



Parques Shire Operational Plan 2023-2024 Progress Report

1 January 2024 - 30 June 2024

Operational Plan and Budget

2023–24

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

01

Introduction	2
Our integrated planning and reporting framework	3
How we plan and report on our progress	4
Guiding principles	5
Quadruple Bottom Line	5

02

2023–24 Operational Plan	6
About this plan	7
2023-24 Financial Performance	8
2023-24 TYD Key Achievements	10

03

Commercial enterprise	14
------------------------------	-----------

04

Council and corporate	27
------------------------------	-----------

05

Economy and engagement	101
-------------------------------	------------

06

Emergency services	132
---------------------------	------------

07

Library, culture and social justice	138
--	------------

08

Open space and recreation	158
----------------------------------	------------

09

Planning, certification and compliance	178
---	------------

10

sewerage	192
-----------------	------------

11

Transport and drainage	198
-------------------------------	------------

12

Waste management	227
-------------------------	------------

13

Water supply	238
---------------------	------------

01

Introduction



- Our integrated planning and reporting framework
- How we plan and report on our progress
- Guiding principles
- Quadruple bottom line

Our integrated planning and reporting framework

Integrated planning and reporting

The 2023–24 Operational Plan and Budget forms part of the Integrated Planning and Reporting (“IP&R”) framework.

In 2009, a new 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 One” Council. Participation within 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 (“CSP”).

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 ensures a holistic balanced approach is applied to all aspects of the 2023–24 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.

02

2023–24 Operational Plan

- [About this plan](#)
- [2023-24 Financial Performance](#)
- [2023-24 TYD Key Achievements](#)

About this Plan

The 2023–24 Operational Plan and Budget forms part of the Parkes Shire 2035+ Delivery Program. These plans outline the details of the Delivery Program – specifically the individual projects, actions and budget that will be undertaken in this year to achieve the commitments made in the Parkes 2035+ Delivery Program. Council reports on these measures on a three-monthly basis.

The projects, actions, and budget of year one of the Parkes 2035+ Delivery Program are split into eleven core functions of Council, with Principal Activities grouped within each. These functions include:

The Budget details how Council intends to fund these activities and includes provisions relating to the content of Council's Annual Statement of Revenue Policy.

This includes details of:

- Estimated income and expenditure.
- Ordinary rates and special rates.
- Proposed fees and charges.
- Council's proposed pricing methodology.
- Proposed borrowings.

The Operational Budget is reviewed and reported to Council within two months, after the end of each quarter (excluding the June quarter).

Core functions of Council

Commercial enterprise	<ul style="list-style-type: none">• Central West Childcare Services• Caravan Parks• Rental and Leasing• Land Development and Sales	Planning, certification and compliance	<ul style="list-style-type: none">• Local Strategic Land Use Planning• Development Assessment• Building Certification• Environmental Health and Ranger Services• Noxious Weed Management
Council and corporate	<ul style="list-style-type: none">• 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 and Wellbeing• Communication and Engagement	Sewerage	<ul style="list-style-type: none">• Sewerage System
Economy and activation	<ul style="list-style-type: none">• Economic Development• Grants• Events and Festivals• Tourism and Destination Marketing	Transport and drainage	<ul style="list-style-type: none">• Sealed Roads• Unsealed Roads• Regional Roads• Other Transport and Overheads• Urban Stormwater• Regional Airport• Road Maintenance Council Contract• Road Safety
Emergency services	<ul style="list-style-type: none">• Emergency Services Support	Water supply	<ul style="list-style-type: none">• Water Supply• Water Security Project• Recycled Water Extension Project
Library, arts and culture	<ul style="list-style-type: none">• Library Services• Arts and Culture• Social Justice	Waste management	<ul style="list-style-type: none">• Domestic Waste Management• Commercial Waste• Waste Education and Sustainability
Open space and recreation	<ul style="list-style-type: none">• Parks and Gardens• Sports Fields• Open Space Facilities, Amenities and Public Toilets• Cemeteries• Swimming Pools• Wetlands Restoration		

2023-24 Financial Performance

Function	Principal Activity	Operational Performance		Capital Performance	
		Income	Expenditure	Income	Expenditure
Commerical Enterprise	Central West Childcare Services	1,304,559	1,065,975	-	3,627
	Caravan Park	298,415	165,786	-	-
	Rental and Leasing	-	-	-	-
	Land Development and Sales	-	-	-	81,003
Council	ICT	-	617,171	-	83,535
	Governance and Strategy	5,961	79,398	-	-
	Civic	150,000	830,023	-	-
	People, Safety and Culture	13,613	679,317	-	-
	Finance	5,604,436	1,657,932	-	-
	Fleet	2,167,784	1,396,331	-	1,218,499
	Council Land and Buildings	928,385	1,138,179	-	242,467
	Council Environment Management	-	-	-	-
	Customer Service	-	297,113	-	-
	Community Services and Wellbeing	-	-	-	-
Economy	Economic Development and Grants	-	93,719	-	121,654
	Communication and Engagement	-	284,426	-	-
	Elvis Festival, Special Events and Event Support	734,155	1,324,013	-	268,343
	Visitor Economy	72,887	120,647	-	-
Emergency Services	Emergency Services Support	77,387	401,977	1,251,208	16,249
Library	Library Services	14,758	364,446	-	18,402
	Arts and Culture	4,457	63,001	-	-
	Social Justice	40,000	45,000	-	-

		Operational Performance		Capital Performance	
Function	Principal Activity	Income	Expenditure	Income	Expenditure
Open Spaces	Parks and Gardens	-	1,200,563	-	-
	Sports Fields	9,672	228,133	-	59,244
	Open Space Facilities, Amenities, Cemeteries and Public Toilets	141,840	383,991	231,345	1,457,857
	Swimming Pools	9,492	553,420	20,000	36,954
	Wetlands Restoration	-	-	100,000	-
Planning	Local Strategic Land Use Planning	-	-	-	-
	Development Assessment	107,497	140,581	-	-
	Building Certification	195,342	174,781	-	-
	Environmental Health and Ranger Services	64,089	556,479	-	-
	Noxious Weeds Management	100,500	196,789	-	-
Sewer	Sewerage System	2,653,281	1,711,024	97,209	734,597
Water	Water Supply	7,595,144	4,768,658	4,226,865	9,005,151
Waste	Waste Management	498,698	1,872,349	-	11,969
Transport	Sealed Roads	4,445,271	3,273,454	4,547,494	2,233,295
	Unsealed Roads	-	1,228,162	-	150,940
	Other Transport	25,490	1,429,779	147,190	1,145,962
	Urban Stormwater	18,237	152,348	-	685,928
	Regional Airport	122,117	144,668	29,144	84,220
	Road Maintenance and Council Contract / Regional Roads	10,954,678	5,184,316	3,571,075	5,449,582
	Road Safety	53,568	103,037	-	-
	Depreciation	-	9,119,768	-	-
		38,411,712	43,046,757	14,221,530	23,109,477

January to June 2024

Key Achievements

Actions completed

258

Actions progressing

74

Actions not progressing

31

Actions not due to start

5

No update provided

0

Commercial enterprise

- The occupancy rate at Spicer Caravan Park saw a 35% increase compared to 2022.
- Council 's commercial buildings and properties achieved a 100% occupancy rate.
- Central West Childcare maintained educator to student ratio numbers, 24 play groups, and 400 bus transport services.
- Preschool maintained 30 children per day.

Council and corporate

- Recruitment as part of the Cadet, Apprentice, and Trainee (CAT) Program in the reporting period including Biosecurity, Events Trainee and Finance Trainee advertised.
- Fifteen (15) staff commenced compliance and professional development training during the reporting period.
- Council's biennial employee surveys for workplace wellbeing assessment and people at work measuring psychosocial hazards and risks.
- All employees were provided with WHS, cyber security, and code of conduct compliance.
- Service review on Children's Services including the development of a framework and scope of works for the review was completed. Next steps analysing the results.
- Maintenance of International Standard 45001 OH&S Management System achieved.
- Internal attraction and retention audit completed.
- Delivered Audit, Risk and Improvement Committee meetings.
- A team of four representatives in the rural management challenge.
- Council exceeded the Office of Local Government's benchmark of an $\geq 1.5x$ unrestricted ratio, with a result of 2.01x.
- The Annual Financial Statements were delivered a month early.
- Delivered Councillor Professional Development Plan.
- Fleet maintenance 31.7%, number

well with the IPWEAS benchmark of 30%

- Plant replacement program saw development to ensure accuracy improvements.
- Electric vehicle strategy preparations commenced. GPS system has gone from introduction to implementation phase.
- Rural Fire Service (red fleet) over a third of pink slips and services were completed, total of sixty-five.
- Delivered the Plans of Management for community land, developed and presented to the Minister for endorsement.
- Park bookings increased, especially Lions Park since its redevelopment was delivered.
- Spicer Caravan Park hosted 10,126 visitors throughout the year.
- The Cookamidgera RFS Shed project was delivered.
- Increase in usage for online customer portal request, 2,336 submissions, 2,191 closed.
- Development of the whole-of-council customer service charter.
- Customer service staff capacity increases and upskilling to manage planning enquiries.
- Implemented recommended actions from the 2023 customer service review.

Economy and engagement Library, arts and culture

- Council was successful in securing grant funds for 79 grants during the reporting period including Council and community grants. Grants submitted 213.
- Council secured \$220,000 in sponsorship for the 2024 Parkes Elvis Festival.
- Parkes Elvis Festival highlighted total circulation of 1,873,655,869 an advertising equivalent of \$16,700,00.
- Sponsorship Prospectus developed including sponsorship opportunities for Parkes Elvis Festival, Trundle ABBA Festival and Sounds at the Pavillion events.
- Tourism within the Shire saw a 1.11% increase.
- Three Summer Sounds events were delivered at Cooke Parke pavilion.
- Parkes visitor information centre-maintained level 2 accreditation status with visitor information available across each township/village.
- Supported interested investors to the Parkes Special Activation precinct in partnerships.
- Hosted and supported the Environment and Allied Professionals conference held in Parkes with 120 people attending.

Emergency services

- Council continued to support the operations of the Rural Fire Service as per the Service Level Agreement
- Council continued to support the operations of the Rural Fire Service with fleet maintenance of plant and equipment with this area expanding on the quality and reliability of Council servicing services.
- Local Disaster Plan (DISPLAN) reviewed by Council and referred to Agencies for concurrence.
- Cookamidgera RFS Shed project was successfully delivered during the year.

- Eighteen (18) arts and cultural programs/events with 2,605 attendees over the year across both the Marramarra Makerspace and the Coventry Room.
- Local exhibitions delivered ten (10) events/exhibitions which had 4,800 attendees during the year.
- Nineteen (19) cultural programs were delivered as part of the Arts and Cultural Program.
- 264 people attended over 34 open-maker days in the Marramarra Makerspace Studio, which also held 12 creative workshops.
- 168 sessions of storytime and rhyme time held over the annual year, with average of 16 per session.
- Six Author Talks held over the year with 176 attendees. Four were during this reporting period.
- Across all four branches 58 reading and writing groups were held during the reporting period for writing groups, and author-rised..
- Five events for primary youth held with 121 children attending, this reporting period.
- 109 events for adults with 1,232 people attending. This reporting period 27 events with 263 attendees
- STEAM program delivered 16 programs with 193 attendees.
- Increase in loaned materials at the Parkes Shire Libraries with a total of 19,539 loans in the reporting period. Over the 12-month period 38,988 in loaned materials.
- 6% increase in membership of the Parkes Shire Libraries, with an increase of 140 members during the period.

Open space and recreation

- Delivery of the Kelly Reserve splash pad water play.
- Lions Park upgrade completed in October 2023.
- Upgrades to Berryman Park continued with shelters and furniture installed and a footpath extension to the Trundle Pool completed during the year.
- Cheeney Park rehabilitation major drainage works delivered.
- Play equipment inspected and maintained.
- Sporting fields maintained identified for field and turf improvements.
- Outdoor team full support for all major events across the Shire.
- Delivery of the Lawn Portion project works on both Section H and Section J at Parkes Cemetery.
- Learn to Swim Classes delivered during the swimming season.
- Upgrades to Parkes, Tullamore and Peak Hill were delivered during the year.
- Akuna Wetlands progress continued during the year.

Planning, certification and compliance

- \$12,500 of funding secured via the Local Heritage Fund.
- Delivered the Alectown tip cell project
- Parkes cemetery Section H project and Section J project were delivered.
- 75 food shops were inspected and completed, with no serious breaches reported to the food authority.
- All Ranger customer requests commenced investigations within 10-days.
- Companion animals rehoming partnering with registered rehoming organisations. and 96 registrations during the year.
- Swimming pool inspection completed with 100% of inspections completed.
- Reviews of planning controls concerning development in flood prone land.
- Domestic waste collection service contractor performed compliant throughout the year.

Sewerage

- Zero EPA License breaches during the period.
- Zero water samples not complying with operational Recycled Water Management System.
- Zero CPP exceedances during the period.
- Preventative maintenance scheduled works were planned and delivered during the year.
- Lagoon 3 was dewatered this year and the stockpile tested. Discussions to divert the bio-solids from landfill.

Transport and drainage

- The Apron Lighting project was delivered at the Parkes regional airport.
- Parkes Regional Airport compliant with Civil Aviation Safety Authority.
- Currajong to Mitchell Street reconstruction works completed during the year.
- Cookamidgera Road project was completed.
- Bushman and Dalton roundabout project completed.
- Graddle Creek Bridge upgrade has progressed.
- East Street railway crossing, and drainage has been on-going progression.
- Upgrade to Cookamidgera Road project delivered during the period.
- 15km length of road resheeted.
- 20km length of table drains cleared.
- Gravel pit operations, zero breaches.
- Councils Roadside Vegetation Management consulted throughout the year.
- Regional roads maintained in line with Transport Asset Management Plan.
- Sealed roads maintained through the RERRF program/NSW Transport.
- Road Safety programs delivered throughout the year.
- Parkes CBD flood mitigation works project progressed.

Waste management

- Alectown Tip Cell project was completed during the year.
- Commercial properties provide access to appropriate waste and recycling services.
- External contracts were maintained for recycling and landfill diversions.
- Partnership with Community Recycling Centre (CRC).
- Actively involved in investigating new waste technologies.
- Auditing green bin and yellow recycle bin audits were conducted.
- Transfer station and waste management assisted the diversion from landfill.
- Parkes waste facility operated in accordance with EPA license.
- Partnership with NetWaste attending forums, continual education opportunities.

Water supply

- The Bore Refurbishment Project was completed during the reporting period.
- Zero CPP exceedances during the period.
- Detailed designs completed for the refurbishment of Bore 1, 2, 3, 4 and 5 during the reporting period, with construction of Bore 2 almost complete.
- Detailed design of the Safe and Secure Water Project (Eugowra Road Pump Station, Akuna Road Pump Station and Eugowra Road Pump Station Solar System) completed.
- Detailed design of the Building Better Regions Fund Project (Lachlan River Pump Station, Eugowra Road/Lachlan River Pre-treatment Plant and Solar, and Parkes Water Treatment Plant Raw Water Dam) ninety percent completed.
- Detailed design of the Resources for Regions (Flood Mitigation and construction of retention basin in Crocker Park) completed.
- The Integrated water Cycle Management study was completed.
- Auditing of critical infrastructure and routine inspections were conducted.
- Water was effectively sourced from bore, river, dam and supernatant supplies.
- Materials and sensors for the non-revenue water was procured.
- No critical control point exceedances.

03

Commercial enterprise



30 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 (in-home) 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	Family Day Care Coordinator	100%	Completed	Under the Central West Childcare Services banner services continued to be provided by Council for Early Childhood Education and the Bangala-la Preschool, Central West Family Day Care and In-Home Care. Council is committed to the services we continue to advocate, facilitate and provide high quality care service	Approved provider of Central West Family Day Care	Maintained	Maintained
CE1.1.2	Actively maintain Educator to Student Ratio to manage Family Day Care waitlist	Family Day Care Coordinator	100%	Completed	Sourcing and retaining educators have been an ongoing challenge across the childcare industry nationally. Throughout the 2023/24-year we continued to source avenues for advertising to promote educator recruitments	Actively maintain Educator to Student Ratio to manage Family Day Care waitlist	40:160 ratio	Maintain

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.1.3	Number of play groups per year	Family Day Care Coordinator	100%	Completed	Playgroups have been continuing- with the playgroup facilitator linking with the Early Childhood Teacher/service to enable interactions and participation within the Preschool. Playgroups continue with "out of town" educators which supports the small group child interactions and enables educators to network with others and the community	Number of play groups per year	24 per year	24

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.1.4	Actively engage with the community and current educators to reduce the number of children on the Family Day Care waitlist	Family Day Care Coordinator	100%	Completed	Continuing to be actively involved in the community across the 2023/24-year. Participated in both the Parkes and Forbes school careers days as well as participation on Tafe information days. Our "In Home Care" service was reestablished with a family in Eugowra requiring an educator to provide care within their home. Central West Childcare Services will provide support and monitoring between both the family and the educator		Four engagement opportunities in 2023-24	Four

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.1.5	Increase the number of Family Day Care educators throughout the Villages and small towns within the Parkes Shire	Family Day Care Coordinator	100%	Completed	During 2023/24-year there has been a shift in the eligibility for families in the "In home care" provision of care. Where and educator provides care within the family homes rather than the family coming to an educator's home. This type of care supports those families which cannot access traditional types of care provision due to multiple birth, isolation, medical concerns or availability of childcare services. Due to current childcare services/demands this type of service is increasingly being sourced. The decrease in the number of educators across the Family Day Care service has been due to regulatory educational progression qualification requirements changing	Increase the number of Family Day Care educators throughout the Villages and small towns within the Parkes Shire	Two educators recruited for Villages and small towns	

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	Family Day Care Coordinator	100%	Completed	The services continued to maintain its regulatory compliance and standards. The family day care provides ongoing provisions of hours/days of care choice for families outside the standard early childhood settings. Babies especially are predominantly the age group on our waitlists	Maintain a service that provides continuity of regulatory approval	Maintained	Maintained
CE1.2.2	Number of pre-schoolers within the setting	Family Day Care Coordinator	100%	Completed	The Bangala-la Preschool continued to maintain the enrolments of 30 children per day. Nine children were supported under our Inclusion Support staff. The service continued to have a two-year waitlist for placement, allocations continuing under the "Priority of Access" guidelines of the NSW Department of Education	Number of pre-schoolers within the setting	30 per day	30

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.2.3	Number of transport services facilitated through Central West Childcare Services	Family Day Care Coordinator	100%	Completed	During the 2023/24-year the number of bus transport services facilitated through Central West Childcare Services continued. The bus service supported families/children to attend the Bangala-la Pre-school with both morning and afternoon services. Over the past six months there has been an increase in numbers using the service. Council also continued to use the bus transport services to provide induction tours across all of Council owned buildings.	Number of transport services facilitated through Central West Childcare Services	400 transport services facilitated per term	400

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE1.2.4	Actively maintain Educator to Student Ratio to manage Bangala-la Preschool waitlist	Family Day Care Coordinator	100%	Completed	Actively maintained Educator to Student Ratio to manage Bangala-la Preschool waitlist during the 2023/24-year. Staff levels/ratios were maintained with new staff recruited to fill the inclusion support roles for 2024 calendar year. Central West family day care provided support when staff were unwell or on leave. To maintain the educator to student level full remained on-going with additional staff, alongside Early childhood trainees, Cert 3 supporting the service	Actively maintain Educator to Student Ratio to manage Bangala-la Preschool	Maintain 2:30 ratio	

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	100%	Completed	The Shire's visitor economy achieved positive results during the 2023/24-year. The caravan park saw visitor numbers increase, with total visitor numbers 10,126. The visitor numbers were identified as follows: July 1,126 August 1,229 September 1,341 October 1,139 November 606 December 665 January 783 February 533 March 824 April 935 May 945 and June 1002 = 11,128 guests (2023/24) vs 6,579 guests (2022/23)	Number of visitors per annum	Maintain	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CE2.1.2	Average weekly occupancy rates	Manager Facilities	100%	Completed	The Shire's visitor economy achieved positive results the 2023/24-year. The caravan park had average monthly occupancy rates identified as follows: July 33.19% August 38.38% September 48.43% October 42.62% November 26.44% December 25.13%, January 35.67% February 27.12% March 37.65% April 44.38% May 31.11% and June 2024 37.22%	Average weekly occupancy rates	Maintain	
CE2.1.3	Monitor feedback received by Spicer Caravan Park Management	Manager Facilities	100%	Completed	The Spice Caravan Park management team throughout the 2023/24-year continued to receive positive feedback from visitors into the area. Identifying the team efforts, site facilities, and overall area as welcoming and meeting their needs and expectations	Monitor feedback received by Spicer Caravan Park Management	Monthly report provided	12

CE2.2: Continue encouraging the utilization 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	Action a response to customer requests within 10-days	Manager Facilities	100%	Completed	During 2023/2024, requests from Caravan Park operators and tenants have been responded to within 10 working days	Action a response to customer requests within 10-days	100% of requests responded to within 10-days	

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
CE4.1.1	Blocks developed conceptually to encourage industry and economic growth	Director Operations	50%	Progressing	Industrial land identified with Development Application (DA) approval for the construction of 15 lots. The subdivision Works Certificate (WC) has also been approved which allows construction to commence. These lots range from approximately 2,300m ² to 8,000m ² to cater for industry development. During both quarter three and four Council went to market with an Expression of Interest (EOI) to inform the need to progress with the next stages of the industrial subdivision	Blocks developed conceptually to encourage industry and economic growth	Blocks meet community demand	

Rental and Leasing

CE3: We will develop and utilize 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 provided rental at market rates with subsidies supported	Manager Facilities	100%	Completed	The 2023/24-year ended with all commercial properties occupied	Occupancy rates of commercial buildings/properties provided rental at market rates with subsidies supported	90% or increasing	100%
CE3.1.2	Issue formal lease or license agreements for community groups without a formal agreement in place	Manager Facilities	100%	Completed	All organisations occupying commercial facilities have leases and licence arrangements in place. Sporting Groups will also be included for the 2024/25-year	Issue formal lease or license agreements for community groups without a formal agreement in place	Formal agreements in place	

04

Council and Corporate



206 Council buildings



257 full-time equivalent
("FTE") staff



1,290 devices managed



\$57.3M turnover



368 customer requests
received monthly



164 fleet and depot assets
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.

CC: Council and Corporate

Information Communication and Technology

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

CC1.1: Implement and optimize ICT processes

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.1.1	Review the ICT Strategic Plan	Business Support Analyst	50%	Progressing	Cyber Security Framework is in the progress of being reviewed to support a new strategic plan	Review the ICT Strategic Plan	Plan reviewed by 30 June 2024	Reviewed
CC1.1.2	Review the Geographic Information Systems ("GIS") Strategic Plan	Business Support Analyst	0%	Not Progressing	The review of the GIS strategic plan, did not see progression during the 2023/24-year	Review the Geographic Information Systems ("GIS") Strategic Plan	Plan reviewed by 30 June 2024	Zero

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	Provide staff and contractors with access to the resources they need to work from anywhere through the mobile devices and laptop replacement program	Business Support Analyst	100%	Completed	The second half of the 2023/24-year saw this project come off hold and was completed with additional budget input.	Provide staff and contractors with access to the resources they need to work from anywhere through the mobile devices and laptop replacement program	Program delivered	Delivered
CC1.2.2	Migrate Financials and Supply Chain Management products from Ci to CiAnywhere	Business Support Analyst	50%	Progressing	Non-production environment provisioned. Testing to be completed in October 2024 and migration to production environment to be completed in November 2024	Migrate Financials and Supply Chain Management products from Ci to CiAnywhere	Migration of products	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.2.3	Commence migration of Property and Rating and Regulatory products from Ci to CiAnywhere	Business Support Analyst	0%	Not due to start	This project is dependent on the completion of migration of financials and supply chain manager products from Ci to Ci Anywhere. Therefore, this project has not started yet	Commence migration of Property and Rating and Regulatory products from Ci to CiAnywhere	Migration commenced	

CC1.3: Ensure an effective cyber security framework with robust risk controls is in place

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.3.1	Undertake a desktop review of Council's current cyber security processes and strategies	Business Support Analyst	100%	Completed	The audit was completed during the second half of the 2023/24-year. Actions scheduled for delivery during the 2024/25 operational year	Undertake a desktop review of Council's current cyber security processes and strategies	Desktop review completed	Completed

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC1.3.2	Achieve Maturity Level One in line with the Australian Cyber Security Centre's Essential Eight Maturity Model	Business Support Analyst	50%	Progressing	Three from eight strategies are in progress, four strategies are in the planning phase to be completed by a third party. The remaining two are scheduled to be completed in-house	Achieve Maturity Level One in line with the Australian Cyber Security Centre's Essential Eight Maturity Model	Achieve Maturity Level One	

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	Facilitate the effective operation of Council's Audit, Risk and Improvement Committee	Procurement, Contracts and Insurance Coordinator	100%	Completed	Facilitated the effective operation of Council's Audit Risk and Improvement Committee (ARIC) throughout the second half of the 2023/24-year with meetings held during February and April 2024	Facilitate the effective operation of Council's Audit, Risk and Improvement Committee	Four meetings held by 30 June 2024	Six
CC2.1.2	Develop and implement an effective Internal Audit Program to provide assurance on critical systems, controls and processes	Procurement, Contracts and Insurance Coordinator	100%	Completed	The internal audit program was developed by Lambourne Partners. Both the contractors, volunteers and working with children and the staff attraction and retention commenced during the third quarter and both in its final stages. The cyber security audit was completed, with final report to the Audit Risk and Improvement Committee (ARIC) during quarter four	Develop and implement an effective Internal Audit Program to provide assurance on critical systems, controls and processes	One completed by 31 March 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.1.3	Develop and implement an Enterprise Risk Management Framework to mitigate risks and maximize opportunities	Procurement, Contracts and Insurance Coordinator	75%	Progressing	Council engaged Paladin Risk Management Services to conduct a review of policies and plans. There was the development of new policies and subsequent plans, currently in draft form, for enterprise and strategic risks. Works will continue to identify and complete the risk register	Develop and implement an Enterprise Risk Management Framework to mitigate risks and maximize opportunities	Reviewed by 31 March 2024	
CC2.1.4	Maintain and review Council's Delegations Register	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the 2023/24-year there was no progression with the maintaining and review of the delegation register	Maintain and review Council's Delegations Register	Reviewed by 31 December 2023	Zero
CC2.1.5	Maintain and review Council's Policy Register	Procurement, Contracts and Insurance Coordinator	50%	Progressing	Review of the policy register commenced, with attention to the specific policies identified from the external audit recommendations. The review process will continue across all of the policies and will include an update to the new brandings and styles	Maintain and review Council's Policy Register	Reviewed by 31 March 2024	
CC2.1.6	Develop a Graffiti Removal Works Register	Procurement, Contracts and Insurance Coordinator	10%	Not-Progressing	During the 2023/24-year there was no progression with the development of the graffiti removal works register	Develop a Graffiti Removal Works Register	Developed by 30 June 2024	

CC2.2: Continually develop, implement and improve Council's Business Excellence Program

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.2.1	Undertake service review of Council's library services	Procurement, Contracts and Insurance Coordinator	80%	Progressing	The service review during the 2023/24-year was on the Childcare Service, both the family day care and the pre-school. A change of decision within the business. The service review framework was built during the year and has been trialled with this review. Council engaged and supported a consultant from Families at Work an expert in the childcare industry nationally. All high-key tasks have been completed, with the review in final stages. Review will be presented in the next quarter	Undertake service review of Council's library services	Deliver by 31 March 2024	One

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.2.2	Deliver LEAN training to Council's workforce to improve efficiency across Council's organization and operations	Development/Certificates Coordinator	0%	Not Progressing	LEAN training did not see progression throughout the 2023/24-year with the focus on additional training priorities and operational demands	Deliver LEAN training to Council's workforce to improve efficiency across Council's organization and operations	Deliver by 30 June 2024	
CC2.2.3	Support Council staff with project management responsibilities to undertake Diploma in Project Management	Development/Certificates Coordinator	100%	Completed	During the 2023/24-year two employees were supported with their project management responsibilities. The Diploma Project Management course was completed with the Project Management Cert IV underway	Support Council staff with project management responsibilities to undertake Diploma in Project Management	Complete by 30 June 2024	

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	Maintain International Standard 45001 OH&S Management System accreditation	Work Health and Safety Coordinator	100%	Completed	During quarter four, an internal maintenance audit was undertaken as required by the ISO 45001 accreditation. Several minor-non-conformances were identified, which will be rectified with our ongoing audit action processes. The external ISO 45001 maintenance audit is being scheduled for October/November 2024	Maintain International Standard 45001 OH&S Management System accreditation	Maintained	Maintained
CC2.3.2	Review of WHSMS manual	Work Health and Safety Coordinator	100%	Completed	During quarter two of 2023/24 first six months, the review of WHSMS manual was completed and signed off by the Executive Leadership Team	Review of WHSMS manual	Reviewed by 31 December 2023	Reviewed

CC2.4: Coordinate and manage Council's IP&R Framework

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.4.1	Undertake community consultation with Parkes Shire to inform development and review of IP&R Framework	Corporate Planning and Performance Coordinator	100%	Completed	Community Consultation with the community of the Parkes Shire commenced during the March to June months with the engagement of Micromex to engage by way of phone survey asking collective questions and provided data results (statistics). Micromex comparable data was received to compare on the last three end of term reports. Placescore was engaged to assist with the livability strategy (personable) and this has now been elevated into the CSP building for the live data and adaptability to understand the communities ideas, priorities and concerns	Undertake community consultation with Parkes Shire to inform development and review of IP&R Framework	Completed by 30 June 2024	Consultation commenced

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.4.2	Develop and adopt all IP&R documents within legislated timeframes	Corporate Planning and Performance Coordinator	100%	Completed	The development and adoption of IP&R document requirements during the second half of the 2023/24-year were completed within the legislated timeframes. The Operational Plan 2024-25, The Operational Plan 2023-24 progress reports	Develop and adopt all IP&R documents within legislated timeframes	100% compliance	Compliant
CC2.4.3	Report on our progress in achieving our Delivery Program and Operational Plan	Corporate Planning and Performance Coordinator	100%	Completed	Operational Plan 2023/24 progress reporting for the first two quarters was reported on time within the legislated timeframes	Report on our progress in achieving our Delivery Program and Operational Plan	Quarterly reports to Council	Compliant

CC2.5: Continually develop, implement and improve Council's Procurement Framework

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.5.1	Develop Contract Management Framework	Procurement, Contracts and Insurance Coordinator	25%	Progressing	During the second half of the 2023/24-year there was no progression with the development of the contract management framework	Develop Contract Management Framework	by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.5.2	Investigate options for a centralized Contract Management system	Procurement, Contracts and Insurance Coordinator	50%	Progressing	During the second half of the 2023/24-year there was no progression for the contract management system	Investigate options for a centralized Contract Management system	Investigate by 31 December 2023	
CC2.5.3	Incorporate sub-delegations pertaining to contract management into broader review of Delegations Register	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the second half of the 2023/24-year there was no progression for the contract management system	Incorporate sub-delegations pertaining to contract management into broader review of Delegations Register	Incorporated by 31 October 2023	Zero
CC2.5.4	Develop procedures for the review and approval of contract variations as part of the Contract Management Framework	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the second half of the 2023/24-year there was no progression for the contract management framework	Develop procedures for the review and approval of contract variations as part of the Contract Management Framework	Procedures developed by 30 June 2024	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.5.5	Develop a Contractor Insurances Register	Procurement, Contracts and Insurance Coordinator	10%	Progressing	During the second half of the 2023/24-year there was no progression on the contractor insurance register	Develop a Contractor Insurances Register	Register developed by 31 December 2023	
CC2.5.6	Develop templates to document key performance criteria and compliance obligations based on the conditions of each contract	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the 2023/24-year there was no progression on the development of templates	Develop templates to document key performance criteria and compliance obligations based on the conditions of each contract	Developed by 30 June 2024	Zero
CC2.5.7	Incorporate key performance criteria and compliance obligations of contracts into Council's Project Management Framework	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the 2023/24-year there was no progression on the development of contracts	Incorporate key performance criteria and compliance obligations of contracts into Council's Project Management Framework	Incorporated by 30 June 2024	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.5.8	Review currently held Bank Guarantees to determine currency	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the 2023/24-year there was no progression on the bank guarantees	Review currently held Bank Guarantees to determine currency	Reviewed by 30 September 2023	Zero
CC2.5.9	Develop a centralized Bank Guarantee Register	Procurement, Contracts and Insurance Coordinator	10%	Progressing	During the 2023/24-year there was no progression on the bank guarantee register	Develop a centralized Bank Guarantee Register	Developed by 30 September 2023	Zero
CC2.5.10	Implement procedures to ensure project works do not commence until all documents, including Bank Guarantees or other securities as required under the contract, are provided	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the 2023/24-year there was no progression on the bank guarantees	Implement procedures to ensure project works do not commence until all documents, including Bank Guarantees or other securities as required under the contract, are provided	Implemented 30 June 2024	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC2.5.11	Maintain and review Council's Government Information (Public Access) ("GIPA") Register	Records and Information Management Coordinator	100%	Completed	During the second half of the 2023/24-year period the register was up to date. There were no access applications received and deemed to be of interest to other members of the public	Maintain and review Council's Government Information (Public Access) ("GIPA") Register	GIPA Register updated by 31 December 2024	Updated
CC2.5.12	Maintain and review Council's Contracts Register	Procurement, Contracts and Insurance Coordinator	50%	Progressing	During the 2023/24-year there was no progression on the maintenance/review of the contracts register	Maintain and review Council's Contracts Register	Published to Council's website within 20-days of awarding	
CC2.5.13	Facilitate increased utilization of VendorPanel to create efficiencies and improve transparency in our procurement processes	Procurement, Contracts and Insurance Coordinator	100%	Completed	Additional teams have been added to the Vendorpanel platform allowing for the increase of usage. There were eleven requests for quotes throughout the 2023/24-year. Further training will be planned into the next financial year	Facilitate increased utilization of VendorPanel to create efficiencies and improve transparency in our procurement processes	60% procurements completed via VendorPanel	

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 and Economy	100%	Completed	Mayoral and Deputy Mayoral election held at the Council meeting on 19 September 2023	Hold elections as required by regulatory standards	100% compliance	100%
CC3.1.2	Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	Procurement, Contracts and Insurance Coordinator	100%	Completed	The second half of the 2023/24-year had Councillors attending various training sessions within workshop environments and had opportunities to attend external events including Environmental Development and Allied Professionals (EDAP) conference, Agri Tourism Accelerator Program Youth Workshop, Reconstruct NSW - Community Leaders Forum #2 and #3, and Governance and Risk Management	Provide training and support to elected officials in line with the Councillor Induction and Professional Development Program	Four professional development activities held	Four

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	Procurement, Contracts and Insurance Coordinator	100%	Completed	Ordinary Council meetings were held in line with Council's code of meeting practice, with meetings held on 23rd January, 20th February, 19th March, 23rd April, 21st May and 18th June 2024. An Extraordinary meeting was held 7th May 2024	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	10 meetings held per year	12 meetings

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 2024 Australia Day celebrations throughout the Parkes Shire	Executive Manager Economy and Engagement	100%	Completed	Australia Day celebrations were successfully supported and executed by Council officers in January 2024. This encompassed work by events staff on the activities of the day, as well as support from the governance and civic teams for the awards program. A range of events were held across the shire in Parkes, Bogan Gate, Peak Hill, Tullamore and Trundle	Hold 2024 Australia Day celebrations throughout the Parkes Shire	Celebrations held	One
CC3.2.2	Recognize community heroes through the Australia Day Awards Scheme 2024	Procurement, Contracts and Insurance Coordinator	100%	Completed	The Australia Day Awards Scheme 2024 was successfully delivered with community hero's recognised, and the event was held in Cooke Park in Parkes.	Recognize community heroes through the Australia Day Awards Scheme 2024	Awards Scheme administered	One

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC3.2.3	Partner with RSL Sub-branches to hold 2024 ANZAC Day Commemoration Services throughout the Parkes Shire	Capability Support Officer	100%	Completed	2024 ANZAC Day Commemoration Services held on 25 April 2024	Partner with RSL Sub-branches to hold 2024 ANZAC Day Commemoration Services throughout the Parkes Shire	Commemoration Services held	One

People, Safety and Culture

CC4: We will implement appropriate strategies as detailed in Council’s Workforce Management Plan (“WMP”) 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 (WMP1.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
C4.1.1	Workforce data provided to Executive Leadership Team (“ELT”)	Human Resources Advisor	100%	Completed	During the 2023/24-year safety and recruitment metrics were provided to the ELT. Improvements have been made to report on safety reporting and reporting on corporate goals focusing on clear metrics	Workforce data provided to ELT	Monthly report to ELT	12

CC4.2: Promote the benefits of working at Parkes Shire Council (WMP1.2)

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	Human Resources Advisor	1000%	Completed	The Employee Value Proposition (EVP) was promoted on Council's website throughout the first half of the year 2023/24-year. Including the recruitment marketing collateral. An internal audit was completed in June 2024 to ensure our EVP is current and engaging	EVP documented and promoted on Council's website and across our recruitment marketing collateral	EVP documented and promoted	Documented and promoted

CC4.3: Improve recruitment marketing and promotion (WMP 1.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
C4.3.1	Recruitment Marketing Strategy and Guidelines	Corporate Communications and Media Specialist	10%	Progressing	During the 2023/24-year there was zero progression on this action	Recruitment Marketing Strategy and Guidelines	Strategy and Guidelines developed	Zero

CC4.4: Ensure a merit-based approach to recruitment across the organisation (WMP 1.4)

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	Human Resources Advisor	70%	Progressing	Council's recruitment guidelines, processes and procedures have been finalised. On completion all supervisors, managers and the HR Team will be provided with training	Provide biennial merit-based recruitment training to all recruiting managers	Training delivered to all recruiting managers	Delivered

CC4.5: Review and improve recruitment actions to ensure values – and behaviour-based recruitment (WMP 1.5)

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 Advisor	75%	Progressing	The LGNSW capability framework was implemented across the updating of position descriptions and continued to be progressed through the organisation structure, which included the update of vacant and redesigned roles	LGNSW Capability Framework implemented across position descriptions	100% 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 (WMP 1.6)

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 Advisor	100%	Completed	The 2023/24-year continued with all employees invited to participate in exit interviews. During quarter one due to technical issues with survey monkey, there was a need to review and implement the digital exit questionnaire	Employees invited to participate in Exit Interviews	100%	100%

CC4.7: Develop and implement a “Grow Our Own” Cadetship, Apprenticeship and Traineeship ("CAT") Program (WMP 2.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC4.7.1	CAT Program developed and implemented	Human Resources Advisor	100%	Completed	<p>The Cadet, Apprentice and Trainee (CAT) program is developed and implemented across the organisation. The first half of the 2023/24-year had regular reviews scheduled in as on-going with the current CAT employees with the Education, Capability and Wellbeing Coordinator. During quarter one additional positions were identified for biosecurity, finance, and events, with positions advertised, supporting the target of 10% workforce in 'grow our own' program. During the last parts of quarter two of the roles were recruited, with enrolments with the apprenticeship networks and relevant registered training. Recruitments occurred for a cadet engineer, an environmental trainee, an events trainee, a finance trainee, and a mechanic apprenticeship. During quarter three and four, roles were reviewed by the HR Team and management. These roles will be</p>	CAT Program developed and implemented	Program implementation commenced
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Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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incorporated into the 2024/25-year CAT program

CC4.8: Ensure employees have the capabilities required to perform their roles (WMP 2.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC4.8.1	Deliver the annual Corporate Training Plan	Human Resources Advisor	100%	Completed	Completed during the first half of the 2023/24-year	Deliver the annual Corporate Training Plan	June each year	Delivered
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CC4.9: Potential successors are identified, confirmed and provided with tailored development opportunities (WMP 2.4)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC4.9.1	Talent Management Framework developed and implemented	Human Resources Advisor	25%	Completed	Internal Attraction and Retention Audit completed in June 2024. Outcomes will assist with the development of the talent management framework. This has been incorporated into the 2024/25 Operational Plan	Talent Management Framework developed and implemented	Framework implemented for potential successors and high potential employees	
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CC4.10: Undertake regular reviews to recognise employees' capabilities and performance (WMP 3.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.10.1	Employee reviews completed	Human Resources Advisor	50%	Progressing	Employee reviews have commenced. Reviews for 2023/24 are expected to be completed by August 2024	Employee reviews completed	100% of employee reviews are completed	

CC4.11: Adopt a contemporary approach to evaluating positions' salaries (WMP 3.2)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.11.1	Implement new job evaluation system	Human Resources Advisor	100%	Completed	The employment new job evaluation system (Oo-Soft) was implemented. All Council position were being evaluated through the new job evaluation system. This is an on-going process	Implement new job evaluation system	Oo-soft system implemented	Implemented

CC4.12: Apply Attraction and Retention incentives (WMP 3.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.12.1	Develop Attraction and Retention Policy	Human Resources Advisor	75%	Progressing	An internal attraction and retention audit was completed in June 2024. This audit will form part of an attraction and retention policy and/or framework. During 2022/23 OO-Soft software system was implemented with Council position descriptions being evaluated within the new system	Develop Attraction and Retention Policy	Policy developed and adopted	
CC4.12.2	Salary packaging opportunities provided	Human Resources Advisor	100%	Completed	Throughout the 2023/24-year the opportunities continued to be provided	Salary packaging opportunities provided	Provided to all employees	

CC4.13: Recognize employees' sustained engagement and service through service milestones (WMP 3.4)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.13.1	Service Awards provided	Payroll Officer	1000%	Completed	Service Awards were updated in the second half of 2023/24 to provide a more meaningful recognition of service for employees. Employees will now receive their award upon their anniversary of service by their supervisor/manager and the HR Team. Employees are recognised during ACE meetings during the respective quarter and at the end-of-year ACE Meeting, employees will also receive a plaque acknowledging their service in front of their peers	Service Awards provided	100% of employees reaching milestones are awarded	100%

CC4.14: Conduct biennial employee engagement surveys (WMP 4.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.14.1	Conduct biennial employee surveys	Human Resources Advisor	100%	Completed	During quarter three of the 2023/24-year a workplace wellbeing assessment was completed in February 2024 and a People at Work Survey measuring psychosocial hazards and risks was completed in March 2024	Conduct biennial employee surveys	Survey delivered	

CC4.15: Ensure our organisation and operations are resilient and able to deal effectively with disruption (WMP 4.2)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.15.1	Review, monitor and refine Council's Business Continuity Plan ("BCP")	Procurement, Contracts and Insurance Coordinator	50%	Progressing	During the second half of the 2023/24-year the plan was under review	Review, monitor and refine Council's Business Continuity Plan ("BCP")	BCP sub-plans reviewed	Reviewed
CC4.15.2	Conduct BCP exercises	Procurement, Contracts and Insurance Coordinator	0%	Not Progressing	During the second half of the 2023/24-year the plan was currently under review	Conduct BCP exercises	One exercise conducted each year	

CC4.16: Facilitate a culture of continuous improvement in service delivery across our organisation (WMP 4.5)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.16.1	Deliver biennial LEAN training	Human Resources Advisor	0%	Not due to start	Employee training was the focus on compliance training, leadership development and management of psychosocial hazards/risks. LEAN Training was not delivered in 2023/24	Deliver biennial LEAN training	LEAN training delivered	Zero

CC4.17: Injured employees are effectively returned to the workplace (WMP 5.2)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.17.1	Train and skill people leaders on injury management role and process	Work Health and Safety Lead	100%	Completed	Training completed	Train and skill people leaders on injury management role and process	Training delivered to all people leaders	

CC4.18: Provide independent support to employees via an Employee Assistance Program (EAP) (WMP 5.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.18.1	EAP service available to all employees	Work Health and Safety Lead	100%	Completed	EAP service was available to all employees	EAP service available to all employees	EAP service provided	Provided

CC4.19: Review and implement Council's Equal Employment Opportunity Program (WMP 1.7)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.19.1	Review and promote Council's Equal Employment Opportunity Management Plan	Work Health and Safety Lead	0%	Not due to start	The review of Council's Equal Employment Opportunity Management Plan has been incorporated into the 2024/25 Operational Plan	Review and promote Council's Equal Employment Opportunity Management Plan	Equal Employment Opportunity Management Plan reviewed and promoted	Zero

CC4.20: Provide a strong first impression of Parkes Shire Council for new employees (WMP 1.9)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.20.1	Review and improve Council's online orientation system	Human Resources Advisor	100%	Completed	Council's online orientation system has been reviewed. Council engaged multiple providers to provide content and branding for our online orientation system. The training providers will ensure consistency in message and compliance regarding legislation and best practice. All employees have been provided with WHS, Cyber Security and Code of Conduct compliance modules. All employees will be provided refresher training in the remaining compliance modules over the next twelve months	Review and improve Council's online orientation system	System reviewed	Reviewed

CC4.21: Conduct biennial employee engagement surveys (WMP 4.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.21.1	Conduct biennial employee surveys	Human Resources Advisor	100%	Completed	Biennial employee surveys were conducted during the second half of 2023/24. A workplace wellbeing assessment was completed in February 2024. A People at Work Survey measuring psychosocial hazards and risks was completed in March 2024. The workplace wellbeing assessment assist with the development of Council's Health, Safety and Wellbeing Calendar and identifies key areas that employees would like to focus on. The People at Work Survey gives employees the opportunity to identify psychosocial hazards and risks in the workplace. This assists Council in measuring and analysing these risks and to apply appropriate control measures	Conduct biennial employee surveys	Survey delivered	

CC4.22: Facilitate organizational success by creating accountability and responsibility among the members of our organization by providing clear values to meet our corporate and community vision (WMP 6.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC4.22.1	Implement Corporate Values into recruitment processes	Human Resources Advisor	100%	Completed	During the selection and advertising process all roles for recruitment, have the corporate values, both outlined and implemented	Implement Corporate Values into recruitment processes	Values incorporated into recruitment advertising and selection criteria	
CC4.22.2	Implement Corporate Values across position descriptions	Human Resources Advisor	75%	Progressing	The implementation of corporate values across the position descriptions (PD) is reviewed as PD are reviewed. PD's is currently under review with the new branded template which includes the corporate values of 'respect, integrity, safety, community, innovation, and teamwork'. This practice is an on-going process with PD'			

Finance

CC5: We will comply with financial policies and accounting standards, enabling us to operate 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 Annual Financial Statements were submitted on the 29 of September 2023, a month before the due date. PSC was the third council in NSW to submit their Annual Financial Statements	Annual financial statements submitted in line with statutory deadlines	31 October 2024	29 September 2023
CC5.1.2	Achieve a positive Operating performance ratio	Chief Financial Officer	100%	Completed	Council exceeded the benchmark. The operating performance ratio measures are how well the council contained expenditure within the operating period	Achieve a positive Operating performance ratio	≥0%	1.63
CC5.1.3	Achieve an unrestricted ratio greater than the Office of Local Government ("OLG") benchmark	Chief Financial Officer	100%	Completed	The Unrestricted current ratio is 2.01 times	Achieve an unrestricted ratio greater than OLG benchmark	≥1.5x	2.01X

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC5.1.4	Debt service cover ratio	Chief Financial Officer	100%	Completed	The Debt Service Ratio is 11.28 times against a benchmark of 2 times	Debt service cover ratio	≥2x	11.28X
CC5.1.5	Cash expense cover ratio	Chief Financial Officer	100%	Completed	The cash expenses cover ratio was 7.38 months. This ratio indicates the number of months the council can continue to pay for its expenses without additional cash inflow	Cash expense cover ratio	≥ 3 months	7.38 months

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	100%	Completed	Monthly management reports were submitted to the directors and discussed with the cost centre owners during monthly meeting discussing their variance against budget	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	100%	Completed	All the Quarterly Budget Review Statements were submitted on time and presented at Council meetings	Quarterly Budget Review Statements are submitted on time	Within 2 months of End of Quarter	<2

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	Procurement, Contracts and Insurance Coordinator	100%	Completed	Throughout the 2023/24-year regular reviews were completed with an overall compliance score of 88% slightly below the benchmark - equal to last-years	% of purchase orders raised before invoice date	90%	88%

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	The sale of land which is scheduled for August 2024 will resolve the issue	% of rates and annual charges outstanding	Less than 10%	11.43
CC5.4.2	Own source operating revenue ratio	Chief Financial Officer	100%	Completed	The council did not meet the benchmark due to the high level of grants and contributions received	Own source operating revenue ratio	≥60%	46.36%

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	100%	Completed	Monthly capex reports were submitted to the Senior Leadership Team by the fifth working day	Monthly CAPEX reports are submitted to the Senior Leadership Team on time	By the 14th of each month	Five
CC5.5.2	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Chief Financial Officer	100%	Completed	Monthly capital reports were distributed by workday five	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Provide document by the 14th of each month	Five
CC5.5.3	Total Value / projects of work in progress account for council's general fund activities	Chief Financial Officer	100%	Completed	The work in progress account increased due to the number of large-scale projects the council has embarked on	Total Value / projects of work in progress account for council's general fund activities	Declining	Increasing

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 uptime across fleets meets operational need within budgetary constraints	Fleet and Depot Coordinator	100%	Completed	During the second half of the 2023/24-year there were two notable plant issues resulting in downtime. The new store forklift experience failure with the reverse gear not working. The street sweeper experienced a transmission issue, both issues were resolved with the repairs falling under warranty	Plant uptime across fleets meets operational need within budgetary constraints	95%	

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	Maintenance of heavy plant, light vehicles and small plant and equipment to support Council services and programs	Fleet and Depot Coordinator	100%	Completed	During the 2023/24-year the maintenance scheduled servicing program was on-going, with new scheduled service work orders generated weekly and booked. Continual data from plant pre-starts provided data identifying any issues reducing downtime. The second half of the year saw reactionary work orders reduction equating to 31.7% of all work done. This number sits well under the IPWEAS benchmark of 30%	Maintenance of heavy plant, light vehicles and small plant and equipment to support Council services and programs	Maintenance Achieved	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC6.2.2	Implement the 2023-24 Plant Replacement Program that aligns with service needs	Fleet and Depot Coordinator	100%	Completed	The Plant replacement program saw 30 assets arrive and have been commissioned, with 8 still on route. All plant due for replacement have had capital committed. Additional ad-hoc purchases were made, for the electrician and drainage camera maintenance team with a Toyota Hiace vehicle. Throughout the second half of the year development and improvements have been made to the fleet dashboard to ensure 10-year planning accuracy improvements	Implement the 2023-24 Plant Replacement Program that aligns with service needs	36 items of plant and equipment replaced Annual Plant Disposal report provided to the Plant Procurement Committee	
CC6.2.3	Prepare and adopt an Electric Vehicle Strategy	Fleet and Depot Coordinator	50%	Progressing	Preparation for an electric vehicle strategy was underway, during the first six months of the 2023/24-year. Which saw all the fleet data supplied to CNSWJO. The EV Strategy has yet to be finalised	Prepare and adopt an Electric Vehicle Strategy	Policy adopted by 30 June 2024	

CC6.3: Monitor efficiencies of Council's fleet to ensure a safe working environment that aligns with organisational needs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC6.3.1	Introduction of the new GPS system	Fleet and Depot Coordinator	80%	Progressing	The introduction of the GPS system has gone from the introduction phase during the first half of the year, to implementation phase during the second half of the 2023/24-year. The driver fobs have been distributed across the organization with draft procedures being reviewed for delivery prior to the official commencement date expected in the first quarter next year. Geofenced town limits and council facilities has been implemented, providing alerts to any vehicle outside these boundaries after 6pm work hours. Hydraulic monitoring has been on-going for each plant, to ensure fit for purpose sensors are on each plant item., this will occur as part of the schedule maintenance program. Once the GPS system commences its full capacity, this will allow, drivers to use their fob within the plant to identify the person in charge, the unit will beep until the in charge driver actions the fob. The GPS system has the capacity to provide SMS alerts in cases of collision events or duress alarms	Introduction of the new GPS system	Installed in relevant Council-owned vehicles by 30 June 2024
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Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC6.3.2	Utilization of plant and equipment in accordance with Institute of Public Works Engineering Australasia Limited ("IPWEA") plant and equipment benchmarks	Fleet and Depot Coordinator	90%	Progressing	During the second half of the 2023/24-year development of specific monthly reporting to reflect the utilisation of fleet vehicles, in accordance with IPWEA benchmarks. TechOne and GeoTab provide the technology to support the implementation of the data. The implementation of the GPS system across the organisation (driver fobs) will capture data to utilise for reporting systems and distribute across the organisation. The reporting will provide data on engine hours and idling time of each plant. 91% of vehicles including trucks are driving over 500km per month.	Utilization of plant and equipment in accordance with Institute of Public Works Engineering Australasia Limited ("IPWEA") plant and equipment benchmarks	Attend workshop one per year	One

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC7.1.1	Develop Plans of Management for Community Land	Manager Facilities	100%	Completed	The Plan of Management Community Land was developed and presented to the Minister for approval, the plan is currently on 28-day public exhibition before being returned to the Minister for endorsement	Develop Plans of Management for Community Land	Developed by 30 June 2024	Developed
CC7.1.2	Development of business model for Carrington Hotel	Manager Facilities	100%	Completed	During the first half of the 2023/24-year consultants were engaged, and stakeholder meetings were held. The consultants provided a Business Model which was reported to Council and currently placed on public exhibition	Development of business model for Carrington Hotel	Delivered by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC7.1.3	Development of business model for Spicer Caravan Park	Manager Facilities	100%	Completed	During the first half of the 2023/24-year consultants were engaged, and stakeholder meetings were held. The consultants provided a Business Model which was reported to Council during May 2024	Development of business model for Spicer Caravan Park	Delivered by 30 June 2024	

CC7.2: 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
CC7.2.1	Number of Park Bookings received	Manager Facilities	100%	Completed	The second half of the 2023/24-year had 24 park bookings during the January to June 2024 season	Number of Park Bookings received	Average five per month	24

Council Environmental Management

CC8: We will implement appropriate measures to ensure all environmental management activities progress. The potential impacts, environmental legislation and biosecurity will 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	Utilize Council's Crown Land Environmental Masterplan, to ensure biodiversity is considered, when undertaking activities at all Crown Land owned, Parkes Shire Council managed reserves	Water Quality and Sustainability Specialist	100%	Completed	Completed during the first six months of the 23/34-year with the continual use of Council's Crown Land Environmental Masterplan	Utilize Council's Crown Land Environmental Masterplan, to ensure biodiversity is considered, when undertaking activities at all Crown Land owned, Parkes Shire Council managed reserves	Achieve	

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 in line with Council's Environment Management Plan and regulations	Water Quality and Sustainability Specialist	100%	Completed	100% compliant to date with this action	Operational activities are completed with environmental impacts taken into consideration in line with Council's Environment Management Plan and regulations	Achieve	100%

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 and Sustainability Co-Ordinator	100%	Completed	Within the reporting period Council partnered with Central West Lachlan Landcare to run Parkes' third Homegrown Parkes event in March 2024, focusing on local produce and sustainability. This event saw over 2000 community members in attendance	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	Three initiatives conducted	Three
CC8.3.2	Support local schools to undertake environmental, sustainability and energy efficiency initiatives	Environmental and Sustainability Co-Ordinator	75%	Progressing	Schools Eco Day, planned for March 2024, was postponed to October 2024. Significant planning and preparation were undertaken in partnership with Central West Lachlan Landcare	Operational activities are completed with environmental impacts taken into consideration in line with Council's Environment Management Plan and regulations	Three activities supported	

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	Increase usage of customer requests received and processed via online Customer Request Management (CRM) portal	Customer Experience Coordinator	100%	Completed	Council's CRM portal received at total of 2,336 requests across the organisation during the first half of the 2023/24-year. 287 requests were submitted online. This is a significant increase, especially during the months May and June 2024	Increase usage of customer requests received and processed via online Customer Request Management (CRM) portal	5% Increase	
CC9.1.2	Promptly and efficiently respond to customer requests	Customer Experience Coordinator	100%	Completed	Customer requests were responded to within 13 days (average number of days) and closed off on average within 16 days. The 2,336 requests received, there was 2,191 requests closed off during this period. 60.2% a total of 131 CRM's was closed off before deadline	Promptly and efficiently respond to customer requests	Customer requests are responded to within 10-days	60.2%

CC9.2: Monitor and improve customer service across Council's organisation and operations

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.1	Develop a whole-of-Council Customer Service Charter	Customer Experience Coordinator	100%	Completed	The development of a whole-of-council Customer Service Charter was completed. Displayed in customer service areas, and attached to the customer service policy	Develop a whole-of-Council Customer Service Charter	Customer Service Charter developed by 30 June 2024	Zero
CC9.2.2	Complete the Customer Service Centre foyer refurbishment	Director Customer, Corporate Services and Economy	50%	Progressing	The plans for the refurbishment have been completed and an estimate for the costs delivered by the Architect. There are plans to replace the carpet in the Council Chambers and Committee Room and to refurbish the public toilets, however no funding has been identified for the Foyer refurbishments	Complete the Customer Service Centre foyer refurbishment	Completed by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.3	Initiate professional Customer Service training for all customer service staff	Human Resources Advisor	100%	Completed	Professional Customer Service training was delivered in the second half of 2023/24. In December 2023, customer service staff undertook training in Dealing with Difficult Ratepayers and Community Behaviour. In March 2023, customer service staff undertook Customer Service Excellence Training	Initiate professional Customer Service training for all customer service staff	Training initiated by 30 June 2024	
CC9.2.4	Develop a new, consolidated Customer Service Team structure and position descriptions	Human Resources Advisor	100%	Completed	Development of a new consolidated customer service team structure and position descriptions were completed throughout the first half of the 2023/24-year	Develop a new, consolidated Customer Service Team structure and position descriptions	Developed by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.5	Convene regular Customer Experience Coordinator meetings with all Directors and key personnel	Customer Experience Coordinator	100%	Completed	Regular meetings were convened throughout the second half of the 2023/24-year with all relevant directors. Meetings focused on the improvements we can deliver across customer service and identify and implement the improvements. The customer service review, which was completed during 2023, all the implemented actions were being monitoring and extracting of data	Convene regular Customer Experience Coordinator meetings with all Directors and key personnel	Meetings held every two months	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.6	Increase capacity of Customer Service staff to manage routine planning inquiries and move to either an appointment model for complex planning matters or limited hours access to duty planners	Customer Experience Coordinator	100%	Completed	Customer service staff capacity levels were increased to manage the planning enquiries within the corporate queue. Meetings were held for information and up skilling began, ensuring the team will be enabled to answer planning questions and redirecting	Monitor and improve customer service across Council's organisation and operations		
CC9.2.7	Consolidate and promote single access points for all external telephone and email enquiries	Customer Experience Coordinator	50%	Progressing	Consolidation and promotion of the single access customer service point has been on-going with upskilling, negotiations and meetings between stakeholders in preparation for the 2024/25-year	Consolidate and promote single access points for all external telephone and email enquiries	Single access points implemented by 31 December 2023	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.8	Implement improved workflows and internal protocols for the management of common customer inquiries involving one or more department	Executive Manager Customer, Communication and Information	100%	Completed	During the second half of the 2023/24-year business processes were identified for improvements. There was the introduction of tracking customer complaint, promotion and review of existing CRMs and processes. New CRMs have been identified and created	CC9.2.8 Implement improved workflows and internal protocols for the management of common customer inquiries involving one or more department	Improved workflows and internal protocols implemented by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.9	Update and promote Council's website as the first port-of-call for up-to-date Council information	Corporate Communications and Media Specialist	100%	Completed	The Council's website was updated and promoted throughout the 2023/24-year. The teams made improvements across many of the owned websites including the corporate website as a single central point, Parkes Elvis Festival, invest in Parkes, visit Parkes and Trundle ABBA Festival. Improvements were also made in our "Your Say" section collating community engagement initiatives to sure easy use	Update and promote Council's website as the first port-of-call for up-to-date Council information	Website updated and promoted	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.10	Develop a plain English Frequently Asked Questions (FAQ) document that is accessible for all staff on the most common customer service enquiries	Customer Experience Coordinator	50%	Progressing	The development of a plain English FAQ commenced, with all the team contributing their stories of experience. A centralised location is collating the data for analysing	Develop a plain English Frequently Asked Questions (FAQ) document that is accessible for all staff on the most common customer service enquiries	FAQ document developed 31 December 2023	
CC9.2.11	Establish processes to prepare customer service performance reports with agreed outcomes and measures for review by the Executive and Council	Customer Experience Coordinator	100%	Completed	During the second half of the year, implementation of the actions from the customer service review completed during 2023. Statistics and reporting monthly for Management team and Council access	Establish processes to prepare customer service performance reports with agreed outcomes and measures for review by the Executive and Council	Monthly reports prepared	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC9.2.12	Provide updates on Customer Service Reform to Executive Leadership Team, Connected Management Team and Council	Customer Experience Coordinator	100%	Completed	Monthly statistics and reporting on customer service reform was provided to both the Executive Leadership Team and Council. Quarterly reporting was provided to the Connected Management Team	Provide updates on Customer Service Reform to Executive Leadership Team, Connected Management Team and Council	Monthly updates provided	Four

Community Services and Wellbeing

CC10: We will implement appropriate frameworks and strategies, as outlined in Council’s Disability Inclusion Action Plan (“DIAP”), to ensure residents of the Shire have access to services, groups and activities that have a positive impact on community wellbeing.

CC10.1: Review Council induction materials, to incorporate the topic of disability inclusion, to ensure staff have the knowledge to communicate with people respectfully, confidentiality and effectively with a disability (DIAP 1.1.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.1.1	Customer service training held with the inclusion of disability awareness and person-centered communication	Human Resources Advisor	10%	Progressing	The Customer Service Charter is to be developed prior to training being commenced for customer service training. Training will then be sourced and delivered to the customer service team. Dealing with Difficult Ratepayer and Community Behaviour was delivered in December 2023. This training had a limited exposure to the topic of disability inclusion. This has been incorporated into the 2024/25 Operational Plan	Customer service training held with the inclusion of disability awareness and person-centered communication	Training completed by 30 June 2024	

CC10.2: Ensure that all relevant staff have knowledge of accessibility features of venues and buildings (DIAP 1.3.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.2.1	Resources developed highlighting accessibility features of Council venues and buildings	Manager Facilities	100%	Completed	Council venues, buildings and new facilities include accessibility features	Resources developed highlighting accessibility features of Council venues and buildings	Developed by 30 June 2024	

CC10.3: Prepare a self-assessment checklist for local businesses and tourist attractions to encourage them to meet accessibility needs (DIAP 2.1.2)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.3.1	Self-assessment prepared and distributed via Council's public communication channels and industry groups	Economic Development Specialist	60%	Progressing	Council has progressed with contracting a third-party operator to provide a checklist for businesses. Checklist to be implemented in the 24/25 financial year	Self-assessment prepared and distributed via Council's public communication channels and industry groups	Prepared and distributed by 30 June 2024	

CC10.4 and inclusion of Council operated public recreation, learning and leisure facilities (DIAP 2.2.2): Improve accessibility

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.4.1	Review Parkes Shire Visitor Guide to ensure the details of access features of places and interest in the Parkes Shire are included	Tourism Team Leader	100%	Completed	The visitparkes.com site is currently being maintained and provides the latest source of visitor information. The visitor guide is currently out of print pending a refresh of the visit Parkes branding. The Destination Management Plan identified the branding refresh as a priority task. This will also include a new look website	Review Parkes Shire Visitor Guide to ensure the details of access features of places and interest in the Parkes Shire are included	Review by 30 June 2024	

CC10.5: Improve access to Council Administration Centre and Visitor Information Centre (VIC), including way finding (DIAP 2.3.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.5.1	Review undertaken on Council's Administration Centre to determine if VIC buildings are accessible and fitted with advanced technologies to meet the varied needs of users	Director Planning and Environment	100%	Completed	The review was undertaken on Council's Administration Centre during 2023/24-year as part of the customer service location upgrades	Review undertaken on Council's Administration Centre to determine if VIC buildings are accessible and fitted with advanced technologies to meet the varied needs of users	Review by 30 June 2024	One

CC10.6: Promote representation of people with disability in Council's workforce to the public (DIAP 3.1.2)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.6.1	Council website updated to promote representation of employees with disability	Corporate Communications and Media Specialist	0%	Not Progressing	During the 2023/24-year there was zero progression on this action	Council website updated to promote representation of employees with disability	Updated by 30 June 2024	Zero

CC10.7: Identify and implement services and systems that support people with disability being retrained within the workforce (DIAP 3.1.3)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.7.1	Services and systems identified and improved/implemented	Human Resources Advisor	0%	Not due to start	During the 2023/24-year there was zero commencement will be incorporated into the 2024/25 Operational Plan	Services and systems identified and improved/implemented	Manager People, Safety and Culture	Zero

CC10.8: Develop and promote flexible working arrangements and in-house support to recruit and retain people with disability in Council's workforce (DIAP 3.1.4)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.8.1	Flexible working arrangements policy reviewed	Human Resources Advisor	100%	Completed	Flexible working policy has been developed and endorsed by the Connected Management Team and the Executive Leadership Team	Flexible working arrangements policy reviewed	Policy reviewed by 30 September 2023	

CC10.9: Promote information for people with disability on how to volunteer and access work experience (DIAP 3.2.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC10.9.1	Council website updated to include information for people with disability on how to volunteer and access work experience	Corporate Communications and Media Specialist	0%	Not Progressing	During the 2023/24-year there was zero progression on this action	Council website updated to include information for people with disability on how to volunteer and access work experience	Website update by 30 June 2024	Zero

CC10.10: Facilitate programs to assist to address the gap in servicing the early education needs for children with disability in the Parkes Shire (DIAP 3.3.1)

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC10.10.1	Programs delivered to early childhood children with disability	Family Day Care Coordinator	100%	Completed	Early Interventions programs have continued to be delivered at the Preschool over the previous six months, including the "Aruma" Early Intervention program early in the year, which assessed all children going to school in 2025- along with any children deemed needing support. The "Happee Ears" program from Hearing Australia - first round was completed in second term- with the follow-up round occurring early in term three- this assesses all children within the service. NSW government program "StEPS"- assesses children's eyesight in preparation for school 2025. Supported activities continue with all Allied Health services and support teams linked with individual children under NDS plans and evidence and documentation stored for NSW Inclusion Support Staff funding. Resources and support equipment- such as high seated disability chair and toilet support have been purchased for ongoing support of children of the service. In term four- the "Sprouts" early Intervention program will	Programs delivered to early childhood children with disability	Number of programs delivered
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Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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assess children heading off to school in 2025.

CC10.11: Advocate for improved health services within the Shire

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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CC10.11.1	Participation in regular meetings with the Local Health District	Director Planning and Environment	100%	Completed	Participated in regular meetings which were incorporated and aligned with the liveability committee meetings, held throughout the second half of the 2023/24-year	Participation in regular meetings with the Local Health District	Four meetings attended per year	Two
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CC10.11.2	Percentage of Incentive applications processed for medical services within the Parkes Shire	Director Planning and Environment	55%	Progressing	Actions were identified during and actions to be allocated in 2024/25 Operational Plan	Percentage of Incentive applications processed for medical services within the Parkes Shire	Increasing	One
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Communication and Engagement

CC11: 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.

CC11.1: Development of a multi-faceted Communications Strategy to improve communications with our community

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC11.1.1	Develop a Communications Strategy	Corporate Communications and Media Specialist	50%	Not-Progressing	Some development of the communication strategy occurred during the first half of the 2023/24-year, before the recruitment process at the end of quarter one. This development will be put forward for the 2024/25-year for progress	Develop a Communications Strategy	Strategy adopted by 30 June 2024	Zero

CC11.2.1: 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
CC11.2.1	Complete the implementation of the new corporate brand across Council's digital and physical assets	Corporate Communications and Media Specialist	100%	Completed	The implementation of the new corporate brand was completed throughout the 2023/24-year. Identified physical assets and digital assets currently with the old branding will gradually proceed to the new branding as on-going business as part of the policy review process	Complete the implementation of the new corporate brand across Council's digital and physical assets	Implemented by 30 June 2024	Complete

CC11.3: 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
CC11.3.1	Increase in Google Analytics statistics	Corporate Communications and Media Specialist	30%	Not-Progressing	Due to changes with software and account management practices data analytics were not able to be captured during the year, therefore this action has been pushed forward into the 2024/25-year	Increase in Google Analytics statistics	Increase by 2%	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
CC11.3.2	Increase engagement measured through social media insights	Corporate Communications and Media Specialist	10%	Not-Progressing	Due to changes with software and account management practices data analytics were not able to be captured during the year, therefore this action has been pushed forward into the 2024/25-year	Increase engagement measured through social media insights	Increase by 2%	Zero

05

Economy and activation



\$68.4M Grant funding
secured since 2016



\$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, Grants, Events and Festivals and Tourism and Destination Marketing.

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

EE: Economy and activation

Economic Development

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	Review the Economic Development Strategy	Executive Manager Economy and Engagement	0%	Not Progressing	The review of the Economic Development Strategy did not progress during the year and has been pushed forward into the 2024/25-year	Review the Economic Development Strategy	Strategy adopted by 30 June 2024	Zero

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	Complete the Parkes Regional Entertainment Centre Feasibility Study	Executive Manager Economy and Engagement	100%	Completed	During the 2023/24-year the Parkes Regional Entertainment Centre Feasibility Study was completed	Complete the Parkes Regional Entertainment Centre Feasibility Study	Study completed by 30 June 2024	Completed

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE1.2.2	Develop a Parkes Shire Liveability Strategy	Director Planning and Environment	100%	Completed	The development of the Parkes Shire Liveability Strategy was successfully completed and adopted during the second quarter of the 2023/24-year	Develop a Parkes Shire Liveability Strategy	Strategy adopted by 30 June 2024	Adopted

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	Economic Development Specialist	100%	Completed	Council attended regular meetings with RGDC, NSW Government, and the Central West Joint Organisation and Regional Development Association	Number of business and industry group meetings attended	One per quarter	Two

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	Develop a Multicultural Strategy for the Parkes region, including welcome and settlement initiatives	Executive Manager Economy and Engagement	0%	Not Progressing	The review of the Multicultural Strategy did not progress and has been pushed forward into the 2024/25-year	Develop a Multicultural Strategy for the Parkes region, including welcome and settlement initiatives	Strategy adopted by 30 June 2024	

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	Collaborate with Regional Growth NSW Development Corporation (RDGC) to support interested investors through investor enquiry process	Executive Manager Economy and Engagement	100%	Completed	Council continued to work in partnership with Regional Growth NSW Development Corporation (RGDC) supporting interested investors to the Parkes Special Activation Precinct (SAP). Council coordinated and engaged in all inter-agency meetings	Collaborate with Regional Growth NSW Development Corporation (RDGC) to support interested investors through investor enquiry process	100% of meetings attended	100%

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 Progressing	Some development of the communication strategy occurred during the first half of the 2023/24-year, before the recruitment process at the end of quarter one. This development will be put forward for the 2024/25-year for progress	Develop a Communications Strategy	Complete	
EE2.1.2	Develop an Engagement Strategy	Brand and Corporate Communications Specialist	10%	Progressing	The engagement strategy will be first half of the 2024/25-year, between the governance team, and the communications and media teams in readiness of the new IP&R program	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	Corporate Communications and Media Specialist	100%	Completed	During the year Council engaged Original Spin to support media exposure and measurement throughout the 2024 Parkes Elvis Festival. These highlights identified total circulation of 1,873,655,869 and an advertising value equivalency approximately of \$16,700,00. The 2024 festival was in its 30th year, and the results highlighted the appeal and legacy of the festival. This occasion heightened interest to an extensive radio distribution and increased online syndication of articles, contributing to the significant difference in radio and online coverage	Increase in media value measured	Increase	Increased
EE2.2.2	Number of media releases distributed by Council	Brand and Corporate Communications Specialist	50%	Progressing	There were 14 media releases during the first half of the year. No updated for the second half	Number of media releases distributed by Council	26	

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%	Not Progressing	No update provided	Increase in Google Analytics statistics	2% increase	
EE2.3.2	Increase engagement measured through social media insights	Brand and Corporate Communications Specialist	50%	Progressing	No update provided	Increase engagement measured through social media insights	2% increase	
EE2.3.3	Investigate new ways of connecting with our community	Brand and Corporate Communications Specialist	20%	Progressing	Plans underway for connecting with the community at the Annual Shire shows, one of the core focuses of engagement will be the IP&R engagement process planning (Parkes Shire 2040) as part of the Community Strategic Plan building	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	Executive Manager Economy and Engagement	100%	Completed	During the 2023/24-year marketing campaigns included the Trundle ABBA Festival 2024, Parkes Elvis Festival 2025. The Parkes region gained some national exposure with the Sydney Morning Herald 'Traveller' NSW and 'Power Trip' a Central NSW touring trip by Rob MacFarland. The Bicycling Australia's July/August issue and website with a multi-page editorial story by Nat Bromhead. Paul Murray Live "Our Town" show, in Parkes 26 May 2024	Number of marketing campaigns developed	Ten	Ten

Events and Festivals

EE3: We will work with our community to deliver a financially sustainable Events and Festivals program including the annual Elvis Festival and Trundle ABBA Festival.

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	Attract and retain sponsors to deliver the 2024 Parkes Elvis Festival	Capability Support Officer	100%	Completed	Sponsorship to the value of \$220,000 was achieved for the 2024 Parkes Elvis Festival	Attract and retain sponsors to deliver the 2024 Parkes Elvis Festival	\$180,000	\$220,000
EE3.1.2	Attract and retain sponsors to deliver the 2023 Trundle ABBA Festival	Executive Manager Economy and Engagement	100%	Completed	Sponsorship income for the 2023 Trundle Abba Festival was ten thousand dollars, there was no prior sponsorship income derived from the festival by Council	Attract and retain sponsors to deliver the 2023 Trundle ABBA Festival	\$15,000	10,000
EE3.1.3	Develop Sponsorship Prospectus for Council's Events and Festivals program	Event Attraction and Sponsorship Coordinator	100%	Completed	Sponsorship Prospectus developed by Council's Event Attraction and Sponsorship Coordinator and includes sponsorship opportunities for Parkes Elvis Festival, Trundle ABBA Festival and Sounds at the Pavilion events	Develop Sponsorship Prospectus for Council's Events and Festivals program	Developed by 31 March 2024	In progress

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.1.4	Maintain funding from Destination NSW to deliver Parkes Elvis Festival	Event Attraction and Sponsorship Coordinator	100%	Completed	Council maintained the 2022-2025 Funding Agreement with Destination NSW throughout the reporting period. Council will enter into negotiations with Destination NSW to continue this funding for the 2026 Parkes Elvis Festival and beyond	Maintain funding from Destination NSW to deliver Parkes Elvis Festival	Funding maintained	Funding maintained

EE3.2: Deliver the Parkes Elvis Festival and Trundle ABBA Festival

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.2.1	Deliver the 2023 Trundle ABBA Festival in accordance with endorsed Event Management Plan	Executive Manager Economy and Engagement	100%	Completed	The 2023 Trundle ABBA festival was delivered successfully during quarter two during the first six months of the 2023/24-year. There were no major operational, safety of medical incidents during the event. The overall survey indicated a positive experience and impression amongst attendees. The financial targets were achieved, with overall expenditure and investment coming in at less than projected. The data provide, draft insights, indicate a local economic benefit of \$97,000. Over 2,200 tickets were sold, with 12% visiting from interstate	Deliver the 2023 Trundle ABBA Festival in accordance with endorsed Event Management Plan	Festival delivered October 2023	Festival delivered

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.2.2	Deliver the 2024 Parkes Elvis Festival in accordance with endorsed Event Management Plan	Events and Festivals Specialist	100%	Completed	The 2024 Parkes Elvis Festival was successfully delivered in January 2024	Deliver the 2024 Parkes Elvis Festival in accordance with endorsed Event Management Plan	Festival delivered January 2024	Delivered
EE3.2.3	Develop a detailed Event Management Plan for the 2024 Trundle ABBA Festival	Events and Festivals Specialist	100%	Completed	2024 Parkes Elvis Festival delivered between 10-14 January 2024	Develop a detailed Event Management Plan for the 2024 Trundle ABBA Festival	Developed by 31 March 2024	In progress
EE3.2.4	Develop a detailed Event Management Plan for the 2025 Parkes Elvis Festival	Events and Festivals Specialist	75%	Progressing	Council's Events and Festivals team has continued to develop and implement the Event Management Plan for the 2025 Parkes Elvis Festival, including a structured approach to procurement of services to reduce budget overruns and addition of new Festival attractions	Develop a detailed Event Management Plan for the 2025 Parkes Elvis Festival	Developed by 31 March 2024	In progress

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.2.5	Maintain the Parkes Elvis Festival Net Promoter Score	Executive Manager Economy and Engagement	100%	Completed	The net promoter score in the 2024 Parkes Elvis Festival survey received a score 65% from (470) responses. Eighty percent of respondents stated they are likely to and would attend the 2025 festival. These responses also rated the event 9/10 or 73% (334). Whilst 18% (84) gave a rating of 7/8 and 8% (38) gave a rating of 1/6	Maintain the Parkes Elvis Festival Net Promoter Score	Net Promoter Score greater than >80%	

EE3.3: Improve the planning, delivery and evaluation of Council's Events and Festivals program

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.3.1	Implement improvement opportunities identified via Event Management Service Review	Events and Festivals Specialist	90%	Progressing	A number of improvement opportunities identified in the Event Management Service Review were implemented including the implementation of an Events Financial Assistance Program, relocation of the Events and Festivals team to the main Administration Office precinct, commencement of the delivery of a Major Events and Festivals Strategy, and review of internal event management processes	Implement improvement opportunities identified via Event Management Service Review	All High-Priority actions implemented by 30 June 2024	In progress

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.3.2	Develop and adopt an Events and Festivals Strategy	Executive Manager Economy and Engagement	5%	Progressing	The development and adoption of the Events and Festival strategy will be pushed over to the 2024/25-year. Silver Living Strategy was engaged as the contractor during the third quarter with meetings held. Project briefings submitted to the Major Events Advisory Committee during quarters three and four. Next financial year will commence with the stakeholder engagement sessions already planned	Develop and adopt an Events and Festivals Strategy	Strategy adopted by 30 November 2023	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.3.3	Review Parkes Elvis Festival annual operational plans	Executive Manager Economy and Engagement	50%	Progressing	The development and adoption of the Events and Festival strategy will be pushed over to the 2024/25-year. Silver Living Strategy was engaged as the contractor during the third quarter with meetings held. Project briefings submitted to the Major Events Advisory Committee during quarters three and four. Next financial year will commence with the stakeholder engagement sessions already planned	Review Parkes Elvis Festival annual operational plans	Plans reviewed by 30 June 2024	
EE3.3.4	Maintain team of Parkes Elvis Festival volunteer portfolio holders	Parkes Elvis Festival Producer	100%	Completed	Portfolio Holders maintained for the delivery of the 2024 Parkes Elvis Festival	Maintain team of Parkes Elvis Festival volunteer portfolio holders	Eight portfolio holders	Maintained

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	Develop marketing collateral to promote Parkes as a preferred location for events	Executive Manager Economy and Engagement	50%	Progressing	The development of marketing collateral did not progress and has been pushed forward into the 2024/25-year	Develop marketing collateral to promote Parkes as a preferred location for events	Developed by 31 December 2023	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.4.2	Attract new business events to the Shire	Executive Manager Economy and Engagement	100%	Completed	During the 2023/24-year Council secured and supported the hosting of the Environment and Allied Professionals (EDAP) conference held in Parkes during quarter four which attracted over 120 professionals to the area. Quarter four also saw partnership with Destination Network Central West utilizing their business connections to alert relevant local businesses of the opportunity to be involved in the Destination Business Events showcase held during quarter four. Development of the Events financial assistance program which includes a "Destination Events" fund which provides an available budget for attracting business events to the region. The framework and the program had been endorsed and implemented from 1st July 2024. Further development will be needed to provide facilities like suitable conference venues, accommodation and dining options	Attract new business events to the Shire	One new event per year	One

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 2024-25 Events Calendar containing an event every month	Events and Festivals Specialist	100%	Completed	2024/25 Events Calendar has been developed and includes Council-run and community events. Support will be provided by the Events and Festivals team to deliver events throughout the 2024/25 FY	Develop 2024-25 Events Calendar containing an event every month	Developed by 30 June 2024	In progress
EE3.5.2	Provide planning support to new and existing event operators	Events and Festivals Specialist	100%	Completed	Council's Events and Festivals team continued to provide support to event operators through the delivery of the Community Events Program. In addition, Council implemented an Events Financial Assistance Program in June 2024 which included the distribution of financial assistance to community and destination events through funding rounds with a structured application process	Provide planning support to new and existing event operators	Ten per year	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE3.5.3	Deliver three Summer Sounds at Cooke Park Pavilion events	Events and Festivals Specialist	90%	Progressing	Two events delivered (November 2023 and February 2024). The third event was not held due to budget constraints	Deliver three Summer Sounds at Cooke Park Pavilion events	Three events delivered	Two events delivered to date

Grants

EE2: We will provide support to businesses and individuals, meet the community's needs, build skills and resilience, and develop and maintain community infrastructure and services through the facilitation of Council's Grants Program.

EE2.1: Promote and support grant opportunities within the Shire

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.1.1	Number of Council grant applications submitted	Corporate Grants Specialist	100%	Completed	During the second half of the 2023/24-year there were 14 Council grant applications submitted. 9 during quarter three and 5 during quarter four	Number of Council grant applications submitted	20 per year	46
EE2.1.2	Number of Community grant applications submitted	Corporate Grants Specialist	100%	Completed	During the second half of the 2023/24-year, 134 Community grants submitted, in total, exceeding the targets for the year. Parkes 78; Peak Hill and Alectown 11; Tullamore 4; Trundle 13; Bogan Gate 4 and Shire wide 24	Number of Community grant applications submitted	20 per year	134

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.1.3	Success rate of Community grants applied for	Corporate Grants Specialist	100%	Completed	<p>The second half of the 2023/24-year continued with promotion and support of grant opportunities within the Shire. Whilst there have been successful, unsuccessful and pending tallies, these included grants lodged during previous quarters. This is due to assessment periods for some grants that can take more than 3 months.</p> <p>Quarter 3 - 16 applications lodged (16 pending; 1 successful; 0 unsuccessful)</p> <p>Quarter 4 - 26 Grants submitted (0 pending, 37 successful, 15 unsuccessful)</p>	Success rate of Community grants applied for	50%	71%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.1.4	Success rate of Council grants applied for	Corporate Grants Specialist	100%	Completed	<p>The second half of the 2023/24-year continued with promotion and support of grant opportunities within the Shire.</p> <p>Quarter three 5 Grants submitted (5 pending, 1 successful, 0 pending)</p> <p>Quarter four 20 Grants submitted (11 pending, 3 successful), 13 unsuccessful)</p>	Success rate of Council grants applied for	50%	45%
EE2.1.5	Number of successful grant application in each township	Corporate Grants Specialist	100%	Completed	<p>The second half of the 2023/24-year continued with promotion and support of grant opportunities within the Shire.</p> <p>37 successful Grants (Parkes 26, Peak Hill and Alectown 2, Tullamore 2, Trundle 6, Bogan Gate 1 and Shire wide 1)</p>	Number of successful grant application in each township	Two per year per township	Parkes: 51; Peak Hill and Alectown: 5; Tullamore: 4; Trundle: 8; Bogan Gate: 3; Shire wide: 8
EE2.1.6	Number of community grant newsletters published	Corporate Grants Specialist	100%	Completed	The Community grant newsletters were published throughout the 2023/24-year with an actual number of 10	Number of community grant newsletters published	Six newsletters published	Ten

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE2.1.7	Number of community groups and businesses that accessed Council's grant preparation activities	Corporate Grants Specialist	100%	Completed	The first half of the 2023/24-year exceeded the target number, during the second half of the year there were zero sessions held	Number of community groups and businesses that accessed Council's grant preparation activities	30 per year	41
EE2.1.8	Presentation of Grants Update tabled at the Councillors Workshop	Corporate Grants Specialist	100%	Completed	The annual 2023/24-year summary of grants was tabled at the July Council workshop	Presentation of Grants Update tabled at the Councillors Workshop	One per quarter	

Tourism and Destination Marketing

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	Number of promotions and engagements with tourism sector	Executive Manager Economy and Engagement	100%	Completed	Throughout the 2023/24-year a range of industry engagements and promotions were supported and attended. Including the networking events and the fourth quarter board meeting for the Destination Network Central West (DNCW). Attending the meeting with the Central NSW Joint Organisation Tourism managers meeting held in quarter four. Planning and executing the showcase of the region's assets and opportunities with the DNCW	Number of promotions and engagements with tourism sector	Six per year	

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	Executive Manager Economy and Engagement	100%	Completed	Throughout the 2023/24-year a range of industry engagements and promotions were supported and attended. Including the networking events and the fourth quarter board meeting for the Destination Network Central West (DNCW). Attending the meeting with the Central NSW Joint Organisation Tourism managers meeting held in quarter four. Planning and executing the showcase of the region's assets and opportunities with the DNCW	Regular liaison with tourism bodies including Central NSW Joint Organisation, Destination NSW and Department of Regional NSW	Six joint promotions per year	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.2.2	Foster development of new tourism products	Executive Manager Economy and Engagement	100%	Completed	Development of the Parkes Shire Destination Management Plan continued during the second half of the 2023/24-year. There was a strong focus on tourism development during through the Gates of Graceland project. The tourism, events and marketing teams actively participated within this project. During this period the final site layout, and project design was completed. Including signage, artwork design, audio production and materials selection. This new accessible tourism experience is expected to officially open during quarter one in 2024/25	Foster development of new tourism products	One new experience developed	

EE4.3: 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
EE4.3.1	Maintain Level two Visitor Information Centre Accreditation	Tourism and Visitor Services Coordinator	100%	Completed	The Parkes Visitor Information Centre was successful in maintaining the Level 2 Accreditation status valid to June 2025. The annual AVIC accreditation was conducted by Tourism Group during quarter four	Maintain Level two Visitor Information Centre Accreditation	Maintain accreditation	Maintained
EE4.3.2	Number of visitors to the Visitor Information Centre	Tourism and Visitor Services Coordinator	100%	Completed	The annual 2023/24-year total to report is still showing a slight increase of 1.11% overall, with visitor numbers maintained over the last two years. Downturn in numbers has been highlighted across Australia with research data showing the current cost of living and regain of overseas travel being two factors for consideration	Number of visitors to the Visitor Information Centre	5% increase annually	1.11%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.3.3	Deliver the Gracelands Gates project at the Henry Parkes Centre	Director Operations	90%	Progressing	During the final six months of this reporting period, works commenced and nearing completion with the walls installed, mural painted and gates installed. The final stages of landscaping and irrigation outstanding were held up due to inclement weather therefore forecasted to be completed by August 2024	Deliver the Gracelands Gates project at the Henry Parkes Centre	Delivered by 31 March 2024	

EE4.4: Ensure that visitor information is accessibly available across the Shire

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EE4.4.1	Visitor Information available in each township	Tourism and Visitor Services Coordinator	100%	Completed	Visitor Information is available within key locations across the shire including accommodation providers, hospitality and at the Visitor Information Outlet at Peak Hill. The weekly Gig Guide is updated for the whole of shire providing information for residents and visitors. ATDW listings are updated and maintained for all attractions across the shire. The Visitparkes website is continually monitored and updated as required. A comprehensive accommodation listing is maintained for all towns and villages across the shire	Visitor Information available in each township	Five townships	Five townships
EE4.4.2	Develop a Parkes Shire Signage and Wayfinding Strategy	Economic Development Specialist	70%	Progressing	Progression has been achieved during the second half with the strategy. The draft document was presented to the Business and Investment Advisory Committee with the final version expected in quarter one of the 2024/25-year	Develop a Parkes Shire Signage and Wayfinding Strategy	Adopted 31 December 2023	

06

Emergency services



Management of 30 emergency services buildings



Provision of \$125k to fund Rural Fire Service facilities



Payment of \$644k for Emergency Services Levy



Provision of facilities for State Emergency Services

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.

EM: Emergency Services

Emergency Services Support

EM1: We will provide appropriate support for emergency service providers, ensuring their ongoing involvement within the community remains, to ensure urgent action can be taken when required.

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	100%	Completed	Council provided ongoing administrative and executive support the operation of the Local Emergency Management Committee through the hosting of four meetings for the year, one each quarter and the on-going development and review of key emergency management plans	Number of Local Emergency Management Committee meetings attended	Four per year	Four
EM1.1.2	Local Emergency Operations Centre maintained in a state of readiness	Director Infrastructure	100%	Completed	The Emergency Operations Centre identified as the Community Centre at Rose Street was available for use for the full year. Regular assessments were undertaken through the year to ensure readiness with a full audit undertaken in Q4	Local Emergency Operations Centre maintained in a state of readiness	Maintained	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.1.3	DISPLAN (Local Disaster Plan) reviewed	Director Infrastructure	100%	Completed	Council officers have reviewed and updated each of the key regulatory emergency plans for adoption by the Local Emergency Management Committee including the EMPlan, Consequence Management Guides and the Pre-event Recovery Plan developed by Reconstruction NSW	DISPLAN (Local Disaster Plan) reviewed	Reviewed by 30 June 2024	Reviewed and adopted

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	100%	Completed	Council continued its support to the SES with facilities and property management including building maintenance, as required, Either Council staff or sub-contractors completed the works. A project manager has been appointed, conceptual designs for the building approved and engagement of preliminary services including surveying and geotechnical investigations	Facilities maintained as per agreement with State Emergency Services	Maintained	
EM1.2.2	Investigate suitable locations for proposed new State Emergency Services facility	Director Operations	50%	Progressing	No update provided	Investigate suitable locations for proposed new State Emergency Services facility	Facility identified	

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	No update provided	Councillor representation at Rural Fire Service Committee Meetings	Twelve per year	
EM1.3.2	Service Level Agreement maintained with Rural Fire Service	Director Operations	100%	Completed	During both quarter three and four Council continued to maintain the Service Level Agreement, supporting the operations of the Rural Fire Service	Service Level Agreement maintained with Rural Fire Service	Maintained	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.3.3	Maintenance of Rural Fire Service "Red Fleet"	Fleet and Depot Coordinator	100%	Completed	The second half of the 2023/24-year saw the annual servicing of the red fleet, with pink slips commencing in the fourth quarter. Over a third of the pink slips and services were completed out of the total of sixty-five. Pink slips commence from the month of May, with reactive maintenance continuing throughout the year for issues like battery and tyre replacements. The goal is to have all red fleet vehicles prepared by the end of the next quarter in preparation for the fire season	Maintenance of Rural Fire Service "Red Fleet"	80 items maintained per year	
EM1.3.4	Deliver the Coobang RFS Shed project	Manager Facilities	0%	Not Progressing	The Coobang RFS Shed project was not delivered this year as funding was not provided by the Rural Fire Service	Deliver the Coobang RFS Shed project	Delivered by 30 June 2024	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.3.5	Deliver the Cookamidgera RFS Shed project	Manager Facilities	100%	Completed	The Cookamidgera RFS Shed project was completed during the first six months of the 2023/-24-year, with the building now in use for the 2023/24 bushfire season	Deliver the Cookamidgera RFS Shed project	Delivered by 30 June 2024	

EM1.4: Provision of financial support for Emergency Services

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
EM1.4.1	Financial support provided as per regulatory obligations	Director Operations	50%	Progressing	No update provided	Financial support provided as per regulatory obligations	Maintained	

07

Library, culture and 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.

L: Library, Culture and Social Justice

Library Services

L1: We will ensure the community has access to services, facilities and resources that are inclusive, high quality and contemporary in nature. Support social interaction and encourage lifelong learning. Facilitate and support engaging programs at Shire libraries.

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	Manager Cultural, Education and Library Services	50%	Progressing	Across the year the number of in-person visits to the Parkes Shire Library increased by 5% with an increase of 486 visits from the first to final quarters. During the second half of the year the library visitor numbers recorded 21,802 across all four libraries branches Parkes, Peak Hill, Trundle and Tullamore. Visitors during quarter 3 was 10,746 and during quarter 4 visitor numbers increased to 11,056. Across the year the Parkes Shire Library experienced a 5% increase of 486 visits	Increase in the number of in-person visits	Increase 1%	5%

L1.1.2	Number of all loaned materials	Manager Cultural, Education and Library Services	50%	Progressing	Over the year a total of 38,988 materials were loaned to members across the Parkes Shire. Whilst there was a drop in loaned materials in the second and third quarters loans in the first and fourth quarters remained stable. Whilst the overall number of loaned materials have not increased, each of the eCollections have increased across the past 12 months with an overall 15% increase in eCollection loans. During the second half of the 2023/24-year the Parkes Shire Library branches collectively loaned, to the residents of the Parkes Shire, a total of 19,539 materials. Over the 12 month period a total of 38,988 materials were loaned out, including a 15% increase in eCollection loans. These included physical, eBook, Audiobook, and ePress loans and film viewing. Quarter three - 8,243 physical, 459 eBook, 566 Audiobook, 151 ePress loans and 55 film viewings Quarter four - 8,729 physical, 635 eBook, 635 Audiobook, 166 ePress loans and 69 film viewings	Number of all loaned materials	Increase 1%
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Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.1.3	Increase in Library members	Manager Cultural, Education and Library Services	100%	Completed	During the annual year 2023/24 Parkes Shire library memberships increased by 378, including both new members and expired memberships. During the second half of the year quarter three had 140 and quarter four had 140 new members	Increase in Library members	Increase 1%	6%
L1.1.4	Number of Meeting Room bookings	Manager Cultural, Education and Library Services	100%	Completed	During the year 542 room bookings were made at the Parkes Library and Cultural Centre.	Number of Meeting Room bookings	52 bookings per year	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.1.5	Number of people accessing Marramarra Makerspace Studio	Manager Cultural, Education and Library Services	50%	Progressing	During the 2023/24 the Parkes Library and Cultural Centre held 542 bookings across the location. The second half of the year had a total number of 253 bookings. The Coventry Room included two exhibitions during quarter four and during quarter three held the Elvis Festival Photography, the Council Collection exhibitions and included a private booking for the Elsie Mahon's retrospective exhibition and birthday party. During quarter three the library meeting rooms had 99 bookings/171.5 hours. The Coventry Room held three exhibitions and one private function. The Marramarra Makerspace held 14 bookings/ 26.5 hours. During quarter four the library meeting rooms held 109 bookings. The Coventry Room held two exhibitions. The Marramarra Makerspace held 29 bookings	Number of people accessing Marramarra Makerspace Studio	250 per year	542

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
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L1.2.1	Attendees at Story Time and Rhyme Time	Manager Cultural, Education and Library Services	100%	Completed	Throughout the 2023-2024 period the Parkes Shire Library conducted 168 sessions of Rhyme time and Storytime with 2702 attendees representing an average attendance of 16 per session. As well as regular Storytime and Rhyme time sessions, library staff performed the National Simultaneous Storytime and performed storytime as part of the Paint the Town READ reading day. The Storytime and Rhymetime sessions were held across the Shire, throughout the second half of the 2023/24-year, adding to a total of 168 sessions for the annual year. The Parkes Shire Library team participated in the annual reading day and the Paint the town REaD day encouraging people to read with children. Amazing community. The Storytime and Rhymetime activities were powerful and embraced by those who enjoyed the experience, with a lot of smiles with an average of 16 per session. Quarter three held 30 sessions (Storytime 16 and Rymetime 14) this included 209 attendees of Storytime plus 189 attendees to Rhymetime. Totalling 398 attendees in this	Attendees at Story Time and Rhyme Time	15 per session	14
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Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
					quarter. Quarter four held 53 sessions (Storytime 27 and Rymetime 26) this included 357 attendees of Storytime plus 379 attendees to Rhymetime. Totalling 736 attendees in this quarter			
L1.2.2	Number of Author visits	Manager Cultural, Education and Library Services	100%	Completed	During the 2023/24 year the Parkes Shire Library facilitated six author talks with 176 attendees. Both Karen Viggers and Andrew Sketch presented during quarter four with a total number of 27 attendees. Andrew also presented at the Trundle library	Number of Author visits	Two visits per year	Two
L1.2.3	Number of reading and writing activities held	Manager Cultural, Education and Library Services	100%	Completed	During the 2023/24-year we saw Book Clubs held at all four branches, including both Writing Groups, Author-Rised and Peak Hill totalling 58 reading and writing groups across the year. Quarter three over its 15 reading and writing groups had 128 attendees.	Number of reading and writing activities held	12 per year	15

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	Manager Cultural, Education and Library Services	100%	Completed	Across the year the Parkes Shire Library held 53 events and activities specifically targeting primary aged children and young people. In total 854 children and young people attended giving an average attendance of 16 for each activity/event. During quarter four 16 events were held 259 children and young people attending. These included: School Visits, Library Ambassador events, author and illustration workshops, Little Bang Discovery Club at Bogan Gate School and Library Lock-Ins	Number of activities targeting primary, and youth held	15 per year	49

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L1.2.5	Number of activities targeting adults held	Manager Cultural, Education and Library Services	100%	Completed	The Parkes Shire Library throughout the 2023/24-year facilitated and supported 109 events and activities targeting adults seeing 1,232 people overall attending. Quarter three facilitated and supported 27 programs across the Shire with 263 attendees. These included social AUSLAN sessions, Crop Swap, Nerd Night, Seniors Festival, Waste 2 Art launch, Book Clubs, Writing Groups, Movie Nights and the Parkes Multicultural Art Group. The fourth quarter facilitated and supported 29 events with 288 attendees. The programs and activities included movie nights, book clubs, writing groups, author talks, AUSLAN social group, and information sessions during Law Week	Number of activities targeting adults held	24 per year	29

Arts and Culture

L2: We will enable all members of the community to participate, including to 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	Develop a Cultural Spaces Activation Plan	Manager Cultural, Education and Library Services	100%	Completed	During 2023/2024 a business case was developed and approved to activate and maximise the use of the Coventry Room for exhibitions and events. A new tiered system for booking and charging of events and exhibitions has been developed for full implementation in 2025. Artists and community groups will now complete an Expression of Interest form for exhibitions and events in the Coventry Room. An assessment panel will meet quarterly to review all requests and make recommendations for future budgeting and planning	Develop a Cultural Spaces Activation Plan	Endorsed by Council by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.1.2	Deliver Science, Technology, Engineering, Arts and Math ("STEAM") programs in Marramarra Makerspace	Manager Cultural, Education and Library Services	100%	Completed	STEAM support-based learning in the Marramarra Makerspace was delivered during the third quarter with 16 programs with 193 total attendees. During this quarter the were an additional 34 open-maker days with 264 attendees	Deliver Science, Technology, Engineering, Arts and Math ("STEAM") programs in Marramarra Makerspace	12 programs delivered	

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	Manager Cultural, Education and Library Services	100%	Completed	During quarter three the Council Art Collection Policy was adopted at the March Council meeting. ArtsOutWest presented at the same meeting, outlining their activities and support for Parkes. The art collection was showcased on exhibition in the Coventry Room during the months of February and March 2024. The promotion of arts and cultural events to be held in both the Marramarra Makerspace and the Coventry Room continued in the monthly "What's-on guide" flyer, promoting the retrospective exhibition of the work from the local artist Elsie Mahon. Quarter three held 12 creative workshops in in the Marramarra Makerspace and three exhibitions in the Coventry Room	Implementation of annual Arts Advisory Plan	Five initiatives implement	

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	Manager Cultural, Education and Library Services	100%	Completed	Throughout the year ten community arts and cultural groups were supported either through the provision of free access to meeting spaces or Council representation on planning committees. Additionally, PSC Cultural Grants were awarded to Parkes Community Arts Inc, Parkes Christian School, Parkes School of Dance and Trundle Bush Tucker Day to support arts and cultural events across the shire.	Provide support for community arts and cultural groups	Five meetings supported	Ten
L2.2.3	Events held for community and cultural groups	Manager Cultural, Education and Library Services	100%	Completed	Across the year Parkes Shire Council has supported and delivered a range of events for community and cultural groups. Events have included Crop Swap, Social AUSLAN, Multicultural Art Group workshops, Arts OutWest workshops, Parkes Community Arts workshops as well as Council funded & supported creative workshops provided in the Marramarra Makerspace.	Events held for community and cultural groups	Three events held	

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	Manager Cultural, Education and Library Services	100%	Completed	Across the year the Coventry Room hosted 8 local exhibitions. 3 exhibitions showcased the work of local artists including the Parkes Painting Group, Karen Ritchie and Elsie Mahon. 3 exhibitions were open to all residents to submit work including the Everchanging and Expanding Cardboard Show, Who Is Parkes? photography exhibition and the Waste 2 Art exhibition. The annual Elvis Photography Exhibition had entries from local residents and nation-wide entries. The Council Collection exhibited the artworks collected by Parkes Shire Council over the past 40+ years. All exhibitions were free of charge for entry to residents and visitors.	Host local exhibitions	Three exhibitions hosted	Eight

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.3.2	Host travelling and non-local exhibitions	Manager Cultural, Education and Library Services	100%	Completed	Due to the number of local exhibitions no travelling exhibitions were hosted in the Coventry Room. The Who Is Parkes photography exhibition, coordinated by Parkes Community Arts, was extended from the Coventry Room out across the Parkes Shire with 11 photographs from the exhibition enlarged onto large-scale banners in Parkes, Bogan Gate, Peak Hill, Trundle and Tullamore. This outdoor exhibition was partly sponsored by a PSC Cultural Grant and included a photography trail brochure encouraging residents and visitors to travel around the shire to view each of the banners. PSC also selected several of the photographs from the exhibition for smaller banners on display along Clarinda and Welcome Streets.	Host travelling and non-local exhibitions	One exhibition hosted	One Who Is Parkes? Outdoor Photography Project

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L2.3.3	Attendees at arts and cultural events	Manager Cultural, Education and Library Services	100%	Completed	The second half of the 2023/24-year saw a range of arts and cultural activities and events/exhibitions. Quarter three held 18 with 2,605 attendees over both spaces. These included art and creative workshops in the Marramarra Makerspace, Waste 2 Art launch, Arts OutWest 20/50 vision workshop and three art exhibitions. Quarter four held 23 with 2,448 attendees. Marramarra Makerspace held creative workshops	Attendees at arts and cultural events	30 attendees per event	

Social Justice

L3: We will advocate for, and facilitate, services and activities that have the capacity to enhance Community Wellbeing and Social Justice.

L3.1: 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
L3.1.1	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Director Planning and Environment	100%	Completed	During 2023/24-year the library services provided activities for both youth week, School Services, Waste to Art workshops, Maker Space Workshops and NAIDOC week	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Five events supported	Two
L3.1.2	Provide a report to the Councillors Workshop on attendance for the five targeted events	Director Planning and Environment	100%	Completed	During the second half of the 2023/24-year a report was provided to the Councillors workshop, confirming events. There were two art exhibitions, the collection of Council owned artworks, and participation in poetry/photography for Elvis celebrations	Provide a report to the Councillors Workshop on attendance for the five targeted events	Report provided by 30 June 2024	Five

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
L3.1.3	Develop a Youth Strategy	Director Planning and Environment	0%	Not Progressing	There was no development towards the Youth Strategy during the 2023/24-year	Develop a Youth Strategy	Strategy adopted by 30 June 2024	Zero

08

Open space and recreation



30 parks and gardens



15 Sportsgrounds



77 Open space facilities



6 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.

O: Open Space and Recreation

Parks and Gardens

OS1: To ensure the Shire's natural environment remains protected and preserved the council will continue implementing appropriate planning and maintenance strategies. The Shire is maintained and upgraded to meet community needs.

OS1.1: Maintain play spaces to meet the communities needs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS1.1.1	Engage with the community regarding current and upcoming play space developments via various communication channels	Shire Presentation Coordinator	100%	Completed	The second half of the 2023/24 year saw the continuation of strong communication and engaging with the community, community committees, sporting groups, and school groups. Social media posts, Council website progress reports providing updates, newspapers. We provided support and assistance to the sporting groups with their weekly events. Clear communications with social media posts. Parks in general and the new Lions Park bookings were strong, booked electronically, allowing the outdoors team to support the community. Facilities hygiene maintained with additional schedules during the peak	Engage with the community regarding current and upcoming play space developments via various communication channels	Four engagements per year	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS1.1.2	Play equipment is inspected in accordance with regulatory standard and guidelines	Shire Presentation Coordinator	100%	Completed	Play equipment during the second half of the 2023/24-year continued with visual and operational checks maintained ensuring regulatory standards and guidelines were adhered to. These inspection schedules ranged from weekly, monthly, and quarterly checks. These scheduled inspections allowed identifications of play equipment works requiring any service and/or repairs. These inspections also included the grounds for overall maintenance requirements like mulch and wear and tear of the grounds. Additional resources have been obtained to assist with Lions Park and Kelly Reserve maintenance inspection schedule	Play equipment is inspected in accordance with regulatory standard and guidelines	Six inspections per year	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS1.1.3	Action a response to customer requests within 10-days	Shire Presentation Coordinator	100%	Completed	During the 2023/24-year the weekly supervisor meetings provided a clear platform for reviewing and identifying the customer requests. The supervisors were able to actions the works with planning, timing and priorities levels	Action a response to customer requests within 10-days	100% of requests are actioned within 10-days	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS1.1.4	Provide support to Council's Major Events and Visitor Economy team through the provision of pre-event and post-event logistical assistance through the management of Council assets	Shire Presentation Coordinator	100%	Completed	The second half of the year 2023/24-year kept the outdoor spaces teams busy, with the Councils major events for both the community, visitors, and sporting groups. The Cooke Park saw the shade sails going up and down, stalls and markets being bumped in and bumped out. Grass areas seeing extra fertilising to balance the additional traffic enjoying the free events like Sounds events and open spaces. The support continued with Anzac Day, Australia Day and home-grown markets. The Elvis festival campers needed some plan B actions due to wet weather across all sport fields always ensuring full preparations and delivery support ensuring success with outdoor spaces and facilities were at their best	Provide support to Council's Major Events and Visitor Economy team through the provision of pre-event and post-event logistical assistance through the management of Council assets	Support provided as needed	

Sports Fields

OS2: We will ensure sporting fields continue to be utilized across the Shire through suitable upgrading, maintenance and development of facilities.

OS2.1: Develop sporting facilities to meet community needs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS2.1.1	Deliver the final stage of rehabilitation works at Cheney Park	Shire Presentation Coordinator	100%	Completed	Cheney Park rehabilitation works has been on-going throughout the second half of the 2023/24-year. New irrigation designs progressed for major drainage works, scheduled for last quarter commencement. Conclusion of the rehabilitation works is expected to be completed during the next quarter	Deliver the final stage of rehabilitation works at Cheney Park	Delivered by 30 June 2024	

OS2.2: 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
OS2.2.1	Sporting fields are inspected in accordance with the Inspection Schedule and meet regulatory Australian Sporting Codes	Shire Presentation Coordinator	100%	Completed	The second half of the 2023/24-year did see the continuation of the scheduled weekly inspections and maintenance programs. The sporting fields were maintained and marked out within the Australian sporting codes/standards. A consultant engaged during the first half of the year identified testing for Pioneer oval, and testing for Northparkes over where the soil is out of balance as part of recommendations towards the fields and turf improvements	Sporting fields are inspected in accordance with the Inspection Schedule and meet regulatory Australian Sporting Codes	100% compliance	
OS2.2.2	Action a response to customer requests within 10-days	Shire Presentation Coordinator	100%	Completed	During the first half of the year 2023/24 the weekly supervisor meetings provided a clear platform for reviewing and identifying the sporting fields customer requests. The supervisors were able to actions the works with planning, timing and priorities levels	Action a response to customer requests within 10-days	100% of requests are actioned within 10-days	

Open Space Facilities, Amenities and Public Toilets

OS3: We will implement 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.

OS3.1: 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
OS3.1.1	Facilities, amenities and public toilets are inspected in accordance with Inspection Schedule and meet standards	Shire Presentation Coordinator	100%	Completed	The building services and outdoor spaces team continued working alongside ensuring the high standards of hygiene, maintenance and repairs were completed. The facilities, amenities and public toilets not only had an early morning inspection schedule, but random routine inspections occur completed to work closely with the sporting events, and outdoor events, ensuring on-site, in advance had facilities ready. Schedules and standards were met with strong communication between teams. Social media provides up to date access for sporting routine/events to ensure Council schedules in line with the expected uses	Facilities, amenities and public toilets are inspected in accordance with Inspection Schedule and meet standards	100% compliance	100%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS3.1.2	Action a response to customer requests within 10-days	Shire Presentation Coordinator	100%	Completed	The building services and outdoor spaces team continued working alongside ensuring the high standards of hygiene, maintenance and repairs were completed. The facilities, amenities and public toilets had early morning inspection schedules with random routine inspections completed throughout the community outdoor spaces	Action a response to customer requests within 10-days	100% of requests are actioned within 10-days	
OS3.1.3	Deliver upgrades of infrastructure at Memorial Park, Tullamore	Shire Presentation Coordinator	100%	Completed	The second half of the 2023/24-year plannings and on-going works continued with this project. The outdoor spaces teams commenced removal of trees; modified irrigation works. Upgrades will continue into the next quarter. After meeting with the CCC additional small works completed near Anzac Memorial, concreting works as a joint project	Deliver upgrades of infrastructure at Memorial Park, Tullamore	Delivered by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS3.1.4	Deliver upgrades of infrastructure at Berryman Park, Trundle	Shire Presentation Coordinator	80%	Progressing	The upgrades of infrastructure at Berryman Park continued throughout the second half of the 2023/24-year. Commencement on the perimeter fencing with solar lighting, works will continue into the next quarter, works will also include access pathways	Deliver upgrades of infrastructure at Berryman Park, Trundle	Delivered by 30 June 2024	
OS3.1.5	Deliver upgrades of infrastructure at Burrawang Park, Bogan Gate	Shire Presentation Coordinator	100%	Completed	The second half of the 2023/24-year continued with on-going works on this project. Completed works included new facilities like concrete furniture and electric barbeque. The access pathway was also completed. Council planned for the repurpose of play-equipment from Kelly Park to Bogan Gate. The CCC meeting/advised	Deliver upgrades of infrastructure at Burrawang Park, Bogan Gate	Delivered by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS3.1.6	Deliver upgrades of infrastructure at Kelly Reserve, Parkes	Shire Presentation Coordinator	100%	Completed	The second half of the 2023/24-year saw the completion of the water play space which included three phase power connected, Splash Pad, Interactive water play equipment, Sand play, Risky Paly/Balance paly, Interpretive signage, Shelter including new BBQ x3, Fencing and paths. The next stage of the Ninja Park was started with site construction fencing and removal of existing play equipment. Contractor to establish the site in the next quarter	Deliver upgrades of infrastructure at Kelly Reserve, Parkes	Delivered by 30 June 2024	

OS3.2: 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
OS3.2.1	Audits carried out on facilities, amenities and public toilets	Manager Facilities	100%	Completed	Inspections scheduled by the Property Team to support of open spaces. The 2023/24-year saw on-going inspections of facilities, amenities, and public toilets. Strong communication between the community, the building support team and the outdoor spaces team ensuring user satisfaction	Audits carried out on facilities, amenities and public toilets	Three audits per quarter	
OS3.2.2	Action a response to customer requests within 10-days	Manager Facilities	100%	Completed	Customer requests were responded to within 10-days or less as continuation of support of open spaces. The 2023/24-year saw on-going inspections of facilities, amenities, and public toilets. Strong communication between the community, the building support team and the outdoor spaces team ensuring user satisfaction	Action a response to customer requests within 10-days	100% of requests are actioned within 10-days	

Cemeteries

OS4: We will utilise appropriate management practices for all cemeteries across the Shire, ensuring ongoing maintenance and planning for future development.

OS4.1: Administration of Shire Cemeteries is aligned with regulatory guidelines

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS4.1.1	Number of Burials in Shire Cemeteries	Manager Regulation and Compliance	100%	Completed	Throughout the 2023/24-year there were 65 burials which included 37 during the first six months and 28 in the second half of the year	Number of Burials in Shire Cemeteries	Ongoing	65
OS4.1.2	Develop plan for future development of Council owned cemeteries	Manager Regulation and Compliance	100%	Completed	The Parkes cemetery, in the new financial year will see a new road built, under the \$100,000 capital works program	Develop plan for future development of Council owned cemeteries	Developed by 30 June 2024	
OS4.1.3	Action a response to customer requests within 10-days	Manager Regulation and Compliance	100%	Completed	During the last six months of the 2023/24-year customer requests were reviewed and actioned within 10-days	Action a response to customer requests within 10-days	100% of requests actioned within 10-days	
OS4.1.4	Deliver Lawn Portion - Section H project at Parkes Cemetery	Manager Regulation and Compliance	100%	Completed	The lawn portion, section H project had all works completed during the first six months of the 2023/24-year	Deliver Lawn Portion - Section H project at Parkes Cemetery	Delivered by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS4.1.5	Deliver Lawn Portion - Section J project at Parkes Cemetery	Manager Regulation and Compliance	100%	Completed	The Section J project was completed, during the second half of the 2023/24-year with the numbering as the next step, which will be completed by the maintenance officer	Deliver Lawn Portion - Section J project at Parkes Cemetery	Delivered by 30 June 2024	

Swimming Pools

OS5: We will continue implementing suitable frameworks for swimming pools across the Shire. Ensuring the standards of regulatory bodies and the needs of the community through ongoing upkeep and developments. Operate sustainably and safely, implementing suitable frameworks.

OS5.1: Operate Shire swimming pools sustainably and safely

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS5.1.1	Swimming Pool Contractor undertake daily water tests, ensuring results are compliant with the Department of Health Pool Operations standards	Executive Manager Operations	100%	Completed	Belgravia have undertaken water testing as required under the Contract. There have been two instances at the Village Pools where a lower water quality has resulted in a pool closure to promptly address the situation	Swimming Pool Contractor undertake daily water tests, ensuring results are compliant with the Department of Health Pool Operations standards	100% compliance	100%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS5.1.2	Swimming Pool Contractor to undertake monthly water samples to ensure results are compliant with Department of Health Pool Operations standards	Executive Manager Operations	50%	Progressing	During both quarters three and four there were no further updates as the pool was closed during this reporting period	Swimming Pool Contractor to undertake monthly water samples to ensure results are compliant with Department of Health Pool Operations standards	100% compliance	100%

OS5.2: Continued provision of high quality Learn to Swim Programs

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS5.2.1	Advocate the community to participate in learn to swim classes	Executive Manager Operations	100%	Completed	During quarter three participation in classes continued to be successful and rates were driven by availability of the Learn to Swim teachers within the region. Quarter four there are no further updates as the pool was closed	Advocate the community to participate in learn to swim classes	Increase in participation	100

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS5.2.2	All Instructors hold a current AUSTSWIM accreditation	Executive Manager Operations	100%	Completed	All instructors held accreditation during the 2023/24-year	All Instructors hold a current AUSTSWIM accreditation	100% of instructors hold accreditation	100%
OS5.2.3	Report provided by Swimming Pool Contractor detailing the number of instructors holding AUSTSWIM accreditation	Executive Manager Operations	50%	Progressing	The pool season was not operational during both quarters three and four	Report provided by Swimming Pool Contractor detailing the number of instructors holding AUSTSWIM accreditation	Monthly report received	100%
OS5.2.4	Swimming Pool Contractor to provide feedback and action a response to customer requests within 10-days	Executive Manager Operations	100%	Completed	Throughout the third quarter of the 2023/24-year the swimming pool contractor, Belgravia and Council engaged in open communications regarding feedback and customers. The swimming pool was closed during four	Swimming Pool Contractor to provide feedback and action a response to customer requests within 10-days	10-days	10

OS5.3: 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
OS5.3.1	Deliver upgrades to the Tullamore Pool	Executive Manager Operations	100%	Completed	The Tullamore pool project was successfully completed to budget and to time restraints, with the facility opening on time	Deliver upgrades to the Tullamore Pool	Delivered by 30 June 2024	100%
OS5.3.2	Deliver upgrades to the female amenities at Parkes Aquatic Centre	Executive Manager Operations	100%	Completed	During the first half of the 2023/24-year the upgrades to the female amenities were completed in time for the week of the opening during quarter two	Deliver upgrades to the female amenities at Parkes Aquatic Centre	Delivered by 30 June 2024	100%
OS5.3.3	Deliver rejuvenation works and upgrades to Peak Hill Pool	Executive Manager Operations	100%	Completed	During the first half of the 2023/24-year the upgrades to the female amenities were completed in time for the week of the opening during quarter two	Deliver rejuvenation works and upgrades to Peak Hill Pool	Delivered by 30 June 2024	100%
OS5.3.4	Deliver upgrades to the pool heater at Parkes Aquatic Centre	Executive Manager Operations	100%	Completed	During the first half of the 2023/24-year Parkes aquatic centre had the pool heater upgraded successfully on budget and to the schedule	Deliver upgrades to the pool heater at Parkes Aquatic Centre	Delivered by 30 June 2024	100%

Wetlands Restoration

OS6: We will conduct appropriate established preservation activities, to ensure the ongoing protection and development of natural reserves, to preserve and maintain.

OS6.1: Facilitate the restoration of Akuna Wetlands project

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS6.1.1	Provision of progress updates on the Akuna Wetlands Restoration project	Environmental and Sustainability Coordinator	50%	Progressing	Presentation to Councillors at a Parkes Plus Workshop during quarter three, and on-site announcement of grant funding for quarter four. Provided updates to senior staff and Councillors on the project	Provision of progress updates on the Akuna Wetlands Restoration project	Update provided	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
OS6.1.2	Provide community updates of project through various communication channels	Environmental and Sustainability Coordinator	100%	Completed	After heavy promotion and community involvement during both quarters one and two in the first half of the 2023/24-year we saw significant activity with this project during both quarters three and four. Work on the 2.5km gravel walking track around the wetlands commenced, and additional funding was received through the Federal Government to further activate the wetlands, which was announced by our Federal Member on site with key staff and Councillors. This was accompanied by a media release and social post, and the Parkes Wetlands project page on our website has been updated to reflect these recent developments	Provide community updates of project through various communication channels	Two communication channels used to provide community updates	Three Website, socials, media releases

09

Planning, certification and compliance



Development assessments



Local strategic land use planning



Ranger services and companion animals



Environmental health and food safety compliance



Facilitation of planning for affordable housing within the Shire

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.

P: Planning, Certification and Compliance

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	Planning decisions and preparation of development controls continue to align with the Local Strategic Planning Statement (LSPS) 2020	Land Use Planning Specialist	95%	Progressing	The second half of the 2023/24-year saw the commencement of the review of planning controls, concerning development in flood prone land. Completion is expected during 2024/25 pending the findings of the Regional Flood Study, currently in progress. Review is on-going for the Parkes Local Environmental Plan 2012 and Parkes Shire Development Control Plan	Planning decisions and preparation of development controls continue to align with the Local Strategic Planning Statement (LSPS) 2020	Ongoing	Ongoing

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P1.1.2	Review existing strategic land use plans and policies in line with Council standards and statutory regulation	Land Use Planning Specialist	100%	Completed	The second half of the 2023/24-year saw the continuation of monitoring of the Parkes Shire Local Environmental Plan (LEP) 2012 and Parkes Shire Development Control Plan (DCP) 2021. The DCP will be revised at some stage when development in flood prone land is available. There is on-going reviews of the Parkes Shire Development Control Plan 2021 and general planning controls, for corrections/anomalies	Review existing strategic land use plans and policies in line with Council standards and statutory regulation	Conduct one review	ongoing

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 (DA) are determined in a timely manner whilst maintaining quality land use outcomes		100%	Completed	Consistent with required timeframes, the second half of the 2023/24-year received a total of 43 applications determined. Ranging from Development Applications, Modifications to Development Applications and Subdivision Certificates	Development Applications (DA) are determined in a timely manner whilst maintaining quality land use outcomes	90% of DA determined within a 40-day processing time	On-going

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	Work with the Grants Team to source funding through the NSW Heritage Office and Local Heritage Assistance Funding Program	Land Use Planning Specialist	95%	Progressing	Advertisement for the 2023-2024 Local Heritage Grant allocation has taken place, Council has received one response to the advertisement. Council is in ongoing communication with the NSW Heritage Office to ensure the appropriate and effective allocation of the Local Heritage Fund	Work with the Grants Team to source funding through the NSW Heritage Office and Local Heritage Assistance Funding Program	Ongoing	

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 Complying Development Certificates approved within regulatory timeframe	Manager Building Certification	100%	Completed	Four Complying Development Certificate (CDC) applications were received from Private Certifiers. Council received two CDC applications with one approved within 14 days, whilst the second one saw the time extended, pending additional information, rather than refusal for insufficient information	Number of Complying Development Certificates approved within regulatory timeframe	Approved within 10-days or another timeframe as agreed with applicant	Two

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	Investigate complaints and enforcement of Swimming Pools Act within regulatory timeframe	Manager Building Certification	1000%	Completed	The second half of the 2023/24-year there were zero complaints received. Complaints received during the first half were investigated within three days of receipt of the complaint	Investigate complaints and enforcement of Swimming Pools Act within regulatory timeframe	100% of complaints are investigated within three days	100%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P3.2.2	Number of residential swimming pool barrier requests actioned within 10-days	Manager Building Certification	100%	Completed	The second half of the 2023/24-year saw a delay between the payment on portal and the scheduling of inspections in calendars. 31% were inspected within 10-days and 65% within 25-days. During the first half of the year 62% of residential properties were actioned within 10-days	Number of residential swimming pool barrier requests actioned within 10-days	100% actioned within 10-days	Actual 31% 63% within 25 days 6% over 25 days
P3.2.3	Number of compliant swimming pool barrier inspection certificates issued	Manager Building Certification	100%	Completed	During the second half of the 2023/24-year all Compliance Certificates were issued with three days following inspection	Number of compliant swimming pool barrier inspection certificates issued	Issued within three days	Seven
P3.2.4	Number of non-compliant Swimming Pool Barrier Inspection certificates issued	Manager Building Certification	100%	Completed	During the first half of the 2023/24-year there were two compliant swimming pool barriers inspection certificates issued and four non-compliance inspections	Number of non-compliant Swimming Pool Barrier Inspection certificates issued	Issued within seven days	Six

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P3.2.5	Number of compulsory inspections carried out as per Council's Swimming Pool Inspection Program	Manager Building Certification	100%	Completed	During the first half of the 2023/24-year the Council's swimming pool inspection program continued which had 16 inspections completed. 100% of inspections completed	Number of compulsory inspections carried out as per Council's Swimming Pool Inspection Program	100% of inspections carried out	100%

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	100%	Completed	The annual inspections for the 2023/24-year were scheduled and carried out during quarter four. A total of 75 food shops were inspected and completed, with no serious breaches identified. Food Authority reporting requirements were underway with expected completion by the due date in the next quarter	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	Action a response to customer requests within 10-days	Manager Regulation and Compliance	100%	Completed	All Ranger customer requests commenced investigations with 10-days. Legislative requirements at times will not allow for the matters to be completed within 10-days or closed	Action a response to customer requests within 10-days	100% of requests actioned within 10-days	
P4.2.2	Number of notices and orders issued	Manager Regulation and Compliance	100%	Completed	The second half of the 2023/24-year saw one order for a dangerous dog declaration issued, and six notices of intention to serve an order	Number of notices and orders issued	Declining	
P4.2.3	Number of Companion Animal registrations	Manager Regulation and Compliance	100%	Completed	During the 2023/24-year a total of 96 animal registrations were completed. This included 31 during the first half of the year, and 65 in the second half of the year	Number of Companion Animal registrations	Ongoing	
P4.2.4	Develop a Rehoming Companion Animals Plan	Manager Regulation and Compliance	100%	Completed	Council has partnerships with registered rehoming organisations, which adopt companion animals. Council advertises on social media/Council website to promote awareness within the community	Develop a Rehoming Companion Animals Plan	Plan developed by 30 June 2024	

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 Sustainability Co-Ordinator	100%	Completed	During the second half of the 2023/24-year 120 property inspections were conducted, which exceeded the target of 100 for the year. Quarter three had 27 inspections whilst quarter four had 35	Private property inspections per month	12 inspections per month	120
P5.1.2	Monitor and inspect Council owned and managed public land	Environmental and Sustainability Co-Ordinator	100%	Completed	During the second half of the 2023/24-year a total of 24 inspections were conducted. Quarter three had 7 inspections, whilst quarter four had 4 inspections	Monitor and inspect Council owned and managed public land	30 land parcels inspected per year	
P5.1.3	Monitor and inspect Council owned and managed roadsides	Environmental and Sustainability Co-Ordinator	100%	Completed	Council owned and managed roadsides were inspected and monitored throughout the second half of the 2023/24-year with a total of 100% of roadside inspections completed by the end of quarter four	Monitor and inspect Council owned and managed roadsides	100% of roadsides inspected	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.1.4	Percentage of known infestations inspected and actioned and/or controlled	Environmental and Sustainability Co-Ordinator	100%	Completed	Council's Biosecurity Team have a register of priority infestations which are monitored regularly and controlled as necessary. Approximately 75% of known infestations were inspected during the reporting period, and control work was undertaken at approximately 60% of these infestations	Percentage of known infestations inspected and actioned and/or controlled	100% inspected and actioned	
P5.1.5	Action a response to customer requests within 10-days	Environmental and Sustainability Co-Ordinator	100%	Completed	All customer requests related to biosecurity acknowledged within 10 days, and responded to in a timely manner based on the nature of the request	Action a response to customer requests within 10-days	100% of requests actioned within 10-days	

P5.2: 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 Sustainability Co-Ordinator	100%	Completed	During the second half of the 2023/24-year Council engaged with private landholders and the community on both environment and biosecurity issues, including formal and informal conversations at private property inspections (supplying brochures, handouts and information packs etc.). The Biosecurity Team, when additional education is required and/or requested, use postage or hand delivery of information to the community and provide information by emails	Provide educational material and engagement opportunities during private property inspections	90% of property owners provided with education	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
P5.2.2	Number of Shire shows, and local/regional field days attended	Environmental and Sustainability Co-Ordinator	100%	Completed	Council attended all four Shire Shows throughout the first quarter, which facilitated direct interface with the community. The Biosecurity Team were on-site with an informational weeds trailer, a resource provided by the Macquarie and Lachlan Valley Weeds Association. Educational material was available including pamphlets, brochures, and biosecurity information packs. Having the knowledge of the Biosecurity Team on-site enabled direct engagement with the community and positive communication and education outcomes	Number of Shire shows, and local/regional field days attended	Four Shire shows and local/regional field days attended	Four
P5.2.3	Engagement with the community through social and traditional media	Environmental and Sustainability Co-Ordinator	100%	Completed	Engagement with the community continued during the second half of the year, with one media release and two biosecurity social media posts shared during this reporting period	Engagement with the community through social and traditional media	Three media releases Three social media posts per year	Three and three

10

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.

S: Sewerage

Sewerage System

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

S1.1: Safely collect wastewater 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	100%	Completed	Completed	Percentage of trade waste agreement coverage	50%	50%
S1.1.2	Number of sewers chokes per 100km	Executive Manager Water Engineering	100%	Completed	Council responded to 28 customer requests regarding blockages in the main this reporting period. This has resulted in council clearing 41.3 chokes/100km of main the last 12 month	Number of sewers chokes per 100km	20	41
S1.1.3	Action a response to customer requests within 10-days	Executive Manager Water Engineering	100%	Completed	Council received 75 customer requests relating to sewer blockages in the reporting period. 78% of these requests were actioned within the 10 days	Action a response to customer requests within 10-days	100% of requests actioned within 10-days	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.1.4	Percentage of customer complaints responded to in accordance with standards	Executive Manager Water Engineering	100%	Completed	During the second half of the 2023/24-year Council received 154 sewer related requests. This included 75 which were sewer blockages and 74 were in the low-pressure systems in both Trundle and Tullamore	Percentage of customer complaints responded to in accordance with standards	100%	100%

S1.2: Sustainably treat wastewater

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.2.1	Number of EPA License breaches	Executive Manager Water Engineering	100%	Completed	There were zero license breaches during the last six months of the 2023/24-year	Number of EPA License breaches	Zero	0
S1.2.2	Cost of treatment per KI inflow	Executive Manager Water Engineering	100%	Completed	Power Costs at the STP have risen 20% in the last twelve months. Despite this, the cost of power per kL has fallen slightly due to increased flows in the six months of this year. Chemical costs per kL have also fallen slightly due to the higher flows	Cost of treatment per KI inflow	Maintained	\$0.55

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
S1.2.3	To reduce breakdown maintenance work, scheduled planned preventative maintenance work	Executive Manager Water Engineering	100%	Completed	Throughout the 2023/24-year the project continued, with planning already in process of implementation through the relining and replacement program	To reduce breakdown maintenance work, scheduled planned preventative maintenance work	Zero	

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	Manager Infrastructure Operations	100%	Completed	Due to shortages in supply of UV parts, Council were unable to reuse any effluent this reporting period. The parts have now arrived, waiting on the supplier for installation	Percentage of effluent reused	100%	19%
S1.3.2	Percentage of bio-solids diverted from landfill	Manager Infrastructure Operations	50%	Progressing	Lagoon 3 was dewatered this year and the stockpile tested for grading. Discussions are continuing with Evolution Mining to use the bio solids as capping material	Percentage of bio-solids diverted from landfill	100%	0% bio solids not removed from site

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 Recycled Water Management System	Water Quality and Sustainability Specialist	100%	Completed	Completed	Number of samples not complying with operational Recycled Water Management System	Zero	Zero
S1.4.2	Number of Critical Control Point exceedances	Water Quality and Sustainability Specialist	100%	Completed	Completed	Number of Critical Control Point exceedances	One	Zero
S1.4.3	Recycled water supplied as a percentage of total demand	Water Quality and Sustainability Specialist	0%	Not Progressing	During the 2023/24-year there was no progression against this action	Recycled water supplied as a percentage of total demand	90%	Zero
S1.4.4	Provide up to date stakeholder reporting	Water Quality and Sustainability Specialist	100%	Completed	Completed	Provide up to date stakeholder reporting	Achieve	Achieved
S1.4.5	Number of end user complaints	Water Quality and Sustainability Specialist	100%	Completed	Completed	Number of end user complaints	Zero	Zero

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	Manager Infrastructure Operations	100%	Completed	Council cleared two chokes in wet weather in the last six months. A relining program was undertaken this year aimed at reducing inflow into the sewerage system	Number of sewer system wet weather overflow events	Zero overflow for 20% annual exceedance probability events and smaller	Zero
S1.5.2	Increasing containment of sewer system wet weather overflow events	Executive Manager Water Engineering	100%	Completed	Council's working model of sewer network is used to identify current and future augmentation programs to contain overflow events. This model also integrates SAP flows	Increasing containment of sewer system wet weather overflow events	10% containment	8%

11

Transport and drainage



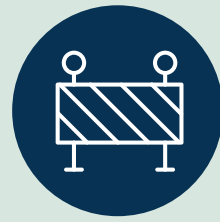
800km of sealed and
1300km of unsealed roads



215 bridges



47km of footpaths and
cycleways



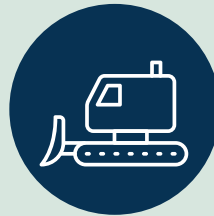
65km of kerb
and gutter



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

T: Transport and Drainage

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 of sealed roads in line with Council's Condition Assessment Inspection Schedule and Strategic Asset Management Plan	Executive Manager Operations	50%	Progressing	During both quarters three and four Council Technical Officers undertook network assessments in accordance with the respective asset management plans	Maintain compliance of sealed roads in line with Council's Condition Assessment Inspection Schedule and Strategic Asset Management Plan	100% compliance	100%
T1.1.2	Length of table drains to be cleared per kilometre, per annum	Executive Manager Operations	30%	Progressing	No update provided	Length of table drains to be cleared per kilometre, per annum	20km per annum	5km

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.1.3	Action a response to Customer Requests within 10-days regarding sealed roads	Executive Manager Operations	100%	Completed	During both quarter three and four all customer requests were acknowledged within the 10-day target. Those requests that require design and further investigation can span months and the lower severity level of the request gets prioritised accordingly, if the request does not require immediate intervention and can be left open until scheduled works are undertaken in this area	Action a response to Customer Requests within 10-days regarding sealed roads	100% of requests actioned within 10-days	100%

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 per kilometre, per annum	Executive Manager Operations	100%	Completed	Council delivered 21km of road resealing across Local and Regional Roads within the Local Government Area (LGA). Some portions of works were incomplete, and have been rescheduled during the warmer period in 24/25 Financial Year	Length of sealed road reseals per kilometre, per annum	20km per annum	21

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.2	Length of pavement rehabilitation per kilometre per annum	Executive Manager Operations	100%	Completed	Council had undertaken numerous roads rehabilitations across the shire through the delivery of RLRRP and AGRN storm damage restorative works, expending \$7.5M of the \$9.7M available. Undertaking rehabilitations across the Local Government Area	Length of pavement rehabilitation per kilometre per annum	3.5 km per annum	2km
T1.2.3	Deliver Currajong to Mitchell Streets reconstruction works including asphalt, reshaping, line marking, signage, and footpaths	Executive Manager Operations	100%	Completed	Council successfully delivered the Parkes, Currajong to Mitchell Streets reconstruction works project during the first half of the 2023/24-year	Deliver Currajong to Mitchell Streets reconstruction works including asphalt, reshaping, line marking, signage, and footpaths	Delivered by 30 June 2024	100%
T1.2.4	Deliver upgrades to Cookamidgera Road	Executive Manager Operations	100%	Completed	The Cookamidgera Road upgrade project was successfully completed by Council during the first half of the 2023/24-year	Deliver upgrades to Cookamidgera Road	Delivered by 30 June 2024	100%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.5	Deliver upgrades to the Bushman and Dalton Streets roundabout	Executive Manager Operations	100%	Completed	The Bushman and Dalton Roundabout re-works have been completed on February 2024. The roundabout has been re-opened, and is operating successfully without further complaints	Deliver upgrades to the Bushman and Dalton Streets roundabout	Delivered by 30 June 2024	70%
T1.2.6	Deliver access upgrades to Mugincoble Silos Parkes	Executive Manager Operations	10%	Progressing	Council has recently received approval from the Federal Government to proceed with the conception design under the ROSI funding, a scoping project proposal (PPR) has been submitted awaiting approval and release of funds to support the conceptual designs and land acquisition negotiations	Deliver access upgrades to Mugincoble Silos Parkes	Delivered by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.7	Deliver Remote Roads Pilot Program for the Bogan Road Upgrade	Executive Manager Operations	30%	Progressing	During quarters three and four progression within the pre-construction activity space has been made with the project including fisheries permits, review of environmental factors and tendering of the culvert and causeway portion of the project enabling it to be shovel ready for commencement in September 2024	Deliver Remote Roads Pilot Program for the Bogan Road Upgrade	Delivered by 30 June 2024	30%
T1.2.8	Deliver upgrades to Graddle Creek Bridge	Executive Manager Operations	20%	Progressing	Land acquisitions have progressed, and access obtained into the land to progress survey and design. Parkes Council has also engaged consultants to undertake a Review of Environmental Factors (REF) and a hydrology study to inform the conceptual design and associated bridge deck height. Majority of project moved into the next Financial Year	Deliver upgrades to Graddle Creek Bridge	Delivered by 30 June 2024	20%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T1.2.9	Deliver upgrades to Peak Hill-Tullamore Road	Executive Manager Operations	100%	Completed	Council has been maintaining the sealed road network through delivery of the RERRF program in accordance with Transport for NSW guidelines and road hierarchy. Councils long term strategic plan has a focus on maintaining and resealing not road widening and capital works upgrade and currently have expended \$7.0 / \$9.5M available	Deliver upgrades to Peak Hill-Tullamore Road	Delivered by 30 June 2024	
T1.2.10	Deliver upgrades to East Street railway crossing and drainage	Executive Manager Operations	90%	Progressing	During quarter three and four the East Street project continued to be delayed through access into the Rail corridor. However, approval has been received as of 30th July and works are scheduled to be completed by early September 2024	Deliver upgrades to East Street railway crossing and drainage	Delivered by 30 June 2024	90%

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 Operations	0%	Progressing	Due to changes across projects during the 2023/24-year there was zero progression	Conduct a review of Council's sealed and unsealed road hierarchy	Achieve	Zero
T1.3.2	Develop an updated list of priority projects to inform grant applications	Executive Manager Technical Services	20%	Progressing	Due to changes across projects during the 2023/24-year there was zero progression	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	Maintain compliance of unsealed roads in line with Council's Condition Assessment Inspection Schedule and Strategic Asset Management Plan	Executive Manager Operations	100%	Completed	During quarters three and four Council Technical Officers undertook network assessments in accordance with the respective asset management plans	Maintain compliance of unsealed roads in line with Council's Condition Assessment Inspection Schedule and Strategic Asset Management Plan	100% compliance	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T2.1.2	Action a response to Customer Requests within 10-days regarding unsealed roads	Executive Manager Operations	100%	Completed	During both quarter three and four all customer requests were acknowledged within the 10-day target. Those requests that require design and further investigation can span months and the lower severity level of the request gets prioritized accordingly, if the request does not require immediate intervention and can be left open until scheduled works are undertaken in this area	Action a response to Customer Requests within 10-days regarding unsealed roads	100% of requests actioned within 10-days	100%

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	100%	Progressing	Council has not undertaken and resheeting under the Federal Assistance Grants but has delivered Capital works improvements under the Regional Emergency Road Repair Fund and the AGRN1034 Restorative Works Claim. We have completed approximately 15km of resheeting during the final 6 months of the reporting year	Length of road resheeted	20 km per annum	15
T2.2.2	Length of table drains to be cleared per kilometre per annum	Executive Manager Operations	100%	Completed	During the remaining six months of 2023/24-year Council continued its regular undertakings of table drain maintenance when commencing projects within the capital works program, funded by the RERRF and AGRN1034 funds	Length of table drains to be cleared per kilometre per annum	20 km per annum	20km

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T2.2.3	Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	80%	Progressing	During both quarter three and four Council have successfully delivered the Bushman and Dalton roundabout and completed the rural causeway programs funded under the Office of Local Government (OLG). Remaining Grant funded capital works are ongoing and have been rolled into the next Financial Year	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	80% Majority of projects have been completed in this financial year

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	Action a response to customer requests within 10-days regarding regional roads	Executive Manager Operations	100%	Completed	Regional Roads are maintained within the agreed levels of service within the Transport Asset Management Plan. Customer requests are acknowledged within the 10-day target, but works are scheduled alongside other works to ensure productivity and efficiency	Action a response to customer requests within 10-days regarding regional roads	100% of requests actioned within 10-days	

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 per kilometre, per annum	Executive Manager Operations	100%	Completed	Council completed a significant resealing program during quarters three and four spending approximately \$2.3M. Works not completed have been re-scheduled to the warmer period in the 24/25 reseat season	Length of sealed road reseals per kilometre, per annum	7.5 km	32km

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.2.2	Length of pavement rehabilitation per kilometre, per annum	Executive Manager Operations	80%	Progressing	Council has been maintaining the sealed road network through delivery of the Regional Emergency Road Repair Fund (RERRF) program in accordance with Transport for NSW guidelines and road hierarchy. These works are being coupled with the AGRN1034 claim to extend the value, and efficiency of works	Length of pavement rehabilitation per kilometre, per annum	1.5 km per annum	8km
T3.2.3	Length of unsealed roads re-sheeted per kilometre per annum	Executive Manager Operations	40%	Progressing	During both quarters three and four there was no resheeting activities undertaken on Regional Road MR348 (only Regional Road remaining unsealed). The funds were utilized into maintenance of the existing sealed Regional Roads with higher traffic volumes	Length of unsealed roads re-sheeted per kilometre per annum	2km per annum	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T3.2.4	Deliver upgrades to the Bogan Way (North and South)	Executive Manager Operations	80%	Progressing	During quarters three and four significant progression occurred on the MR350 project which is largely completed with five out of the seven projects completed. The two remaining outstanding include the Bogan Gate upgrade and the Southern approach to Trundle which is reliant on flood assessment information currently being modelled	Deliver upgrades to the Bogan Way (North and South)	Delivered by 30 May 2025	45%
T3.2.5	Deliver upgrades to Regional Roads in line with Block Grant funding	Executive Manager Operations	10%	Progressing	No update provided	Deliver upgrades to Regional Roads in line with Block Grant funding	Delivered by 30 June 2024	10%

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	Action a response to customer requests within 10-days	Executive Manager Operations	95%	Progressing	Customer requests are acknowledged within the 10-day target but are programmed alongside maintenance activities in areas to achieve higher productivity. All high-risk defects are assessed and triaged according to risk profile; some include installation of signage until works can be completed	Action a response to customer requests within 10-days	100% of requests actioned within 10-days	

T4.2: Ensure Gravel Pits are responsibly managed and utilised

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T4.2.1	Ensure compliance with relevant legislation relating to the operations of gravel and pits with no breaches recorded	Executive Manager Operations	100%	Completed	Parkes Shire Council was compliant during the final six months of the 2023/24-year with the gravel pit operations having zero recorded breaches. The mine safety management plans require review, and a request for quotation is currently being prepared to engage specialists within this area to update in line with industry standard	Ensure compliance with relevant legislation relating to the operations of gravel and pits with no breaches recorded	Zero breaches	Zero
T4.2.2	Responsibly manage contractors to ensure legislative compliance is utilized to ensure no breaches are recorded	Executive Manager Operations	100%	Completed	During quarter three and four Council responsibly managed contractors to ensure legislative compliance was utilised in our gravel pits. Zero breaches have been recorded. Council has recently renewed it's gravel crushing tender and have awarded a new contractor with ISO accreditation across WH&S, Environmental and Quality	Responsibly manage contractors to ensure legislative compliance is utilized to ensure no breaches are recorded	Zero breaches	Zero

T4.3: 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
T4.3.1	Council's Roadside Vegetation Management Plan is consulted for all roadworks and is kept up-to-date and accessible	Environmental and Sustainability Co-Ordinator	100%	Completed	Council's Roadside Vegetation Management Plan (RVMP) continued to be consulted throughout the last six months of the 2023/24-year. There were no significant changes to the conservation area ratings since the report was updated in 2019. The existing mapping available in IntraMaps remained current throughout this period. All roadwork projects included an environmental assessment, which considers the impact of the proposed works on native vegetation within the project footprint. Through thoughtful planning, significant impacts are often avoided	Council's Roadside Vegetation Management Plan is consulted for all roadworks and is kept up-to-date and accessible	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	Action a response to customer requests within 10-days	Executive Manager Operations	100%	Completed	During both quarter three and four all customer requests were acknowledged within the 10-day target. Those requests that require design and further investigation can span months and the lower severity level of the request gets prioritised accordingly, if the request does not require immediate intervention and can be left open until scheduled works are undertaken in this area	Action a response to customer requests within 10-days	100% of requests actioned 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	Deliver Parkes CBD Flood Mitigation Works project	Manager Infrastructure Operations	50%	Progressing	Throughout the 2023/24-year the flood study continued including recommendations to utilize	Deliver Parkes CBD Flood Mitigation Works project	Delivered by 30 June 2024	

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	100%	Completed	Parkes Regional Airport continued ongoing compliance with the Civil Aviation Safety Authority regulations and requirements throughout the 2023/24-year	Compliance with Civil Aviation Safety Authority surveillance activities	100% compliance	100%
T6.1.2	Maintain Parkes Regional Airport Certification	Manager Facilities	100%	Completed	Civil Aviation Safety Authority (CASA) certification was provided and continued to be on-going in throughout the 2023/24-year	Maintain Parkes Regional Airport Certification	100% compliance	100%
T6.1.3	Deliver the Parkes Airport Apron Lighting project to improve the facilities and ensure compliance with standards	Manager Facilities	100%	Completed	The Parkes Airport Apron lighting project was completed during quarter three, following on from the contractor engaged and installation commenced during the first half of the 2023/24-year	Deliver the Parkes Airport Apron Lighting project to improve the facilities and ensure compliance with standards	Delivered by 30 June 2024	Delivered

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	100%	Completed	During quarters three and four Council worked collaboratively with TfNSW in the delivery of all services under the RMCC contract without incident	Compliance with the Road Maintenance Council Contract	100% compliance	100%
T7.1.2	Obtain a Contractor Performance Report (CPR)	Executive Manager Operations	100%	Completed	Council worked collaboratively with TfNSW in the delivery of all services under the RMCC and during quarters three and four received 64 and 68% respectively	Obtain a Contractor Performance Report (CPR)	Achieve 80% with CPR	68%

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T7.1.3	Develop a program for Kerb and Guttering to maintain, manage and develop improvements	Executive Manager Operations	0%	Not Progressing	Parkes Council has been successfully managing the State Network within the Shire through the Road Maintenance Council Contract. All maintenance budgets have been expended and ordered works have been completed on time. Council is currently undergoing renewal of the R2 pre-qualification to continue delivering these services	Develop a program for Kerb and Guttering to maintain, manage and develop improvements	Program developed	

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	Deliver the 'NOT A STATISTIC! Youth Driver Education Program' as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	100%	Completed	The NOT A STATISTIC! Program commenced workings with stakeholders and with the videographer. The Mock Crash 2024 has had successful auditions during quarter four, with eight local youth actors. The cast has been established, with the video and impact statements recorded. The Road Safety and Injury Prevention Officer (RSIPO) confirmed the live demonstrations to be held 12 August 2024. The pre and post lessons have been scheduled for the local high schools	Deliver the 'NOT A STATISTIC! Youth Driver Education Program' as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Delivered in August 2023	Delivered

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T8.1.2	Deliver the 'Free Cuppa for the Driver Scheme' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	0%	Not Progressing	During the first half of the 2023/24-year the grants team applied for a federal road safety grant, to undertake a strategic review, without success. The Free Cuppa driver scheme was paused, with the discussions to continue into the next financial year	Deliver the 'Free Cuppa for the Driver Scheme' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Delivered between March and May 2024	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T8.1.3	Deliver 'Helping Learner Drivers Become Safer Drivers' workshops as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	100%	Completed	During the fourth quarter of the 2023/24-year scheduled workshops were delivered, with Parkes workshop seeing four in attendance, primary role for each were supervising drivers, with learner drivers. Discussion topics on current licensing systems, driver logbooks and tips for effective on-road driving experiences. The feedback was positive, praised for being helpful and appreciative for the knowledge sharing, rating 5/5 and a net promoter score of 100. Social media was the most common way people heard about the workshops	Deliver 'Helping Learner Drivers Become Safer Drivers' workshops as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Two rounds delivered	Delivered

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T8.1.4	Deliver the 'I'm Counting on You' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	100%	Completed	The 'I'm counting on you' project aims to bring awareness on car seats, the awareness projects were conducted throughout the 2023/24-year. During the fourth quarter the Road Safety and Injury Prevention Officer (RSIPO) held two on-line workshops, followed by child restraint checking days across Parkes, Forbes and Condobolin which had 29 child restraints checked, with 52% incorrectly fitted. For people unable to attend the checking days, we completed three installations and four follow-up checks. The RSIPO attended playgroups in both Parkes and Tullamore, checking ten child restraints and providing knowledge and information for local families	Deliver the 'I'm Counting on You' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Delivered during 2023-24	Delivered

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
T8.1.5	Deliver the 'Plan B' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	100%	Completed	During the 2023/24-year 56 licensed venues across the Parkes, Forbes and Lachlan Shire Council areas registered and participated in the "Plan B" project which commenced during the months of December and January. This project encourages the conversation about planning safe ways to get home. The Road Safety and Injury Prevention Officer (RSIPO) processed the feedback form results from the venues which formed part of the region-wide debrief. Certificates of appreciation provided to all participating venues	Deliver the 'Plan B' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Delivered in December 2023	Delivered

T8.1.6	Deliver the 'Heavy Vehicle Safety' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Road Safety and Injury Prevention Officer	100%	Completed	The 'Heavy Vehicle Safety' project continued throughout the 2023/24-year with many activities and events. During quarter four the 13th Annual Central West Heavy Vehicle Breakfast forum was held in Forbes at the Forbes Inn. Over 80 attendees joined the breakfast, a mixture of truck drivers, transport company representatives, relevant associations, farmers, customer harvesters, government agencies and Council representatives. On the agenda was access, an industry case study from Divall's Earthworks & Bulk Haulage. All on the agenda was SafeWork NSW with their update, Police enforcement including a FAQ session on mobile phone rules, NHVR compliance approach and an industry collaboration case study between NHVR and Westlime about axle weights. The feedback form from the breakfast provided positive and agreement that the forum meet their needs, and would attend the next event	Deliver the 'Heavy Vehicle Safety' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Delivered during 2023-24	Delivered
T8.1.7	Deliver the 'Observation	Road Safety and Injury	100%	Completed	The 'Observations surveys' project was conducted	Deliver the 'Observation	Delivered before	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
	Surveys' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	Prevention Officer			throughout the 2023/24-year during both quarter two and quarter four. The objective of the survey is to allow the exploration of the current road safety data, the vehicle information, driver and passenger characteristics, bull-bards, use of mobile phones, motor cars, motor bikes and child restraints wearing. The Road Safety and Injury Prevention Officer (RSIPO) collates and analyses the data	Surveys' project as part of the Parkes, Forbes and Lachlan Shire Councils' Road Safety Action Plan 2023-2024	October 2023 and April 2024	

12

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.

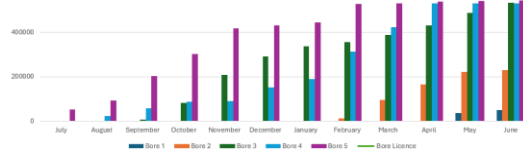
The Recycled Water Scheme draws treated effluent from the Parkes Recycled Water Plant and supplies it to a number of parks and sportsgrounds around Parkes, as well as commercial users. It is an important means of reducing the demand on potable water resources. A major project for the next Delivery Program 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.

WS: Water Supply

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	Executive Manager Water Engineering	100%	Completed	During the first six months of the 2023/24-year on-going routine inspections and preventative maintenance of treatment plants continued. Regular on-going audits continued critical infrastructure, with the Asset team involved in completing inspections of the sources and other network assets	Audits of critical infrastructure	Ten	Ten
WS1.1.2	Water is effectively sourced from bore, river, dam and supernatant supplies	Executive Manager Water Engineering	100%	Completed	<p>The bore refurbishment project was completed in this reporting period with all Council and NPM bores available for the first time in a number of years. Bores 1,2&3 were predominately used to even the annual extraction between the bores. Extraction from the river was down this year due to high turbidities. Extractions were;</p> 	Water is effectively sourced from bore, river, dam and supernatant supplies	Achieved	Achieved Extraction shared as per attached graph

WS1.2: Ensure the integrity and performance of our water supply network

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.2.1	Maintain Council's Water Conservation and Drought Management Program	Executive Manager Water Engineering	100%	Completed	Throughout the 2023/24-year worked through projects identified within Integrated Water Cycle Management (IWCM) various forms of study and water resilience projects	Maintain Council's Water Conservation and Drought Management Program	Maintained	
WS1.2.2	Volume of non-revenue water	Executive Manager Water Engineering	50%	Progressing	All material and sensors for the non-revenue water was procured. Currently in the process of being installed	Volume of non-revenue water	Declining	50%

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.3.1	Number of Critical Control Point exceedances	Manager Infrastructure Operations	100%	Completed	There were no Critical Control Point exceedances in the last six months	Number of Critical Control Point exceedances	Zero	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.3.2	Number of non-compliant samples	Infrastructure Operations Manager	100%	Completed	During the second half of the 2023/24-year Council had fourteen samples exceeding the Australian Drinking Water Guidelines (ADWG). This included ten with low fluoride levels, three for low chlorine levels and one was for a high pH reading	Number of non-compliant samples	Declining	14

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	Cost of production per KL	Manager Infrastructure Operations	100%	Completed	The cost to pump water rose by 26% from last year. The cost to treat water rose slightly from \$0.56/kL to \$0.69/kL. Chemical costs are down from last year due to a change in supplier	Cost of production per kL	Maintain	\$0.69 / 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	Manager Infrastructure Operations	100%	Completed	During the second half of the 2023/24-year there were five water quality complaints, of which three were regarding dirty water	Number of water quality complaints	Declining	Five
WS1.5.2	Number of unplanned supply interruptions	Manager Infrastructure Operations	100%	Completed	Councils water teams responded to ten water main bursts during the second half of the 2023/24-year. This resulted in an unplanned shutdown of water	Number of unplanned supply interruptions	Maintain	Ten

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 Australian Drinking Water Guide ("ADWG")	Manager Infrastructure Operations	100%	Completed	The Advanced Water Recycling Facility was offline the last six months due to a shortage of parts for the UV dosing equipment	Number of samples not complying with Australian Drinking Water Guide ("ADWG")	Zero	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS1.6.2	Action a response to customer requests within 10-days	Manager Infrastructure Operations	100%	Completed	Council responded to all customer requests in the 10-day period	Action a response to customer requests within 10-days	100% of customer requests actioned within 10-days	Zero

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 Drought Relief Program Project (refurbishment of Bore 1, 3, 4 and 5 and replacement of Bore 2)	Executive Manager Water Engineering	100%	Completed	The detailed designs were completed for the refurbishment of Bore 1, 3, 4, 2 and 5 during the 2023/24-year	Complete detailed design of the Drought Relief Program Project (refurbishment of Bore 1, 3, 4 and 5 and replacement of Bore 2)	Complete detailed design by 30 June 2024	
WS2.1.2	Complete detailed design of the Safe and Secure Water Project (Eugowra Road Pump Station, Akuna Road Pump Station and Eugowra Road Pump Station Solar System)	Executive Manager Water Engineering	90%	Progressing	The detailed design of the safe and secure water project was completed with tenders sent out. Reporting will be provided in the next quarter	Complete detailed design of the Safe and Secure Water Project (Eugowra Road Pump Station, Akuna Road Pump Station and Eugowra Road Pump Station Solar System)	Complete detailed design by 30 June 2024	Complete

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.1.3	Complete detailed design of the Building Better Regions Fund Project (Lachlan River Pump Station, Eugowra Road/Lachlan River Pre-treatment Plant and Solar, Lachlan River Additional Bore and Parkes Water Treatment Plant Raw Water Dam)	Executive Manager Water Engineering	90%	Progressing	The detailed designs of the building better regions fund project were 90% completed, with either in construction or procurement phase or awaiting State approval	Complete detailed design of the Building Better Regions Fund Project (Lachlan River Pump Station, Eugowra Road/Lachlan River Pre-treatment Plant and Solar, Lachlan River Additional Bore and Parkes Water Treatment Plant Raw Water Dam)	Complete detailed design by 30 June 2024	90
WS2.1.4	Complete detailed design of the Resources for Regions Project (Flood Mitigation and construction of retention basin in Crocker Park)	Executive Manager Water Engineering	50%	Progressing	The second half of the 2023/24-year saw the flood study progressing, the Crocker Park project is currently on hold, with Transport NSW managing the project	Complete detailed design of the Resources for Regions Project (Flood Mitigation and construction of retention basin in Crocker Park)	Complete detailed design by 30 June 2024	

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.1.5	Finalize the Integrated Water Cycle Management study	Executive Manager Water Engineering	100%	Completed	The finalisation of the study was completed throughout the 2023/24-year	Finalize the Integrated Water Cycle Management study	Study finalized by 30 June 2024	100

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	Construction of the Drought Relief Program project (refurbishment of Bore 1, 3, 4 and 5 and replacement of Bore 2) commenced	Executive Manager Water Engineering	100%	Completed	The construction of the project was completed during the 2023/24-year	Construction of the Drought Relief Program project (refurbishment of Bore 1, 3, 4 and 5 and replacement of Bore 2) commenced	Construction commenced by 30 June 2024	100

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.2.2	Construction of the Building Better Regions Fund Project (Lachlan River Pump Station, Eugowra Road/Lachlan River Pre-treatment Plant and Solar, Lachlan River Additional Bore and Parkes Water Treatment Plant Raw Water Dam) commenced	Executive Manager Water Engineering	70%	Progressing	The construction of the Parkes water treatment plant raw water dam is ongoing, with pipe work to start at the end of the next quarter and completed by the next second quarter, October/November 2024. Lachlan River Pre-treatment Plant (LRPS) is very close to completion. The Solar tender is out and in progress with construction completion expected at the end of the second quarter. Waiting for approval from the state body for the Lachlan River Pre-treatment Plant design which will be made shovel ready. Waiting for approval for Bore 9 and we have the design works all in completion	Construction of the Building Better Regions Fund Project (Lachlan River Pump Station, Eugowra Road/Lachlan River Pre-treatment Plant and Solar, Lachlan River Additional Bore and Parkes Water Treatment Plant Raw Water Dam) commenced	Construction commenced by 30 June 2024	80

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
WS2.2.3	Construction of the Resources for Regions Project (Flood Mitigation and construction of retention basin in Crocker Park) commenced	Executive Manager Water Engineering	0%	Not Progressing	The progression of this project is on hold, awaiting the outcomes of the evaluations impacts and/or outcomes of constructing pipe work prior to completion of the retention basin as per actions WS2.1.4	Construction of the Resources for Regions Project (Flood Mitigation and construction of retention basin in Crocker Park) commenced	Construction commenced by 30 June 2024	

13

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.

W: Waste Management

Domestic Waste Management

W1: We will provide effective domestic waste collection, minimize waste to landfill and promote widespread adoption of recycling and waste reduction.

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	Action a response to customer requests within 10-days	Director Planning and Environment	100%	Completed	Throughout the 2023/24-year Council representatives participated with Parkes Community Recycling Centre (CRC) and accepted advice. The annual kerb recycling was carried out and operational of Councils CRC with EPA compliance	Action a response to customer requests within 10-days	100% of customer requests actioned within 10-days	100
W1.1.2	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Director Planning and Environment	0%	Not Progressing	The review of the Parkes waste strategy has been rescheduled to commence throughout the 2024/25-year, as there was no progression during this financial year	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Reviewed completed	Zero

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.1.3	Liaise with the NSW Environment Protection Authority ("NSW EPA") and Regional Growth Development Corporation ("RGDC") to investigate new technologies waste management	Director Planning and Environment	100%	Completed	During the 2023/24-year saw the continuation of communications with the NSW Environmental Protection Agency and Regional Growth Development Corporation	Liaise with the NSW Environment Protection Authority ("NSW EPA") and Regional Growth Development Corporation ("RGDC") to investigate new technologies waste management	Active involvement in investigation of new technologies	One
W1.1.4	Conduct annual audits on general recycling and green bins	Director Planning and Environment	100%	Completed	The annual audits on general recycling and green bins continued during the 2023/24-year	Conduct annual audits on general recycling and green bins	Minimum of one audit per year	One

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

Action Code	Action Name	Responsible Officer Position	Progress	Status	Comments	Performance Measure	Target	Actual
W1.2.1	Percentage of waste diverted from landfill utilising resource recovery at transfer station and waste management facilities	Director Planning and Environment	100%	Completed	Waste diverted from landfill continued successfully throughout the 2023/24-year	Percentage of waste diverted from landfill utilising resource recovery at transfer station and waste management facilities	3% increase	2%
W1.2.2	Continued operation and maintenance of waste facilities across the Parkes Shire	Director Planning and Environment	100%	Completed	Parkes Waste facility operating in accordance with EPA license	Continued operation and maintenance of waste facilities across the Parkes Shire	Maintain and review rural tip operations	
W1.2.3	Deliver the Alectown Tip Cell project	Director Planning and Environment	100%	Completed	The Alectown Tip Cell project was completed during the 2023/24-year	Deliver the Alectown Tip Cell project	Delivered by 30 June 2024	

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	Increase the percentage of commercial waste diverted from landfill	Director Planning and Environment	100%	Completed	Waste services were made available to the Commercial sector throughout the 2023/24-year for both general waste and recycling waste	Increase the percentage of commercial waste diverted from landfill	2% increase	1%
W2.1.2	Continued provision of a commercial waste collection service in Parkes	Director Planning and Environment	100%	Completed	Waste services were made available to the Commercial sector throughout the 2023/24-year for both general waste and recycling waste	Continued provision of a commercial waste collection service in Parkes	Service maintained	100
W2.1.3	Action a response to customer requests within 10-days	Director Planning and Environment	100%	Completed	Customer requests were actioned and responded to within 10-days, during the last six months of the 2023/24-year	Action a response to customer requests within 10-days	100% of customer requests actioned within 10-days	100

W2.2: Ensure commercial waste collection 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
W2.2.1	Maintain contracts for external services for the recycling and diversion from landfill	Director Planning and Environment	100%	Completed	External contracts were maintained for the recycling and diversion from landfill throughout the 2023/24-year	Maintain contracts for external services for the recycling and diversion from landfill	5 to 8, external services contracts per annum	Six
W2.2.2	Maintain the number of educational opportunities provided to both residential and business customers	Director Planning and Environment	100%	Completed	Educational opportunities for both residential and commercial customers were considered with promotion of CRC and bulk goods collections services	Maintain the number of educational opportunities provided to both residential and business customers	Two educational opportunities per annum	Two

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	Council representatives participate in educational programs	Director Planning and Environment	100%	Completed	Throughout the 2023/24-year Council representatives participated with Parkes Community Recycling Centre (CRC) and accepted advice. The annual kerb recycling was carried out and operational of Councils CRC with EPA compliance	Council representatives participate in educational programs	Participation in one program	One

Waste Education

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

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	Attend NetWaste Forums to promote waste education	Director Planning and Environment	100%	Completed	Netwaste forums provide continual advice on Regional Waste Strategy developments, were attended to during the 2023/24-year with the expectations of on-going attendance into the following year	Attend NetWaste Forums to promote waste education	Four NetWaste forums attended per annum	Two

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	Implement a suggested strategy, program, process, or activity from a NetWaste forum	Director Planning and Environment	100%	Completed	Educational programs from Netwaste for the Community Recycling (CRC)	Implement a suggested strategy, program, process, or activity from a NetWaste forum	One education program implemented	One



Parkes Shire Council
strives to deliver
progress and value
to our community



