvis Festival Financials as at 30 04 2017 (Treasurer's Report)

Prepared By: Director Technology and Corporate Services

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A (2) (c) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business

Executive Summary

The Final Financial Statements for the 2017 Elvis Festival activity within council as at 30 April 2017 have been prepared including a comparison to the 2017 Elvis Festival Budget.

Background Information

The Elvis Festival Operations Budget had been initially developed based on the 2015 and 2016 Festival and projected revenue from sponsorship and events planned to take effect in 2017. This will be used as a financial plan and guide for the 2017 Elvis Festival. The 2017 Elvis Festival has achieved a small surplus of $2,283.

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to:

6. Enhance Recreation and Culture

6.4.3 Provide opportunities for all to experience cultural activities

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Tourism is an important industry for the Parkes Shire with local events stimulating the economy, it is estimated the Parkes Elvis Festival contributes in excess of $13 million.

Predicted negative / challenge to the Delivery Program: *Minor*

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic	★★★★★	*Environmental*	★★★☆☆
Social	★★★★★	*Civic Leadership*	★★★★★

Budget & Financial Aspects

$250,000 has been contributed by Elvis Revival Inc and $100,000 from Parkes Shire Council to provide working capital for the festivals. The 2017 festival results as at 30 April 2017 recorded a small surplus of $2,283. The Revised 2017 Festival budget reflected an operating deficit of $22,044.

Recommendation

1. That the financial information for the Elvis Festival 2017 be received and noted.

Report

Attached are the Financial Statements for the 2017 Parkes Elvis Festival as at 30 April 2017.

A summary of the results for the Elvis Festival is as follows:

	2015 Festival	2016 Festival	2017 Festival	2017 Revised Festival Budget
Operating Income	$ 441,608	$ 587,508	$ 557,532	$ 554,753
Operating Expenses	$ 447,205	$ 610,945	$ 555,249	$ 576,797
Net Operating Result	**($ 5,597)**	**($ 23,437)**	**$ 2,283**	**($ 22,044)**

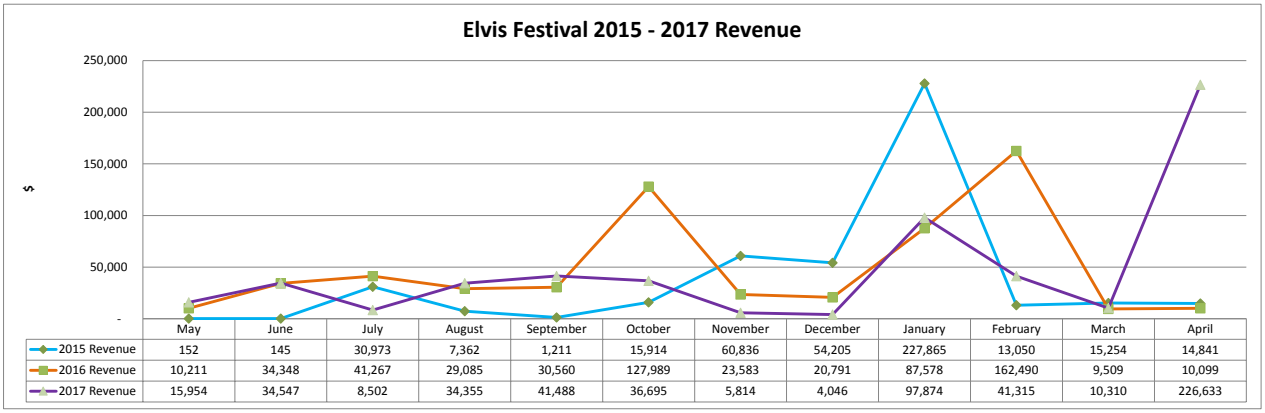
Current stockholdings are $44,655. A stock take has being completed as at 3rd February 2017.

Total Income for the 2017 Elvis Festival to date is $557.5k, with total expenditure of $555.2k, resulting in a surplus being reported of $2.3k. The Revised budgeted income for this year was $554.8k with budgeted expenditure of $576.8k, resulting in a deficit of $22.0k. Cash and Contracted Value in Kind Sponsorships are estimated to be $169,372 for the 2017 festival. The results for the 2017 Festival are favourable to budget by $24,327.

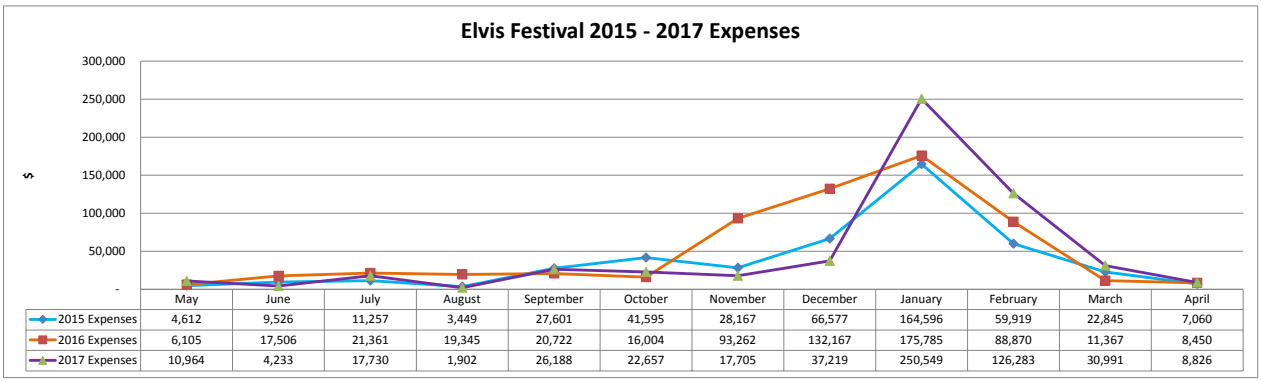
In comparison, total Income for the 2016 Elvis Festival was $587.5k, with total expenditure of $610.9k, resulting in a deficit of $23.4k. The turnover is reflected at a lower level compared to the 2016 festival due to the inclusion of the accommodation program in previous year's results. Currently there is $220,503 in funds held in cash reserves as working funds for the Elvis Festival.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The following graphs show the monthly comparison of revenue and expenditure between the 2015, 2016, & 2017 festivals to date.



	May	June	July	August	September	October	November	December	January	February	March	April
2015 Revenue	152	145	30,973	7,362	1,211	15,914	60,836	54,205	227,865	13,050	15,254	14,841
2016 Revenue	10,211	34,348	41,267	29,085	30,560	127,989	23,583	20,791	87,578	162,490	9,509	10,099
2017 Revenue	15,954	34,547	8,502	34,355	41,488	36,695	5,814	4,046	97,874	41,315	10,310	226,633



	May	June	July	August	September	October	November	December	January	February	March	April
2015 Expenses	4,612	9,526	11,257	3,449	27,601	41,595	28,167	66,577	164,596	59,919	22,845	7,060
2016 Expenses	6,105	17,506	21,361	19,345	20,722	16,004	93,262	132,167	175,785	88,870	11,367	8,450
2017 Expenses	10,964	4,233	17,730	1,902	26,188	22,657	17,705	37,219	250,549	126,283	30,991	8,826

Attachments

1. Parkes 2017 Elvis Festival Financial Statements.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Document Set ID: 977840
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Parkes Elvis Festival 2016
Profit & Loss Statement
as at 30 April 2017

INCOME	*Previous Year 2015 Festival (Comparison)*	*Previous Year 2016 Festival (Comparison)*	*2017 Festival Committments*	*2017 Festival Actual*	2017 Festival Actual Incl. Committed	%	2017 Revised Festival Budget	% of Budget
Operating Income								
Op. Contributions - Ticket Sales and Registrations	*193,253*	*201,932*		*273,232*	**273,232**	49.3%	**302,103**	54.5%
Op. Contributions - Elvis Merchandise	*87,573*	*94,135*		*110,797*	**110,797**	20.0%	**98,000**	17.7%
Op.Contributions - Elvis Sponsorships	*127,616*	*119,342*		*131,758*	**131,758**	23.8%	**123,650**	22.3%
Op. Contributions - Marketing & Advertising	*17,975*	*24,183*		*35,495*	**35,495**	6.4%	**31,000**	5.6%
Op. Contributions - Accommodation Programs	*15,191*	*147,916*		*6,250*	**6,250**	1.1%	**-**	-
Total Operating Income	***$ 441,608***	***$ 587,508***		$ 557,532	**$ 557,532**	100.5%	**$ 554,753**	100.0%
Operating Expenses								
Elvis Festival - Event Infrastructure	*76,951*	*59,884*	-	*89,552*	**89,552**	15.5%	**$ 68,700**	11.9%
Elvis Festival - Event Production	*47,670*	*31,179*	-	*40,509*	**40,509**	7.0%	**106,077**	18.4%
Elvis Festival - Event Programming	*126,572*	*177,088*	-	*204,586*	**204,586**	35.5%	**194,954**	33.8%
Elvis Festival - Merchandise / Outlet	*54,195*	*62,728*	-	*58,401*	**58,401**	10.1%	**51,500**	8.9%
Elvis Festival - Marketing	*111,486*	*117,429*	-	*120,522*	**120,522**	20.9%	**119,515**	20.7%
Elvis Festival - Volunteers	*5,264*	*619*	-	*7,267*	**7,267**	1.3%	**6,600**	1.1%
Elvis Festival - Administration	*19,273*	*19,192*	-	*18,167*	**18,167**	3.1%	**13,960**	2.4%
Elvis Festival - Sponsor Servicing	*2,294*	*2,218*	-	*4,466*	**4,466**	0.8%	**5,500**	1.0%
Elvis Festival - Accomodation Programs	*0*	*131,563*	-	-	**-**	-	**-**	-
Elvis Festival - Surveys and Research	*3,500*	*9,045*	-	*11,779*	**11,779**	2.0%	**9,991**	1.7%
Total Operating Expenses	***$ 447,205***	***$ 610,945***	$ -	$ 555,249	**$ 555,249**	96.3%	**$ 576,797**	100.0%
NET OPERATING RESULT FOR THE YEAR	***$ (5,597)***	***$ (23,437)***	*$ -*	***$ 2,283***	**$ 2,283**		**$ (22,044)**	

Parkes Elvis Festival 2016
Financial Statement
as at 30 April 2017

Assets	Actual
Current Assets	
Cash	220,503
Accounts receivable	-
Inventory	44,655
Prepaid expenses	-
Short-term investments	-
Total current assets	**265,158**
Non-Current Assets	
Long-term investments	-
Property, plant, and equipment	58,091
(Less accumulated depreciation)	-
Total Non-Current assets	**58,091**
Total Assets	**323,249**

Liabilities and Owner's Equity	
Current Liabilities	
Accounts payable	-
Short-term loans	-
Total current liabilities	**-**
Non-Current Liabilities	
Other	-
Total long-term liabilities	**-**
Owner's Equity	
Owner's investment	350,000
Retained earnings	(26,751)
Other	
Total owner's equity	**323,249**
Total Liabilities and Owner's Equity	**323,249**

Common Financial Ratios	
Debt Ratio (Total Liabilities / Total Assets)	0.00
Current Ratio (Current Assets / Current Liabilities)	
Working Capital (Current Assets - Current Liabilities)	265,158
Assets-to-Equity Ratio (Total Assets / Owner's Equity)	1.00
Debt-to-Equity Ratio (Total Liabilities / Owner's Equity)	0.00

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

YTD for June 2016-17 General Ledger Data All Expenditure \ Revenue for jumped

Combo Budgeting Level	PrevYr May MTH Actuals	PrevYr Jun MTH Actuals	Jul MTH Actuals	Aug MTH Actuals	Sep MTH Actuals	Oct MTH Actuals	Nov MTH Actuals	Dec MTH Actuals	Jan MTH Actuals	Feb MTH Actuals	Mar MTH Actuals	Apr MTH Actuals	Elvis Festival 2017
1295 - ELVIS FESTIVAL													
05 - Revenue													
1295-1595-0000 - Op. Contrib. - Elvis Merchandise	$ 54	$ 322	$ 27	$ 1,435	$ 616	$ 746	$ 902	$ 2,396	$ 90,962	$ 11,905	$ 596	$ 836	$ 110,797
1295-1596-0000 - Op. Contrib. - Elvis Sponsorships	$ 15,000	$ 25,000	$ 5,150	$ 17,500	$ -	$ 34,400	$ 1,000	$ 110	$ 445	$ 2,642	$ 10,000	$ 20,511	$ 131,758
1295-1597-0000 - Op. Contrib. - Elvis Ticket Sales/Re	$ -	$ -	$ -	$ 95	$ 37,597	$ 25	$ 1,562	$ 1,215	$ 6,321	$ 20,617	$ 514	$ 205,286	$ 273,232
1295-1598-0000 - Op. Contrib. - Elvis Accom Programs	$ 900	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,350			$ 6,250
1295-1599-0000 - Op. Contrib. - Elvis Marketing	$ -	$ 9,225	$ 3,325	$ 15,325	$ 3,275	$ 1,525	$ 2,350	$ 325	$ 145	$ 800	$ (800)		$ 35,495
05 - Revenue Total	**$ 15,954**	**$ 34,547**	**$ 8,502**	**$ 34,355**	**$ 41,488**	**$ 36,695**	**$ 5,814**	**$ 4,046**	**$ 97,874**	**$ 41,315**	**$ 10,310**	**$ 226,633**	**$ 557,533**
06 - Expenditure													
1295-2011-0000 - Elvis - Salaries Sponsorship	$ -												$ -
1295-2973-0000 - Elvis Festival - Merchandise/Outlet	$ (784)	$ (470)	$ -	$ -	$ (990)	$ (2,280)	$ (5,064)	$ (7,907)	$ (23,416)	$ (7,948)	$ (7,434)	$ (2,107)	$ (58,401)
1295-2976-0000 - Elvis Festival - Marketing	$ (10,080)	$ (871)	$ (1,055)	$ (1,335)	$ (16,222)	$ (12,336)	$ (3,537)	$ (9,351)	$ (54,082)	$ (5,323)	$ (5,747)	$ (584)	$ (120,522)
1295-2977-0000 - Elvis Festival - Surveys & Research	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (5,779)	$ -	$ (6,000)		$ (11,779)
1295-2978-0000 - Elvis Festival - Administration	$ (100)	$ (2,472)	$ (7,948)	$ (50)	$ -	$ (295)	$ (1,772)	$ (0)	$ (287)	$ (758)	$ (201)	$ (4,284)	$ (18,167)
1295-2979-0000 - Elvis Festival - Volunteers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (97)	$ (4,287)	$ (2,383)		$ (500)	$ (7,267)
1295-2980-0000 - Elvis Festival - Sponsor Servicing	$ -	$ (421)	$ -	$ (517)	$ -	$ -	$ -	$ (355)	$ (2,155)	$ (1,019)			$ (4,466)
1295-2981-0000 - Elvis Festival - T'Sport/Meals/Accom	$ -												$ -
1295-2985-0000 - Elvis Festival-Event Infrastructure	$ -	$ -	$ -	$ -	$ (70)	$ -	$ (200)	$ (532)	$ (31,861)	$ (47,914)	$ (7,700)	$ (1,275)	$ (89,552)
1295-2986-0000 - Elvis Festival - Event Production	$ -	$ -	$ -	$ -	$ (143)	$ (227)	$ (55)	$ (3,209)	$ (34,138)	$ (1,578)	$ (1,081)	$ (76)	$ (40,509)
1295-2987-0000 - Elvis Festival - Event Programming	$ -	$ -	$ (8,727)	$ -	$ (8,764)	$ (7,518)	$ (7,076)	$ (15,769)	$ (94,545)	$ (59,359)	$ (2,828)	$ -	$ (204,586)
06 - Expenditure Total	**$ (10,964)**	**$ (4,233)**	**$ (17,730)**	**$ (1,902)**	**$ (26,188)**	**$ (22,657)**	**$ (17,705)**	**$ (37,219)**	**$ (250,549)**	**$ (126,283)**	**$ (30,991)**	**$ (8,826)**	**$ (555,248)**
1295 - ELVIS FESTIVAL Total	**$ 4,990**	**$ 30,314**	**$ (9,229)**	**$ 32,453**	**$ 15,300**	**$ 14,038**	**$ (11,891)**	**$ (33,174)**	**$ (152,675)**	**$ (84,968)**	**$ (20,681)**	**$ 217,807**	**$ 2,285**
Total	**$ 4,990**	**$ 30,314**	**$ (9,229)**	**$ 32,453**	**$ 15,300**	**$ 14,038**	**$ (11,891)**	**$ (33,174)**	**$ (152,675)**	**$ (84,968)**	**$ (20,681)**	**$ 217,807**	**$ 2,285**

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.2 (DTCS) General Manager - Secondary Employment

Prepared By: Director Technology & Corporate Services

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(a) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(a) personnel matters concerning particular individuals (other than councillors)

Executive Summary

The General Manager must seek the approval of Council if he is to undertake secondary employment. A conflict of interest risk assessment of the employment to be undertaken has been carried out to assist Council.

Background Information

In accordance with Section 353(1) of the Local Government Act 1993:

"the General Manager must not engage, for remuneration, in private employment or contract work outside the service of the Council without the approval of the Council."

The General Manager is accordingly seeking approval from Council to engage in economic activities he undertakes outside Council that may be deemed to constitute "Secondary Employment". A conflict of interest risk assessment (see attached) has been carried out and the required controls identified to mitigate any of the potential areas of perceived or real conflict of interest.

The General Manager is well versed in the governance and risk mitigating requirements for secondary employment within Council's operations.

Legislative or Policy Implications

Section 353(1) of the Local Government Act 1993

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to: *Function 4: Governance*

Budget & Financial Aspects

Nil

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Recommendation

1. That Council approve the General Manager's application to undertake remuneration activities via primary industry and other interests as discussed in the application made under the Secondary Employment requirements of Section 353(1) of the Local Government Act 1993.

Report

All staff including the General Manager must make application to undertake any form of secondary employment whilst employed by Council.

The General Manager last had his secondary employment application approved by Council in August of 2016.

The current application is identical to previous applications with the inclusion of a business proposal to develop and operate a sheep feed lot on property owned east of Parkes.

The General Manager has already prepared risk mitigation strategies in relation to the development and operation of the enterprise. An internal risk analysis of the additional enterprises in the application has not altered the previous potential risk level assessment of "low".

Attachments

1. General Manager's Secondary Employment Application
2. Consideration of options to improve farm enterprise viability "Uley", 303 Bindogundra Road, Parkes - For Kent Boyd
3. Conflict of Interest Risk Assessment

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire Council

"Section 353 - Other Work" APPLICATION FORM (PART A)

Name: Kent Boyd

Address: PO Box 909, Parkes, NSW

Position: General Manager

I, Kent Boyd, have read the copy of the ICAC and Local Government "No Excuse for Misuse Guidelines 2" provided, and understand its contents. I declare that the Secondary Employment that I wish to undertake does not arise from, nor will it interfere with my official duties, will not involve a conflict of interest with my official duties and will be undertaken outside working hours as explained in this document. I also understand that Council resources including Plant, Equipment and Technology must not be used for any of my Secondary Employment activities and that no relevant information shall be withheld in relation to the above and that the arrangements will not be varied without further application.

Type of Secondary Employment To Be Undertaken:

Primary production, share trading, investment property.

Description of duties or terms of Secondary Employment to Be Undertaken:

1 - ***Primary production activities, including (but not limited to) livestock production (including stud sheep), cattle, cropping & implantation of sheep embryos in association with business partners for subsequent sale. Stud ram production.***

2 - ***Additionally, I propose to operate a sheep feedlot, subject to normal regulatory approvals (see attached document fully outlining proposal).***

3- ***I am also a director of a company which owns a farm in the Peak Hill district (IVIC P/L)***

4- ***I am a director of a company which has a commercial properties in Parkes & various shares portfolios, all of which are income producing, (Advanced Properties P/L).***

5- ***I own several investment properties outside the Parkes Shire which are income producing.***

6- ***I trade shares and options on occasions.***

Dated this 18th Day of June 2017

Signed: ……

Office Use Only: Date supplied to Admin Manager for Conflict of Interest Risk Assessment

……/……/……..

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

CONSIDERATION OF OPTIONS TO IMPROVE FARM ENTERPRISE VIABILITY

"ULEY", 303 BINDOGUNDRA ROAD,

PARKES - FOR KENT BOYD

(DISCLOSURE DOCUMENTATION TO SECONDARY EMPLOYMENT APPLICATION - IN ACCORDANCE WITH SECTION 353 (A) OF THE LOCAL GOVERNMENT ACT 1993)

(CONFIDENTIAL)

(NB - THIS IS NOT INTENDED TO BE IN ANY WAY ANY TYPE OF PRE-APPROVAL TO SUBSEQUENT APPROVALS REQUIRED TO OPERATE THIS PROPOSED DEVELOPMENT)

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PROJECT OBJECTIVE

To build the income of the existing farm enterprise to a level of financial sustainability, in an environmentally acceptable way, without significant impacts on local amenity and lifestyle, such that the enterprise is capable of being self-sustaining.

OPTIONS CONSIDERED

Option One **(1)** - Do-Nothing

Option Two **(2)** - Moving the property to a grain production enterprise

Option Three **(3)** - A 3999 head feedlot

Option Four **(4)** - A 1200 head feedlot

OPTION ONE (1) - DO NOTHING

The "do-nothing" option, as it would suggest, is to maintain the status quo. This, in essence, means maintaining the current sheep and cattle production with no value-adding on farm. This option would continue to require equity from outside the farming enterprise to maintain operations, and therefore unsustainable in the long term.

OPTION TWO (2) - MOVING THE PROPERTY TO A GRAIN PRODUCTION ENTERPRISE

In a normal year grain production has a higher per hectare return than most other enterprises, however entry costs are substantial. Thus, to move the enterprise to grain growing would require outsourcing planting etcetera or more likely leasing the property to a grain grower.

Expected production would be in the vicinity of 700 tonnes of grain per year, which would contribute more than the current operation to the GDP of the Shire.

Road impact would be approximately 35 tri-axle semitrailer loads of produce out, plus seed and fertiliser in, say three (3) loads, totals 38 truck movements per year (and return).

Impact on local amenity would be that of a normal farming enterprise.

This does little to increase the viability of the current enterprise for the owner and is therefore not considered further.

OPTION THREE (3) - A 3999 HEAD LAMB FEEDLOT

The current sheep enterprise sells about 600 lambs at 40-50 kilogram depending on the season, but rarely larger, limited by the grazing capacity of the property. A sheep feedlot would synergistic and allow value adding to existing enterprise, supplemented by lambs bought-in to improve viability. The larger the feedlot enterprise the more profitable.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

A 3999 head (at any one time) lamb feedlot is approximately the maximum size feedlot that could be situated on the property without requiring a licence under the Protection of the Environment Operations Act 1997, (PoEO Act). The PoEO Act, at section 48, provides the licensing requirement for scheduled activities (premises-based). Scheduled activities are set out in schedule 1 of the PoEO Act. At section 22 of Schedule 1 "Livestock intensive activities" it provides that "cattle, sheep or horse accommodation" is declared to be a scheduled activity if it has capacity to accommodate more than 1,000 head of cattle, 4,000 sheep or 400 horses at any time". Thus a 3999 head lamb feedlot is therefore not a scheduled activity.

It is also the approximate maximum size feedlot based on separation distance to the nearest residence. The required separation distance (for offensive odours, noise and dust), is calculated to be approximately 760m[1], the nearest residence is ~850m.

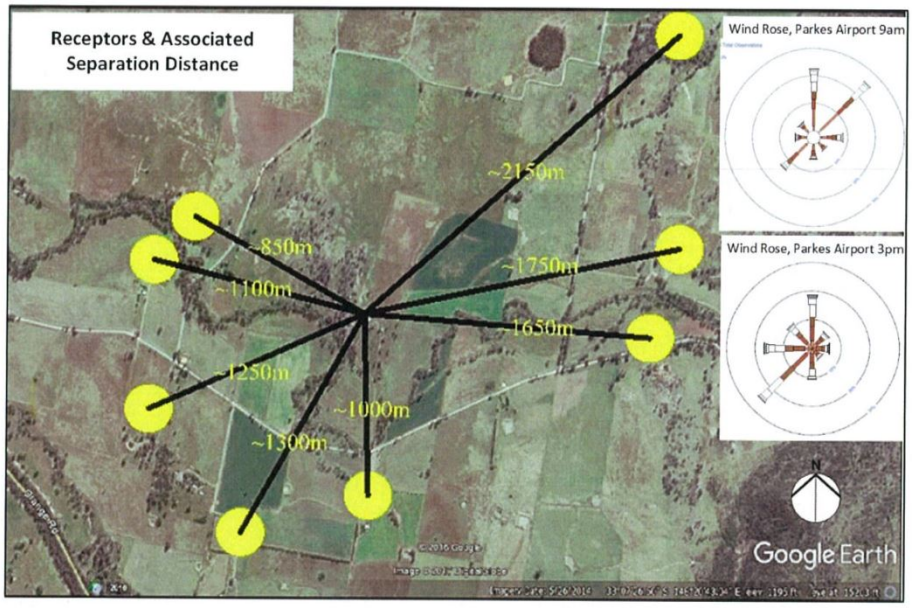


FIGURE 1: APPROXIMATE DISTANCES TO NEAREST RECEPTORS (TAKEN FROM GOOGLE EARTH, UNCHECKED)

The stocking pens footprint would be approximately 1.7ha. Approximate pen layout is shown in figure 2 below.

For comparison purposes only, a 3999 head sheep feedlot is approximately equivalent to a 550 head cattle feedlot.[2]

[1] *Dickson & Jolly, Meat and Livestock Australia, "National procedures and guidelines for intensive sheep and lamb feeding systems", 2011.*
[2] *ibid, page 29 Table 6-2 - Standard sheep units conversion*

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

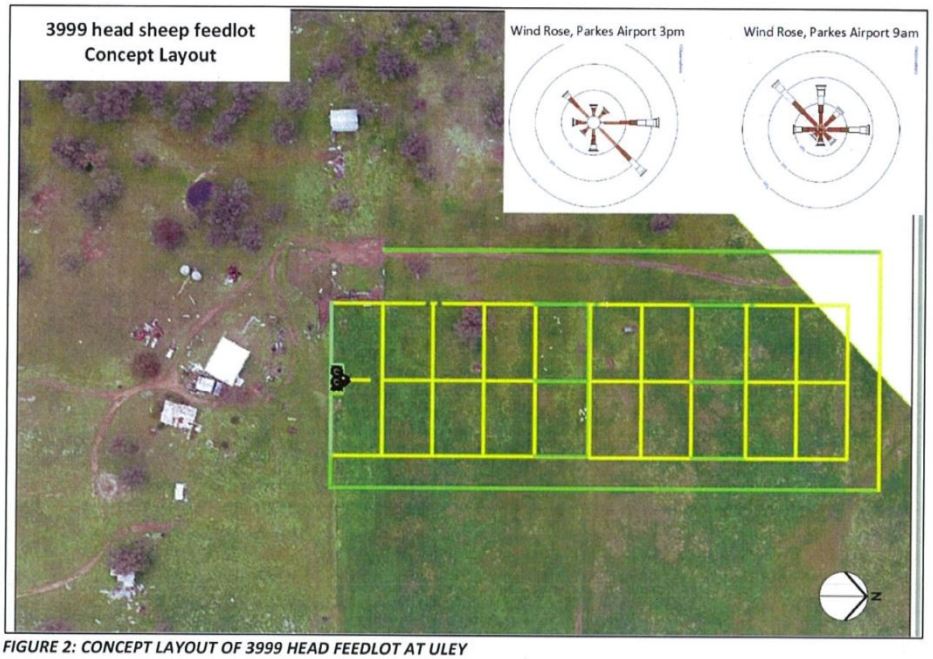


FIGURE 2: CONCEPT LAYOUT OF 3999 HEAD FEEDLOT AT ULEY

The operation method would be to bring lambs in at about 40kg and feed them on grain for approximately 60 days, then sell them at 60kg. This could be done 4 times per year, thus a total yearly throughput of 15,996 lambs (maximum).

This would contribute more substantially to the GDP of the shire than current operations.

The increase in road impact assuming lambs are transported in four (4) deck tri-axle semitrailer is, 15,996, less 600 lambs currently produced, equals 15,396 lambs or 130 decks, which equals 32 loads in. Then shipping out the 15,996, 60kg lambs, which equals 190 decks or 48x four (4) deck tri-axle semitrailer loads.

Feed shipped in, assuming average consumption of 1.5kg per day equals 1440 tonnes, which would require 72 tri-axle semitrailer.

Thus total tri-axle semitrailer movement laden equals 152 per year, or 13 per month coming then returning. Where practicable empty trucks will be back-loaded to reduce impact.

To run this enterprise would require the employment of a part time person to manage stock introductions and shipping.

While it is likely (subject to detailed analysis) a feedlot of this nature could be permitted on the property, it would be difficult to manage an operation of this nature without impinging on the owners Council work commitments.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

OPTION FOUR (4) - A 1200 HEAD FEEDLOT

A 1200 head (at any one time) lamb feedlot is as small as economically viable, but considered to be both of least impact and manageable by the owner without impinging Council work commitments. It also creates a much larger buffer to neighbours and reduces road/traffic impact in comparison to the larger feedlot option, to a level commensurate with a normal farming enterprise.

The separation distance (for offensive odours, noise and dust), is calculated to be approximately 415m[3], the nearest residence is ~850m, thus providing a significant buffer.

The stocking pens footprint would be approximately 0.5ha and could be located on a gravelly hill with little production value. It is well drained and has a hard surface. Approximate pen layout is shown below in figure 3.

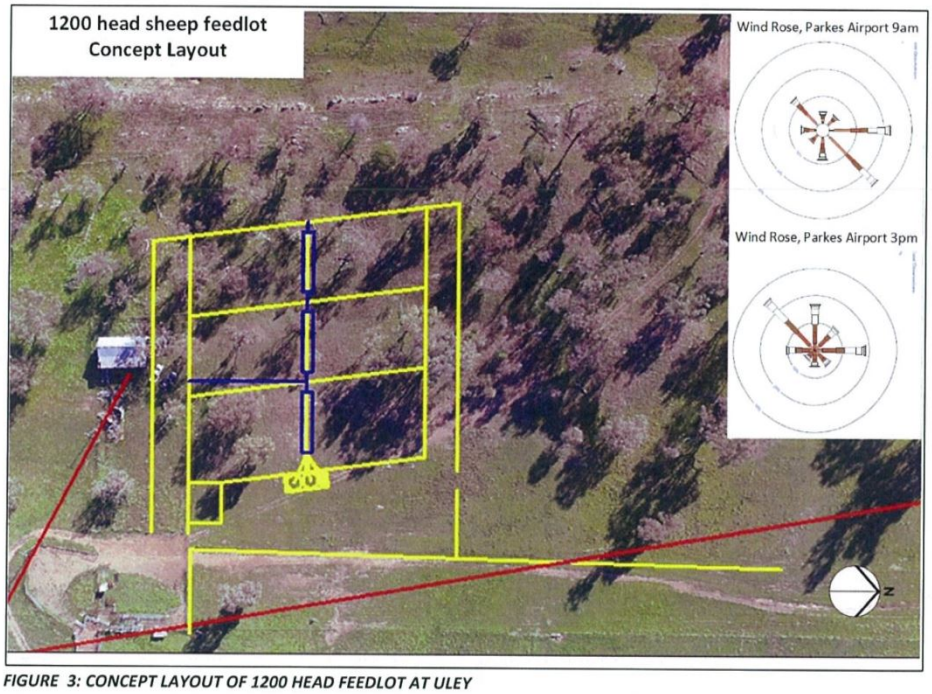


FIGURE 3: CONCEPT LAYOUT OF 1200 HEAD FEEDLOT AT ULEY

The operation method would be to bring lambs in at about 40kg and feed them on grain for approximately 60 days, then sell them at 60kg. This could be done four (4) times per year, thus a maximum total yearly throughput of 4800 lambs.

Increase in road impact assuming lambs are transported in four (4) deck tri-axle semitrailer is, 4,800 less 600 lambs currently produced, equals 4,200 lambs or 33 decks, which equals 8 loads in. Then shipping out the 4,800 60kg lambs, which equals 56 decks or 14x 4 deck tri-axle semitrailer per year.

[3] *ibid*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Feed shipped in, assuming average consumption of 1.5kg per day equals 432 tonnes, which would require 22 tri-axle semitrailer per year at full production.

Thus total tri-axle semitrailer movement laden equals 44 per year (entering then returning), or <4 per month coming then returning. Where practicable empty trucks will be back-loaded.

With the automated system, monitor by SCADA and CCTV, the feedlot could be run without employing staff.

Impact on local amenity would be not that dissimilar to a normal grain farming enterprise (see option 2 above). Separation distance buffers with ~50% margins should protect neighbours. This option is preferred for those reasons.

For comparison purposes only a 1200 head sheep feedlot is approximately equivalent to a 165 head cattle feedlot.[4]

THE FEEDLOT FEEDING SYSTEM

The 3999 or 1200 feedlot feeding systems are similar in function. See figure 4 below,

FIGURE 4: AUTOMATED SHEEP FEEDING SYSTEM, SHOWING FEED SILOS AND FIRST BANK OF FEEDERS

[4] *ibid, page 29 Table 6-2 - Standard sheep units conversion*

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The system is fully automated. A small diameter auger driven by a Variable Frequency Drive (VFD) motor conveys grain from a series of silos to a mixing box at the head of the main feed line. The VFD's can be altered to deliver the desired mix of grain and additives. From the mixing box a horizontal auger conveys the mixed grain under a weather hood above a line of conventional sheep feeders, sequentially filling each feeder.

The feeders separates the sheep pens so sheep can feed from either side. There are six (6) feeders between two (2) pens, which is sufficient to feed 200 sheep per side.

For 1200 lambs, three (3) banks of six (6) feeders would be required, that is a total of 18 feeders (shown in figures 4 and 5 above and below). For a 3999 lamb feedlot ten (10) banks of 6 feeders (ie 60 feeders) would be required.

Each feeder holds approximately two (2) tonnes. Thus for the 1200 head feedlot when feeders are full the three (3) banks of six (6) feeders will hold 36 tonnes, which on average would sustain the 1200 lambs for 20 days. The feeders are maintained full by the automation, thus in the event of a failure there would be 20 days to respond.

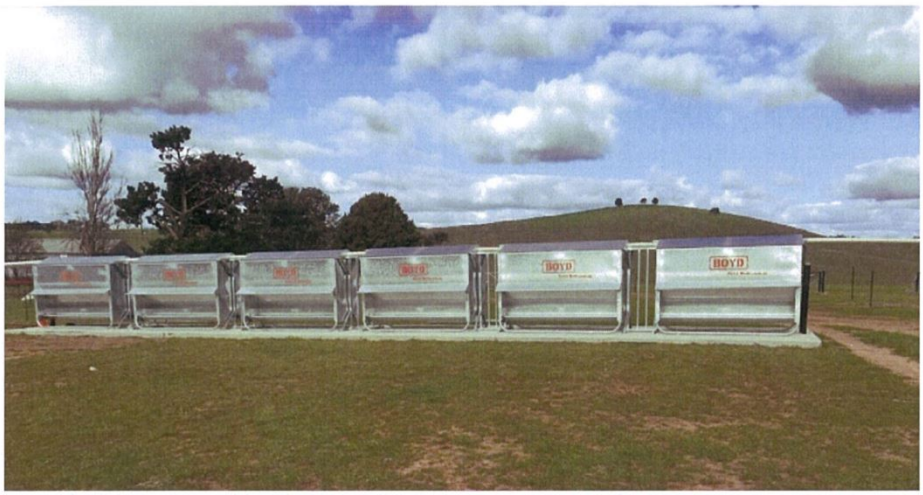


FIGURE 5: AUTOMATED SHEEP FEEDING SYSTEM, SHOWING ONE BANK OF FEEDERS

The system would be monitored by CCTV, SCADA and various sensors to detect overload and fill.

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

RISK OF FEEDLOT OPERATIONS IMPACTING GM'S EMPLOYMENT COMMITMENTS

Prerequisite to lodging a Development Application for this project is Council agreeing to this type of "other work" on my primary employment.

Since employed by Council in 1992, I have always had an association with the family farm " Curra Park" at Peak Hill. In 2005 I purchased the property "Uley" at Bindogundra. I completed an MBA prior to purchasing the property and a Masters of Government and Commercial Law, and the Company Directors Course since (amongst many other shorter courses), all the while working well in excess of minimum prescribed 9am - 5pm work hours every week.

I have critically assessed the operations of the proposed feedlot and determined the following.

1. Pick-up and drop off of stock for the feedlot can be done without my attendance. Induction of stock would require a vaccination then 2 weeks free-range prior to entering the feedlot, which can simply be completed on a weekend. Ongoing activities would be weighing and sorting, but little else, again theses would be easily completed out of ours.
2. Feed supplies would similarly be delivered without my attendance.
3. Stock purchase is completed by agents, without the need for my intervention.
4. Additionally, my stud sheep work commitments has been considerably lessened recently by my moving to DNA testing to parent lambs. This alone has yielded sufficient time to contemplate these new enterprise opportunities.

Thus the new work requirements for this project would not be substantial and therefore not impact on my Council work commitments, and can be scaled to ensure they don't. That is, the automation of the feedlot will allow it to be operated at any size from 1200 head down.

I have never let farming activities take precedent over Council activities, in fact quite the opposite, and the farm participation has always provided a calm respite from the often hectic activities of Council commitments. The farm enterprise has also ensured a better understanding of our rural constituents and empathy for farm operation.

If the viability of the farm is increased then it becomes more viable to outsource other farm activities such as cultivating, planting weed control and similar.

The small feedlot would not be run at full production initially, if ever, but rather run at a level more easily managed to ensure it did not impact on my Council work commitments, which are always first and foremost.

All in all the impact is likely to be far less than those of many of our employees with the busy commitments of a family.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

CONCLUSION

While the larger feedlot option (3999 head) would be the most profitable it would also be most likely to impinge on my current work commitments and also most likely to cause concern with neighbours.

Accordingly the 1200 head sheep feedlot is the preferred option as it will have little impact on my Council work commitment, will increase the financial viability of the enterprise, it would be not that dissimilar to a normal grain farming operation in terms of impact on area amenity and will increase the GDP of the shire.

HOW THE PROJECT WOULD BE PROGRESSED

Subject to Mayoral agreement, I would lodge a secondary employment application under section 353(1) of the Local Government Act, which provides, "The general manager must not engage, for remuneration, in private employment or contract work outside the service of the council without the approval of the council."

If Council agrees to the secondary employment component of this project I would then discuss with my neighbours at the farm.

Then, subject to those discussions lodge a formal development application to Council. I would engage a town planner to manage the DA and instruct the Staff not to liaise with me in any way other than through the contracted Planner, and obviously declare interest during the consideration of the DA.

Frequency Analysis of Wind direction versus Wind speed in km/h (04 Jan 1965 to 01 Jun 2017)

Custom times selected, refer to attached note for details

PARKES AIRPORT AWS

Site Number 065068 • Opened Jan 1941 • Still Open • Latitude: -33.1281° • Longitude: 148.2428° • Elevation 323.m

Values are percentage frequency. A '*' indicates the event has occurred but with a frequency less than 0.5%.
Other important info about this analysis is available in the accompanying notes.

9 am 10796 Total Observations

Wind speed in km/h	Wind direction									
	N	NE	E	SE	S	SW	W	NW	Calm	ALL
>= 0 and < 5	2	1	1	*	*	1	1	1		19
>= 5 and < 10	6	9	2	1	2	5	1	2		29
>= 10 and < 15	4	3	2	1	1	3	1	*		14
>= 15 and < 20	3	4	2	1	1	2	1	1		14
>= 20 and < 25	4	4	2	*	1	1	1	*		13
>= 25 and < 30	3	2	1	*	*	1	*	*		7
>= 30 and < 35	1	1	*	*	*	*	*	*		3
>= 35 and < 40	1	*	*	*	*	*	*	*		1
>= 40	*	*	*	*	*	*	*	*		1
All	23	25	8	3	6	13	4	4	12	100

3 pm 7104 Total Observations

Wind speed in km/h	Wind direction									
	N	NE	E	SE	S	SW	W	NW	Calm	ALL
>= 0 and < 5	*	*	*	*	*	*	*	*		3
>= 5 and < 10	2	2	1	1	1	2	2	2		14
>= 10 and < 15	5	2	2	1	3	7	4	3		27
>= 15 and < 20	3	1	1	1	2	6	3	2		19
>= 20 and < 25	4	1	1	1	3	6	4	2		22
>= 25 and < 30	2	*	*	*	1	3	2	1		10
>= 30 and < 35	1	*	*	*	*	1	1	*		3
>= 35 and < 40	1	*	*	0	*	*	1	*		2
>= 40	*	*	*	*	*	*	*	0		1
All	19	7	6	4	11	25	17	11	1	100

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TCZ9444567 Page 1

General Manager Mayor

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Version: 1, Version Date: 24/08/2017

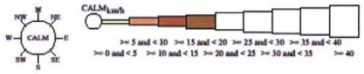
Rose of Wind direction versus Wind speed in km/h (04 Jan 1965 to 01 Jun 2017)

Custom times selected, refer to attached note for details

PARKES AIRPORT AWS

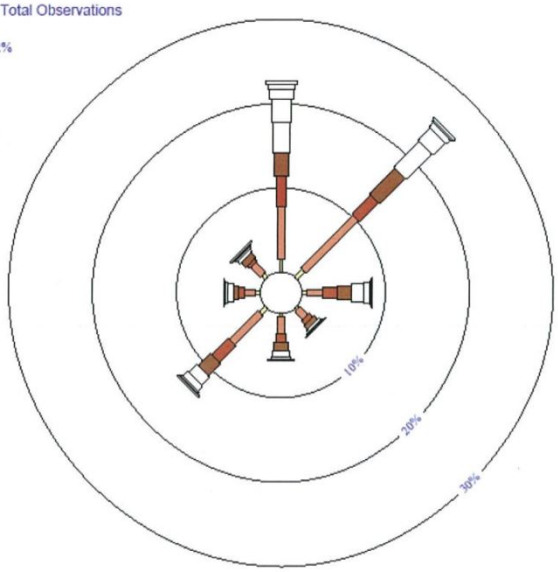
Site No: 065068 • Opened Jan 1941 • Still Open • Latitude: -33.1281° • Longitude: 148.2428° • Elevation 323.m

An asterisk (*) indicates that calm is less than 0.5%.
Other important info about this analysis is available in the accompanying notes.



9 am
10796 Total Observations

Calm 12%



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General Manager Mayor

Document Set ID: 977940
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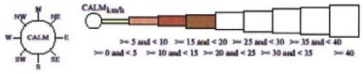
Rose of Wind direction versus Wind speed in km/h (04 Jan 1965 to 01 Jun 2017)

Custom times selected, refer to attached note for details

PARKES AIRPORT AWS

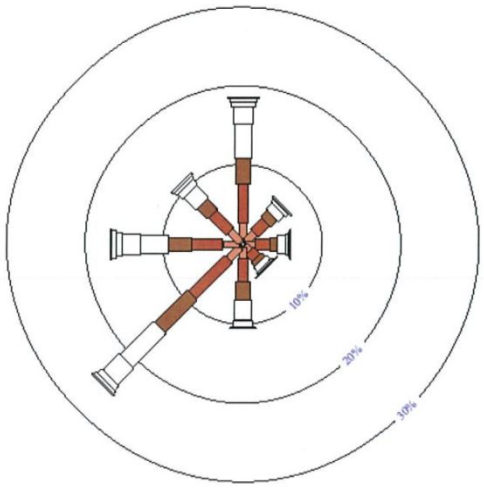
Site No: 065068 • Opened Jan 1941 • Still Open • Latitude: -33.1281° • Longitude: 148.2428° • Elevation 323.m

An asterisk (*) indicates that calm is less than 0.5%.
Other important info about this analysis is available in the accompanying notes.



3 pm
7104 Total Observations

Calm 1%



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General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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NSW VIC QLD WA SA

The Wind Across Australia

Wind is one of the most highly variable meteorological elements, both in speed and direction. It is influenced by a wide range of factors, from large scale pressure patterns, to the time of day and the nature of the surrounding terrain. Because the wind is highly variable it is often studied by means of frequency analyses, provided here in the form of wind roses, rather than as simple averages.

Product ID code : IDCJCM0021

Wind roses for Australian sites

You can obtain wind roses for locations across Australia from the following:

Wind roses for a specific location

Information about maximum wind gusts, as well as mean 9am and 3pm wind speeds, is provided for each available site in the Tables of Climatic Averages.

Specifying the Wind

The following points summarise some aspects of wind measurement undertaken by the Bureau of Meteorology.

- The wind direction is specified relative to true (geographic) north, and is the **direction from which the wind is blowing**.
- The direction can be specified either as the number of degrees clockwise from true north, or as one of the 8 or 16 compass points.
- Wind speeds are 10-minute average wind speeds unless specifically labelled as gusts, in which case they are an almost instantaneous reading.
- Within Australia, wind speeds are generally presented in kilometres per hour.
- For nautical and aviation use, the wind speed is expressed in knots, while for some scientific applications, units of metres per second are used.

The Learn About Meteorology section has an online calculator to convert between various wind speed units.

Last modified 6 February 2012

General Manager Mayor

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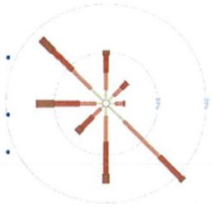
Wind Roses

Across Australia, wind speed and wind direction measurements are made at various times of the day. Historically, these measurements tended to occur at 9am and 3pm, although some locations (mostly sites within cities and at airports) had more extensive observation programs. More recently, the introduction of Australia's Automatic Weather Station (AWS) network has allowed the frequency of observations to increase, in many cases to eight or more observations per day.

Wind roses summarise the occurrence of winds at a location, showing their strength, direction and frequency. The wind roses available on this web site are based on at least 15 years of records, and have been created for the more common 9am and 3pm observation times.

Interpreting the wind rose



There are a number of different formats which can be used to display wind roses. These wind roses have been constructed in the following way:

The percentage of calm conditions is represented by the size of the centre circle - the bigger the circle, the higher is the frequency of calm conditions.
Each branch of the rose represents wind coming from that direction, with north to the top of the diagram. Eight directions are used.
The branches are divided into segments of different thickness and colour, which represent wind speed ranges from that direction. Speed ranges of 10km/h are used in these wind roses. The length of each segment within a branch is proportional to the frequency of winds blowing within the corresponding range of speeds from that direction.

Last modified 20 October 2004

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Parkes Shire Council

SECONDARY EMPLOYMENT APPLICATION FORM (PART B Continued)

RISK WITH NO CONTROLS IN PLACE

LIKELIHOOD		CONSEQUENCE		POTENTIAL RISK LEVEL
UNLIKELY	X	MODERATE	=	LOW

SUGGESTED CONTROLS

- ☐ Clear understanding Parkes Shire Council is the Primary Employer
- ☐ Carrying out Secondary Employment whilst on sick leave is prohibited.
- ☐ Declarations of interest are to be made on all pertinent issues that come before Council
- ☐ The pecuniary interests register is to be accurately maintained and regularly reviewed
- ☐ Any Council Vehicle leased to the General Manager should not be used as a regular part of undertaking secondary employment.

RISK WITH SUGGESTED CONTROLS IN PLACE

LIKELIHOOD		CONSEQUENCE		POTENTIAL RISK LEVEL
RARE	X	MODERATE	=	LOW

Document Set ID: 897951
Version: 1, Version Date: 11/08/2016

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.3 (DTCS) Henry Parkes Centre - Parkes & District Historical Society Occupancy

Prepared By: Director Technology & Corporate Services

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(g) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

Executive Summary

The Parkes & District Historical Society (PDHS) have not signed a lease for occupation.

Background Information

The exit of the PDHS from the one ticket system and combined collections offering at the Henry Parkes Centre required a proper occupancy lease for the Society to be legally in possession of the area they require. Council's legal advisor has been working with the Society's legal representatives but a signed lease still remains outstanding.

Legislative or Policy Implications

Public Land Management, Local Government Act 1993

Public Land Management Guidelines Office Local Government Act

Property Review Report - Risk Review Committee

Plan of Management Henry Parkes Centre

Budget & Financial Aspects

The terms of the exit of the Society from the previous arrangement had an agreed annual license fee of $4,000 which has been included in the lease offered.

Recommendation

1. That an advertisement be placed in a local paper advising of Council's intention to lease operational and community land situated at the Henry Parkes Centre, Newell Highway, Parkes.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Report

Councillors would be aware of the exit of the PDHS from the Henry Parkes Centre arrangement late last year.

As part of that exit, and based on meetings between the Society and the Mayor, General Manager and Director Technology & Corporate Services, a commercial lease was prepared by Council's solicitors and delivered to the Society in December 2016. To date, this lease remains unsigned.

Council's legal advisor is now requesting Council to contemplate an instruction for him to issue a Notice to Vacate, citing the failure of the Society to legally enter into an arrangement for occupancy. Legal representatives for the Society have again written to Matthews Williams further seeking to delay the process. The correspondence is attached and Councillors will note that it seeks further mediation. The advice from Matthew Williams is to deny the request and consider an order to vacate.

The Local Government Act 1993 and the Public Land Management Guidelines issued by the Office of Local Government (OLG) has specific instructions in relation to the process of leasing and licensing public land.

The recent property audit requested by the Risk Review Committee highlighted that a number of Council practices in this area could benefit from contemporisation and that the OLG Guidelines be used to update those practices.

The guidelines suggest that an intention to lease public land should be advertised and submissions sought. This is not an Expression of Interest request but an opportunity for the public to have a say in Council's use of land. The guidelines encourage public advertisement of intention to lease. This process would inform Council of other community or commercial intent in the land and provide further weight to the requirement for the Society to secure the property by way of lease should they wish to preserve their position.

It is therefore suggested that Council advertise its intention to lease both operational and community land at the Henry Parkes Centre and seek public comment.

This will allow other groups or residents to comment, including the Society.

It is also the first step in a transparent process should Council resolve to de-possess the Society of the land currently alienated by their occupancy.

Attachments

1. Letter from Matthews Williams dated 15 June 2017

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Peter Martin, Dip.Law.

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Ben Mackay, B.A., LL.B.

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Matthews Williams

SOLICITORS AND CONVEYANCERS
Est. 1891
A.B.N. 58 125 404 140

Reply to: PARKES
Our Ref: PJB:CMA:24140
Your Ref: LJF

15 June 2017

The General Manager
Parkes Shire Council
2 Cecile Street
PARKES NSW 2870

Dear Sir

RE: PARKES & DISTRICT HISTORICAL SOCIETY LEASE

Please find enclosed a copy of our letter to the Society's Solicitor and their response.

We wonder how long the toing and froing will go on. Maybe it's time to issue a Notice to Vacate.

We await your further instructions.

Yours faithfully,
MATTHEWS WILLIAMS

Per: Peter Buckley

Encl.

RECEIVED
16 JUN 2017

General Manager Mayor

A. L. JACKSON & CO
SOLICITORS

13 June 2017

Matthews Williams
Solicitors
DX 20254
PARKES

Dear Sirs,

Re: **Parkes & District Historical Society Lease from Parkes Shire Council**

Your Ref: PJB:SEB:24140

I have been instructed to respond to your letters of 20 March and 24 May 2017.

Allegations regarding the Society's Conduct

In both the above letters there is an allegation that the Council has for many years been trying to enter into a formal occupancy agreement and the Society has been resisting this.

This is incorrect. I attach a copy letter from Parkes Shire Council dated 14 November 2012 to my firm. Council did not approach the Society until the middle of 2016 when it decided to end the joint ticketing arrangement and entered into negotiations concerning terms of the separation. There was agreement on certain matters and Council advised it would offer a suitable instrument to cover the occupancy.

On 1 December Council unilaterally ended the joint ticketing system and closed off the doors at the bottom of the ramp. They delivered the one year lease on 6 December backdated to start on 1 December 2016.

Car Club

For some months the Society has heard rumours that the Museum Building has been offered to a local car club. This has distressed many of the members. Would you kindly confirm that there is no truth in these rumours?

Trial Period

Your client's reason for only offering a 12 month lease is that it is a trial period of the relationship as landlord and tenant. Presumably it relates to the

AL JACKSON BA LLM
PO BOX 199 ST LEONARDS 1590
PHONE: 9965 7058
Liability limited by a Scheme approved under Professional Standards Legislation

separation of the Society from the Information Centre and Car Club and whether they can operate successfully on their own. This has now been going on for 6 months which is a substantial trial period.

The members of the Society have instructed me to point out that they have been in occupation since 2010 with a licence agreement and without one. In all that time the Society has always paid all occupancy fees, maintained the land and the building and made improvements.

Would you kindly supply the following information:

1. In the interests of natural justice, what is the criteria that council will use to judge this trial period?
2. Will the decision be made by Council in open session, or in closed session or by delegated authority?
3. What opportunity will the Society have to address the criteria before a final decision is made?
4. Why is it necessary to enter into a lease for so short a period, in effect less than 6 months, when the type of occupancy has no bearing on whether the Society can operate independently?

Councillors

All councillors have an open invitation to visit the Museum and personal invitations have been issued. The Museum is an important cultural and tourist attraction for Parkes but the councillors do not visit. Surely they could spend an hour out of their busy schedules. Can the Council extend an invitation to the Councillors to visit before any final decision is made regarding the future of the Museum?

As there appears to be quite a few misunderstandings between the Council and the Society members, I repeat that the Society is willing to attend mediation to clear the air and create common ground.

Yours faithfully,

A L Jackson & Co

Per:

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES
PJB:CMA:24140

24 May 2017

Messrs A L Jackson & Co
Solicitors
PO Box 199
ST LEONARDS NSW 1590

Dear Sirs

RE: PARKES SHIRE COUNCIL LEASE TO PARKES & DISTRICT HISTORICAL SOCIETY

We refer to your letter of 10 May, 2017.

Whilst it is true that Council does not wish to evict the Society, dispossession will remain an option if the Lease is not entered into in a timely manner as the matter is now weighing heavily on the minds of Councillors. Council has, for several years, sought to enter into a formal occupancy agreement.

Council is only prepared to offer an initial Lease for twelve (12) months so as to gauge how the Landlord and tenant relationship can work and if satisfactory, further discussions could be held closer to the end of the term. The Lease will be in the form as submitted. We understood it took some years and several drafts to arrive at the original Licence Agreement and Council is not prepared to continue with lengthy negotiations over terms of the Lease.

It is acknowledged that part of the land is community land as shown in the attached diagram and is managed by Council in accordance with the Plan of Management. We do not see the need for inclusion of the Plan of Management in the Lease.

We have, however, added Clauses relating to Community Land Management and we enclose same for insertion in the Lease. We also enclose a copy of the Plan of Management.

The erection of signs is covered by Clause 6.3.4.

The public have access to toilets in the Visitors' Centre.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

If the Society and Tourist Centre wish to meet and encourage a spirit of co-operation, that is a matter for them and not something that should be included in the Lease. A spirit of co-operation is something that has been sadly lacking in the past.

Yours faithfully,
MATTHEWS WILLIAMS

Per: Peter Buckley

Encl.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.4 (DPE) Tender P4/2017 - Provision of General Cleaning Services

Prepared By: Director Planning & Environment

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(c) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business

Executive Summary

The purpose of this report is to seek Councils consideration of tenders which were recently called for the provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant. A total of four tenders were received and independently evaluated for this project.

Background Information

Tenders were called for the Provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant on Friday 5 May, 2017.

A mandatory pre - tender site meeting was held at the Parkes Shire Administration Centre on Thursday 18 May, 2017 and tenders closed on Wednesday 7 June, 2017.

TJS Cleaning Services are the present contractors and have been undertaking the work in a very capable manor since April, 2012. This new contract has been extended to additional buildings including the Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant.

Impact Environmental Pty Ltd who have had wide experience in contract preparation and evaluation were engaged to prepare a Tender Evaluation Plan, to independently evaluate the tenders and to prepare a confidential report. A copy of this report has been attached.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Legislative or Policy Implications

Sections 177 & 178 of the Local Government (General Regulation) 2005 provide direction for the consideration and acceptance of tenders.

Budget & Financial Aspects

Provision has been made in the 2017/2018 Budget for cleaning of these facilities.

Recommendation

1. That the tender by TJS Cleaning be accepted for the provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant in accordance the independent assessment report.

2. That the General Manager be authorised to execute the formal instrument agreement for this Contract.

Report

The purpose of this report is to seek Councils consideration of tenders which were recently called for the Provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant. A total of four tenders were received and independently evaluated for this project.

Tenders were called for the Provision of General Cleaning Services to the Parkes Shire Administration Centre, Library Cultural Centre, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant Centre on Wednesday, 14 December 2011.

A mandatory pre - tender site meeting was held at the Parkes Shire Administration Centre on Thursday 18 May, 2017 and tenders closed on Wednesday 7 June, 2017.

TJS Cleaning Services are the present contractors and have been undertaking the work in a very capable manor since April, 2012. This new contract has been extended to additional buildings including the Community Centre, Project Management Office, Water Treatment Plant and Sewerage Treatment Plant.

Impact Environmental Pty Ltd who have had wide experience in contract preparation and evaluation were engaged to prepare a Tender Evaluation Plan, to independently evaluate the tenders and to prepare a confidential report. A copy of this report has been attached.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Conclusion

Considering both price and non-price criteria and their known ability to perform the tasks required, it is considered that TJS Cleaning would offer the best overall value for money for this cleaning contract at Parkes Shire Council.

Attachments

1. Confidential Evaluation Report dated June 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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PARKES SHIRE COUNCIL

EVALUATION REPORT

TENDER P4/2017

BUILDING CLEANING SERVICES

JUNE 2017

IMPACT ENVIRONMENTAL

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

CONTENTS

1. BACKGROUND ____ 3
2. EVALUATION OF THE TENDERS ____ 4
3. SUMMARY OF TENDERS ____ 5
4. NON PRICE SUMMARY ____ 10
5. RESULTS AND RECOMMENDATION ____ 10

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

1. BACKGROUND

Parkes Shire Council recently issued a Tender for interested proponents to undertake cleaning services at Council's buildings and facilities. Council's current building cleaning contract is due to expiry and Council is seeking to appoint a contractor for these services for three years (with a possible 2 years extension).

Council issued a tender in April 2017, held a pre-tender briefing and site tour on 15 May and closed Request for Tenders on 7 June 2017.

Four submissions were received by Council via Council's electronic tendering system Tenderlink, from the following proponents:

- Strike Force Services Pty Ltd
- TJS Services Group Pty Ltd
- Tucarma Cleaning Pty Ltd
- VDG Pty Ltd

A tender opening report is included as **Appendix 1**.

This Report has been developed to summarise:

- the tenders received;
- scores from the Evaluation Committee; and
- any other information relevant to Council's decision making.

Prior to the close of tenders a *Probity and Evaluation Plan* was developed, detailing the framework for the processes and controls to be adhered to throughout the tender evaluation. This Plan is included as **Appendix 2.**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2. EVALUATION OF THE TENDERS

Council had previously drafted an Evaluation Plan setting out the process for considering the Tenders. The Plan set out the roles and responsibilities of the Evaluation Committee; and the assessment criteria. A copy of the Plan is included in **Appendix 2**.

The Evaluation Committee consisted of the following members:

Committee Member	Position	Committee Role
Steven Campbell	Director Planning and Environment Parkes Shire Council	Committee Leader
Katherine Driscoll	Independent Consultant - Impact Environmental	Scoring Member

Declarations of Independence for each Committee member were given. No conflicts of interest were noted that impacted on the Committee's ability to undertake a fair assessment of the Tenders.

The Tender submissions have been reviewed. The non-price components were examined and scored firstly and then an analysis of the prices was undertaken. The features of each Tender submission and the information provided in response to the requested Deliverables were noted.

The evaluation criteria required a number of mandatory components to the responses including:

- Conformance with the tender submission requirements
- Conformance with the tender specification requirements
- Capacity and Capability of Contractor
- Demonstrated experience and examples of previous provision of cleaning services contracts undertaken in the last three years including industry reputation
- Number and availability of suitably qualified cleaning staff in the Parkes district
- Details of Tenderer's consultants, suppliers and sub-contractors
- Other advantages the proposal offers to Council
- Summary details of Suppliers WHS, Quality, Environmental and Sustainability systems

A detailed evaluation followed including the Community's independent consultant examining each submission against the agreed evaluation criteria. This criteria and their weightings included:

Price	50%
Conformity	20%
Capacity and capability	30%

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

3. SUMMARY OF TENDERS

The tender evaluation commenced with a review of the non-price submissions. Non-price scores given were weighted to give a score out of a possible 50 points.

The Tenders were examined with reference to the agreed criteria as detailed in the Evaluation Plan and the following summarises the contents of the Tenders.

i. Compliance with the specified requirements

a. Strike Force Services Pty Ltd

- schedules included;
- declarations made and dated;
- key personnel identified. Head office Maitland;
- insurance certificates of currency included;
- no sub-contractors nominated;
- a corporate type response which did not address the local buildings or local requirements; this contract would be managed by corporate office.

b. TJS Services Group Pty Ltd

- incumbent contractor;
- based in Alexandria;
- compulsory schedules included and declarations made as appropriate;
- key management staff noted;
- no subcontractors noted for works – only materials supply;
- insurances noted;
- this response reflects an understanding of Councils' requirements.

c. Tucarma Cleaning Pty Ltd

- based in Orange - OCC incumbent cleaner;
- schedules all completed and included and declarations given (Q re particulars of financial institution);
- key management staff included - General Manager closely involved in the operations;
- no sub-contractors – except for consumables;
- significant contracts held by this proponent;
- this tender was light in detail and the operations are not as well developed as other contractors – although significant contracts/operations are currently undertaken.

d. VDG Pty Ltd

- located in Chipping Norton;
- focus is on commercial property cleaning services and the tenderer notes a range of contracts currently being performed. Some public clients as well e.g. CSIRO, Sydney Water etc.
- managerial staff identified;
- on-site supervisor responsibilities and duties listed;
- no sub-contract (only supplies) noted;
- insurance certificates included;
- mission statement and company values included;
- an experienced contractor but the local application is questionable.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

ii. Non-conformities

a. Strike Force Services Pty Ltd

- all required schedules submitted – conforming tender;
- some generic answers which quoted other services;
- experienced operator – but specialises in mines and industrial cleaning.

b. TJS Services Group Pty Ltd

- none noted;
- conforming tender.

c. Tucarma Cleaning Pty Ltd

- minimal details provided for a range of information;
- included minimal requirements for conforming tender.

d. VDG Pty Ltd

- conforming proposal and details provided for most aspects of the services to be performed;
- certification of business registration included.

iii. Experience in cleaning buildings/facility types specific to Council

a. Strike Force Services Pty Ltd

- referees and client list included. A couple of local council clients
- capability statement included – industrial cleaning seems to be a focus
- operational statement included
- continuity of service plan included

b. TJS Services Group Pty Ltd

- incumbent contractor servicing PSC for 3 years;
- large client base, 400 local council sites
- strong regional presence

c. Tucarma Cleaning Pty Ltd

- numerous local council building services currently undertaken;
- experienced in cleaning public buildings;
- numerous existing services undertaken were noted.

d. VDG Pty Ltd

- a number of contracts currently operated;
- experienced in facility management and public use buildings;
- experienced in heritage listed buildings;
- company history indicates extensive experience and continued growth, corporate structure demonstrates managerial proficiency.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

iv. Allocation of resources

a. Strike Force Services Pty Ltd

- position descriptions included;
- currently provide services locally (North Parkes mine);
- already employ 9 cleaners locally with regional manager located in Parkes;
- no real explanation of staff to perform the services locally;
- communication flowchart set out;
- listed cleaning products etc (material handling data sheets included);

b. TJS Services Group Pty Ltd

- staff management setting out recruitment, employment screening standards, training programs, induction training, development program,
- for this contract, TJS plans to employ 2 permanent staff with 1 back-up cleaner employed on an ad-hoc basis. The minimum amount of cleaning staff covering Parkes Shire Council is 2 cleaners, and the minimum response time for a non-conformance issue or urgent response is 2 hours.
- incumbent understands the resources required for the local operations

c. Tucarma Cleaning Pty Ltd

- not well detailed making it difficult to compare;
- experience in other services would allow for adequate resourcing.

d. VDG Pty Ltd

- details of cleaning equipment used;
- VDG Services proposes a total of 1 Supervisor and 2 cleaning staff for the Parkes Shire Council Cleaning Contract. 2 staff for the Administration Centre / Library and 1 staff for Coventry Room, Henry Parkes Centre, Community Centre, Project Management Office, Water Treatment Plant and the Sewerage Treatment Plant
- description of cleaning products included.

v. Contract implementation, supervision and ongoing management

a. Strike Force Services Pty Ltd

- staff issued with SOPs;
- schedule of cleaning suitable;
- site specific operational plans developed;
- quality management policies and plans for various aspects of service delivery e.g. from site specific plans to discipline policy to environmental policy;
- customer feedback policy;
- working alone after hours procedures included;
- ongoing development of safe work instructions;
- induction booklet and training manual and record keeping demonstrated;
- meeting record keeping noted;
- site specific KPIs to be developed for ongoing contract management.

b. TJS Services Group Pty Ltd

- contract management plan developed (currently performed)
- demonstrated site experience
- local delivery team
- local management team

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

- schedule of cleaning - completed and assumptions included regarding time taken to complete cleaning services etc.
- quality management systems and WH&S systems etc explained
- environmental and sustainability policies included.

c. Tucarma Cleaning Pty Ltd

- example inspection reports included;
- work method statement register example included;
- training form included;
- minimal information provided.

d. VDG Pty Ltd

- a transition in plan for PSC was included with milestones;
- centralised administration and management;
- induction and staff training outlined + staff vetting;
- emergency action plan;
- HSEQ manager to attend each site to set up processes etc.;
- customer service policy.

vi. Other advantageous features that present an advantage

a. Strike Force Services Pty Ltd

- water purifying kit for glass cleaning
- elevated work platform
- various awards demonstrated; letters of support; certificates of appreciation
- social responsibility – donations

b. TJS Services Group Pty Ltd

- TJS IT system incorporating all record keeping and reporting requirements
- local approach backed by centralised functions
- facilities management capabilities established e.g. for maintenance;
- required rectifications identified and noted to Council;
- referees and testimonial included

c. Tucarma Cleaning Pty Ltd

- a range of options/innovations included for additional services.

d. VDG Pty Ltd

- sustainability approach to services – recycling, water management, etc.;
- tablets used on-site for record keeping;
- outline of methods to monitor customer satisfaction, customer complaints etc..

vii. Quality management systems

a. Strike Force Services Pty Ltd

- system incorporates and integrates the requirements and principals of ISO 9001, AS/NZS 4801 and ISO 14001 and applicable quality, WHS and environmental legislative requirements. It addresses Strike Force Services' quality, WHS and environmental policy commitments to

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

comply with these standards, legal requirements and other requirements to which it subscribes;
- site specific safety management plan to be developed;
- risk assessment processes; work place audits etc.;
- test and tag procedures;
- return to work plan, injury management plan; and other safety management measures demonstrated;
- drug and alcohol testing;
- sub-contractor examination.

b. TJS Services Group Pty Ltd

- ISO accreditation for quality management, WH&S and environmental management. AS/NZS 48001:2001; ISO 9001:2008; SO 14001:2004;
- certificates of accreditation included;
- management reporting detailing performance management, auditing, online reporting

c. Tucarma Cleaning Pty Ltd

- WH&S and Welfare Policy included;
- no evidence of external accreditation;
- privacy policy noted;
- environmental Policy statement.

d. VDG Pty Ltd

- accredited for QMS40101, EMS40235, HSM40051.
- integrated management system to guide the company's employees through the various requirements of the standards that must be met and maintained in order to ensure customer satisfaction and continuous improvement.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4. NON PRICE SUMMARY

Each submission was scored in accordance with the scoring guide as agreed:

> 10 - Exceptional. Full achievement of the requirements specified in the documentation, for that criterion. Demonstrated strengths, no errors, risks, weaknesses or omissions.
>
> 8-9 - Superior. Sound achievement of the requirements specified in the documentation, for that criterion. Some minor errors, risks, weaknesses or omissions, which may be acceptable as offered.
>
> 6-7 - Good. Reasonable achievement of the requirements specified in the documentation, for that criterion. Some errors, risks, weaknesses or omissions, which can be corrected/overcome with minimum effort.
>
> 4-5 - Adequate. Minimal achievement of the requirements specified in the documentation, for that criterion. Some errors, risks, weaknesses or omissions, which are possible to correct/overcome and make acceptable.
>
> 1-3 - Poor to deficient. No achievement of the requirements specified in the documentation, for that criterion. Existence of numerous errors, risks, weaknesses or omissions, which are difficult to correct/overcome and make acceptable.

These scores were then weighted to arrive at a Total Weighted Score for each submission.

Each submission was considered for each of the criteria listed above with particular attention to the sub-categories set out in the Evaluation Plan as follows:

Conformity

1. Compliance with the specified requirements
2. Any non-conformities (degree: minor, significant, critical)

Capacity and Capability

3. Experience in cleaning buildings/facility types specific to Council
4. Allocation of resources
5. Contract implementation, supervision and ongoing management
6. Other advantageous features that present an advantage
7. Quality management systems

The following scoring table summarises the non-price criteria scores:

TENDERER	CRITERIA/SCORES						
	1	2	3	4	5	6	7
STRIKE FORCE SERVICES P/L	8	8	7	7	7	6	8
TJS SERVICES GROUP P/L	8	8	9	8	7	7	8
TUCARMA CLEANING P/L	7	7	7	6	6	6	6
VDG P/L	8	8	8	8	7	6	8

These subcategory scores were averaged to provide the following non-price criteria scores and weighted scores:

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

TENDERER	NON-PRICE CRITERIA (SCORES OUT OF 10)		WEIGHTED NON-PRICE SCORES OUT OF 50
	CONFORMITY	*CAPACITY AND CAPABILITY*	
STRIKE FORCE SERVICES P/L	8.0	7.0	37
TJS SERVICES GROUP P/L	8.0	7.8	39
TUCARMA CLEANING P/L	7.0	6.2	33
VDG P/L	8.0	7.4	38

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

5. RESULTS AND RECOMMENDATION

The Tenders received were of a high standard and each Tender was closely scored against the non-price criteria.

The prices where then compared and the annual costs for each Tenderer is set out in the following table, together with the weighted scores:

TENDERER	ANNUAL PRICE	WEIGHTED SCORE OUT OF 50
STRIKE FORCE SERVICES P/L	$146,500	39
TJS SERVICES GROUP P/L	$105,777	50
TUCARMA CLEANING P/L	$177,700	30
VDG P/L	143,771	40

The non-price and prices scores were then added together to provide a score out of 100 as follows:

TENDERER	NON-PRICE SCORE OUT OF 50	PRICE SCORE OUT OF 50	TOTAL SCORE OUT OF 100
STRIKE FORCE SERVICES P/L	37	39	76
TJS SERVICES GROUP P/L	39	50	89
TUCARMA CLEANING P/L	33	30	63
VDG P/L	38	40	78

The Evaluation Committee recommends that the Tender from TJS Services Group Pty Ltd is accepted for the three year term.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

This Evaluation Report is a true and accurate representation of the process that was undertaken in evaluating Tenders received for the Building Cleaning Services RFT P4/2017:

Committee Member	Signature	Date
Stephen Campbell		
Katherine Driscoll		16 June 2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

APPENDIX 1

PARKES SHIRE COUNCIL

TENDERS OR QUOTATIONS RECEIVED (LISTED IN ALPHABETIC ORDER)

Contract Desc: Provision of General Cleaning Services Parkes Shire Council

Contract No: PARKES - r65173

Date Closed: 7.6.17 **Time Closed:** 4.00pm

Date of Opening: 8.6.17 **Time Opened:** 11.45am

Name of Tenderer/Quotation Received	
Strike Force	1/7865473
TJS	2/7865473
Tucairma	3/7865473
VDG Services	4/7865473

Opened By	Steven Campbell	In the Presence of	Sharyn Ware
Signature		Signature	

Page 1 of 1

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

APPENDIX 2

PARKES SHIRE COUNCIL

TENDER EVALUATION PLAN

For

TENDER No. P4/2017
Provision of General Cleaning Services

Closing Date: 7 June 2017

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Background

The purpose of this Tender Evaluation Plan is to specify the process to be used to evaluate tenders submitted for the tender for Provision of General Cleaning Services

The Plan identifies:

a) Management arrangements to apply to the evaluation
b) Processes to be used to evaluate tenders and to identify recommended Tenderer(s)

The Tender Evaluation Plan complies with the Division of Local Government Tendering Guidelines, Parkes Shire Council Procurement and Disposal Policy, Parkes Shire Council Local Purchasing Policy and the Tender Document.

Neither the TEP nor any of its contents will be made known to tenderers.

1. Management of the Evaluation Process

1.1. Evaluation Committee

An Evaluation Committee (EC) was formed comprising:

Committee Member	Position	Committee Role
Steven Campbell	Director Planning and Environment Parkes Shire Council	Committee Leader
Katherine Driscoll	Independent Consultant - Impact Environmental	Scoring Member

1.2. Evaluation Committee Roles and Responsibilities

The role and responsibilities of an Evaluation Committee are to evaluate all responses in a fair and ethical manner, maintaining confidentiality of all commercial in confidence information submitted. All committee members are to sign a Conflict of Interest Declaration Form.

The Evaluation Committee may refer to additional external specialists to provide assistance in the technical or financial analysis of the tender submissions.

1.2.1. Contact with Tenderers and Referees

Clarification of any information provided in a tender may be sought by the EC to assist in the evaluation process. Contact with tenderers will be through Impact Environmental Consulting nominated in the tender documents. No other member of the EC or Council staff are to contact tenderers. All questions are to be submitted by tenderers in writing to Impact Environmental Consulting who may choose to convey responses to submitted questions and queries to all tenderers so that each is equally informed.

Approaches and responses will be recorded.

Any member of the EC may approach referees.

A conflict of interest form is included in Appendix A and is to be signed by each member of the Evaluation Committee.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2. Tender Evaluation Process

The objectives of the evaluation are to:

- Select the Tenderer(s) offering the best value for money
- Select the successful tender in a rational and objective way which is fair to all Tenderers.

2.1. Evaluation Criteria and Weightings

The evaluation criteria and criteria weightings were determined prior to the closing of Tenders and notified to Tenderers.

In addition to the Schedules of Rates tendered, regard will be had to other factors including, but not necessarily limited to:

- Conformance with the tender submission requirements
- Conformance with the tender specification requirements
- Capacity and Capability of Contractor
- Demonstrated experience and examples of previous provision of cleaning services contracts undertaken in the last three years including industry reputation
- Number and availability of suitably qualified cleaning staff in the Parkes district
- Details of Tenderer's consultants, suppliers and sub-contractors
- Other advantages the proposal offers to Council
- Summary details of Suppliers WHS, Quality, Environmental and Sustainability systems

The weightings to be applied to the Evaluation Criteria are set out below:

Criteria	Schedules	Weighting
Conformity: i. *All schedules properly completed, substantially conform to requirements* ii. *Explanations and methods for performing the services*		20%
Capacity and Capability: i. *Experience in Cleaning Buildings/Facilities Types Specific to Council* ii. *Allocation of Resources for Each Building/ Facility. Number of Staff allocated - subcontractors* iii. *Contract Implementation, Supervision and Ongoing Management of the Contract* iv. *Other Tender features that present an advantage* v. *Quality Management Systems*		30%
Price		50%
Insurances		Pass/Fail
Satisfactory Work Health and Safety		Pass/Fail

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2.2. Tender Evaluation Process

Where the Tender Evaluation Plan does not provide for a particular eventuality, the *Tendering Guidelines for NSW Local Government* will be followed as required.

The evaluation will be conducted in the following stages:

Stage One: Initial Review - Conformity

The submissions are to be received via Council's electronic tender lodgement system (Tenderlink) until 4.00 pm on Wednesday 2 June 2017. After the Closing Date and Time, Council's Procurement Coordinator shall open the electronic tender box. The Procurement Coordinator shall then forward all tender documentation to the EC members.

A list of the number of tenders received and from who the tenders were received shall be prepared by the Procurement Coordinator.

An initial review will be conducted by Impact Environmental Consulting to identify any non-conforming tenders. Tenders that do not comply with the conditions of tendering will be recommended for rejection by the EC.

Any alternate proposals will be assessed in accordance with this plan provided that it is accompanied by a conforming tender.

Stage Two: Detailed Evaluation – Capacity and Capability

This stage of the evaluation will require detailed analysis of tenders and preparation of appropriate documentation by the EC.

The main steps in the detailed evaluation will be an analysis of the evaluation criteria as follows:

i. *Experience in Cleaning Buildings/Facilities Types Specific to Council*
ii. *Allocation of Resources for Each Building/ Facility*
iii. *Contract Implementation, Supervision and Ongoing Management of the Contract*
iv. *Other Tender features that present an advantage*
v. *Quality Management Systems*

***Criteria 1** - Experience in Cleaning Buildings/Facilities Types Specific to Council*

Council is interested in Tenderers that have demonstrated experience in cleaning the above types of buildings which are specific to Council. Accordingly, any tenderers who meet the above criteria should score high. If the tenderer only has some experience in cleaning above types of buildings, they should receive a mid range score. No experience in above types of buildings should result in a bottom range to zero score.

***Criteria 2** - Allocation of Resources for Each Building/Facility*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

This criteria aims to gauge how tenderers will allocate their resources to satisfactorily clean each building. Specifically, the number of cleaners provided to clean each building as well as the type of equipment to be used.
Council is seeking to ensure the contractor has sufficiently accounted for staff to regularly undertake the requirements. Where a tenderer proposes to sub-contract the regular cleaning services, Council will need to be satisfied that the suitable management structures are demonstrated.

Criteria 3 *- Contract Implementation, Supervision and Ongoing Management of the Contract*

Tenderers should provide a supervisor who is dedicated to the contract and will provide daily supervision of all cleaning staff and be responsible for the day to day running of the contract. The supervisor should have at least 5 years of experience in supervision of building cleaning contracts and be always contactable/readily available for any issues that may arise. Tenderers should also provide detail on how the implementation of the contract will be managed as well as the ongoing management of the contract i.e. any management staff below and above the supervisor level, how complaints/requests are handled, inspections etc.

Tenderers meet the above criteria and provide detailed information should score in the higher range. Tenderers who do not provide a dedicated and/or experienced supervisor and/or provide minimal details should score in the mid to lower range score

Criteria 4 *- Innovation/Value Adding*

This criteria is to assess any innovation or value adding that tenderers may bring to the contract. Items such as mobility apps/iPads for supervisors and staff, new and innovative cleaning equipment/techniques, inclusion of specific cleaning services that the tenderer proposes to include. Tenderers who provide this type of information should score in the high to mid-range for this criteria.

Criteria 5 *– Quality Management Systems*

Management systems will be considered.

Scoring

Each criteria is to be given a score of between 1 and 10 as per the below:

10 - Exceptional. Full achievement of the requirements specified in the documentation, for that criterion. Demonstrated strengths, no errors, risks, weaknesses or omissions.

8-9 - Superior. Sound achievement of the requirements specified in the documentation, for that criterion. Some minor errors, risks, weaknesses or omissions, which may be acceptable as offered.

6-7 - Good. Reasonable achievement of the requirements specified in the documentation, for that criterion. Some errors, risks, weaknesses or omissions, which can be corrected/overcome with minimum effort.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4-5 - Adequate. Minimal achievement of the requirements specified in the documentation, for that criterion. Some errors, risks, weaknesses or omissions, which are possible to correct/overcome and make acceptable.

1-3 - Poor to deficient. No achievement of the requirements specified in the documentation, for that criterion. Existence of numerous errors, risks, weaknesses or omissions, which are difficult to correct/overcome and make acceptable.

0 - Unacceptable. Totally deficient and non-compliant.

1. Calculation of the non-price score (i.e. the scores for the above criteria)
2. Calculation of price score, taking into account the tendered price of the services and any additional costs and charges forming part of the tender (see 2.2.1 for details)
3. Calculation of total score (non-price score + price score)

2.2.1. Price Evaluation

Tenderes are required to submit an annual cost for the total annual cleaning services. Each Tenderer's total annual contract sum will then be compared and weighted as follows:

P_C = Total annual contract sum
P_{AV} = Average of annual cost

Ps = Price Score $= \frac{\{100}{\{1} \times \frac{P_C\}}{P_{AV}\}} 200 -$

P_N = Normalised Price $\frac{P_S}{\text{Highest } P_S} \times \frac{100}{1}$ Score

P_W = Weighted Price Score $= P_N \times \frac{\text{Weighting}}{100}$

Where P_c is the annual contract sum for the Tenderer in accordance with the Tenderer's submitted prices as set out above.

The Price Scores will then be given as follows:

(Price Score / maximum Price Score) x 100 = Normalised Price Score

It follows that the best price score (lowest price) will be 100% of the allowed weighting.

The Weighted Price Score = (Normalised Price x Weighting)/100

2.3. Stage Three: Short-listing of Tenderers

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

A short-list of the best performing tenderers (non-price score + price score) will be created.

Reference Checks

Referees nominated by each short-listed tenderer in their tender documentation may be contacted by telephone. The nominated referees will be asked a series of questions relating to the Tenderer's capacity to provide the goods/services as described in the Service Specifications.

The questions asked are attached in Appendix B.

The reference checks will be scored as either satisfactory or non-satisfactory. Any reasons for a non-satisfactory rating must be clearly documented and will result in the Tenderer not being considered for selection.

2.4. Reporting and Record Keeping

The evaluation will conclude with the submission of a Tender Evaluation Report from the EC to Council detailing the benefits and risks of each short-listed tenderer, with a recommendation for the preferred Tenderer(s).

Records of the evaluation process will be maintained by Council. The Procurement Coordinator shall be responsible for record keeping.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Appendix A – Conflict of Interest Declaration Form

PARKES SHIRE COUNCIL

Delivering progress and value to our community

CONFLICT OF INTEREST DECLARATION

*This form to be used by **independent** panel members to disclose and formally record conflicts of interest when assisting tenders on behalf of Parkes Shire Council*

Surname: CAMPBELL

Given names: STEVEN JAMES

Company/Organisation: PARKES SHIRE COUNCIL

Position: DIRECTOR PLANNING AND ENVIRONMENT

Tender under consideration: CLEANING TENDER

Nil Conflict of Interest Identified ✓

Private interests identified which have the potential to impact on ability to carry out, or be seen to carry out, official duties impartially and in the public interest:

.....

.....

.....

.....

.....

.....

A conflict of interest has been identified as an (please check the appropriate box/es):

Actual conflict of interest	☐	**Pecuniary interest**	☐
Perceived conflict of interest	☐	**Non-pecuniary interest**	☐
Potential conflict of interest	–		

I hereby declare that the above details are correct to the best of my knowledge and I make this conflict of interest declaration in good faith.

Signature ..... **Date** 5/6/17

Office Use:

Received and noted by Council Staff member.....

Date..... 5 – 6 – 2017.

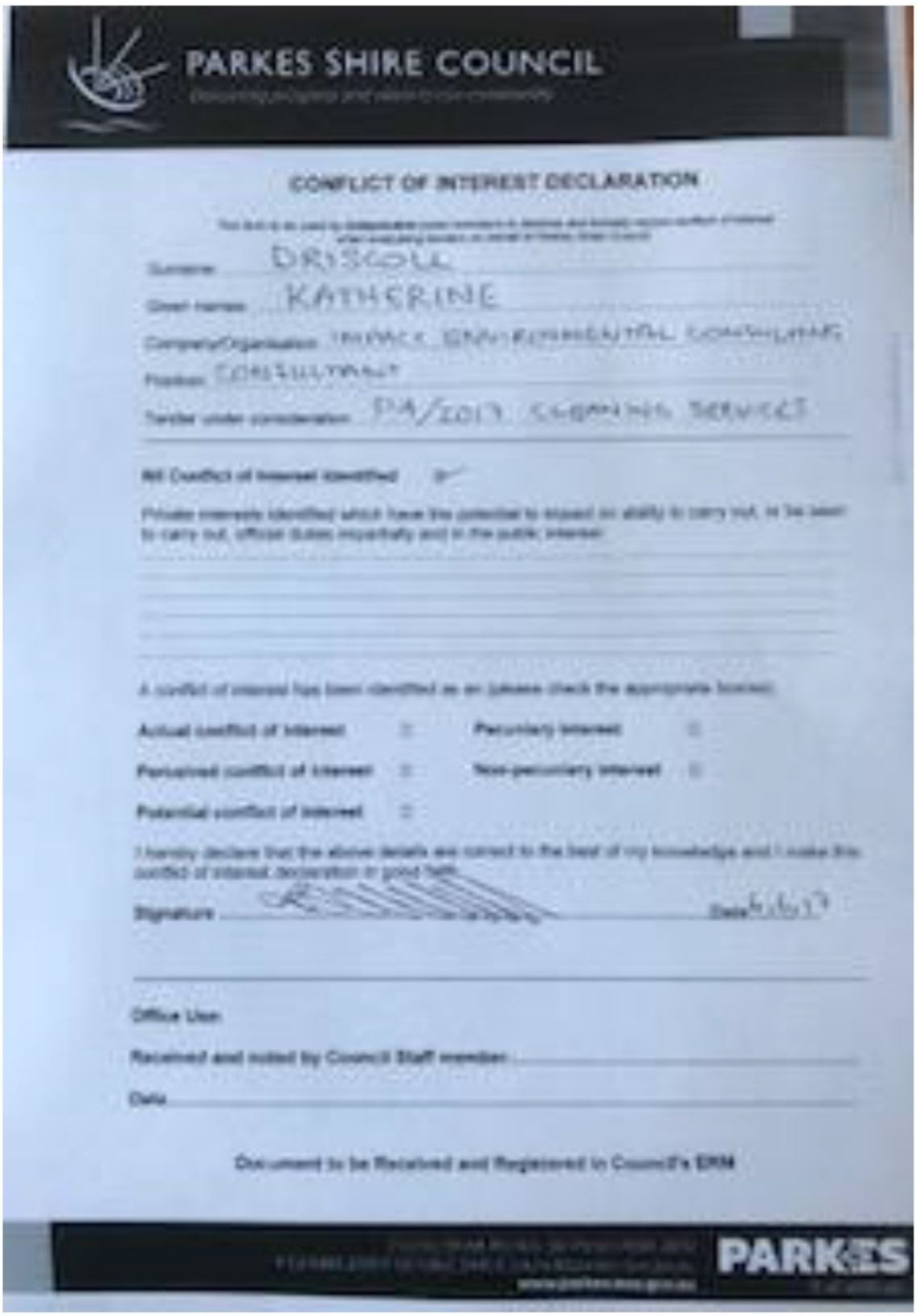
Document to be Received and Registered in Council's ERM

2 Cecile Street, PO Box 337 Parkes NSW 2870
P 02 6861 2333 F 02 6862 3946 E council@parkes.nsw.gov.au
www.parkes.nsw.gov.au

PARKES *It all adds up.*

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



PARKES SHIRE COUNCIL

CONFLICT OF INTEREST DECLARATION

Surname: DRISCOLL

Given names: KATHERINE

Company/Organisation: [illegible]

Position: CONSULTANT

Tender under consideration: PA/2017 CLEANING SERVICES

Nil Conflict of Interest identified: ✓

Private interests identified which have the potential to impact on ability to carry out, or be seen to carry out, official duties impartially and in the public interest:

A conflict of interest has been identified as an (please check the appropriate box/es):

Actual conflict of interest ☐ Pecuniary interest ☐

Perceived conflict of interest ☐ Non-pecuniary interest ☐

Potential conflict of interest ☐

I hereby declare that the above details are correct to the best of my knowledge and I make this conflict of interest declaration in good faith.

Signature: [illegible] Date: 6/6/17

Office Use:

Received and noted by Council Staff member:

Date:

Document to be Received and Registered in Council's ERM

PARKES

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Appendix B - Questions for Referees

1. How was the contract start up and negotiation process?

2. Is the Contractor's nominated supervisor always available to be contacted regarding complaints, enquiries etc?

3. Rate the contractor's performance with regards to the following (1 worst - 10 best)
   - Standard of carpet cleaning
   - Standard of hard floor maintenance
   - Standard of dusting
   - Standard of toilet cleaning
   - Standard of kitchen cleaning
   - Standard of periodical cleaning
   - Response to complaints
   - Response to emergency cleaning
   - Stocking of consumables

4. Rate your relationship with the contract supervisor

5. Does your contractor communicate with you on a regular basis?

6. Does your contractor notify you promptly of any issues identified at facilities?

7. Have there been any disputes under the contract? If yes, did the contractor initiate or threaten to initiate any court action against you?

8. Are there any particular areas of your contract where you would like to see improvement?

9. How many complaints would you receive each month regarding the contractor?

10. Would you recommend the contractor?

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.5 (DWS) Field Naming Proposal - Turf 2

Prepared By: Director Works and Services

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(a) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(a) personnel matters concerning particular individuals (other than councillors)

Executive Summary

Council previously considered a request to formally name and rename the synthetic hockey fields, the Hockey Centre, Turf2 Control Dugout and the new Grandstand within Cheney and McGlynn Park from Parkes Hockey Incorporated (PHI).

The completion of the construction for the second synthetic turf, affectionately known as Turf2, now completes the significant capital upgrades to the existing facilities to ensure that the town of Parkes and Parkes Hockey have arguably one of the best facilities within Country NSW.

Background Information

See Report.

Legislative or Policy Implications

Council is required to comply with the Geographical Names Board of NSW guidelines fo the naming of fixtures within an existing locality already containing names.

Progressive Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *6. Enhance Recreation and Culture*

Predicted positive effect / opportunity for the Delivery Program: *Status Quo*

Predicted negative / challenge to the Delivery Program: *Negligible*

Quadruple Bottom Line

Economic	★★★☆☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★★☆

Budget & Financial Aspects

Nil

Recommendation

1. That Council commence the naming process of the recently constructed T2 hockey field with the Geographical Names Board (GNB) in accordance with the recommendation within this report.
2. That Council continue to consult with Parkes Hockey regarding the naming proposal
3. That upon final endorsement the proposed name is advertised for public comment for a period of 28 days.

Report

Council has previously considered a request to formally name and rename the synthetic hockey fields, the Hockey Centre, Turf2 Control Dugout and the new Grandstand within Cheney and McGlynn Park from Parkes Hockey Incorporated (PHI).

The completion of the construction for the second synthetic turf, affectionately known as Turf2, now completes the significant capital upgrades to the existing facilities to ensure that the town of Parkes and Parkes Hockey have arguably one of the best facilities within Country NSW.

Consultation has commenced with the newly formed Parkes Hockey Committee who have supported Councils recommendation for the proposed field name.

The suggestion of setting a precedent for the field names to be at an Olympian status as suggested by Parkes Shire Council supports the request received to name the new T2 field, Mariah Williams Field.

It is therefore recommend that Council evidence the naming of the T2 field as the "Mariah Williams Field" subject to the nominees acceptance and liaison with Parkes Hockey Inc.

Attachments

1. Map outlining the area for proposal

Greg Morrissey Field - Denotes Field names within Precinct

McGlynn Park - Denotes Precinct Name

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.6 (DWS) Request for Funding Assistance - Upgrading of Surface, McGlynn Park Netball Courts

Prepared By: Director Works & Services

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(d) commercial information of a confidential nature that would if disclosed:

(i) prejudice the commercial position of the person who supplied it

Executive Summary

The Parkes & District Netball Association has written to Council to requesting assistance in upgrading the surface of the McGlynn Park Netball Courts. The Association has secured grant funds and is also contributing their own funds toward the cost of the works. They have requested that Council contribute additional funds to complete the project.

Background Information

This request for funding assistance was presented to Council at its Ordinary Council meeting held 5 April 2016. It was decided at this meeting that further investigation be undertaken on the pavement to ensure project delivery meets desired outcomes. The pavement investigations have now been completed.

Legislative or Policy Implications

Community Infrastructure Projects Policy

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to:

2. Improve Health and Well Being

6. Enhance Recreation and Culture

8. Maintain and improve the Shires Assets and Infrastructure

Predicted positive effect / opportunity for the Delivery Program: *Excellent*

Predicted negative / challenge to the Delivery Program: *Negligible*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★★☆	*Civic Leadership*	★★★☆☆

This work presents an opportunity to improve the recreational assets of the shire, provide an enhanced sporting facility while promoting improved health and wellbeing to the users of the facility.

Budget & Financial Aspect

The quotes received for these works totals $99,490 (Exc. GST).

A breakdown of funds to deliver the project is as follows:

- Successful Northparkes Grant - $4,100
- Parkes Netball Contribution - $30,900

With the contributions, there remains a funding shortfall of $64,490.

It is proposed Parkes Shire Council contribute $64,490 towards the project through the 2016/17 Parkes Town Improvement Vote. The Parkes Town Improvement Vote for 2017/18 is $180,236.

Recommendation

1. Council consider the allocation of $64,490 towards the project through the 2017/18 Parkes Town Improvement Vote.
2. That Council accept the tender submission from Courtcraft (Option 2) and proceed with the delivery of works.

Report

This request for funding assistance was presented to Council at its Ordinary Council meeting held 5 April 2016. It was decided at this meeting that further investigation be undertaken on the pavement to ensure project delivery meets desired outcomes.

Council has now completed further geotechnical testing on the pavement and are satisfied that the conditions at the precinct have significantly improved since the installation of subsoil drainage and other associated infrastructure.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Edward McGlynn Park precinct is one of the primary sporting and community recreational open space areas in Parkes. The sporting precinct currently comprises of eight sealed netball courts, large sports field, amenities buildings, and a spray-sealed car park and as a result it is very well utilised and popular sporting destination.

In 2014, a master plan was developed with the aim of establishing clear directions for the future use and development of Edward McGlynn Park, with a key focus being to access the adequacy and capacity of the existing sporting facility to continue to meet the needs of user groups and the community now and into the future. This proposed project will significantly enhance the current facility and respond to a number of recommendations indicated in the adopted master plan whilst enabling improved and safer playing conditions for participants. This master plan was adopted by Council in March 2015.

Parkes & District Netball Association were successful in receiving $4,100 through the Northparkes Mines Sporing Grants Program in August 2015. These funds are currently held by Parkes Shire Council and will be contributed towards this project. The association have also advised that they will be contributing $30,900 which includes $11,650 in funding secured through the Department of Infrastructure.

Due to the length of time between initial quotes received, Council facilitated a site meeting with suitably qualified contractors to brief consultants on the project scope and to open discussions around the provided geotechnical report and any concerns if any from contractors. Following this, Council has received 2 quotations as outlined below:

1. Quotation received from Court Craft PTY LTD for a sum of: $99,490.00 (Option 2)

2. Quotation received from Kangaroo Courts for a sum of: $98,653.00

The assessment team have reviewed all quotes and felt that Option 2 from Courtcraft was more in line with the quote received from kangaroo Courts so compared these against the assessment criteria. Courtcraft have been chosen as the preferred supplier as previous industry not only with Parkes Netball however across the country along with quality reference reviews.

For council's consideration it is proposed Parkes Shire Council contribute $64,490 towards the project through the 2016/17 Parkes Town Improvement Vote. The allocation from council would then allow the project to proceed with a project budget totalling $99,490 which would improve the condition of the courts and provide users with a safer playing environment. The quote received for these works totals, $99,490 (Exc. GST). The Parkes Town Improvement Vote for 2016.17 is $175,930.

The request from the Parkes & District Netball Association also includes the possibility of delivering the project through Councils Community Infrastructure Policy (CCIP). Council has worked with the Parkes & District Netball Association in planning for this project. This request will be put to a future Council meeting for their consideration if the project proceeds.

Attachments

1. Correspondence from Parkes & District Netball Association dated 24 May 2016.
2. Copy of Sporting Field Master Plan with priority projects adopted 17 March 2015.
3. Copy of quote received from Kangaroo Courts
4. Copy of quote received from Courtcraft

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PO BOX 479
PARKES NSW 2870

President: Mark Swan **Vice President: Robert Norman** **Secretary: Janene Swan**

General Manager
Parkes Shire Council
PO BOX 337
PARKES NSW 2870

24th May 2016

REQUEST FOR FUNDING ASSISTANCE,

THROUGH THE PARKES SHIRE COUNCIL
COMMUNITY INFRASTRUCTURE PROJECTS POLICY

TO RESURFACE
PARKES & DISTRICT NETBALL COURTS
AT
MCGLYNN SPORTING COMPLEX
PARKES

Dear Mr Kent Boyd

Parkes & District Netball Association are requesting funding assistance through Parkes Shire Council Community Infrastructure Projects Policy for Resurfacing Parkes & District Netball *Courts at McGlynn Sporting Complex, Parkes.*

Robert Norman and Mark Swan will be our Project Managers of the Resurfacing Parkes & District Netball Courts. Robert Norman can be contacted on Mobile Phone No. 0459 535 540 or via email: wallynorman@bigpond.com, Mark Swan can be contacted on Mobile Phone No. 0407 416 658 or via email: swannymsn26@msn.com.

Parkes & District Netball Association if successful in being granted funding assistance through Parkes Shire Council Community Infrastructure Projects Policy, to Resurface Parkes & District Netball Courts at McGlynn Sporting Complex, Parkes & District Netball Association anticipate for the Project to start in November 2016 and be completed at the end of February 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

The Budget anticipated for the estimated cost of the Project by Parkes & District Netball Association is $85,235.00 including gst., as per the two attached written quotations.

Estimated cost of $85,235.00 inc. gst., will be funded by;

1. Northparkes Mine Grant $4,100.00 (held by Parkes Shire Council)
2. Parkes & District Netball Association $30,900.00, which includes $11,650.00 Department of Infrastructure Grant.
3. Parkes Shire Council, Community Infrastructure Project Policy $50,235.00.

The resurfacing of the Parkes & District Netball Association Courts at the McGlynn Sporting Complex, *Parkes was moved in the April 2016 General Meeting as per attached Meeting* Minutes.

Parkes & District Netball Association wish to upgrade the Netball Courts at the McGlynn Sporting Complex, Baker Street, PARKES NSW 2870, by resurfacing & remarking all the Netball Courts to bring them back to recommended Netball Standards to play Netball on safe Court Surfaces.

We believe that with the Parkes Netball Courts being resurfaced this would enhance the McGlynn Sporting Complex and compliment the new Hockey Arena.

Parkes & District Netball Association currently utilise the Netball Courts at the McGlynn Sporting Complex by running a successful Senior Women's Tuesday Night Competition, Saturday Morning Junior Competition, and Mixed Senior Netball Social Tuesday Night Competition. The Netball Courts are also used weekly for training by both local competition players and representative players. In previous years the Parkes & District Netball have conducting Coaching Clinics e.g. Susan Pratley Netball Skills Training Clinics, Net Ed on Court Coaching Clinics.

Parkes & District Netball Association run a successful annual Representative Age Carnival 11-15 years, which attracts 50 teams and over, which is approximately 500 players.

Parkes & District Netball Association ran a Central West NSW Schools Cup last year in May 2015 and it was that successful that we were booked by Central West Regional Netball to run the Central West Schools Cup this year 2016 and will have 300 players attending May 18th 2016.

Parkes & District Netball Association in pass years has supported the GP Cup by having Netball in the GP Cup and provided balls, umpires etc.

Parkes & District Netball Association have just paid $2863.00 for repairs to the Netball Courts surfaces this year to Kangaroo Courts Australia to keep the Netball Courts in a safe playing condition. (See attached invoice).

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

So we write to ask Parkes Shire Council to support this valuable community asset through additional funding from the Community Infrastructure Funding Policy.

Thankyou for allowing us to submit this request.

We look forward to your response.

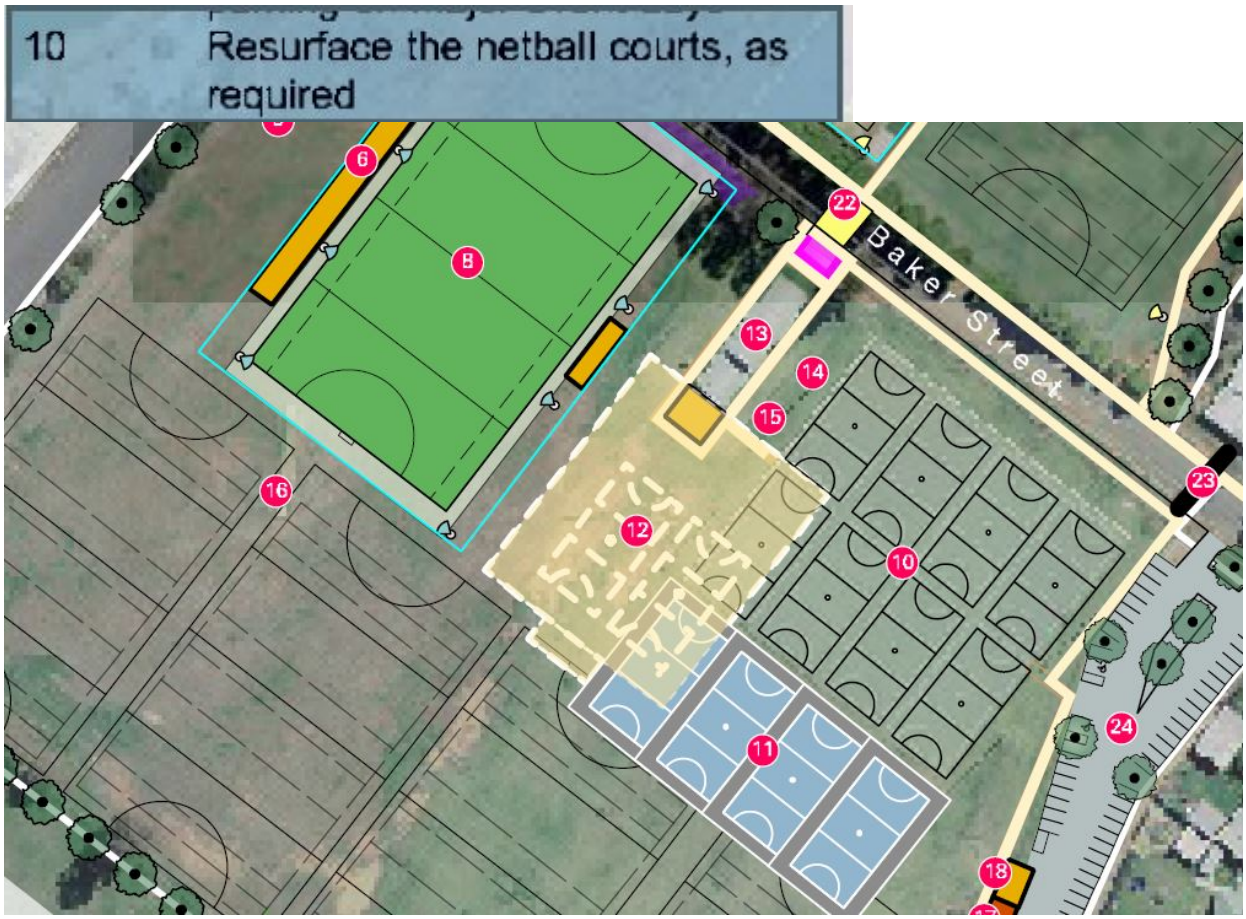
Kind Regards

Mark Swan
President

Robert Norma
Vice President

Parkes & District Netball Association.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017



Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Date: 4th June 2017

Mr. Wally Norman
Parkes Netball

Re: Quotation tor resurface netball courts.

Dear Wally,

Thank you for the opportunity to provide our quotation.

Kangaroo Courts Australia Pty Ltd – Has over 10 years' experience in the application of sports surface systems to concrete or asphalt bases, be it tennis, netball, basketball or multi-sport. The finished product is an all-weather surface commonly used in clubs, schools & residences. Below is a summary of the product.

Our sports surface System is a multiple product, non-slip, colour surface treatment. It is based upon the application of successive cushion, texture and colour coats. When applied over asphalt and concrete surfaces it provides an aesthetically pleasing all-weather surface. Utilising 100% acrylic and high quality resins, flexibility is inherent to all our systems.

Our surface system has excellent shock absorbing qualities; the more coats of cushioning applied the more shock, vibration & compression it withstands. Whatever level cushion is applied the product will maintain its pace, consistent bounce & grip.

Our Specialist Services include:

- Court Resurfacing
- Court Refurbishment on aged concrete & asphalt surfaces
- New Court Construction
- Court Reconstruction
- Court Line Marking
- Court Maintenance
- Indoor & Outdoor non slip applications

Our highly experienced team are professional, approachable & dependable. Our policy is to ensure our clients are well informed on each step of the project.

Please see overleaf our installation recommendations along with your detailed quotation with Scope of Works.

Respectfully,
Scott McFarlane

KANGAROO COURTS
SPORT PAVEMENT SAFETY

Hard Wearing Long Lasting Surface Systems

Kangaroo Courts Australia Pty Ltd
Sport, Pavement & Safety Surface Systems
Ph: 1300 4 COURTS (268787)
www.kangaroocourts.com.au
PO BOX 1326 BATHURST NSW 2795
ABN: 73 124 433 076

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Surface Remediation

Base Recovery – Crack Repair

Although we have recommended a minimum 3 coat acrylic system over the entire surface this will not prevent reflective cracking unless they are stabilised.

The ARMOR® Crack Repair System utilises a knitted fabric that will expand as the crack widens. The secret to making this repair work is how it is purposely NOT bonded to the court in the vicinity of the crack, thereby allowing more of the fabric to absorb any movement or growth of the crack without the fabric tearing or delaminating from the surface. Thus, the reason why the ARMOR™ Crack Repair System works so well is that it effectively spreads the stress of the crack over a wide area of expandable fabric

I have attached a brochure on this system. We estimate 50 lineal metres of cracking will need to be treated.

Base Recovery - Court Patching

PATCH BINDER is an acrylic formulation designed to be mixed with Portland cement and silica sand for the patching and levelling of surface depressions. PATCH BINDER provides patches with extraordinary high tensile strength and patching depth while minimizing shrinking and drying time.

We recommend applying patch binder in a stripping action to each seem. This will minimize water resting on court surface which can cause longer term damage in particular with cushion systems.

Overview

Detailed overleaf in this quote are three options for surface finish.

1. Non Cushioned Acrylic.
2. 3mm Cushion Acrylic.
3. 5mm Cushioned Acrylic.

Regardless of the system that is installed the base recovery work outlined above is highly recommended.

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General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quotation & Scope of Works

Date:	4TH June 2017	**Name:**	Mr. Wally Norman
Location:	Parkes Netball Association	**Area:**	4880/m2
Base:	Asphalt with Acrylic Coating	**Scope:**	**OPTION: 1 – NON CUSHION ACRYLIC**

Quotation & Scope of Works

Base Preparation & Recovery

	Pressure Washing	The purpose of pressure washing the surface is to remove build-up of dirt & foreign debris, to ensure maximum adhesion with new surface coating & to isolate ponded areas.
	Water Ponding	Court surfaces can often hold water, this is commonly due to incorrect levelling when constructed, poor subgrade preparation or subgrade subsidence. Supply & install patch binder which is a mixture of acrylic resign, sand and cement filling ponded areas up to 3mm.
	Crack Filling	Cracks appear in most court surfaces, these cracks can be due to tree roots, surface movement and/or subgrade movement. Once these cracks are cleaned out using a mechanical crack chaser – Supply & install a flexible solution to minimise reappearing cracks.
	Surface Grinding	In order to complete any base preparation the surface repairs must be ground, in addition any high spots below 5mm must also be ground. The purpose is to make good with existing court levels. We use commercial grade walk behind grinding machines.
	Crack Repair System	The ARMOR® Crack Repair System utilises a knitted fabric that will expand as the crack widens. The secret to making this repair work is how it is purposely NOT bonded to the court in the vicinity of the crack, thereby allowing more of the fabric to absorb any movement or growth of the crack without the fabric tearing or delaminating from the surface. Thus, the reason why the ARMOR™ Crack Repair System works so well is that it effectively spreads the stress of the crack over a wide area of expandable fabric

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Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

SURFACE TREATMENT – Installation

1.	**Perimeter Prep**	Supply & install 50mm tape to perimeter, ensuring that edges have a clean symmetrical finish line of court.
2.	**Base Coat**	Supply & install 1 x coat of acrylic resurfacer emulsion, The purpose of this coating is to provide a maximum adhesive bond between the existing coating the new colour surface treatment. The resurfacer is to provide a consistent texture finish over the entire area.
3.	**Colour Coats**	Supply & install 2 x coats of colour Plus 100 acrylic textured emulsion. The colour system deep in colour and contains UV resistants – A wide variety of colours area available. The finished material is a consistent no-slip surface.
4	**Finishing**	Remove 50mm tape to perimeter, ensure the area of mixing & wash up remains tidy & in keeping with the surrounding area.

LINE MARKING

1	**Line Preparation**	Set out measurements to correct standards, lay string lines & apply 50mm tape with line marking machine to set out.
3	**Line Sealing**	Supply & install 100% acrylic clear drying emulsion primer to lines. This material minimises bleeding of line marking paint.
4.	**Line Marking**	Supply & install 100% acrylic line marking paint multi coloured for netball (White)
4	**Finishing**	Lift up 50mm masking tape to expose line marking & discard tape from site.
	Price ex GST	**$98'653.00**

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Quotation & Scope of Works

Date:	4TH June 2017	**Name:**	Mr. Wally Norman
Location:	Parkes Netball Association	**Area:**	4880/m2
Base:	Asphalt with Acrylic Coating	**Scope:**	**OPTION: 2 – 3mm CUSHIONED ACRYLIC**

Quotation & Scope of Works

Base Preparation & Recovery

	Pressure Washing	The purpose of pressure washing the surface is to remove build-up of dirt & foreign debris, to ensure maximum adhesion with new surface coating & to isolate ponded areas.
	Water Ponding	Court surfaces can often hold water, this is commonly due to incorrect levelling when constructed, poor subgrade preparation or subgrade subsidence. Supply & install patch binder which is a mixture of acrylic resign, sand and cement filling ponded areas up to 3mm.
	Crack Filling	Cracks appear in most court surfaces, these cracks can be due to tree roots, surface movement and/or subgrade movement. Once these cracks are cleaned out using a mechanical crack chaser – Supply & install a flexible solution to minimise reappearing cracks.
	Surface Grinding	In order to complete any base preparation the surface repairs must be ground, in addition any high spots below 5mm must also be ground. The purpose is to make good with existing court levels. We use commercial grade walk behind grinding machines.
	Crack Repair System	The ARMOR® Crack Repair System utilises a knitted fabric that will expand as the crack widens. The secret to making this repair work is how it is purposely NOT bonded to the court in the vicinity of the crack, thereby allowing more of the fabric to absorb any movement or growth of the crack without the fabric tearing or delaminating from the surface. Thus, the reason why the ARMOR™ Crack Repair System works so well is that it effectively spreads the stress of the crack over a wide area of expandable fabric

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SURFACE TREATMENT – Installation

1.	**Perimeter Prep**	Supply & install 50mm tape to perimeter, ensuring that edges have a clean symmetrical finish line of court.
2.	**Base Coat**	Supply & install 1 x coat of acrylic resurfacer emulsion, The purpose of this coating is to provide a maximum adhesive bond between the existing coating the new colour surface treatment. The resurfacer is to provide a consistent texture finish over the entire area.
3.	**Cushion Layers**	Supply & install 3 layers of Course Cushion wet lay surface, followed by 2 layers of Fine Cushion wet Lay surface. Total Estimated Litres used: 16'500. The purpose of rubber layers is to provide protection from shock, vibration & compression against the ankles, legs & joints whilst maintaining the all-weather grip.
4.	**Colour Coats**	Supply & install 2 x coats of colour Plus 100 acrylic textured emulsion. The colour system deep in colour and contains UV resistants – A wide variety of colours area available. The finished material is a consistent no-slip surface.
4	**Finishing**	Remove 50mm tape to perimeter, ensure the area of mixing & wash up remains tidy & in keeping with the surrounding area.

LINE MARKING

1	**Line Preparation**	Set out measurements to correct standards, lay string lines & apply 50mm tape with line marking machine to set out.
3	**Line Sealing**	Supply & install 100% acrylic clear drying emulsion primer to lines. This material minimises bleeding of line marking paint.
4.	**Line Marking**	Supply & install 100% acrylic line marking paint multi coloured for netball (White)
4	**Finishing**	Lift up 50mm masking tape to expose line marking & discard tape from site.
	Price ex GST	**$193'451.00**

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Quotation & Scope of Works

Date:	4TH June 2017	**Name:**	Mr. Wally Norman
Location:	Parkes Netball Association	**Area:**	4880/m2
Base:	Asphalt with Acrylic Coating	**Scope:**	**OPTION: 3 – 5mm CUSHIONED ACRYLIC**

Quotation & Scope of Works

Base Preparation & Recovery

	Pressure Washing	The purpose of pressure washing the surface is to remove build-up of dirt & foreign debris, to ensure maximum adhesion with new surface coating & to isolate ponded areas.
	Water Ponding	Court surfaces can often hold water, this is commonly due to incorrect levelling when constructed, poor subgrade preparation or subgrade subsidence. Supply & install patch binder which is a mixture of acrylic resign, sand and cement filling ponded areas up to 3mm.
	Crack Filling	Cracks appear in most court surfaces, these cracks can be due to tree roots, surface movement and/or subgrade movement. Once these cracks are cleaned out using a mechanical crack chaser – Supply & install a flexible solution to minimise reappearing cracks.
	Surface Grinding	In order to complete any base preparation the surface repairs must be ground, in addition any high spots below 5mm must also be ground. The purpose is to make good with existing court levels. We use commercial grade walk behind grinding machines.
	Crack Repair System	The ARMOR® Crack Repair System utilises a knitted fabric that will expand as the crack widens. The secret to making this repair work is how it is purposely NOT bonded to the court in the vicinity of the crack, thereby allowing more of the fabric to absorb any movement or growth of the crack without the fabric tearing or delaminating from the surface. Thus, the reason why the ARMOR™ Crack Repair System works so well is that it effectively spreads the stress of the crack over a wide area of expandable fabric

KANGAROO COURTS
SPORT PAVEMENT SAFETY

Hard Wearing Long Lasting Surface Systems

Kangaroo Courts Australia Pty Ltd
Sport, Pavement & Safety Surface Systems
Ph: 1300 4 COURTS (268787)
www.kangaroocourts.com.au
PO BOX 1326 BATHURST NSW 2795
ABN: 73 124 433 076

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SURFACE TREATMENT – Installation

1.	**Perimeter Prep**	Supply & install 50mm tape to perimeter, ensuring that edges have a clean symmetrical finish line of court.
2.	**Base Coat**	Supply & install 1 x coat of acrylic resurfacer emulsion, The purpose of this coating is to provide a maximum adhesive bond between the existing coating the new colour surface treatment. The resurfacer is to provide a consistent texture finish over the entire area.
3.	**Cushion Layers**	Supply & install 5 layers of Course Cushion wet lay surface, followed by 3 layers of Fine Cushion wet Lay surface. Total Estimated Litres used: 16'500. The purpose of rubber layers is to provide protection from shock, vibration & compression against the ankles, legs & joints whilst maintaining the all-weather grip.
4.	**Colour Coats**	Supply & install 2 x coats of colour Plus 100 acrylic textured emulsion. The colour system deep in colour and contains UV resistants – A wide variety of colours area available. The finished material is a consistent no-slip surface.
4	**Finishing**	Remove 50mm tape to perimeter, ensure the area of mixing & wash up remains tidy & in keeping with the surrounding area.

LINE MARKING

1	**Line Preparation**	Set out measurements to correct standards, lay string lines & apply 50mm tape with line marking machine to set out.
3	**Line Sealing**	Supply & install 100% acrylic clear drying emulsion primer to lines. This material minimises bleeding of line marking paint.
4.	**Line Marking**	Supply & install 100% acrylic line marking paint multi coloured for netball (White)
4	**Finishing**	Lift up 50mm masking tape to expose line marking & discard tape from site.
	Price ex GST	**$271'050.00**

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General Manager Mayor

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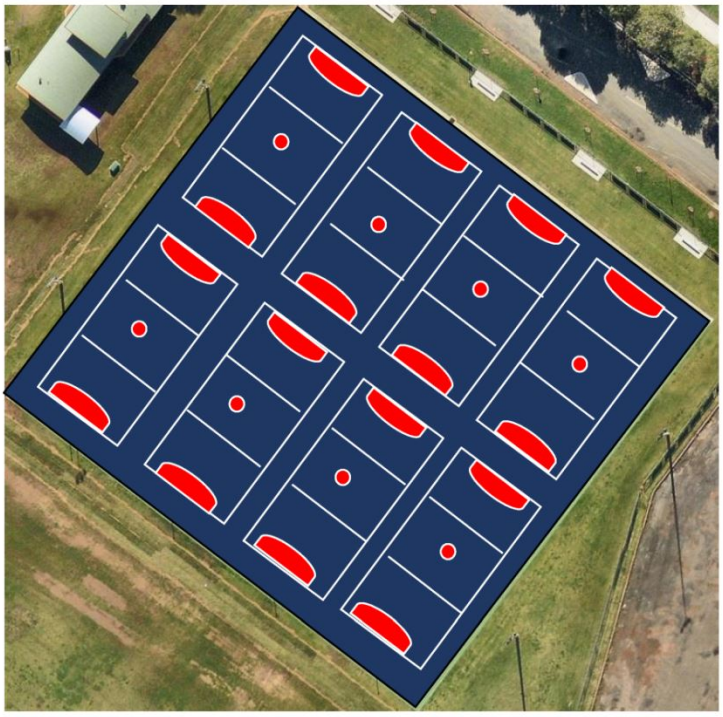

Notes

Requirements	We require mains pressure water, power and access to toilet facilities during the works period. We would also need the site secured by temporary fence.
Payment Terms	Our typical progress payment schedule is 30% deposit upon acceptance, 30% progress claim upon commencement & delivery of material to site & 40% upon completion of works.
Health & Safety	Kangaroo Courts Australia Pty Ltd has a comprehensive Work Place & Safety programme in place. On site we can provide our environmental policy, quality assurance statement & full product MSDS.

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Insurances	Kangaroo Courts Australia Pty Ltd can provide certificates of currency for workers compensation, product & public liability to industry standards.
Exclusions	Rubbish removal and/or tipping fees, temporary fencing and toilet facilities

We appreciate the opportunity to present our quotation. We would be happy to answer any questions you may have or change the quotation or scope if necessary.

Please don't hesitate to contact me on 0416 125 565.

Respectfully,
Scott McFarlane

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General Manager

Mayor

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General Manager

Mayor

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Court Craft (Aust) Pty Limited – ABN: 41 003 169 015
PO Box 6998, Silverwater BC NSW 1811
Ph: 1800 996 353
E-mail: courtcraft@courtcraft.com.au

To:	Parkes & District Netball Association	**From:**	Oliver Loughlin
Attn:	Wally Norman	**Date:**	05/06/2017
Re:	Netball Court Resurfacing		
Ph:	**Email:** wallynorman@bigpond.com	**Mob:**	0459-535-540

Dear Wally,

Court Craft would like to thank you for the opportunity to provide a quotation for the resurfacing of the netball courts at Parkes.

Court Craft was contracted in 2004 by Parkes Shire Council to construct this netball centre. The works were completed mid-2005. Court Craft supplied and installed Court Craft Plexipave, Netball NSW approved three Coat system with Plexicolor Lines. The surface is now 11 years old and the current texture is a great example of the extremely hard wearing properties of the Plexipave three coat Court Craft Netball System.

Scope of Works:

Pressure Washing
Washing of the courts is required to remove any oils, grit, dust and other materials which have accumulated.

Court Craft Minor Crack Patching Treatment
We have allowed for the treating of cracks with the Court Craft Crack Patching Treatment. This method involves filling the crack with a court patch binder, sand and cement. The crack is widened with a grinder to ensure the material can bond and penetrate the crack. The material is then trowelled over the crack. The patch is then grinded with a terrazzo grinder to create a smooth and seamless surface.

The binder does not shrink like concrete, avoiding any shrinkage issues. It does, however, maintain its cementitious properties allowing for a structurally sound treatment. If the conditions which caused the crack to first appear are still present, the crack should be expected to reappear, starting as a hairline crack, which could occur within hrs, days, weeks, months or years. A longer lasting crack treatment method is asphalt crack treatment as described below.

Court Craft Hotmix Asphalt Crack Treatment
Court Craft has spent many years working to improve crack treatments to netball court bitumen pavements. Cracking of asphalt occurs when the asphalt ages and becomes more brittle or there is significant movement. Standard crack treatment methods are similar to the court patch binder method described above and rely on stability of the asphalt pavement. Court Craft has developed what we believe to be a superior system for crack treatment, however it is a good deal more expensive than the more traditional methods. We have therefore priced the traditional system in our quotation with an extra over option for the asphalt crack treatment system. The method consists of heating and removing

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approximately 100mm of asphalt either side of the crack. New asphalt is then placed in the excavation and compacted to form a smooth surface. This is a successful method as it removes the dilapidated area rather than 'filling' it. The heating of the asphalt allows for a smooth join between the old and new asphalt. This method, however, does not address any issues that may be present in the sub base. It therefore cannot be guaranteed that the crack will not reappear in the future. Nevertheless, asphalt treatments outlive traditional crack patching treatments by a considerable amount of time.

Acrylic Surface
We have allowed for the installation of the Plexipave Netball Surface in Pacific Blue for play areas and California Red for surrounds with white line marking for Netball and white numbers in each corner. The bitumen is these courts has an aggregate that rusts and pops out of the surface. The rust marks tend to show up more on lighter colours like blues.

Acrylic Resurfacer
We recommend that resurface includes for the installation of an acrylic resurfacer layer over the courts to ensure longevity and provide the best possible solution. This layer makes it harder for any inconsistencies in the surface to reflect through to the new surface. It has better filling properties and removes any minor divots and stone holes. At a minimum it is highly advisable on courts with extensive patches line court 5 as the contrast between the patches and the existing surface need to be eradicated. Stone Breakout and Rust Marks The existing asphalt pavement demonstrably has a good deal of poor quality aggregate. This has resulted in a large amount of stone breakout. The new surface will fill most of these holes. However, some minor indentation may remain and the process could continue with new stone breakout occurring. The Acrylic Resurfacer coat would help with this. The surface can also be sealed with a Stain Blocker to that helps stop water penetrating the surface and rusting the aggregate, this adds $5.5m2 to the resurface.

Quote Assumptions:
- It is assumed access to water with regular mains pressure is available.
- It is assumed site amenities are available for use.

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Quote 1 - Court Craft Plexipave Netball system (2 coat system)

ITEM	DESCRIPTION	PRICE EX GST
1.	Site Establishment. Including WHS, Site inductions, Quality inspection and 300m of safety fencing	6,700.00
2.	High Pressure Washing in preparation for resurface and Flood Test site for pond works	6,900.00
3.	Pond Filling of areas Greater than 3mm in depth as identified in condition report photos	5,900.00
4.	Approx. 175m. Crack chasing and crack filling using standard Court patch binder system. Grind flush and prime with Acrylic Resurfacer	7,690.00
5.	Supply and Install Court Craft Plexipave Netball resurface system with two colour/textured coats in Blue and California Red to Goal circles. Plexicolor White Line mark for netball court with A4 size court numbers.	59,670.00
	Sub Total Ex GST	86,860.00
	Options	
6.	Court Craft Asphalt Crack Treatment to large open cracks (approx.175m) $21,900.00	21,900.00

Quote 2 - Court Craft Plexipave Netball System (3 coat system)

ITEM	DESCRIPTION	PRICE EX GST
1.	Site Establishment. Including WHS, Site inductions, Quality inspection and 300m of safety fencing	6,700.00
2.	High Pressure Washing in preparation for resurface and Flood Test site for pond works	6,900.00
3.	Pond Filling of areas Greater than 3mm in depth as identified in condition report photos	5,900.00
4.	Approx. 175m. Crack chasing and crack filling using standard Court patch binder system. Grind flush and prime with Acrylic Resurfacer	7,690.00
5.	Supply and Install Court Craft Plexipave Netball full system with one acrylic resurfacer coat, two colour/textured coats in Blue and California Red to Goal circles. Plexicolor White Line mark for netball court with A4 size court numbers.	72,300.00
	Sub Total Ex GST	99,490.00
	Options	
6.	Court Craft Asphalt Crack Treatment to large open cracks (approx.175m) $21,900.00	21,900.00

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

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Ph: 1800 996 353
E-mail: courtcraft@courtcraft.com.au

Quote 3 - Court Craft Plexicushion Club Netball System (4 coat of rubber, 2 coats of Acyrlotex)

ITEM	DESCRIPTION	PRICE EX GST
1.	Site Establishment. Including WHS, Site inductions, Quality inspection and 300m of safety fencing	6,700.00
2.	High Pressure Washing in preparation for resurface and Flood Test site for pond works	6,900.00
3.	Pond Filling of areas Greater than 3mm in depth as identified in condition report photos	5,900.00
4.	Approx. 175m. Crack chasing and crack filling using standard Court patch binder system. Grind flush and prime with Acrylic Resurfacer	7,690.00
5.	Supply and Install Court Craft Plexicushion Club Netball system with one acrylic resurfacer coat, four Plexicushion coats, two colour/textured coats in Blue and California Red to Goal circles. Plexicolor White Line mark for netball court with A4 size court numbers.	190,000.00
	Sub Total Ex GST	217,190.00
	Options	
6.	Court Craft Asphalt Crack Treatment to large open cracks (approx.175m) $21,900.00	21,900.00

Quote 4 - Court Craft Plexicushion Tournament Netball System (5 coat of rubber, 2 coats of Acyrlotex)

ITEM	DESCRIPTION	PRICE EX GST
1.	Site Establishment. Including WHS, Site inductions, Quality inspection and 300m of safety fencing	6,700.00
2.	High Pressure Washing in preparation for resurface and Flood Test site for pond works	6,900.00
3.	Pond Filling of areas Greater than 3mm in depth as identified in condition report photos	5,900.00
4.	Approx. 175m. Crack chasing and crack filling using standard Court patch binder system. Grind flush and prime with Acrylic Resurfacer	7,690.00
5.	Supply and Install Court Craft Plexicushion Tournament Netball system with one acrylic resurfacer coat, five Plexicushion coats, two colour/textured coats in Blue and California Red to Goal circles. Plexicolor White Line mark for netball court with A4 size court numbers.	220,000.00
	Sub Total Ex GST	247,190.00
	Options	
6.	Court Craft Asphalt Crack Treatment to large open cracks (approx.175m) $21,900.00	21,900.00

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Court Craft Acrylic Netball Surface

It is imperative when a sporting surface is installed that it has the characteristics required for Netball. Plexipave is approved for outdoor netball by Netball NSW. When Plexipave is installed the improvements to the court owners are both in the area of engineering and player performance. Plexipave has 50 years experience in the manufacturing of sporting surfaces and this long experience has lead to the development of a range of products that lead in all their sports.

The Plexipave layers provide comfort yet the textured acrylic play coats are very hard wearing enabling the courts to supply a long lasting comfortable surface to the player. Plexipave is known for its long life and uniform speed over the life of the surface. The secret of Plexipave's success is the extremely high quality of the acrylics. This gives a strong bond with the base, a high tensile strength that allows for contraction and expansion, thus reducing trauma damage, and a long lasting and varied colour range. Plexipave is sold world wide and with locations as varied as Alaska and Saudi Arabia. The climatic versatility is well proven.

Plexipave netball has been specifically formulated for netball. The aggregate infill is specially graded to supply an extremely high shoe to surface friction co-efficient ratio. This ensures improved traction for players in a variety of conditions. The ability to increase surface texture has taken considerable research and required technological advances in coatings.

Plexipave has, as the leader in this field, devoted much time and effort into improving the chemical properties of the surface, and have succeed in prolonging the life of the surface through the inclusion of special fibres and binders during manufacture.

The function of the Plexipave Netball Surface System is:

1) To reduce the damage to the HMA pavement from ultra violet exposure
2) To supply a texture appropriate for grip requirements of netball
3) To reduce the heat of the court
4) To reduce fatigue, impact, stress and abrasion injuries
5) To supply a more environmentally attractive setting
6) To increase the speed of the court
7) To renovate older asphalt courts

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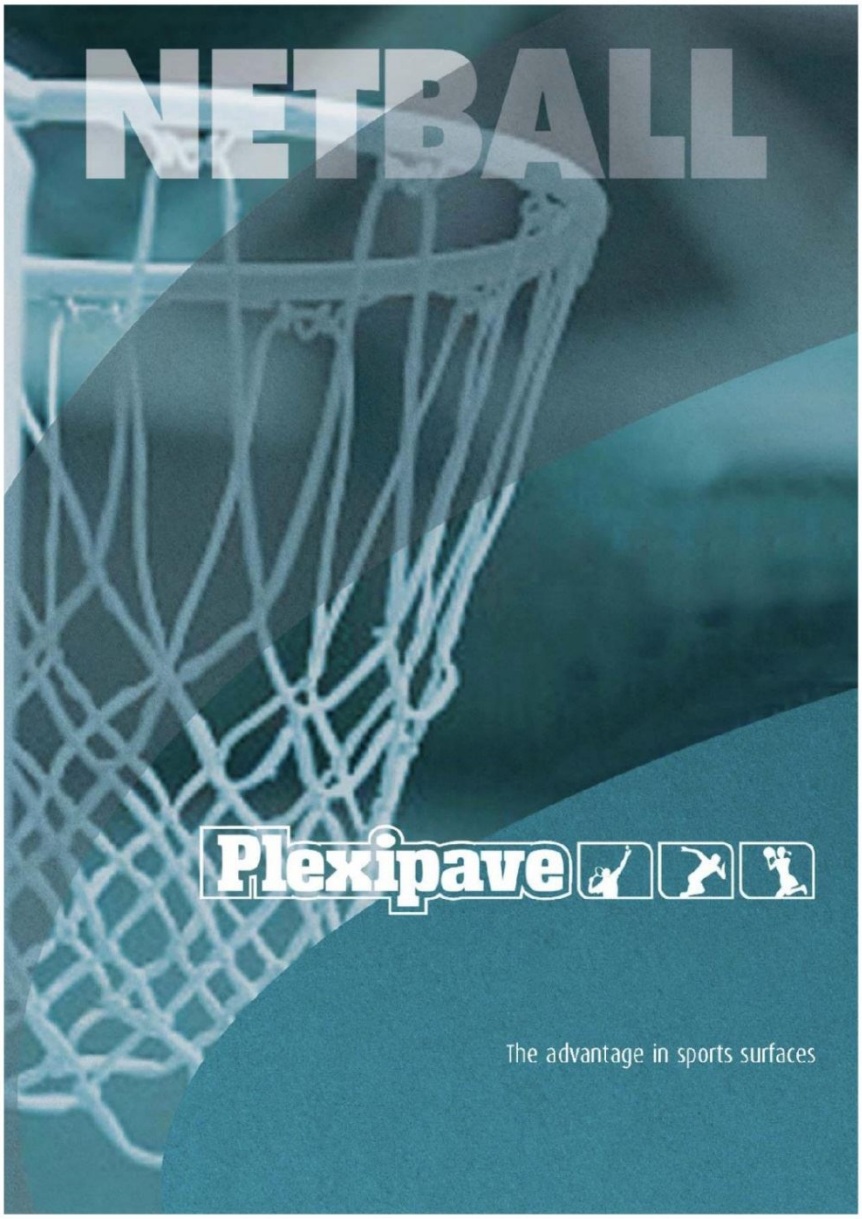

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PREFERRED COURT SURFACE OF TENNIS NSW
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COURT CRAFT
Official Court Partner

General Manager

Mayor

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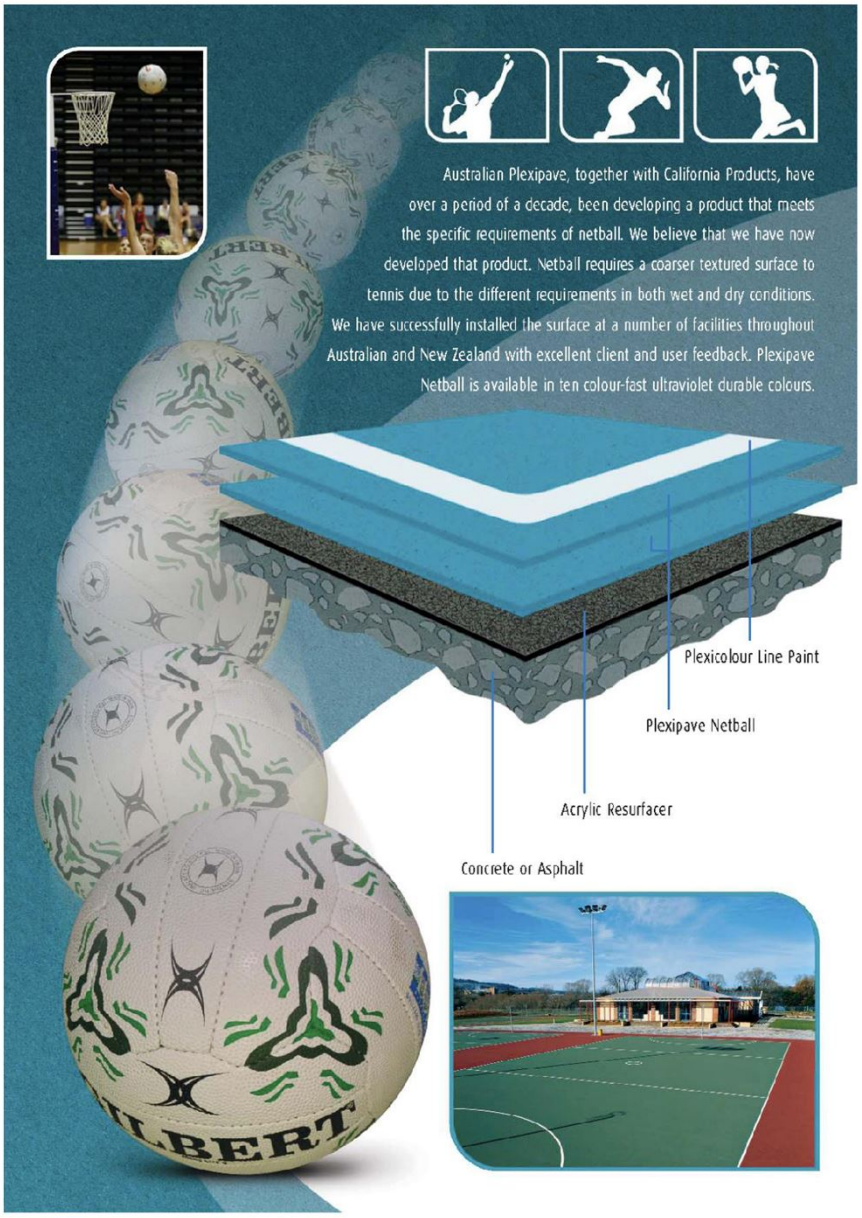

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Plexipave Netball - The advantage in sports surfaces

What is Plexipave Netball?

Plexipave Netball is an acrylic, multi layer coating system. It is generally applied in three coats, with each contributing a specific quality to the whole. The final product is a durable, richly coloured surface of uniform texture, suitable for both indoor and outdoor venues. In netball, Plexipave Netball is the ideal partner. Its predictable grip and traction allow sure footing, and its anti-glare finish enhances visibility. Temperatures on a Plexipave Netball court are 5-7°C lower than those on asphalt or concrete surfaces.

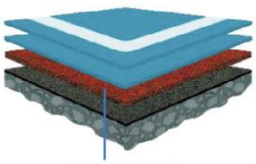
Customisation and Adaptability

As every sports venue is subject to unique climatic and environmental conditions, as well as particular clientele needs and expectations, Plexipave Netball can be customised to suit specific requirements. For every installation, the system of layers is engineered to provide the optimum surface, in terms of performance, durability and maintenance.

Plexipave Netball can be applied over asphalt or concrete, or used to upgrade existing acrylic court surfaces. The nature and number of layers applied is determined by the desired effect.

Plexicushion Netball

Now, Plexicushion underlay is available to be used to provide greater player comfort. Plexicushion dynamically responds to body impact and reduces fatigue on players' legs, ankles and feet.



Plexicushion Netball

A range of ten long-lasting Plexipave Netball colours is available. Plexicolour acrylic line paint can be used to apply the finishing touch to a court. It produces non-glare, non-chalking lines, which are textured.

Durability

Once installed, Plexipave Netball's textured uniform surface remains fixed in time for many years. Applied with a squeegee, it is free of the joins and weak spots that make other surfaces vulnerable to weather and deterioration. Its colours don't fade under UV light and it doesn't deteriorate in areas subject to full sun. Plexipave Netball dries quickly after rain. It breathes without losing its bond with the original surface beneath, and prevents this base from breakdown and deterioration.

Easy and economical to maintain, Plexipave Netball requires no bagging or rolling. It may be cleaned with water and mild detergents.

After many years, Plexipave Netball can be renewed without the cost of having to completely remove the old surface.

Installation

Plexipave Netball is supported by an international network of authorised applicators. These specialists share their commitment to quality with a highly skilled customer service team, ensuring every installation process is as smooth as the product itself. The supply and installation of Plexipave Netball is fully guaranteed.

History

Australian Plexipave is 100% Australian owned, and to date has surfaced in excess of 10,000 tennis and netball courts across Australia and New Zealand. The company came into being in 1971, the offspring of parent company, Californian Products Corporation, a prime innovator in the court surfacing industry, and leading contributor to the development of acrylic surface technology. In 1953, Californian Products Corporation introduced the world's first completely acrylic surfacing system. Today, Plexipave dominates markets in the USA, UK, Sweden and Australia. Considering the company's on-going research and development operations, which demonstrate a commitment to the development of healthy, environmentally friendly products, Plexipave Netball is set to be number one well into the future.

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Monday 10 October 2016

To whom it may concern,

Netball NSW, has tested and successfully used the Court Craft netball surfaces at a number of Netball Centres across the state of New South Wales for over fifteen years.

Court Craft has been a professional and efficient provider of netball surfaces for many years and Netball NSW is proud to endorse the organisation and its workmanship.

We have found the netball surface extremely successful in creating a high quality competition environment for athletes.

Should you require any further information please contact myself on the numbers provided below.

Yours sincerely,

Carolyn Campbell
CEO
Netball NSW

p. (02) 9951 5000
f. (02) 9951 5099
w. netballnsw.com

Netball Central,
2 Olympic Boulevard, Sydney Olympic Park, NSW 2127
PO BOX 396, Lidcombe NSW 1825

Official Court Partner

General Manager

Mayor

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Court Craft was formed in 1977. Court Craft builds a wide variety of sporting installations both indoor and outdoor plus general outdoor environments. This includes installations such as hockey fields, tennis courts, school ground constructions, netball courts, basketball courts, soccer fields, bowls greens, sport fields, cricket pitches, golf, playgrounds, volleyball courts, badminton courts. Court Craft carries out all aspects of a project from planning, Council submissions, construction of facilities, clubhouses and amenities, lighting systems, landscaping etc.

Court Craft is run on a philosophy of good service to all our clients. We have a highly competent and well trained work force. Our senior management, both site and administration, have many years of experience in the construction of sporting facilities. Coupled with the careful selection of suppliers it allows us to maintain a consistent, professional standard of construction and surfacing on all projects.

Our Netball Surface is the preferred surface of Netball NSW and is installed at the headquarter courts at Auburn. It has been the surface of Choice at the Hills District Netball Association's Pennant Hills Centre for many years.

Our Plexipave Tennis Surface was selected as the national tennis surface and is installed at Melbourne Park for the Australian Open, Tennyson in Brisbane, the Sydney International at Sydney Olympic Park Tennis Centre, the Hopman Cup in Perth, at Memorial Park in Adelaide, at Kooyong, Hobart, AIS in Canberra, plus regional hard court centres who participate in Protour events.
Court Craft has a variety of clients including Universities, Colleges, Schools Councils, Sporting Associations, Commercial Clients and private clients. Court Craft's client acceptance has allowed us to develop into one of the larger court builders in Australia installing over 3,000 courts.
Generally we supply the following services:

- Sporting facility construction and maintenance
- School external environments
- Landscaping
- COLAs/OLAs/Covered Walkways
- Asphalt and concrete services for car parks, pathways, courtyards etc.
- Supply and installation of sporting equipment
- Gymnasium floor surfacing.
- Rubber pavement and playgrounds

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Our project capacity to date has ranged from the very small up to $6.8 million. Court Craft's netball surface system is the only Netball NSW approved netball surface for outdoor netball. Court Craft have the ability to run multiple sites at once.

Some of Our Netball Clients Include
Moreton Bay Regional Council, Townsville City Council, Clarence Valley Council, Byron Shire Council, Hills District Netball Association, Baulkham Hills Shire Netball Association, Tamworth Regional Council, Nambucca Shire Council, Port Macquarie-Hastings Council, City of Ryde Council, Ku-ring-gai Council, Warringah Council, Sutherland Shire Council, Hornsby Shire Council, Auburn City Council, Shoalhaven City Council, Netball NSW Centre, Netball Australia Sydney Entertainment Centre International Series Netball.

2015 Design and Reconstruct of 5 Netball Courts Hills district Netball centre, Pennant Hills Park
David De-Fina 0422-221-452. This project was a design and construct for the reconstruction of 5 netball courts including major rock excavation, construction of concrete spectator seat walls and concrete stairs, major subsurface and surface drainage elements, electrical / lighting modifications, fencing, specialist surfacing and general landscaping

Baulkham Hills Shire Netball Association 1994 – 2016
Since 1994, Court Craft has had a 20 year history working on the Baulkham Hills Shire Netball Association Complex in Wellgate Ave Kellyville. The site is 32 hectares and was a former tip site, in use, until 1990 when the 32 asphalt Netball courts were constructed. The site presents, with soft spots, areas of significant court cracking and damaged asphalt caused by movement and sinking, particularly where the virgin ground meets the former tip areas. Repairs and maintenance are extensive on an annual basis. Low level methane has also been identified across the site and open breathing spaces are maintained across the site. Court Craft has each year since 1994 repaired and maintained the courts in a condition safe for competition netball including hosting of NSW Netball State Championships on 4 occasions.

Eastwood Ryde Netball Association 2010 and 2011
In 2015 Court Craft Built an additional bitumen court and surfaced with Plexipave Netball
In 2013 Court Craft Built an additional bitumen court and surfaced with Plexipave Netball
In 2011, Court Craft completed four new netball courts. Full construction included all earthworks, concrete edged asphalt, hard court acrylic coating surfacing and equipment.
In 2010, Court Craft repaired and re-surfaced 22 Plexipave netball courts.

number of challenges as the facility was constructed over an old tip site with a tidal water table and right next to the environmentally sensitive Curl Curl Lagoon.

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2013 Construction of 11 netball courts the Parramatta Auburn Netball Courts Wyatt Park
Reference Details: Auburn City Council (Frances Hamilton 02 9643 1120)
Court Craft won the Auburn City Council tender in 2013 and completed the works on time, with minimal impact on the Parramatta Auburn Netball Association's season.

The work included Preparation of design to address and rectify the existing surface and subsurface conditions of the courts, Removal of existing netball court surface & subsurface, Supply & installation of drainage as per approved design, Reconstruction of new asphaltic courts to approved design and Installation of Plexipave.

Warringah Council Netball Association 2009
Court Craft partnered with Warringah Council in the construction of 10 new asphalt base Plexipave netball courts and the resurfacing of 15 existing netball courts installation of lighting and car park. Work was completed in late 2009 much to the delight of Manly Warringah Netball Association. This site presented a

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E-mail: courtcraft@courtcraft.com.au

2012/2013 - Design & Construct 8 New Courts – Bolton Park – Wagga Wagga

The Wagga Wagga project was for the Council. The works supervisor has moved on, but on request we can give you a reference contact at council. The Specification for earthworks was to remove the top soil and proof roll the base to ascertain suitability for construction of a granular pavement. This was undertaken and a proof roll testing was carried out with an inspection by a Geotechnical engineer. The site subgrade was rejected and Court Craft was instructed to removed and replace some soft areas, and then lime stabilised 200mm thick to create a uniform subgrade platform. The project comprised on 8 competition sized synthetic grass tennis courts with major concrete path/access road from north to south of the site connecting two car parks. It also included new lights and modification of existing court edging, fencing and connection of old lighting system to the new system.

Court Craft (Aust) Pty Limited – ABN: 41 003 169 015
PO Box 6998, Silverwater BC NSW 1811
Ph: 1800 996 353
E-mail: courtcraft@courtcraft.com.au

COURT CRAFT PROJECT CAPABILITY:

Examples of works that Court Craft commonly undertakes are briefly listed below:

- Tennis Court Design, Construction & Maintenance
- Basketball Court Design, Construction & Maintenance
- Cricket Wicket Design, Construction & Maintenance
- Sport Field Design & Construction
- Athletics Running Tracks Design, Construction & Maintenance
- Hammer Throw cages
- Long Jump Run Ways and Pits Design, Construction & Maintenance
- Discuss/shot put Circles Design, Construction & Maintenance
- General Landscaping Design, Construction & Maintenance
- Children Playground Design, Construction & Maintenance
- Carpark, Driveway and Road Design, Construction & Maintenance
- School Quadrangles and Other External Areas Design, Construction & Maintenance
- Indoor Gym Floors, Line Marking and Surfacing
- Provision and Installation of all Sporting Accessories

We trust that this information meets with your requirements. If you require any further information please do not hesitate to contact us.

Yours sincerely,

Oliver Loughlin
Court Craft (Aust) Pty Ltd
Construction & Project Manager
BBCM & MAIPM
oliver@courtcraft.com.au

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.7 (DI) New Sewage Treatment plant - Septage Receival Access Road design and Construction

Prepared By: Director of Infrastructure

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(d)(i) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(d) commercial information of a confidential nature that would if disclosed:

(i) prejudice the commercial position of the person who supplied it

Executive Summary

Following previous recommendations from Council, Council have progressed the Design and Construction of Septage Receival Access Road associated with Council's new Sewage Treatment Plant (STP). Refer to body of report for further information.

Background Information

See Report.

Legislative or Policy Implications

Nil

Progressive Delivery Program Implications

The resolution in this report will primarily effect the Delivery Program Future Direction relating to:

8. Maintain and improve the Shires Assets and Infrastructure

8.1 Ensure that Shire Water Management is in line with Best Practice

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Minor*

There will be no foreseeable negative impacts.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic ★★☆☆☆

Environmental ★★★☆☆

Social ★★★★☆

Civic Leadership ★★★★☆

Budget & Financial Aspects

The project will be funded by **The Commonwealth of Australia** as represented by the Department of Infrastructure and Regional Development as well as Council reserves and borrowings. The Commonwealth is undertaking the National Stronger Regions Fund programme to promote economic development in Australia's regions.

Recommendation

1. That Council adopt the recommendation within the report

Report

Council have completed the request for tender process (Tender Number STP 2014013-34) for Septage Receival Facility - Access Road Construction, Sewage Treatment Plant (STP). The design and construction shall occur during the Construction and Commissioning phases of the works, which are in progress.

The Tender Evaluation Plan (TEP) outlined the governance and procedures for the evaluation of responses to the Parkes Shire Council Major Projects Request for Tender (RFT) for the Design and Construction of the specified Access Road associated with Council's new STP.

The actions of the Tender Evaluation Committee (TEC) were in accordance with the contents of the Tender Evaluation Plan. The overall objective was to evaluate tenders and identify tenders demonstrating best value for money. Value for money is a comprehensive assessment that takes into account both cost represented by the assessment of price and value represented by technical assessment in the context of the risk profile presented by each Tender.

To identify best value for money requires the TEC to take into account all relevant risks, benefits and costs over the whole of life procurement cycle. Council engaged a number of Industry Experts for various aspects associated to the procurement being SPS constructions – GHD provided a preliminary design.

Approximate Value of Procurement including GST and for the full term of the contract was expected to be $220K

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

At the close of Tender, PSC received submission from the following companies:

1. Central West Civil Pty Ltd

Commercial Evaluation

Company	Offered Amount (Excl. GST)	Risk Assessed Budget
Central West Civil Pty Ltd	$218,179.00	$230K

Based on the above the following evaluation has been completed.

Tenders Closed 24/05/17 @ 2.00pm AEST
Tender Title: Parkes Shire Council - Major Projects - STP Septage Recieval Facility - Access Road Construction

Council (the Principal) is seeking Tenders from appropriately qualified and experienced Contractors for the STP Septage Receival Facility Access Road Construction, off Akuna Road, Parkes NSW.

	MANDATORY									
Company	Compliance with Insurance Requirements (Y/N)	Confirmation of CENTROC Inductions and obey Golden Rules (Y/N)	Accredited QMS (Y/N)	Accredited WHS (Y/N)	Non-Disclosure and Confidentiality Deed Poll (Y/N)	Compliance with Principal Contractors Induction and obey site rules (Y/N)	Attendance at IWG meetings (Y/N)	Provision of Evidence of Sufficient Financial Capability to Complete Project (Y/N)	History of completed similar projects (Y/N)	Attendance at Mandatory Site Briefing (Y/N)
Central West Civil Pty Ltd	Y	Y	T	Y	TBC	Y	n/a	TBC	Y	Y

	TECHNICAL (minimum requirement is 70%)							COMMERCIAL					
Company	Demonstrated Capability and Capacity (20)	Demonstrated Experience and Past Performance (10)	Understanding of Requirements (20)	Key Personnel (15)	Product / Service Offering (10)	Proposed Methodology / Program (25)	Ave. Total	Lump Sum Price / Total Price / Total Cost of Ownership (40)	Unit Rates / SOR (40)	Local Content (10)	Acceptance of T&Cs (10)	Ave. Total	Total sum score
Central West Civil Pty Ltd	19	9	15	12	9	18	81.5	30	30	6	9	75.0	78.3
							0.0					0.0	0.0
							0.0					0.0	0.0
							0.0					0.0	0.0
							0.0					0.0	0.0

Based on the evaluation report provided by Council on 19th June 2017 the recommendation for Council as follows:

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

RESOLUTION

That Council

1. Note the report from the Tender Evaluation Panel (provide as Confidential) in relation to the Tenders submitted in response to Parkes Shire Council Major Projects New STP, Septage Receival Access Road Construction, Tender Number:

   STP 2014013-34

2. In accordance with 178(3)(e) of the LG Regulation, authorise the General Manager to:

   (a) Shortlist CWC Pty Ltd and enter into direct negotiations.

   (b) Authorise the General Manager to entering into a contract in relation to the subject matter of the RFT with the successful Tenderer.

   Noting that as Council wishes the preferred Tenderer to remain confidential, the resolution tables would instead authorise the GM to negotiate with the proponent specified in the tender evaluation report.

3. Advise the unsuccessful Tenderer(s) in writing.

Attachments

1. Internal Memo to Council's Director of Infrastructure
2. Individual Committee Members Tender Evaluations
3. Tender Evaluation Matrix

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

INTERNAL MEMORANDUM

TO: Andrew Francis
FROM: Major Projects Project Management Office (PMO)
DATE: 21 June 2017
SUBJECT: **Septage Receival Access Road**

Tender Title: Parkes Shire Council Major Projects New Sewage Treatment Plant (STP), Septage Receival Access Road Construction

Tender / Contract Numbers:
Septage Receival Access Road - 2014013-34

Issue Date: 26/04/2016
Tender Closing Date: 25/05/2017 at 2pm

A mandatory tender briefing/site inspection was held on the 10/05/2017. The meeting was attended by the following Tenderers;

- Central West Civil Pty Ltd

At the close of Tender, PSC received submission from the following companies:

- Central West Civil Pty Ltd

Tender Evaluation Summary

CWC

Their initial offer was proposing more concrete areas as requested in the preliminary design. After value engineering, their proposal was compliant with the preliminary design in terms of concrete and gravel hardstand areas.
CWC have performed similar work for councils in the CENTROC area.

Clarifications, Interview, Reference Checks

A post Tender Clarifications Teleconference was completed from 11:30am on the 2nd of June 2017.

A value engineering review of the CWC proposed design was undertaken, and a revised Tender Price was received by council following the meeting.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

It is noted the original CWC price was based on an alternative design which used reinforced concrete (RC) for the entire access road. This caused the quoted amount to be in exceedance of the forecasted budget. Following the meeting CWC revised their quotation to be in-line with the tender design which reduced the quotation amount. The original alternative design quotation was approx. $272k, and the revised in-line design quotation is approx. $218k. The budget for the access road was $200k.

Andrew Francis completed referee checks for CWC with Bathurst Council and Maas Construction and found that no negative feedback was given. On that basis he was happy to proceed with CWC.

Commercial Evaluation

Company	Offered Amount (Excl. GST)	Risk Assessed Budget
Central West Civil	$218,179.00	$230K

Based on the above the following evaluation has been completed.

Tenders Closed 24/05/17 @ 2.00pm AEST

Tender Title: Parkes Shire Council - Major Projects - STP Septage Recieval Facility - Access Road Construction

Council (the Principal) is seeking Tenders from appropriately qualified and experienced Contractors for the STP Septage Receival Facility Access Road Construction, off Akuna Road, Parkes NSW.

	MANDATORY									
Company	Compliance with Insurance Requirements (Y/N)	Confirmation of CENTROC Inductions and obey Golden Rules (Y/N)	Accredited QHS (Y/N)	Accredited WHS (Y/N)	Non-Disclosure and Confidentiality Deed Poll (Y/N)	Compliance with Principal Contractors Induction and obey site rules (Y/N)	Attendance at WG meetings (Y/N)	Provision of Evidence of Sufficient Financial Capability to Complete Project (Y/N)	History of completed similar projects (Y/N)	Attendance at Mandatory Site Briefing (Y/N)
Central West Civil Pty Ltd	Y	Y	T	Y	TBC	Y	n/a	TBC	Y	Y

	TECHNICAL (minimum requirement is 70%)							COMMERCIAL					
Company	Demonstrated Capability and Capacity (20)	Demonstrated Experience and Past Performance (10)	Understanding of Requirements (20)	Key Personnel (15)	Product / Service Offering (10)	Proposed Methodology / Program (25)	Ave. Total	Lump Sum Price / Total Price / Total Cost of Ownership (40)	Unit Rates / SOR (40)	Local Content (10)	Acceptance of T&Cs (10)	Ave. Total	Total sum score
Central West Civil Pty Ltd	19	9	15	12	9	18	81.5	30	30	6	9	75.0	78.3
							0.0					0.0	0.0
							0.0					0.0	0.0
							0.0					0.0	0.0
							0.0					0.0	0.0

The following recommendation is provided.

That Council:

1. Note the report from the Tender Evaluation Panel (provide as Confidential) in relation to the Tenders submitted in response to Parkes Shire Council Major Projects New Sewage Treatment Plant (STP), Septage Receival Access Road Construction
   Tender Number:

   Sewage Treatment Plant Access Road - 2014013-34

2. In accordance with 178(3)(e) of the LG Regulation, authorise the General Manager to:
   (a) Engage Central West Civil Pry Ltd

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Noting that as Council wishes the preferred Tenderer to remain confidential, the resolution tables would instead authorise the GM to negotiate with the proponent specified in the tender evaluation report.

3. Advise any unsuccessful Tenderer(s) in writing.

All details of above evaluation are attached herewith for your information.

The contract execution is scheduled to commence in the near future following on from post tender clarifications to be sent by CWC. Tentatively it is expected that the contract should be executed by Friday the 30th of June 2017.

Regards,

Louise Peebles
Project Support Officer

Regards,

Jason Myers
Project Manager

Attachments: Refer email.

General Manager

Mayor

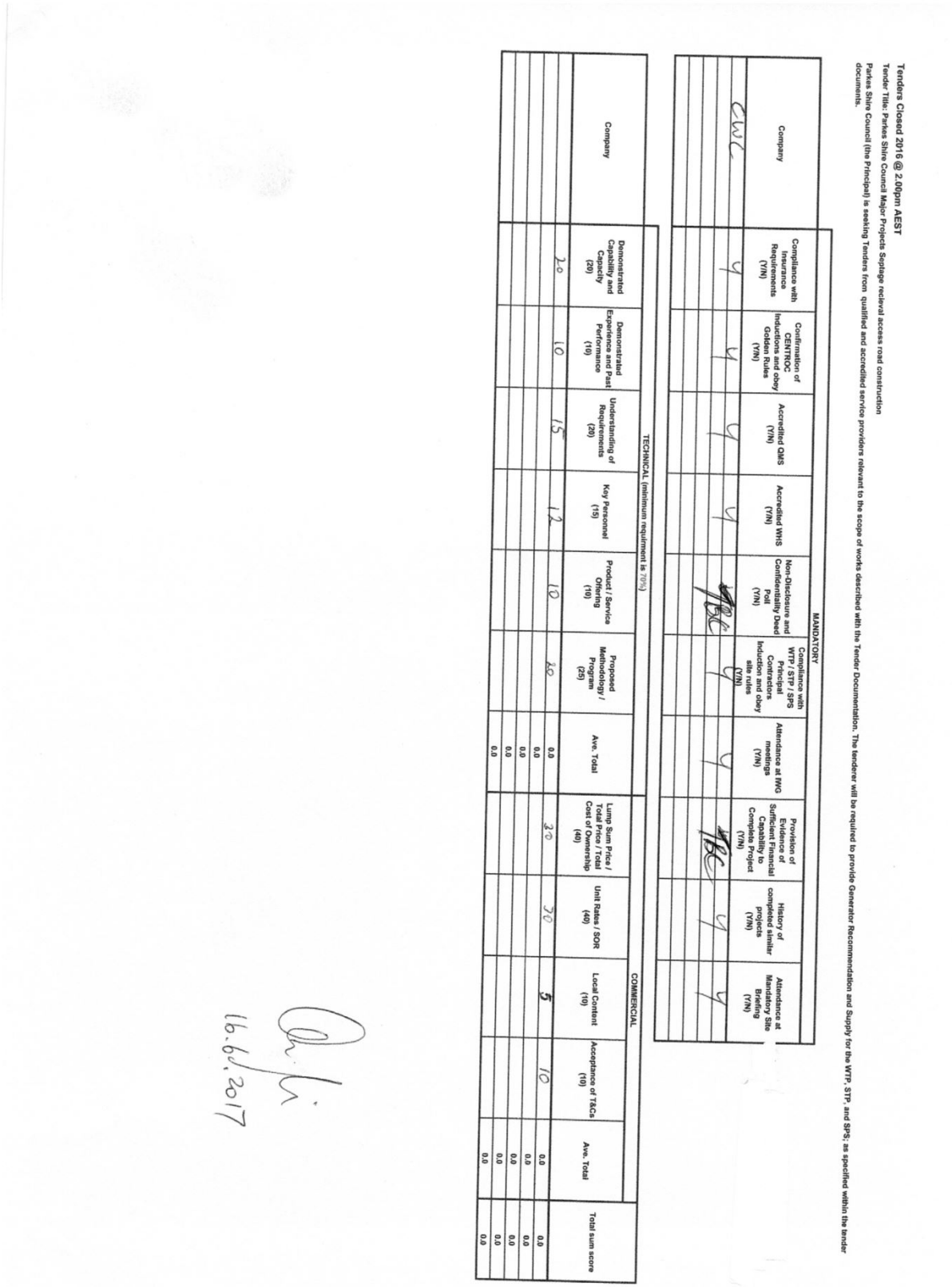
Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Tenders Closed XX XXXX **2016 @ 2.00pm AEST**

Tender Title: Parkes Shire Council Major Projects Septage recieval access road construction

Parkes Shire Council (the Principal) is seeking Tenders from qualified and accredited service providers relevant to the scope of works described with the Tender Documentation. The tenderer will be required to provide Generator Recommendation and Supply for the WTP, STP, and SPS; as specified within the tender documents.

| Company | MANDATORY | | |



Tenders Closed 2016 @ 2.00pm AEST

Tender Title: Parkes Shire Council Major Projects Septage recieval access road construction

Parkes Shire Council (the Principal) is seeking Tenders from qualified and accredited service providers relevant to the scope of works described with the Tender Documentation. The tenderer will be required to provide Generator Recommendation and Supply for the WTP, STP, and SPS; as specified within the tender documents.

Company	MANDATORY												TECHNICAL (minimum requirment is 70%)								COMMERCIAL					Total sum score
	Compliance with Insurance Requirments (Y/N)	Confirmation of CERTIFICATE of Inductions and obey Golden Rules (Y/N)	Accredited QMS (Y/N)	Accredited WHS (Y/N)	Non-Disclosure and Confidentiality Deed Poll (Y/N)	Compliance with WTP / STP / SPS Principal Contractors Induction and obey site rules (Y/N)	Attendance at IWG meetings (Y/N)	Provision of Evidence of Sufficient Financial Capability to Complete Project (Y/N)	History of completed similar projects (Y/N)	Attendance at Mandatory Site Briefing (Y/N)		Demonstrated Capability and Capacity (20)	Demonstrated Experience and Past Performance (10)	Understanding of Requirements (20)	Key Personnel (15)	Product / Service Offering (10)	Proposed Methodology / Program (25)	Ave. Total	Lump Sum Price / Total Price / Total Cost of Ownership (40)	Unit Rates / SOR (40)	Local Content (10)	Acceptance of T&Cs (10)	Ave. Total	
CWC	Y	Y	Y	Y	TBC	Y	Y	TBC	Y	Y		20	10	15	12	10	20	0.0	30	30	5	10	0.0	0.0
																		0.0					0.0	0.0
																		0.0					0.0	0.0
																		0.0					0.0	0.0
																		0.0					0.0	0.0

16.6.2017

General Manager

Mayor

Date: 13-Jun-17
Client: PSC
Quote T17-037

CENTRALWESTCIVIL

Description: Parkes Shire Council
Location: difference in Quote with gravel area

Item	Plant / Item	Rate	Unit	Qty	Totals $
1	Warrant the current design and associated survey & geotechnical details as fit for purpose.				$0.00
2	Value engineer the current design and as required redesign the access road to generate saving for Council.				$2,400.00
3	Workshop with PSC representatives in Parkes and prepare the Safe Design Report.				$3,168.00
4	Survey Requirements				$3,456.00
5	Geotechnical Requirements				$8,259.00
6	Traffic Controls / Notifications				$4,488.00
7	SDP / Management Plans				$3,960.00
8	Design Development / FC Documentation				$0.00
9	Services Searches				$4,320.00
10	Preliminaries / Site Establishment / Accommodation				$25,025.00
11	Supervision / Management				$13,200.00
12	CENTROC / Site Inductions				$1,310.00
13	Rigid Pavements				$73,800.00
14	Flexible Pavements				$6,789.00
15	Gravel Pavements				$26,000.00
16	All Other Associated Construction Works				$13,065.00
17	Work As Executed (WAE) Documentation				$3,240.00
18	12 Month Warranty / DLP				$6,000.00
19	All Other Works Not Listed				$19,699.00

Total Excluding GST =	**$218,179.00**

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Road | Rail | Bridge | Pipe | Plant | Maintenance

P 0409 040 420 F 02 8088 7259 A 139 George Street, Bathurst NSW 2795.
E info@centralwestcivil.com.au ABN 84 158 548 808

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

17.8 Committee Minutes - Risk Review Committee Meeting held 13 June 2017

Prepared By: Chief Operating Officer

Reason for Confidentiality

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(c) of the Local Government Act 1993 and Council's Code of Meeting Practice, which permits the meeting to be closed to the public for business relating to the following: -

(c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business

Executive Summary

A meeting of the Parkes Shire Council Risk Review Committee was held on 13 June 2017. The Minutes have been distributed to the Committee members and will confirmed at the next scheduled meeting of the Committee. The Minutes are attached for Councillors information.

Background Information

At Council's meeting of 05 April 2011 Council resolved to establish a Risk Review Committee. This Committee is a fundamental element with regard to Council's Governance Framework and in particular its Enterprise Risk Management and Internal Audit programs.

This Committee structure has been established in line with the Office of Local Government Guidelines.

Meetings are held quarterly.

Legislative, Policy & Management Planning Implications

Council's Risk Review Committee Policy, Enterprise Risk Management and Internal Audit Policy rely on the activities of this Committee of Council.

Progressive Delivery Program Implications

The resolution in this report will primarily affect the Delivery Program Future Direction relating to: *Function 4: Governance*

Predicted positive effect / opportunity for the Delivery Program: *Good*

Predicted negative / challenge to the Delivery Program: *Moderate*

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Quadruple Bottom Line

Economic	★★★★☆	*Environmental*	★★★☆☆
Social	★★★☆☆	*Civic Leadership*	★★★☆☆

Continued development of Council's Governance Framework.

Budget & Financial Aspects

There is a set fee for attendance for the Independent Committee Chair and the Independent Member at the scheduled Risk Review Committee meetings.

Recommendation

1. That the Recommendations of the Risk Review Committee meeting held on 13 June 2017 be adopted.

Attachments

1. Minutes of the Risk Review Committee meeting held on 13 June 2017.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

PARKES SHIRE COUNCIL

Our Mission: To Deliver Progress and Value to our Community

RISK REVIEW COMMITTEE

The Objective of the Risk Review Committee is to provide independent assurance and assistance to Parkes Shire Council on risk management, control, governance and external accountability responsibilities.

MINUTES

13 JUNE 2017

Minutes of the meeting of the Parkes Shire Council's Risk Review Committee held at the Council Administration Centre, 2 Cecile Street, Parkes, commencing at 12 noon for the purpose of considering the items included on the Agenda.

GENERAL MANAGER: Kent Boyd

General Manager

Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Risk Review Committee Meeting

Minutes of the Risk Review Committee Meeting held at the Parkes Shire Council Offices, 2 Cecile Street on 13 June 2017 at 12 noon

PRESENT

Committee Member Mr Graeme Marchant (Chair)
Committee Member Mr Robert Haddin (Independent)
Committee Member Deputy Mayor BF Newton (Councillor Representative)

Together with:
General Manager - K Boyd
Director Technology & Corporate Services - L Finn
Management Accountant - L Nash
Chief Operating Officer – B Byrnes

Guests
Phil Swatfield - Countplus National Audits
Andrew Francis - Director Infrastructure
Anthony McGrath - CIS Project Manager

MEETING COMMENCEMENT

At 12.00pm in accordance with good practice and with the absence of Council staff, the Committee Chair Mr Grahame Marchant ,Independent Member Mr Robert Haddin, Deputy Mayor Councillor Barbara Newton and Phil Swatfiled Countplus National Audits met to raise and discuss any issues or concerns.

Karen Taylor NSW Audit Office and John O'Malley Intentus Chartered Accountants dialled in on teleconference.

Parkes Shire Council staff attended the meeting at 12.30pm

1 APOLOGIES

That the apologies of

Councillor Neil Westcott and Owen Jensen Chief Financial Officer be noted.

It was the consensus of the Committee that the apologies be noted.

CARRIED

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

That the Minutes of the Parkes Shire Council's Risk Review Committee Meeting held on 14 March 2017, copies of which have been forwarded to Committee members, be confirmed.

It was the consensus of the Committee that the Minutes be confirmed.

CARRIED

3 DECLARATIONS OF INTEREST

Nil.

4 AGENDA ITEMS

The Chair and Committee agreed to discuss Item 4.6 External Audit at the beginning of the meeting to accommodate Karen Taylor NSW Audit Office and John O'Malley Intentus Chartered Accountants to participate by teleconference.

4.6 External Audit as at 13 June 2017

Items Discussed

In accordance with the audit time line in the Audit Office of NSW Client Service Plan for year ending 30 June 2017, Intentus Chartered Accountants as the confirmed contractor, conducted the first interim site visit to Council on 8 - 10 May 2017. The Management Letter in relation to the Interim Audit Visit has been prepared by Intentus and will be provided to Council and the NSW State Audit Office this week.

Karen Taylor NSW Audit Office and John O'Malley dialled in to the meeting by teleconference for this report.

John O'Malley commented on the Management letter outlining previous issues identified and their current status along with 2 new issues identified during the recent External Audit.

Outstanding Issues

1. **Practical** - Inappropriate access levels - Resolved
   Segregation of Duties - Risk Accepted - Resolved
2. **General Journals** - Review and Authorisation not always happening in a timely manner - Improvement noted
   Sufficient Documentation - ongoing issue - corrective action to be undertaken
3. **Payroll** - New employee rate differentials - Resolved
4. **Debtor Reconciliation** - not being properly signed off -Resolved
5. **Statements** - Will review in new CI

New Issues

1. **Reporting and Reconciliation** - Issue of re valuation of Sewer and Water network
2. **Credit Card delegations**

These new matters will be detailed in the management letter (to be received in due course) and response/action undertaken.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

John advised that he feels the audit timetable is on target (28 August) however he is aware that this is the earliest its ever been done. If draft statements are available week before onsite, all will go ahead as planned.

Karen Taylor gave an update on the NSW Audit office timeline

- Parkes Shire Council is not one of the Councils identified by Department Premier & Cabinet for service delivery review.
- There will be a fraud control survey undertaken. Currently pilot survey of 6 Councils before rollout to all Councils - expected around December 2017.
- Audit of Shared Services Arrangements - The audit is currently in scoping stage.
- Analyses Vendor Listing & Employee Details - Happy with Parkes response to data collection for matching by their experts (our employees, creditors and the ABN/ACN database). Should be completed by July.
- Financial Auditors General report to Parliament scheduled for March 2018

Recommendation

1. That the information be received and noted.
2. That consideration be given to the audit timetable when considering the date for the next Risk Review Committee meeting.

It was the consensus of the Committee that the above recommendation and action be undertaken.

CARRIED

At this stage the Chair thanked John and Karen for participating in today's meeting, thanked them for their comments and disconnected the teleconference.

The meeting resumed in accordance with the Agenda.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.1 Risk Management Report as at 13 June 2017

Items Discussed

Strategic Risks

The Parkes Shire Risk Review Committee suggested that Council conduct a strategic risk management workshop. The Delivery Plus Committee of the whole was an appropriate forum to analyse and evaluate the strategic risks faced by Council over the term of the next Delivery Program. This Committee met on 04 April 2017 to review and discuss the following 5 strategic risk areas identified by Council

- Financial Sustainability
- Council delivers on its objectives in the Parkes Plus Delivery Program 2017/2018 - 2020/2021
- Parkes Shire Council Organisational Capacity and Capability
- Parkes Shire Councils Civic Leadership
- Workplace Safety Management System

The Chair queried the alignment of the Risks identified by Council as Strategic to the objectives of the Operation/Delivery plan. The Chair suggested that it should be risk assessed at the community strategic plan level then cascade down through delivery plan and measured against the expected outcome.

High Risk Projects

Water Treatment Plant (WTP), Sewerage treatment Plant (STP) and Advanced Water Recycling Facility (AWRF) Construction

Andrew Francis Director Infrastructure gave a progress report to the Committee on the 3 projects.

The Director highlighted the risk of the contractor to possibly recoup some costs through the Security of Payments Act provisions at the conclusion of the contracts. The General Manager and Director are aware of this and have been actively addressing the possibility.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

Council Information System

Anthony McGrath - CIS Project Manager gave a progress report to the Committee on the CIS Project to 31 May 2017.

Mission/Vision

Embrace the future with the new Council Information System (CIS) that will deliver business improvement and efficiency across the organisation and for our customers. The CIS is a journey of change presenting an historic opportunity for Council to improve business processes by streamlining workflows, and creating a single source of truth with a hub of information for all staff.

Due date for "Go Live" is 03 July 2017

The Committee suggested as part of the internal audit program a check of the new payroll system (6 months after implementation), queried the systems security from external attacks and requested information if there were sufficient/accepted controls within the new system.

Recommendation

1. That the progress report on the WTP, STP and AWRF Construction be received and noted.

2. That the progress report on the CIS be received and noted

3. That Council's Strategic Risks as identified in the report, be risk assessed at the community strategic plan level then cascaded down through delivery plan and be measured against the expected outcome.

4. A report to next Risk Review Committee meeting future meeting on the Project Framework (Include large and small projects)

It was the consensus of the Committee that the above recommendations and actions be undertaken.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.2 Control Framework as at 13 June 2017

Items Discussed

Council constitutes to establish its control framework and remains relatively immature in this area relying at this time, on monthly Manager Reporting process to ensure adequate attention is being paid to policies, procedures and controls in place.

Council's Policy register is currently being reviewed. All Council policies are being identified, reviewed, branded with new Council branding and placed on Council's website for public reference. Council policies will be common dated for an annual review by staff with a four year bulk tabling of policies at each new term of Council. Council policies that require tabling at Council in accordance with a regulatory or legislative requirement outside of these periods will still be tabled as required.

Recommendation

1. That the information be received and noted.

It was the consensus of the Committee that the information be received and noted.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.3 Legislative Compliance as at 13 June 2017

Items Discussed

There are no known instances of legislative non-compliance over the period since the last Risk Review Committee meeting held 14 March 2017.

The following requirements were undertaken.

Council carried out a half yearly review of the Operational Plan/Delivery Program and provided a detailed report on its progress for the period of July - December 2016 to the Council meeting of 21 March 2017.

In accordance with Sections 405 and 406 of the Local Government Act, 1993, the Delivery Plan 2017/18 - 2020/21 and the Operational Budget 2017/18, incorporating the Operational Budget, Capital Works Program, and Fees and Charges for 2017/18 was tabled at the Council meeting of 18 April 2017 for endorsement and placing on public exhibition for a period of 28 days. The public exhibition period concluded on 20 May and reports are being prepared for submission to the Council meeting scheduled for 27 June 2017.

Recommendation

That the information be received and noted.

It was the consensus of the Committee that the information be received and noted.

CARRIED

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.4 External Accountability as at 13 June 2017

Items Discussed

Annual Report

Public Interest Disclosures

Pecuniary Interest Disclosures

Related Party Disclosures

Code of Conduct Matters

Recommendation

1. That the information be received and noted

It was the consensus of the Committee that the information be received and noted.

CARRIED

At this time being 2.20pm due to a prior commitment Kent Boyd and Les Finn left the meeting temporarily.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.5 Internal Audit as at 14 13 June 2017

Items Discussed

Parkes Property Function Review

Council properties is an identified area of risk for Council. The transparent and equitable management of Council properties has been raised by Councillors in recent years and Council lacks a sound overarching policy to guide and manage this area of operations. Council's Internal Auditors Countplus National Audits conducted a full internal audit in relation to this area, providing an update to the RRC at its meeting of 14.03.2017.

Phil Swatfield from Countplus National Audits briefly presented the finding from that Review to the Committee.

Corporate Credit Card Review

The use of Council's Corporate Credit card was an identified area of risk.

Countplus National Audits conducted an internal audit in this area focusing on the period 1 April 2016 to 31 March 2017, to audit and report on the existing internal framework of policies, procedures and interactions pertaining to corporate credit card use.

Phil Swatfield from Countplus National Audits briefly presented the finding from that Review to the Committee.

Recommendation

1. That the information be received and noted.
2. That the final Report, management comments and action plan, including proposed implementation schedule, relating to the Property Function review, be tabled at the next meeting of the Committee.
3. That the final Report, management comments and action plan, including proposed implementation schedule, relating to the Corporate Credit Card review, be tabled at the next meeting of the Committee.
4. That an updated Strategic Internal Audit plan be tabled at the next meeting of the Committee.

It was the consensus of the Committee that the above recommendations and actions be undertaken.

CARRIED

Kent Boyd and Les Finn re-joined the meeting at 2.50pm.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

4.7 Governance Workshop

Items Discussed

Council's Governance Officer attended a Governance in Local Government course in May.

A provision yet to commence is that each Council is to appoint Audit, Risk and Improvement Committees (ARIC) to oversee the exercise of an internal audit function within each Council, including in relation to risk and financial management, fraud control, governance, and performance measurement. Councils will be required to have an ARIC in place within six months after their next ordinary election (i.e. most likely by March 2021). OLG will be consulting with stakeholders on the proposed regulatory framework and implementation of the new provision.

Recommendation

1. That the information be received and noted.
2. That a report be tabled at a future meeting of the Committee when more specific requirements are known.

It was the consensus of the Committee that the above recommendation and action be undertaken.

CARRIED

5 GENERAL BUSINESS

Independent member Robert Haddin raised concerns regarding crown reserves within the Shire. He suggested that Council should hold a register of all Crown Reserves, Commons and Stock Routes within the Shire to mitigate the possibility of community infrastructure being built on land that is not owned by Council.

The Director Technology & Infrastructure advised that investigations are undertaken prior to building any community infrastructure (e.g. public toilets) and this issue would be addressed with the changes to the organisation structure and the appointment of a Property Officer".

The Committee was advised that the Institute of Internal Auditors (Australia) will be conducting a forum for Audit and Risk Committee members during their upcoming Conference in July. The forum is scheduled to be held on 24 July in Sydney and Committee members have been provided with the forum outline. Robert Haddin has indicated he would be interested in attending. Other Committee members interested in attending are requested to advise Council as soon as possible for registration.

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017

6 NEXT MEETING DATE

At this stage the date of the meeting has not been set.

Consideration will be given to when the Annual Financials report and Audit Office presentation has been completed.

Committee members will be advised as soon as possible.

There being no further business the Chair declared the meeting closed at 3.00pm.

General Manager Mayor

Document Set ID: 977940
Version: 1, Version Date: 24/08/2017