



PARKES SHIRE COUNCIL

Operational Plan Progress Report Executive Summary 2021-2022 Q4







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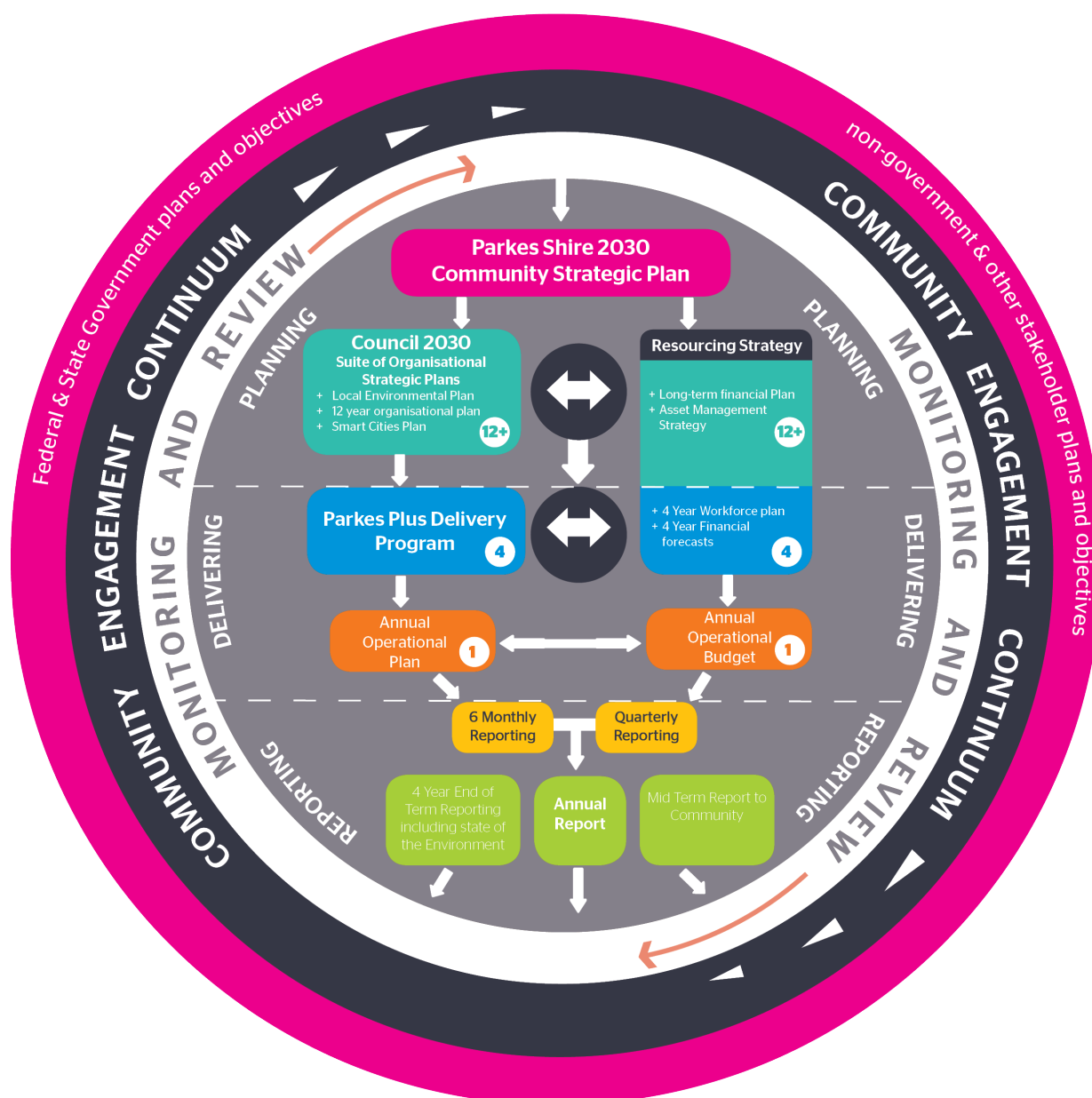


The Community Engagement Strategy (Continuum) 2017/18 - 2020/21

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;

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 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.

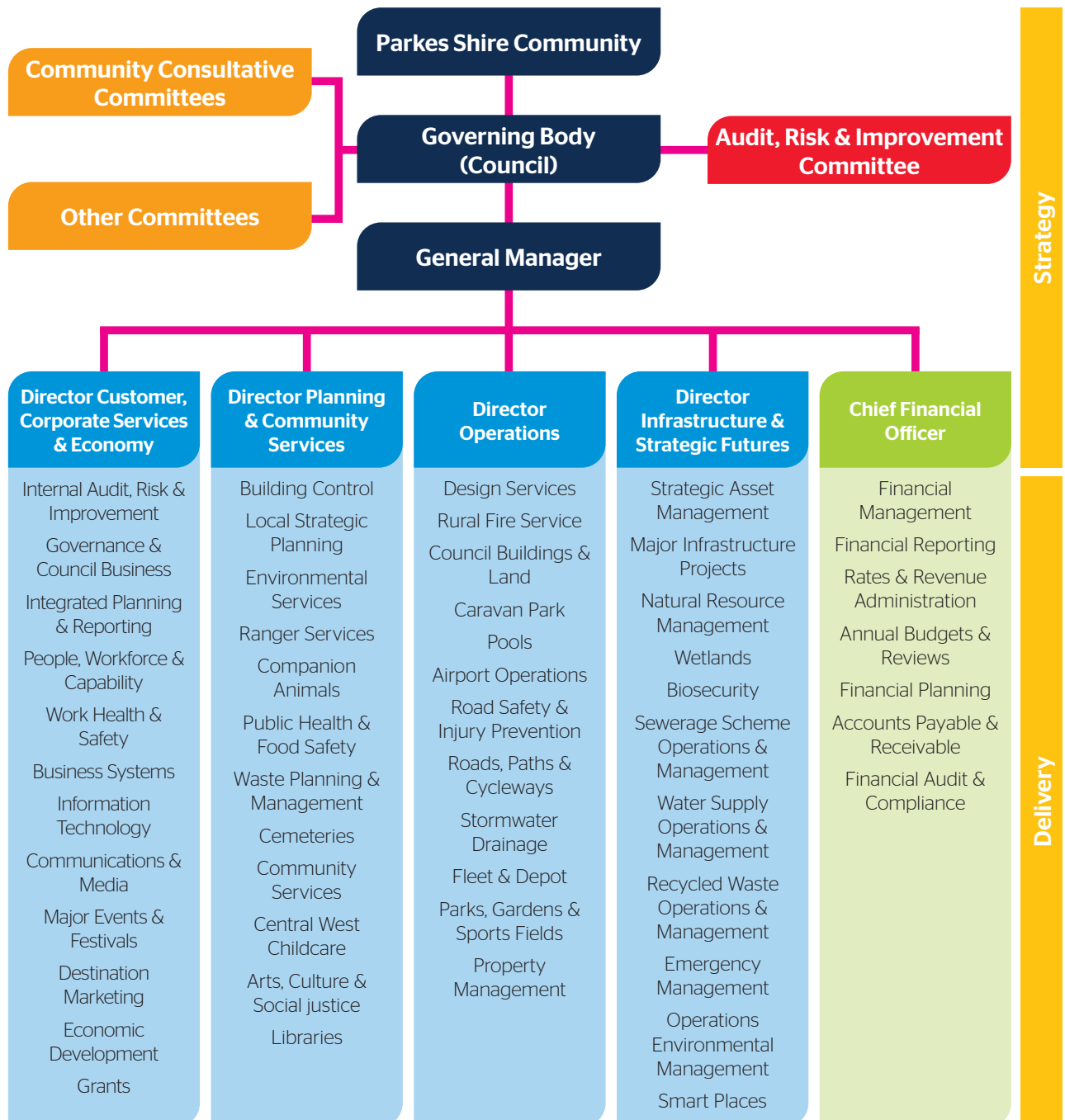
Occupational health and safety and risk management responsibilities traverse all departments of Council. Responsibilities will be allocated as appropriate when Council's Risk Management Policy and Business Continuity Plan are completed and implemented.

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.



SOCIAL



ENVIRONMENT



ECONOMIC



CIVIC LEADERSHIP

TRANSPORT + FOOTPATHS

DIRECTORATE: OPERATIONS

F1: Manage Council's Footpath Network

F1.1: Develop footpaths

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.



TRANSPORT +

Snapshot



What we manage



171 km Kerb & Gutter



59.7 kms Footpath



34 Bridges



825.3 km Sealed Road
1354 km Unsealed Road

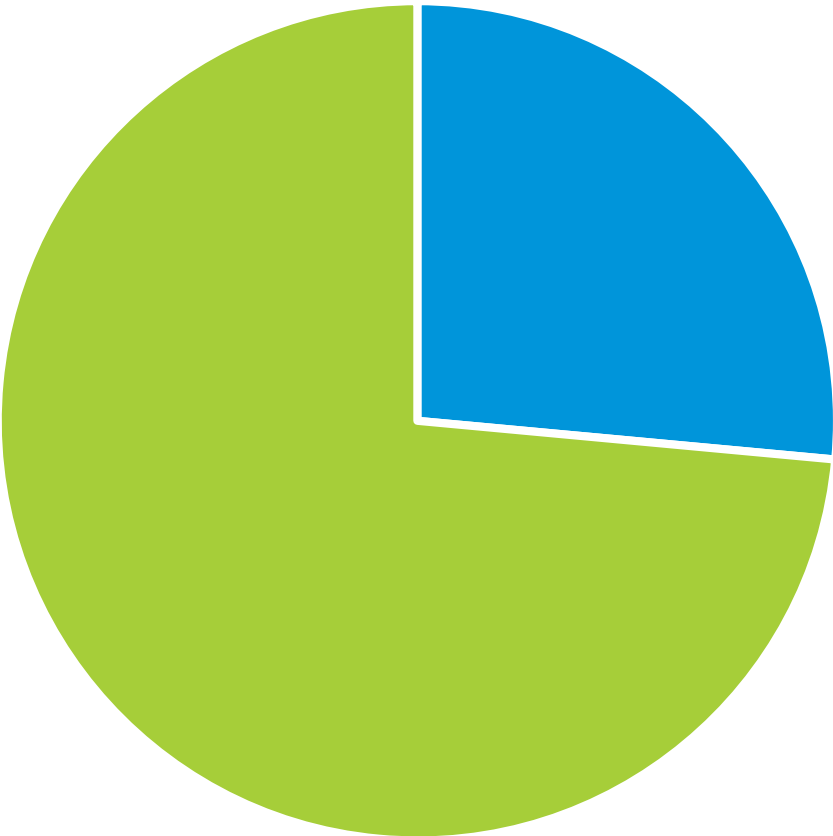


\$47,200,000 of
Plant & Equipment



1 Regional Airport
3 Landing Strips

OUR PERFORMANCE



Status	
Progressing	9
Complete	25
No Progress	0

TRANSPORT + FOOTPATHS

DIRECTORATE: OPERATIONS

F1: Manage Council's Footpath Network



F1.1: Develop footpaths

Deliverables	Update
F1.1.1 Develop Footpath Network to meet the needs of key users and community in accordance with industry standards and guidelines	<p>Completed</p> <p>Council has delivered several projects including:</p> <ul style="list-style-type: none"> • Construction of the Middleton Street Shared Path from Brolgan to Condobolin Road and extended the Brolgan Road shared path from Coronation Avenue to Mimosa Avenue (\$200k) • Construction of the Clarinda Street footpath from Thornburry Street to East Street (\$225k) • Extension of the East Street footpath from Gap Street to Bushman and along Bushman to the Arboretum Toilets • Disabled access installed at McGlynn oval, Nash Street carpark footpath installations, Webb Street and Newell Highway footpath project (\$25k) • Thornburry Street footpath from Want Street to Clarinda Street (\$120k) • Footpath upgrades along Currajong Street in conjunction with Court & Church Street upgrades.

F1.2: Upgrade Footpaths

Deliverables	Update
F1.2.1 Implement foot-path projects projects identified in the Pedestrian and Cycling Plan	<p>Progressing</p> <p>Delivered 5 strategic links within the Pedestrian and Cycling Plan:</p> <ul style="list-style-type: none"> • Brolgan Road extension from Coronation Ave to Mimosa Ave • Middleton Street from Brolgan to Condobolin Road • East Street extension from Gap Street to Bushman • Bushman to Arboretum public toilets • Clarinda Street footpath from Thornburry Street to East Street.

F1.3: Maintain footpaths to meet community needs

Deliverables	Update
F1.3.1 Ongoing footpath maintenance is carried out in a planned program to meet the needs of key users and community	<p>Completed</p> <p>Footpath maintenance was carried out across the shire when required, to make safe of any trip hazards and continue to provide an appropriate level of service. Several small projects were completed to rectify pavers in key pedestrian areas. Preparations have been made to conduct maintenance on Clarinda Street paving.</p>



TRANSPORT + FOOTPATHS (Continued)

F2: Pedestrian Access and Mobility Plan (PAMP)

F2.1: Develop Pedestrian Access and Mobility Plan (PAMP)

Deliverables	Update
F2.1.1 Develop footpath network and pedestrian facilities to meet the needs of key users and community in accordance with industry standards and guidelines	<p>Completed</p> <p>The next round of funding opens in August 2022. Council will review the pedestrian and cycling strategy for priority projects for inclusion in the next round of applications.</p>

F2.2: Scope, design & investigate projects identified in the PSC Pedestrian Access and Mobility Plan (PAMP)

Deliverables	Update
F2.2.1 Prepare footpath projects from the (PAMP) in line with relevant specifications and guidelines	<p>Completed</p> <p>3 main projects that were detailed designed and provided for construction during this reporting period include:</p> <ul style="list-style-type: none"> • Clarinda Street shared path • East Street shared path • Middleton Street shared path.

F2.3: Implement projects identified in the PSC Pedestrian Access and Mobility Plan (PAMP)

Deliverables	Update
F2.3.1 Implement footpath and pedestrian facilities to meet the needs of key users and community in accordance with industry standards and guidelines	<p>Progressing</p> <p>Delivered 5 strategic links within the PAMP. The PAMP requires a review to ensure it is consistent with community objectives, as the last one was completed in 2016 and several links have been completed and/or will be completed with construction of the Parkes Bypass.</p>

TRANSPORT + ROADS

DIRECTORATE: OPERATIONS

R1: Develop Council's Local Road Network



R1.1: Develop Council's Road Network

Deliverables	Update	
R1.1.1 Develop Urban Road Network to meet the needs of road users	Completed	Due to timing of State and Federal grants, no applications made in this reporting period. East Street project continues to be progressed to meet funding milestones.
R1.1.2 Develop Rural Road Network to meet the needs of road users	Progressing	Capital projects that were identified for delivery and completion include: <ul style="list-style-type: none"> SR76 - Bogan Road upgrades SR10 - Cookamidgera Road upgrades SR83 - Middle Trundle Road safety improvements. 75% projects were delivered with Bogan Road and Middle trundle Road completed. Cookamidgera Road has been stalled due to delays in Council receiving detailed survey and design from external consultants.
R1.1.3 Develop Re-regional Road Network to meet the needs of road users	Completed	Due to the timing of State and Federal grants, no submissions were made during this reporting period. Council has developed a long-term road improvement program which has identified key freight routes for future applications to enable clear and streamlined project selections.
R1.1.4 Source road making materials in an environmentally responsible manner	Progressing	Council continues to manage the extraction of road making materials in an environmentally and safe way. Reporting is currently underway to meet the regulators requirements. No breaches were recorded during this period. Council continues to update its mine safety management plans and continues to work closely with the regulator to ensure staff are appropriately trained and qualified. Due to contractor availability, there have been significant delays in the crushing of material with only 60% of the crushing program completed.
R1.1.5 Forecast yearly projects for inclusion in future works program in line with Council's LTRIP	Completed	Longer term strategic modelling and planning has been completed with the support of an external consultant to ensure the modelling is in line with the long-term improvement program of Council. The long-term plan has now been established with greater focus on rehabilitations, reseals for urban roads to ensure asset protection is maintained as priority before new works are established. This strategic plan has been presented to Council for endorsement. Councils Asset Engineers are now working on this program and specific projects to align with the financial modelling for each of these categories.

TRANSPORT + ROADS (continued)

R1: Develop Council's Local Road Network (continued)

R1.2: Scope, design & investigate projects identified in the PSC Long Term Road Improvement Plan (LTRIP)

Deliverables	Update
R1.2.1 Prepare Urban Road projects from the LTRIP in line with relevant specifications and guidelines	Progressing 2 key projects were identified for delivery, Currajong Street and East Street Road projects. Both projects have been delayed by sub consultants of Council with detailed design delayed for Currajong Street and flood modelling delayed for East Street. These projects have progressed to 50% detailed design for both projects.
R1.2.2 Prepare Rural Road projects from the LTRIP in line with relevant specifications and guidelines	Progressing Detailed designs and concepts were completed for construction for Bogan Road and Middle Trundle Road. Only Cookamidgera Road project has been stalled due to contractor delays deferring this project. Council's Design team is progressing with new projects identified for future works to enable shovel ready projects.
R1.2.3 Prepare Regional Road projects from the LTRIP in line with relevant specifications and guidelines	Progressing MR350 North and South project continues to be delivered in stages in accordance with the funding deeds and milestones.

TRANSPORT + ROADS (continued)

R2: Upgrade Council's Road Network

R2.1: Upgrade Urban Roads

Deliverables	Update
R2.1.1 Implement urban road projects identified in the PSC LTRIP	Completed Projects identified and completed during this financial year include; Woodward Street (\$180k), Dalton Street (\$117k), Best Street (\$37k), Victoria Street (\$120k), Jones Street (\$120k), Christina Close (\$37k), Tulara Place (\$80k), Parkes Urban Heavy patches (\$260k), McGee's Lane (\$80k), Jansen Lane behind cambridge hotel (\$100k), Tyrepower carpark (\$22k)
R2.1.2 Implement Kerb & Gutter Program as per the PSC LTRIP	Completed Kerb and gutter works were completed in conjunction with Councils Road and Rehabilitation program, including: Matthews Street between Federal St and Renshaw Road. Metcalfe Street near the tennis courts, Currajong & Court street replacement and Currajong and Chruch Street replacement, East and Gap Street intersection.

R2.2: Upgrade Rural Roads

Deliverables	Update
R2.2.1 Implement rural road projects identified in the PSC LTRIP	Completed Projects identified and completed this financial year include; SR1162 Bulgandramine Road (\$290k), SR128 Alagalah Road (\$160k), Back Yamma & Nash Street intersection (\$80k), SR83 Middle Trundle Road upgrades (\$660k)
R2.2.2 Implement rural road projects identified in the Gravel Resheet Program-PSC LTRIP	Completed The gravel re-sheet program was developed and delivered this FY. Sections of the following roads and budgets were completed within this program. SR1249 Five Chain Lane (\$20k), SR15 Bindogundra Road (\$50k), SR16 Lake Endeavour Road (\$38k), SR142 Curra Lane (\$80k), SR125 Numulla Road (\$115k), SR77 Nardoo Road Resheet (\$72k), SR2 Back Yamma Road (\$44k).

R2.3: Upgrade Regional Roads

Deliverables	Update
R2.3.1 Implement regional road projects identified in the PSC LTRIP	Completed A number of Regional Road projects were completed this year including approx 1.4km of the Peak Hill - Tullamore Road from Minerong intersection West (\$350k), deep-lift asphaltting the intersection of Eugowra Road and Henry Parkes Way (\$100k) to facilitate harvest truck movements and causeway upgrades and stabilising along the McGrane Way (\$380k).
R2.3.2 Implement regional road projects identified in the Gravel Resheet Program- PSC LTRIP	Completed Parkes Shire Council undertook approximately 3.0km of re-sheeting along the Peak Hill - Tullamore Road (MR348) to address key areas of unsealed road failure.

TRANSPORT + ROADS (continued)

R3: Maintain Council's Road Network

R3.1: Maintain Rural Roads

Deliverables	Update
R3.1.1 Rural Road Network is maintained to meet the needs of road users	<p>Completed</p> <p>The unsealed network is continually maintained as per budget allocations. Asset inspections are carried out by our assets team and our Works Supervisors as part of their daily activities. We also receive feedback from the general public. This feedback allows us to focus our maintenance on key areas for repair and improvement. A budget of \$730k was allocated but actual expenses were \$1692K.</p>

R3.2: Maintain Urban Roads

Deliverables	Update
R3.1.2 Urban Road Network is maintained to meet the needs of road users	<p>Completed</p> <p>The urban roads construction program was developed and delivered during the FY. Included in these areas were;</p> <ul style="list-style-type: none"> • Jansen Lane • Mc Gees Lane • Victoria Street • Best Street • Dalton Street • Woodward Street • Rose Street.
R3.1.3 Maintain kerb and gutter to meet the needs of key users and community	<p>Progressing</p> <p>Where required and budget was available kerb and gutter maintenance was carried out. These small projects are usually highlighted by the community where slips, trips or falls occurred. Further resource allocation in this area is required as Council only managed to exhaust 65% of this years allocations.</p>

R3.3: Maintain Regional Roads

Deliverables	Update
R3.1.4 Regional Road Network is maintained to meet the needs of road users	<p>Completed</p> <p>The sealed regional road network is maintained by ensuring inspections are carried out by the Assets team and the Works Supervisors who report any damage or issues with this section of the network. A budget of \$240K was spent in this area to maintain these sections of roads. .</p>
R3.1.5 State Road Network is maintained to meet the needs of road users in accordance with the Roads Maintenance Council Contract (RMCC)	<p>Completed</p> <p>As a part of the RMCC contract between Parkes Shire Council and TfNSW we continue to manage, maintain and upgrade these sections of road. Where grants are received projects are carried out as required. During this period we carried out heavy patch work on MR 61 east and West. We have carried out shoulder grading on MR 61EW. A significant amount of safety widening upgrades have occurred on MR61E (Orange Road).</p>

TRANSPORT + ROADS (continued)

R4 : Fleet Procurement

R4.1: Effectively Manage Council's Fleet Procurement

Deliverables	Update	
R4.1.1 Plant Replacement Program in line with Industry standards	Completed	Our procurement team uses approved contracts such as centroc, buy.nsw and local government procurement for contract purchase and Vendor panel for non-contract purchases. PSC has an ipwea 10yr plan and reporting as such on the entire council fleet.
R4.1.2 Technological advancements	Progressing	Council's Fleet and Depot Coordinator continues to attend events, industry briefings and opportunities to enhance the fleet management and equipment within Council's control. Industry events for EV vehicles proving valuable. Enhancements during period included: Investigation into replacement GPS units for safer and efficient work activities, Fleet improvements in purchases such as integrated technology, braking systems and driver notifications, Small plant improvements such as hour meters, utilisation reports, increased visualisation of fleet management software.
R4.2.1 Plant availability for operational needs within budgetary constraints	Completed	Plant uptimes was 94% across the fleet. This was an overall positive outcome for the FY as global supply chain issues continued to challenge the fleet and depot team.

Transport + Aerodromes

DIRECTORATE: OPERATIONS

A.1 Provide a safe Aviation Facility



A1.1: Legislative Compliance to ensure safe Aviation Facility

Deliverables	Update	
A1.1.1 Compliance with Civil Aviation Safety Authority Regulations	Complete	All legislated compliances were undertaken during the reporting period, with ongoing compliance monitoring continuing.
A1.1.2 Compliance with Office of Transport Security legislation	Complete	The Policies and Procedures of the Aerodrome Manual and Transport Security Plan are implemented.

A.2 Maintaining and Operating Parkes Regional Airport

A2.1: Ensure effective maintenance and operation of the Parkes Regional Airport

Deliverables	Update	
A2.1.1 Grounds well-presented and maintained that welcomes visitors	Complete	Parkes Regional Airport is always well presented and highly regarded as a welcoming gateway to Regional NSW.
A2.1.2 Terminal building is presented to a standard befitting a gateway to the region.	Complete	The terminal building is always well presented as a positive first impression of Parkes and the greater region.

A.3 Development of Industrial Precinct

A3.1: Industrial Precinct developed to expand opportunities for growth

Deliverables	Update	
A3.1.1 Development in line with Master Plan	Complete	Stage One of the Industrial Park has been fully developed and released, it is now available for occupancy
A3.1.2 Developer attraction to the site	Complete	Developer enquiries have continued to be pursued during the year.

ENVIRONMENT +

Snapshot



What we manage



1200+ Weekly Bin Collections



3 Waste Transfer Stations



66 Development Applications



2,300 tonnes of waste managed monthly



2,000 km Roadside Weed Inspections



10 Solar Panels Sites

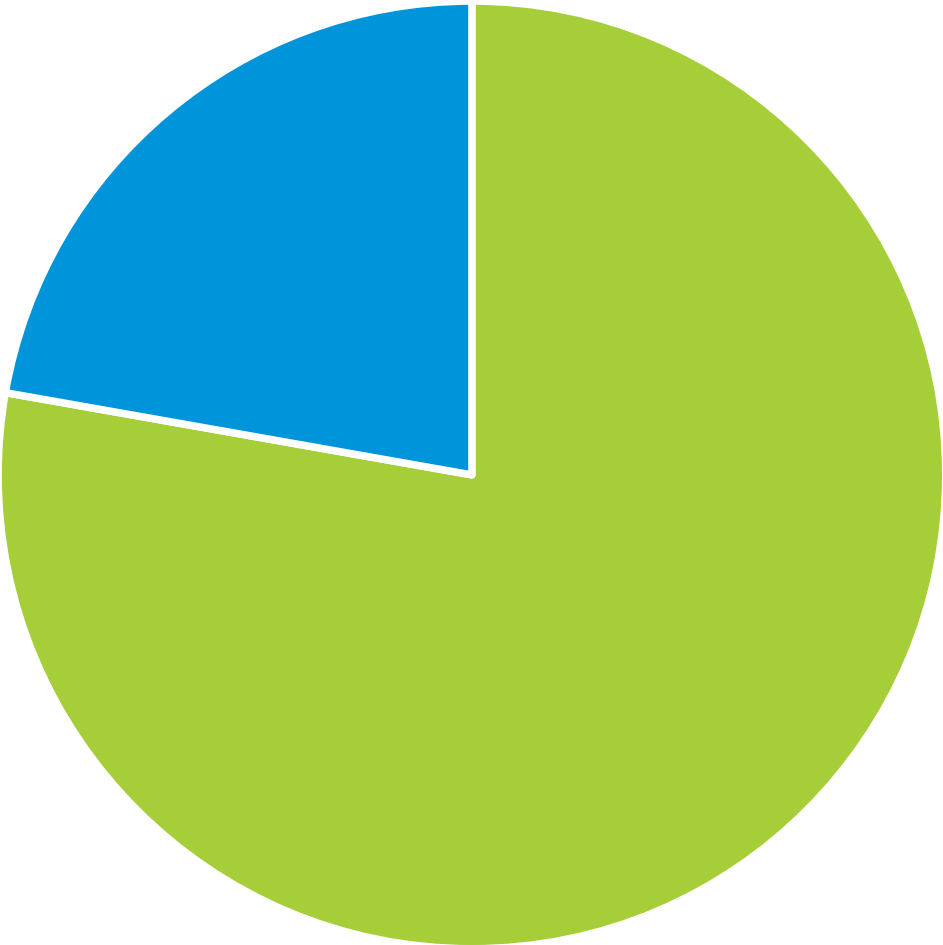


100 Biosecurity Property Inspections



5 Cemeteries

OUR PERFORMANCE



Status	
Progressing	12
Complete	42
No Progress	0
Total	54

ENVIRONMENT +

Snapshot

Environment + Built

DIRECTORATE: PLANNING & ENVIRONMENT

BE1: Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation



BE1.1 Manage the built environment in line with the Local Environment Plan (LEP) and relevant legislation

Deliverables	Update	
BE1.1.1 Local Development Applications (DA's) are determined within 40 processing days	Completed	Across the Q4 reporting period DA's have been determined at an average of 37.46 Days. During this period planning has experienced staff shortages with the resignation of the Cadet Town Planner and vacancy of the Development Planner position.
BE1.1.2 DA's conform with the Environmental Protection Authority (EPA) Act & associated environmental planning instruments	Completed	All development applications have been determined in line with the EP&A Act and Council's procedures.
BE1.1.3 Appropriate delegation is exercised to determine DA's	Completed	32 of 35 (91.4%) applications were approved under staff delegation during the reporting period.
BE1.1.4 All Local Government Approvals are determined in line with legislation in a timely manner	Completed	All applications submitted under the Local Government Act 1993 have been determined in accordance with legislative requirements.
BE1.1.5 Complying Development Certificates (CDCs) are determined within the 10 day and 20 day processing times specified in the State Environmental Planning Policy (SEPP)	Completed	Some CDC's were not issued within 10 days where insufficient information was submitted. 25% of CDC's were completed in the 10 day time frame with 75% completed between the 11-30 days in the last quarter.
BE1.1.6 Construction Certificates (CC's) are processed within 20 processing days	Completed	55% Construction Certificates were processed within 40 days, 45% were processed more than 40 days. Processing days were affected by awaiting compliance with DA conditions and Additional information requests for compliance.
BE1.1.7 Local Government Approvals are processed within 20 processing days and inline with legislation	Completed	Legislated Time Frame for a fully documented Section 68 Approval is 40 days. 71% of applications were processed within 40 days. 28% were processed in excess of 28 days when PSC was waiting on additional information or withdrawal of application.

Environment + Built (continued)

BE2: Heritage

BE2.1: Promote and support the conservation of heritage items and places in the Parkes Shire

Deliverables	Update
BE2.1.1 Undertake a heritage study to identify significant heritage buildings and places in the Parkes Shire	<p>Progressing</p> <p>A Heritage Study has been completed and items identified for heritage listing. An opt in program for listing was undertaken with letters sent to owners of identified properties. Out of 96 properties Council received 3 positive responses for listing, which is disappointing.</p>

BE2.2: Support the Heritage Committee

Deliverables	Update
BE2.2.1 Heritage is promoted through events such as Heritage Week, Heritage Trails & significant building identification plaques	<p>Progressing</p> <p>The Planning and Community Services Department has continued to provide heritage advice to the community. No special projects have been undertaken.</p>

BE2.3: Provide expert heritage advice to assist with the conservation of heritage places

Deliverables	Update
BE2.3.1 Continue to support the NSW Heritage Office Local Heritage Advisor and Local Heritage Assistance Fund Programs	<p>Progressing</p> <p>Parkes Shire did not run a heritage grants program in 21/22 with the election of the new Council and resignation of Council's Heritage Advisor. A target campaign was prepared for 2022/23 for restoration works to dilapidated awnings at Peak Hill. Staff have sought to roll over funding from OEH from 21/22 to 22/23. Staff have continued to provide heritage advice to the community. Large projects are to be referred to a heritage consultant during the reporting period, of which there were none.</p>

Environment + Built (continued)

BE4: Cemeteries

BE4.1: Provide cemetery management to Shire operated public cemeteries

Deliverables	Update	
BE4.1.1 Council delivers Right of Burials issued within 72 hours of full payment	Completed	Council continued to deliver Rights of Burials issued within 72 hours of full payment within the second half of the financial year.
BE4.1.2 Council delivers Burial Permit issued in accordance with Public Health Act and agreed time frames	Completed	Burial Permits were issued in accordance with Public Health Act and agreed timeframes during the reporting period.
BE4.1.3 Plan for future development of the council owned cemeteries	Completed	Capital works for Next lawn cemetery Plots commenced

BE5.1: Swimming Pools

BE5.1: Provide regulation of private swimming pools in accordance with the Swimming Pools Act, 1992

Deliverables	Update	
BE5.1.1 Council responds to complaints and enforcement of Swimming Pools Act, 1992	Completed	Council received 5 swimming pool fence complaints, which, were responded to. Parkes Shire Council is receiving fewer Unfenced Pool barrier complaints
BE5.1.2 Application for swimming pool barrier inspection carried out within agreed time frames	Completed	100% of requested swimming pool barrier inspections were undertaken within 10 days from request, as required by the Swimming Pool Regulation.

Environment + Natural

DIRECTORATE: Infrastructure



NE1: Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives

NE1.1: Engage with local schools and community groups to deliver environmental education programs

Deliverables	Update
NE1.1.1 Support and partner with Central West Lachlan Landcare (CWLL) to deliver environmental initiatives within the Parkes Shire	Completed PSC representative continued to attend monthly CWLL Committee meetings throughout the year. Parkes National Tree Day (jointly coordinated by CWLL and PSC) event held in July 2021, with over 50 volunteers planting over 300 trees and shrubs on Council land near the STP
NE1.1.2 Work with local schools to undertake environmental excursions and other environmental education	Progressing Public health orders and NSW DET restrictions prevented most opportunities for engagement and excursions from occurring this reporting period. 6 schools within the Parkes Shire participated the 2021 Schools Tree Day.
NE1.1.3 Engage with other local community groups on environmental projects	Completed PSC's Environmental and Sustainability Coordinator presented to Parkes Rotary Club in September 2021 about Council's upcoming Akuna Road wetlands project - this was a great opportunity to en-gage with Rotary about this exciting project. Public health orders impacted the opportunity for collaboration during the period.

NE1.2: Collaborate with local and regional agencies to build capacity in the area of energy efficiency and environmental sustainability

Deliverables	Update
NE1.2.1 Collaborate with Central West Council's Environment and Waterways Alliance and Local Land Services (CWCEWA)	Completed PSC attended 3 CWCEWA meetings this period. The Project Support Officer provided guidance on several occasions, including support on the upcoming Akuna Wetlands Project and a hollow augmentation project. \$5K Grant funding was secured through Alliance for Akuna wetlands enhancement works.
NE1.2.2 Engage with CENTROC to identify potential energy efficiency initiatives for PSC	Completed PSC have worked with CNSWJO on a region-wide joint procurement of VSD's and power factor correction devices

NE1.3: Raise awareness of environmental, sustainability and energy efficiency initiatives within the community

Deliverables	Update
NE1.3.1 Monitor Parkes Shire Council energy usage and solar energy production	Progressing Monitoring of energy usage and solar production continued during reporting period via online service providers. Opportunities are being researched to consolidate all online solar production data into one central portal for ease of use.
NE1.3.2 Investigate high energy consumption sites for energy efficiency opportunities	Progressing Opportunities for additional solar, offsetting and battery storage have been sought out with the assistance of CNSWJO. PSC is in the planning stages of determining solar requirements for two new pump stations as part of our major water security projects.

Environment + Natural (continued)

NE1: Develop, facilitate and deliver environmental, sustainability and energy efficiency initiatives (continued)

NE1.3: Raise awareness of environmental, sustainability and energy efficiency initiatives within the community (cont.)

Deliverables	Update
NE1.3.3 Advocate sustainable energy choices and deliver community awareness strategies	Progressing Social media posts and media releases were created to highlight PSC's solar installations during the period. Additional work re-garding community awareness strategies is in the planning stage.
E1.3.4 Engage and educate the community regarding carbon emission reductions	Completed Council engaged with the community regarding carbon emission reductions and climate change adaptations via an online 'Low Carbon Economy Forum' in September 2021.

NE2: Sustainably manage Council owned and managed natural areas

NE2.1 Sustainably manage Council owned and managed natural areas

Deliverables	Update
NE2.1.1 Council's Roadside Vegetation Management Plan is consulted for all Council roadwork activities	Completed Roadside Vegetation Management Plan (RVMP) is available for all PSC employees to refer to; key stakeholders informed and supported in referencing RVMP for all roadworks. RVMP available to the public via PSC website
NE2.1.2 Document current High, Medium and Low Conservation Areas for significant changes	Completed Council's Roadside Vegetation Management Plan was updated in 2019 and reflects significant changes in conservation status of all Shire roadsides. Any significant changes identified during routine works/inspections are recorded on an internal register.

NE2.2: Manage all Council owned and managed (i.e. Crown Land) assets for their environmental value

Deliverables	Update
NE2.2.1 Consult Council's Crown Land Environmental Masterplan to ensure best practice management	Completed Continued work was undertaken with Council's Crown Land's management team to ensure all reserves under PSC management are managed with biodiversity and conservation principles in mind.
NE2.2.2 Collaborate with Central West Local Land Services on Travelling Stock Route (TSR) management within the Parkes Shire	Completed Continual engagement with TSR Rangers (Forbes and Dubbo) re. grazing permit requirements, biosecurity risks and biodiversity on TSR's within the Parkes Shire. There has been no significant increase in applications to graze within the reporting period.
NE2.2.3 Seek additional funding for works on PSC managed Crown Land	Completed Application for grant funding for stormwater improvement works at PAC Park submitted via the Crown Reserves Improvement Fund
NE2.2.4 Collaborate and consult with state agencies as necessary (i.e. DPI Fisheries, OEH)	Completed Continued consultation with DPI (Biosecurity Team) and DPI (Fisheries) for permit applications (four applications lodged within reporting period). Consultation undertaken with DPI Fisheries re. fish stocking at Lake Endeavour; LLS consulted/engaged for changes to biodiversity legislation & offsetting requirements; continual training opportunities provided.

Environment + Natural (continued)

NE3: Conduct Priority Weed control within the Parkes Shire in accordance with regulatory obligations

NE3.1 Conduct Council's annual weed control program

Deliverables	Update	
NE3.1.1 Conduct private property inspections in accordance with legislation	Completed	Due to COVID, social distancing recommendations, and a focus on on-ground control works, less focus was placed on rural property inspections, and more on urban property inspections and targeted priority weed control. 110 private property inspections were undertaken during 2021/22.
NE3.1.2 Monitor and inspect Council owned and managed public land including roadsides	Completed	PSC owned and managed land was inspected and treated as necessary and recorded on an internal register. The Biosecurity Team worked with other departments to ensure relevant PSC assets are inspected/treated routinely.
NE3.1.3 Monitor known existing infestations and control as necessary	Completed	All known existing infestations were inspected and controlled as necessary, and mapped/recorded with PSC software to ensure effective inspections/control. Additional infestations of Parthenium Weed initially identified in 2020 continued to be reported/monitored/controlled.
NE3.1.4 Engage and educate private landholders on their responsibilities	Completed	All private property inspections within this reporting period have included elements of education and engagement through the inspection process.
NE3.1.5 Engage and educate the community on environmental and Priority Weeds issues	Completed	Social media posts, Letterbox drops and signage and advertisements in the Champion Post and Phoneix were utilised for community engagement.

NE3.2: Seek additional funding through available programs

Deliverables	Update	
NE3.2.1 Grant funding sought to facilitate additional weed control projects	Progressing	Additional funding secured in late 2021 through DPI to assist PSC with a Parthenium Weed incursion identified in 2020.

NE3.3: Collaborate with regional partners to build capacity to enhance weed management

Deliverables	Update	
NE3.3.1 Attend quarterly Central West Lachlan Land Service (LLS) Regional Weed Committee meetings	Completed	PSC attended all four LLS meetings within the 2021/22 financial year.
NE3.3.2 Share resources and infrastructure amongst regional partners	Progressing	Due to cancellation of Shire Shows in 2021, there were less opportunities for resource sharing. Meetings and training opportunities attended throughout the period allowed for networking and capacity building.
NE3.3.3 Work with regional partners for joint advocacy and funding opportunities	Completed	PSC continued working with Environment and Waterways Alliance, Central West LLS, DPI and numerous regional weed advisory groups for joint advocacy for biosecurity and biodiversity out-comes for our region.

ENVIRONMENT +

Snapshot

Environment + Natural (cont.)

NE4: Improve the environmental outcomes of Council's operations

NE4.1 Undertake works to limit the impact of erosion, sediment and gross pollutants

Deliverables	Update	
NE4.1.1 Develop standard erosion and sediment control plans and systems	Progressing	Individual ERSED plans developed for Ops projects as required. Template for erosion and sediment control plans and systems in development. Industry best-practice standard designs from the 'Blue Book' are used for Council works, helping PSC achieve good water quality management outcomes.
NE4.1.2 Develop standard water quality management systems for Council works	Progressing	Industry best-practice standard designs from the 'Blue Book' are used for Council works, helping PSC achieve good water quality management outcomes on PSC work sites. Engagement with PSC works crews has ensured mitigation measures are more greatly understood.
NE4.1.3 Develop a planned approach to areas of high soil degradation and pollutant loads	Progressing	No specific sites identified during reporting period
NE4.1.4 Engage and educate private landholders on their responsibilities	Progressing	No targeted initiatives or programs were carried out during the reporting period

NE4.2: Develop a planned approach to reduce Council's operational environmental impact

Deliverables	Update	
NE4.2.1 Implement environmental management plan for Council works	Progressing	Specific high-risk Council projects develop individual Construction Environmental Management Plans specific to the project, and key high-risk operational sites have Operational Environmental Management Plans. Consultants engaged when necessary to produce CEMPs and OEMPs to ensure best practice management.
NE4.2.2 Promote environmentally sustainable development practices internally and externally	Progressing	Infrastructure and Operations teams continue to work closely to ensure positive environmental outcomes are achieved. Engaging contractors where needed to ensure compliance with legislation and regulations. Need to work on external, and further internal engagement and education needed

NE4.3: Seek grant opportunities for environmental initiatives

Deliverables	Update	
NE4.3.1 Leverage existing budgets to allow for further environmental projects	Completed	Application for on-ground enviro works associated with the future Akuna Wetlands submitted and successful (through Envi-ronment and Waterways Alliance); to be completed in late 2022. Native Fish restocking application submitted May 2022 for early 2023 release. Additional projects discussed with Grants Team, and ready for submission when relevant funding becomes available

Environment + WASTE

DIRECTORATE: PLANNING & ENVIRONMENT

W1: Implement Parkes Shire Waste Strategy



W1.1: Provide 3 bin collection service to the Shire

Deliverables

Update

W1.1.1 Divert/recycle waste from landfill

Completed

The waste team and contractors managed 4500 tonnes of waste via the 3 bin collection service to 65% of Shire residents.

W1.2: Upgrade waste facilities

Deliverables

Update

W1.2.1 Rationalise unsustainable landfills

Completed

Unsustainable landfills have continued to be monitored, with a partial closure on Gunningbland and cell work conducted at the Alectown, Trundle and Tullamore landfill sites.

W1.3: Increase awareness of environmental waste management goals

Deliverables

Update

W1.3.1 Widespread understanding of waste management goals in the Parkes Shire

Completed

Funding was achieved to enable one waste management initiative to be developed, this initiative is to increase FOGO bin usage within the community and reduce con-tamination.

W2: Operate and maintain Council's waste facilities

W2.1: All waste facilities operated in accordance with landfill guidelines

Deliverables

Update

W2.1.1 Landfills operated to environmental requirements

Completed

Landfill operations are conducted within environmental requirements. No pollution incidents occurred this period.

W2.1: All waste facilities operated in accordance with landfill guidelines

Deliverables

Update

W2.2.1 Diversion maximised and remaining waste transferred to central facility

Completed

All landfills have continued to operate within environmental requirements during this reporting period.

W3: Supervise waste management contracts

W3.1: Waste facility contractor to carry out operations in line with contract specifications

Deliverables

Update

W3.1.1 All waste and recyclables collected in a timely manner

Completed

Annual collection rates have been deemed satisfactory with 48 missed services and 52 complaints lodged. All issues have been raised to the contractor.

W3.1.1 Waste facility operations are managed in accordance with contract

Completed

Waste facility operations have continued to be managed in accordance with contract. No contract breaches, no complaints or pollution incidents occurred during the period.

W4: Implement Rethinking Waste Strategy

W4.1: Implement Rethinking Waste Strategy

Deliverables

Update

W4.1.1 Community has a good understanding of waste and recycling issues

Completed

Community understanding of waste and recycling issues have increase through the promotion of Tip vouchers and success in grant funding for FOGO education

ACTIVITY +

Snapshot



What we manage



Street Trees



28 Parks



25 Playgrounds



4.6 km Cycleways

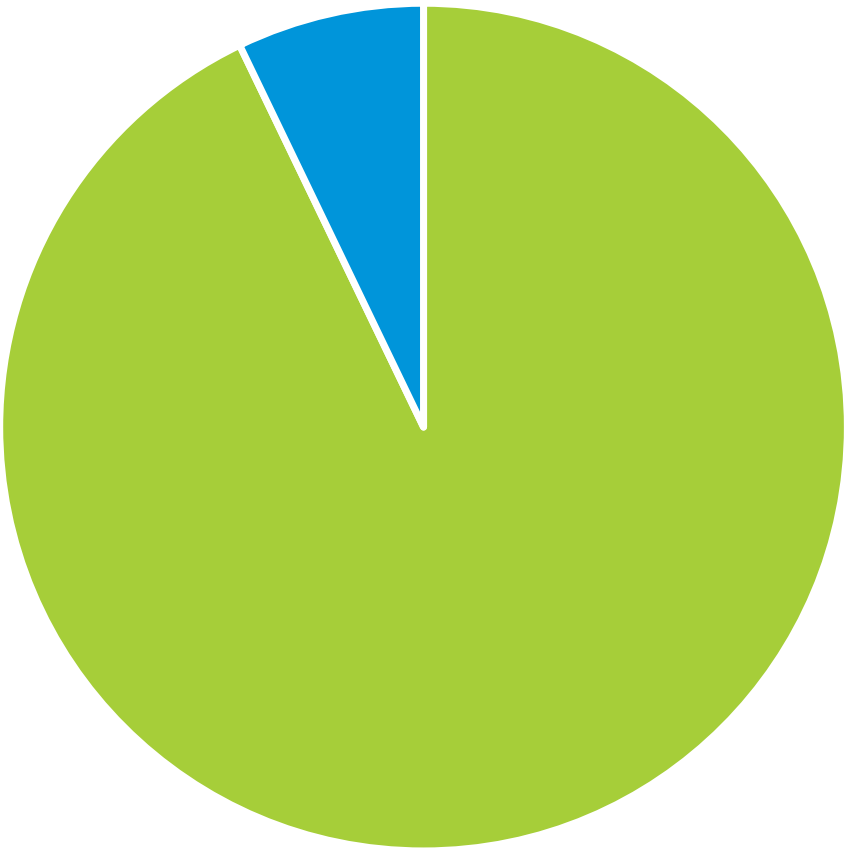


4 Swimming Pools



15 Sporting Fields

OUR PERFORMANCE

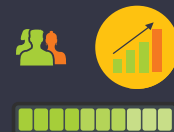


Status	
Progressing	2
Complete	26
No Progress	0
Total	28

ACTIVITY + ACTIVE RECREATION

DIRECTORATE: OPERATIONS

AR1: Sports Grounds Development



AR1.1 Develop sporting facilities to meet community needs

Deliverables	Update	
AR1.1.1 Sporting facilities meet the needs of the key users, community groups and in accordance with industry standards and guidelines	Completed	<p>sporting facilities have been maintained and developed in alignment with the Australian Sporting codes. Upgrades and developments include:</p> <ul style="list-style-type: none"> • NRL standard 15m goal posts at pioneer oval • Pola Park Toilet and change room upgrade • Lindner oval toilet block • Resurfacing of the Parkes and Peak Hill tennis courts • Peak Hill Tennis club house
AR1.1.2 Deliver the Rehabilitation of Cheney Park sub soil project to provide adequate surface for activities	Completed	The rehabilitation of Cheney Park was completed in 2021.

AR2: Sports Grounds Maintenance

AR2.1 Maintain sporting facilities to meet the communities needs

Deliverables	Update	
AR2.1.1 Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	Completed	<p>All sporting fields in the shire have had ongoing planned maintenance. The top dressing and fertilizing programs were successfully completed within this reporting period. The irrigation systems have been audited and repaired, when necessary. Preliminary work has commenced on the upgrading to a cloud-based irrigation system.</p>

ACTIVITY + ACTIVE RECREATION (continued)

AR3: Playgrounds

AR3.1 Maintain the playgrounds to meet the communities needs

Deliverables	Update
AR3.1.1 Ongoing Maintenance is carried out in a planned program to ensure playgrounds are safe and adequate for key users and community groups	<p>Completed</p> <p>Playgrounds have been maintained and checked on a regular basis, with damaged equipment replaced promptly. Internal audits were carried out on an adhoc basis by the PSC presentation team. Customer requests for play equipment increased during the reporting period, due to vandalism across the Shire.</p>

AR4: Walk/Cycle

AR4.1 Implement Pedestrian and Cycling Strategy to meet the community needs

Deliverables	Update
AR4.1.1 Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	<p>Completed</p> <p>Maintenance has been carried out in accordance with Councils planned program including line marking renewal of the shared path along Brolgan Road.</p>
AR4.1.2 Identify projects for inclusion in the Pedestrian and Cycling Strategy	<p>Completed</p> <p>Due to the timing of State grant funding, no applications made during this reporting period. 3 projects have been identified for future applications which open in August 2022. These projects are in East Street and adjacent to Spicer Oval.</p>
AR4.1.3 Seek funding opportunities to enable the delivery of projects within the strategy	<p>Completed</p> <p>Due to the timing of State funding and grants, no submissions were made during this period. Projects have been identified for the next round which opens in August 2022.</p>

ACTIVITY + PASSIVE RECREATION

DIRECTORATE: OPERATIONS



PR1: Main street beautification

PR1.1 Conduct Main Street beautification activities

Deliverables	Update
PR1.1.1 The community and visitors are satisfied with the presentation of the main street.	Completed Ongoing maintenance programs were completed this reporting period. Any issues raised, are managed through the Customer Request Management System and are address in a timely manner. Preparations have been made to upgrade garden spaces in the next financial year.
PR1.2.1 Improved town beautification to meet the needs of the community and visitors	Completed Daily and scheduled cleaning was carried out within the Main Streets, parks, gardens, and public toilets of the Shire. The Trundle Main Street revitalisation project commenced this year as part of the Trundle Main Street Masterplan.

PR2: Maintenance and improvement of park areas

PR2.1 Provide maintenance and improvement of park areas across the Shire

Deliverables	Update
PR2.1.1 Parks are available for a variety of activities to meet the needs of key users and community	Completed A scheduled plan was utilised to clean and maintain parks, ensuring they are available for community activities. When bookings are made fo any park, additional emphasis is placed to ensure it can meet the user's needs.
PR2.1.2 Park maintenance meets community expectations	Completed Park maintenance is planned and scheduled during daily prestart meetings. Ongoing mowing, gardening, fertilising, tree maintenance and park furniture maintenance was completed and preparation for the Cooke Park fountain fence and pump began. As COVID-19 restrictions eased and higher levels of vandalism were experienced there was an increase in customer requests.

PR3: Maintenance and improvement of reserve areas

PR3.1: Provide maintenance and improvement of reserve areas across the Shire

Deliverables	Update
PR3.1.1 Deliver priority projects to meet the needs of key users and community groups.	Completed Ongoing and planned maintenance was carried out on reserve areas to meet community needs. Maintenance consisted of mowing/slashing, removing fallen timber and pruning trees. No customer requests were received during the reporting period.
PR3.1.2 Reserve maintenance meets community expectations	Completed Reserve maintenance is carried out in line with community expectation. No community complaints were received. Planned maintenance was carried out as required. A slashing programme continued to beused, ensuring all reserves are kept in a tidy state and fuel for bush fires is reduced.



ACTIVITY + PASSIVE RECREATION (cont.)

DIRECTORATE: OPERATIONS

PR4: Streetscape amenities within the Shire maintained and developed

PR4.1: Maintain Town Entries inline with Presentation Strategy

Deliverables	Update
PR4.1.1 Maintain town approaches to meet the needs of the community and visitors	<p>Completed</p> <p>The Presentation Team's objective is to present the town entries in a manner that is acceptable to the community and visitors. A strategy is utilised to ensure activities such as mowing/slashing, rubbish removal is conducted in line with PSC requirement. During times of high community activity, such as the Elvis Festival, additional rubbish collection and clean-up activities are conducted to ensure the Shire is well presented.</p>

PR4.2: Planned maintenance for gardens and verges

Deliverables	Update
PR4.2.1 Gardens, verges and medians are presented to community expectations	<p>Completed</p> <p>Gardens are managed to ensure motorists view in not impeded when driving. Gardens are maintained and replaced when and where required. During this reporting period, the garden and intersection upgrade was provided for the inner section of Court and Currajong Street and work began on the corners of Currajong and Bushman Street.</p>

PR4.3: Street trees management

Deliverables	Update
PR4.3.1 Street trees are managed to meet community expectations	<p>Completed</p> <p>A regular maintenance program is completed by the arborist team. The replacement of street trees is completed within the street tree replacement strategy adopted by Council. The community has raised several matters concerning trees within the Shire through the CRM system which have been managed in a timely manner.</p>

ACTIVITY + POOLS

DIRECTORATE: OPERATIONS

P1: Pool Operations and Maintenance



P1.1: Maintain and Operate Council owned pools at Parkes, Peak Hill, Trundle and Tullamore

Deliverables	Update	
P1.1.1 Meeting Royal Life Savings Society Guidelines for Safe Pool Operations	Completed	All Parkes Shire Pool operate within the Royal Life Saving Society Guidelines for Safe Pool Operations. No external audits have been undertaken during the reporting period.
P1.1.2 Facilities maintained to a satisfactory standard	Completed	Regular maintenance inspections undertaken and reported to Council's Buildings Maintenance Officer for attention and rectification.
P1.1.3 Compliance with Department of Health Pool Operations Hygiene standards	Completed	Water testing is undertaken to ensure compliance with hygiene standards. Dept of Health random inspections undertaken with no anomalies found.
P1.1.4 Safely and efficiently manage the operations of the Shire Swimming Pools	Completed	All staff are appropriately trained by reputable training providers with rosters developed to achieve cost effective solutions whilst maintaining public safety.

P1.2: Manage and operate the Poolside Cafe

Deliverables	Update	
P1.2.1 Ensure the Poolside Cafe operates to an efficient business model and provides front of house service to the Aquatic Centre	Completed	Quality customer service was provided by Kiosk Staff. Unfortunately, the Public School Carnivals did not utilise the kiosk facilities as they restricted the number of participants to competitive swimmers only and advised Pool Staff that the children would not be ordering food. This did impact on revenue.

ACTIVITY + POOLS (continued)

DIRECTORATE: OPERATIONS

P2: Maximise Pool Patronage opportunities

P2.1: Encourage additional patronage at Council Pools

Deliverables	Update
P2.1.1 Ensure facilities are welcoming to patrons	Completed Positive feedback has been received from multiple sources for the presentation and cleanliness of the Pool facilities.
P2.1.2 Encourage activities to be hosted at Pools (such as Elvis, Birthday Parties)	Completed The Intensive Lessons in January 2022 and Session 2 of the Learn to Swim Program had 368 students enrolled with a utilisation rate of 87.56%. Attendance figures are down for February/March 2022 as we could not offer Pre-School lessons due to availability of Learn to Swim Instructors.

P3.1: Provision of Learn to Swim Tuition at Parkes Pool

Deliverables	Update
P3.1.1 Increased LTS patronage	Completed The Intensive Lessons in January 2022 and Session 2 of the Learn to Swim Program had 368 students enrolled with a utilisation rate of 87.56%. Attendance figures are down for February/March 2022 as we could not offer Pre-School lessons due to availability of Learn to Swim Instructors.
P3.1.2 Tuition provided that encourages progression	Completed Competency based tuition is provided to ensure individual attention is provided to each student to cater for their needs and abilities.
P3.1.3 Tuition based on AUSTSWIM Guidelines	Completed All staff are AUSTSWIM or Royal Life Savings accredited instructors.

P4.1 Facilitate the Indoor Heated Pool Strategy

Deliverables	Update
P4.1.1 Applications are prepared and submitted for funding under Government programs as they arise	Completed No suitable funding sources have been identified for this project.

ECONOMY +

Snapshot

What we manage



120 Events and Festivals
Cooke Park Pavilion



Henry Parkes Centre
Caravan Park & Peak
Hill Gold Mine



40k Social Media
Community
4k E-news Subscribers



Parkes Industrial Estate
& National Logistics Hub

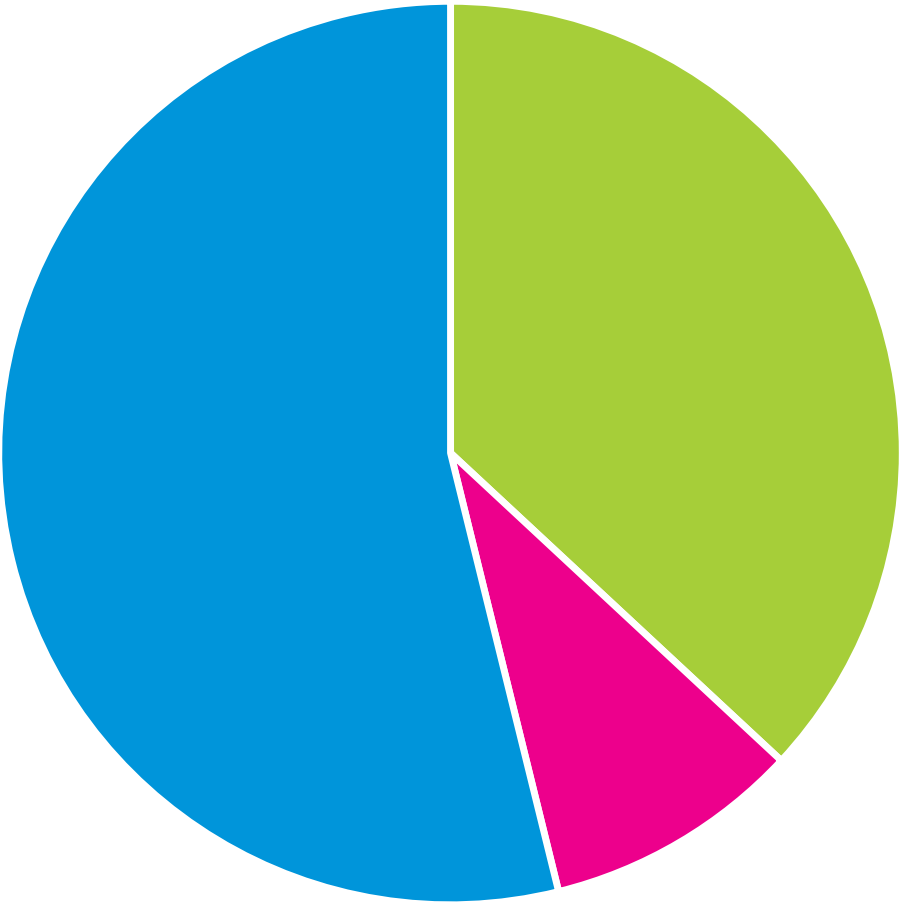


29
Commercial Properties



Investor Relations &
Lobbying

OUR PERFORMANCE



Status	
Progressing	35
Complete	24
No Progress	6
Total	28

ECONOMY + BUSINESS

DIRECTORATE: Customer, Corporate Services and Economy

B1: Support the Parkes Business Chamber



B1.1 Engage and support the Parkes Business Chamber/Industry groups

Deliverables	Update	
B1.1.1 Attend Parkes Business Chamber meetings	Completed	The EBDM attended two Chamber meetings and liaised regularly with the Chamber Executive. Several Monthly In-person meetings were cancelled due to COVID-19.
B1.1.2 Support Business Awards	No Progress	The business Awards were not held this year due to COVID-19 restrictions.
B1.1.3 Develop and implement joint marketing programs	Completed	The Shop Parkes Campaign was undertaken in December 2021.
B1.1.4 Promote industry events	Progressing	The Events Team promoted business industry events via Visit Parkes & Parkes Shire Council digital platforms. Event information and communication was distributed to Chamber of Commerce and via media releases. Due to COVID-19, minimal face-to-face industry events were held. Some industry events included: Regional Growth NSW Development Corporation SAP Information Session, Free RSA training via Tafe NSW and Trundle ABBA Festival Community Meeting.

B2: Support Local Business Growth

B2.1 Support and promote growth opportunities for business

Deliverables	Update	
B2.1.1 Host yearly business networking events	Progressing	New monthly accommodation providers networking events have been created. Chamber networking event were attended by PSC. Major networking events were delayed due to COVID-19.
B2.1.2 Develop and deliver yearly Building Business Capacity workshops	No Progress	Council was unable to deliver the yearly Building Business Capacity Workshops during this reporting period. Council continued to liaise closely with the Parkes Chamber of Commerce throughout this pe-riod.
B2.1.3 Promote opportunities/grants for business	Progressing	The grants team distribute information to the Chamber of Commerce and to businesses via a range of Council communications channels regarding any upcoming grant opportunities.
B2.1.4 Develop and manage partnership programs that support and promote local businesses	Progressing	Parkes Shire Council Events Team promoted business industry events and programs via Visit Parkes and Parkes Shire Council digital platforms and via the Chamber of Commerce and media releases. Due to COVID-19, minimal face-to-face industry events were held. Programs and events promoted included: Arts Out West Regional Gathering & AGM, DCNO Destination Management Plan Workshop and Regional Events Training Program.

ECONOMY + BUSINESS (continued)

DIRECTORATE: Customer, Corporate Services and Economy

B3: Promote Local Businesses

B3.1 Develop and deliver marketing campaigns to promote business

Deliverables	Update	
B3.1.1 Marketing campaigns delivered to promote local business	Progressing	Two campaigns were developed during this reporting period, with both using digital and print platforms.
B3.1.2 Increased activity for business	Progressing	Digital platforms were used to increase activity for business.

B4: CBD Vibrancy

B4.1: Develop and implement the Main Street Vibrancy Program

Deliverables	Update	
B4.1.1 Engage suitably qualified contractors to undertake construction activities in line with Lower Clarinda Street detailed plans	Completed	Lower Clarinda street was officially opened in September 2020.
B4.1.2 Engage suitably qualified contractors to undertake construction activities in line with Cooke Park Multipurpose Centre detailed plans	Completed	The Cooke Park Pavilion was officially opened in November 2021.
B4.1.3 Review Master Plan for Cooke Park	No Progress	Project to be re-visited now Cooke Park Pavilion is completed.
B4.1.5 Build Multipurpose Centre (grant dependent)	Completed	The Cooke Park Pavilion was officially opened by The Hon Michael McCormack MP on the 8 November 2021. A number of community events have been held at the facility, as well as two major events; Overture and Parkes Elvis Festival.
B4.1.7 Redevelop lower Clarinda Street	Completed	Lower Clarinda Street has been completed and officially opened.
B4.1.8 Roll out smart technology within Clarinda Street	Progressing	Projectors and new speakers installed on Smart Poles in lower Clarinda Street.
B4.1.9 Develop and implement an incentive program	No Progress	No major progression during this period due to staff vacancies.

ECONOMY + INVESTMENT ATTRACTION

DIRECTORATE: Customer, Corporate Services and Economy

IA1: Industrial Estate



IA1.1: Develop and maintain a supply of suitably zoned Industrial Land

Deliverables	Update	
IA1.1.1 Suitable land subdivided and developed	Completed	Industrial land has been identified and developed within funding constraints.
IA1.1.2 Services connected to acquired Industrial Land	Completed	Services are connected when the land is developed. There have been no issues identified within this project.
IA1.1.3 Promotional material developed	No Progress	This project will not progress until the subdivision has been completed.
IA1.1.4 Industrial blocks sold	Progressing	2 blocks of industrial land were sold under the EOI process in February 2022, ensuring that industrial land is developed and sold to meet demand.

IA2: Parkes Regional Airport

IA2.1: Develop and promote Parkes Regional Airport Business Park

Deliverables	Update	
IA2.1.1 Suitable land subdivided and developed	Completed	Suitable land has been subdivided and developed at the Parkes Regional Airport Business Park
IA2.1.2 Services connected to acquired land	Completed	Services have been connected to acquired land
IA2.1.3 Promotional material developed	Completed	Online promotional material is displayed on the Parkes Shire Council Website, with Lot brochures produced.
IA2.1.4 Lease agreements developed and executed	Completed	One lease in total developed and executed for Parkes Regional Airport Business Park.
IA2.1.5 Blocks leased	Completed	One block has been leased. The Aero Refuellers site has been under construction during this period and is nearing finalisation.

IA3: Business Growth

IA3.1: Develop the Parkes Business Growth Strategy

Deliverables	Update	
IA3.1.1 Subscription to industry publications for key industries	Completed	PSC has maintained subscriptions to Business Australia, Australasian Railway Association, Australian Logistics Council and Economic Development Australia.
IA3.1.2 Industry market research undertaken and prospective investors identified	No Progress	Staff shortages prevented all projects being undertaken this FY and higher priority projects took precedence.
IA3.1.3 Parkes Growth Strategy objectives implemented and monitored	Progressing	Council is working with the State Government - Regional Growth Development Corporation (RGDC) on the delivery Plan for the SAP



ECONOMY + INVESTMENT ATTRACTION (continued)

DIRECTORATE: Customer, Corporate Services and Economy

IA4: Newell Highway Bypass Opportunities

IA4.1: Develop a Bypass Strategy

Deliverables	Update	
IA4.1.3 Entry statements developed	Progressing	Entry Statements have been developed in conjunction with Transport and are still to be reviewed. A contractor has been engaged to prepare a DMP and Bypass Business Strategy.
IA4.1.4 Strong destination marketing plans delivered	Progressing	Destination marketing plans are in the process of being developed.

IA5: Residential Amenity

IA5.1: Develop the Old Hospital Site as a residential subdivision

Deliverables	Update	
IA5.1.1 Subdivision plans developed and approved for residential land around the Old Hospital site.	Progressing	The site is currently in the process of being designed.
IA5.1.2 Business case developed to develop the land	Progressing	The development of the Old Hospital Site as a residential subdivision remains in the design stage of the project.
IA5.1.3 Sales options established	No Progress	Sale options will be established once the design is complete.

ECONOMY + LOBBY

DIRECTORATE: Customer, Corporate Services and Economy

L1: Transport & Logistics Infrastructure



L1.1 Advocate for the Transport and Logistics Industry including transport infrastructure

Deliverables	Update	
L1.1.1 Maintain memberships of industry associations and peak bodies	Completed	Council has maintained their memberships with Economic Development Australia, the Australian Rail Association, Australian Logistics Council and Central NSW Joint Organisation.
L1.1.2 Lobby for connects to ports and cap-ital cities via air, road and rail	Progressing	Council continues to lobby for access into the major ports by road, rail and air. Council deals regularly with REX, is a member of the Newell Highway Commit-tee and the Australian Logistics Council and lobbies via the Central NSW Joint Organisation.
L1.1.3 Continue to lobby for the Mel-bourne to Brisbane Inland Rail Corridor	Progressing	There was no major progression for the lobbying of the Melbourne to Brisbane Inland Rail Corridor during this period due to staff vacancies.
L1.1.4 Meet regularly to discuss with State and Federal Members and Ministers	Progressing	Over the last 12 months we have met regularly with State and Federal Minis-ters regarding a variety of issues includ-ing but not limited to health, maternity services, mental health, the Special Acti-vation Precinct, Newell Highway and In-land Rail.

L2: Telecommunications Infrastructure

L2.1 Advocate for telecommunication infrastructure

Deliverables	Update	
L2.1.1 Ongoing maintenance is carried out in a planned program to meet the needs of the key users and community groups	Progressing	Meetings were held with NBN repre-sentatives to connect them with the Parkes Business community.
L2.1.2 Submissions submitted to the State and Federal Government	Progressing	PSC has been working with RGDC on the SAP development.
L2.1.3 Technology connection levels within the Shire	Progressing	This project will become part of the Smart City Strategy.

ECONOMY + LOBBY (continued)

DIRECTORATE: Customer, Corporate Services and Economy

L3: Smart City Development

L3.1 Develop a Smart Cities Strategy

Deliverables	Update	
L3.1.1 Development and implement a Smart City Plan	Progressing	A Smart Places Strategy and Roadmap has been developed. No further action has progressed this period due to staff vacancies.
L3.1.2 Develop and implement a Digital Strategy	Progressing	A Digital Strategy is currently being de-veloped by the Brand and Corporate Communications Specialist.
L3.1.3 Embrace innovation and technology in all aspects of project delivery	Progressing	Council is always looking for ways to embrace technology through projects and project management processes.

L4.1 Continue to Support the application of grants

Deliverables	Update	
IA4.1.1 Industrial land identified	Completed	One Grants Officer is currently employed by Council, working in conjunction with a contracted Grants Specialist.
IA4.1.2 Industrial land development facilitated	Completed	Council continued to submit and assist community groups to complete grant funding applications. 24 grants were applied for across a 6-month period. 19 were Council grant applications (\$29,533,109.03) and were Community groups supported (\$63,499.00)
IA4.1.3 Entry statements developed	Completed	During the period, Council was successful with 17 grants worth \$7,416,676.28 and Community Groups, through the assistance of Council, were successful with 3 grants worth \$28,770.00.

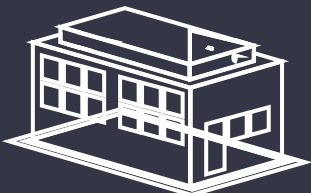
What we manage



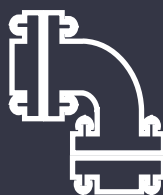
12 Water Pump Stations



4 Sewage Pump Stations



2 Water Treatment Plants
3 Sewage Treatment Plants

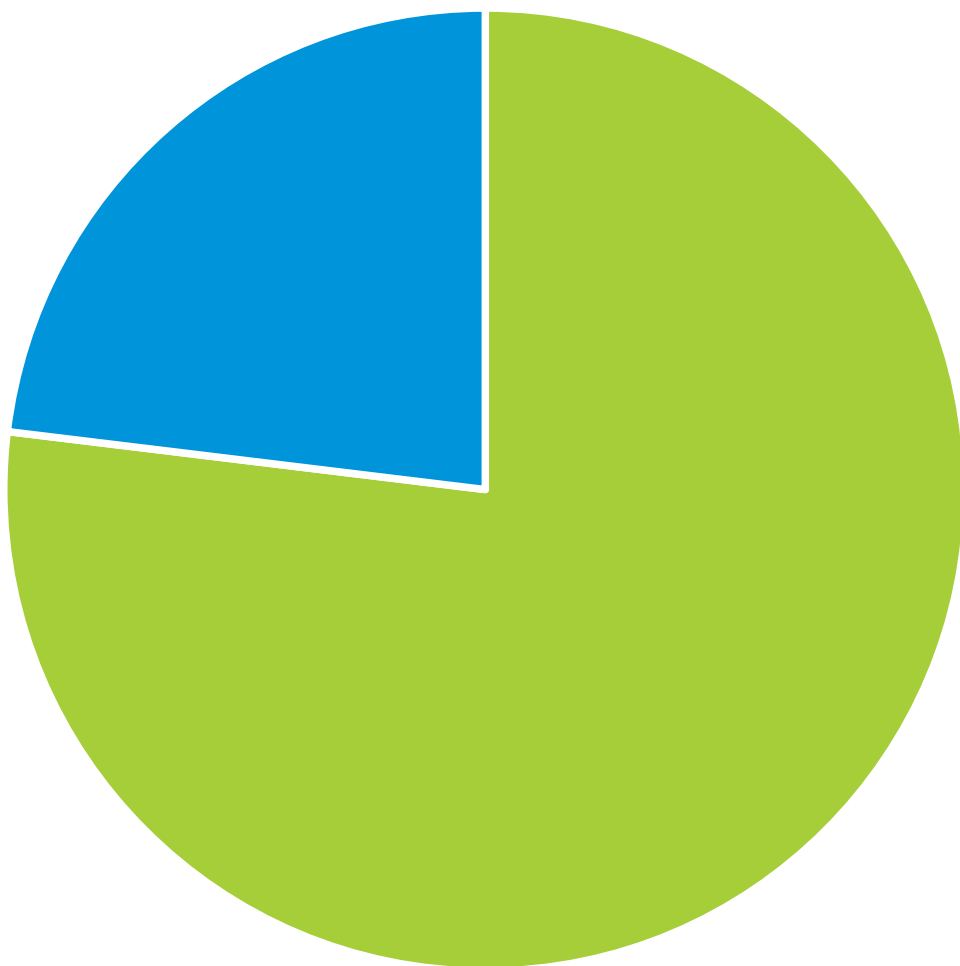


525 kms Water Pipelines
158 kms Sewerage Pipes
50.5 kms Stormwater Pipes



2 Dams
15 Water Reservoirs
8 Bores

OUR PERFORMANCE



Status	
Progressing	35
Complete	24
No Progress	6
Total	28

H2O + DRINKING WATER

DIRECTORATE: Customer, Corporate Services and Economy

DW1: Secure raw water sources



DW1.1: Ensure there is sufficient raw water to meet demand

Deliverables	Update
DW1.1.1 Sustainable extraction across all raw water supplies	<p>Completed</p> <p>The continued wet weather in the first six months of 2022 saw a continued use of dam water as a source of raw water. Of the 1,579kL of raw water drawn this year, 4kL came from the Lachlan River, 1,118kL was from the bore field and 490 kL from Lake Endeavour.</p>

DW1.2: Manage the quality of raw water

Deliverables	Update
DW1.2.1 Minimise treatment intervention required	<p>Completed</p> <p>Manage of river water, ground water and surface water (Lake Endeavour) continues to be a challenge with poor quality water from the Lachlan River due to prologued rainfall period. Source selection remains the main method to manage the high impacting events.</p>
DW1.2.2 Water catchments are secure	<p>Completed</p> <p>6 dam inspections were carried out in the last 6 months on Lake Metcalfe and Lake Endeavour. The access track to the dam wall at Lake Metcalfe requires rehabilitation. No major issues were identified at Lake Endeavour.</p>

DW1.3: Minimise water wastage

Deliverables	Update
DW1.3.1 Reduced water network losses	<p>Completed</p> <p>University of Sydney student thesis project for 2022 focussed on water loss through the Parkes and Peak Hill networks with significant improvements identified to continue to manage and reduce network losses, particularly with pressure management. PSC has received grant funding from DPE to undertake this work in 22/23 FY.</p>
DW1.3.2 Increased awareness and application of water saving measures	<p>Completed</p> <p>Central West Councils undertook the Smart Approved WaterMark program together which, provides resources for Councils to encourage residents to be more water efficient. Rainfall received during the reporting period meant less focus on community water saving measures.</p>

DW1.4: Maintain adequate linkages for raw water supplies

Deliverables	Update
DW1.4.1 Efficient access to water sources	<p>Completed</p> <p>PSC repaired 12 breaks on the supply mains in the 12-month period. Over \$26,000 was spent maintaining the supply mains in this period. The cost to pump water to Parkes has reduced over the three years from \$881,547 in 19/20 to \$514,608 last financial year</p>

H2O + DRINKING WATER

DIRECTORATE: Customer, Corporate Services and Economy

DW2: Sustainably treat water supply



DW2.1: Treated water quality meets ADWG

Deliverables

Update

DW2.1.1 Water is safe to consume

Progressing

No critical control points were breached at the WTP last financial year. There were 20 samples taken that did not comply with DWMS guidelines. Of these, 12 were a result of low fluoride due to issues with the dosing system.

DW2.3: New plant is operated and maintained to high performance standard

Deliverables

Update

DW2.3.1 Best long term value of plant achieved

Completed

There were no major breakdowns at the WTP again for this reporting period. \$93,282 was spent maintaining the WTP including \$8,300 spent maintaining the chemical dosing systems

DW3: Safely distribute drinking water to the community

DW3.1: Water quality at tap meets community expectations

Deliverables

Update

DW3.1.1 Water is acceptable to consumers

Completed

There were 7 complaints in the last 6 months relating to water quality.

DW3.2: Pressure and flow rates don't impact users

Deliverables

Update

DW3.2.1 Minimum service available to all consumers

Completed

In the 21/22 FY, Council's responded to 287 customer requests for water related issues. 81 were recorded as leaks, 125-meter related issues, 35 pressure requests and 7 water quality inquiries.

DW3.2.2 Service available for fire fighting needs in all areas

Completed

Council's MIPPS student program this year saw the Parkes water network modelled for pressure and flow with work planned to upgrade pipes in areas identified

DW3.3: Minimise frequency and duration of supply interruptions

Deliverables

Update

DW3.3.1 Continuous supply to all consumers

Council water crews attended to 287 customer requests last financial year, of which 57 were water main breaks.

DW3.4: Improve the customer interaction and experience

Deliverables

Update

DW3.4.1 Quality and impact of communication with the customer is improved

Completed

Council's monthly newsletter provides customers with information on a wide range of topics as well as frequent posts on the social media pages

DW3.4.2 Customers knowledge of water system increases

Completed

no surveys were conducted in this reporting period. Surveys to be undertaken during town shows.

H2O + STORMWATER DRAINAGE

DIRECTORATE: INFRASTRUCTURE

SW1: Collect and discharge urban storm water



SW1.1: Update existing Storm Water Management Plan

Deliverables	Update
SW1.1.1 Developed Storm Water Management Plan	Completed Ongoing updates to the urban stormwater model for Parkes with risk management strategies developed. Continued focus on the floodplain modelling for Cookamidgera, Bogan Gate and Trundle.

SW1.2: Implement Storm Water Management Plan

Deliverables	Update
SW1.2.1 Storm water Management Plan implemented	Completed \$169,605 was spent in the last financial year on maintaining the Shires drainage network. Designs for the Croker and Flinders retention basins is due to be completed in the coming months.
SW1.2.2 Investigate further storm water mitigation measures	Completed The Infrastructure team answered 77 drainage related calls from customers in the 21/22 FY, with 41 coming from the storms in November which saw 185mm fall for the month, 3 times the average.

SW1.3: Investigate options for storm water harvesting

Deliverables	Update
SW1.3.1 Harvesting options identified and projects designed and budgets set	No Progress No progress has been made on this project during the reporting period.
SW1.3.2 Additional funding for identified projects	Progressing An additional \$745,000 has been set aside for road rehabilitation and drainage works in round 3 of the LRCI funding.

SW2: Investigate improvements to storm water quality

SW2.1: Develop a WSUD policy for use by Council

Deliverables	Update
SW2.1.1 WSUD policy in place for development and Council works	Progressing WSUD Policy is yet to be developed; additional research into WSUD best practices and how they could best be applied to PSC projects undertaken

SW2.2: Develop Storm water Quality monitoring program

Deliverables	Update
SW2.2.1 Options for improvement of storm water quality identified	Progressing Budget restraints and significant rainfall events have required the Infrastructure team to prioritise managing stormwater quantity over quality.

H2O + WASTE WATER

DIRECTORATE: INFRASTRUCTURE

WW1: Safely collect waste water from the community



WW1.1: Ensure customer-side protections are in place

Deliverables	Update
WW1.1.1 No high impact waste water enters system	Completed Trade waste operations continued based on applications received. Next reporting periods focus is upgrading/implementing trade waste management system with existing trade waste discharges to be reviewed and assessed.
WW1.1.2 Reduced storm water from customers enters the system	Completed There is still a large number of smoke testing defects that remain uncompleted by customers, however, there are mostly low risk items, all of the higher risk, direct connections and large catchment potential inflows have been completed and certified by Council staff.

WW1.2: Minimise frequency and duration of discharges from sewerage network

Deliverables	Update
WW1.2.1 Reduced storm-water ingress to sewerage network	Completed Council received 26 sewer related customer requests in 5 days of heavy rain events towards the end of November. 33 were received in the first six months this year. Council is developing a program to record inflow received at the STP following rain events
WW1.2.2 Reduced sewer blockages	Completed Council's maintenance team continue to provide a high level of reactive support to businesses and residences that have on-property sewer related maintenance issues as well as to maintain Council's sewer network effectively. There were 33 sewer chokes per 100km.

WW1.3: Improve the customer interaction and experience

Deliverables	Update
WW1.3.1 Quality and impact of communication with the customer is improved	Completed Council staff responded to 196 customer complaints for the 12 months to June 30 2022. 71 of these complaints were in the Council's sewers. Over \$100,000 was spent on 21 repairs to the sewer network.
WW1.3.2 Customers knowledge of wastewater system increases	Progressing No specific engagement regarding the wastewater network occurred in the reporting period. This will be a focus in the future when engagement activities can be more routine

H2O + WASTE WATER (continued)

DIRECTORATE: INFRASTRUCTURE

WW2: Sustainably treat waste water



WW2.1: Treated effluent quality meets the required standard

Deliverables	Update
WW2.1.1 Treated effluent meets EPL requirements	Completed <p>Sampling undertaken as required by EPL, with results published on PSC's website and reported in PSC's Annual Return to the EPL. One non-compliance recorded for the reporting period relating to a missed sample (due to a freighting error).</p>

WW2.2: Optimised resource use during treatment

Deliverables	Update
WW2.2.1 Inputs to treat-ment are minimised	No Update Provided

WW2.3: New plant is operated and maintained to high performance standard

Deliverables	Update
WW2.3.1 Best long-term value of new plant achieved	No Update Provided

WW3: Responsibly manage waste by-products of treatment

WW3.1: Maximise effluent re-use

Deliverables	Update
WW3.1.1 All effluent has a beneficial reuse	Completed <p>All effluent produced at the STP is reused beneficially either through additional treatment at the Advanced Water Recycling Facility for use in PSC's Recycled Water Ring Main (to irrigate town greenspaces), through pumping into Goobang Creek (environmental flows to help maintain integrity of the creek system), or through directing treated effluent into PSC's old effluent ponds to provide habitat to local native flora and fauna.</p>

WW3.2: Maximise bio-solid re-use

Deliverables	Update
WW3.2.1 All bio-solids have a beneficial reuse	Completed <p>Due to the extended rain periods the bio solids will be sent to the recycling site once dry enough for transporting</p>

WW3.3: Residual treatment by-products disposed of ethically

Deliverables	Update
WW3.3.1 All residual treatment by-products disposed of to regulated waste disposal facility	Completed <p>All waste from the inlet works is disposed to a registered landfill site through Councils contractor</p>

H2O + WASTE WATER (continued)

DIRECTORATE: INFRASTRUCTURE

WW4: Safely and sustainably treat and distribute recycled water

WW4.1: Recycled water quality meets AGWR

Deliverables	Update	
WW4.1.1 Recycled water is safe for municipal irrigation	Progressing	All recycled water distributed to end users conformed to water quality specifications for safe municipal irrigation (as set out in PSC RWMS Plan). Sampling undertaken weekly throughout reporting period to ensure compliance.

WW4.2: Recycling plant is operated and maintained to high performance standard

Deliverables	Update	
WW4.2.1 Plant is always continuously available to satisfy demand for recycled water. Best long-term value of new plant achieved	Completed	The above average rainfall experienced led to a decrease in the demand for recycled water. No major breakdowns were experienced in the reporting period

WW4.3: Maintain pressure and flow rates at sustainable levels

Deliverables	Update	
WW4.3.1 Minimum service available to all end users	Completed	There was a decrease in the demand for recycled water this financial due to the higher than average rainfall experienced in November, January and April. Once again no water quality incidents were recorded over this reporting period.

WW4.4: Minimise frequency and duration of supply interruptions

Deliverables	Update	
WW4.4.1 All stakeholders are informed of scheme management and performance	Completed	Stakeholders regularly informed of the status of the scheme to ensure that levels of service are met. 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.

WW4.5: Actively engage stakeholders

Deliverables	Update	
WW4.5.1 All stakeholders are informed of scheme management and performance. All end users are active participants within the scheme.	Completed	Stakeholder engagement has continued at a regular pace to ensure that recycled water is used effectively and efficiency and in line with approved controls. Performance reviews of the system undertaken with Presentation Team and other end users to ensure scheme is operating effectively. End user audits postponed to spring 2022.

COMMUNITY +

Snapshot



What we manage



30 Emergency
Services Buildings



4 Doctor Surgeries
and Residences



1 Family Day
Care Centre



5 Community
Buildings



3 Animal Shelters



1 Theatre

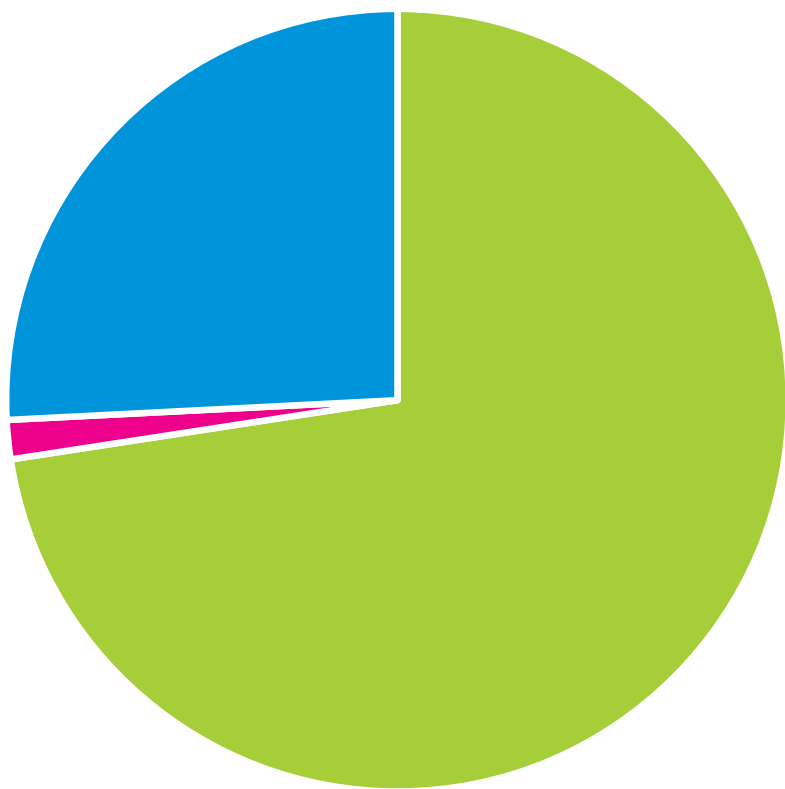


4 Libraries



3 Cultural Spaces

OUR PERFORMANCE



Status	
Progressing	16
Complete	45
No Progress	1
Total	28

COMMUNITY + PUBLIC LIBRARIES

DIRECTORATE: PLANNING AND ENVIRONMENT

PL1: Inspire and nurture the joy of reading, writing and research



Deliverables	Update
PL1.1.1 Access to professional skills and thinking that are not regularly available are brought to the community	Completed During this period Meredith Jaffe provided an Author Talk at Parkes Library 10 June 2022 and Peak Hill on 11 June 2022.
PL1.2.1 Opportunities are provided for like minded people to discuss and share their interests	Completed Opportunities to facilitate and support writing and reading activities have included: Author-Rised Writers Group (5 sessions), Book Club sessions in Parkes (10), Trundle (3) and Peak Hill (5), weekly Home Li-brary Service, Creative workshops, and Author Talks (2 talks).
PL1.3.1 Library collections meet community needs	Completed The provision of a purchase request service has continued during this reporting period.

PL2: Library Service Review

Deliverables	Update
PL2.1.1 Library programs and activities are kept vibrant and relevant	Completed The mini- service review has included a review of library staffing, fees and charges, desk roster, adult programs and services, safety of the Library and Cultural Centre (with WHS team), opening hours in the Makerspace, scope of the Creative Learning Programs Coordinator role and relationships with events team, social media usage and a Chemical audit of the Makerspace (with WHS team).
PL2.2.1 Library services meet industry standards and guidelines	Completed The final recommendation from the Industry standard review undertaken in 2018 is now in motion with the renovation of Peak Hill Library to enable disability access in the planning stage.

PL3: Provide lifelong learning activities

Deliverables	Update
PL3.1.1 The community does not have to leave the Shire to access lifelong learning inspiring opportunities	Completed During the 2021 - 2022 period 97 activities were delivered specifically targeting adults with 928 participants which averages 9.5 participants per activity. It is worth noting that an additional all ages 55 events were provided with 576 people attending. Several events were postponed or cancelled due to COVID.
PL3.2.1 Families do not have to leave the Shire to access lifelong learning inspiring opportunities	Completed During this period activities for primary and youth included School holiday activities and movies, school visits to the library & Makerspace, library lock-ins, Library Ambassadors program, LEGO Club, art workshops, Youth Week activities (including Totem skate event and movies) and the establishment of the Parkes Youth Voices. The average participation of each activity was 11.3.
PL3.3.1 Experiences, skills and opportunities that are not regularly available are brought to the community	Completed Life-long learning opportunities, especially those available within the new Makerspace Studio. Creative workshops have been provided on a regular basis for adults and children with 240 attendees. Other life-long learning activities supporting reading, writing and science included Author-Rised writers group, Book Clubs in Parkes, Peak Hill and Trundle, & weekly Computer Classes. 90.1% participation of target attendance



COMMUNITY + CULTURE

DIRECTORATE: PLANNING AND ENVIRONMENT

C1: Support existing, and plan for future, cultural activities and facilities

C1.1: Maintain relationship with Arts OutWest

Deliverables	Update	
C1.1.1 Regional access to arts and cultural development, promotion, education and advocacy.	Completed	Parkes Shire Council has maintained its relationship with Arts OutWest with Roxanne Gallacher, Council's Creative Learning Programs Coordinator, representing PSC on the Arts OutWest Advisory Council.
C1.2.1 Cultural, education and library programs meets the identified needs of the community	Completed	During the reporting period the CEL committee met twice on 10 February and 16 June 2022. Minutes and all recommendations adopted by Council.
C1.3.1 Ongoing development of cultural facilities	Completed	The Coventry room was completed this period and is now operating as a flexible arts and cultural space. The Marramarra Makerspace Studio, Wiradjuri Ngurambang Exhibition and Cooke Park Pavilion have been completed.
C1.4.1 Cultural endeavours are supported and made possible	Completed	Accommodation support for key cultural groups within the Shire has continued during this reporting period.
C1.5.1 Reinvesting in, and developing, community cultural skills.	Completed	4 applications for the Cultural Grants were received with 3 grants awarded to: Parkes East Public School PCA (\$2550), Rotary Club of Parkes (\$5450), and the Parkes Painting Group (\$2000).

C2: Provide opportunities for all to experience and participate in cultural activities

Deliverables	Update	
C2.1.1 Local artists do not have to leave the Shire to access exhibition opportunities.	Completed	During the reporting period 4 exhibitions were hosted, there were: Parkes Potters Exhibition, Wiradjuri Ngurambang Showcase, Elvis Photography Exhibition, and Waste to Art Exhibition.
C2.2.1 The community does not have to leave the Shire to access lifelong learning inspiring opportunities.	Completed	During this period 5 exhibitions were held in the Coventry Room: Postcards From Parkes Art Exhibition (December 2021), Parkes Potters belated 50th Anniversary Exhibition (March 2022), Wiradjuri Ngurambang Behind the Scenes exhibit (April 2022), Elvis Festival Photography Competition & Exhibition (April 2022), Waste to Art (May/June 2022). Additionally non-local performances and opportunities including: BlueScope Youth Orchestra provided two performances (one for early childhood, and one for general public), Workshops in the Makerspace with providers from outside the Parkes Shire (including succulent wreath making and christmas trees), Totem Skate Event as part of Youth Week activities
C2.3.1 Creation of a visible and vibrant art presence	Completed	Parkes Public Art Trail maintained and promoted. A new public art piece was installed behind Cooke Park Pavilion during this period.

COMMUNITY + WELLBEING

DIRECTORATE: PLANNING AND ENVIRONMENT



WB1: Safety

WB1.1: Attract and retain health professionals to maintain adequate medical services for the Shire

Deliverables	Update	
WB1.1.1 Process all incentive applications	Completed	GP support for relocation and reuse of Existing Council facility Dalton Street with 100% of incentive applications being processed.
WB1.1.2 Participate in regular meetings	Completed	2 meetings were attended with GP relocation and WAHS.
WB1.1.3 Reduce health professionals vacancies impacting on the community	Completed	During this period, discussions with GPs was remained ongoing.

WB1.2: Provide Food Safety and Public Health monitoring to the Shire

Deliverables	Update	
WB1.2.1 Council monitors all high and medium risk premises to ensure compliance with Food Safety Standards	Completed	35 high and medium risk premises were included in the annual inspections.
WB1.2.2 Supports parents with childhood immunisation needs	Completed	Food safety inspections were conducted and reported on. Council no longer provides funding to the immunisation program.
WB1.2.3 Council responds to water quality issues reported in relation to public swimming pools		No complaints or notices were received regarding public pool water quality during this period.

WB1.3: Road Safety

Deliverables	Update	
WB1.3.1 Road Safety Initiatives and Programs	Completed	Parkes Shire Council's Road Safety & Injury Prevention Officer undertook 9 Road Safety initiatives and programs throughout the reporting period.

WB1.4: CCTV/Security

Deliverables	Update	
WB1.4.1 Liaise with key stakeholders to maximise public safety throughout the Shire	Progressing	Council staff are working on a project to upgrade several CCTV links and have also added another precinct around the Cooke Park Pavilion. Council is also working with Parkes police on adding another precinct around the Skate Park in Parkes. Council staff have been working with the Tullamore CCC on cameras for Tullamore main street.

COMMUNITY + WELLBEING

DIRECTORATE: PLANNING AND ENVIRONMENT



WB1: Safety



WB1.5: Emergency Management

Deliverables	Update
WB1.5.1 Provide executive support to the Local Emergency Operations Controller and the Local Emergency Management Committee	No Update Provided
WB1.5.2 Support the operations of the State Emergency Service (SES)	Completed Council continues to support the operations of the SES with the provision of property facilities for units. Council's property team has been working with the SES for the opportunities for relocation due to on-going flooding sustained at the current facility. Council has approached its Local Member for funding support to no avail. Council has offered the provision of a developed block of land to support this relocation.

WB1.6: Provide Ranger Services to the Shire

Deliverables	Update
WB1.6.1 Council has measure in place to reduce risks of nuisance and safety from companion animals	Completed Companion animal services carried out appropriately and at a satisfactory level. 25 dogs were impounded, 32 dog and cat complaints were responded to, 6 dog attacks were responded to and 6750 km were patrolled by Council rangers.
WB1.6.2 Council respond and investigate complaints to address untidy blocks	Completed Inspections and actions carried out satisfactorily, with 23 complaints responded to during this period.
WB1.6.3 Council has measures in place to reduce risks of nuisance and safety relating to livestock and abandoned articles	Completed Services were carried out as required during this period with 8 livestock complaints being responded to and 5 abandoned article complaints responded to.
WB1.6.4 Council increases public safety and equitable access to available public parking spaces through a Parking Patrol program	Completed Patrols were carried out regularly during this period, 22 patrols were carried out due to requests made by the community.
WB1.6.5 To respond to incidents of littering and waste dumping	Completed 25 littering and waste requests were raised, which were acted upon during the period.

COMMUNITY + WELLBEING

DIRECTORATE: PLANNING AND ENVIRONMENT



WB2: Strategic Planning

WB2.1: Bogan Gate Village Strategic Plan

Deliverables	Update
WB2.1.1 Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	<p>Progressing</p> <p>Council's Economic Development team is working on a new Community Information board. Also, more work was done on the overnight parking area next to the Hall. An RV dump point has now been installed.</p>

WB2.2: Peak Hill Village Strategic Plan

Deliverables	Update
WB2.2.1 Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	<p>Progressing</p> <p>Stage 3 of the Carrington development was completed, and major refurbishment works were completed at the tennis courts and clubhouse. The Community Garden was also completed.</p>

WB2.3: Trundle Village Strategic Plan

Deliverables	Update
WB2.3.1 Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	<p>Progressing</p> <p>The cricket nets at Berryman Oval were completed during this reporting period. The Trundle Main Street project has now commenced.</p>

WB2.4: Tullamore Village Strategic Plan

Deliverables	Update
WB2.4.1 Priority projects outlined in the Strategic Plan are implemented and delivered in a timely manner	<p>Progressing</p> <p>Drainage, kerb and gutter, and drainage works were identified as priority projects and are being planned.</p>



COMMUNITY + WELLBEING

DIRECTORATE: PLANNING AND ENVIRONMENT

WB3: Disability Inclusion Action Plan



WB3.1: People with disability experience positive attitudes and respectful behaviour from Council staff

Deliverables	Update
WB3.1.1 Staff are confident and skilled in communicating with people who have a disability	Progressing Training programs to be developed to give all staff an awareness and confidence in communicating with people who have a disability.
WB3.1.2 People with disability are consulted/ aware about the priorities for enhancement of disabled facilities	Completed No consultation has occurred during this period in relation to the enhancement of disabled facilities. A new Disability Inclusion Action Plan was adopted during this quarter, which will be monitored over the 4-year period.

WB3.2: People with disability and their families and supporters have greater access to community places, buildings and events

Deliverables	Update
WB3.2.1 People with disability have greater access to events hosted in the Shire	Progressing An estimated 92% of events in Parkes have suitable accessibility options. The new Cooke Park Pavilion is fully accessible and major events, such as Overture and Parkes Elvis Festival, constructed specialised accessible viewing areas.
WB3.2.2 Council Chambers and public meeting spaces and public libraries provide disabled access	Completed New public facilities are constructed in accordance with most recent building codes and standards to provide appropriate 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	Completed Visit Parkes and Parkes Elvis Festival websites contain sections on accessible features of the Shire. Website designed to meet Web Content Accessibility Guidelines 2.0A. Amenities improved at the Visitor Information Centre, including accessible picnic shelters.
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	Progressing Council continues to upgrade its facilities and ensures new works are compliant with accessibility standards.
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	Completed Council assisted with the successful funding application to improve accessibility at the CSIRO Parkes Radio Telescope. New accessible picnic shelters constructed at Parkes Visitor Information Centre. Accessible viewing platforms were constructed for Overture and Parkes Elvis Festival.

COMMUNITY + WELLBEING

DIRECTORATE: PLANNING AND ENVIRONMENT

WB3: Social Justice Principals



WB3.3: People with disability can more easily and efficiently access Council services and are engaged in the decision making processes of Council

Deliverables	Update	
WB3.3.1 Written information produced by Council is easier to read both in form and content	Progressing	Council continued providing an array of options for people to have their say on all public documents.
WB3.3.2 People with disability have greater access to information via Council web pages	Progressing	Council Maintained the WCAG.20 A compliance on both Visit Parkes and PSC websites.
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	Progressing	Council attended all Interagency Meetings held.
WB3.3.4 A member of the Access Committee is represented on reference groups/advisory bodies relating to access issues	Progressing	There has not been any representation of Access Committee Members on reference groups/advisory bodies. Council is proactive in ensuring accessibility is provided to civic buildings and public areas.

WB3.4: People with disability have greater access to employment opportunities in the Shire

Deliverables	Update	
WB3.4: People with disability have greater access to employment opportunities in the Shire	Completed	Council has a merit based equal opportunity recruitment & selection policy and people with a disability are encouraged to apply for vacant positions within the workforce. 3 policies/procedures were amended in line with Australian Network on Disability guidelines and samples.

WB4: Social Justice Principles

Deliverables	Update	
WB4.1: Support and facilitate equity for Women	Completed	In addition to the International Women's Day Event held on Sunday 6 March 2022, Council promoted the Women @ Work workshop held at the Marramarra Makerspace.
WB4.2: Support and facilitate equity for Youth	Completed	Council supported youth initiatives through youth week (4-14 April 2022) and the Library and Culture Team conducted many youth targeted events and activities.
WB4.3: Support and facilitate equity for Aboriginal	Progressing	Council resigned a three-year agreement for the continued support of the Aboriginal Liaison Officer in February 2022. Council attended all Interagency meetings and the Elders Advisory Committee. NAIDOC Week has been postponed to November.
WB4.4: Support and facilitate equity for Seniors	Completed	The Library and Culture Team provided numerous events and activities targeted out seniors throughout the year.



What we manage



Internal Governance



Civic Engagement & Support



Compliance & Reporting



Technology



196

Full Time Equivalent Staff

OUR PERFORMANCE



Status	
Progressing	18
Complete	16
No Progress	0
Total	34

COUNCIL + HUMAN RESOURCES

DIRECTORATE: CUSTOMER, CORPORATE SERVICES AND ECONOMY

C2: Human Resources



C1.1: Organisational Culture & Leadership

Deliverables	Update	
C1.1.1 Staff develop leadership skill sets	Completed	New and upcoming leaders have been supported through the Local Government Aspiring Leaders Course, with three staff undertaking the program during the reporting period.
C1.1.2 Mentoring and Coaching Culture	Progressing	Best practice programs are being assessed by the Human Resource Team.
C1.1.3 Diversity in the workforce	Completed	Based off staff member disclosure, Parkes Shire Council's workforce is composed of 5.4% Aboriginal and Torres Strait Islander and 37.9% women.

C1.2: Developing Talent & Performance Management

Deliverables	Update	
C1.2.1 Ongoing education of the workforce	Completed	During this reporting period, Position Descriptions have continued to be reviewed and updated to meet training requirements. The Human Resource department have revised the Training and Education Support Policy.
C1.2.2 Performance is adequately managed	Completed	SMART goal setting and a Positive Behaviours process continues to be rolled out.

C1.3: Adaptation to change

Deliverables	Update	
C1.3.1 Staff with capability and commitment to continuous improvement	Progressing	LEAN and Business Improvement (BI) programs are set to be refreshed across the organisation in the coming FY.
C1.3.2 Meeting ongoing legislative and compliance requirements	Completed	Parkes Shire Council has continued to participate in internal and external auditing to ensure legislative and compliance requirements continue to be met.
C1.3.3 Ongoing consultative processes maintained	Progressing	4 new Consultative Committee members have been trained this quarter. ACE meetings during COVID, were recorded to enable staff to view the meetings any time electronically, providing a valuable communication tool across the organisation.

C1.4: Building Workplace Capability

Deliverables	Update	
C1.4.1 Talent is attracted and retained	Completed	Actions from the Staff Engagement Survey conducted in 2021 have continued to be rolled out, to maintain staff retention.
C1.4.2 A satisfied workforce	Completed	91.4% of staff participated in the bi-annual engagement survey. Steps are being taken by HR and across the organisation to address the issues raised in the staff engagement priority action plan.
C1.4.3 Ensuring knowledge continuity in the workplace	Completed	Managers are taking proactive steps to ensure that all critical positions have a succession plan in place. Appointment of trainees, secondments to internal positions and transition to retirement plans remain the focus.

COUNCIL + INFORMATION TECHNOLOGY

DIRECTORATE: CUSTOMER, CORPORATE SERVICES AND ECONOMY

C2: Information Technology



C2.1: Implement and optimise CIS workflows and processes

Deliverables	Update	
C2.1.1 Productivity improvements across Council's operations	Progressing	Several business processes and forms were introduced this year, including major reviews of the customer request workflows.
C2.1.2 The number of systems is reduced and integrated to simplify end user experiences	Progressing	IT continued to work with other teams to optimise the use of current cloud programs to reduce the applications required and advising staff to use integrated apps instead of another third-party apps.
C2.1.3 Maintain currency of IT platform and systems	Progressing	Ongoing rollout of laptops to replace aged hardware has been progressing on an as needed basis.

C2.2: Maximise mobility of access to corporate systems

Deliverables	Update	
C2.2.1 Efficiency brought about by in field use of technology	Progressing	Staff continue to use mobile devices to deliver operational requirements around safety and asset management.

C1.3: Adaptation to change

Deliverables	Update	
C2.3.1 Support and advice on innovation and technology in all aspects of Smart City Plan and project delivery	Progressing	Support of the Smart City Plan continues as the project progresses.

C2.4: Investigate Cloud options

Deliverables	Update	
C2.4.1 Council is fully aware of the upside and downside risks to Cloud solutions	Completed	Email filter and archiving through the Mimecast product was implemented. Mimecast will reduce the risk of malicious email content and protect the information captured in email messages.

COUNCIL + GOVERNANCE AND ASSURANCE

DIRECTORATE: CUSTOMER, CORPORATE SERVICES AND ECONOMY

C1: Governance and Assurance



C1.1: Organisational Culture & Leadership

Deliverables	Update	
C3.1.1 Effectively functioning Risk Review Committee (RRC)	Progressing	A new ARIC was being established in line with the NSW Government draft guidelines. The first meeting is scheduled for 28 July 2022.
C3.1.2 Council has an effective Internal Audit program providing assurance to key stakeholders	Progressing	A new ARIC was in the process of being established at the end of last fiscal year. In addition, the Contracts audit was almost complete in line with Council's audit program.
C3.1.3 Council has an effective Enterprise Risk Management (ERM) Framework to mitigate negative impacts and maximise opportunities	Completed	A major review of the safety risks was undertaken during the period in line with our Work Health Safety management system. In addition, the ERM Policy and Framework was reviewed and updated.
C3.1.4 Council's Civic Leadership meets community and regulatory standards	Completed	Council is complying with its regulatory obligations.

C3.2: Implement and manage Council's Business Improvement Program

Deliverables	Update	
C3.2.1 Council is actively pursuing improvement objectives to achieve value	Completed	The upgrade of the Customer Request System was completed
C3.2.2 Staff capability in improvement is supported and maintained	Progressing	A new team was put together to deliver organisational improvement. A training program delivering Project Management was delivered to several staff.
C3.2.3 Systems and processes in Council actively being reviewed to ensure value	Progressing	The business improvement program delivered an upgrade to Council's Customer Request Management system.

C3.3: Coordinate the implementation of Council's Work Health and Safety Management System

Deliverables	Update	
C3.3.1 Council's WHS Management system sustains its Australian New Zealand Standard 4801 Accreditation	Completed	Council was reviewed and has maintained its ISO45001 accreditation for its Safety Management System.
C3.3.2 Council staff are proactive in working to prevent workplace injuries	Completed	Near miss incidents are being reported and summarised for senior staff review.

C3.4: Coordinate and manage Council's Integrated Planning and Reporting Framework

Deliverables	Update	
C3.4.1 Community Strategy provides timely consultation with Shire community	Completed	The Community Strategic Plan was adopted by Council on 28 June 2022 after an engagement program and 28 day exhibition period. The CSP is now available on Council's web site.
C3.4.2 Operational Plan reported on within required timeframes	Completed	The 2022-2025 plans and reports were completed and delivered on time. The 2021-22 Annual Report is currently being completed

COUNCIL + ASSET MANAGEMENT

DIRECTORATE: CUSTOMER, CORPORATE SERVICES AND ECONOMY

C5.1: Strategic Planning



Deliverables	Update	
C5.1.1 Council has a Strategic Long-Term Plan for Asset Management	Completed	Longer term strategic modelling and planning has been completed with the support from Ben Lawson of Commonthread Consulting to ensure that the modelling is in line with the long-term improvement program of Council. The long-term plan has now been established with greater focus on rehabilitations, reseals and re-sheets to ensure asset protection is maintained as priority before new works are established. This strategic plan has been presented to Council for endorsement.
C5.1.2 Asset renewal funding requirements and funding gaps are determined to guide forward budgets	Completed	Longer term financial modelling tool which was being developed during the last reporting period has now been adopted by Council. This financial modelling was developed in consultation with Councils external Consultant Ben Lawson from Commonthread Consulting to ensure that the modelling is in line with the long-term improvement program of Council
C5.1.3 Capital asset needs forecast	Completed	Longer term financial modelling tool which was being developed during the last reporting period has now been adopted by Council. Priority areas include focus areas in rehabilitation, reseals and re-sheets. This financial modelling was developed in consultation with Councils external Consultant Ben Lawson from Commonthread Consulting to ensure that the modelling is in line with the long term improvement program of Council.

C3.2: Implement and manage Council's Business Improvement Program

Deliverables	Update	
C3.2.1 Council is actively pursuing improvement objectives to achieve value	Completed	Council's asset management classes continue to be updated in accordance with the Asset Management System within TechOne. Staff transitions internally along with numerous vacancies within the directorate have impacted the completion times however all updates completed prior to end of financial year.
C3.2.2 Staff capability in improvement is supported and maintained	Completed	All asset data has been collected at completion of major capital projects to meet financial requirements. All data captured provides direction moving forward to establish base unit rates for future works and compare productivity and efficiency.
C3.2.3 Systems and processes in Council actively being re-viewed to ensure value	Progressing	All data has been captured during and post construction of projects with Council's software and data capture equipment. Due to staff vacancies, not all data has been uploaded into GIS system however has been stored for future upload to complete the process.

**For further information please contact:
Parkes Shire Council Executive Manager
Corporate Services**

P: 02 6861 2322 | E: council@parkes.nsw.gov.au



PARKES SHIRE COUNCIL

