PARKES SHIRE OPERATIONAL PLAN PROGRESS REPORT

QUARTER 1 2022-2023

PARK+ES™

It all adds up.

Acknowledgement of Country

Parkes Shire is the land of the Bogan River people, part of the Wiradjuri nation – the largest Aboriginal territory at the time of European settlement, encompassing the Central West slopes and plains.

Wiradjuri Country extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to western NSW, encompassing around one fifth of NSW. The people of Wiradjuri Country are known as 'people of three rivers', due to the three rivers that border their lands: the Wambool (Macquarie River), Kalari (Lachlan River) and Murrumbidjeri (Murrumbidgee River).

In the spirit of reconciliation, Parkes Shire Council acknowledges the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Parkes Shire.

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

CONTENTS

PARKES™

It all adds up.

INTRODUCTION

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

INTEGRATED PLANNING AND REPORTING

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

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

large and wide-ranging reform in becoming what was termed a "Group 1" Council. Being in this grouping saw Parkes Shire Council fully adopt its IP&R documentation in the 2009/10 Council year.

Parkes Shire has continued to develop its approach whilst regularly reporting on its progress, culminating in the latest End of Term Report being tabled at the final meeting of the previous Council in November 2021.

Council has now prepared its new suite of IP&R documents. These documents are structured to demonstrate what the newly elected Council (elected in December 2021) will deliver in order to assist the community to achieve the aspirations set out in the Parkes Shire 2035+ Community Strategic Plan.

The following diagram illustrates how the IP&R framework ensures that local strategic planning and reporting is informed, relevant and responsive to community needs:
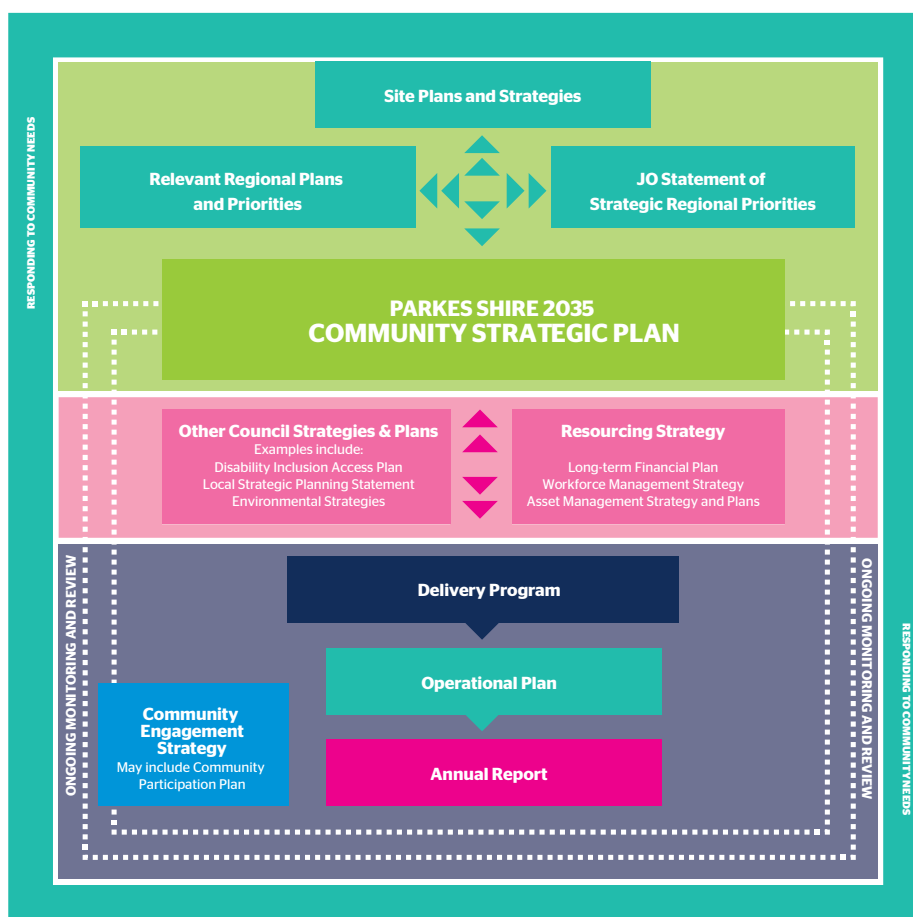
HOW WE PLAN AND REPORT ON OUR PROGRESS

OPERATIONAL PLAN AND BUDGET

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

REPORTING OUR PROGRESS

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual and long-term budgets.

- **Annual Report:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.

- **State of the Shire Report:** Tabled at the last meeting of the outgoing Council, the End of Term Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.

- **State of the Environment Report:** Included in the Annual Report in the year in which an ordinary election is held is a State of the Environment Report. This document reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.

- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.

- **Budget Review Statement:** Council prepares a Budget review statement three times each year which shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.

GUIDING PRINCIPLES

QUADRUPLE BOTTOM LINE

SOCIAL JUSTICE

Preparation of Parkes Shire 2035+ Delivery Program has been guided by the following social justice principles:

- **Equity:** there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.

- **Access:** all people should have fair access to service, resources and opportunities to improve their quality of life

- **Participation:** everyone should be given genuine opportunities to participate in decisions which affect their lives

- **Rights:** equal rights should be established and promoted, with opportunities provided for all people from all backgrounds.

The Quadruple Bottom Line (QBL) addresses social, environmental, economic, and civic leadership (governance) considerations. The QBL ensues a holistic balanced approach is applied to all aspects of the 2022/23 Operational Plan and Budget.

Social Sustainability

Support cohesive, inclusive, and diverse dynamic communities

Environmental Sustainability

Protect the natural, social, cultural, and built heritage and decrease the consumption of resources

Economic Sustainability

Maintain a strong and stable economy and ensure the delivery of services, facilities and infrastructure is financially sustainable

Civic Leadership

Transparency and accountability in decision-making.

2022/23 OPERATIONAL PLAN

2022/23 Q1 FUNDING SUMMARY

2022/23 Q1 KEY ACHIEVEMENTS

QUARTER 1 FUNDING SUMMARY

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

OPERATIONAL SPEND
$13,214,976

CAPITAL SPEND
$3,030,905

COUNCIL & CORPORATE
OPERATIONAL SPEND | 3,882,263
CAPITAL SPEND | 295,069

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

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

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

ECONOMY & ENGAGEMENT
OPERATIONAL SPEND | 663,729
CAPITAL SPEND | 36,067

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

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

Emergency Services Support

LIBRARY, ARTS & CULTURE
OPERATIONAL SPEND | 300,487
CAPITAL SPEND | 3,808

Library Services, Arts & Culture, Social Justice

OPEN SPACE AND RECREATION
OPERATIONAL SPEND | 733,223
CAPITAL SPEND | 840,641

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

PLANNING, CERTIFICATION & COMPLIANCE
OPERATIONAL SPEND | 485,013
CAPITAL SPEND | 0

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

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

Sewerage System
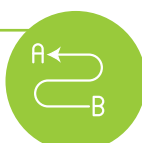
TRANSPORT & DRAINAGE
OPERATIONAL SPEND | 2,684,917
CAPITAL SPEND | 1,492,291

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

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

Water Supply, Water Security Project, Recycled Water Extension Project

WASTE MANAGEMENT
OPERATIONAL SPEND | 831,420
CAPITAL SPEND | 0

Domestic Waste Management, Commercial Waste, Waste Education and Sustainability

QUARTER 1 KEY ACHIEVEMENTS

ACTIONS COMPLETED
18

ACTIONS PROGRESSING
287

ACTIONS NOT PROGRESSING
12

ACTIONS NOT DUE TO START
21

NO UPDATE PROVIDED
4

COUNCIL & CORPORATE

- Council commenced the implementation of two new corporate systems, including RelianSys and Infocouncil to assist in streamling Council's operations.
- Council's Help Desk ticketing system was contracted out to RMT, resulting in efficiency improvements to Council's ICT responsiveness.
- Engagement of the University of Technology Sydney's Institute for Public Policy and Governanceto undertake a a Customer Services Review, scheduled for delivery in Q3 2022/23.
- Council commenced the implementation of two new corporate systems, including RelianSys and Infocouncil.
- Engagement with local students undertaken at the Parkes Try a Trade day in August.
- Council's audited Financial Statements were lodged earlier than prior years and received one of the organisation's best results to date.

COMMERCIAL ENTERPRISE

- Council continues to be an approved provider of Central West Family Day Care, with the recruitment of additional educators throughout the period.
- Bangala-la Preschool is continuing to progress well, with enrolments at capacity and a growing waitlist.
- Increase in the number of visitors to Spicer Caravan Park, with 3,739 visitors during the period.
- Council maintained a healthy occupancy rate of commercial buildings and property, with 91% of Council-owned buildings occupied.
- Development Applications for 15 residential and industrial land lots approved during the period.
- The development of the Old Parkes Hospital site design progressed throughout the period.

ECONOMY & ENGAGEMENT

- Council submitted 31 grant applications throughout the period, including 27 Council grants ($14,692,915) and 4 grants on behalf of the community ($429,580).
- Council was successful in securing $22,172,500 in grant funding for the Parkes Shire community, including 2 grants for Parkes, 1 grant for Tullamore and 1 grant with Shire-wide benefits.
- 2% increase in media value of Council's media platforms.
- Council secured $180,000 in sponsorship for the 2023 Parkes Elvis Festival.
- The Parkes Elvis Festival was successful in increasing fnuding from Destination NSW by 50% for the 2023, 2024 and 2025 Festivals.
- 17 events were held in the repporting period, including AstroFest, Northparkes Mines Frontline Services Ball and Trundle Bush Tucker Day.
- Funding secured to build the Graceland Gates @ Parkes which will become a new major tourism attraction for the Parkes Shire.

EMERGENCY SERVICES

- Council continued to support the State Emergency Services with facilities and property management, including the identification of new opportunities to aid relocation from the current site in Clarke Street.
- Council continued to support the operations of the Rural Fire Service as per the Service Level Agreement.

LIBRARY, ARTS & CULTURE

- Council migrated to a new online borrowing platform, BorrowBox, allowing users to utilise their library membership to borrow eBooks and eAudiobooks for free.
- 2.8% increase in membership of the Parkes Shire Libraries, with an increase of 168 members during the period.
- Council's MarraMarra Makerplace Studio hosted 300 people to a range of events during the public opening hours, exceeding the target of 250 people.
- 12 reading and writing events were held at the Parkes Shire Libraries branches, including monthly Author-Rised Writers Group and Book Clubs.
- 58 activities targeting primary and youth were held throughout the period.
- 22 events targeting adults were held throughout the period.
- The Wiradjuri Ngurambang Exhibition was officialy launched in the Lirary and Cultural Centre during the period.

OPEN SPACE & RECREATION

- Council's Playground Strategy was developed and presented to Council for consideration and initial conversations held with playground manufacturers for the development of draft plans.
- The operation of Parkes Shire pool facilities was contracted to Belgravia Leisure during the period.
- Draft tender documentation was collated for release in October 2022 to engage a contractor to undertake Stage 1 of the Akuna Wetlands Restoration project.

PLANNING, CERTIFICATION & COMPLIANCE

- Draft Middleton Masterplan was placed in public exhibition, with submissions to be collated before a final report is provided to Council for adoption of the Plan.
- 73% of Development Applications were approved within 40 days during the period.

SEWERAGE

- Zero EPA License breaches during the period.
- Zero CPP exceedances during the period.
- 2.5% of effluent was reused during the period, with the Sewerage Treatment Plant continuing to use recycled water onsite.
- Council utilised technologies available to maintain sewer infrastructure, including CCTV to examine the condition of underground assets.

TRANSPORT & DRAINAGE

- Council continued to undertake routine inspections of the road network, alongside increased inspection requirements of collecting information and evidence to support the natural disaster declaration ARGN1025.
- Submission of 2 grant applications during the period, including Fixing Country Roads (Bindogundra Road seal extension) and Fixing Country Roads (The McGrane Way Graddle Creek bridge construction).
- Council's Resheeting Program and Capital Grants Projects works were put on hold during the period, with the focus being on the maintenance and repair of flood damaged defects in the Parkes Shire.
- Council engaged 2 qualified contractors to address the gravel requirements backlog.
- 4 road safety initiatives held, including Be Road Ready for Harvest Field Day, NOT A STATISTIC! Youth Driver Education Program, Plan B Win a Swag, and Learner Driver Parent Workshops.

WASTE MANAGEMENT

- Council completed 2 projects to assist in diverting waste from landfill, including the Parkes Communtiy Recycling Centre and the E-Waste Recyclin Trail Project (in conjunction with NetWaste).
- Council conducted 1 bin inspection audit in August on Domestic Kerbside Waste.
- Commencement of prelimiary works on the extension of the existing tip cell, with the project expected to be delivered by Q4.
- Workshop held on Food and Organic Waste (FOGO) in September, with Council representatives attending to answer resident queries and to provide waste education to the community.

WATER SUPPLY

- Progression of installation of Smart Meters to help to identify losses in the water supply system.
- Planning for the Lachlan River Pre-Treatment Lagoon continued in the period.
- Zero water quality complaints received during the period.
- Council's Water Security Project continued to progress through the quarter, with preliminary designs for most of the projects progressing through to the design stage.

COUNCIL AND CORPORATE

206 Council buildings

201 Full time equivalent

1290 Devices managed

$57.1M turnover

346 Customer requests received monthly

164 Fleet and depot asstes managed

9 Internal audits conducted in five years

Overview

The corporate function supports Council's delivery of efficient and effective services to the community. Regular monitoring and adjustments must be made to ensure Council can adapt to the changing needs of the organisation and community.

The council function covers the operation of Council itself as an organisation. The governing body of elected Councillors utilise community engagement and staff advice to set the strategic direction. Resources are then allocated to achieve objectives and Councillors are ultimately accountable to the community for the outcomes Council's organisation delivers.

INFORMATION COMMUNICATION AND TECHNOLOGY

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

CC1.1: Implement and optimise ICT processes

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.1.1	Productivity improvements across Council's operations through the implementation of the ICT Strategy	Executive Manager Corporate Services	15%	Progressing	New improved systems being implemented include RelianSys, Infocouncil and various OneCouncil electronic forms and business workflows.	Productivity improvements across Council's operations through the implementation of the ICT Strategy	Implement 4 productivity improvements	O
CC1.1.2	The number of systems is reduced and integrated to simplify end user experiences	Executive Manager Corporate Services	25%	Progressing	The number of systems has actually increased as Council is in transition from one system to another. This requires both the old and new systems to remain operational.	The number of systems is reduced and integrated to simplify end user experiences	Reduction of 1 system	-2
CC1.1.3	Maintain currency of IT platforms and systems	Executive Manager Corporate Services	25%	Progressing	All cloud-based systems are kept to the current version under the various maintenance and support agreements.	Maintain currency of IT platforms and systems	Systems maintained	
CC1.1.4	Productivity improvements within the TechTicket system through resolution of issues	Executive Manager Corporate Services	25%	Progressing	Help desk ticketing system has been contracted out to RMT. Regular meetings are held to review completion rates against SLA.	Productivity improvements within the TechTicket system through resolution of issues	Tickets closed within Service Level Agreement timeframes	

CC1.2: Maximise mobility of access to corporate systems

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.2.1	Efficiency brought about by in field use of technology	Executive Manager Corporate Services	25%	Progressing	Asset defect data is being collected in the field for state and federal roads. Planning underway to capture shire road and other assets using Reflect software. Fleet maintenance systems are running with next steps to gather repair work in the workshop using portable devices.	Efficiency brought about by in field use of technology	Field use technology investigated	1
CC1.2.2	Implement mobile devices roll out program in line with the Delivery Program	Executive Manager Corporate Services	10%	Progressing	Project and budget set. Device specifications to be confirmed and roll out plan to be completed.	Implement mobile devices roll out program in line with the Delivery Program	100% of mobile devices rolled out	O
CC1.2.3	Implement laptop replacement program in line with the Delivery Program	Executive Manager Corporate Services	10%	Progressing	Project set up and budget set. Next steps are to develop the replacement program and to set the specifications for the new devices.	Implement laptop replacement program in line with the Delivery Program	100% of laptops rolled out	O
CC1.2.4	Enhance phone system to Teams Calling in line with the Delivery Program	Executive Manager Corporate Services	0%	Progressing	Planning underway with specification to be developed for installation during Q2 2023.	Enhance phone system to Teams Calling in line with the Delivery Program	Phone system upgraded	O

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.3.1	Council's network and systems are maintained in line with organisational requirements	Executive Manager Corporate Services	25%	Progressing	Various support and maintenance contracts are in place to support and manage Council's key network and systems.	Council's network and systems are maintained in line with organisational requirements	Maintained	
CC1.3.3	Enhance network, server and storage upgrades in-line with the Delivery Program	Executive Manager Corporate Services	50%	Progressing	Server and storage equipment planned for installation during Q4 2022.	Enhance network, server and storage upgrades in-line with the Delivery Program	Achieved	O
CC1.3.4	Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Executive Manager Corporate Services	0%	Not Due To Start	PSC Administration Centre Training Room upgrade planned for Q2 2023	Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Achieved	O

GOVERNANCE AND STRATEGY

CC2: We will use appropriate governance and strategic frameworks to manage risk, provide assurance that legislative and other requirements can be met and to provide clear strategic direction for Council's activities

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.1.1	Effectively functioning Audit, Risk and Improvement Committee (ARIC)	Governance, Audit and Risk Lead	25%	Progressing	New Audit, Risk and Improvement Committee established. Independent Chair and 2 independent members appointed. Chair and one independent member appointed for four-year term commencing 01 June 2022 and concludes 30 June 2026.2nd Independent member appointed for three-year term commencing 01 June 2022 and concludes 30 June 2025. Code of Conduct training undertaken by all members. Disclosure returns completed by all members. Terms of Reference and Meeting Plan adopted by Council and Committee. First meeting of Committee held 28 June 2022.	Effectively functioning Audit, Risk and Improvement Committee (ARIC)	Achieved	Achieved
CC2.1.2	Council has an effective Internal Audit program providing assurance to key stakeholders	Governance, Audit and Risk Lead	25%	Progressing	Internal Audit Program established and confirmed at first meeting of newly established Audit, Risk and Improvement Committee in June 2022. Contract Management Review undertaken September 2022 by National Audit Group. Actions/Recommendations addressed. Service Review currently underway.	Council has an effective Internal Audit program providing assurance to key stakeholders	Achieved	Achieved

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.1.3	Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximise opportunities	Governance, Audit and Risk Lead	25%	Progressing	Enterprise Risk Management Plan and Charter last reviewed in June 2021. New Audit, Risk Improvement Committee established with new term of Council. Policy and Plan scheduled to be review by new Committee in November 2022.	Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximise opportunities	Achieved	Achieved
CC2.1.4	Council's civic leadership meets regulatory standards	Governance, Audit and Risk Lead	25%	Progressing	Council meetings and Committee meetings scheduled. Councillor Professional Development Program implemented. Code of Conduct, Code of Meeting Practice, Mayor & General Manager Delegations all adopted by new term of Council. Power of Attorney for Council adopted and registered. All Councillors and designated persons have completed Disclosure Declarations.	Council's civic leadership meets regulatory standards	100% compliance	100% compliance

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.2.1	Number of improvement objectives completed to achieve value	Strategy, Systems and Performance Lead	25%	Progressing	Due to a shift in business needs, Council's Business Improvement Program will be reviewed in 2022/23. Council's Strategy, Systems and Performance and Governance/Records team commenced a Records Improvement Project in 2022/23 Q1, with approximately 25 process/projects flagged to date.	Number of improvement objectives completed to achieve value	2 per year	1 improvement plan commenced in 2022/23 Q1.
CC2.2.3	Number of systems and processes reviewed to ensure value	Strategy, Systems and Performance Lead	25%	Progressing	Council's Strategy, Systems and Performance team worked with staff across the organisation to streamline the Incident Notification and Investigation process throughout 2022/23 Q1. Council has commenced the implementation of two new business systems in 2022/23 Q1, including Infocouncil and RelianSys. The implementation of these fit-for-purpose systems will provide a better user-experience and improve current internal inefficiencies identified. Both systems are due to Go Live in December 2022.	Number of systems and processes reviewed to ensure value	2 per year	1 process reviewed; 2 systems reviewed in 2022/23 Q1.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.3.1	Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Work Health and Safety Lead	50%	Progressing	ISO 45001 Accreditation audit scheduled for 11/10/2022 to 18/10/2022 has been completed. Follow up Audit has been scheduled for 10/11/2022 due address non-conformances identified in the initial audit.	Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Maintained	Audit completed - Follow up audit has been scheduled on 10/11/2022 to address non-conformances
CC2.3.2	Activities outlined in the WHSMS are undertaken as required	Work Health and Safety Lead	25%	Progressing	ISO Accreditation Audit scheduled for 11/10/2022 to 18/10/2022 and completed. Follow up audit scheduled for 10/11/2022 to address non-conformances. The following items have been completed as per the WHS schedule: StateCover WHS Self-Audit Pulse Action Audit Crane Inspections Health and Safety Representatives (HSR) Inspections Breathalyser calibrations The following items are still to be addressed: Test and Tag calibrations Document Reviews	Activities outlined in the WHSMS are undertaken as required	100% compliance	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.4.1	Council provides timely consultation with the Shire and wider community, meeting regulatory standards	Strategy, Systems and Performance Lead	25%	Progressing	Council did not undertake any community consultation this period as part of the Integrated Planning and Reporting Framework. Council has engaged the University of Technology Sydney (UTS) to undertake a Customer Service Review in 2022/23 Q2, with community consultation including surveys with the general population and workshops with targeted community groups included in the draft Project Plan.	Council provides timely consultation with the Shire and wider community, meeting regulatory standards	100% compliance	No consultation undertaken in 2022/23 Q1.
CC2.4.2	All Council Reports and Plans are published on or before Office of Local Government deadlines	Strategy, Systems and Performance Lead	25%	Progressing	Council's Strategy, Systems and Performance team commenced work on the 2021/22 Annual Report and the 2022/23 Q1 Operational Plan Progress Report in September. Both reports are due to be tabled at the November Council Meeting.	All Council Reports and Plans are published on or before Office of Local Government deadlines	100% compliance	Reports to be tabled at 15/11 Council Meeting.

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.4.3	Operational Plan reported on within required timeframes	Strategy, Systems and Performance Lead	25%	Progressing	The development of a new Delivery Program provided an opportunity for council to review the frequency of reporting to Councillors and the community of council's progress against the principal activities in the Delivery Program and the projects, program, and activities that council will undertake within the 2022/23 Operational Plan. Moving forward, Council will be reporting on the Delivery Program on a quarterly basis in line with the requirement to prepare Quarterly Budget Review Statements. Council's 2022/23 Q1 Operational Plan Progress Report will be tabled at the November Council Meeting.	Operational Plan reported on within required timeframes	100% compliance	2022/23 Q1 Operational Plan Progress Report will be tabled at the November Council Meeting.

CIVIC

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC3.1.1	Hold elections as required by regulatory standards	Director Customer, Corporate Services & Economy	0%	Not Due to Start	Next Local Government Ordinary Elections are scheduled to be held in September 2024. No action required in current 2022/23 year.	Hold elections as required by regulatory standards	100% compliance	
CC3.1.2	Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	Director Customer, Corporate Services & Economy	25%	Progressing	Limited Councillor professional development activities were held in Quarter 1; however, Councillor Marg Applebee did successfully complete the Executive Certificate for Elected Members program delivered by Local Government NSW in partnership with the University of Technology, Sydney (UTS). Councillor attendance at LGNSW Conference, Roads Congress and NSW Public Libraries Association Conference is scheduled for Quarter 2.	Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	4 professional development activities held	Nil

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC3.1.3	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	Director Customer, Corporate Services & Economy	0%	No Update Provided	Ordinary Meetings are being held in accordance with Council's adopted Schedule of Ordinary Meetings. Revised Code of Meeting Practice has been adopted in accordance with legislative obligations.	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	10 meetings held per year	Four

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC3.2.1	Hold Australia Day celebrations throughout the Parkes Shire	Visitor Economy and Events Specialist	0%	Not Due To Start	Australia Day celebrations will take place on Thursday 26 January 2023.	Hold Australia Day celebrations throughout the Parkes Shire	Celebrations held	To be held in January.
CC3.2.2	Recognise community heroes through the Australia Day Award Scheme	Visitor Economy and Events Specialist	0%	Not Due To Start	This program will commence in the second quarter.	Recognise community heroes through the Australia Day Award Scheme	Awards Scheme administered	To commence in the second quarter.
CC3.2.3	Partner with RSL Sub Branches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Visitor Economy and Events Specialist	0%	Not Due To Start	Planning for ANZAC Day Commemoration Services will commence in January.	Partner with RSL Sub Branches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Commemoration Services held	To commence planning in early 2023.

PEOPLE, SAFETY AND CULTURE

CC4: We will implement appropriate strategies to develop a vibrant workforce equipped to deliver progress and value to our community, undertake sustainable workforce planning and adapt to change through an innovative, smart, safe, and compliant workplace culture

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
C4.1.1	Workforce data provided to Executive Leadership Team	Executive Manager People, Safety and Culture	25%	Progressing	Workforce data provided to ELT on a monthly basis. Data set provided to be reviewed.	Workforce data provided to Executive Leadership Team	Monthly report to Executive Leadership Team	Monthly reporting

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
C4.2.1	Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	Executive Manager People, Safety and Culture	0%	Not Due To Start	Information on website required to be reviewed and updated.	Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	EVP documented and promoted	

CC4.3: Improve recruitment marketing and promotion

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
C4.3.1	Recruitment Marketing Strategy and Guidelines	Brand and Corporate Communications Specialist	0%	Not Due To Start	Not yet started.			

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.4.1	Provide biennial merit-based recruitment training to all recruiting managers	Education, Capability and Wellbeing Lead	5%	Progressing	Have discussed with training facilitator need for face-to-face training for all recruiting managers. Awaiting on proposal to be provided. Facilitator advised training can be scheduled and delivered in early 2023.			

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.5.1	LGNSW Capability Framework implemented across position descriptions	Human Resources Lead	0%	Not Due To Start	Engaged a HR Project Officer to review and implement LGNSW Capability Framework across positions. This action ties closely with the implementation of the job evaluation system. Implementation of job evaluation system will occur before implementation of LGNSW Capability Framework.	LGNSW Capability Framework implemented across position descriptions	50% of all position descriptions reviewed and updated	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.6.1	Employees invited to participate in Exit Interviews	Human Resources Lead	25%	Progressing	All exiting employees invited to participate in an exit interview and provided with the exit questionnaire. Exit questionnaire to be updated to a digital format to allow for ease of reporting.	Employees invited to participate in Exit Interviews	100%	100%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.7.1	CAT Program developed and implemented	Education, Capability and Wellbeing Lead	40%	Progressing	Parkes Try a Trade was held at the Parkes TAFE College on Thursday, 27 August 2022. Parkes Shire Council had a stall at the trade fair and provided students with gift bags including a Cadets, Apprentices and Trainees Handbook and a brochure outlining the thirteen upcoming positions that were on offer for 2023.	CAT Program developed and implemented	Program implementation commenced	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.8.1	Deliver the annual Corporate Training Plan	Education, Capability and Wellbeing Lead	25%	Progressing	Employees have been identified that require training for their roles. The following has been completed: * Working at Heights * IPR Intensive * Biosecurity - authorised officer training * Crane & Dogging * EDA National Education Program * ARO A number of employees have also attended conferences to assist in their professional development and also to ensure they meet CPD requirements (where relevant). Awaiting on appraisals for 21/22 to be finalised and the training requests 22/23 spreadsheet updated so that proposed professional development has been identified for all employees. Cohort of relevant selected training to be arranged to reduce costings.	Deliver the annual Corporate Training Plan	June each year	

CC4.9: Maintain current compliance-related training programs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.9.1	Deliver the annual Compliance Training Plan	Education, Capability and Wellbeing Lead	25%	Progressing	Review of training needs has been determined and prioritised: Nominated First Aiders & Fire Safety Wardens enrolled to completed training in October & November 2022 Mental Health First Aid Training being held in December 2022 Safe Handling of Sharps being held on 17 November 2022 - employees identified that require this for their role.

Traffic Control Licenses have been converted over to SafeWork cards and training provided to employees that require this license. ChemCert Training identified and delivered for new employees and refreshers have been provided to existing staff. | Deliver the annual Compliance Training Plan | October each year | |

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.10.1	Talent Management Framework developed and implemented	Education, Capability and Wellbeing Lead	0%	Not Due To Start	Reviewing current processes.	Talent Management Framework developed and implemented	Framework developed	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.11.1	Employee reviews completed	Executive Leadership Team	60%	Progressing	50% of employee appraisals have been completed. 97% of FY23 Performance Plans have been completed and agreed.	Employee reviews completed	100% of employee reviews are completed	97%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.12.1	Implement new job evaluation system	Human Resources Lead	10%	Progressing	OO-Soft training for people leaders, senior staff and HR held 19/10/2022.	Implement new job evaluation system	oo-Soft system implemented	Training held 19 October 2022

CC4.13: Apply Attraction and Retention incentives

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.13.1	Develop Attraction and Retention Policy	Human Resources Lead	10%	Progressing	We have commenced implementing of a new job-evaluation software. Training was provided to senior management on 19/10/2022. As part of the implementation process, we will be reviewing gradings for positions as well as updating our salary progression and operating procedures. This will include the provision of market and retention allowances. Review still needs to be completing for non-monetary incentives that will contribute to our attraction and retention.	Develop Attraction and Retention Policy	Policy developed and adopted	
CC4.13.2	Salary packaging opportunities provided	Human Resources Lead	100%	Completed	Engaged Salary Packaging Australia (SPA) to provide salary packaging options to employees. SPA attended Council to provide an information session to all employees regarding salary packaging options. SPA information provided to employees upon commencement and on Council's intranet.	Salary packaging opportunities provided	Provided to all employees	Provided to all employees upon commencement and on Council's intranet

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.14.1	Service Awards provided	Payroll and HR Support Officer	25%	Progressing	Service Awards have been ordered and collected for the remainder of the calendar year ACE Meeting was not held in September. Next ACE Meeting expected to be held in December where Service Awards will be given to staff.	Service Awards provided	100% of employees reaching milestones are rewarded	

CC4.15: Conduct biennial employee engagement surveys

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.15.1	Conduct biennial employee surveys	Executive Manager People, Safety and Culture	0%	Not Due To Start	Biennial Employee Survey to be provided and promoted to employees in one of the upcoming quarterly ACE meetings	Conduct biennial employee surveys	Survey delivered	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.16.1	Review, monitor and refine Council's Business Continuity Plan (BCP)	Executive Manager Corporate Services	25%	Progressing	BCP was completed during last reporting period. Next steps are to develop sub-plans for key Council departments	Review, monitor and refine Council's Business Continuity Plan (BCP)	BCP reviewed	1
CC4.16.2	Conduct BCP exercises	Executive Manager Corporate Services	0%	Not Due To Start	BCP desktop exercise planed for Q2 2023.	Conduct BCP exercises	One exercise conducted each year	O

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.17.1	Undertake service reviews of core and non-core services	Executive Manager Corporate Services	25%	Progressing	Customer Service Review is currently underway with consultants appointed. The review is due for completion during Q4 2022.	Undertake service reviews of core and non-core services	One service review completed each year	O

CC4.18: Injury Management

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.18.1	Train and skill people leaders on injury management role and process	Work Health and Safety Lead	10%	Progressing	Injury Management processes being reviewed and updated. Process to be delivered to all employees at one of the upcoming quarterly ACE meetings. Additional training provided to people leaders as required.	Train and skill people leaders on injury management role and process	Training delivered to all people leaders	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.19.1	EAP service available to all employees	Work Health and Safety Lead	95%	Progressing	EAP Service has been provided to all employees during onboarding, through Council's intranet and notice boards. EAP contracts have been renewed. EAP Policy and Promotion material being reviewed and updated	EAP service available to all employees	EAP service provided	EAP service provided to new employees and easily accessible to current employees

FINANCE

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

CC5.1: Financial Reporting

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.1.1	Annual financial statements submitted in line with statutory deadlines	Chief Financial Officer	100%	Completed	The audited financial statements were lodged on the 8th of October 2022.	Annual financial statements submitted in line with statutory deadlines	31 October 2022	8 October 2022
CC5.1.2	Achieve a positive Operating performance ratio	Chief Financial Officer	100%	Completed	The operating performance ratio was 8.67% vs. a target of 0%. The operating performance ratio measures a council's achievement in containing operating expenditure within operating income.	Achieve a positive Operating performance ratio	≥0%	8.67%
CC5.1.3	Achieve an unrestricted ratio greater than OLG benchmark	Chief Financial Officer	100%	Completed	The unrestricted current ratio (UCR) measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term and was 2.65 times against a target of 1.5 times.	Achieve an unrestricted ratio greater than OLG benchmark	≥1.5x	2.65X
CC5.1.4	Debt service cover ratio	Chief Financial Officer	100%	Completed	The debt service ratio was 10.9 times against a target of 2 times. The debt service cover ratio measures the operating cash available to service debt including interest, principal, and lease payments.	Debt service cover ratio	≥2x	10.90X

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.1.5	Cash expense cover ratio	Chief Financial Officer	100%	Completed	The cash expense cover ratio was 8.92 months versus a target of 3 months. The cash expense cover ratio indicates the number of months a council can continue paying its expenses without additional cash inflows.	Cash expense cover ratio	≥ 3 months	8.92

CC5.2: Management Accounting

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.2.1	Monthly management reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	30%	Progressing	September monthly management reports were submitted and presented to councilors.	Monthly management reports are submitted to the Senior Leadership Team on time	By 14th of each month	14
CC5.2.2	Quarterly Budget Review Statements are submitted on time	Chief Financial Officer	0%	Not Due To Start	Not due for Q1	Quarterly Budget Review Statements are submitted on time	Within 2 months of End of Quarter	

CC5.3: Creditors and Purchasing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.3.1	% of purchase orders raised before invoice date	Chief Financial Officer	30%	Progressing	The compliance rate of the departments are as follows: Planning & Environment - 89% Infrastructure - 56% Corporate Services - 76% Works & Services - 91%	% of purchase orders raised before invoice date	90%	86%

CC5.4: Debtors

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

CC5.5: Fixed Asset Accounting

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.5.1	Monthly CAPEX reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	30%	Progressing	Monthly CAPEX reports are submitted to the Senior Leadership Team and the project managers on time.	Monthly CAPEX reports are submitted to the Senior Leadership Team on time	By the 14th of each month	14
CC5.5.2	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Chief Financial Officer	30%	Progressing	Monthly management reports are provided to the cost center owners and directors on a monthly basis. The financial results are then discussed with the individual departments on a monthly basis.	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Provide document by the 14th of each month	14th

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.5.3	Total Value / projects of work in progress account for council's general fund activities	Chief Financial Officer	30%	Progressing	The balance increased by $1.57M since we could only action capitalisation of projects once the year-end audit was completed.	Total Value / projects of work in progress account for council's general fund activities	Declining	Increased

FLEET

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

CC6.1: Support Council operations with effective fleet procurement

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC6.1.1	Plant Replacement Program in line with industry standards	Fleet & Depot Coordinator	100%	Completed	Only issued numbers August for the complete year.	Plant Replacement Program in line with industry standards	Achieved	100%
CC6.1.2	Plant uptime across fleets meets operational need within budgetary constraints	Fleet & Depot Coordinator	100%	Completed	Special parts delay up to 2 months can be experienced in some brands out of our control.	Plant uptime across fleets meets operational need within budgetary constraints	95%	95.838%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC6.2.1	Heavy plant fleet, light vehicles and small plant and equipment are maintained	Fleet & Depot Coordinator	100%	Completed	All plant has maintenance schedules either km's, time - 3-6-12 month based	Heavy plant fleet, light vehicles and small plant and equipment are maintained	Achieved	Achieved
CC6.2.2	Monitoring of plant safety inspections is carried out in line with industry best practice	Fleet & Depot Coordinator	100%	Completed	Plant start up reports are completed by the field people and if an issue is found, they are sent to both workshop staff and the Fleet & Depot Coordinator for action.	Monitoring of plant safety inspections is carried out in line with industry best practice	Achieved	Achieved

COUNCIL LAND AND BUILDINGS

CC7: We will comply with the statutory requirements of public land and buildings including planning for renewals and/or upgrades and environmental management of Council land

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC7.1.1	Liaison with user groups and Sports Council to ensure satisfaction with facilities	Manager Facilities	10%	Progressing	Commencing - initial meeting with Sports Council Executive scheduled.	Liaison with user groups and Sports Council to ensure satisfaction with facilities	Increasing	Meeting scheduled.
CC7.1.1	Number of events and functions held on Community Land	Manager Facilities	25%	Progressing	Community and Sporting events are held on Public Land, usage predominantly affected by weather this quarter.	Number of events and functions held on Community Land	Increasing	
CC7.1.2	Number of sporting user groups using the facilities	Manager Facilities	25%	Progressing	Winter sporting groups have had restricted opportunities to use facilities due to the ongoing wet weather potentially damaging playing surfaces. Extensive consultation undertaken with grounds staff and user groups.	Number of sporting user groups using the facilities	Maintain	Average of 70 bookings per month in Q1
CC7.1.3	Number of Park Bookings received	Manager Facilities	25%	Progressing	25 park bookings received for the quarter.	Number of Park Bookings received	Average 5 per month	Average 8 per month in Q1
CC7.1.4	Ensure Council webpages have updated information on park bookings	Manager Facilities	25%	Progressing	Ongoing reviews. Requests for updated information lodged when anomalies found.	Ensure Council webpages have updated information on park bookings	Updated 6 monthly	As required

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC7.1.5	Number of customer complaints regarding facilities	Manager Facilities	25%	Progressing	Complaints are predominantly vandalism which is attended to promptly. 95 requests received during 2022/23 Q1, with an average time of 12.7 days to respond to these requests. 46% of requests responded to within 10 days.	Number of customer complaints regarding facilities	Decreasing	Increase in the number of complaints regarding facilities which can be attributed to a change in the process to capture complaints.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC7.3.1	Reduction in complaint reports to Council concerning litter	Executive Manager Operations	10%	Progressing	10 requests received during 2022/23 Q1, with an average time of 5.6 days to respond to these requests.	Reduction in complaint reports to Council concerning litter	Decreasing	10 requests received during Q1.
CC7.3.2	Review of CCTV coverage to provide safe facilities through provision of adequate level of security	Executive Manager Operations	20%	Progressing	During Q1 we had the following vandalism - 4 x playground vandalism, 6 x playground graffiti, 6 x amenities graffiti, 4 x skatepark graffiti.	Review of CCTV coverage to provide safe facilities through provision of adequate level of security	Reduction in vandalism	

COUNCIL ENVIRONMENTAL MANAGEMENT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.1.1	Utilise Council's Crown Land Environmental Masterplan to ensure biodiversity is considered when undertaking activities at all Parkes Shire Council managed reserved	Environmental & Biosecurity Coordinator	25%	Progressing	Council's Environmental Team continue to work with Council's Property Team and Works and Services Team as necessary to ensure biodiversity and biosecurity are considered when undertaking activities at all Council managed reserves.	Utilise Council's Crown Land Environmental Masterplan to ensure biodiversity is considered when undertaking activities at all Parkes Shire Council managed reserved	Achieve	Achieved
CC8.1.2	Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Environmental & Biosecurity Coordinator	25%	Progressing	Working closely with Council's Works and Services team ensures all road works consider information provided in Council's Roadside Vegetation Management Plan. Works impacting the roadside environment always require a level of assessment undertaken based on the proposed level of impact. Roadside vegetation mapping also available on IntraMaps for all to access.	Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Achieve	Achieved

CC8.2: Sustainable environmental management system for Council operations

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.2.1	Operational activities are completed with environmental impacts taken into consideration	Environmental & Biosecurity Coordinator	25%	Progressing	All Council Operational activities are completed with environmental impacts taken into consideration, mainly through the development of a Review of Environmental Factors (REF) report. Projects with a likely high impact on the environment are usually referred to a specialist consultant to undertake a REF, while smaller projects with a likely negligible impact on the environment are assessed in house. Council's Environment and Sustainability Coordinator works closely with Council's Works and Services team and Infrastructure Team to ensure all works take into consideration the likely impact of proposed works on the environment.	Operational activities are completed with environmental impacts taken into consideration	Achieve	Achieved
CC8.2.2	Environmental Management Plan is utilised for Council works	Environmental & Biosecurity Coordinator	25%	Progressing	All Council works consider impacts to the environment through the Review of Environmental Factors process, and projects that require specific controls and mitigation measures to ensure impacts to the environment are minimal have Construction Environmental Management Plans developed to guide works.	Environmental Management Plan is utilised for Council works	Achieve	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.2.3	Monitor and inspect Council owned and managed public land including roadsides	Environmental & Biosecurity Coordinator	25%	Progressing	While significant extended periods of wet weather have caused some Council owned/managed land parcels to be inaccessible to biosecurity inspections, 8 inspections of Council owned/managed land have been inspected in the reporting period including Lake Endeavour and Bumberry Dam for Noogoora Burr and Tree of Heaven, the Industrial Estate for African Boxthorn and Blue Heliotrope, the Water Treatment Plant and the Recycled Water Distribution Reservoir for St Johns Wort, and Council's bore fields for numerous priority species.	Monitor and inspect Council owned and managed public land including roadsides	30	8

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.3.1	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	Environmental & Biosecurity Coordinator	25%	Progressing	Within the reporting period Council worked with Central West Lachlan Landcare to delivery National Tree Day (July 2022) and participate in Schools Eco Day (August 2022). National Tree Day saw over 30 volunteers' plant 300 native trees and shrubs near Council's Sewage Treatment Plant, and Schools Eco Day saw hundreds of Year 5 students from across the region participate in a day of environmental education.	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	3 initiatives conducted	2

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.3.2	Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	Environmental & Biosecurity Coordinator	75%	Progressing	All schools within the Shire were invited to participate in Schools Tree Day in late July 2022, with four schools accepting Council's offer of support - tubestock, stakes and guards were provided to these schools to undertake tree planting with their students. Council worked with Central West Lachlan to participate in Schools Eco Day (August 2022) which saw hundreds of Year 5 students from across the region participate in a day of environmental education. In August 2022, Council announced its inaugural Biodiversity in Focus photography competition - all schools in the Shire were invited to encourage their students to submit entries, and three entrants will win their school a nesting box (to be announced in November 2022)	Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	3 activities	3

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.3.3	Engage with local community groups on environmental projects	Environmental & Biosecurity Coordinator	25%	Progressing	Within the reporting period, Council worked with Central West Lachlan Landcare to delivery National Tree Day (July 2022) and participate in Schools Eco Day (August 2022). National Tree Day saw over 30 volunteers plant 300 native trees and shrubs near Council's Sewage Treatment Plant, and Schools Eco Day saw hundreds of Year 5 students from across the region participate in a day of environmental education.	Engage with local community groups on environmental projects	Engagement with 1 community group	1

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.4.1	Environmental control programs are conducted in accordance with regulatory obligations	Environmental & Biosecurity Coordinator	25%	Progressing	Council undertakes all Biosecurity regulatory obligations primarily through delivery of the Weeds Action Program (WAP), the main program facilitated by Department of Primary Industries that dictates Council's control and inspection priorities. This program also dictates the amount of funding Council receives from the State Government. Council reports on its activities under the WAP annually, with the report of 2021-2022 submitted in August 2022	Environmental control programs are conducted in accordance with regulatory obligations	100% compliance	100%
CC8.4.2	Collaborate with regional partners to build capacity to enhance biosecurity management	Environmental & Biosecurity Coordinator	25%	Progressing	Council's Biosecurity Team work closely with the Central West Regional Weeds Committee and the Macquarie and Lachlan Valley Weeds Committee, attending regular meetings and workshops to facilitate capacity building and enhanced management of Council's biosecurity obligations.	Collaborate with regional partners to build capacity to enhance biosecurity management	2 partners	2

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC8.4.3	Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	Environmental & Biosecurity Coordinator	25%	Progressing	All private property inspections include an element of education, be it through an informal conversation with landowners or through providing brochures, handouts, and information packs. If additional educational information is requested or required, the Biosecurity Team either email, mail or hand deliver the additional requested information.	Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	100% of inspections	100%

CUSTOMER SERVICE

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.1.1	No. of customer requests received via online Customer Request Management (CRM) portal	Director Customer, Corporate Services & Economy	25%	Progressing	Council implemented an improved Customer Request Management (CRM) system in June 2022. The new CRM system provides a way for Council to ensure that customer requests are dealt with fairly and in an efficient and effective manner through streamlined processes to raise and track requests online, and the provision of automated status updated throughout the request lifecycle. 1,186 requests were received in 2022/23 Q1, with 145 of these requests raised by customers via the online portal.	No. of customer requests received via online Customer Request Management (CRM) portal	Increasing	1,186 requests received
CC9.1.2	Average timeframe to respond to customer requests	Director Customer, Corporate Services & Economy	25%	Progressing	The average time taken to respond to customer requests in 2022/23 Q1 was 5.16 days.	Average timeframe to respond to customer requests	Less than 10 days	5.16 days

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.1	Undertake a service review on customer service within the Council	Director Customer, Corporate Services & Economy	40%	Progressing	Council has engaged the University of Technology, Sydney (UTS) to undertake the service review, which has commenced and is due to be completed in Quarter 3.	Undertake a service review on customer service within the Council	Review completed	Review commenced.

COMMUNITY SERVICES AND WELLBEING

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.1.1	Number of outputs implemented	Director Planning & Community Services	0%	Not Due To Start	Access Advisory Committee to be recommenced 2nd quarter of 2022/23.	Number of outputs implemented	12 outputs implemented	0

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.2.1	Participation in regular meetings with the Local Health District	Director Planning & Community Services	25%	Progressing	No meetings attended at this time.	Participation in regular meetings with the Local Health District	3 meetings per year	0 meetings attended.
CC10.2.2	% of Incentive applications processed for medical services within the Shire	Director Planning & Community Services	25%	Progressing	No applications processed.	% of Incentive applications processed for medical services within the Shire	Increasing	0 applications processed.

COMMERCIAL ENTERPRISE

20 places per day through Central West Childcare Services

1 Council operated Caravan Park

72 Commercial leases and licences in place

Facilitation of land development and sales

Overview

Council undertakes these activities as it recognises, they provide important outcomes for the community that may not occur if Council wasn't involved, and the community need was simply filled by private sector providers.

Council aims to undertake these activities on a commercial basis therefore, over-time these activities become self-funding and do not require general rates to subsidise the activities. As these activities become self-funding, enough revenue is generated for 'day-to-day' and long-term costs to be covered by the activities themselves.

CENTRAL WEST CHILDCARE SERVICES

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.1.1	Approved provider of Central West Family Day Care	Central West Childcare Services Coordinator	50%	Progressing	Family Day Care is at full capacity - with waitlists occurring across the service. Have been actively advertising for new educators- and have recently placed two new educators within the service. Bangala-la Preschool is at full capacity- with waitlist for the coming year. We are increasing the number of Preschool children per day to 30- after approval of additional trainee role- to support ratios. 2023 enrolments are now full with waitlist for 2024.	Approved provider of Central West Family Day Care	Maintained	
CE1.1.2	Number of educators (Educator to Student Ratio)	Central West Childcare Services Coordinator	50%	Progressing	At present we are maintaining our 40:160 ratio for Family Day Care, actively sourcing new educators to facilitate increase of enrolments.	Number of educators (Educator to Student Ratio)	40:160 ratio	40

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.1.3	Number of play groups per year	Central West Childcare Services Coordinator	60%	Progressing	Weather over the last 6 months has made participation in playgroups restrictive. The service continues to provide support to children, families and educators to socialise, enhance development skills and provide age-appropriate resources, and experiences for children within our services.	Number of play groups per year	24	17
CE1.1.4	Number of families on waitlist requiring Childcare	Central West Childcare Services Coordinator	25%	Progressing	Waitlists within both services continues to grow with some 20-30 families requiring care within Family Day Care, across a number of communities and increasing waitlists for Bangala-la Preschool. This is reflective across the whole Early Childhood industry, at present, due to "Covid" babies now requiring care as families return to work.	Number of families on waitlist requiring Childcare	25	25-30

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.2.1	Maintain a service that provides continuity of regulatory approval	Central West Childcare Services Coordinator	50%	Progressing	Bangala-la Preschool has been progressing well this year- with full enrolments. Expansion of the room numbers will occur for 2023- with approval of additional Trainee role and Inclusion Support staff member, for staff/child ratios. This will be an increase of 10 children per day. At present we are providing care under Department of Education "Start Strong" Free preschool funding - along with Inclusion Support funding for individual children with NDIS plans and additional support needs. We continue to have approval under the Department of Education regulatory requirements - and are waiting for the NQF -Assessment and Ratings process to commence for the service.	Maintain a service that provides continuity of regulatory approval	Maintained	
CE1.2.2	Number of pre-schoolers within the setting	Central West Childcare Services Coordinator	25%	Progressing	2022- Bangala-la Preschool placements are at capacity. Expansion of service in 2023 in facilitate increase demand.	Number of pre-schoolers within the setting	20	20

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.2.3	Number of pre-schoolers on waitlist	Central West Childcare Services Coordinator	25%	Progressing	Waitlist continues to grow. Priority of access guidelines being used to facilitate placements- based on Department of Education funding parameters.	Number of pre-schoolers on waitlist	25	50
CE1.2.4	Number of extra-curricular activities	Central West Childcare Services Coordinator	50%	Progressing	We have actively reviewed the Preschool setting and progressing with the increase of child placements from 20 children to 30 children per day- to assist with community need and demand for Preschool. We are also looking at a Vacation Care program - as the community interest has been growing. We continue to provide transport for Preschool children- to facilitate participation in the program. Family Day Care continues to provide supported playgroups for the community and educators on a regular basis.	Number of extra-curricular activities	15	

CARAVAN PARKS

CE2: We will implement appropriate processes to ensure the caravan park is maintained and developed in accordance with the growing needs of tourists entering the Shire

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE2.1.1	Number of visitors per annum	Manager Facilities	25%	Progressing	It is difficult to compare statistics to the previous COVID-19 pandemic year. July 2022 - 1,250 occupants August 2022 - 1,039 occupants September 2022 - 1,447 occupants	Number of visitors per annum	Maintain	Increase due to COVID-19.
CE2.1.2	Average weekly occupancy rates	Manager Facilities	25%	Progressing	Ongoing.	Average weekly occupancy rates	Maintain	
CE2.1.3	Monitoring of reviews for positive feedback	Manager Facilities	25%	Progressing	Positive Feedback received.	Monitoring of reviews for positive feedback	Increasing	
CE2.1.4	Maintain 4-star Quality Tourism Accreditation	Manager Facilities	25%	Progressing	Ongoing. Positive customer experience feedback received.	Maintain 4-star Quality Tourism Accreditation	Achieve	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE2.2.1	Maintenance requests responded to within 10 days	Manager Facilities	25%	Progressing	Request for maintenance lodged through Council's CRM processes have been undertaken within 10 days where appropriate.	Maintenance requests responded to within 10 days	95%	3 requests for Spicer Caravan Park maintenance received. Average of 15 days to respond to these requests.

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE2.2.2	Number of maintenance requests received	Manager Facilities	25%	Progressing	Request for maintenance lodged through Council's CRM processes have been undertaken within 10 days where appropriate.	Number of maintenance requests received	Declining	3 requests for Spicer Caravan Park maintenance received. Average of 15 days to respond to these requests.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE2.3.1	Completion of projects conducted in line with Delivery Program	Manager Facilities	100%	Completed	Capital Works for Master Planning deferred in the current year.	Completion of projects conducted in line with Delivery Program	Achieved	

RENTAL AND LEASING

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

CE3.1: Operations

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE3.1.1	Occupancy rates of commercial buildings/properties	Manager Facilities	25%	Progressing	22 commercial properties, 2 vacant without tenancies.	Occupancy rates of commercial buildings/properties	90% or increasing	91%

LAND DEVELOPMENT AND SALES

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE4.2.1	Blocks developed conceptually to encourage industry and economic growth	Director Operations	50%	Progressing	Residential and Industrial Land identified and projects progressing. Industrial Land has been identified with development application approved during this reporting period for the construction of 15 lots ranging from approximately 2300m2 to 8000m2 to cater for industry and development. The subdivision Works Certificate has also been submitted for approval and is currently being assessed by Council. Residential land has been identified at Fisher Street and also Coleman Road (old hospital site) for Councils residential land release. Fisher Street has been put on hold due to the Middleton Masterplan. The Old Hospital site design has been progressed with the support of Councils design consultant, Tonkin and the project is nearing a Development Application.	Blocks developed conceptually to encourage industry and economic growth	Blocks meet community demand	Once development approvals are in place, a total of 15 industrial blocks will be available for sale and approximately 121 residential lots.

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE4.2.3	Actively pursue marketing valuation for property transactions	Executive Manager Economy and Engagement	0%	Not Progressing	Due to staff vacancies, this has not been progressed in this quarter.	Actively pursue marketing valuation for property transactions	100%	Yet to commence.
CE4.4.3	Marketing of blocks on website and in electronic brochure	Brand and Corporate Communications Specialist	0%	Not Due To Start	Not yet started.	Marketing of blocks on website and in electronic brochure	Achieved	

ECONOMY AND ENGAGEMENT

$68.4M Grant funding secured since 2016

500M Media reach

$13M generated per annum from Parkes Elvis Festival

$66M visitor economy

Overview

Council performs activities to ensure the Parkes Shire is home to a diverse, thriving economy which supports traditional and new industries, accommodates continued population growth, and provides quality employment, education and training opportunities. Council performs four principal activities to ensure, the Shire's economy can continue to grow, these being, economic development and grants, communication and engagement, Elvis festival, special events and event support and the visitor economy.

Council recognises the potential commercial benefit that activities within this function can deliver to the community and the inability for private sector providers to lead these services and opportunities. As a result, Council fulfills the responsibility of these activities for the Shire when possible. There is also potential for these activities to provide a commercial benefit to the Council through continued investment within the local economy. Council aims for these functions to be as self-sufficient as possible overtime, enabling both operational and long-term costs to be largely generated by the activities themselves.

ECONOMIC DEVELOPMENT AND GRANTS

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.1.1	Number of initiatives delivered	Executive Manager Economy and Engagement	5%	Progressing	Working with RGDC on the Special Activation Precinct. Due to vacancies in this area, other initiatives have not been activated this quarter.	Number of initiatives delivered	5 per year	0
EE1.1.2	Review Parkes Shire Economic Development Strategy	Executive Manager Economy and Engagement	5%	Progressing	This strategy will be updated over the next 12 months and work will commence once the Destination Management Plan and Business Bypass Strategy is completed. The Economic Development team are currently reviewing the existing strategy.	Review Parkes Shire Economic Development Strategy	Every 5 years	Under review.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.2.1	Develop a funding advocacy prospectus	Executive Manager Economy and Engagement	0%	Not Progressing	This project has not commenced due to staff vacancies.	Develop a funding advocacy prospectus	Prospectus developed every 2 years	
EE1.2.2	Number of opportunities advocated	Executive Manager Economy and Engagement	0%	Not Progressing	Due to staff vacancies, this has not been progressed in this quarter.	Number of opportunities advocated	12 per year	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.3.1	Number of business and industry group meetings attended	Executive Manager Economy and Engagement	20%	Progressing	The economic development team has attended a variety of meetings during this period, including the Parkes Chamber of Commerce meeting and targeted meetings with industry conducted by the Department of Regional NSW.	Number of business and industry group meetings attended	12 per year	3
EE1.3.2	Number of local business networking initiatives supported	Executive Manager Economy and Engagement	25%	Progressing	Supported chamber of commerce AGM, accommodation provider networking meetings and facilitated meetings with stakeholder groups including RGDC and DNCW.	Number of local business networking initiatives supported	6 per year	3
EE1.3.3	Number of capacity building and value adding initiatives fostered for established industries	Executive Manager Economy and Engagement	0%	Not Progressing	Due to staff vacancies, this has not been progressed in this quarter.	Number of capacity building and value adding initiatives fostered for established industries	2 per year	0

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.4.1	Number of initiatives promoted	Executive Manager Economy and Engagement	0%	Not Progressing	Due to staff vacancies, this has not been progressed in this quarter.	Number of initiatives promoted	1 per year	0

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.5.1	Develop an investment facilitation strategy	Executive Manager Economy and Engagement	5%	Progressing	Updating processes around investor attraction and linking with current investment opportunities. Working with the Regional Growth NSW Development Corporation regarding investment strategies for the Parkes Special Activation Precinct.	Develop an investment facilitation strategy	Every 5 years	In evaluation and research stage.
EE1.5.2	Number of investment leads facilitated	Executive Manager Economy and Engagement	15%	Progressing	Liaised with potential investors, facilitated site visits and meetings with RGDC where appropriate.	Number of investment leads facilitated	25 per year	3

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.6.1	Number of Council grant applications submitted	Executive Manager Economy and Engagement	25%	Progressing	31 grant applications have been submitted by the grants team, 27 of which are for council grants ($14,692,915) and 4 on behalf of community groups ($429,580).	Number of Council grant applications submitted	30 per year	27 submitted in Q1

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.6.2	Number of successful grant application in each township	Executive Manager Economy and Engagement	10%	Progressing	The number of successful grant applications in each township and their total value are as follows: Parkes - 2 ($164,000) Tullamore - 1 ($8,500) Trundle - O Peak Hill - O Bogan Gate - O Cookamidgera - O Shire Wide Benefit - 1 ($22,000,000)	Number of successful grant application in each township	2 per year per township	1 for Tullamore, 2 for Parkes, and 1 Shire-wide in the first quarter.
EE1.6.3	Number of community grant newsletters published	Executive Manager Economy and Engagement	10%	Progressing	O newsletters published due to large volume of grant applications and reporting requirements due within this period. Targeted emails and social media campaigns sent regarding selected grant programs. Grant opportunities included in other Council communications, including the Tourism Industry Newsletter.	Number of community grant newsletters published	12 per year	O specific grant newsletters to date, communications via alternate methods.
EE1.6.4	Number of community groups and businesses that accessed Council's grant preparation activities	Executive Manager Economy and Engagement	30%	Progressing	10 community groups have been in contact with the grants team regarding grant opportunities and assistance with grant applications.	Number of community groups and businesses that accessed Council's grant preparation activities	30 per year	10

COMMUNICATION AND ENGAGEMENT

EE2: We will promote the Parkes Shire as a place to live, work, invest and visit, and ensure our brand and our communication is inclusive and assists in connecting Council with our vibrant community

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.1.1	Develop a Communications Strategy	Brand and Corporate Communications Specialist	0%	Not Due To Start	Not yet started	Develop a Communications Strategy	Complete	
EE2.1.2	Develop an Engagement Strategy	Brand and Corporate Communications Specialist	0%	Not Due To Start	Not yet started	Develop an Engagement Strategy	Complete	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.2.1	Increase in media value measured	Brand and Corporate Communications Specialist	0%	Progressing	There has been an increase in media value over the past few months	Increase in media value measured	Increase	2%
EE2.2.2	Number of media releases distributed by Council	Brand and Corporate Communications Specialist	0%	Progressing	34 media releases distributed.	Number of media releases distributed by Council	26	34

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.3.1	Increase in Google Analytics statistics	Brand and Corporate Communications Specialist	0%	Progressing	We have seen a 3% increase in google analytics statistics	Increase in Google Analytics statistics	2% increase	3%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.3.2	Increase engagement measured through social media insights	Brand and Corporate Communications Specialist	0%	Progressing	We saw a 2.5% increase across our socials	Increase engagement measured through social media insights	2% increase	2.5%
EE2.3.3	Investigate new ways of connecting with our community	Brand and Corporate Communications Specialist	0%	Progressing	Conducting an audit of our digital channels to see where we can improve our communications with our community.	Investigate new ways of connecting with our community	Achieved	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.4.1	Number of marketing campaigns developed	Brand and Corporate Communications Specialist	20%	Progressing	Worked with CENJO on two cooperative creative PR campaigns. Produced a regional tourism map with Parkes featured on the front cover.	Number of marketing campaigns developed	10	3

ELVIS FESTIVAL, SPECIAL EVENTS AND EVENT SUPPORT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.1.1	Amount of total sponsorship	Elvis Festival Director	80%	Progressing	Sponsorship is on track. We have support from a wide range of companies including funding from Destination NSW.	Amount of total sponsorship	$180K	$232K
EE3.1.2	Sponsor retention	Elvis Festival Director	70%	Progressing	A large percentage of logo sponsors have resigned for 2023 with two major sponsors increasing their contribution.	Maintain satellite venues	Minimum 20 satellite venues	Sponsor retention ongoing
EE3.1.3	Maintain funding from Destination NSW	Elvis Festival Director	100%	Completed	The Festival was successful in increasing funding from Destination NSW by 50% for the 2023, 2024 and 2025 Festivals.	Maintain funding from Destination NSW	Maintain	Increased funding by 50%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.2.1	Maintain net promoter score	Elvis Festival Director	80%	Progressing	The Festival's net promoter score was the highest on record in 2022 with 82.6. The net promoter score for 2023 will not be available until Feb.	Maintain net promoter score	>80%	82.6

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.2.2	Maintain satellite venues	Elvis Festival Director	70%	Progressing	The Festival has events running at 35 satellite venues across Parkes, Forbes and Bogan Gate.	Maintain satellite venues	Min. 20 satellite venues	35 satellite venues for 2023 festival
EE3.2.2	Secure a major headlining artist	Elvis Festival Director	90%	Progressing	The Feature Concert Series will see Dean Z and Victor Trevino Jr, two of the world's best Elvis Tribute Artists perform in five shows at Parkes Leagues Club.	Secure a major headlining artist	1 per year	2 headline artists secured

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.3.1	Detailed event management timeline	Elvis Festival Director	50%	Progressing	Event management plan adjusted due to short timelines following turnover from April 2022 event.	Detailed event management timeline	Reviewed annually	Completed for 2023 event
EE3.3.2	Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Elvis Festival Director	30%	Progressing	Traffic Management plan completed and approved. Draft RASCIE produced. Desktop emergency planning meeting scheduled. Safety Management Plan scheduled for review.	Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Reviewed	Underway

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.3.3	Maintain team of volunteer portfolio holders	Elvis Festival Director	80%	Progressing	Portfolio holders include Cr Ken McGrath (busking), Sue McGrath (volunteers), Ronda Sharp (volunteers), Kristen Barass (Rock 'n' Roll Dancing), Anne Steel (Miss Priscilla), Bob Steel (Wall of Fame & Classic & Heritage Car Show), Veronica Shaw (Poets' Competition & Breakfast), Anita Beddows (renewal of vows), Ashlee McGrath (Main Stage Competitions). Vacant position: Cars of the Era Display. Recently retired portfolio holders included Hedley Nicholson, Barry Garment and Lorraine Job.	Maintain team of volunteer portfolio holders	8	8

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.4.1	No. of community and Council events held	Visitor Economy and Major Events Specialist	25%	Progressing	Parkes Shire has a wide and diverse events calendar developed for the 2022/23 financial year, with a combination of community and Council managed events.

During this quarter, 17 events were held including Astrofest, the Parkes Jockey Club Pink Races, North Parkes Mines Frontline Service Charity Ball and Trundle Bush Tucker Day.

The Calendar for the remainder of the year is diverse with events scheduled including the Hockey One League game, Latin Sounds, Parkes Elvis Festival, International Women's Day, the Bogan Gate 125yr celebration and Trundle Tractor Pull. | No. of community and Council events held | 50 per year | 58 events currently scheduled for the year, 17 successfully held to date in this financial year. |
| EE3.4.2 | Attract new business events to the Shire | Visitor Economy and Major Events Specialist | 80% | Progressing | Parkes has won the bid to host the 2023 LGNSW Water Conference from the 26th - 28th June 2023. Regular business events and seminars are also being held in Cooke Park Pavilion. | Attract new business events to the Shire | 1 new event per year | Target has been achieved. The team will strive to exceed the target. |

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.5.1	Develop events calendar containing an event every month	Visitor Economy and Major Events Specialist	25%	Progressing	Parkes Shire has experienced a resurgence of events following the lifting of the COVID-19 pandemic restrictions. From July to September, the events team has provided assistance to 17 events.	Develop events calendar containing an event every month	1 event per month	Target exceeded.
EE3.5.2	Provide planning support to new and existing event operators	Visitor Economy and Major Events Specialist	25%	Progressing	The events team has been working with a range of new and existing event operators. Council has also received funding via the Reconnecting Regional NSW Community Grants Program that has been utilised to support events managed by seven different community groups. The Events Officer has met with 18 different groups within this quarter.	Provide planning support to new and existing event operators	10 per year	18

VISITOR ECONOMY

EE4: We will grow our vibrant visitor economy through the support of new tourism product development, delivery of quality visitor information services, and the implementation of a renewed Destination Management Plan

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.1.1	No. of promotions and engagements with tourism sector	Visitor Economy and Major Events Specialist	30%	Progressing	Regular engagement with the tourism sector including writing and distributing the tourism industry newsletter, compiling a weekly gig guide, undertaking monthly onsite visits to accommodation providers, updating the Visit Parkes website, running promotions via the Visit Parkes Facebook page and updating the ATDW site for tourism businesses. The tourism team also provided assistance to Destination Central West and Destination Country and Outback in coordinating consultation sessions with the tourism sector regarding the new regional Destination Management Plan.	No. of promotions and engagements with tourism sector	6 per year	**2 structured engagements, in addition regular, ongoing communications and promotions.**

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.2.1	Regular liaison with tourism bodies including Central NSW Joint Organisation, Destination NSW and Department of Regional NSW	Visitor Economy and Major Events Specialist	25%	Progressing	Regular meetings are held with tourism bodies, including Central NSW Joint Organisation, Destination NSW and the Department of Regional NSW. Specialised Central West maps have been produced and distributed in a joint promotion with the Central NSW Joint Organisation. Consulted with Destination Central West regarding the development of the updated Destination Management Plan.	Regular liaison with tourism bodies including Central NSW Joint Organisation, Destination NSW and Department of Regional NSW	6 joint promotions per year	2
EE4.2.2	Increase in Parkes Shire visitation	Visitor Economy and Major Events Specialist	25%	Progressing	Parkes Shire has experienced a substantial increase in visitation for the July - September quarter, with a record-breaking number of visitors to the Henry Parkes Centre during this period when compared to statistics over the last 7 years.

Statistics for the Henry Parkes Centre have dramatically increased from COVID-impacted 2021 where the Centre had 1161 visitors for the July to September quarter, to 2022 where there were 8074 visitors. | Increase in Parkes Shire visitation | 2% increase | Target exceeded with highest visitation for this quarter since 2015. |

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.3.1	Review of Destination Management Plan	Visitor Economy and Major Events Specialist	25%	Progressing	Consultant has been engaged and work has commenced on a new Destination Management Plan and Business Bypass Strategy.	Review of Destination Management Plan	Review completed	In progress

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.4.1	Maintain Destination Partnership Program	Visitor Economy and Major Events Specialist	10%	Progressing	Databases maintained and businesses provided with assistance utilising the ATDW site.	Maintain Destination Partnership Program	75% uptake	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.4.2	Foster development of new tourism products	Visitor Economy and Major Events Specialist	25%	Progressing	Funding has been received to build Graceland Gates @ Parkes which will become a new major tourism attraction for Parkes. The tourism team is also in stage one of creating a cycling strategy for the Shire with routes identified and marketing material under development. The Driver Revivor upgrades has been completed at the Henry Parkes Centre that have improved the visitor experience. In addition, the team has worked with the Central NSW Joint Organisation to produce a Central NSW map.	Foster development of new tourism products	1 new product	2 new major products under development, in conjunction with a number of smaller initiatives.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.5.1	Maintain Level 2 Visitor Information Centre Accreditation	Visitor Services and Promotion Lead	25%	Progressing	The Parkes Visitor Information Centre is operating in accordance with the Level 2 VIC Accreditation guidelines. Operational processes are regularly reviewed, and visitor resources and products are of a high standard.	Maintain Level 2 Visitor Information Centre Accreditation	Maintain	Maintained

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.5.2	Number of visitors to the Visitor Information Centre (IVIC)	Visitor Services and Promotion Lead	25%	Progressing	The quarter was 10% up compared to the previous 6-year average. September 2022 recorded the highest number of visitors for that month for a 7-year period	Number of visitors to the VIC	5% increase annually	10%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.6.1	Visitor Information available in each township	Visitor Services and Promotion Lead	10%	Progressing	Peak Hill Visitor Information Outlet has been checked and is fully stocked. The remaining townships will have their visitor information collateral reviewed in November.	Visitor Information available in each township	5 townships	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.6.2	Increase in visitation to Parkes digital platforms	Visitor Services and Promotion Lead	25%	Progressing	In this quarter, we have increased our social media posts for events and entertainment guides. We are also now sharing our posts with other central west tourism and event groups and our village noticeboards. Further social engagement will be made for tourism activities and visitor services during the next quarter. ATDW (Australian Tourism Data Warehouse) profiles are being reviewed to ensure up to date content and fresh images are being shared across the Tourism Industry platforms.	Increase in visitation to Parkes digital platforms	10% increase	
EE4.6.3	Visitor Information Guide is reviewed and updated	Visitor Services and Promotion Lead	50%	Progressing	The Visitor Information guide is currently under review to update content and imagery prior to a further reprint under the current branding. The review of the guide should be completed in the next quarter. As the current stock has been depleted, as an interim resource, we have created and distributed A4 foamboards with a QR code pointing to the visitor guide.	Visitor Information Guide is reviewed and updated	Bi-annually	Under review

EMERGENCY SERVICES

Management of 30 emergency services buildings

Provision of $375k to fund Rural Fire Service facilities

Payment of $1.34M for Emergency Services Levy

Provision or facilities for State Emergency Services

Payment of $1.34M for Emergency Services Levy

Overview

To ensure urgent action can be taken when required, Council provides continued support for emergency services within the Shire. Council provides various forms of support to the Rural Fire Service, NSW Fire Brigades, State Emergency Services, and the Local Emergency Management Committee. Through the provision of funding, compensation, facilities and support in other capacities, these organisations continue to provide emergency responses to members of the community when needed.

EMERGENCY SERVICES SUPPORT

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

EM1.1: Local Emergency Management Committee

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.1.1	Number of Local Emergency Management Committee meetings attended	Director Infrastructure and Strategic Futures	0%	No Update Provided		Number of Local Emergency Management Committee meetings attended	4 per year	
EM1.1.2	Local Emergency Operations Centre maintained in a state of readiness	Director Infrastructure and Strategic Futures	0%	No Update Provided		Local Emergency Operations Centre maintained in a state of readiness	Maintained	
EM1.1.3	DISPLAN (Local Disaster Plan) reviewed	Director Infrastructure and Strategic Futures	0%	No Update Provided		DISPLAN (Local Disaster Plan) reviewed	Reviewed in 2022/23	

EM1.2: Provision of facilities for State Emergency Services

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.2.1	Facilities maintained as per agreement with State Emergency Services	Director Operations	50%	Progressing	Council continues to support the SES with facilities and property management. Council's Property team is working with the branch on identifying new opportunities for development to aid relocation from the current site in Clarke Street. Council offered the government through MP Phil Donato the land required for a future development to allow the construction of a new facility. In this offer, Council included the project management services for a new facility if government funding was provided for the facility.	Facilities maintained as per agreement with State Emergency Services	Maintained	Facilities maintained and insurance claims acted.

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.2.2	Investigate suitable locations for proposed new State Emergency Services facility	Director Operations	50%	Progressing	Council continues to support the SES with facilities and property management. Council's Property team is working with the branch on identifying new opportunities for development to aid relocation from the current site in Clarke Street. Council offered the government through MP Phil Donato the land required for a future development to allow the construction of a new facility. In this offer, Council included the project management services for a new facility if government funding was provided for the facility.	Investigate suitable locations for proposed new State Emergency Services facility	Facility identified	Options considered and meetings undertaken with agency representatives.

EM1.3: Provision of support for Rural Fire Service

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.3.1	Councillor representation at Rural Fire Service Committee Meetings	Director Operations	50%	Progressing	Council continues to support the operations activities of the Rural Fire Service with support and attendance at related meetings. Meetings attended include: Service Level Agreement Meeting - February 2022 Bushfire Management Committee Meeting - May 2022 District Liaison Committee Meeting - July 2022	Councillor representation at Rural Fire Service Committee Meetings	12 per year	3 meetings attended
EM1.3.2	Service Level Agreement maintained with Rural Fire Service	Director Operations	50%	Progressing	Council continues to support the operations of the Rural Fire Service as per the Service Level Agreement.	Service Level Agreement maintained with Rural Fire Service	Maintained	Service level agreement meetings attended.

EM1.4: Provision of financial support for Emergency Services

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.3.1	Financial support provided as per regulatory obligations	Director Operations	50%	Progressing	Council continues to support the operations of emergency services through the funding of the Emergency Services Levy. Council also supports the Rural Fire Service with the fleet maintenance of plant and equipment.	Financial support provided as per regulatory obligations	Maintained	Funding provided

LIBRARY, CULTURE & SOCIAL JUSTICE

4 Library Services

Arts and cultural programs and activities

Community wellbeing and social justice program and activities

Overview

The council provides services, activities and facilities that provide outlets for the creation and appreciation of art, culture, and social justice within the community. The Council continues to support and facilitate these activities as it recognises their positive impact on the community.

LIBRARY SERVICES

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.1.1	Increase in the number of in-person visits	Cultural, Education & Library Services Manager	25%	Progressing	During this period the Parkes Library had 8985 in-person visits (July: 2985, August: 2811, September 3189)	Increase in the number of in-person visits	Increase 1%	
L1.1.2	Number of all loaned materials	Cultural, Education & Library Services Manager	25%	Progressing	During this period there were 10,163 loaned materials (hard copy) and 1215 loaned materials (eResources) totaling 11378 loaned materials. It is worth noting that during this period we migrated to a new online platform (BorrowBox).	Number of all loaned materials	Increase 1%	11,378
L1.1.3	Increase in Library members	Cultural, Education & Library Services Manager	25%	Progressing	On 1 July 2022 we had a membership of 5787 and currently we have an overall membership of 5955 which is an increase in 168 new members this quarter.	Increase in Library members	Increase 1%	2.8

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.1.5	Number of Meeting Room bookings	Cultural, Education & Library Services Manager	25%	Progressing	The Library Meeting Rooms have had 108 bookings. These have included: Study - 34 Examinations - 4 Interviews - 9 Workshops and information sessions - 17 Council staff meetings - 4 Commercial bookings - 5 Community group meetings - 4 Youth specific - 3 General community use - 28 The Marramarra Makerspace had a total of 26 bookings including both meetings and workshops.	Number of Meeting Room bookings	12	134
L1.1.6	Number of people accessing MarraMarra Makerspace Studio	Cultural, Education & Library Services Manager	25%	Progressing	During this period the Marramarra Makerspace had 300 people attending events and approx. 200 people attending during the public opening hours.	Number of people accessing MarraMarra Makerspace Studio	250	500

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.2.1	Attendees at Story Time and Rhyme Time	Cultural, Education & Library Services Manager	20%	Progressing	During this period 16 sessions of Rhyme time and Storytime were conducted at Parkes Library with a total attendance of 298. Peak Hill Library conducted 11 sessions of Rhyme time and Storytime with a total attendance of 230. Additionally during the July School Holidays 6 activities were provided for 97 children and a New Mums & Bubs group run in partnership with NSW Health ran 3 sessions in August with 35 attendees.	Attendees at Story Time and Rhyme Time	15 (average attendance)	19.5
L1.2.2	Number of Author visits	Cultural, Education & Library Services Manager	25%	Progressing	During this period one author talk was held at Parkes Library with Adam Courtenay speaking about his new release Three Sheets to the Wind.	Number of Author visits	2	1
L1.2.3	Number of reading and writing activities held	Cultural, Education & Library Services Manager	25%	Progressing	Monthly Author-Rised Writers Group (Parkes) - 3 sessions Book Clubs: Parkes - 6 sessions Trundle - 1 session Peak Hill - 2 sessions	Number of reading and writing activities held	12	12

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.2.4	Number of activities targeting primary, and youth held	Cultural, Education & Library Services Manager	25%	Progressing	At Parkes Library the following activities were held during this period: 11 Primary School Holiday Activities (132 attendees) 6 Youth School Holiday Activities (30 attendees) 9 Senior Study Space sessions (26 attendees) 3 School Visits (51 attendees) 1 Meerkat production (110 attendees) In the Marramarra Makerspace 9 LEGO sessions were held for primary and youth. At Trundle branch library 6 school visits were conducted during this period with an attendance of 92 school aged children. Additionally, an art class was held targeting primary and youth with 10 attendees. 4 school holiday sessions provided with 12 children attending. At Peak Hill branch library 4 sessions of school holidays activities were provided with 6 children attending. At Tullamore branch library 4 sessions of school holiday activities were provided with 10 children attending.	Number of activities targeting primary, and youth held	15	58

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.2.5	Number of activities targeting adults held	Cultural, Education & Library Services Manager	25%	Progressing	During this period a number of activities were targeted for adults in the Library including: Local Family & History group who meet monthly (3 sessions with 15 attendees) Author Talk - Adam Courtenay (9 attendees) Conversational AUSLAN workshop (30 attendees) Monthly Friday Flicks (42 attendees) Heritage Talks (5 attendees) Twice monthly book clubs - Parkes (36 attendees) 2 Book Clubs - Peak Hill (16 attendees) Book Club - Trundle (10 attendees) Author-Rised writers group (26 attendees)	Number of activities targeting adults held	24	22
L1.2.6	Number of MarraMarra Makerspace library programs delivered	Cultural, Education & Library Services Manager	25%	Progressing	During this period the Marramarra Makerspace Studio has held a total of 15 events with 300 attendees (including Resin Pouring Workshops, Book Binding workshop, and a series of Spring Fling art workshops). Additionally 2 ongoing programs were delivered (LEGO Club and a STEAM program for Currajong Disability Services). Twice weekly DIY Open Maker Days were held with approx. 200 attendees	Number of MarraMarra Makerspace library programs delivered	6	15

ARTS AND CULTURE

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

L2.1: Support the continued operations of cultural spaces

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.1.1	Continued implementation of Cultural Spaces Plan	Cultural, Education & Library Services Manager	25%	Progressing	Space to experience exhibitions and cultural programs in the Coventry Room finalised in 2022 with the completion of upgrade to lighting. Marramarra Makerspace Studio opened in 2022 providing stimulating education & cultural activities and art /craft workshop for all ages. Wiradjuri Ngurambang Exhibition officially opened in July 2022 providing an opportunity to raise the profile of local First nations community & culture Two grand pianos have been purchased - one housed in the Coventry Room and one in the Cooke Park Pavilion.	Continued implementation of Cultural Spaces Plan	Implement 1 initiative	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.1.2	MarraMarra Makerspace arts and community programs delivered	Cultural, Education & Library Services Manager	25%	Progressing	During this period the Marramarra Makerspace Studio has held a total of 15 events with 300 attendees (including Resin Pouring Workshops, Book Binding workshop, and a series of Spring Fling art workshops). Additionally 2 ongoing programs were delivered (9 LEGO Club sessions and a STEAM program for Currajong Disability Services for 10 weeks). Twice weekly DIY Open Maker Days were held with approx. 200 attendees	MarraMarra Makerspace arts and community programs delivered	12	15

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.2.1	Implementation of annual Arts Advisory Plan	Cultural, Education & Library Services Manager	25%	Progressing	Parkes Shire Arts Advisory Council has met once during the period: 1 August 2022 Written updates from community groups of events at each meeting Humanitix set up for booking system and community groups supported to use Regular meetings with PSC Events team Update of contact data base	Implementation of annual Arts Advisory Plan	Implement 5 initiatives	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.2.2	Provide support for community arts and cultural groups	Cultural, Education & Library Services Manager	25%	Progressing	Parkes Shire Arts Advisory Council meeting held 1 August 2022. This group has representatives from the key community arts and cultural groups and local artists.	Provide support for community arts and cultural groups	Support 5 meetings	1
L2.2.3	Events held for community and cultural groups	Cultural, Education & Library Services Manager	25%	Progressing	During this period the Wiradjuri Ngurambang Exhibition was officially launched in the Library & Cultural Centre. This event was organised by the Wiradjuri Ngurambang curatorium and included a presentation by author Bruce Pascoe and First Languages Australia CEO Beau Williams to a full house of 80 people. The Kate Kelly Collection exhibition was officially opened in July 2022 in the Coventry Room. This exhibition of the work of Rebecca Wilson and author talk attracted 50 people to the opening event and 718 visitors to the exhibition over the 3-week period.	Events held for community and cultural groups	3	2

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.3.1	Host local exhibitions	Cultural, Education & Library Services Manager	25%	Progressing	No local exhibitions hosted during this reporting period.	Host local exhibitions	3	
L2.3.2	Host travelling and non-local exhibitions	Cultural, Education & Library Services Manager	100%	Completed	During this period the Kate Kelly Collection was exhibited in the Coventry Room showcasing the works of Rebecca Wilson. This exhibition also included an author talk by Rebecca Wilson of her biography Kate Kelly: The true story of Ned Kelly's little sister. 60 people attended the opening night with 718 people visiting the exhibition in total.	Host travelling and non-local exhibitions	1	1
L2.3.3	Attendees at arts and cultural events	Cultural, Education & Library Services Manager	25%	Progressing	Wiradjuri Ngurambang Exhibition Open Day and First Languages author talk with Bruce Pascoe and Beau Williams had 80 attendees. Kate Kelly Collection exhibition opening had 50 attendees and the overall exhibition had 718 visitors.	Attendees at arts and cultural events	Average attendance of 30 people	70

SOCIAL JUSTICE

L3: We will advocate for and facilitate services and activities that have the capacity to enhance community wellbeing and social justice
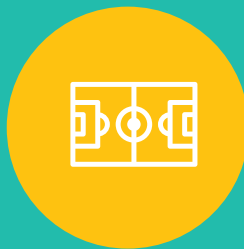
L3.2: Promote Social Justice principals of equity, access, participate and rights within our community

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L3.2.1	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Director Planning & Community Services	25%	Progressing	NAIDOC Week and Youth week Celebrations held within the Parkes Shire Libraries.	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	5 events	2
L3.2.2	Provide a report on attendance for the 5 targeted events	Director Planning & Community Services	25%	Progressing	No events attended.	Provide a report on attendance for the 5 targeted events	Achieved	No events attended.

OPEN SPACE AND RECREATION

25 Parkes and gardens

15 Sportsgrounds

77 Open space facilities

5 cemeteries

4 Swimming pools

Wetland restoration activities

Overview

The Council values the Shire's natural and built environments and effectively plans for a growing community. Council performs the planning, maintenance and development of open spaces and recreation areas across the Shire. By completing these activities, the natural environments within the Shire remain protected and preserved whilst also benefiting the community through the opportunity to utilise and enjoy public spaces.

To ensure the Shire's natural environment is effectively managed, open space and recreation is separated into 6 principal activities. The division of activities ensures, parks and gardens, sport fields, open space facilities, amenities and public toilets, cemeteries, swimming pools and wetlands are managed in accordance with regulatory standards and independent council requirements.

PARKS AND GARDENS

O1: We will continue implementing appropriate planning and maintenance strategies to ensure parks and gardens across the Shire are maintained and upgraded to meet community needs

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.1.1	Engage with the community regarding current and upcoming play space developments via various communication channels	Executive Manager Operations	35%	Progressing	Have met with Trundle sports council & progress association in regards to a number of projects/upgrades including fitness equipment for Berryman Park and carparking upgrades to Berryman oval. Met with Peak Hill CCC in regards to extension to existing play equipment at Lindner Park.	Engage with the community regarding current and upcoming play space developments via various communication channels	4 engagements per year	2
O1.1.2	Play equipment is inspected in accordance with regulatory standard and guidelines	Executive Manager Operations	20%	Progressing	Routine and operational inspections are being completed on all Parks across the shire. Main destination Kelly's Reserve, Lions Park Molong Rd & Arboretum monthly and all other parks quarterly.	Play equipment is inspected in accordance with regulatory standard and guidelines	6 inspections per year	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.2.1	Number of customer requests received	Executive Manager Operations	25%	Progressing	7 requests received during 2022/23 Q1, with an average time of 6.5 days to respond to these requests.	Number of customer requests received	Declining	7 customer requests received. 100% of requests responded to within 10 days.
O1.21	Enquiries and complaints responded to within 10 days	Executive Manager Operations	25%	Progressing	Parks & Gardens supervisors schedule works for teams through 3-week visual program boards, following up with teams to prioritise tasks. 7 requests received during 2022/23 Q1, with an average time of 4.289 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	7 requests received. 100% of requests responded to within 10 days.

O1.3: Parks infrastructure, inspections, maintenance

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.3.1	Maintenance activities undertaken within appropriate timeframes	Executive Manager Operations	25%	Progressing	Works Supervisors Schedule Maintenance works with team leaders to prioritize targeted areas aligning with any events including park bookings. Team leaders report back to Supervisor's to ensure works completed or rescheduled to meet time frames.	Maintenance activities undertaken within appropriate timeframes	100%	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.3.2	Enquiries and complaints responded to within 10 days	Executive Manager Operations	30%	Progressing	All customer & CCC requests are responded to and identified works are completed within required time frames. Presentation team leadership group meet weekly to discuss, plan and prioritize works. Recent garden upgrades include Church Street Roundabout, Cooke park pond fencing and garden upgrade. 7 requests received during 2022/23 Q1, with an average time of 4.289 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	7 requests received. 100% of requests responded to within 10 days.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.4.1	Number of communication channels used to gain community feedback on capital works	Executive Manager Operations	25%	Progressing	Meeting's with CCC Peak Hill & Trundle, Trundle Progress association and Trundle sports council to confirm their needs for proposed Projects Regular Updates are sent out to these community groups on progress of projects.	Number of communication channels used to gain community feedback on capital works	3	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O1.4.2	Continue working with the grants team to ensure applications are successfully submitted	Executive Manager Operations	25%	Progressing	Working with the Grants team on a number of projects providing scope & costings for grant submissions including Burrawang park upgrade at Bogan Gate	Continue working with the grants team to ensure applications are successfully submitted	Maintain	
O1.4.3	Capital works projects are completed in line with Delivery Program	Executive Manager Operations	25%	Progressing	All capital projects are monitored for scope, budget and reviewed to meet required timeframes for delivery. Required reports are completed for Grant reporting	Capital works projects are completed in line with Delivery Program	Achieved	

SPORTS FIELDS

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

O2.1: Develop sporting facilities to meet community needs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O2.1.1	Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	Executive Manager Operations	20%	Progressing	Upcoming little Athletics regional carnival requirements regarding distance layouts are currently being checked by PSC survey team to meet the relevant Australian sporting codes	Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	100% compliance	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O2.2.1	Facilities meet minimum requirements of AS codes relevant with individual projects	Executive Manager Operations	25%	Progressing	Sporting fields are maintained to meet each sporting bodies requirements. Regular communication and feedback from sporting groups to meet their requirements, Currently working with Little Athletics checking distances meet standards for upcoming carnival	Facilities meet minimum requirements of AS codes relevant with individual projects	Achieved	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O2.2.2	Enquiries and complaints responded to within 10 days	Executive Manager Operations	20%	Progressing	Sporting teams programmed maintenance works during sports seasons including mowing, spraying & marking and scheduled works during crossover of sports Winter/Summer including coring, fertlising and topdressing. Wet weather conditions have affected spraying some fields have been too wet to also access wicket soil has been hard to source. Communicating regularly with the sporting bodies on condition and availability of fields. 3 requests received during 2022/23 Q1, with an average time of 14 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	3 requests received. 0% of requests responded to within 10 days.

OPEN SPACE FACILITIES, AMENITIES AND PUBLIC TOILETS

O3: We will create appropriate strategies and plans to ensure open space facilities and amenities are maintained and developed, enabling the community to better utilise the Shire's open spaces

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O3.1.1	Delivery of projects identified for 2022/23	Executive Manager Operations	20%	Progressing	Playground strategy to upgrade destination parks has been presented to council Meeting with Communication's team discuss next steps for comms including community consultation Initial communication with selected playground manufactures for draft plans	Delivery of projects identified for 2022/23	100%	
O3.1.2	Communication channels are used to obtain Community feedback received for current and future projects	Executive Manager Operations	25%	Progressing	urban works supervisor works with the amenity cleaner to program works to fit in with all events including sporting fixtures. Utilizing the google calendar for sports bookings to ensure amenities and surrounds are cleaned. Working with the Project team on the upgrade at Bushmans Hill Amenities block.	Communication channels are used to obtain Community feedback received for current and future projects	2 channels	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O3.2.1	Enquiries and complaints responded to within 10 days	Manager Facilities	25%	Progressing	Request for maintenance lodged through Council's CRM processes have been undertaken within 10 days where appropriate. 4 requests received during 2022/23 Q1, with an average time of 4.25 days to respond to these requests.	Enquiries and complaints responded to within 10 days	100%	100% of requests responded to within 10 days.
O3.2.2	Audits carried out on facilities, amenities and public toilets	Manager Facilities	25%	Progressing	Ongoing reviews of facilities	Audits carried out on facilities, amenities and public toilets	Audited annually	

CEMETERIES

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O4.1.1	Right of burials issued within 72 hours of payment	Manager Regulation and Compliance	25%	Progressing	Burial permit applications are submitted by funeral directors - not the public. Council provides the relevant funeral home a monthly line of credit for payment. Therefore, Burial Permits are not officially provided until after payment is received. Burial is approved by Sharyn Ware by telephone prior to burial (well within 72 hours - usually within 4 hours)	Right of burials issued within 72 hours of payment	100%	100%
O4.1.2	Burial permits issued within 72 hours	Manager Regulation and Compliance	25%	Progressing	Burial permit applications are submitted by funeral directors - not the public. Council provides the relevant funeral home a monthly line of credit for payment. Therefore, Burial Permits are not officially provided until after payment is received. Burial is approved by Sharyn Ware by telephone prior to burial (well within 72 hours - usually within 4 hours)	Burial permits issued within 72 hours	100%	100%
O4.1.3	Respond to all complaints and enquiries within 10 days	Manager Regulation and Compliance	100%	Completed	4 requests received during 2022/23 Q1, with an average time of 3 days to respond to these requests.	Respond to all complaints and enquiries within 10 days	95%	100% of requests responded to within 10 days.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O4.2.1	Plan for future development of Council owned cemeteries	Manager Regulation and Compliance	20%	Progressing	- Replacement fence at Peak Hill Cemetery expected to be completed prior to Christmas 2022 - Additional niches, Parkes Lawn Cemetery - expected to be completed March 23 - New section, Parkes Lawn Cemetery - expected to be completed June 23 - New carpark, Parkes Lawn Cemetery - expected to be completed June 23 - New wall, Parkes Lawn Cemetery - expected to be completed June 23	Plan for future development of Council owned cemeteries	To be developed	
O4.2.1	Plan for future development of Council-owned cemeteries	Manager Regulation and Compliance	20%	Progressing	Refer to previous comments	Capital works projects delivered on time and within budget	Achieved	

SWIMMING POOLS

O5: We will continue implementing suitable frameworks for swimming pools across the Shire, ensuring they meet the standards of regulatory bodies and the needs of the community through ongoing upkeep and developments

O5.1: Operate Shire swimming pools sustainably and safely

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O5.1.1	Compliance with Department of Health Pool Operations Hygiene standards - water test results	Executive Manager Operations	0%	Not Due To Start	Pools were not operational during the first quarter.	Compliance with Department of Health Pool Operations Hygiene standards - water test results	100% compliance	
O5.1.2	Undertake monthly water sampling	Executive Manager Operations	5%	Not Due To Start	Pools were not operational during Q1	Undertake monthly water sampling	100% compliance	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O5.2.1	Participation at learn to swim classes	Executive Manager Operations	0%	Not Due To Start	Pools were not operational during Q1.	Participation at learn to swim classes	Increasing	
O5.2.2	All Instructors hold a current AUSTSWIM accreditation	Executive Manager Operations	0%	Not Due To Start	Pools were not in operation during the first quarter. Council has elected to run the pools by external contract, and it is a requirement of the contract that instructors have AUSTSWIM accreditation.	All Instructors hold a current AUSTSWIM accreditation	100% of instructors hold accreditation	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O5.3.1	Capital works projects are efficiently carried out in line with the Delivery Program	Executive Manager Operations	10%	Progressing	The 2022/2023 capital works program is being re-developed in light of recent storm damage and extensive network damage. Council has currently prioritised delivery of the AGRN1025 storm damage emergency works ahead of the capital works program.	Capital works projects delivered on time and within budget	100%	

WETLANDS RESTORATION

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

O6.1: Facilitate the restoration of Akuna Wetlands project

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
O6.1.1	Progress with Akuna Wetlands restoration during 2022/23 reporting period	Environmental and Biosecurity Coordinator	25%	Progressing	Documentation to engage a contractor to undertake Stage 1 earthworks (through a formal tendering process) in draft form; proposed to be released for tender in October 2022. Grant funding sought for Stage 2 of the project through the Regional Tourism Activation Fund (submitted September 2022).	Progress with Akuna Wetlands restoration during 2022/23 reporting period	Progress	Progressing
O6.1.2	Provide community updates of project through various communication channels	Environmental and Biosecurity Coordinator	15%	Progressing	The Akuna Wetlands project was discussed in depth during National Tree Day 2022 which was held opposite the wetlands site. National Tree Day is an excellent opportunity to engage residents and provide updates to interested members of the community.	Provide community updates of project through various communication channels	2 communication channels	1

PLANNING, CERTIFICATION AND COMPLIANCE

Development Assessments

Local strategic land use planning

Building certification

Environmental health and ranger services

Overview

Parkes Shire Council values the natural and built environments and effectively plans for a growing community. The council performs activities regarding local strategic land use planning, development assessment, building certification, environmental health and ranger services and noxious weed management. By performing these activities, the Council best ensures the built and physical environment of the Shire correlates with the changing needs of the community. Council is responsible for monitoring and enforcing statutory requirements, to ensure the built environment continues to safely accommodate residents and visitors of the Shire.

LOCAL STRATEGIC LAND USE PLANNING

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P1.1.1	Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	Land Use Planning Specialist	20%	Progressing	Planning and Community Services are completing a number of strategic planning projects. The Draft Middleton Masterplan recently came off formal exhibition and all submissions will now be collated before a final report is provided to Council for adoption of the plan.	Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	1 action adopted	O plans adopted in this quarter.
P1.1.2	Review existing strategic land use plans and polices in line with Council standards and statutory regulation	Land Use Planning Specialist	50%	Progressing	All strategic planning policies with mandatory review timeframes are currently up to date. Planning and Community Services are planning a review of the Parkes Shire Development Control Plan 2021 to include appropriate controls for the Middleton Masterplan.	Review existing strategic land use plans and polices in line with Council standards and statutory regulation	Conduct 1 review	O reviews conducted in this quarter.

DEVELOPMENT ASSESSMENT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P2.1.1	Development applications are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Land Use Planning Specialist	50%	Progressing	A total of 84 Development Applications have been received over the last six-month period, with 72 consents issued. The average determination time was 34.9 days with over 73% of applications approved within 40 days. All applications have been completed in accordance with the relevant statutory provisions.	Development applications are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Declining	The average determination time was 34.9 days with over 73% of applications approved within 40 days.
P2.1.2	Review Council's Development Assessment webpages to ensure the community has access to accurate information	Land Use Planning Specialist	50%	Progressing	Council's Planning and Approvals webpages have been reviewed and updated as required to ensure information is accurate and up to date.	Review Council's Development Assessment webpages to ensure the community has access to accurate information	Audited 6 monthly	Reviewed and updated as required.

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P2.1.3	Promote the provision of Council's formal pre-lodgement advice service	Land Use Planning Specialist	50%	Progressing	A number of pre-lodgement meetings have been held with proponents for commercial and residential projects. Pre-lodgement advice continues to be provided in timely manner. Enquiries via email and phone have also been responded to in accordance with Council's customer service standards.	Promote the provision of Council's formal pre-lodgement advice service	Promote on one communication channel	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P2.2.1	Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	Land Use Planning Specialist	50%	Progressing	Round 1 items were identified and notification of the opt in process was completed. Only 3 responses seeking formal statutory listing were received.	Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	% Progress	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P2.2.2	Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	Land Use Planning Specialist	70%	Progressing	All applications are assessed in accordance with the statutory framework outlined in the Environmental Planning and Assessment Act 1979. During the reporting period one application was received which related to a local heritage listed item. The development was assessed in accordance with the relevant provisions of the Heritage Act 1977 and the Parkes Local Environmental Plan 2012.	Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	100% compliance	100% compliance
P2.2.3	Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Land Use Planning Specialist	50%	Progressing	The Local Heritage Fund for 2022/2023 has commenced with a targeted campaign focusing on verandahs and awnings at Peak Hill.	Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Complete one project that aligns with NSWHOLHA and LHAFP	

BUILDING CERTIFICATION

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

P3.1: Provide timely and accurate building certification

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P3.1.1	Number of Construction Certificates approved	Manager Building Certification	25%	Progressing	26 Council certified CC's were issued 6 received and registered from Private certifiers	Number of Construction Certificates approved	Increasing	26
P3.1.2	Number of Complying Development Certificates approved	Manager Building Certification	25%	Progressing	Only 1 CDC approved by Council. 15 CDC's were registered from Private Certifiers in this period	Number of Complying Development Certificates approved	Increasing	1

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P3.2.1	Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	Manager Building Certification	25%	Progressing	Any complaints / queries regard to Swimming Pools and their barriers have been responded to within 3 days in 2022. No complaints received this quarter.	Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	100%	100%
P3.2.2	Provide educational opportunities on the swimming pool compliance standards each year	Manager Building Certification	0%	Progressing	No educational program relating to Swimming Pool Compliance standards has been commenced, education just provided through counter enquiries at this stage.	Provide educational opportunities on the swimming pool compliance standards each year	1 educational activity	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P3.2.3	Percentage of compliance certificates issues	Manager Building Certification	25%	Progressing	8 Requests for Pool Barriers were received, 1 remains to have access provided to the property. 4 Compliance certificates issued 3 Certificates of non-compliance issued, and 3 Notices of Non-compliance issued	Percentage of compliance certificates issues	Maintain	50

ENVIRONMENTAL HEALTH AND RANGER SERVICES

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P4.1.1	Undertake annual inspections of registered businesses and report to the food authority	Manager Regulation and Compliance	0%	Not Due To Start	Annual Inspections scheduled to be carried out in June 2023 for reporting with the NSW Food Authority in July 2023. Inspections carried out within the reporting period were subject to Council receiving a complaint.	Undertake annual inspections of registered businesses and report to the food authority	100% of registered premises inspected	

P4.2: Provide ranger services to the Shire

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P4.2.1	Respond to ranger related complaints and enquires within 10 days	Manager Regulation and Compliance	100%	Completed	90 requests received during 2022/23 Q1, with an average time of 3.9 days to respond to these requests.	Respond to ranger related complaints and enquires within 10 days	90%	85/90, or 94.4%, of requests responded to within 10 days.
P4.2.2	Number of notices issued	Manager Regulation and Compliance	50%	Progressing	4 Notices issued within the reporting period relating to Animal and Development Control.	Number of notices issued	Declining	4 notices issued

NOXIOUS WEED MANAGEMENT

P5: We will utilise appropriate biosecurity controls within the Parkes Shire in accordance with regulatory obligations

P5.1: Monitor the control of priority weeds on public and private land under the Biosecurity Act

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.1.1	Private property inspections per month	Environmental and Biosecurity Coordinator	25%	Progressing	62 private property inspections undertaken during the reporting period, with a focus on urban areas and priority weeds that can be found in gardens.	Private property inspections per month	12	Average of 20
P5.1.2	PSC managed land inspections per year	Environmental and Biosecurity Coordinator	25%	Progressing	While significant extended periods of wet weather have caused some Council owned/managed land parcels to be inaccessible to biosecurity inspections, 8 inspections of Council owned/managed land have been inspected in the reporting period including Lake Endeavour and Bumberry Dam for Noogoora Burr and Tree of Heaven, the Industrial Estate for African Boxthorn and Blue Heliotrope, the Water Treatment Plant and the Recycled Water Distribution Reservoir for St Johns Wort, and Council's bore fields for numerous priority species.	PSC managed land inspections per year	30	8

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.1.3	Council roadsides inspected annually	Environmental and Biosecurity Coordinator	25%	Progressing	Given the heavy rain and extended periods of wet weather, the Biosecurity Team have been able to focus on roadside inspections as they have not been able to access all areas in order to undertake property inspections or control work. At least 50% of all Shire roadsides have been inspected since July 2022	Council roadsides inspected annually	100%	50%
P5.1.4	Percentage of known infestations inspected & controlled	Environmental and Biosecurity Coordinator	25%	Progressing	Council's Biosecurity Team have a register of priority infestations which are monitored regularly and controlled as necessary. Approximately 60% of known infestations were inspected during the reporting period, and control work was undertaken at approximately 40% of these infestations.	Percentage of known infestations inspected & controlled	100%	40%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.2.1	Provide educational material and engagement opportunities during private property inspections	Environmental and Biosecurity Coordinator	25%	Progressing	All private property inspections include an element of education and engagement, be it through informal conversations and discussions with landowners or through providing brochures, handouts and information packs. If additional educational information is requested or required, the Biosecurity Team either email, mail or hand deliver the additional requested information.	Provide educational material and engagement opportunities during private property inspections	90%	100%
P5.2.2	Print media releases per year	Environmental and Biosecurity Coordinator	25%	Progressing	One print and social media story on African Boxthorn in the Shire (released August 2022)	Print media releases per year	4	1
P5.2.3	Number of Shire shows, and local/regional field days attended	Environmental and Biosecurity Coordinator	90%	Progressing	While Tullamore Show was not attended due to extreme wet weather, all other Shire Shows were attended by Council, including a Biosecurity presence at each of them via the informational weeds trailer and numerous pamphlets, brochures and biosecurity information packs.	Number of Shire shows, and local/regional field days attended	4	3

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.2.4	Engagement with the community through social media posts	Environmental and Biosecurity Coordinator	25%	Progressing	One print and social media story on African Boxthorn in the Shire, and one social media post on Green Cestrum.	Engagement with the community through social media posts	2	2

SEWERAGE

4 Sewerage Systems in Parkes, Peak Hill, Trundle and Tullamore

Overview

Parkes is serviced by a network of gravity pipelines. A new Sewage Treatment Plant was built in 2017 at a cost of $28M. The Plant is highly automated and energy efficient (energy consumption is further reduced by a 107kW solar array). It produces a high standard of effluent used for the Recycled Water Supply Scheme (discussed under the Water Supply function). It has a capacity of 15,000 equivalent persons (EP) and can be upgraded to 20,000 EP to accommodate population growth.

Peak Hill is also serviced by gravity pipelines. The Sewage Treatment Plant, built in the 1960s, was upgraded to address safety issues in 2000. Effluent from the plant is evaporated (not released from the site).

Trundle and Tullamore are serviced by a network of low pressure sewers constructed in 2010 and 2008 respectively. Both have simple Treatment Plants with no discharge to the environment.

SEWERAGE SYSTEM

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

S1.1: Safely collect waste water from the community

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.1.1	Percentage of trade waste agreement coverage	Water Quality and Sustainability Specialist	10%	Progressing	Agreements need to be developed and/or updated for numerous properties. This will be a priority for Council's Water Quality and Sustainability Specialist	Percentage of trade waste agreement coverage	50%	10%
S1.1.2	Overflows due to wet weather	Water Quality and Sustainability Specialist	25%	Progressing	Three overflows recorded at the Sewage Pump Station as a result of wet weather. Extreme wet weather experienced within the reporting period	Overflows due to wet weather	1	3
S1.1.3	Number of sewer chokes per 100km	Water Quality and Sustainability Specialist	25%	Progressing	Water and sewer team (ops) maintains our infrastructure based on the maintenance work that has been done on the assets making the determination of replacing the assets or renewing them. Council also want to use the methods like relining and pipe cracking to maintain the assets which ultimately reduces the sewer chokes.	Number of sewer chokes per 100km	20	30
S1.1.4	Percentage of customer complaints responded to in accordance with standards	Infrastructure Operations Manager	25%	Progressing	86 requests received during 2022/23 Q1, with an average time of 12.3 days to respond to these requests.	Percentage of customer complaints responded to in accordance with standards	100%	63% of requests responded to within 10 days.

S1.2: Sustainably treat waste water

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.2.1	Number of EPA License breaches	Water Quality and Sustainability Specialist	25%	Progressing	None recorded in reporting period; all sampling results below EPL limits	Number of EPA License breaches	0	0
S1.2.2	Cost of treatment per Kl inflow	Infrastructure Operations Manager	25%	Progressing	The cost to treat a kiloliter of effluent has risen 9.4% from the same time last year. This has been due to the increase in chemical and power costs with electricity costs up over $1,000/month in May this year	Cost of treatment per Kl inflow	Maintained	$0.150/kl
S1.2.3	Planned preventative maintenance reduces breakdown maintenance	Infrastructure Operations Manager	20%	Progressing	We need to use the asset maintenance data to make the call. At the moment we are going through various ways of bringing all that information together to make decision of where to intervene to reduce breakdowns.	Planned preventative maintenance reduces breakdown maintenance	0	0
S1.2.4	Number of plant operational complaints received	Infrastructure Operations Manager	25%	Progressing	There were no operational complaints for the Sewage Treatment Plant this period	Number of plant operational complaints received	3	0

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.3.1	Percentage of effluent reused	Infrastructure Operations Manager	25%	Progressing	The STP continues to utilise recycled water onsite. The wet weather has seen no demand for recycled water on the sporting fields and parks.	Percentage of effluent reused	100%	2.5%
S1.3.2	Percentage of compliant waste disposal dockets	Infrastructure Operations Manager	25%	Progressing	All waste by-products disposed to landfill	Percentage of compliant waste disposal dockets	100%	100%
S1.3.3	Percentage of bio-solids diverted from landfill	Water Quality and Sustainability Specialist	25%	Progressing	Biosolids currently stockpiled on site awaiting a significant period of dry weather to allow for further drying of biosolids to enable beneficial reuse	Percentage of bio-solids diverted from landfill	100%	100%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.4.1	Number of samples not complying with operational RWMS	Water Quality and Sustainability Specialist	25%	Progressing	Verification sampling undertaken weekly at monitoring points at the Advanced Water Recycling Facility (AWRF) and the Recycled Water Distribution Reservoir (RWDR), and monthly at end user sites throughout town (on a rotational basis). All samples taken at both the AWRF and the RWDR recorded complying results during the reporting period. Extended periods of wet weather, coupled with continued compliant samples recorded at the AWRF and the RWDR, negated the need to sample at end user sites during the reporting period.	Number of samples not complying with operational RWMS	O	O
S1.4.2	Number of CPP exceedances	Water Quality and Sustainability Specialist	25%	Progressing	None recorded	Number of CPP exceedances	1	O
S1.4.3	Recycled water supplied as a percentage of total demand	Infrastructure Operations Manager	30%	Progressing	The recent extended wet weather has resulted in no demand for recycled water for sporting fields or parks. Recycled water has been used at the STP for process water.	Recycled water supplied as a percentage of total demand	90%	100%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.4.4	Planned preventative maintenance reduces breakdown maintenance	Infrastructure Operations Manager	20%	Progressing	We need to use the asset maintenance data to make the call. At the moment we are going through various ways of bringing all that information together to make decision of where to intervene to reduce breakdowns.	Planned preventative maintenance reduces breakdown maintenance	O	O
S1.4.5	Number of service-related complaints	Infrastructure Operations Manager	25%	Progressing	No end user complaints were received during the reporting period	Number of service-related complaints	3	O
S1.4.6	Provide up to date stakeholder reporting	Water Quality and Sustainability Specialist	15%	Progressing	Minimal reporting undertaken during reporting period; further reporting to be completed within the next reporting period.	Provide up to date stakeholder reporting	Achieve	
S1.4.7	Number of end user complaints	Water Quality and Sustainability Specialist	25%	Progressing	The two main end users of the Recycled Water system are the Parkes Golf Course and the Parkes Jockey Club - neither end user had any complaints during the reporting period. Other end users are Council owned and managed parks and playing fields. O requests received during 2022/23 Q1.	Number of end user complaints	Maintain	Maintained

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

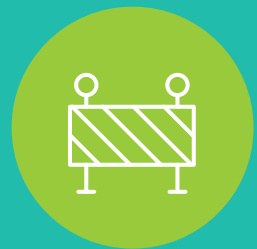| Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.5.1	Number of sewer system wet weather overflow events	Infrastructure Operations Manager	25%	Progressing	Two overflows recorded in the reticulation system as a result of wet weather. Extreme wet weather experienced within the reporting period	Number of sewer system wet weather overflow events	O overflow for 20% Annual Exceedance Probability events and smaller	2
S1.5.2	Increasing containment of sewer system wet weather overflow events	Infrastructure Operations Manager	10%	Progressing	Water and Sewer team will be going through technology available in the market to maintain our sewer infrastructure like using CC TV video to make a call on the condition of the assets. Other IOT devices that can be used for early warning for sewage overflow in strategically critical locations.	Increasing containment of sewer system wet weather overflow events	10% containment	10%
S1.5.3	Number of dry weather system overflows	Infrastructure Operations Manager	25%	Progressing	There have been 11 sewer overflows recorded in the first three period with two of those occurring in rain events. These figures are similar to the six-month period to June this year	Number of dry weather system overflows	O dry weather system overflows	11

TRANSPORT AND DRAINAGE

800km of sealed and 1300km of unsealed roads

15 bridges

47km of footpaths and cycleways

65km of kerb and gutter

45km of urban stormwater drainage pipes

1 Airport 3 Landing strips

315 Rural drainage culverts

Overview

Council is a key facilitator in projects and programs that ensure the transport and drainage of the Shire is appropriate for residents and visitors.

Grants or Council finances provide funding for roads within the Shire. Council receives several ongoing grants to help fund the Shire's road network generally and for specific regional roads. Beyond its road network, Council completes work under the Road Maintenance Council Contract on national and state highways with Transport for NSW. Parkes, Forbes and Lachlan Shire have shared resources to develop and implement suitable Road Safety Campaigns to maximise road safety. Council also manages alternative transport, continually expanding and maintaining transport options such as footpaths and cycleways.

Continued collaboration with Regional Express enables the Parkes Regional Airport to continue as a gateway to the region.

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

SEALED ROADS

T1: We will maintain and expand the Shire's sealed road network with safety and efficiency in mind through the planning and construction of the roads

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.1.1	Maintain compliance with annual inspection calendar	Executive Manager Operations	20%	Progressing	Council is undertaken routine inspections alongside the increased inspection requirements of collecting damage information / evidence to support the natural disaster declaration ARGN1025. Some inspections are being delayed due to resource requirements for damage collection, but generally being attended to in accordance with the asset management plan.	Maintain compliance with annual inspection calendar	100% compliance	80

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.1.2	High risk defects outstanding are addressed in line with standards	Executive Manager Operations	20%	Progressing	Council is promptly addressing high risk defects once identified and for those which cannot be repaired within a 48-hour period, aftercare signage speed reductions are being implemented as per Councils asset management plan. However, there is a significant backlog of outstanding repairs which is currently programmed to be addressed through the immediate restorative works (IRW) under AGRN 1025, delivered by external services.	High risk defects outstanding are addressed in line with standards	100% compliance	
T1.1.3	Customer Requests are responded to within 10-day response target	Executive Manager Operations	25%	Progressing	87 requests received during 2022/23 Q1, with an average time of 7.5 days to respond to these requests.	Customer Requests are responded to within 10-day response target	90%	100% compliance with average of 7.5 days to respond to requests.
T1.1.4	Length of table drains cleared	Executive Manager Operations	5%	Progressing	Table drain clearing has been undertaken in isolated areas in response to storm water management and recent flash flooding events. Larger scale table drain clearing will be undertaken alongside the emergency works period under the AGRN1025 Natural disaster claim.	Length of table drains cleared	20 km per annum	1km

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.1	Length of sealed road reseals	Executive Manager Operations	10%	Progressing	The resealing program is still being developed, a list of roads has been provided to Council's sealing contractor and testing is being undertaken to determine seal designs. Council has also implemented a series of traffic counters within the network to support these designs.	Length of sealed road reseals	20km per annum	0km
T1.2.2	Length of pavement rehabilitation	Executive Manager Operations	0%	Not Progressing	A comprehensive rehabilitation program is being developed under the recent AGRN1025 Natural Disaster declaration for submission under the Immediate Restoration Works (IRW) encompassing the urban Parkes area, and strategic links within the rural Shire network for delivery within the next 3 months.	Length of pavement rehabilitation	3.5 km per annum	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.3	Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	10%	Progressing	Council has halted progression of most Capital grant projects and re-focused construction teams on maintenance and repair of flood damage defects. Urban concrete teams continue with delivery of the Currajong Street grant project between Bushman and Mitchell Street. The project is tracking slightly behind schedule, with anticipated completion in January 2023.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	
T1.2.4	Successful submission of grant applications	Executive Manager Operations	100%	Completed	Two grants have already been submitted during Q1, Fixing Local Roads - Bindogundra Road seal extension and Fixing Country Roads - The McGrane Way Graddle Creek bridge construction.	Successful submission of grant applications	2	2

T1.3: Develop a Transport Asset Prioritisation Framework

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.3.1	Conduct a review of Council's sealed and unsealed road hierarchy	Executive Manager Technical Services	15%	Progressing	PSC uses a road Hierarchy based on National Association of Australian State Road Authorities (NAASRA). The NAASRA system consists of nine (9) different classes as well as four (4) functional classes. The NAASRA hierarchy deals primarily with the National, State and Regional Road networks but does not adequately address the local road end of the spectrum, nor does it deal qualitatively with the unsealed network. An intervention was proposed under the initiative of Fit For The Future (FFTF) regarding special schedule 7's. This highlighted the needs for a more consistent approach to road hierarchies across NSW Local Government (LG). The newly proposed hierarchy is an initiative from the Institute of Public Executive Manager Operationsing Australasia (IPWEA). The model is a Functional Road classification considering Annual Average Daily Traffic (AADT) of both sealed and unsealed roads and consists of arterial, primary collector, local collector and local access. At present Technical area is working closely with the assets area to ensure the new direction is able to be implemented with minimal impact to daily operations.	Conduct a review of Council's sealed and unsealed road hierarchy	Achieve	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.3.2	Develop an updated list of priority projects to inform grant applications		5%	Progressing	Pulling the current project list and aligning them to PSCs Delivery Program. This information will aid in triaging the newly proposed project list.	Develop an updated list of priority projects to inform grant applications	Achieve	

UNSEALED ROADS

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T2.1.1	High risk defects outstanding are addressed in line with standards	Executive Manager Operations	20%	Progressing	Council is promptly addressing high risk defects once identified and for those which cannot be repaired within a 48-hour period, aftercare signage speed reductions are being implemented as per Councils asset management plan. However, there is a significant backlog of outstanding repairs which is currently programmed to be addressed through the immediate restorative works (IRW) under AGRN 1025, delivered by external services.	High risk defects outstanding are addressed in line with standards		
T2.1.2	Customer Requests are responded to within 10-day response target	Executive Manager Operations	25%	Progressing	90 requests received during 2022/23 Q1, with an average time of 11.6 days to respond to these requests.	Customer Requests are responded to within 10-day response target		64% compliance - 58/90 requests responded to within the 10-day response target.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T2.2.1	Length of road resheeted	Executive Manager Operations	0%	Not Progressing	The resheeting program has been placed on hold until the current state of the assets can be determined as resheeting allocations may need to be combined with current unsealed maintenance funds to address outstanding defects.	Length of road resheeted		O
T2.2.2	Undertake unsealed road projects that are in line with Council's Delivery Program	Executive Manager Operations	15%	Progressing	Council undertaking unsealed maintenance works to maintain accessibility in light of recent storm damage.	Undertake unsealed road projects that are in line with Council's Delivery Program		
T2.2.3	Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	20%	Progressing	Council has halted progression of most Capital grant projects and re-focused construction teams on maintenance and repair of flood damage defects. Urban concrete teams continue with delivery of the Currajong Street grant project between Bushman and Mitchell Street. The project is tracking slightly behind schedule, with anticipated completion in January 2023.	Grant funded upgrade and renewal projects are completed before funding deadlines		

REGIONAL ROADS

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.1.1	Enquiries and complaints responded to within 10 days	Executive Manager Operations	10%	Progressing	162 requests received during 2022/23 Q1, with an average time of 10.2 days to respond to these requests. Response times can be longer as background information needs to be gathered and investigations undertaken to formalise Council's position.	Enquiries and complaints responded to within 10 days	90%	68% of requests responded to within 10 days.
T3.1.2	Obtain grant funding for regional roads	Executive Manager Operations	10%	Not Progressing	No Regional Road grants obtained during Q1. However, Council has applied for a bridge construction project on MR354 - The McGrane Way under the Fixing Country Roads program.	Obtain grant funding for regional roads	1	0

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.1.3	Conduct maintenance activities on Regional Roads in line with Delivery Program	Executive Manager Operations	10%	Progressing	Council continues to undertake maintenance activities to Regional roads as weather conditions allow. The road network is under significant duress, and larger packages of maintenance works are being planned in response. The McGrane Way has been closed for a number of weeks and is a reflection of the challenges faced by Council.	Conduct maintenance activities on Regional Roads in line with Delivery Program	Achieved	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.2.1	Length of sealed road reseals (km)	Executive Manager Operations	10%	Progressing	The resealing program is still being developed, a list of roads has been provided to Council's sealing contractor and testing is being undertaken to determine seal designs. Council has also implemented a series of traffic counters within the network to support these designs.	Length of sealed road reseals (km)	7.5 km	0km

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.2.2	Length of pavement rehabilitation (km)	Executive Manager Operations	0%	Not Progressing	A comprehensive rehabilitation program is being developed under the recent AGRN1025 Natural Disaster declaration for submission under the Immediate Restoration Works (IRW) encompassing the urban Parkes area, and strategic links within the rural Shire network for delivery within the next 3 months.	Length of pavement rehabilitation (km)	1.5km	0km
T3.2.3	Length of unsealed roads resheeted (km)	Executive Manager Operations	0%	Not Progressing	The resheeting program has been placed on hold until the current state of the assets can be determined as resheeting allocations may need to be combined with current unsealed maintenance funds to address outstanding defects.	Length of unsealed roads resheeted (km)	2km	0km
T3.2.4	Completion of upgrade projects conducted in line with Delivery Program	Executive Manager Operations	10%	Progressing	Extensive damage has been suffered across the Regional Road network, no capital works upgrades have been programmed during the quarter with the focus being on general maintenance repairs to keep roads open and functional. MR354 The McGrane way has been closed for a number of weeks due to extensive road damage and Council has not been in a position to repair due to constant water inundation.	Completion of upgrade projects conducted in line with Delivery Program	Achieve	

OTHER TRANSPORT AND OVERHEADS

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

T4.1: Other Transport Maintenance Program

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.1.1	Projects completed in alignment with the Delivery Program	Executive Manager Operations	20%	Progressing	Council has been undertaken predominantly maintenance works during Q1 with the current state of assets following Natural Disaster event.	Projects completed in alignment with the Delivery Program	Achieve	
T4.1.2	High risk defects outstanding are addressed in line with standards	Executive Manager Operations	20%	Progressing	Council is promptly addressing high risk defects once identified and for those which cannot be repaired within a 48-hour period, aftercare signage speed reductions are being implemented as per Councils asset management plan. However, there is a significant backlog of outstanding repairs which is currently programmed to be addressed through the immediate restorative works (IRW) under AGRN 1025, delivered by external services.	High risk defects outstanding are addressed in line with standards	100% compliance	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.1.3	Customer enquiries and complaints responded to within 10 days	Executive Manager Operations	10%	Progressing	37 requests received during 2022/23 Q1, with an average time of 11.59 days to respond to these requests. Response times can be longer as background information needs to be gathered and investigations undertaken to formalise Council's position.	Customer enquiries and complaints responded to within 10 days	90%	56% of requests responded to within 10 days.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.2.1	Conduct projects in line with Delivery Program	Executive Manager Operations	0%	Not Progressing	The 2022/2023 works program is being re-developed in response to network wide damage across the Shire to align with damage priorities.	Conduct projects in line with Delivery Program	Achieved	
T4.2.2	Review and update the Pedestrian Access and Mobility Plan (PAMP)	Executive Manager Operations	20%	Progressing	The Active Movement Plan, formerly known as the Pedestrian Access and Mobility Plan (PAMP) has grant funding available through TfNSW to update. Council has obtained quotations from consultants to submit with the latest Tranche of the TfNSW funding program (to be released in November 2022)	Review and update the Pedestrian Access and Mobility Plan (PAMP)	Achieve	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.2.3	Successfully submit grant applications in line with the PAMP	Executive Manager Operations	0%	Not Progressing	The Active Movement Plan, formerly known as the Pedestrian Access and Mobility Plan (PAMP) has grant funding available through TfNSW to update. No submissions have been made during Q1	Successfully submit grant applications in line with the PAMP	1	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.3.1	Mine Safety Management Plan is in place	Executive Manager Operations	10%	Progressing	Mine safety management plan is in place but will be reviewed and amended in a continuous improvement process.	Mine Safety Management Plan is in place	Achieve	Achieved
T4.3.2	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	Executive Manager Operations	10%	Progressing	Gravel pits currently being managed in accordance with existing mine safety management plans. Council is currently updating all of the gravel pit licenses with landowners to strengthen and formalise roles and responsibilities under the agreement to further protect both the licensee and licensor.	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	0 breaches	0
T4.3.3	Manage contractors to ensure legislative compliance to ensure no breaches are recorded	Executive Manager Operations	20%	Progressing	Contractors being managed in accordance with WH&S and legislative requirements. Council regularly engages a number of contractors within the civil construction field to supplement our current workforce.	Manage contractors to ensure legislative compliance to ensure no breaches are recorded	0 breaches	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.3.4	Crushing program delivered to provide adequate stocks enabling timely supply for works	Executive Manager Operations	10%	Progressing	Wet weather conditions experienced during this quarter have hindered gravel crushing operations. In response, Council has engaged two (2) qualified contractors to address the gravel requirement backlog. However, progress has been slow with consistent rain.	Crushing program delivered to provide adequate stocks enabling timely supply for works	Achieve	

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.4.1	Roadside Vegetation Management Plan is current and accessible	Environmental and Biosecurity Coordinator	25%	Progressing	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps for all internal stakeholders to access. No significant changes to conservation area ratings have been observed since this last update, thus the existing mapping provided in the updated RVMP is current. Working closely with Council's Works and Services team ensures all road works take into account information provided in Council's Roadside Vegetation Management Plan. Works impacting the roadside environment always require a level of assessment undertaken based on the proposed level of impact.	Roadside Vegetation Management Plan is current and accessible	Achieved	Achieved
T4.4.2	Consultation is provided to relevant stakeholders	Environmental and Biosecurity Coordinator	25%	Progressing	Continual discussions with Council's Works and Services team to ensure all road works take into account information provided in Council's Roadside Vegetation Management Plan. Roadside vegetation mapping also available on IntraMaps for all to access.	Consultation is provided to relevant stakeholders	Achieved	Achieved

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.4.3	Evidence of documentation of current high, medium, and low conservation areas for significant changes	Environmental and Biosecurity Coordinator	25%	Progressing	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps. No significant changes to conservation area ratings have been observed since this last update, thus the existing mapping provided in the updated RVMP is current.	Evidence of documentation of current high, medium, and low conservation areas for significant changes	Achieved	Achieved

URBAN STORMWATER

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T5.1.1	High risk defects outstanding are addressed in line with standards	Executive Manager Operations	20%	Progressing	Council is promptly addressing high risk defects once identified and for those which cannot be repaired within a 48-hour period, aftercare signage speed reductions are being implemented as per Councils asset management plan. However, there is a significant backlog of outstanding repairs which is currently programmed to be addressed through the immediate restorative works (IRW) under AGRN 1025, delivered by external services.	High risk defects outstanding are addressed in line with standards	100% compliance	
T5.1.2	Enquiries and complaints responded to within 10 days	Executive Manager Operations	10%	Progressing	12 requests received during 2022/23 Q1, with an average time of 19.75 days to respond to these requests. Response times can be longer as background information needs to be gathered and investigations undertaken to formalise Council's position.	Enquiries and complaints responded to within 10 days	90%	16% of requests responded to within 10 days.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T5.2.1	Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	10%	Progressing	Council has halted progression of most Capital grant projects and re-focused construction teams on maintenance and repair of flood damage defects. Urban concrete teams continue with delivery of the Currajong Street grant project between Bushman and Mitchell Street. The project is tracking slightly behind schedule, with anticipated completion in January 2023.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	
T5.2.2	Stormwater drainage construction projects are undertaken in accordance with strategic plans	Executive Manager Operations	20%	Progressing	Stormwater construction projects are currently within the design and development phase during Q1 with implementation scheduled for the remainder of the year. Projects being developed include Reid Street; Coronation Avenue & Peak Hill drainage works	Stormwater drainage construction projects are undertaken in accordance with strategic plans	100%	
T5.2.3	Grant submissions lodged	Executive Manager Operations	10%	Progressing	Council has lodged a submission to the Office of Local Government for upgrade 7 key strategic causeways within the Shire. The upgrade will see surface improvements to concrete and installation of a low-flow culvert for increased flood immunity.			

REGIONAL AIRPORT

T6: We will ensure the Parkes Regional Airport can continue serving as a gateway to the Shire by aligning development and maintenance strategies with regulatory guidelines and community needs

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T6.1.1	Compliance with Civil Aviation Safety Authority surveillance activities	Manager Facilities	50%	Progressing	Obstacle Limitation Surface (OLS) Survey undertaken in August 2022. Actions from the OLS Survey have been implemented. Technical and Lighting Inspections due October and November 2022.	Compliance with Civil Aviation Safety Authority surveillance activities	100% compliance	
T6.1.2	Maintain Parkes Regional Airport Certification	Manager Facilities	50%	Progressing	Obstacle Limitation Surface (OLS) Survey undertaken in August 2022. Actions from the OLS Survey have been implemented. Technical and Lighting Inspections due October and November 2022.	Maintain Parkes Regional Airport Certification	100% compliance	

ROAD COUNCIL CONTRACT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T7.1.1	Compliance with the Road Maintenance Council Contract	Executive Manager Operations	20%	Progressing	Council continues to maintain the State Road network (Henry Parkes Way & Newell Highway in town) in accordance with specifications and requirements of the Road Maintenance Council Contract (RMCC). These networks are also under significant duress and will require additional funding to maintain / repair.	Compliance with the Road Maintenance Council Contract	100% compliance	
T7.1.2	Obtain a Contractor Performance Report	Executive Manager Operations	10%	Progressing	Contractor performance reports being obtained with an overall score of 63%.	Obtain a Contractor Performance Report	Achieve 80% with CPR	63%

ROAD SAFETY

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

T8.1: Road Safety Plan

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T8.1.1	Facilitate Road Safety initiatives/programs	Road Safety & Injury Prevention Officer	30%	Progressing	The following road safety programs have been delivered this quarter: - Be Road Ready for Harvest Field Day and Satellite Events (approximately 50 attendees). Satellite Events were held in Lake Cargelligo, Wirrinya and Peak Hill and attracted 45 participants. - NOT A STATISTIC! Youth Driver Education Program. The crash scenario filming was completed this quarter. - Plan B Win a Swag. Collating the merchandise orders for the 60 local licensed venues. - Learner Driver Parent Workshops. There were over 50 attendees, - Promoting the double demerit point periods.	Facilitate Road Safety initiatives/programs	4 initiatives	4

WASTE MANAGEMENT

Domestic waste management

Commercial waste and recycling facilities

Waste education and sustainability

Overview

As the traditional means of landfilling increases in cost, Parkes Shire Council has adapted to prioritise recycling and resource recovery. Council complies with all regulatory requirements, when transitioning to newer methods of waste management. An example of this compliance is ensuring domestic waste management activities are 'self-funded', complying with the NSW Local Government Act (section 504).

To ensure Council activities are efficiently run, Council maintains a contract with JR Richards to service the collection of residential and commercial waste at eligible properties across the Shire, operating a three-bin collection service. For additional waste that cannot be collected with JR Richards, Council operates 8 waste depots within the Shire.

Council collaborates with various organisations to enhance waste outcomes within the Shire. Collaboration continues with NetWaste, enabling cooperative projects to improve planning and delivery of waste management services across the region. While Visy Australia processes recyclable materials collected within the shire, ensuring items are correctly categorised and sold to reprocessing companies.

DOMESTIC WASTE MANAGEMENT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.1	Waste collection complaints responded to within 10 days	Environmental Waste Lead	25%	Progressing	All complaints responded to within 10 days	Waste collection complaints responded to within 10 days	90%	100

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.2	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Environmental Waste Lead	25%	Progressing	Council in conjunction with NetWaste group had selected Talis Consultant to write/construct a regional based strategy. PSC has already forwarded detailed information of the shire that will be covered in the Development of Net Waste's Regional Waste and Sustainable Materials Strategy 2022 -27. If required, Council will review internal waste strategy based on the regional waste strategy 2022 -27, once available, as the targets, objective, and goals for internal strategy is required to align to the NetWaste Strategy. Most of the recycling contracts are renewed for the waste operational services for next 2-3 years, subject to annual performance review and change is price index.	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Complete review	Progressing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.3	Investigate new technologies to assist in waste management	Environmental Waste Lead	25%	Progressing	Ongoing Operation Review: Reviewing and staying up to date with RGDC's new project within the Parkes SAP. Providing council inputs in meetings with RGDC. Council is reviewing impact of Parkes SAP on the Parkes Waste Facility including lifeline of the facility.	Investigate new technologies to assist in waste management	1 technology investigated	Progressing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.4	Waste being diverted from landfill to recycling centres	Environmental Waste Lead	25%	Progressing	Ongoing Operation Service: Council in conjunction with NetWaste group is committed to divert waste from landfill. This include waste segregation at initial stage and then sending it to appropriate facility for resource recovery and to be reused in manufacturing implementing circular economy concept. This includes: 1) Yellow Bin Material recycling by Visy Facility 2) FOGO Bin Material converted to compost by ANL Facility 3) Green Waste Chipping at the Parkes Waste Facility 4) Motor oil collection 5) Tyre Collection 6) Battery Collection 7) Mattress Collection 8) Scrap Metal Collection Two recent project of diverting waste from landfill includes: - Operation of Parkes Community Recycling Centre - E-waste Recycling Trail Project in conjunction with NetWaste	Waste being diverted from landfill to recycling centres	5% increase	Progressing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.5	Number of audits conducted	Environmental Waste Lead	50%	Progressing	The waste audit is done as per the NetWaste and JR Richards Plan. Council did conduct Bin Inspect in Conjunction with NetWaste via Environment as follows: - 17th to 21st Jan 2022. Recycling Bin Inspection Report MARCH 2022 (available for review) - PSC Domestic Kerbside Waste Stream Composition AUGUST 2022 (available for review) - The next recycling bin inspection audit is booked in for 7 - 11 NOVEMBER 2022	Number of audits conducted	Minimum 1 per year	Progressing

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.4.1	Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	Environmental Waste Lead	25%	Progressing	Ongoing Operational Work With the opening of the CRC, resident can now recycle their household problematic waste throughout the year. The total diversion of waste from landfill will be calculated at the end of the financial year.	Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	5% increase	Progressing
W1.4.2	Continue operating and maintaining waste facilities across the Shire	Environmental Waste Lead	25%	Progressing	Ongoing Operation work: - Rural tips are regularly reviewed and monitored. - Delivery of the new Tullamore Cell. - Tip pushing completed on regular basis or upon request. - Access to the tip is limited to the local resident of that town. - Rural tip access key records are registered in the council system.	Continue operating and maintaining waste facilities across the Shire	Maintain and review rural tip operations	Progressing

COMMERCIAL WASTE

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.1.1	Provide one new tip cell to the Shire	Environmental Waste Lead	25%	Progressing	Ongoing operation work Council has started work regarding extension of existing cell. Preliminary study has been completed that includes leachate pipe gradient, type of pipe, surveying, dimensions of the cells, gabient design and review of other technical factors. Council is facing challenges with extreme wet weather conditions that had limited implementation of work on site.	Provide one new tip cell to the Shire	1	Progressing
W2.1.2	All regulatory guidelines are met when opening a new landfill cell	Environmental Waste Lead	25%	Progressing	The delivery of the new landfill cell is expected to be done by the end of financial year 2022-23. The work is in progress.	All regulatory guidelines are met when opening a new landfill cell	100% compliance	In Progress

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.1.3	Increase percentage of waste being diverted from landfill	Environmental Waste Lead	25%	Progressing	Ongoing Operational Work With the opening of the CRC, resident can now recycle their household problematic waste throughout the year. The total diversion of waste from landfill will be calculated at the end of the financial year.	Increase percentage of waste being diverted from landfill	2% increase	Progressing

W2.2: Commercial Waste Collection

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.2.1	Continue providing a commercial waste collection service	Environmental Waste Lead	25%	Progressing	Ongoing Operation work: - Working closely with JR Richards to ensure bin collection service is provided to the eligible businesses. - Providing access to the commercial business to use the Parkes Waste Facility. - Resolving commercial waste collection and disposal service request within 10 days. - SAP project businesses are subject to assessment.	Continue providing a commercial waste collection service	Maintain	Progressing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.2.2	Customer requests and enquiries are responded to within 10 days	Environmental Waste Lead	25%	Progressing	114 requests received during 2022/23 Q1, with an average time of 1.82 days to respond to these requests.	Customer requests and enquiries are responded to within 10 days	100%	100% compliance with an average time of 1.82 days to respond to requests and enquiries.

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.3.1	Number of contracts for external services for recycling and diversion from landfill	Environmental Waste Lead	25%	Progressing	Ongoing operational service Council currently have following external service contracts for recycling and diversion from Landfill: 1) Mattress Recycling 2) Tyre Recycling 3) Green Waste Mulching (diverted from landfill) 4) Motor Oil Recycling 5) CRC 6) Scrap Metal Recycling 7) FOGO waste diversion from landfill 8) Recycling bin processing contract 9) E- waste recycling 10) Drum-Muster cage recycling	Number of contracts for external services for recycling and diversion from landfill	5-8	10

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W2.3.2	Maintain yellow bin collection service	Environmental Waste Lead	25%	Progressing	Ongoing Operation Work: Ensuring recycling bin collection is offered to the eligible businesses and residents. The missed bin collection requests are completed by JR Richards within their KPI's.	Maintain yellow bin collection service	Maintain	Progressing

WASTE EDUCATION

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W3.2.1	Council representatives participate in educational programs	Environmental Waste Lead	50%	Progressing	Council organised the FOGO Workshop for the resident on 27.09.2022 from 5:30 - 7:30 PM. EnvrioCom presented on the FOGO Waste Management and council's three bin collection service. Raj attended the workshop to answer resident query and to ensure appropriate education is provided to the community. In Q2, Council will be offering Worm Farm Composting Workshop in conjunction with NetWaste via EnviroCom.	Council representatives participate in educational programs	1	Progressing
W3.2.2	Number of quarterly NetWaste forums attended	Environmental Waste Lead	0%	Progressing	Not able to attend the Nyngan NetWaste Forum due to workload in Q1, however did attend the JRC meeting in Orange. Expecting to attend the next JRC Meeting Dubbo on 4th November and NetWaste Forum in Mudgee.	Number of quarterly NetWaste forums attended	4	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W3.2.3	Implement a suggested strategy, program, process, or activity from a NetWaste forum	Environmental Waste Lead	25%	Progressing	Council in conjunction with NetWaste group had selected Talis Consultant to write/construct a regional based strategy. PSC has already forwarded detailed information of the shire that will be covered in the Development of Net Waste's Regional Waste and Sustainable Materials Strategy 2022 -27. If require, Council will review internal waste strategy based on the regional waste strategy 2022 -27, once available, as the targets, objective, and goals for internal strategy is required to align to the NetWaste Strategy.	Implement a suggested strategy, program, process, or activity from a NetWaste forum	1	Progressing

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W3.1.1	Number of educational opportunities provided to residents and businesses	Environmental Waste Lead	25%	Progressing	Ongoing operational service Education Material: - Waste calendar available digitally with acceptable and non-acceptable items for each bin - Regular post with waste education in regards to FOGO Service, National Recycling week, NSW Government new initiative such as plastic ban and other. - Education material available on NetWaste website - FOGO Work shop and pop-up display stand were two education platform offered to community during this quarter - Council working towards delivery of the Waste and Recycling App	Number of educational opportunities provided to residents and businesses	2	Progressing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W3.1.3	Variety of waste education opportunities are provided to the Shire	Environmental Waste Lead	40%	Progressing	Ongoing operational service Education Material: - Council working towards delivery of the Waste and Recycling App - Regular school education is provided by the NetWaste group - Organizing Waste2Art competition - Waste calendar available digitally with acceptable and non-acceptable items for each bin - Regular post with waste education in regards to FOGO Service, National Recycling week, NSW Government new initiative such as plastic ban and other. - Education material available on NetWaste website - FOGO Work shop and pop-up display stand were two education platform offered to community during this quarter	Variety of waste education opportunities are provided to the Shire	4	Progressing

| W3.1.4 | Conduct annual bin audits to guide educational materials for the community | Environmental Waste Lead | 50% | Progressing | The waste audit is done as per the NetWaste and JR Richards Plan. Council did conduct Bin Inspect in Conjunction with NetWaste via Environment as follows: - 17th to 21st Jan 2022. Recycling Bin Inspection Report MARCH 2022 (available for review) - PSC Domestic Kerbside Waste Stream Composition AUGUST 2022 (available for review) - The next recycling bin inspection audit is booked in for 7 - 11 NOVEMBER 2022

 Education Material:

 - Waste calendar available digitally with acceptable and non-acceptable items for each bin - Regular post with waste education in regards to FOGO Service, National Recycling week, NSW Government new initiative such as plastic ban and other. - Education material available on NetWaste website - FOGO Work shop and pop-up display stand were two education platform offered to community during this quarter | Conduct annual bin audits to guide educational materials for the community | 1 | 3 |

WATER SUPPLY

3 Water supply schemes

Overview

The Parkes-Peak Hill scheme draws from a combination of surface water from the Lachlan River, 15km east of Forbes and the Lake Endeavour and Beargamil dams as well as groundwater from bores located on the Escort Way associated with the Lachlan River through to the Parkes Water Treatment Plant. It is then treated at the Parkes Water Treatment Plant before being supplied to consumers at Parkes, Peak Hill, Alectown, Cookamidgera and Trewilga. The scheme also supplies raw water to Northparkes Mine. A major project for the next Delivery Program involves increasing the security of supply – largely to cater for increased demand associated with the Special Activation Precinct – by constructing additional bores and a new pipeline from the river and bore supplies at the Lachlan River through to the Parkes Water Treatment Plant.

The Forbes Tottenham scheme supplies towns on the western side of the Shire. This is also known as the B section of pipeline. Water is purchased from Forbes Shire Council, who draws it from the Lachlan River and treats it (for its own supply as well) before it is piped to the towns of Bogan Gate, Gunningbland, Trundle, and Tullamore. Parkes Shire Council then sells it to Lachlan Shire Council to supply Tottenham.

The Recycled Water Scheme draws treated effluent from the Parkes Recycled Water Plant and supplies it to a number of parks and sportsgrounds around Parkes, as well as commercial users. It is an important means of reducing the demand on potable water resources. A major project for the next Delivery Program involves connecting a number of third-party users to the scheme. This could include a number of low risk, high water use business and not-for-profit organisations to provide a lower cost non-potable water option.

WATER SUPPLY

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.1.1	Audits of critical infrastructure	Infrastructure Operations Manager	25%	Progressing	Water and Sewer team along with PMO team is currently working on critical infrastructure projects to address the water security. On top of that water operational team looks after our critical infrastructures like water sources (bores, dam) and treatment plants (both water and sewer) along with other assets like pipes and pump stations (water and sewer).	Audits of critical infrastructure	10	10
WS1.1.2	Water is effectively sourced from bore, river, dam and supernatant supplies	Infrastructure Operations Manager	25%	Progressing	Lake Endeavour has increasingly been used as a raw water source with 136ML drawn in the three-month period. Less water has been sourced from the Lachlan River as the recent high flows have seen a decline in water quality.	Water is effectively sourced from bore, river, dam and supernatant supplies	Achieve	186ML Bores, 136 ML dam, 94 ML River
WS1.1.3	Time outside raw water quality envelope	Environmental & Biosecurity Coordinator	25%	Progressing	Council is currently progressing planning for the Lachlan River Pre-Treatment Lagoon, which will help ensure time outside raw water quality envelope is further decreased	Time outside raw water quality envelope	15%	

WS1.2: Water Conservation and Drought Management Programs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.2.1	Number of days restrictions over Level 1	Infrastructure Operations Manager	30%	Progressing	Customers remained on level 1 restrictions due to the wet conditions experienced throughout the shire.	Number of days restrictions over Level 1	O	O
WS1.2.2	Volume of non-revenue water	Infrastructure Operations Manager	20%	Progressing	We are progressing through some of the strategic projects like installing smart meters which will help us to identify losses int he system which accounts for the non-revenue water.	Volume of non-revenue water	Declining	No change
WS1.2.3	Number of water awareness campaigns	Environmental & Biosecurity Coordinator	25%	Progressing	There was no need to create, distribute or promote any water awareness campaigns during the reporting period due to the high level of rain received throughout the Shire.	Number of water awareness campaigns	1	O

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.3.1	Number of Critical Control Point exceedances	Environmental & Biosecurity Coordinator	25%	Progressing	None recorded	Number of Critical Control Point exceedances	0	0
WS1.3.2	Number of non-compliant samples	Environmental & Biosecurity Coordinator	20%	Progressing	Two samples initially recorded as non-compliant were later shown to have been a testing error. Numerous non-compliant results for fluoride as a result of the fluoride plant being offline/broken - it has since been fixed.	Number of non-compliant samples	Declining	Declining

WS1.4: Efficiently operate the water supply system

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.4.1	Planned preventative maintenance reduces breakdown maintenance	Infrastructure Operations Manager	20%	Progressing	We need to use our maintenance data along with the asset data for preventative maintenance. Water and sewer team are doing very well when it comes to strategic planning for demand and regulatory requirements. With various projects underway to cater for future demands and IWCM very close to completion, council currently is in a very strong position.	Planned preventative maintenance reduces breakdown maintenance	O	O
WS1.4.2	Cost of production per kL	Infrastructure Operations Manager	25%	Progressing	The cost to produce a megaliter ow water has risen by 6.5% in the last year partly due to the 12% increase in chemical costs. Lake Endeavour has been utilised more as a raw water source in the last few months which has led to the increase in chemical usage.	Cost of production per kL	Maintain	$0.162/kL

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.5.1	Number of water quality complaints	Environmental & Biosecurity Coordinator	0%	Not Updated	5 requests received during 2022/23 Q1, with an average time of 24.4 days to respond to these requests.	Number of water quality complaints	Declining	5 requests during Q1.
WS1.5.2	Number of service-related complaints	Infrastructure Operations Manager	25%	Progressing	No water quality complaints were received during the reporting period	Number of water quality complaints	Declining	0
WS1.5.3	Number of unplanned supply interruptions	Infrastructure Operations Manager	25%	Progressing	Council responded to 51 customer requests in the three months to September, of which 3 resulted in unplanned interruptions	Number of unplanned supply interruptions	Maintain	3

WS1.6: Recycled Water is safe for municipal irrigation

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.6.1	Number of samples not complying with AGWR	Environmental & Biosecurity Coordinator	25%	Progressing	All verification sampling returned compliant results within the reporting period	Number of samples not complying with AGWR	0	0
WS1.6.2	Number of Critical Control Point exceedances	Environmental & Biosecurity Coordinator	25%	Progressing	None recorded	Number of Critical Control Point exceedances	0	0
WS1.6.3	Recycled water supplied as a percentage of total demand	Infrastructure Operations Manager	30%	Progressing	The recent extended wet weather has resulted in no demand for recycled water for sporting fields or parks. Recycled water has been used at the STP for process water.	Recycled water supplied as a percentage of total demand	100%	100%

WATER SECURITY PROJECT

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

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.1.1	Complete detailed design of the Water Security Project	Infrastructure Operations Manager	30%	Progressing	We are progressing through prelim design for most of the projects. We are also progressing through the design report as scheduled. However, continuous weather issue has the possibility to delay the project.	Complete detailed design of the Water Security Project	Achieve	30%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.2.1	Secure grant funding for the Water Security Project	Infrastructure Operations Manager	25%	Progressing	Council is doing really well with securing grant funding for projects like BBRF, Safe and Secure along with Drought relief Program. And as the completion of IWCM is very close, this will give us even advantage to secure future funding.	Secure grant funding for the Water Security Project	Achieve	25%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.2.2	Prepare for project construction	Infrastructure Operations Manager	25%	Progressing	We are progressing smoothly through the planning and pre-construction phase paving way for construction. Community consultations, cultural due diligence, planning for operational readiness some of the examples of the work that has been happening for the construction to follow.	Prepare for project construction	Achieve	25%

PARK+ES™

It all adds up.