



PARKES SHIRE COUNCIL

Operational Plan Progress Report 2021-2022





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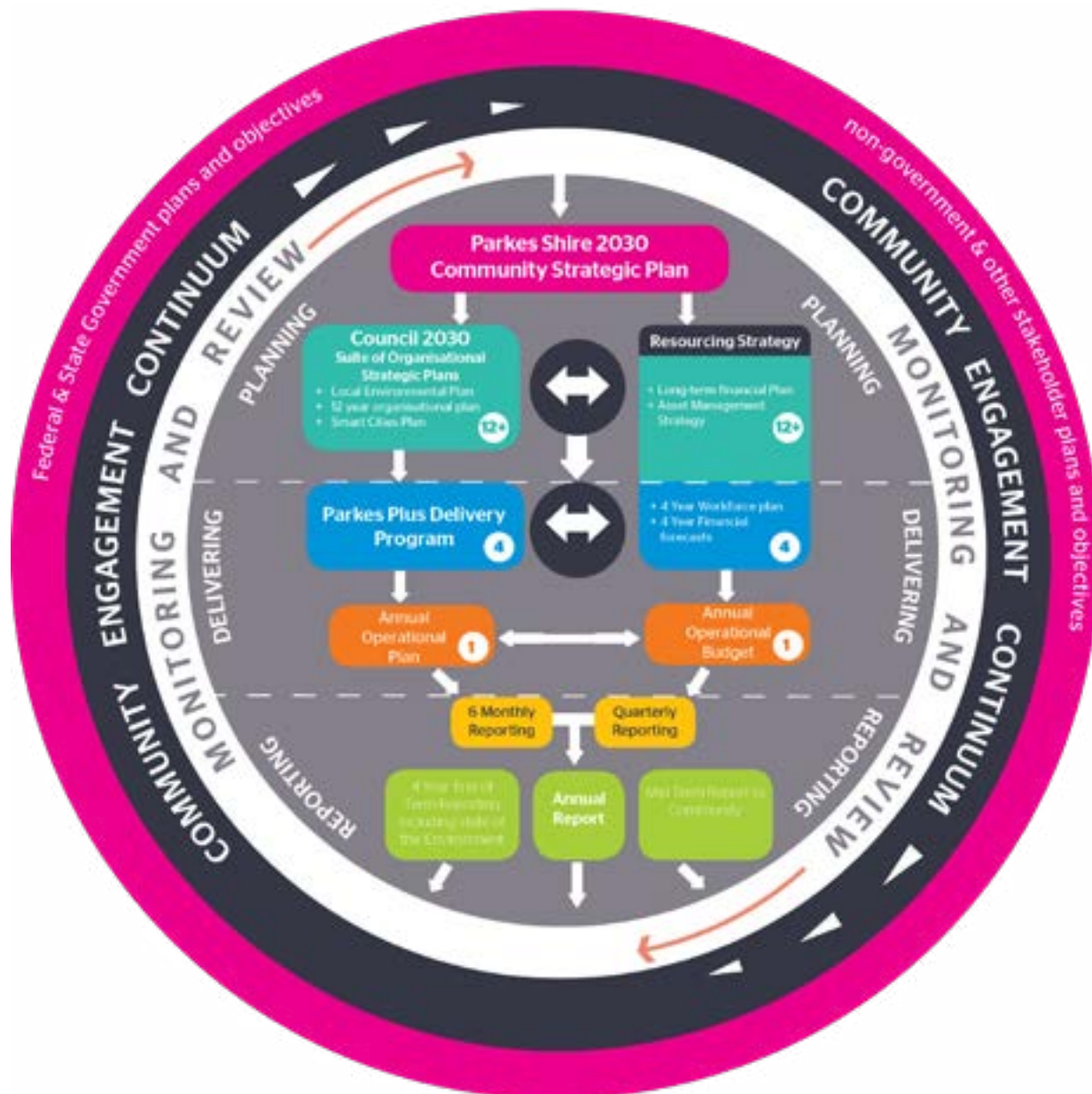
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The Community Engagement Strategy (Continuum) 2017/18 - 2020/21

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.



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). 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.

This document aims to summarise the progress Council have made towards the deliverables outlined in Operational Plan.





+ OUR COMMUNITY VALUES

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

We will be;

- C**aring and friendly
- O**pen to new ideas
- R**espectful, acting with integrity and tolerance
- E**ngaging 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 ensures the growth of our 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.

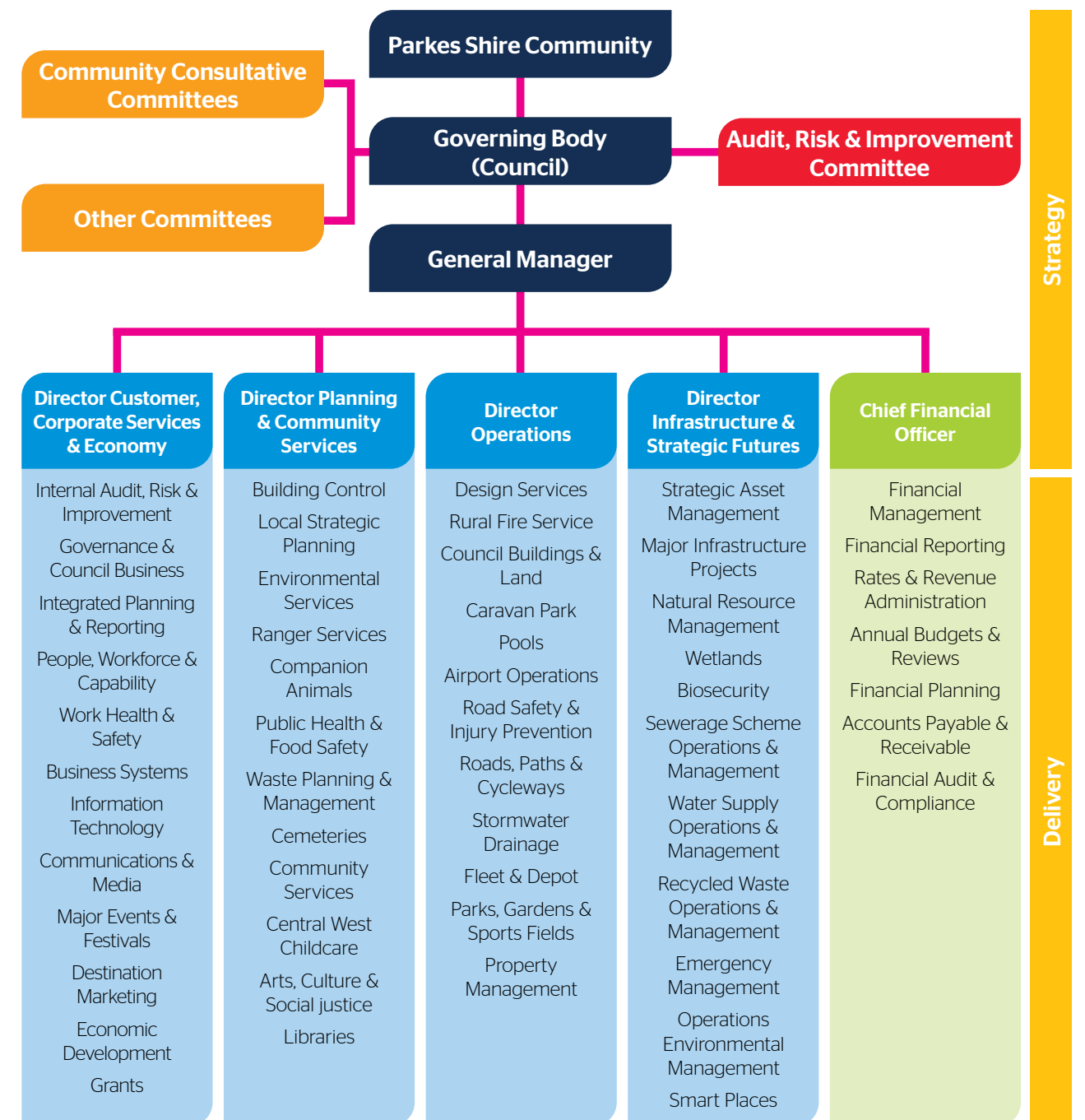
Occupational health and safety and risk management responsibilities traverse all departments of Council. Responsibilities will be allocated as appropriate when Council's Risk Management Policy and Business Continuity Plan are completed and implemented.

General Manager - Kent Boyd



PARKES SHIRE COUNCIL

*Connected, Vibrant and Sustainable.
Parkes Shire 2035, it all adds up!*



How to read our report

Our Operational Plan is dissected into Themes. This review document will be presented in the same format. For each Theme you will see:

- + Theme and Strategic Objective
- + Directorate responsible for strategic objective
- + Status
- + Deliverables update

Theme

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

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. This represents the top two benefits the objective will bring to the community.



TRANSPORT + ROADS

DIRECTORATE: Operations

STATUS: ON TRACK

Deliverables

Update

Strategic Objective

Themes are further categorised into Strategic Objectives. They identify the different value streams within the Theme. eg. For the case of Theme of Transport, the Strategic Objectives are:

- + Roads
- + Air
- + Footpaths

Status

The STATUS BAR which indicates how this particular Strategic Objective is traveling, with options being:

ON TRACK

This objective is PROGRESSING well with no concerns regarding its delivery.

REQUIRES MONITORING

This objective requires monitoring to ensure its delivery. This may be due to its high importance or changing circumstances that enhance the challenges

MANAGERIAL ACTION REQUIRED

Managerial action is required to ensure the successful delivery of the objective. This could be a result of change of circumstances/risk/challenges arising.





What we manage



789 km
Sealed Road
1322 km
Unsealed Road



56.7
kms Footpath



170 km
Kerb & Gutter



36
Bridges



\$234,411,000
Plant & Equipment



1
Regional Airport
3
Landing Strips

TRANSPORT + ROADS



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
T1.1 Develop Council's Road Network	Progressing	Urban, Rural and Regional Roads have continued to develop as projects have been identified for delivery from the Long Term Roads Improvement Program. Successful grants submitted to continue developing the road network. To ensure road making materials have been sourced in an environmentally sustainable manner the Council has ensured suppliers have resgistered pit and will carry out a review of these pits during the following reporting period. Projects identified from the PSC Long Term Road Improvement Plan (LTRIP) include the continued development of Thomas Street, Woodward Street, Matthews Street, Dalton Street, Victoria Street, Coradgery Road, Back Peak Hill Road, Cookamidgera Road and MR350N - The Bogan Way, SR76 - Bogan Road
T1.2 Upgrade Council's Road Network	No Update	No update provided
T1.3 Maintain Council's Road Network	No Update	No update provided
T1.4 Fleet Procurement	Complete	Capital forms have been completed following the IPWEA replacement guidelines to maintain a healthy fleet, aligning with industry standards. During the reporting period numerous technological advancements have been implemented into Councils fleet and continue to be implemented with all purchases. These include: 1. seatbelt alarms and reversing cameras as standard issue in all plant and equipment (including graders) 2. Reversing cameras on light vehicles becoming standard issue 3. GPS improvements identified and currently being investigated 4. Fleet management software identified and currently being investigated Despite supply chain being largely impacted by COVID-19, Parkes Shire Council maintained a 93% plant uptime across the fleet despite these disruptions.

TRANSPORT + FOOTPATHS



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
T2.1 Manage Council's Footpath Network	Progressing	Council has delivered a number of capital works upgrades ncluding but not limited to; Middleton Strret footpath, Brolgan Roads footpath, East Street footpath. 3 grants were successfully achieved through LRCI funding.
T2.2 Develop and Implement the Pedestrian Access and Mobility Plan (PAMP)	Progressing	Two strategic links within the PAMP have ben deliered (Brolgan Road extension and East Street extension).

TRANSPORT + AERODROMES



DIRECTORATE: Operations		STATUS: ON TRACK
Deliverables	Update	
T3.1 Provide a safe Aviation Facility	Progressing	To ensure a safe aviation facility is maintained, audits were undertaken by Technical and Lighting Inspectors and a Survey Consultant, ensuring the Airport remains compliant with Civil Aviation Safety Authority Regulations. The Parkes Aerodrome Manual and Transport Security Plan is current and implemented to ensure ongoing compliance with the Office of Transport Security Legislation.
T3.2 Maintaining and Operating Parkes Regional Airport	Progressing	The terminal building, grounds and facilities at Parkes Regional Airport are well presented as a welcoming gateway to Parkes and the surround Region.
T3.3 Development of Industrial Precinct	Progressing	The development of the the Industrial Park has continued, maintaining alignment with the Master plan. Stage one has been fully developed and released, eady for occupancy. Developer attraction for the site has been established, with enquiries pursued.



What we manage



3
Waste Transfer Stations



Development
Applications



1
Waste Facility



600+
Weekly Bin
Collections



2,000 km
Roadside Weed
Inspections



10
Solar Panels Sites



100
Biosecurity Property
Inspections



5
Cemeteries

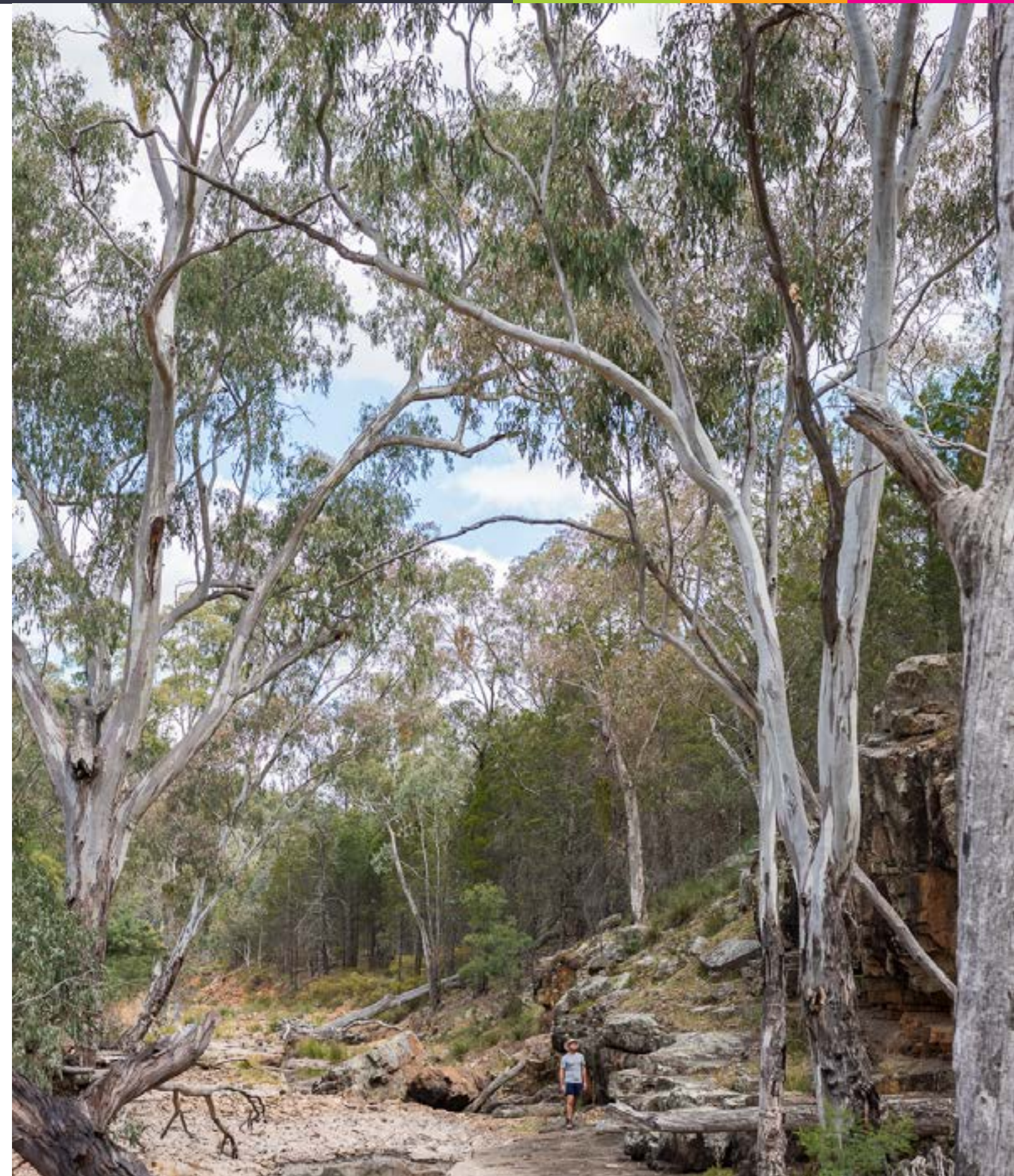
ENVIRONMENT + BUILT		
DIRECTORATE: PLANNING & ENVIRONMENT		STATUS: ON TRACK
Deliverables	Update	
E1.1 Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation	Progressing	To ensure the Shire continues to have a well managed build environment, Council has ensured all Development Application and Complying Development Certificates were in accordance with appropriate delegated authority. 75% of the 99 Development Applications were determined within 40 days, with the average assessment timeframe of 37 days. 1 DA involved court action by the NSW Land and Environment Court. Formal and informal pre lodgement advice has been carried out to ensure approvals would be aligned with legislation. Some Complying Development Certificates (CDCs) were unable to be completed in the specified timeframe as additional BCA information was required. 40% of Construction Certificates were approved within 30 days due to delays caused by compliance with DA conditions prior to release or BCA information. 90% of CC's were approved within 100 day timeframe. Some sections 68's are stalled awaiting required additional information, preventing them from being processed within the 20 day target.
E1.2 Heritage items and services within the Shire are promoted and supported	Progressing	Council has engaged with 50 property owners to seek their endorsement to formally heritage list their property. Feedback from these engagements will be progressed into a planning proposal to the Department of Planning, Industry and Environment to Update Council's Local Environmental Plan 2012. Due to COVID-19, no events were able to occur during this reporting period. The heritage list progressed which will assist in developing new walking trails and promotion of heritage in the future. Parkes Shire Council, with support from the NSW Heritage Office, provided a free Heritage Advisory Service to the community. During this time our Heritage Advisor provided heritage advice to many projects. Projects funded under the Parkes shire small grants programme have regularly been inspected and followed up with progress checks. All projects are on track and nearing completion.
E1.3 Provide cemetery management to Shire operated public cemeteries in accordance with Public Health Act	Progressing	In this reporting period council issued 100% of Right of Burials within 72 hours of full payment. Council delivered all Burial Permits issued in accordance with Public Health Act and agreed timeframes. To ensure Council plans for future development of the Council owned cemeteries, there is currently preparation for a new lawn portion at the Parkes cemetery.
E1.4 Provide regulation of the private swimming pools in accordance with the Swimming Pools Act 1992	Progressing	All private pool complaints have been acknowledged within 3 days, as required under legislation. 100% of certificates issued within 10 working days, with inspections of pools undertaken as requested.

ENVIRONMENT + WASTE		
DIRECTORATE: PLANNING & ENVIRONMENT		STATUS: ON TRACK
Deliverables	Update	
E2.1 Implement Parkes Shire Waste Strategy	Progressing	The implementation of the Parkes Shire Waste Strategy has continued this reporting period by providing three-bin Residential collections available, upgrading to waste facilities and increasing awareness of environmental waste management goals. As a result of these actions, 1500 tonnes of waste were diverted from landfill, partial closure of Gunningbland occurred, and an educational strategy helped provide widespread information on waste management.
E.2.2 Operate and maintain facilities	Progressing	Operation and maintenance of waste facilities have continued to progress, with waste facilities and transfer stations operating within guidelines and community expectations. During the reporting period, landfills operated to environmental requirements, with no incidents occurring. The Peak Hill transfer station maximised diversion and safely transferred the remaining 50 tonnes of waste to the central facility.
E.2.3 Supervise waste management contracts	Progressing	Parkes Shire Council has continued to supervise waste management contracts with the prompt collection of recyclables and waste facilities managed according to outlined agreements. During this period, there were 35 issues addressed with the contractor and ten complaints lodged to the Council while the waste facility achieved 100% compliance.
E.2.4 Rethinking waste strategy	Progressing	The Waste Strategy has been reviewed and reconsidered this period to ensure the community can have a good understanding of waste and recycling issues. Council has achieved this by investigating the potential of a Waste App to assist community understanding.
ENVIRONMENT + NATURAL		
DIRECTORATE: INFRASTRUCTURE		STATUS: ON TRACK
Deliverables	Update	
E3.1 Develop, facilitate and deliver environmental, sustainability and energy efficient initiatives	Progressing	During this reporting period Council has made best efforts to ensure the ongoing engagement with local schools and community groups to deliver environmental education programs despite COVID-19. Council continued to attend monthly Central West Lachlan Landcare (CWLL) Committee meetings, collaborated to hold the Parkes National Tree Day and presented to the Parkes Rotary Club on the Akuna Road wetlands project. Despite COVID-19, Council continued to collaborate with the Central West Council's Environment and Waterways Alliance and Local Land Services through meeting attendance, liaising with the Project Support officer, and obtaining \$5000.00 grant funding for the Akuna wetlands enhancement work. Parkes Shire Council was unable to collaborate in any energy efficiency initiatives with CNSWJO during this time as CNSWJO pursued energy initiatives that did not align with PSC. Council has continued to raise awareness of environmental, sustainability and energy efficiency initiatives within the community this reporting period. Council achieved a greater understanding of energy efficiency and sustainability by monitoring energy usage and solar production, working with CNSWJO to determine opportunities for additional solar, offsetting, and battery storage at Council sites. Improved community education was provided by creating social media posts and media releases highlighting PSC's solar installations and their benefits and hosting an online 'Low Carbon Economic Forum' regarding carbon emission reductions and climate change adaptations.

ENVIRONMENT + NATURAL (cont.)



<p>E3.2 Sustainably manage Council owned and managed natural areas</p>	<p>Progressing</p>	<p>Council has continued to manage all Council owned and controlled areas, including roadsides and Crown Land. Roadsides have been managed as per the Council's Roadside Vegetation Management Plan (RVMP), with staff, key stakeholders, and the general public can access this plan at any time. The RVMP reflects the most recent significant changes in the conservation status of all Shire roadsides, with significant changes being updated and reported on the next RVMP update. Any significant changes identified during routine works/inspections are recorded on an internal register for use when the RVMP is next updated.</p> <p>Council's Crown Land's management team ensured all Council reserves are managed with biodiversity and conservation principles in mind, with regular consultation of Council's Crown Land Environmental Masterplan to ensure best practice management of reserves.</p> <p>Collaboration occurred with Central West Local Land Services on travelling Stock Route management within the Parkes Shire through continual engagement with TSR Rangers (Forbes and Dubbo). No significant increase in application to graze occurred within the reporting period. Collaboration and consultation with state agencies occurred, including assistance, discussion and training with the Department of Primary Industries (DPI) Biosecurity and Fisheries teams and the LLS.</p>
<p>E3.3 Conduct Council's annual weed control program in accordance with regulatory obligations</p>	<p>Progressing</p>	<p>During this reporting period, COVID-19 restrictions and the heavy rainfall experienced impacted the Council's ability to conduct priority weed control across the shire. Council continued to focus on on targeted weed control and conducting 25 private property inspections this reporting period. Council-managed land was inspected and treated as necessary, focusing on the industrial area, WTP, STP and various infrastructure bores and pumps.</p> <p>Engagement with community members and regional partners. Community engagement and education surrounding environmental priority weed issues occurred in several forms, including newspaper advertisements, social media posts, Letterbox drops and signage. Engagement with regional partners provided insight on how to enhance weed management, enabling networking and capacity building despite COVID-19 restraints. Collaboration occurred between Council, Environment and Waterways Alliance, Central West LLS, DPI and several regional weed advisory groups.</p> <p>Additional funding was secured from the DPI to assist with a Parthenium Weed incursion identified in 2020.</p>
<p>E.3.4 Improve the environmental outcomes of Council's operations</p>	<p>Progressing</p>	<p>Efforts continued to improve the environmental outcomes of Council's operations during this reporting period. Council undertook works to limit the impact of erosion, sediment and gross pollutants through the continued utilisation of industry best-practice when developing appropriate plans and systems. To ensure both the development and implementation of water quality management systems are suitable, Council utilised industry-best practice designs and collaborated with the Council works crews. During this reporting period, Council identified no specific sites with high soil degradation and pollutant loads, which progress.</p> <p>Council did not carry out any targeted initiatives or programs to engage and educate private landholders on their responsibilities during the reporting period.</p> <p>To develop a planned approach to reduce Council's operational environmental impact Council continued to implement environmental management plans for high-risk Council works, utilising consultants when necessary. The promotion of environmentally sustainable development practices internally and external continued as the Infrastructure and Operational teams continued to complete work and engage with contractors with environmental sensitivity in mind.</p> <p>Grant opportunities have continued sought and awarded to improve the environmental outcomes of the Council's operations. Applications for native fish restocking and on-ground environmental works have been successful, preparing applications for future grant funding opportunities.</p>





What we manage



25
Playgrounds



38
Parks



Street
Trees



4.6
km Cycleways



4
Swimming Pools



15
Sporting Fields

ACTIVITY + ACTIVE RECREATION



DIRECTORATE: STATUS:

Deliverables	Update
A.1.1 Develop and maintain Council's sporting facilities, playgrounds, walking paths and cycleways	Progressing

To ensure sporting facilities meet the needs of the community the grant funded project to rehabilitate the surface of Cheney Park cricket oval section has been completed with under drainage working well.

Councils Pedestrian and Cycling Plan is used to identify 4 priority projects based on assessment matrix. These projects are East Street Shared Path, Clarinda Street shared path, Hooley Street shared path extension and Captain Wilson Avenue extension (Southern Cross). They are funded through Councils Capital program or external funding is sought.

Investigations have continued into the availability of suitable funding streams for pedestrian and cycling networks; however, no grant submissions were made in Q1.

ACTIVITY + PASSIVE RECREATION



DIRECTORATE: STATUS:

Deliverables	Update
A.2.1 Deliver inviting public spaces, town entrances and public amenity	Progressing

Capital works program and maintenance of open spaces, and playgrounds is progressing.

Maintain town approaches to meet the needs of the community and visitors

Scheduled maintenance has continued to progress within the presentation teams through the use of LEAN boards. With customer requests being inspected within 10 days.

Street trees have continued to meet community expectation with 81% of tree related customer requests being responded to within 10 days. The tree replacement strategy is progressing in conjunction with operational projects. Street trees are also being replaced in response to customer requests

ACTIVITY + POOLS



DIRECTORATE: Operations STATUS: On Track

Deliverables	Update
A1.1 Enhance the experiences of patrons at the Parkes Shire Pools	Progressing

All Parkes Shire Pools have continued to operate within the Royal Life Savings Society Guidelines for Safe Pool Operations, with staff training conducted by approved Royal Life Saving Society trainers. Though no external audits were required, pool staff continued to perform regular maintenance activities and testing to ensure the aligned water quality with the Department of Health Guidelines. Public safety and cost-effective solutions have been maintained when rostering staff.

The Poolside Cafe continued to operate to a high standard with staff providing quality customer service and business expenditure and income aligning with previous years.

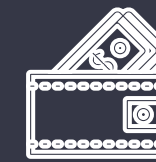
To maximise pool patronage opportunities council has continued to maintain pool amenities, ensuring the grounds and surrounds of the pool precincts are welcoming to patrons, enabling COVID safe gatherings to occur at local pools.

Customer insights have indicated that the Learn to Swim program has been a beneficial program implemented by the Council this reporting period with a class utilisation rate of 83.14% for session one and generally positive feedback. The classes are Competency-based assessments enabling students to progress based on individual achievement, development and growth. All staff have AUSTSWIM or Royal Life Saving instructor accreditation.

There has been no suitable funding source identified for the heated pool project.



What we manage



CBD Vibrancy Programs
Shop Local Campaigns
Shop Parkes Gift Card Program



40k
Social Media Community
4k
E-news Subscribers



Henry Parkes Centre
Caravan Park & Peak
Hill Gold Mine



120
Events and Festivals
Cooke Park Pavilion



Parkes Industrial Estate
&
National Logistics Hub



29
Commercial Properties



Investor Relations &
Lobbying

ECONOMY + BUSINESS



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
A1.1 Support and grow local business and provide a vibrant CBD Precinct	Progressing	Council has continued supporting and growing local business and providing a vibrant CBD precinct despite COVID-19. Council continued to support the Parkes Business Chambers through regular consultation, sponsorship for Business Awards, and continued developing and implementing joint marketing programs and promoted industry events. As the yearly networking event and the building business capacity workshop were unable to occur, Council continued to support businesses through opportunities, grants and partnership programs.
		<p>The Council has continued to promote local businesses by providing various marketing campaigns such as the Shop Local Christmas campaign and community gift cards which were beneficial after the impacts of COVID-19 on local businesses.</p> <p>CBD precinct is vibrant for locals and tourists alike due to Council's efforts. The lower Clarinda street and Cooke Park Pavilion projects have been completed, with suitably qualified contractors at all stages of the developments. Future developments include the rollout of smart technology within Clarinda Street, which continues to increase CBD vibrancy.</p>

ECONOMY + MARKET



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
E.2.1 Promote and develop Parkes Shire as a place to live, work, invest and visit	Progressing	During this reporting period the Economic Development team had the challenging task of developing marketing and promotional materials in preparation for the opening of the state and country. Many activities were undertaken to increase the councils engagement of the Council website, e-newsletters and social media accounts. Marketing campaigns; promtional signage, print media; media coverage generated and distributed to generate attention for the Shire.
E.2.2 Grow The Visitor Economy	Progressing	Council has continued their efforts to ensure Parkes is top of mind for potenital tourists, despite COVID-19 and all associated health precautions. Council continued to prepare for the Elvis Festival, supported and developed current and prospective events, maintained and upgraded tourist assets, expereinces and infrastructure, enhanced visitor information services, participated in collaborative regional projects and partnerships and continued to manage the Spicer Caravan Park Contract.

ECONOMY + INVESTMENT ATTRACTION



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
E3.1 Promote and develop Parkes Shire as a place to live, work, invest and visit	Progressing	During this reporting period, the Council has continued promoting and developing Parkes Shire as a place to live, work, invest and visit. The Council has continued developing and maintaining the supply of suitably zoned industrial land through identification and preparation, connection to services, development of promotional material and sale of suitable industrial blocks.
		The promotion of Parkes Regional Airport Business Park has continued, with suitable land subdivided, developed, and connected to services. Promotional materials have been developed, and lease agreements have been developed and executed to promote available blocks.
		The Parkes Business Growth Strategy development has made further progressions this reporting period. Council has continued to subscribe to key industry publications; market research continued to identify prospective investors and continued monitoring of Parkes Growth Strategy objectives was achieved.
		The development of a Bypass Strategy has continued progressing with identifying and developing industrial land for the Newell Highway Bypass. Developing robust destination marketing plans has continued to support the new development. Entry statements for the bypass strategy have been developed to assist with the Newell Highway Bypass project.
		The development of the Old Hospital Site is currently in the design phase of a development application, and the development and approval of subdivision plans continue. No advancements have occurred to establish sale options for the Old Hospital Site.

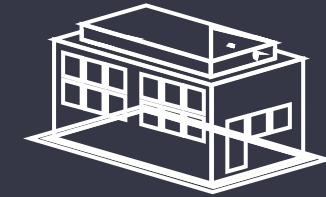
ECONOMY + LOBBY



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
E.4.1 Lobby for Transport and Logistics Infrastructure	Progressing	To ensure Council continues advocating for the Transport and Logistics Industry, Council has maintained memberships of industry associations and peak bodies.
		To maintain advocacy efforts for Transport and Logistics, Council has lobbied for connections to ports and capital cities via air, road and rail and the Melbourne to Brisbane Inland Rail Corridor and attended meetings, when possible, with Federal Members and Ministers.
		The Council has continued to advocate for telecommunication infrastructure through continued discussion with NBN and other parties, submission to State and Federal Government for telecommunication infrastructure, and maintaining efforts to improve technology connection.
		The Smart Cities Strategy continues to progress with the Roadmap and Strategy of the Smart Places being developed and the development of a digital strategy continuing. As this strategy progresses, technology continues to be embraced in all aspects of project delivery. Council has continued to support the applications of grants through the maintained employment of three Grants Officers. To ensure the submission of the grants program met the needs of the key users and community groups, Council submitted 85 grant applications, with 55 of those approved in the Shire.



What we manage



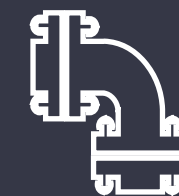
2
Water Treatment Plants
3
Sewage Treatment
Plants



4
Sewage Pump Sta-
tions



12
Water Pump Stations



525 kms Water Pipelines
158 kms Sewerage Pipes
50.5 kms Stormwater Pipes



2 Dams
15 Water Reservoirs
8 Bores

H2O + DRINKING WATER



DIRECTORATE: WORKS & SERVICES

STATUS: ON TRACK



Deliverables	Update
W1.1 Provide safe, secure and high quality water to the community at a reasonable cost	<p>Safe, secure and high-quality water has continued to be provided to the community at a reasonable cost. Sufficient raw water was supplied to the community during this period, resulting in no water restrictions implemented above level 1. Sustainable raw water extraction continued, with bores, river and dam water providing 1,817,140kL, 87,880kL and 307,780kL for community use, respectively.</p> <p>The management of raw water quality has continued this period by minimising treatment intervention required, ensuring water catchments are secure through the completion of 14 dam inspections.</p> <p>As the Shire experienced heavy rainfall throughout this period, water wastage minimisation became a lesser priority. However, the Council continued to partake in activities to increase awareness and apply water-saving measures, including providing information was water wastage minimisation on the Council website and participating in the WaterMark with all over Central West Councils.</p> <p>Council has provided adequate linkages for raw water supply through efficient access to water sources to the Shire. During this period, Council achieved no supply interruptions, spent \$19,343 on maintenance of supply mains, utilised solar energy to reduce the power cost of water treatment and responded to 8 main breaks on supply mains.</p>
W1.2 Sustainably treat water supply	<p>Council has continued efforts to ensure treated water quality meets the Australian Drinking water Guidelines. Seven samples did not comply with the DWMS, and no Critical Control Points were breached at the water treatment plant guidelines throughout the reporting period.</p> <p>Optimisation of resources progressed with minimisation of inputs to treat water continuing. These efficiency improvements were attributed to increased solar efficiency and lower volumes of water requiring treatment. The cost of production per ML was \$103, having fallen by \$6 from the previous year.</p> <p>The operation of the new water treatment plant has maintained a high-performance standard with no major breakdowns or operational complaints occurring at the Water Treatment Plant for the reporting period. Planned maintenance included the calibration of the chlorine dosing equipment and inspections of the overhead cranes. \$35,000 was spent on minor repairs, including replacing non-return valves, replacing the dam inlet valve, and replacing the dispersion valves in filter 3.</p>
W1.3 Safely distribute drinking water to the community	<p>Drinking water has continued to be safely distributed to the community. Water quality at tap has met community expectations, as evidenced by Council receiving one water quality complaint caused by a broken main.</p> <p>Pressure and flow rates have continued to have minimal impact on the Shire, with Council receiving 151 customer requests relating to water issues during the reporting period. Of these, 14 were breaks in the mains, 48 were leaks on the main, 71 were meter related requests, 15 were pressure-related, and 2 were water quality inquiries. Work has continued to update the IWCM for the Parkes water network, with no service complaints received.</p> <p>To minimise the frequency and duration of supply interruptions, council staff responded to 24 main breaks in the six month reporting period, with 4.35 unplanned service interruptions occurring per 100km of main.</p> <p>To improve the customer interaction and experience council has worked towards improving the quality and impact of communication with customers and assisting customers in enhancing their knowledge of water systems. Council's actions to improve customer interaction and experience included providing updates to the community through information on council web pages and social media posts.</p>

H2O + WASTE WATER



DIRECTORATE:

STATUS: ON TRACK



Deliverables	Update
W.2.1 Safely collect wastewater from the community	<p>Customer-side protections have remained in place this reporting period. Council's efforts to ensure these protections occurred through the continuation of waste options and efforts to reduce stormwater from customers entering the system.</p> <p>Efforts have continued to minimise the frequency and duration of discharges from the sewerage network. Following a heavy rainfall event in November, the STP received three days of extreme flows; these overflows remained contained.</p> <p>To improve customer interactions and experience, the Council continued to engage in impactful communication with the customer and provided customers had access to knowledge of the wastewater system despite COVID-19. Council staff responded to all of the 120 customer requests within the Council's level of service agreement.</p>
W2.2 Sustainably treat water	<p>Treated effluent quality continued to meet the required EPL requirements. EPL's sampling was undertaken as needed, with results published on the Council's website and Annual Return to the EPL. One non-compliance was recorded for the reporting period of a missed sample (due to a freighting error).</p> <p>Council optimised resources during water treatment throughout this reporting period. The overall costs to treat water were reduced despite chemical costs rising. The average cost for the six months was \$0.53/kL.</p> <p>The new plant continued operating at a high-performance standard during this reporting period. This high performance has been evidenced by the Council's continued development of a maintenance planning module and organising of external service providers to conduct preventative maintenance.</p>
W2.3 Responsibly manage waste by-products of treatment	<p>The maximisation of effluent reuse has continued as it has been distributed for three key areas. These spaces are the Advanced Water Recycling Facility to irrigate town greenspaces, pumping into Goobang Creek, or directing treated effluent into the old effluent ponds.</p> <p>Bio-solids reuse maximisation has occurred during this reporting period. This maximisation involved bio-solids from two lagoons being pumped into geo bags for drying before disposal; they will be transported to a recycling site for composting within the next six months.</p> <p>All residual treatment by-products were disposed of during this reporting period to a regulated waste disposal facility.</p>

H2O + WASTE WATER (CONT.)



Deliverables	Update
W.2.4 Safely and sustainably treat and distribute recycled water	Council has maintained its efforts this period to ensure recycled water continues to be safely and sustainably treated and distributed. Recycled water was safe for municipal irrigation with all recycled water that was distributed to end users conformed to water quality specifications for safe municipal irrigation (as set out in PSC RWMS Plan). The recycling plant maintained its high operational performance as evident by the AWRF meeting all demand for recycled water for the Parkes Recycled Water System. The operators have increased the use of recycled water onsite at the STP to reduce the demand on drinking water. The AWRF treated 70ML of effluent in the reporting period
	Throughout the reporting period there were no water quality compliant received on the Recycled Water System in the 6 month reporting period, indicating pressure and flow rates were suitable. There was a slight increase in unplanned maintenance costs due to an issue with the SCADA system.
	To minimise the frequency and duration of supply interruptions, all stakeholders have been informed regularly of the scheme's status. The use of the custom Smart Control system to apportion and monitor water use and water quality continued throughout the reporting period and has been well received by stakeholders.
	Stakeholder engagement has been maintained, ensuring that recycled water is used effectively, efficiently, and in line with approved controls. The Presentation team and other end users undertook performance reviews to ensure the scheme operated effectively. End-user audits are scheduled for the next reporting period.

H2O + STORM WATER DRAINAGE



DIRECTORATE:		STATUS: ON TRACK ■■■■■■■■
Deliverables	Update	
W3.1 Collect and discharge urban stormwater	Updates have been made to the existing Storm Water Management Plan by developing the flood model for the Parkes urban drainage network.	
	Implementing a Storm Water Management Plan continues as both implementation and investigation progress. The stormwater model was used to identify solutions, and 60 customer requests were responded to, further providing insight into stormwater mitigation solutions. \$77,838 was spent on maintaining the drainage network. Investigations are progressing with the design of the Reid St drainage project and the Croker and Flinders St retention basins.	
W3.2 Investigate improvements to stormwater quality	Progress has been made in regard to future development. Storm water harvesting project has not progressing, as flood water model updates are required to investigate further options. Developments continue in improvements to the stormwater network as \$370,000 has been allocated to improvements to the stormwater network in round 2 of the LRCI funding.	
	The development of the WSUD policy for use by council has progressed, with additional research occurring for WSUD best practices and suitable application to PSC projects, prior to the policy development. Budget restraints and significant rainfall events have required Councils focus to be adjusted to managing stormwater quantity apposed to quality.	





What we manage



1
Theatre



4
Libraries



1
Family Day Care
Centre



4
Doctor Surgeries &
Residences



3
Animal Shelters



5
Community Buildings



30
Emergency Services
Buildings



3
Cultural Spaces

COMMUNITY + PUBLIC LIBRARIES



DIRECTORATE		STATUS: ON TRACK ■■■■■■■■■■
Deliverables	Update	
C1.1 Inspire and nurture the joy of reading, writing and research	Progressing	Council has continued to inspire and nurture the joy of reading, writing and research this reporting period. The Council provided the community with access to professional skills and thinking that are not regularly available and brought to the community, despite COVID-19 restraints, by facilitating one author visit to the Shire.
		COVID-19 significantly impacted the facilitation and support of reading and writing activities provided by the Council. Despite this, Council was still able to host an Author-Rised Writers group, Books Clubs and a Home Delivery service.
		Library collections have met the community's needs with the continuation of a purchase request service. The Collection Development Policy was last reviewed in 2020 and continued to be an essential resource for Library operations.
C1.2 Library service review	Progressing	Council believes the continued revision of library services and practices is integral for the continued success of all libraries across the Shire. Following recommendations against the Industry Standard review undertaken in 2018, the expansion and renovation of Parkes Library and the revision of library opening hours have been completed. Continual revision of Industry Standards and an annual mini-service review will occur in the proceeding reporting period.
C1.3 Provide lifelong learning activities	Progressing	During this reporting period, public health orders impacted the ability of library activities to occur. Despite these impacts, Author-Rised Writers Group, Book Clubs, New Parent Classes and workshops in the Marramarra Makerspace occurred, enabling adults to participate in library activities. School Holiday activities and movies, workshops in the Marramarra Makerspace studio and the 60th Anniversary of the Parkes radio telescope competition and design challenge occurred during this reporting period, undeterred by the continued COVID-19 constraints. The annual month-long reading, writing, and science celebration did not occur during this reporting period.

COMMUNITY + CULTURE



DIRECTORATE		STATUS: ON TRACK ■■■■■■■■■■
Deliverables	Update	
C2.1 Support existing and plan for the future, cultural activities and facilities	Progressing	Support and planning have been provided for existing and future cultural activities and facilities. Council continues to maintain a relationship with Arts OutWest to ensure the ongoing support of cultural activities. Council made an annual contribution to Arts OutWest, while Arts OutWest provided support and advice for Council events, projects and activities.
		During this reporting period, the Cultural, Education and Library Committee met twice, with minutes and all recommendations adopted by Council. The implementation of priorities for the Parkes Cultural Spaces Plan continued with the completion and use of the Coventry Room, Marramarra Makerspace Studio, and Cooke Park Pavillion. These spaces have been created to facilitate cultural facilitation events and activities for the community.
		Community endeavours continue to be made possible because of the Council, evidenced through the prevailing accommodation arrangements for community groups. The Craft Corner, Parkes Shire Concert Band, Parkes Painters and Parkes Potters have utilised Council buildings to maintain their place within the Shire.
C2.2 Provide opportunities for all to experience and participate in cultural activities	Progressing	Council continues to invest in current and future cultural activities and facilities, with cultural grants awarded within the Shire. Council will prepare for the Cultural Grants Program 2021/22 in the subsequent reporting period.
		Opportunities have continued to be provided for all to experience and participate in cultural activities. Council hosted two local exhibitions, Postcards From Parkes and the 60th Anniversary of the Parkes Radio Telescope design challenge this reporting period. Due to COVID-19 travel restrictions, the provision of travelling and non-local exhibitions hosted by Parkes Shire Library was unable to occur. The creation of a visible and vibrant art presence continues to be explored and created across the Shire, as achieved through the continued development of a public art program.

COMMUNITY + EDUCATION



DIRECTORATE		STATUS: ON TRACK ■■■■■■■■■■
Deliverables	Update	
C3.1 Council is committed to advocating, facilitating and providing lifelong learning and education opportunities for the Parkes Shire community, creating a smart, self-sustaining, active, employable community.	Progressing	The Council have remained committed to advocating, facilitating and providing lifelong learning and education opportunities for the Parkes Shire despite COVID-19. The library has continued to support early childhood education during this reporting period with an average attendance of 6 and 14 participants for Storytime and Rhymetime, respectively.
		Families remain supported in preparing their children for school as Family Daycare is compliant with Education and Care Services National Regulation ad Act 2001. The Bangala Preschool program is targeted towards the transition to school skills and development, assessed through the National Quality Framework- Assessment and Ratings process.
		Students entering their first year of university are supported to succeed through the continued provision of the Jack Scoble Scholarship.
		The delivery of music to create lifelong learning opportunities is supported through the continued engagement between Parkes Shire Council, Parkes Shire Concert Band and Parkes Shire Arts Advisory Council. During this reporting period, the consultation occurred between the Council and both groups, with PSCB being provided with \$14,000.00 in music development funding.

COMMUNITY + WELLBEING



DIRECTORATE: STATUS: ON TRACK

Deliverables	Update
C4.1 Council is committed to providing and promoting an inclusive, healthy and safe community for our residents.	<p>Progressing</p> <p>Council has remained committed to providing and promoting an inclusive, healthy and safe community. Efforts have been maintained to attract and retain health professionals by processing all incentive applications to support GPs. As there is currently one key health professional vacancy, Council has held discussions and allocated assistance for prospective GPs to reduce the impact of health professionals vacating the Shire. Council has also participated in 3 meetings with GPs to understand better how to keep health professionals within the community.</p> <p>Food Safety and Public Health monitoring continued to be measured within the Shire. During this reporting period, the preparation for inspections at all food premises across the Shire has occurred. The Council considers the value of having a safe public pool and regularly tests and inspects water quality. The Council received no complaints regarding the water quality of Parkes pool in this period. 9 road safety initiatives were undertaken across the Parkes, Forbes and Lachland Shire Councils with variations introduced to cater for COVID-19 and high rainfall. Council has progressed with the plans to improve community safety by upgrading several CCTV links, adding a precinct around Cooke Park Pavilion, progressing with the Parkes Skate park precinct, and providing cameras in the Tullamore main street.</p> <p>Council has continued to support the operations and management of the SES. Unit flooding at Clarke Street remains of concern with Council offering to SES available land at Council cost to develop precinct at cost to State. No response from State Government on this offer.</p> <p>Council has continued to utilise ranger services in the Shire to improve community safety. Council Ranger Services responded to and investigated complaints to address untidy blocks, consequently 40 blocks being mown in the last quarter. Ranger services mitigated risks of nuisance and safety from companion animals, livestock and abandoned articles. Therefore, the Council impounded 90 dogs, responded to 45 dog and cat complaints, responded to 5 dog attacks, patrolled 6800 km, and responded to 11 abandoned article complaints. Ranger Services conducted 14 parking patrols, ensuring the community has equitable access to available parking. The community raised no littering complaints, which ranger services address; consequently, continued investigation and actions have progressed to combat littering issues throughout the Shire.</p>
	<p>Progressing</p> <p>Village strategic Plans have continued to be utilised this reporting period as a guiding document for Council's activities within each township.</p> <p>The Bogan Gate Village Strategic Plan has guided Council in fulfilling community projects. Developments have continued on the overnight parking area next to the Hall. The Council's Economic Development team works on a new community information board. The Bogan Gate RV dump point is in the planning stage.</p> <p>The Peak Hill Village Strategic Plan guides the Council in pursuing community projects. Stage 3 of the Carrington development has been completed during this reporting period.</p> <p>The Trundle Village Strategic Plan has continued to assist the Council in developing future projects for the community. Council delivered three key projects in and around Berryman Oval during this reporting period.</p> <p>During this reporting period, Council completed one of the critical items from the Tullamore Village Strategic Plan. Ensuring outlined priority projects are implemented and delivered promptly</p>

COMMUNITY + WELLBEING (Cont.)



Deliverables Update

Deliverables	Update
C4.3 Disability Action Plan	<p>The Disability Action Plan has continued to be utilised throughout this reporting period. COVID-19 reduced the capacity for consultation and awareness of priorities for enhanced facilities for people with disabilities. Accessible pathways, planning for accessibility at events and upgrades to council facilities continued per the 2017/18-2020/21 Disability Inclusion Action Plan.</p> <p>To ensure staff can better communicate with people with disability, the initial stages of the revision have indicated that Council will incorporate training programs in the new Disability Action Plan.</p> <p>During this reporting period, the Council constructed new public facilities according to up-to-date building codes and standards to provide appropriate disabled access. In contrast, private businesses and tourism in the Shire have been encouraged to improve their awareness of the economic benefits of developing accessible and aging friendly places and activities.</p> <p>To ensure people with disability, their families and supporters have greater access to community places, buildings and events, Council has continued to investigate how information of accessible features across the Shire can be more accessible. Council has continued to explore how events can be more accessible for people with disability. Furthermore, the Council has continued to upgrade facilities and ensure all new works comply with accessibility standards.</p> <p>During this reporting period, many projects have continued to ensure people with disability can more easily access council service and are engaged in Council's decision-making process. Council has continued investigating how written information produced can be easier to read in form and content. Council has continued to explore how Council web pages can be more beneficial to people with disability. Whilst there has not been any representation of Access Committee Members on reference groups/advisory bodies, Council is proactive in ensuring accessibility to civic buildings and public areas. Council increasingly encourages people with disability to give formal and informal input on the development of council plans.</p> <p>During this reporting period Council has continued to ensure recruitment and employment policies reflect best practices concerning the encouragement and support for employment of people with disability. Council encourages people with disabilities to apply for vacant positions within the workforce.</p>
	<p>Progressing</p> <p>Social justice principles are valued by supporting and facilitating equity from women, youth, seniors, and First Peoples of Australia. Despite COVID-19, Council has made efforts to support and facilitate events such as International Women's Day, Women in Industry initiatives, Youth Week, youth initiatives, indigenous events such as NAIDOC Week, Elders Advisory Committee meetings and Seniors Week. Council has continued to develop youth programs in conjunction with the Parkes Shire Libraries. Council was unable to attend Interagency meetings and support Rotary Youth Leadership Award (RYLA) initiatives, to increase involvement in the next reporting period. With support from North Parkes Mines, Council has continued to support an Aboriginal Liaison Officer.</p>



What we manage



Civic Engagement & Support



Internal Governance



Compliance & Reporting



Technology



196
Full Time Equivalent Staff

COUNCIL + HUMAN RESOURCES



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
CL1.1 Organisational Culture & Leadership	Progressing	Council continues to develop the organisational culture and leadership through a new leadership capability strategy for the ensuing year is set to be developed and rolled out across all levels of the organisation. A tiered leadership program for the organisation is set to be developed, where operational and emerging leaders will be supported. There were no skill gaps identified in the reporting period. Council aims to be reflective of community diversity statistics in relation to gender, ATSI and NESB.
CL1.2 Developing Talent & Performance Management	Progressing	All position profiles developed and updated when position descriptions have been reviewed. The position profiles link to the appraisal process and gap analysis is used to identify when compliance and professional development is required. TechOne performance management process has been successfully completed within the designated timeframe. Refresher training in Positive Behaviour framework is to be rolled out.
CL1.3 Adaptation to change	Progressing	To ensure Council is able to adapt to change, LEAN and Business Improvement (BI) programs are planned to be reintroduced across the organisation with 50% new and refresher training to be scheduled with an ongoing strategy to be developed. Regular internal and external auditing has taken place, ensuring identified issues have been addressed and reported. Membership numbers of Consultative Committee have increased, enabling a fully functioning committee. Training for new members is set to be held in March 2022. COVID-19 has impacted face-to-face ACE meetings, however virtually recorded meetings have circulated to staff.
CL1.4 Building Workplace Capability	Progressing	Due to the increasing difficulty to attract and retain staff, an action plan has been developed by the staff retention working group and a staff engagement survey is being developed and rolled out. Staff Engagement Survey was completed with a 91.4% response rate. A priority action plan has been developed to address the raised issues. Position Profiles have been developed for each role. Succession planning for critical roles is the responsibility of managers/supervisors.

COUNCIL + INFORMATION TECHNOLOGY



DIRECTORATE:		STATUS: ON TRACK
VALUE	Update	
C2.1 Implement and optimise CIS workflows and processes	Progressing	Council has continued implementing and optimising CIS workflows and processes during this reporting period. The IT teams have engaged in LEAN practices to drive targets and meet goals. Collaboration has occurred with various departments to optimise current cloud programs to reduce the number of applications required, removing dependence on any third-party apps. To ensure continuous efficiency is met, the rollout of workstations and laptops to replace aged hardware is progressing.
C2.2 Maximise mobility of access to corporate systems	Progressing	New hardware is being rolled out to maximise the mobility of access to corporate systems to replace the aging fleet, allowing ongoing mobility of field staff.
C2.3 Support Smart City initiatives	Progressing	Support of Smart City initiatives has continued a consultation occurred with various staff around Smart Cities and the potential for funding to be obtained for the progression of the Smart City plan.
C2.4 Investigate Cloud options	Progressing	Ongoing support and development continue to be placed on migrating services to the cloud, ensuring it continues to be a financially viable solution. Email archiving and call routing is in the preliminary stages for the future direction of data solutions.

COUNCIL + GOVERNANCE AND ASSURANCE



DIRECTORATE:		STATUS: ON TRACK
Deliverables	Update	
C3.1 Continually Develop and Implement Council's Governance Framework	Progressing	ARIC met in July 2021, and the members participated in a TEAMS meeting in December where the Financial Audit was presented to Council's auditor. Generally, constructive feedback was received from the Risk Review Committee members and councillors. Council's ARIC was suspended following the delay in Local Government elections and the pending changes to the ARIC arrangements introduced by the NSW Government. Council undertook a major review of the safety risks during this reporting period in line with our Work Health Safety management system, identifying 121 risks in Council's Risk Register. Council is complying with its regulatory requirements with no sustained code of conduct complaints received, and no changes have been made to regulatory reporting.
C3.2 Implement and manage Council's Business Improvement Program		
Deliverables	Update	
C3.2 Implement and manage Council's Business Improvement Program	Progressing	Staff are currently preparing to implement an upgrade to the Customer Request Management system with one primary goal in place in Council's performance appraisal system. Council is actively pursuing improvement objectives to achieve value Staff capability in improvement is supported and maintained Systems and processes in Council actively being reviewed to ensure value Council was reviewed and has maintained its ISO45001 accreditation for its Safety Management System by completing an internal audit conducted on the WHS management system and the accreditation review conducted by the appropriate industry group. Council staff are engaged in increasing the reporting of hazards and near-miss incidents, opportunities to identify areas for improvement. This reporting period focused on community engagement concerning the Community Strategic Plan. The COVID-19 outbreak hampered in-person consultations. However, five online sessions with CCC occurred, and 300 residents participated in the Community Satisfaction Survey. The current six monthly Operational Plan update was delayed while staff worked on the new 2022-2025

COUNCIL + ASSET MANAGEMENT



DIRECTORATE: STATUS: ON TRACK

Deliverables	Update
C5.1 Asset Management	<p>Asset Management Plans have been reviewed during this reporting period and are in line with ISO55000 and industry standards to ensure Council has a strategic longer term plan for asset management.</p> <p>21/22 Transport Program was ratified by Council at ordinary meeting April 2021. Longer term financial modelling tool is currently being evaluated.</p> <p>Capital Projects have continued to be planned & managed through Council's project management system through the utilisation of Pilsa Projects and Technology One. Infrastructure plans have developed in response to asset data and needs of changing environment, through the identification of focus and priority areas with recent natural disasters to increase funding to respective infrastructure and asset classes.</p>
	<p>Annual forward works programs produced for all asset classes with programs developed for Operations and Infrastructure classes such as roads, drainage, sewer. All assets were capitalised against assets Completed each month in-line with industry standards.</p> <p>Condition of assets from inspection or works was completed on frequency as identified in AMP's. Data is available and accessible to enable performance measurement through scheduled inspection and defect collection carried out in accordance with AM Plans. Council's Asset database has been updated following Completed inspections or works</p> <p>Geo-spatial data has continued to be updated to ensure the information is available for use across all asset classes. Data from all sources is kept up-to-date in Council's system through updates being made at the completion of all projects.</p>
C5.2 Asset Management Systems	<p>Progressing</p>



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PARKES SHIRE COUNCIL

