



PARKES SHIRE OPERATIONAL PLAN PROGRESS REPORT

QUARTER 4 2022-2023

PARKESTM

It all adds up.





Acknowledgement of Country

Parkes Shire is part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement. Parkes Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the Land and pays respect to the Elders both past and present of the Wiradjuri nation.

The Wiradjuri are the largest group in central New South Wales (NSW) by area and population, with lands stretching from Coonabarabran in the North to the Great Dividing Range and out to Western NSW, encompassing one fifth of NSW and were known as the people of the three rivers: the Wambuul (now known as the Macquarie River), the Galari (the Lachlan River), and the Marrambidya (the Murrumbidgee River).

The Wiradjuri people lived in harmony with the Country, they believed they didn't own the land, but they were responsible for looking after it. The Gugaa (Goanna) is the overarching totem for the Wiradjuri Nation. It is the symbol that connects all people, past and present, of Wiradjuri land.

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

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

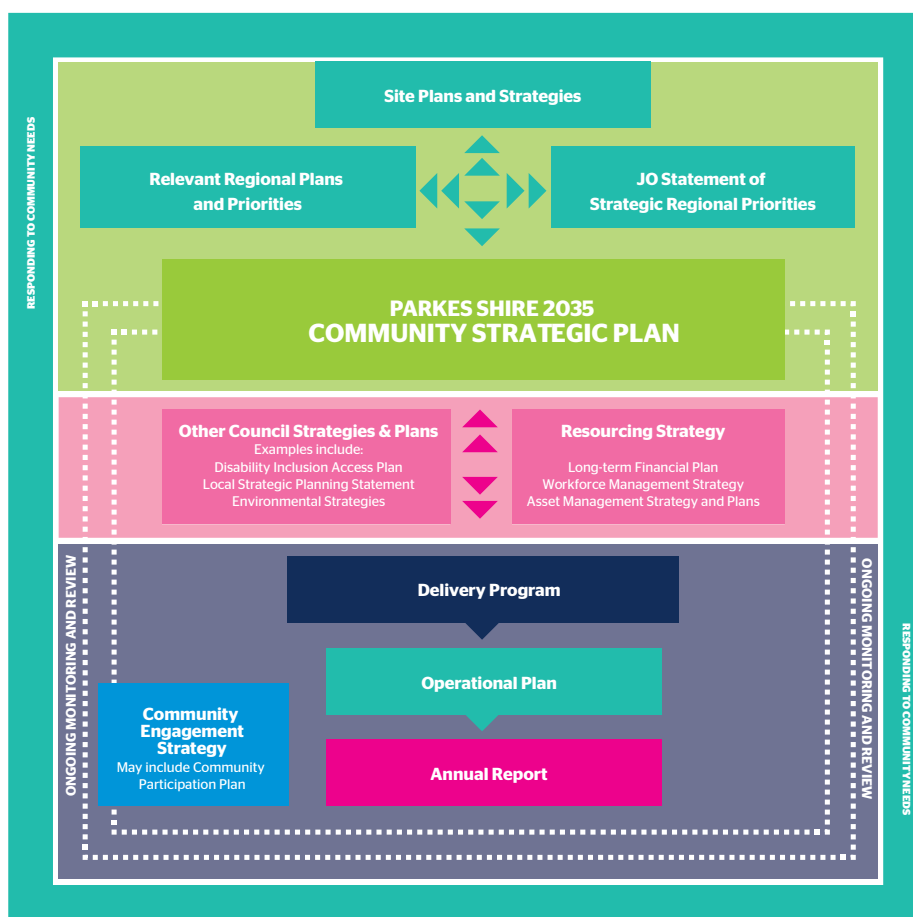
In 2009, a new Integrated Planning and Reporting (IP&R) framework was introduced across Local Government in New South Wales (NSW). Parkes Shire Council was one of the first Council's to embrace this

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

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

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

The following diagram illustrates how the IP&R framework ensures that local strategic planning and reporting is informed, relevant and responsive to community needs:



HOW WE PLAN AND REPORT ON OUR PROGRESS

OPERATIONAL PLAN AND BUDGET

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

REPORTING OUR PROGRESS

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

- **Annual Report:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **State of the Shire Report:** Tabled at the last meeting of the outgoing Council, the End of Term Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.
- **State of the Environment Report:** Included in the Annual Report in the year in which an ordinary election is held is a State of the Environment Report. This document reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Budget Review Statement:** Council prepares a Budget review statement three times each year which shows, by reference to the estimate of income and expenditure set out in the statement of Council's revenue policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.

GUIDING PRINCIPLES

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.

QUADRUPLE BOTTOM LINE

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 2022/23 Operational Plan and Budget.

Social Sustainability

Support cohesive, inclusive, and diverse dynamic communities

Environmental Sustainability

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

Economic Sustainability

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

Civic Leadership

Transparency and accountability in decision-making.

2022/23 OPERATIONAL PLAN

2022/23 FINANCIAL PERFORMANCE

2022/23 Q4 FINANCIAL PERFORMANCE

2022/23 Q4 KEY ACHIEVEMENTS



ABOUT THIS PLAN

The 2022/23 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, and actions and budget that will be undertaken in that year to achieve the commitments made in the Parkes 2035+ Delivery Program. Council reports on these measures on a six-monthly basis.

The projects, actions, and budget of year 1 of the Parkes 2035+ Delivery Program are split into eleven core functions of Council, with a number of Principal Activities 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 (except the June quarter).

Commercial Enterprise	Central West Childcare Services Caravan Parks Rental and Leasing Land Development and Sales	Open Space and Recreation	Parks and Gardens Sports Fields Open Space Facilities, Amenities and Public Toilets Cemeteries Swimming Pools Wetlands Restoration
Council and Corporate	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	Planning, Certification and Compliance	Local Strategic Land Use Planning Development Assessment Building Certification Environmental Health and Ranger Services Noxious Weed Management
Economy and Engagement	Economic Development and Grants Communication and Engagement Elvis Festival, Special Events and Event Support Visitor Economy	Sewerage	Sewerage System
Emergency Services	Emergency Services Support	Transport and Drainage	Sealed Roads Unsealed Roads Regional Roads Other Transport Urban Stormwater Regional Airport Road Maintenance Council Contract Road Safety
Library, Arts and Culture	Library Services Arts and Culture Social Justice	Water Supply	Water Supply Water Security Project Recycled Water Extension Project
		Waste Management	Domestic Waste Management Commercial Waste Waste Education and Sustainability

2022/23 FINANCIAL PERFORMANCE

Function	Principal Activity	Operational Performance		Capital Performance	
		Income	Expenditure	Income	Expenditure
Commerical Enterprise	Central West Childrens Services	627,834	532,248	-	-
	Caravan park	185,552	76,587	-	75,000
	Rental & Leasing,	-	-	-	-
	Land Development & Sales	312,390	367,980	800,000	3,021
Council	ICT	3,334	316,226	-	110,852
	Governance & Strategy	93	163,097	-	-
	Civic	36,944	-9,858	-	-
	People, Safety & Culture	203,219	803,033	-	-
	Finance	5,957,193	579,076	-	-
	Fleet	2,024,931	1,203,106	-	1,047,214
	Council Land & Buildings	402,182	311,277	-	143,705
	Council Environmental Management	-	-	-	-
	Customer Service	-	-	-	-
	Community Services & Wellbeing	-	-	-	-
Economy	Economic Development & Grants	28,018	186,798	926,161	815,374
	Communication & Engagement	-	-	-	-
	Elvis Festival, Special Events & Event Support	66,142	169,511	135,042	4,191
	Visitor Economy	34,993	142,011	16,200	16,200
Emergency Services	Emergency Services Support	39,956	197,028	197,961	113,969
Library	Library Services	3,823	162,325	-	57,547
	Arts & Culture	6,507	41,534	-	-
	Social Justice	-	-	-	-

Function	Principal Activity	Operational Performance		Capital Performance	
		Income	Expenditure	Income	Expenditure
Open Spaces	Parks & Gardens	627	612,769	295,000	660,924
	Sports Fields	68,104	71,588	894,741	2,312,407
	Open Space Facilities, Amenities, Cemeteries & Public Toilets	40,323	522,779	1,702,463	141,721
	Swimming Pools	69,603	11,761	74,675	85,686
	Wetlands Restoration	-	-	-	546,969
Planning	Local Strategic Land Use Planning	-	-	-	-
	Development Assessment	61,120	109,964	28,592	-
	Building Certification	111,608	155,623	-	-
	Environmental Health & Ranger Services	8,202	341,659	-	-
	Noxious Weeds Management	-	78,283	-	-
Sewer	Sewerage System	1,261,752	695,081	114,885	12,680
Water	Water Supply	3,262,232	2,738,613	177,227	2,416,910
Waste	Waste Management	245,722	861,260	-	71,882
Transport	Sealed Roads	3,832,868	565,821	2,933,815	4,235,160
	Unsealed Roads	-	108,169	-	-
	Other Transport	94,681	-	1,600	177,087
	Urban Stormwater	-1,425	239,240	1,934,039	331,292
	Regional Airport	61,531	96,701	13,725	-
	Road Maintenance & Council Contract / Regional Roads	8,129,116	8,894,972	1,551,625	1,554,293
	Road Safety	81,869	55,396	-	-
	Depreciation	-	4,514,649	-	-
		27,291,041	25,916,326	2,366,339	14,934,083

2022/23 Q4 FINANCIAL PERFORMANCE

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

The Funding Summary for the Operational Plan Progress Report Quarter 4 includes the financial data for 1 April - 30 June 2023 to provide a snapshot of financial performance year-to-date.

OPERATIONAL SPEND

\$25,916,326

CAPITAL SPEND

\$14,934,083

COUNCIL & CORPORATE



OPERATIONAL SPEND | 3,385,673
CAPITAL SPEND | 21,301,771

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

COMMERCIAL ENTERPRISE



OPERATIONAL SPEND | 976,815
CAPITAL SPEND | 78,021

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

ECONOMY & ENGAGEMENT



OPERATIONAL SPEND | 498,320
CAPITAL SPEND | 835,765

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

EMERGENCY SERVICES



OPERATIONAL SPEND | 197,028
CAPITAL SPEND | 113,969

Emergency Services Support

LIBRARY, ARTS & CULTURE



OPERATIONAL SPEND | 203,859
CAPITAL SPEND | 171,516

Library Services, Arts & Culture, Social Justice

OPEN SPACE AND RECREATION



OPERATIONAL SPEND | 1,218,924
CAPITAL SPEND | 3,747,707

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

PLANNING, CERTIFICATION & COMPLIANCE



OPERATIONAL SPEND | 685,529
CAPITAL SPEND | 0

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

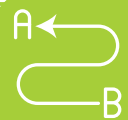
SEWERAGE



OPERATIONAL SPEND | 695,081
CAPITAL SPEND | 12,680

Sewerage System

TRANSPORT & DRAINAGE



OPERATIONAL SPEND | 9,960,290
CAPITAL SPEND | 6,297,832

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

WATER SUPPLY



OPERATIONAL SPEND | 2,738,613
CAPITAL SPEND | 2,416,910

Water Supply, Water Security Project, Recycled Water Extension Project

WASTE MANAGEMENT



OPERATIONAL SPEND | 861,260
CAPITAL SPEND | 71,882

Domestic Waste Management, Commercial Waste, Waste Education and Sustainability

2022/23 Q4 KEY ACHIEVEMENTS

ACTIONS COMPLETED
267

ACTIONS PROGRESSING
64

ACTIONS NOT PROGRESSING
6

ACTIONS NOT DUE TO START
5

NO UPDATE PROVIDED
0

COUNCIL & CORPORATE

- The Cadet, Apprentice, and Trainee (CAT) Program identified additional roles within Biosecurity, Finance and Events sections.
- A variety of training programs were completed by Council Officers in Q4 including drug and alcohol routine tests, Microsoft Excel training, Managing Performance and Productivity (facilitated by LG Professionals NSW), Return to Work training, First Aid and Traffic Control training.
- Commencement of an external review of Council's Electronic Documents Records Management System (EDRMS) to review the effectiveness and compliance of the EDRMS.
- 98% uptime of Council's fleet (95% target).
- Council exceeded the Office of Local Government's benchmark of an $\geq 1.5x$ unrestricted ratio, with a result of 2.65x.

COMMERCIAL ENTERPRISE

- The occupancy rate at Spicer Caravan Park saw a 17% increase compared to 2022.
- Council's commercial buildings and properties achieved a 95% occupancy rate.
- 15 lots for industry development have obtained Development Application approval, including subdivision Works Certificates being issued to allow for the commencement of construction.

ECONOMY & ENGAGEMENT

- Council was successful in securing \$33,500,000 in grant funding for the Parkes Shire community.
- 21 events were held in the reporting period including the Leyland P76 Motor Club, ANZAC Ceremonies across the Parkes Shire, Inkredible 2023 Flash Day, Parkes Picnic Races and the LGNSW Water Conference.
- In-kind assistance was provided to 11 events during the reporting period including the Parkes Public Easter Fete, North Parkes Mines Family Day, Parkes Fire and Rescue Open Day and the Gold Cup Races.
- Council secured \$174,000 in sponsorship for the 2024 Parkes Elvis Festival.
- Tourism within the Shire saw a 46% increase.

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.

LIBRARY, ARTS & CULTURE

- 18 arts and community programs were delivered in the Marramarra Makerspace including a recycled art workshop, Paint 'N' Sip art class, Eternity Blooms Flower floral arrangements and acrylic painting classes.
- Four community groups were awarded Cultural Grant funds to the value of \$10,000 including the Parkes School of Dance, Parkes Community Arts, Parkes Christian School, and Trundle Bush Tucker Day.
- 7% increase in membership of the Parkes Shire Libraries, with an increase of 163 members during the period.
- Monthly "What's On" guide introduced, highlighting the key events being held in the libraries, Marramarra Makerspace and Coventry Room each month.
- 1.25% increase in loaned materials at the Parkes Shire Libraries with a total of 10,291 loans in the reporting period.

OPEN SPACE & RECREATION

- Contract for the roadwork/carpark project for Lawn J at Parkes Cemetery was awarded with earthworks expected to commence in 2023-24.
- Plans for play equipment upgrades at Lindner Oval and Kelly Reserve were completed.
- Earthworks for the Akuna Wetlands project were completed during the reporting period.

PLANNING, CERTIFICATION & COMPLIANCE

- 2023-25 Local Heritage Grant funding was secured and applications for funding were assessed during the reporting period of \$11,000 distributed over two projects.
- Community consultation for Council's Liveability Strategy was undertaken during the reporting period.
- 85 premises were inspected and reported to the NSW Food Authority.

SEWERAGE

- 100% of bio-solids diverted from landfill.
- Zero EPA License breaches during the period.
- Zero CPP exceedances during the period.
- Safely and sustainably treated and distributed recycled water, with zero complaints received.

TRANSPORT & DRAINAGE

- Four road safety initiatives were successfully delivered including child restraint checks, National Road Safety month, a Heavy Vehicle Breakfast Forum and the annual "Not A Statistic" Youth Driver Education program.
- \$225,000 funding secured for key footpath extensions in Tullamore.
- Maintenance activities were undertaken on several regional roads including MR354, MR350, MR238 and MR233 utilising funds secured in Round 1 of the Pothole Repair Grant.
- \$2 million of reseal works delivered for local and regional roads.
- Pavement rehabilitation works were undertaken on SR72, MR350, MR354, MR348 and MR233.
- 20km of re-sheeting was delivered in the reporting period on the Cooka Hills Road, Job Lane, Numulla Road, Warregal Road and Millers Road.
- Stormwater drainage works on Reid Street progressed during the reporting period with approximately 40% of the project completed to date.

WATER SUPPLY

- The Bore Refurbishment Project has continued this quarter with key milestones including:
- Community engagement for planning of extended operating hours
- Installation of bird nest boxes to replace two hollow trees removed on-site to provide truck access.
- Zero water quality complaints were received during this quarter.
- Zero CPP exceedances during the period.

WASTE MANAGEMENT

- The extension to the existing landfill cell at Parkes Waste Facility was completed.
- Council provided commercial properties with access to an appropriate waste and recycling service.
- The Council website has been updated, and all waste services available for viewing.
- During Q4 all verification sampling returned Compliant results.

COUNCIL AND CORPORATE



206 Council buildings



201 Full time equivalent



1290 Devices managed



\$57.1M turnover



346 Customer requests received monthly



164 Fleet and depot 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.

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.1.1 Productivity improvements across Council's operations through the implementation of the ICT Strategy	Director Customer, Corporate Services and Economy	100%	Four actions in the ICT and GIS Strategic Plans were implemented during the year.	Productivity improvements across Council's operations through the implementation of the ICT Strategy	Implement four productivity improvements	Four
CC1.1.2 The number of systems is reduced and integrated to simplify end user experiences	Director Customer, Corporate Services and Economy	75%	The integration of RelianSys system continued during 2022-23. The project will roll over into 2023-24.	The number of systems is reduced and integrated to simplify end user experiences	Reduction of one system	
CC1.1.3 Maintain currency of IT platforms and systems	Director Customer, Corporate Services and Economy	100%	Council's key corporate systems are cloud-based with automatic update processes in place, therefore ensuring efficient and effective operations in accordance with the ICT Strategic Plan.	Maintain currency of IT platforms and systems	Systems maintained	All
CC1.1.4 Productivity improvements within the TechTicket system through resolution of issues	Director Customer, Corporate Services and Economy	100%	Council's IT and the Corporate Systems and Improvement Teams worked closely with the Council's managed Services Provider with continual monitoring and responses to tickets.	Productivity improvements within the TechTicket system through resolution of issues	Tickets closed within Service Level Agreement timeframes	Yes

CC1.2: Maximize mobility of access to corporate systems

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.2.1 Efficiency brought about by in field use of technology	Director Customer, Corporate Services and Economy	100%	ICT systems were implemented to support efficient and effective operations. The "Reflect" Software was implemented to capture defects across all Shire roads. In addition, the capture of footpath defects, and the use of a GoPro and bicycle was implemented. Road survey photos were captured using Mapillary.	Efficiency brought about by in field use of technology	Field use technology investigated	
CC1.2.2 Implement mobile devices roll out program in line with the Delivery Program	Director Customer, Corporate Services and Economy	100%	The annual mobile device roll-out plan was implemented. In addition, failing and ageing devices were replaced as required. The AirWatch mobile device management system was enhanced and its utility improved.	Implement mobile devices roll-out program in line with the Delivery Program	100% of mobile devices rolled out	100%
CC1.2.3 Implement laptop replacement program in line with the Delivery Program	Director Customer, Corporate Services and Economy	100%	The laptop replacement program was delivered during Q3.	Implement laptop replacement program in line with the Delivery Program	100% of laptops rolled out	
CC1.2.4 Enhance phone system to Teams Calling in line with the Delivery Program	Director Customer, Corporate Services and Economy	100%	The implementation of the new Teams Phone system and CentrePal call center software has been completed.	Enhance phone system to Teams Calling in line with the Delivery Program	Phone system upgraded	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC1.3.1 Council's network and systems are maintained in line with organizational requirements	Director Customer, Corporate Services and Economy	100%	Various support and maintenance contracts remained in place which supported the Council's key network and systems.	Council's network and systems are maintained in line with organizational requirements	Maintained	Maintained
CC1.3.3 Enhance network, server, and storage upgrades in-line with the Delivery Program	Director Customer, Corporate Services and Economy	100%	The network, server and storage upgrades were completed during Q2.	Enhance network, server, and storage upgrades in-line with the Delivery Program	Achieved	Achieved
CC1.3.4 Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Director Customer, Corporate Services and Economy	100%	The Administration Center Training Room was upgraded with new AV equipment and teams room meeting equipment.	Enable enhanced training opportunities through AV upgrades in line with the Delivery Program	Achieved	Achieved

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.1.1 Effectively functioning Audit, Risk, and Improvement Committee (ARIC)	Manager Governance, Risk and Corporate Performance	100%	The Audit Risk and Improvement Committee (ARIC) in accordance with section 428A Local Government Act 1993, attended one meeting during the reporting period, in line with the established Meeting Plan.	Effectively functioning Audit, Risk, and Improvement Committee (ARIC)	Achieved	Achieved
CC2.1.2 Council has an effective Internal Audit program providing assurance to key stakeholders	Manager Governance, Risk and Corporate Performance	100%	Council's Internal Audit and Strategic Assurance Plan was reviewed and updated with a new internal auditor appointed.	Council has an effective Internal Audit program providing assurance to key stakeholders	Achieved	Achieved
CC2.1.3 Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximize opportunities	Manager Governance, Risk and Corporate Performance	100%	An Internal Audit Plan Workshop was held during the reporting period. A review of Council's Enterprise Risk Management framework commenced in Q4 with the engagement of a consultant to assist with the review.	Council has an effective Enterprise Risk Management Framework to mitigate negative impacts and maximize opportunities	Achieved	Achieved
CC2.1.4 Council's civic leadership meets regulatory standards	Manager Governance, Risk and Corporate Performance	100%	Council meetings were held in accordance with the adopted Parkes Shire Council Code of Meeting Practice.	Council's civic leadership meets regulatory standards	100% compliance	100% compliance

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.2.1 Number of improvement objectives completed to achieve value	Business System and Technology Specialist	100%	There was the continuation of the Council's Business Improvement Program being reviewed throughout the year, after a shift in business needs were identified. There were four major improvement projects implemented throughout the year.	Number of improvement objectives completed to achieve value	Two per year	Met
CC2.2.3 Number of systems and processes reviewed to ensure value	Business System and Technology Specialist	100%	Council's Records and Information Management team commenced during 2022/23 Q4 an initial review of the Electronic Documents Records Management System (EDRMS). A consultant was engaged to undertake an external review of the effectiveness and compliance of the EDRMS. The consultant provided a Recommendation Plan for implementation, this review was finalised during Q4.	Number of systems and processes reviewed to ensure value	Two per year	Met

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.3.1 Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Manager People, Safety and Culture	100%	Accreditation maintained during Q2.	Council's WHS Management system sustains its International Standard 45001 OH&S Management System Accreditation	Maintained	Maintained
CC2.3.2 Activities outlined in the WHSMS are undertaken as required	Manager People, Safety and Culture	100%	Council continued to develop Council's Work Health and Safety Management System (WHMS) with the following items completed: Internal Audit, Management Review, StateCover WHS Self-Audit submission, Flu shots, Road Safety Awareness Information sessions, and breast screening.	Activities outlined in the WHSMS are undertaken as required	100% compliance	100% compliance

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC2.4.1 Council provides timely consultation with the Shire and wider community, meeting regulatory standards	Manager Governance, Risk and Corporate Performance	100%	Council undertook community consultation for the 2023-24 Operational Plan and Budget. Four submissions were received, and updates were made to the Plan as required. Planning for the 2026-29 Delivery Program will commence in 2023-24 Q1.	Council provides timely consultation with the Shire and wider community, meeting regulatory standards	100% compliance	100% compliance
CC2.4.2 All Council Reports and Plans are published on or before Office of Local Government deadlines	Manager Governance, Risk and Corporate Performance	100%	All Integrated Planning and Reporting and other legislative requirements for Council reports and submissions were met during Q4.	All Council Reports and Plans are published on or before Office of Local Government deadlines	100% compliance	100% compliance
CC2.4.3 Operational Plan reported on within required timeframes	Manager Governance, Risk and Corporate Performance	100%	<p>Council's 2022-23 Q3 Operational Plan Progress Report was tabled at the May Ordinary Meeting. The 2022-23 Q4 Operational Plan Progress Report is scheduled to be tabled at the August Ordinary Meeting.</p> <p>Council Officers have commenced planning works for Council's 2022-23 Annual Report which is scheduled to be tabled at the November Ordinary Meeting, in line with the requirement to prepare and endorse an Annual Report within 5 months of the end of the financial year</p>	Operational Plan reported on within required timeframes	100% compliance	100% compliance

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC3.1.1 Hold elections as required by regulatory standards	Manager Governance, Risk and Corporate Performance	0%	Next Local Government Elections are scheduled to be held in September 2024. No action required in the current 2022-23 year.	Hold elections as required by regulatory standards	100% compliance	100% compliance
CC3.1.2 Provide training and support to elected officials in line with the Councilor Induction and Professional Development Program	Manager Governance, Risk and Corporate Performance	100%	Individual Councilors participated in various professional development opportunities throughout the reporting period including attendance at the LGNSW Destination and Visitor Economy Conference, the IPWEA Local Roads Congress and the Essentials Cyber Awareness Training.	Provide training and support to elected officials in line with the Councilor Induction and Professional Development Program	Four professional development activities held	Six professional development activities held in Q4
CC3.1.3 Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	Manager Governance, Risk and Corporate Performance	100%	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice, with three meetings held during the reporting period as per Council's adopted Schedule of Ordinary Meetings.	Ordinary Council Meetings are held in line with Council's Code of Meeting Practice	Ten meetings held per year	Three meetings held in Q4

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC3.2.1 Hold Australia Day celebrations throughout the Parkes Shire	Executive Manager Economy, Destination and Activation	100%	Australia Day Celebrations were held in January 2023.	Hold Australia Day celebrations throughout the Parkes Shire	Celebrations held	Celebrations were held in January 2023.
CC3.2.2 Recognize community heroes through the Australia Day Award Scheme	Executive Manager Economy, Destination and Activation	100%	Australia Day Awards Scheme delivered in January 2023.	Recognize community heroes through the Australia Day Award Scheme	Awards Scheme administered	Australia Day Awards Scheme delivered in January 2023.
CC3.2.3 Partner with RSL Subbranches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Executive Manager Economy, Destination and Activation	100%	A successful partnership took place between Parkes Shire Council and the RSL-Branches. The Events Team provided extensive support to assist in the planning and delivery of the 2023 ANZAC services, held across Parkes, Bogan Gate, Peak Hill, Tullamore, Trundle, and Alectown. Council representatives were present at all services.	Partner with RSL-Subbranches to hold ANZAC Day Commemoration Services throughout the Parkes Shire	Commemoration Services held	Commemoration Services held in April 2023.

People, Safety and Culture

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
C4.1.1 Workforce data provided to Executive Leadership Team (ELT)	Manager People, Safety and Culture	100%	Workforce data continued to be reviewed and was provided to the ELT monthly.	Workforce data provided to Executive Leadership Team	Monthly report to Executive Leadership Team	Monthly report to ELT

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

Action	Responsible Officer	Progress	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	Manager People, Safety and Culture	20%	Recruitment marketing collateral was promoted on the Council website and continued to be under review.	Employee Value Proposition (EVP) documented and promoted on Council's website and across our recruitment marketing collateral	EVP documented and promoted	EVP documents under review

CC4.3: Improve recruitment marketing and promotion

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
C4.3.1 Recruitment Marketing Strategy and Guidelines	Director Customer, Corporate Services and Economy	100%	Marketing activities were completed during Q3.			

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.4.1 Provide biennial merit-based recruitment training to all recruiting managers	Human Resources Specialist	65%	A review of the recruitment process was undertaken with the expectation that this process will be incorporated into the training by the facilitator. The training facilitator proposal was received and approved during the first half of the year.			

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.5.1 LGNSW Capability Framework implemented across position descriptions	Manager People, Safety and Culture	50%	Local Government NSW (LGNSW) Capability Framework has been included with updating of position descriptions, progressing through the organization structure, including vacant roles.	LGNSW Capability Framework implemented across position descriptions	50% of all position descriptions reviewed and updated	In progress

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.6.1 Employees invited to participate in Exit Interviews	Manager People, Safety and Culture	100%	All exiting employees were invited to complete the digital exit questionnaire. During Q4 the questionnaire results were collated for presentation to the Executive Leadership Team for review and comments	Employees invited to participate in Exit Interviews	100%	100% of exit interviews held

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.7.1 CAT Program developed and implemented	Human Resources Specialist	100%	2024 Cadet, Apprentice and Trainee (CAT) positions were identified with an additional number of positions identified in Biosecurity, Finance and Events which will be advertised in August/September 2023 to assist to reach our target of 10% of workforce in 'grow our own' CAT program. Regular reviews are scheduled with the current CAT employees with the Education, Capability and Wellbeing Coordinator.	CAT Program developed and implemented	Program implementation commenced	Positions identified for 2024 program

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.8.1 Deliver the annual Corporate Training Plan	Human Resources Specialist	100%	<p>The Corporate Training Plan continued to see employees receive the opportunity to improve their professional development, and where applicable their CPD points, ensuring they have the capacity required to perform their roles. The Q4 held its drug and alcohol routine testing for random nominations. There were excel training sessions offered, over certain days on-line to educate at the basic, intermediate, and advanced levels of learning. During Q4 managers and supervisors completed over two days training "Managing Performance and Productivity" and "Return to Work" supervisor training held by Statecover.</p> <p>The Aspiring Leaders Program for 2023 commenced for three employees. The Operations Leadership Team was completed over two days, by the Eight Mile Consulting, leadership facilitation. Also included was an 8-week online leadership program.</p>	Deliver the annual Corporate Training Plan	June each year	Annual training plan delivered

CC4.9: Maintain current compliance-related training programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.9.1 Deliver the annual Compliance Training Plan	Human Resources Specialist	100%	The Compliance Training Plan implemented training during Q4. The completed training included HSR representative 5 Day Initial Training, ICAM Lead Investigation Training, First Aid & CPR Training and Combo Traffic Control.	Deliver the annual Compliance Training Plan	October each year	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.10.1 Talent Management Framework developed and implemented	Human Resources Specialist	0%	The Talent Management Framework development and implementation is currently being reviewed of current processes.	Talent Management Framework developed and implemented	Framework developed	Under review.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.11.1 Employee reviews completed	Manager People, Safety and Culture	95%	The 2023 Performance Reviews are running to schedule. Performance reviews are currently at the 3rd party review stage. Performance incentives will be actioned in September 2023 followed by Performance Plan confirmations for FY24.	Employee reviews completed	100% of employee reviews are completed	In progress.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.12.1 Implement new job evaluation system	Manager People, Safety and Culture	100%	Implementation of the new job evaluation system occurred during Q2.	Implement new job evaluation system	oo-Soft system implemented	oo-Soft system implemented in Q2.

CC4.13: Apply Attraction and Retention incentives

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.13.1 Develop Attraction and Retention Policy	Manager People, Safety and Culture	30%	Recruitment procedures were reviewed in line with Recruitment Policy updates.	Develop Attraction and Retention Policy	Policy developed and adopted	Reviewed.
CC4.13.2 Salary Packaging opportunities provided	Manager People, Safety and Culture	100%	Salary packaging opportunities were provided to all current and new staff during the year.	Salary Packaging opportunities provided	Provided to all employees	Provided to all employees.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.14.1 Service Awards provided	Payroll and HR Support Officer	100%	During Q4 Service Milestones Awards were acknowledged during the ACE Meeting held in June.	Service Awards provided	100% of employees reaching milestones are rewarded	100% of employees acknowledged.

CC4.15: Conduct biennial employee engagement surveys

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.15.1 Conduct biennial employee surveys	Manager People, Safety and Culture	0%	Biennial employee surveys scheduled to commence in the second half of the 2023 calendar year.	Conduct biennial employee surveys	Survey delivered	Not due to start.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.16.1 Review, monitor and refine Council's Business Continuity Plan (BCP)	Director Customer, Corporate Services and Economy	100%	A full draft of the updated BCP has been developed.	Review, monitor and refine Council's Business Continuity Plan (BCP)	BCP reviewed	Yes
CC4.16.2 Conduct BCP exercises	Director Customer, Corporate Services and Economy	100%	Business Continuity Plan exercises were conducted during Q2.	Conduct BCP exercises	One exercise conducted each year	Conducted in Q2

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.17.1 Undertake service reviews of core and non-core services	Director Customer, Corporate Services and Economy	100%	Two service review were completed for the year including the Customer Services review and the Event Management and Planning review.	Undertake service reviews of core and non-core services	One service review completed each year	Two

CC4.18: Injury Management

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.18.1 Train and skill people leaders on injury management role and process	Manager People, Safety and Culture	100%	StateCover provided Injury Management training for people leaders.	Train and skill people leaders on injury management role and process	Training delivered to all people leaders	Training delivered by StateCover.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC4.19.1 EAP service available to all employees	Manager People, Safety and Culture	100%	The Employee Assistance Program (EAP) service was promoted and available to all employees.	EAP service available to all employees	EAP service provided	EAP service provided

Finance

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

CC5.1: Financial Reporting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.1.1 Annual financial statements submitted in line with statutory deadlines	Chief Financial Officer	100%	The audited financial statements were lodged on 8 October 2022.	Annual financial statements submitted in line with statutory deadlines	31st October 2022	8th October 2022
CC5.1.2 Achieve a positive operating performance ratio	Chief Financial Officer	100%	A positive operating performance ratio has been achieved with a result of 8.67%.	Achieve a positive Operating performance ratio	≥0%	8.67%
CC5.1.3 Achieve an unrestricted ratio greater than OLG benchmark	Chief Financial Officer	100%	The unrestricted ratio for Parkes Shire Council was 2.65x.	Achieve an unrestricted ratio greater than OLG benchmark	≥1.5x	2.65X
CC5.1.4 Debt service cover ratio	Chief Financial Officer	100%	The debt service ratio achieved 10.9 times against a target of 2 times.	Debt service cover ratio	≥2x	10.90X
CC5.1.5 Cash expense cover ratio	Chief Financial Officer	100%	Cash expense cover ratio has been achieved.	Cash expense cover ratio	≥ 3 months	8.92

CC5.2: Management Accounting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.2.1 Monthly management reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	100%	Monthly management reports were submitted and presented to the Senior Leadership Team.	Monthly management reports are submitted to the Senior Leadership Team on time	By 14th of each month	14th
CC5.2.2 Quarterly Budget Review Statements are submitted on time	Chief Financial Officer	100%	The Quarterly Budget Review Statements were presented to the Council on time.	Quarterly Budget Review Statements are submitted on time	Within two months of the end of quarter	

CC5.3: Creditors and Purchasing

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.3.1 % of purchase orders raised before invoice date	Chief Financial Officer	100%	88% of purchase orders were raised before the invoice date during the reporting period.	% of purchase orders raised before invoice date	90%	88%

CC5.4: Debtors

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC5.4.1 % of rates and annual charges outstanding	Chief Financial Officer	100%	Due to an increase in water and sewer debtors, the rates and annual charges were 11.41% which is higher than the target of 10%	% of rates and annual charges outstanding	Less than 10%	11.41%
CC5.4.2 Own source operating revenue ratio	Chief Financial Officer	100%	Own source operating revenue ratio completed.	Own source operating revenue ratio	≥60%	61.5%

CC5.5: Fixed Asset Accounting

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
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CC5.5.1 Monthly CAPEX reports are submitted to the Senior Leadership Team on time	Chief Financial Officer	100%	During Q4 the monthly CAPEX reports were submitted to both the Senior Leadership Team and the Project Managers, as scheduled, on time	Monthly CAPEX reports are submitted to the Senior Leadership Team on time	By the 14th of each month	10th
CC5.5.2 Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Chief Financial Officer	100%	Management Reports were provided and discussed monthly with the cost-center owners whilst the Capital Reports were provided to each Project Manager.	Monitor current progress to prevent budget overruns by distributing and discussing reports monthly	Provide document by the 14th of each month	14th
CC5.5.3 Total value/projects of work in progress account for council's general fund activities	Chief Financial Officer	50%	Total value/projects of work in progress account saw the balance increase by \$10.7M.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC6.1.1 Plant Replacement Program in line with industry standards	Fleet and Depot Coordinator	100%	We are procuring the new plant on time however are experiencing delays on a number of items.	Plant Replacement Program in line with industry standards	Achieved	Achieved
CC6.1.2 Plant uptime across fleets meets operational need within budgetary constraints	Fleet and Depot Coordinator	100%	Plant up time across the fleet is currently at 98%.	Plant uptime across fleets meets operational need within budgetary constraints	95%	98%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC6.2.1 Heavy plant fleet, light vehicles and small plant and equipment are maintained	Fleet and Depot Coordinator	100%	Council's fleet maintenance system expanded to include the RFS heavy fleet vehicles and is performing well.	Heavy plant fleet, light vehicles and small plant and equipment are maintained	Achieved	Achieved
CC6.2.2 Monitoring of plant safety inspections is carried out in line with industry best practice	Fleet and Depot Coordinator	100%	Daily monitoring of the safety inspections from fleet operators is carried out.	Monitoring of plant safety inspections is carried out in line with industry best practice	Achieved	Achieved

Council Land and Buildings

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC7.1.1 Liaison with user groups and Sports Council to ensure satisfaction with facilities	Manager Facilities	100%	Ongoing liaison with user groups to ensure satisfaction with facilities.	Liaison with user groups and Sports Council to ensure satisfaction with facilities	Increasing	
CC7.1.1 Number of events and functions held on Community Land	Manager Facilities	100%	Climatic conditions have enabled sporting groups to have full utilisation of sporting fields and other activities on community land.	Number of events and functions held on Community Land	Increasing	
CC7.1.2 Number of sporting user groups using the facilities	Manager Facilities	100%	All sporting group requests for using facilities have been catered for.	Number of sporting user groups using the facilities	Maintained	Maintained.
CC7.1.3 Number of park bookings received	Manager Facilities	100%	Park Bookings were heavily impacted with the closure of Lions Park for upgrade works. There were only 3 Park Bookings during the reporting period.	Number of park bookings received	Average five per month	3 park bookings.
CC7.1.4 Ensure Council webpages have updated information on park bookings	Manager Facilities	100%	The Council webpages were reviewed as needed and updated as required by Council's Communications Team.	Ensure Council webpages have updated information on park bookings	Updated six monthly	Updated as required.
CC7.1.5 Number of customer complaints regarding facilities	Manager Facilities	75%	Facilities continued to be managed during the reporting period, with 152 customer requests regarding facilities attended to, including internal requests.	Number of customer complaints regarding facilities	Decreasing	Increasing

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC7.3.1 Reduction in complaint reports to Council concerning litter	Executive Manager Operations	90%	Litter complaint reports continued to be managed during the reporting period, with 13 customer complaints regarding litter attended to.	Reduction in complaint reports to Council concerning litter	Decreasing	Decreasing
CC7.3.2 Review of Closed Circuit TV coverage (CCTV) to provide safe facilities through provision of adequate level of security	Executive Manager Operations	100%	There were approximately ten incidents of graffiti and vandalism across different Council facilities during the reporting period.	Review of CCTV coverage to provide safe facilities through provision of adequate level of security	Reduction in vandalism	Reduction

Council Environmental Management

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

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

Action	Responsible Officer	Progress	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 Parkes Shire Council managed reserved	Environmental and Sustainability Coordinator	100%	Council's Environmental Team continued to work with Council's Property and Operations teams as necessary to ensure biodiversity and biosecurity were considered when undertaking activities at all Council managed reserves.	Utilize Council's Crown Land Environmental Masterplan to ensure biodiversity is considered when undertaking activities at all Parkes Shire Council managed reserved	Achieve	Achieved.
CC8.1.2 Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Environmental and Sustainability Coordinator	100%	Working closely with Council's Operations Team ensures all road works take into account information provided in Council's Roadside Vegetation Management Plan. Works impacting the roadside environment always require a level of assessment undertaken based on the proposed level of impact, which is completed in-house or, more commonly, by a consultant for larger roadworks projects. Roadside vegetation mapping is also available on IntraMaps for all to access.	Council roadsides are managed as per Council's Roadside Vegetation Management Plan	Achieve	Achieved

CC8.2: Sustainable environmental management system for Council operations

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.2.1 Operational activities are completed with environmental impacts taken into consideration	Environmental and Sustainability Coordinator	100%	All Council Operational activities were completed with environmental impacts taken into consideration, mainly through the development of a Review of Environmental Factors (REF) report. Projects with a likely high impact on the environment are usually referred to a specialist consultant to undertake a REF, while smaller projects with a likely negligible impact on the environment are assessed in-house. Council's Environment and Sustainability Coordinator works closely with Council's Operations Team and Infrastructure Team to ensure all works take into consideration the likely impact of proposed works on the environment.	Operational activities are completed with environmental impacts taken into consideration	Achieve	Achieved
CC8.2.2 Environmental Management Plan is utilized for Council works	Environmental and Sustainability Coordinator	100%	Environmental Management Plans were utilized and on-going during the reporting period. Council works are always assessed to consider impacts to the environment utilizing a Review of Environmental Factors (REF) process. Any projects that require specific controls (mitigation measures to ensure impacts to the environment are minimal) have Construction Environmental Management Plans developed to guide works.	Environmental Management Plan is utilized for Council works	Achieve	Achieved
CC8.2.3 Monitor and inspect Council owned and managed public land including roadsides	Environmental and Sustainability Coordinator	100%	During the reporting period there were ten inspections completed on Council owned/managed land (not including roadsides). These inspections included the Water and Sewage Treatment Plants (and associated surrounding land), Lake Endeavour and Bumberry Dam, and the Industrial Estate. Priority Weeds targeted in Q4 included African Boxthorn, Tiger Pear, Prickly Pear, and Tree of Heaven.	Monitor and inspect Council owned and managed public land including roadsides	30	10

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

Action	Responsible Officer	Progress	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 Coordinator	100%	Nothing additional in Q4. The key initiatives during the entire reporting period were National Tree Day in July 2022, the Kindergarten Environment Day was held in October 2022, the Schools Eco Day was in March 2023 and the Homegrown Parkes was held during March 2023.	Support and partner with Central West Lachlan Landcare to deliver environmental initiatives within the Parkes Shire	Three initiatives conducted	Four
CC8.3.2 Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	Environmental and Sustainability Coordinator	100%	Initiatives undertaken during the entire reporting period: Biodiversity in Focus competition in August 2022, the Kindergarten Environment Day held in October 2022, and the Schools Eco Day in March 2023.	Work with local schools to undertake environmental, sustainability and energy efficiency initiatives	Three activities	Three for the year
CC8.3.3 Engage with local community groups on environmental projects	Environmental and Sustainability Coordinator	100%	During Q4 the Council hosted an information event at the newly constructed Parkes Wetlands with the Lachlan Valley Branch of the National Parks Walking Group. This group has been active in the planning and design of the wetlands and will be an instrumental partner with Council moving forward in the management and activation of these wetlands.	Engage with local community groups on environmental projects	Engagement with one community group	Three for the year

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC8.4.1 Environmental control programs are conducted in accordance with regulatory obligations	Environmental and Sustainability Coordinator	100%	Council undertakes all Biosecurity regulatory obligations primarily through delivery of the Weeds Action Program (WAP), the main program facilitated by the Department of Primary Industries that dictates Council's biosecurity control and inspection priorities. This program also dictates the amount of funding Council receives from the State Government. The council reports on its activities under the WAP annually, with the report of 2022-23 submitted in August 2023.	Environmental control programs are conducted in accordance with regulatory obligations	100% compliance	100%
CC8.4.2 Collaborate with regional partners to build capacity to enhance biosecurity management	Environmental and Sustainability Coordinator	100%	The council's Biosecurity Team worked closely with several regional partners during Q4, including the Central West Regional Weeds Committee and the Macquarie and Lachlan Valley Weeds Committee. Regular meetings of these committees were attended, enabling networking and a strengthened understanding of the Council's biosecurity obligations. Two biosecurity workshops run by these committees were attended during Q4, resulting in capacity building and enhanced biosecurity management.	Collaborate with regional partners to build capacity to enhance biosecurity management	Two partners	Two
CC8.4.3 Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	Environmental and Sustainability Coordinator	100%	During Q4 the Council engaged with private landholders and the community on both environment and biosecurity issues through informal conversations during private properties inspections, and by supplying brochures, handouts, and educational information packs. When additional information is requested the Biosecurity Team used postage or hand delivery of information to the community and provide information by email.	Engage and educate private landholders and the community on environmental and biosecurity issues at all private property inspections	100% of inspections	100%

Customer Service

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC9.1.1 Number of customer requests received via online Customer Request Management (CRM) portal	Director Customer, Corporate Services and Economy	100%	985 requests were received via the online Customer Request Management (CRM) portal during the reporting period. with an average time of 8.58 days to respond. This is a 12% decrease compared to the previous reporting period.	Number of customer requests received via online Customer Request Management (CRM) portal	Increasing	12% decrease compared to the previous reporting period.
CC9.1.2 Average timeframe to respond to customer requests	Director Customer, Corporate Services and Economy	100%	The average timeframe to respond to customers during the reporting period was 8.58 days. This is a 4.3% increase compared to the previous reporting period.	Average timeframe to respond to customer requests	Less than 10 days	8.58 days

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC9.2.1 Undertake a service review on customer service within the Council	Director Customer, Corporate Services and Economy	100%	The Customer Service Review was completed by UTS in the previous reporting period. The implementation of actions from the review has commenced, including plans for the refurbishment of Council's customer service area.	Undertake a service review on customer service within the Council	Review completed	Review completed in Q2.

Community Services and Wellbeing

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC10.1.1 Number of outputs implemented	Director Planning and Community Services	100%	Access has been included as a standing Agenda Item for the revised Community, Access and Liveability Advisory Committee, which includes a review of the Disability Inclusion Action Plan and other relates strategic plans.	Number of outputs implemented	Twelve outputs implemented	Zero outputs implemented.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CC10.2.1 Participation in regular meetings with the Local Health District	Director Planning and Community Services	100%	Council representatives participated in three Local Health District meetings throughout the reporting period.	Participation in regular meetings with the Local Health District	Three meetings per year	Three meetings held.
CC10.2.2 % of Incentive applications processed for medical services within the Shire	Director Planning and Community Services	100%	There were zero incentive applications processed for medical services within the Shire in the reporting period.	% of Incentive applications processed for medical services within the Shire	Increasing	Static - zero applications processed.

COMMERCIAL ENTERPRISE



**20 places per day
through Central West
Childcare Services**



**1 Council operated
Caravan Park**



**72 Commercial
leases and licences
in place**



**Facilitation of land
development and
sales**

Overview

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

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

Central West Childcare Services

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE1.1.1 Approved provider of Central West Family Day Care	Central West Childcare Services Coordinator	100%	Central West Family Day Care remained at full capacity with enquiries continuing for Parkes, Forbes, Condobolin, Narromine, Peak Hill, and the Bathurst Family Day Care.	Approved provider of Central West Family Day Care	Maintained	Maintained
CE1.1.2 Number of educators (Educator to Student Ratio)	Central West Childcare Services Coordinator	100%	During the quarter we experienced the departure of two educators, and the arrival of two returning educators to the service, maintaining educator to student ratios.	Number of educators (Educator to Student Ratio)	40:160 ratio	35:160
CE1.1.3 Number of play groups per year	Central West Childcare Services Coordinator	75%	Playgroups progressed well with the integration with preschool children, enabling their social interactions and experiences to be shared, creating a great community collaboration.	Number of play groups per year	24	
CE1.1.4 Number of families on waitlist requiring Childcare	Central West Childcare Services Coordinator	100%	Family Day Care across the communities have waitlists, increasing, with some 35-45 families requiring placement. This is also reflective at the Bangala-la Preschool and across all the Early Childhood Industry at present.	Number of families on waitlist requiring Childcare	25	35-45 families requiring Childcare.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE1.2.1 Maintain a service that provides continuity of regulatory approval	Central West Childcare Services Coordinator	75%	The Family Day Care Centre will be starting the process of "self-assessment" which will be in line with the Department of Education (DoE) and the National Quality Standards (NQS) Australian Children's Education and Care Quality Authority.	Maintain a service that provides continuity of regulatory approval	Maintained	Maintained
CE1.2.2 Number of preschoolers within the setting	Central West Childcare Services Coordinator	75%	Maintained 30 children per day.	Number of preschoolers within the setting	20	30 preschoolers per day.
CE1.2.3 Number of preschoolers on waitlist	Central West Childcare Services Coordinator	75%	The availability of spaces remained as is, with the service waitlist numbers increasing. The Department of Education (DOE) funding parameters are used to provide guidelines, priority levels, and to facilitate placements. The waitlists continue to grow. Placements in the preschool for 2024 showing we have filled available positions.	Number of preschoolers on waitlist	25	Increasing
CE1.2.4 Number of extra-curricular activities	Central West Childcare Services Coordinator	75%	The service provides transport to children attending preschool and experienced an increase in demand over the second part of the year. In addition, the Central West Childcare Services bus is also assisting the Induction processes for Council through tours of Parkes.	Number of extra-curricular activities	15	

Caravan Parks

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.1.1 Number of visitors per annum	Manager Facilities	100%	Spicer Caravan Park saw 3,501 visitors during the reporting period which is an increase of 17% compared to the same time last year. The Q4 2023 visitor numbers are identified as follows: April 2023 - 1,143 May 2023 - 1,172 and June 2023 - 1,186 = 3,501. Compared to visitor numbers for Q4 2022 April 2022 - 1,080 May 2022 - 855 and June 2022 -1,048 = 2983.	Number of visitors per annum	Maintain	17% increase.
CE2.1.2 Average weekly occupancy rates	Manager Facilities	100%	Average weekly occupancy rates for the reporting period were: April - 37.51% (decrease on last year due to Elvis Festival 2022 held at Easter May 38.86% (30% increase on previous year) June - 46.11% (30% increase on previous year).	Average weekly occupancy rates	Maintain	Increase
CE2.1.3 Monitoring of reviews for positive feedback	Manager Facilities	100%	Spicer Caravan Park received positive reviews from both internal and external stakeholders.	Monitoring of reviews for positive feedback	Increasing	
CE2.1.4 Maintain 4-star Quality Tourism Accreditation	Manager Facilities	100%	Spicer Caravan Park operations saw renewal of registration during the reporting period, resulting in the maintaining of a 4-star Quality Tourism Accreditation.	Maintain 4-star Quality Tourism Accreditation	Achieve	Achieved

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.2.1 Maintenance requests responded to within 10 days	Manager Facilities	100%	Maintenance requests were responded to within 12.09 days during the reporting period.	Maintenance requests responded to within 10 days	95%	45%
CE2.2.2 Number of maintenance requests received	Manager Facilities	100%	11 requests were received via the online Customer Request Management (CRM) portal during the reporting period.	Number of maintenance requests received	Declining	Increasing

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE2.3.1 Completion of projects conducted in line with Delivery Program	Manager Facilities	100%	Capital works for master planning were deferred.	Completion of projects conducted in line with Delivery Program	Achieved	

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE3.1.1 Occupancy rates of commercial buildings/properties	Manager Facilities	100%	Occupancy rates of commercial buildings/properties is currently 22. There are 2 vacant properties during 2022-23.	Occupancy rates of commercial buildings/properties	90% or increasing	

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
CE4.2.1 Blocks developed conceptually to encourage industry and economic growth	Director Operations	Dire	Industrial land has been 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. Report has been presented to Council for consideration into land release and Council will enter an Expression of Interest phase to determine interest prior to constructing the next stage of development.	Blocks developed conceptually to encourage industry and economic growth	Blocks meet community demand	Blocks and sizes identified are in line with industry demand and caters for range of business opportunities
CE4.2.3 Actively pursue marketing valuation for property transactions	Executive Manager Economy, Destination and Activation	0%	Due to the priority level of this activity, it has been identified as not progressing.	Actively pursue marketing valuation for property transactions	100%	
CE4.4.3 Marketing of blocks on website and in electronic brochure	Director Customer, Corporate Services and Economy	100%	There were no blocks available for marketing at the end of Q4. Council did resolve in July to undertake an expression of interest program to gauge interest in developing additional blocks in the industrial estate for resale. The new "investparkes.com.au" website launch was delayed until Q3 2023.	Marketing of blocks on website and in electronic brochure	Achieved	

ECONOMY AND ENGAGEMENT



\$68.4M Grant funding secured since 2016



500M Media reach



\$13M generated per annum from Parkes Elvis Festival



\$66M visitor economy

Overview

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

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

Economic Development and Grants

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.1.1 Number of initiatives delivered	Executive Manager Economy, Destination and Activation	5%	There were zero initiatives delivered during the reporting period.	Number of initiatives delivered	5 per year	
EE1.1.2 Review Parkes Shire Economic Development Strategy	Executive Manager Economy, Destination and Activation	0%	The review of the Economic Development Strategy has been rescheduled to commence during the next operational year.	Review Parkes Shire Economic Development Strategy	Every 5 years	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.2.1 Develop a funding advocacy prospectus	Executive Manager Economy, Destination and Activation	0%	The development of the funding advocacy prospectus did not commence in 2022-23.	Develop a funding advocacy prospectus	Prospectus developed every 2 years	
EE1.2.2 Number of opportunities advocated	Executive Manager Economy, Destination and Activation	75%	Due to a decrease in grant programs during the reporting period, Parkes Shire Council did not advocate for Economic Development funding opportunities during the reporting period.	Number of opportunities advocated	12 per year	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.3.1 Number of business and industry group meetings attended	Executive Manager Economy, Destination and Activation	75%	There were zero business or industry group meetings held during the quarter.	Number of business and industry group meetings attended	12 per year	
EE1.3.2 Number of local business networking initiatives supported	Executive Manager Economy, Destination and Activation	75%	The Economic Development team did not support networking opportunities during the reporting period.	Number of local business networking initiatives supported	Six per year	
EE1.3.3 Number of capacity building and value adding initiatives fostered for established industries	Executive Manager Economy, Destination and Activation	0%	There were zero initiatives fostered for established businesses and industry groups during the reporting period.	Number of capacity building and value adding initiatives fostered for established industries	2 per year	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE1.4.1 Number of initiatives promoted	Executive Manager Economy, Destination and Activation	100%	The reporting period saw the continuation of the planning for future initiatives.	Number of initiatives promoted	One per year	

EE15: Facilitate investment projects that match our economic development priorities

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE15.1 Develop an investment facilitation strategy	Executive Manager Economy, Destination and Activation	75%	The Department of Regional NSW leads the investment facilitation within the Parkes Special Activation Precinct (SAP), therefore no progression in the reporting period with the investment facilitation strategy.	Develop an investment facilitation strategy	Every five years	
EE15.2 Number of investment leads facilitated	Executive Manager Economy, Destination and Activation		Council continued to liaise with potential investors, attending site visits and meetings with the Regional Growth NSW Development Corporation.	Number of investment leads facilitated	25 per year	

EE16: Promote and support grant opportunities within the Shire

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE16.1 Number of Council grant applications submitted	Chief Financial Officer	100%	58 council grant applications were submitted during the reporting period.	Number of Council grant applications submitted	30 per year	58 in Q4.
EE16.2 Number of successful grant application in each township	Chief Financial Officer	100%	Council's Grants Team were successful during the year with grant applications in each township.	Number of successful grant application in each township	2 per year per township	
EE16.3 Number of community grant newsletters published	Chief Financial Officer	75%	Three community grants newsletters were published during the reporting period.	Number of community grant newsletters published	12 per year	3 in Q4.
EE16.4 Number of community groups and businesses that accessed Council's grant preparation activities	Chief Financial Officer	100%	Council's Grants Team supported 44 community groups for grant preparation activities.	Number of community groups and businesses that accessed Council's grant preparation activities	30 per year	44 in Q4.

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.1.1 Develop a Communications Strategy	Director Customer, Corporate Services and Economy	0%	The launch of the Council's new corporate website was delivered in Q3. There were several resourcing issues within the communications team that did not allow the update of the communications strategy to progress. It has been rescheduled for delivery into the 2023-24 year.	Develop a Communications Strategy	Complete	
EE2.1.2 Develop an Engagement Strategy	Director Customer, Corporate Services and Economy	100%	Council adopted a new Engagement Strategy during the 2021-22 year and actions are being delivered as required.	Develop an Engagement Strategy	Complete	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.2.1 Increase in media value measured	Director Customer, Corporate Services and Economy	75%	Each quarter media brand management and public relations activities were undertaken.	Increase in media value measured	Increase	
EE2.2.2 Number of media releases distributed by Council	Director Customer, Corporate Services and Economy	75%	Media releases continued to be distributed throughout the year.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.3.1 Increase in Google Analytics statistics	Director Customer, Corporate Services and Economy	75%	Each quarter has seen an increase in google analytics statistics.	Increase in Google Analytics statistics	2% increase	
EE2.3.2 Increase engagement measured through social media insights	Director Customer, Corporate Services and Economy	75%	The year did see an increase of engagement measured through social media insights.	Increase engagement measured through social media insights	2% increase	
EE2.3.3 Investigate new ways of connecting with our community	Director Customer, Corporate Services and Economy	100%	Investigating new ways of connecting with our community continued throughout the year.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE2.4.1 Number of marketing campaigns developed	Executive Manager Economy, Destination and Activation	100%	<p>Marketing programs during the reporting period included the 2024 Elvis Festival train ticket sales, which sold out in record time, along with ticket sales launch for the Trundle ABBA Festival 2023. Other campaigns have included promotion of our positions vacant, to support a thriving workforce and highlight exciting work opportunities for the organization and broader region, along with promotion of the Parkes Livability Survey.</p> <p>During this time, we also partnered with the NSW Office of Regional Development to plan, curate, and produce a series of videos and associated materials, to highlight industry opportunities and promote investment attraction in the Parkes Special Activation Precinct.</p>	Number of marketing campaigns developed	10	At least 10

Elvis Festival, Special Events and Event Support

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.1.1 Amount of total sponsorship	Executive Manager Economy, Destination and Activation	100%	The target of \$180,000 of total sponsorship for funding of the Parkes Elvis Festival was narrowly missed, with the officially recorded income as \$174,770	Amount of total sponsorship	\$180K	\$174,770
EE3.1.2 Sponsor retention	Executive Manager Economy, Destination and Activation	100%	While both roles associated with Elvis Festival sponsorship program were vacant during the majority of Q4, the remaining events team supported finalisation of the 2023 Festival sponsorship program.	Maintain satellite venues	Minimum 20 satellite venues	
EE3.1.3 Maintain funding from Destination NSW	Executive Manager Economy, Destination and Activation	100%	Funding from Destination NSW was obtained during Q2.	Maintain funding from Destination NSW	Maintain	Maintained.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.2.1 Maintain net promoter score	Executive Manager Economy, Destination and Activation	80%	Due to insufficiencies in data collection for the 2023 event, a net promoter score was unable to be obtained, thus no comparative measure can be made.	Maintain net promoter score	>80%	Not available.
EE3.2.2 Maintain satellite venues	Executive Manager Economy, Destination and Activation	100%	The Festival Events maintained 35 satellite venues across Parkes, Forbes and Bogan Gate.	Maintain satellite venues	Min. 20 satellite venues	35 satellite venues.
EE3.2.2 Secure a major headlining artist	Executive Manager Economy, Destination and Activation	100%	The 2022-23 major artist performed during the Elvis Festival on stages at the Parkes Leagues Club and the main stage at the Cooke Parke pavilion.	Secure a major headlining artist	One per year	
EE3.3.1 Detailed event management timeline	Executive Manager Economy, Destination and Activation	100%	The Event Management Timeline (EMT) for the 2023 event was successfully created and completed during Q2, whilst the development of the 2024 EMT commenced in July.	Detailed event management timeline	Reviewed annually	Reviewed
EE3.3.2 Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Executive Manager Economy, Destination and Activation	100%	The Operational Plans were reviewed, completed, and approved during Q2.	Review of annual operational plans (e.g., Emergency Management Plans, Safety Management Plans, Traffic Management Plan, RASCI)	Reviewed	
EE3.3.3 Maintain team of volunteer portfolio holders	Executive Manager Economy, Destination and Activation	100%	The team of volunteer portfolio holders were maintained and completed during Q2.	Maintain team of volunteer portfolio holders	Eight	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.4.1 Number of community and Council events held	Executive Manager Economy, Destination and Activation	100%	<p>Council supported the execution of 21 events, consisting of both community-led and council-managed events.</p> <p>The reporting period saw Council co-host and financially support ten events. These included, the Leyland P76 Motor Club, ANZAC Ceremonies across the Parkes Shire, Inkredible 2023 Flash Day, Parkes Picnic Races and the LGNSW Water Conference.</p> <p>Council provided in-kind assistance to 11 events including Parkes Public Easter Fete, North Parkes Mines Family Day, Parkes Fire and Rescue Open Day, Gold Cup Races, Anglican Women's Markets, RU OK Breaky, Parkes East Fete, Peak Hill's 50th Arts and Craft, Waste 2 Art Exhibition, Hockey U13's Championship, and the Parkes Dog Trials.</p>	Number of community and Council events held	50 per year	21 events supported in the reporting period.
EE3.4.2 Attract new business events to the Shire	Executive Manager Economy, Destination and Activation	100%	Council hosted an outstandingly successful LGNSW Water Conference, with multi-department, multi-discipline support. The event was attended by more than 250 delegates from across NSW, and showcased Parkes as a viable business events destination.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE3.5.1 Develop events calendar containing an event every month	Executive Manager Economy, Destination and Activation	100%	<p>Council's Events Team supported the execution of a total of 21 events. The events covered a wide array of themes, from cultural, civic, sporting, arts, and educational domains.</p> <p>A noteworthy educational event included the 'RU OK VAN' breakfast event held at Cooke Park. This community event served as a platform in supporting a national cause, emphasizing the importance of mental health, and fostering meaningful conversations. Notably, the event served as a platform for connecting our local frontline workers with an influential company that shared the same values.</p>	Develop events calendar containing an event every month	One event per month	21
EE3.5.2 Provide planning support to new and existing event operators	Executive Manager Economy, Destination and Activation	100%	<p>Council's Events Team provided extensive support to a range of events across the Shire consisting of both community-led and council-managed events. Four of the events were new to the Shire, and not previously held in the area.</p> <p>Council co-hosted ten events, with community and state groups. These events included the delivery of the Parkes Shire ANZAC Ceremonies, Leyland P76 Motor Club showing, Inkredible 2023 Flash Day Fundraiser, Parkes Picnic Races, and Local Government NSW (LGNSW) Water Conference.</p> <p>The LGNSW Water Conference successfully welcomed more than 250 delegates for a 2-day program. This event featured over 40 guest speakers, including the Hon Rose Jackson MLC, State Minister for Water, an exhibition, and multiple conference streams. Parkes Shire Council organized site visits to our state-of-the-art water infrastructures, which included the Water Treatment Plant, Wastewater Treatment Plant, Recycled Water Treatment Plant and Akuna Road Wetlands.</p>	Provide planning support to new and existing event operators	Ten per year	Ten

Visitor Economy

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.1.1 Number of promotions and engagements with tourism sector	Executive Manager Economy, Destination and Activation	100%	<p>Promotion and engagement with the tourism sector continued with inclusion in the ongoing Destination Central West (DNCW) marketing campaigns 'Come Out We're Open' and 'Unearthed' during May and June. A two week Prime 7 TV ad campaign in June, specifically promoting our new cycling trails (funded by DNSW).</p> <p>We engaged with the Tourism sector via regular updates for occupancy, events, and entertainment via our weekly Gig Guide. Another industry initiative that commenced this quarter is the 'Customer Profile' project with the first stage, an industry survey distributed in May. The project will continue with workshops in July. VisitParkes promotion continued via social media and updates of ATDW listings.</p>	Number of promotions and engagements with tourism sector	Six per year	Six

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.2.1 Regular liaison with tourism bodies including Central NSW Joint Organization, Destination NSW and Department of Regional NSW	Executive Manager Economy, Destination and Activation	100%	Council initiated three significant projects for the region, led by Destination Central West, which Parkes Shire Council have collaborated on and contributed to the Agritourism Development Program, Visitor Economy Infrastructure, and Research and Data Review. Parkes Shire Council engaged with the Central NSW Joint Organization Tourism Guide and attended the meeting held at Cowra in June.	Regular liaison with tourism bodies including Central NSW Joint Organization, Destination NSW, and Department of Regional NSW	Six joint promotions per year	Six

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.2.2 Increase in Parkes Shire visitation	Executive Manager Economy, Destination and Activation	100%	<p>Q4 recorded 8,907 visitors which was slightly down from the quarterly average, however the annual visitor numbers increased by 49% compared to the 2021-22 financial year.</p> <p>Accommodation occupancy figures averaged at 76%, which was consistent with the same period in the previous year. Professionals and Contractors numbers continue to be well above the Tourist numbers.</p>	Increase in Parkes Shire visitation	2% increase	12%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.3.1 Review of Destination Management Plan	Executive Manager Economy, Destination and Activation	95%	The contractor on this project, Urban Enterprise, indicated project delays due to staffing shortages on their team. As such, the final draft was not received by Council and has been postponed to the 2023-24 financial year.	Review of Destination Management Plan	Review completed	Under review.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.4.1 Maintain Destination Partnership Program	Executive Manager Economy, Destination and Activation	20%	This program did not progress in the reporting period.	Maintain Destination Partnership Program		No progression.
EE4.4.2 Foster development of new tourism products	Executive Manager Economy, Destination and Activation	100%	During Q4, work was ongoing across current projects in progress including infrastructure plans for the gravel cycling trails, and detailed design for the new Gates of Graceland project, a full-size replica of the gates at Elvis' former home. Throughout Q4 we also engaged with the Central NSW Tourism Joint Organisation and contributed to projects underway with Destination Central West covering agritourism development and a Visitor Economy Infrastructure assessment. This work will outline opportunities for future development. Also during Q4, work commenced on the Entertainment Centre Feasibility Study, with contractor Hawkrigde Entertainment Services making a visit to Parkes.	Foster development of new tourism products	One new product	At least one

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.5.1 Maintain Level 2 Visitor Information Centre Accreditation	Tourism and Visitor Services Lead	100%	The Parkes Visitor Information Centre is operating in accordance with the Level 2 VIC Accreditation guidelines. During 2022/23 operational processes were regularly reviewed including visitor resources and products with high standards met in Q4.	Maintain Level two Visitor Information Centre Accreditation	Maintain	100%
EE4.5.2 Number of visitors to the Visitor Information Centre (VIC)	Tourism and Visitor Services Lead	100%	The visitor numbers during Q4 were recorded at 7,374, compared to the previous year, a slightly lower number, which had a contributing factor of the Covid-19 travel restrictions.	Number of visitors to the VIC	5% increase annually	46%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EE4.6.1 Visitor Information available in each township	Tourism and Visitor Services Lead	100%	Visitor information remained available in each township during Q4. Event information for all Parkes and Shire events was distributed across social media, posters and our Visitparkes website. Peak Hill Visitor Information Outlet is stocked and accessible.	Visitor Information available in each township	Five townships	100%
EE4.6.2 Increase in visitation to Parkes digital platforms	Tourism and Visitor Services Lead	100%	Visitparkes social media platforms and website continued to promote events, weekly entertainment, and tourism activities during Q4. A new 'What's On in the Parkes Region' online publication commenced in June adding to our digital offerings.	Increase in visitation to Parkes digital platforms	10% increase	
EE4.6.3 Visitor Information Guide is reviewed and updated	Tourism and Visitor Services Lead	100%	During Q4 the tourism resources were redirected in supply of crucial support for the events teams. The visitor guide, whilst reviewed during the first half of the year, its updates have been rescheduled for delivery of update during Q2 2023/24. The new project, underway in Q4, for new digital imagery of tourism assets should lead to a high standard of product.	Visitor Information Guide is reviewed and updated	Bi-annually	Annually

EMERGENCY SERVICES



Management of 30 emergency services buildings



Provision of \$375k to fund Rural Fire Service facilities



Payment of \$1.34M for Emergency Services Levy



Provision of facilities for State Emergency Services



Payment of \$1.34M for Emergency Services Levy

Overview

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

Emergency Services Support

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

EM1.1: Local Emergency Management Committee

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.1.1 Number of Local Emergency Management Committee meetings attended	Director Infrastructure and Sustainability	100%	One meeting was held during the reporting period as required.	Number of Local Emergency Management Committee meetings attended	Four per year	Four meetings attended 22/23
EM1.1.2 Local Emergency Operations Centre maintained in a state of readiness	Director Infrastructure and Sustainability	100%	The EOC was kept in a state of readiness for the reporting period.	Local Emergency Operations Centre maintained in a state of readiness	Maintained	Maintained
EM1.1.3 DISPLAN (Local Disaster Plan) reviewed	Director Infrastructure and Sustainability	100%	Agency input incorporated into DISPLAN update. Consequence Management Guide (CMG's) remain outstanding from some agencies, 8 of 12 CMG's have been updated.	DISPLAN (Local Disaster Plan) reviewed	Reviewed in 2022/23	Review complete

EM1.2: Provision of facilities for State Emergency Services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.2.1 Facilities maintained as per agreement with State Emergency Services	Director Operations	100%	Council continued its support to the SES with facilities and property management including building maintenance, as required, using either sub-contractors or Council employees to complete works. The Council's Property team also continued to liaise, and work with SES representatives for the future relocation.	Facilities maintained as per agreement with State Emergency Services	Maintained	Facilities maintained as required
EM1.2.2 Investigate suitable locations for proposed new State Emergency Services facility	Director Operations	90%	During Q4 communication to the SES was presented at their June 2023 meeting, confirmed identified land was available in the Council's next stage of the industrial development.	Investigate suitable locations for proposed new State Emergency Services facility	Facility identified	Suitable land identified

EM1.3: Provision of support for Rural Fire Service

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.3.1 Councillor representation at Rural Fire Service Committee Meetings	Director Operations	100%	Council representatives attended the Bushfire Management Committee meeting, held in May 2023, providing input and support during the meeting. Council continued to support the operations and activities of the Rural Fire Service.	Councillor representation at Rural Fire Service Committee Meetings	12 per year	One meeting attended in May, there were no other meetings scheduled in Q4
EM1.3.2 Service Level Agreement maintained with Rural Fire Service	Director Operations	100%	Council continued to maintain the Service Level Agreement during the reporting period to support the operations of the Rural Fire Service.	Service Level Agreement maintained with Rural Fire Service	Maintained	Service Level Agreement was reviewed and executed in previous reporting period Q3

EM1.4: Provision of financial support for Emergency Services

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
EM1.3.1 Financial support provided as per regulatory obligations	Director Operations	100%	The ongoing financial support for emergency service providers continued during the reporting period through the Emergency Services Levy.	Financial support provided as per regulatory obligations	Maintained	Emergency Service Levy continues to be paid for supporting emergency services

LIBRARY, CULTURE & SOCIAL JUSTICE



4 Library Services



**Arts and cultural
programs and
activities**



**Community wellbeing
and social justice
program and activities**

Overview

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

Library Services

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.1.1 Increase in the number of in-person visits	Manager Cultural, Education and Library Services	100%	The number of in-person visits to the Shire libraries was 9,712. This demonstrates a significant increase from the first 2 reporting periods and a slight decrease from the third reporting period (where a spike in number of in-person attendance was recorded during the Elvis Festival).	Increase in the number of in-person visits	Increase 1%	8% increase
L1.1.2 Number of all loaned materials	Manager Cultural, Education and Library Services	100%	A total of 10,291 materials were loaned across the Parkes Shire Library. This total consists of 8,990 hard-copy loans and 1,301 e-collection loans (e-books, e-audiobooks, e-magazines). This demonstrates a 1.25% increase in loans from Q1 to Q4 for the reporting period.	Number of all loaned materials	Increase 1%	1.25% increase
L1.1.3 Increase in library members	Manager Cultural, Education and Library Services	100%	163 new members to the Parkes Shire Library.	Increase in Library members	Increase 1%	7% increase
L1.1.5 Number of meeting room bookings	Manager Cultural, Education and Library Services	100%	There were 156 bookings for the Library Meeting Rooms and 27 bookings for the Marramarra Makerspace. The Library Meeting rooms were booked for Council meetings & Interviews, Health information sessions, community groups & meetings, study purposes, Country University Centre use, and individuals requiring a quiet space for work, interviews, etc. The Makerspace was booked by community groups, Country University Centre use, artists to hold creative workshops and the library for additional programs.	Number of Meeting Room bookings	12	183

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.1.6 Number of people accessing Marramarra Makerspace Studio	Manager Cultural, Education and Library Services	100%	During this period a total of 565 people accessed the Marramarra Makerspace. A total of 306 people attended events in the Marramarra Makerspace including Multicultural Art Group, Social Auslan classes, STEAM based workshops, Lego Club and school visits. The Marramarra Makerspace was also open for Maker Open Days for 38 sessions with 259 attendees.	Number of people accessing Marramarra Makerspace Studio	250	565

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.2.1 Attendees at Story Time and Rhyme Time	Manager Cultural, Education and Library Services	100%	<p>During Q4 reporting period storytime and rhymetime sessions were held in Parkes, Peak Hill and Trundle. 20 sessions of Storytime with 343 attendees (average attendance of 17). 18 sessions of Rhymetime were held with 349 attendees (average attendance of 19).</p> <p>Additionally a National Simultaneous Storytime event was held with 47 attendees and Little Bang Discovery Club was held for preschoolers and their parents/carers over 4 weeks with 68 attendances overall.</p>	Attendees at Story Time and Rhyme Time	15 (average attendance)	<p>Story Time - 17 average attendance</p> <p>Rhyme Time - 19 average attendance</p>
L1.2.2 Number of Author visits	Manager Cultural, Education and Library Services	100%	During this period the Parkes Shire Library hosted two author visits including Joy Paddison (children's author) speaking on her book Milla and the Magic Springs with 16 people attending and Harry Treasure speaking on his book King's Spur with 26 people attending.	Number of Author visits	Two	
L1.2.3 Number of reading and writing activities held	Manager Cultural, Education and Library Services	100%	During Q4 there were 12 reading and writing activities held across Parkes Shire Library with 153 people attending. These activities included Book Clubs, Author-Rised Writers group, Author Talks and the annual National Simultaneous Storytime event.	Number of reading and writing activities held	Twelve	Twelve

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L1.2.4 Number of activities targeting primary, and youth held	Manager Cultural, Education and Library Services	100%	During this period 15 activities were held for the primary and youth community with 245 attendees. These activities included School holiday events in Parkes and Tullamore, School visits to the Library and Cultural Centre, Recycled Art Workshops Lego Club, Youth Library Lock-In and Junior Scientists. Additionally, the senior Study Space has continued to be available one afternoon per week during school term.	Number of activities targeting primary, and youth held	15	15
L1.2.5 Number of activities targeting adults held	Manager Cultural, Education and Library Services	100%	During this period 27 activities were held for adults at Parkes Shire Library including Book Clubs, Writing Groups, Film nights, Author Talks, social AUSLAN classes, Be-Connected computer classes, and information sessions with a total of 387 people attending. Additional activities were held targeting adults in the Marramarra Makerspace (reported separately).	Number of activities targeting adults held	24	27
L1.2.6 Number of Marramarra Makerspace library programs delivered	Manager Cultural, Education and Library Services	100%	During Q4, 12 library programs were held in the Marramarra Makerspace including Social AUSLAN classes on a fortnightly basis and a weekly Lego Club with a total of 102 people attending. Additionally, 4 local schools visiting the Parkes Library and Cultural Centre spent some time in the Marramarra Makerspace becoming familiar with the space and using some of the equipment available.	Number of Marramarra Makerspace library programs delivered	6	12

Arts and Culture

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

L2.1: Support the continued operations of cultural spaces

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.1.1 Continued implementation of Cultural Spaces Plan	Manager Cultural, Education and Library Services	100%	Consultants were engaged to undertake an Entertainment and Cultural Centre feasibility study.	Continued implementation of Cultural Spaces Plan	Implement one initiative	One
L2.1.2 Marramarra Makerspace arts and community programs delivered	Manager Cultural, Education and Library Services	100%	<p>18 arts and community programs were delivered in the Marramarra Makerspace including:</p> <ul style="list-style-type: none"> + Recycled art workshops + Multicultural Art Group + Social AUSLAN + Paint 'N' Sip art class + Eternity Blooms Flower arranging + Resin Pouring workshops + Acrylics painting classes <p>Additionally, regular Open Makerdays were held 3 times per week for community members.</p>	Marramarra Makerspace arts and community programs delivered	12	205

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.2.1 Implementation of annual Arts Advisory Plan	Manager Cultural, Education and Library Services	100%	Implementation of the Arts Advisory Plan has continued in Q4. An arts advisory meeting was held on 22 May. At this meeting a draft Art Collection Policy was presented with feedback from the committee to be included in the next draft. Additionally, two Parkes Community Arts meetings were held to bring together and support artists and creative groups in planning activities and events. A Parkes Shire Library and Cultural "What's On Guide" was introduced in April to promote arts and cultural events. During this period 2 art exhibitions were held (a community art exhibition and an exhibition of the local painting group) and 12 creative workshops provided in the Cultural Centre.	Implementation of annual Arts Advisory Plan	Implement five initiatives	Three initiatives

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.2.2 Provide support for community arts and cultural groups	Manager Cultural, Education and Library Services	100%	<p>In June 2023 \$10,000 worth of Cultural Grants were provided to 4 community groups/organisations in the Parkes Shire: Parkes School of Dance, Parkes Community Arts, Parkes Christian School, and Trundle Bush Tucker Day to support community cultural events and activities.</p> <p>In Q4 support was provided for the following arts and cultural groups by either providing a venue for meeting or Council representation: Social AUSLAN - venue provided for free community classes, Parkes Community Arts - Council representation and venue for meetings, NAIDOC Week planning committee - Council representation, Interagency Meetings - Council representation, Paint The Town REaD - Council representation, Parkes Gamers Group - venue provided,</p> <p>A number of local artists and the Parkes Multicultural Arts Group also continued to access the Makerspace to provide creative workshops for the community. The Parkes Shire Library also supported the Family History Group with access to resources and staff expertise.</p> <p>Additionally, during this period the Arts Advisory Council, Community, Livability & Access, and Wiradjuri Elders Advisory Committees met facilitating input to Council from a range of arts, cultural and community groups.</p>	Provide support for community arts and cultural groups	Support five meetings	24

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.2.3 Events held for community and cultural groups	Manager Cultural, Education and Library Services	100%	<p>During this quarter 12 free events were held for community and cultural events in the Marramarra Makerspace and Coventry Room:</p> <ul style="list-style-type: none"> + Milk Crate Theatre workshop for Currajong clients + 2 x Recycled Art Workshops (prior to Waste 2 Art Exhibition) + Parkes Multicultural Art Group (meets monthly) + Social AUSLAN Group (meet fortnightly) <p>An additional 6 creative workshops were delivered by visiting artists and outside providers with a fee:</p> <ul style="list-style-type: none"> + 6 creative workshops <p>In total 194 people attended these events.</p>	Events held for community and cultural groups	Three	Twelve

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L2.3.1 Host local exhibitions	Manager Cultural, Education and Library Services	100%	During this reporting period two exhibitions were on display in the Coventry Room: + Parkes Painting Group Exhibition - 21 April - 6 May, 2023 + 2023 Waste 2 Art Exhibition - 3 June - 1 July, 2023 The Parkes Painting Group exhibition had 91 people attend their opening event, 706 visitors to the exhibition, and sales of over \$5000 for the total exhibition. The annual Waste 2 Art exhibition had 65 entries from across the Parkes Shire with 1153 visitors attending the month long exhibition.	Host local exhibitions	Three	Five
L2.3.2 Host travelling and non-local exhibitions	Manager Cultural, Education and Library Services	100%	There were zero travelling and non-local exhibitions during this quarter.	Host travelling and non-local exhibitions	One	Two
L2.3.3 Attendees at arts and cultural events	Manager Cultural, Education and Library Services	100%	During Q4 there were 14 arts and cultural programs supported and facilitated with 2013 people attending with an average attendance of 143. These events included Parkes Painting Group exhibition, 2023 Waste 2 Art competition and exhibition and 12 creative workshops.	Attendees at arts and cultural events	Average attendance of 30 people	143

Social Justice

L3: We will advocate for and facilitate services and activities that have the capacity to enhance community wellbeing and social justice

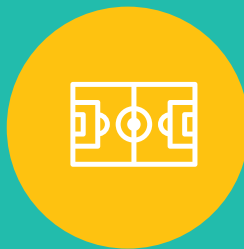
L3.2: Promote Social Justice principals of equity, access, participate and rights within our community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
L3.2.1 Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Director Planning and Community Services	100%	Council supported the library services Youth Week celebrations during Q4.	Initiatives Council supported to promote social justice within the community (women, youth, Indigenous, seniors, people with disabilities)	Five events	Two
L3.2.2 Provide a report on attendance for the five targeted events	Director Planning and Community Services	100%	Council Officers and Elected Officials participated in regular meetings during the year.	Provide a report on attendance for the five targeted events	Achieved	Three

OPEN SPACE AND RECREATION



25 Parks and gardens



15 Sportsgrounds



77 Open space facilities



5 cemeteries



4 Swimming pools



Wetland restoration activities

Overview

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

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

Parks and Gardens

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.1.1 Engage with the community regarding current and upcoming play space developments via various communication channels	Shire Presentation Coordinator	100%	Developments continued during Q4 with arrangements for the play equipment completed for Lidner Oval, Kelly Reserve was on track and Lions Park is heading towards completion in the next quarter.	Engage with the community regarding current and upcoming play space developments via various communication channels	Four engagements per year	
O1.1.2 Play equipment is inspected in accordance with regulatory standard and guidelines	Shire Presentation Coordinator	100%	The routine and operational scheduled inspections on play equipment, across various parks, were carried out during Q4 across the shire.	Play equipment is inspected in accordance with regulatory standard and guidelines	Six inspections per year	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.2.1 Number of customer requests received	Shire Presentation Coordinator	75%	38 requests were received via the online Customer Request Management (CRM) portal during the reporting period.	Number of customer requests received	Declining	Decreasing
O1.2.1 Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	100%	The average timeframe to respond to customers during the reporting period was 11.8 days.	Enquiries and complaints responded to within 10 days	100%	55%

O1.3: Parks infrastructure, inspections, maintenance

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.3.1 Maintenance activities undertaken within appropriate timeframes	Shire Presentation Coordinator	100%	Maintenance activities continued within the appropriate timeframes, utilizing the continued use of the three-week works program. Sporting and school groups continued to receive support with the sports activities/change overs. The start of the fertilization programs commenced in Q4 with the top dressing to be completed in the next quarter.	Maintenance activities undertaken within appropriate timeframes	100%	
O1.3.2 Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	100%	The average timeframe to respond to customers during the reporting period was 14.5 days.	Enquiries and complaints responded to within 10 days	100%	50%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O1.4.1 Number of communication channels used to gain community feedback on capital works	Shire Presentation Coordinator	100%	Q4 saw the continuation of communication channels out to the community, including face-to-face meetings and the social media platform for feedback, updates, and progress of community projects.	Number of communication channels used to gain community feedback on capital works	Three	
O1.4.2 Continue working with the grants team to ensure applications are successfully submitted	Shire Presentation Coordinator	100%	During Q4 we continued to work with the Grants Teams, meeting monthly, to report on progress updates.	Continue working with the grants team to ensure applications are successfully submitted	Maintain	
O1.4.3 Capital works projects are completed in line with Delivery Program	Shire Presentation Coordinator	100%	Capital Works Projects were monitored and completed in line with the Delivery Program during the Q4.	Capital works projects are completed in line with Delivery Program	Achieved	

Sports Fields

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

O2.1: Develop sporting facilities to meet community needs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O2.1.1 Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	Shire Presentation Coordinator	100%	During Q4 we continued providing on-going support to the local sports groups in their current seasonal activities. All facilities met their Australian Sporting Codes applicable to their relevant activity.	Facilities meet minimum requirements of Australian Sporting Codes relevant with individual projects	100% compliance	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O2.2.1 Facilities meet minimum requirements of AS codes relevant with individual projects	Shire Presentation Coordinator	100%	We supported a variety of sporting activities during Q4 show casing the local long weekend footy game, field preparations for the Australian Sporting (AS) code requirements for the rugby league representative training. For the netballers, the netball carnival required an extra three grass fields to be marked out. The PSSA were supported with their trials and tournaments, and we also provided support for the regional athletics sporting.	Facilities meet minimum requirements of AS codes relevant with individual projects	Achieved	
O2.2.2 Enquiries and complaints responded to within 10 days	Shire Presentation Coordinator	100%	The average timeframe to respond to customers during the reporting period was 12 days.	Enquiries and complaints responded to within 10 days	100%	70%

Open Space Facilities, Amenities and Public Toilets

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O3.1.1 Delivery of projects identified for 2022/23	Shire Presentation Coordinator	100%	Project works continued during Q4 on the Lions Park project, with an expected completion during 2023-24 first quarter.	Delivery of projects identified for 2022/23	100%	
O3.1.2 Communication channels are used to obtain Community feedback received for current and future projects	Shire Presentation Coordinator	100%	Communication channels continued with the community through sporting groups, community groups and school groups.	Communication channels are used to obtain Community feedback received for current and future projects	Two channels	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O3.2.1 Enquiries and complaints responded to within 10 days	Manager Facilities	75%	The average timeframe to respond to customers during the reporting period was 16.2 days.	Enquiries and complaints responded to within 10 days	100%	36%
O3.2.2 Audits carried out on facilities, amenities, and public toilets	Manager Facilities	100%	Audits are on-going and any actions raised from the audits are placed into the Council's CRM system.	Audits carried out on facilities, amenities, and public toilets	Audited annually	

Cemeteries

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O4.1.1 Right of burials issued within 72 hours of payment	Manager Regulation and Compliance	100%	Burials approval by Council is issued within 72 hours approximately 50% of the time.	Right of burials issued within 72 hours of payment	100%	50%
O4.1.2 Burial permits issued within 72 hours	Manager Regulation and Compliance	100%	There were two burial permits issued within 72 hours. Two families paid Council directly.	Burial permits issued within 72 hours	100%	100%
O4.1.3 Respond to all complaints and enquiries within 10 days	Manager Regulation and Compliance	100%	124 requests received during Q4, all acknowledged within 48 hours - result update (if not completion) within 10 days.	Respond to all complaints and enquiries within 10 days	95%	100%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O4.2.1 Plan for future development of Council owned cemeteries	Manager Regulation and Compliance	100%	During Q4 the roadworks/carpark project for the Parkes cemeteries lawn J has been awarded to Steve Magill Earthmoving. Earthworks for Parkes Lawn Remembrance section is expected to commence during Q1 of 2023-24.	Plan for future development of Council owned cemeteries	To be developed	

Swimming Pools

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

O5.1: Operate Shire swimming pools sustainably and safely

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.1.1 Compliance with Department of Health Pool Operations Hygiene standards - water test results	Executive Manager Operations	100%	Compliance was completed during the Q3 period.	Compliance with Department of Health Pool Operations Hygiene standards - water test results	100% compliance	
O5.1.2 Undertake monthly water sampling	Executive Manager Operations	100%	The pools in the region were not operational during Q4.	Undertake monthly water sampling	100% compliance	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.2.1 Participation at learn to swim classes	Executive Manager Operations	100%	Learn to swim classes were completed in Q3.	Participation at learn to swim classes	Increasing	
O5.2.2 All Instructors hold a current AUSTSWIM accreditation	Executive Manager Operations	100%	AUSTSWIM accreditation is held by all instructors.	All Instructors hold a current AUSTSWIM accreditation	100% of instructors hold accreditation	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O5.3.1 Capital works projects are efficiently carried out in line with the Delivery Program	Executive Manager Operations	80%	The Tullamore pool works continued in Q4, with fibre-glassing of the pool. Inclement weather created some minor delays, with the project being moved into the 2023/24 year for completion.	Capital works projects delivered on time and within budget	100%	

Wetlands Restoration

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

O6.1: Facilitate the restoration of Akuna Wetlands project

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
O6.1.1 Progress with Akuna Wetlands restoration during 2022/23 reporting period	Environmental and Sustainability Coordinator	100%	Earthworks on the Akuna Wetlands project was finished during Q4, with the area planned to be revegetated and filled with water by spring 2023.	Progress with Akuna Wetlands restoration during 2022/23 reporting period	Progress	Achieved
O6.1.2 Provide community updates of project through various communication channels	Environmental and Sustainability Coordinator	100%	Detailed media release on the project drafted and released during Q4 (with accompanying social media posts). The council met with local MP Philip Donato on site to discuss the project, and Mr. Donato shared details of the project on his social channels. Councilors kept up to date via Parkes Plus Meetings - a planned site tour was unfortunately cancelled due to wet weather. On site meeting with the Lachlan Valley Branch of the National Parks Bushwalking Group to discuss and promote the project, which was then shared with wider members via email.	Provide community updates of project through various communication channels	Two communication channels	Print, social, email, and meetings

PLANNING, CERTIFICATION AND COMPLIANCE



**Development
Assessments**



**Local strategic land
use planning**



Building certification



**Environmental
health and ranger
services**

Overview

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

Local Strategic Land Use Planning

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P1.1.1 Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	Land Use Planning Specialist	95%	Western Entry Masterplan progressed in Q4 2022/23.	Strategic land use plans are developed and adopted and integrated into Council's Planning Framework	One action adopted	
P1.1.2 Review existing strategic land use plans and policies in line with Council standards and statutory regulation	Land Use Planning Specialist	95%	The community consultation for Council's Liveability Strategy was undertaken during Q4. This quarter also continued the reviewing of Council's existing strategic land use plans and policies in line with Council standards and statutory regulations. There was also continuation of the implementation of land use projects in accordance with the Local Strategic Planning Statement.	Review existing strategic land use plans and policies in line with Council standards and statutory regulation	Conduct one review	

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P2.1.1 Development Applications (DA) are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Land Use Planning Specialist	95%	Development Applications (DA) were completed in accordance with the relevant statutory provisions during Q4 with the total number of DA's completed was 36.	Development applications are determined in a timely manner whilst maintaining quality land use outcomes - days of 6 monthly averages	Declining	36
P2.1.2 Review Council's Development Assessment webpages to ensure the community has access to accurate information	Land Use Planning Specialist	100%	The contents of the webpages for Building and Development (for Council Planning and Approvals) have continued to be reviewed and maintained during Q4.	Review Council's Development Assessment webpages to ensure the community has access to accurate information	Audited 6 monthly	
P2.1.3 Promote the provision of Council's formal pre-lodgment advice service	Land Use Planning Specialist	100%	During community meetings, held for both residential and commercial projects, provided the opportunity to promote the Council's formal pre-lodgment advice service. Pre-lodgment advice continued to be provided during Q4 in a timely manner to prospective applicants and the community. Email and phone enquiries were responded to in an appropriate and timely manner.	Promote the provision of Council's formal pre-lodgment advice service	Promote on one communication channel	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P2.2.1 Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	Land Use Planning Specialist	60%	During Q4 there were zero additional items reported.	Progress findings of heritage study and community consultation to update Parkes local environmental plan with additional items	% Progress	
P2.2.2 Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	Land Use Planning Specialist	100%	During Q4, there were zero DAs received that required assessment under the Provisions of the Heritage Act 1997 and Parkes LEP 2012.	Satisfy the requirements of the NSW heritage act 1997 when assessing development applications	100% compliance	
P2.2.3 Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Land Use Planning Specialist	100%	The 2023-25 Local Heritage Grant funding was secured, applications for funding of projects were assessed and awarded during Q4.	Continue to support the NSW Heritage Office, Local Heritage Advisor and Local Heritage Assistance Fund Programs	Complete one project that aligns with NSWOLHA and LHAFF	

Building Certification

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

P3.1: Provide timely and accurate building certification

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P3.1.1 Number of Construction Certificates approved	Manager Building Certification	100%	There were 14 Construction Certificates approved by Council for the period of Q4.	Number of Construction Certificates approved	Increasing	14
P3.1.2 Number of Complying Development Certificates approved	Manager Building Certification	100%	The Council issued two Complying Development Certificates (CDC) under 7-days and registered 12 CDC from Private Certifiers.	Number of Complying Development Certificates approved	Increasing	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P3.2.1 Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	Manager Building Certification	100%	There were zero complaints received during this quarter. As part of the regulations, complaints are responded to within three days.	Council responds to complaints and enforcement of Swimming Pools Act within regulatory timeframe	100%	
P3.2.2 Provide educational opportunities on the swimming pool compliance standards each year	Manager Building Certification	100%	Educational opportunities during Q4 were using the online services, booklet information, the Council Planning counter and as required on a case-by-case basis.	Provide educational opportunities on the swimming pool compliance standards each year	One educational activity	
P3.2.3 Percentage of compliance certificates issues	Manager Building Certification	100%	During Q4 there were three Compliance Certificates issued with four Non-compliance Certificates issued for this period.	Percentage of compliance certificates issues	Maintain	60

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.1.1 Undertake annual inspections of registered businesses and report to the food authority	Manager Regulation and Compliance	0%	During Q4 the annual food shop inspections were carried out and completed. Reporting was provided to the NSW Food Authority, detailing the 85-food premises.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.2.1 Respond to ranger related complaints and enquires within 10 days	Manager Regulation and Compliance	100%	The average timeframe to respond to customers during the reporting period was 3.74 days.	Respond to ranger related complaints and enquires within 10 days	90%	87%
P4.2.2 Number of notices issued	Manager Regulation and Compliance	100%	There were zero notices issued during Q4. However, there were letters of warning issued on seven properties for rubbish nuisance, obstruction on nature strip and illegal parking.	Number of notices issued	Declining	Declining

Noxious Weed Management

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

P4.1: Monitor the control of priority weeds on public and private land under the Biosecurity Act

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.1.1 Private property inspections per month	Environmental and Sustainability Coordinator	100%	The Biosecurity Team achieved 100% of their private property inspection target within the reporting period. There were 19 private property inspections undertaken in Q4. In total, 100 private property inspections have been undertaken since Q1.	Private property inspections per month	Twelve	100 for the year
P4.1.2 Parkes Shire Council managed land inspections per year	Environmental and Sustainability Coordinator	100%	During Q4 there were 10 inspections completed on Council owned/managed land (not including roadsides). These inspections included both the Water and Sewerage Treatment Plants (and associated surrounding land), Lake Endeavour and Bumberry Dam, and the Industrial Estate. Priority Weeds targeted in Q4 included African Boxthorn, Tiger Pear, Prickly Pear, and Tree of Heaven.	PSC managed land inspections per year	30	32
P4.1.3 Council roadsides inspected annually	Environmental and Sustainability Coordinator	100%	100% of Shire roads have been inspected for Priority Weeds since July 2022, with control works undertaken as necessary.	Council roadsides inspected annually	100%	100%
P4.1.4 Percentage of known infestations inspected and controlled	Environmental and Sustainability Coordinator	100%	Council inspected 100% of known infestations between 2022/23 Q1 and Q4. The Biosecurity Team maintains a register of infestations for monitoring and prioritizing control works. Since 2022/23 Q1 control work has been undertaken at approximately 85% of these infestations.	Percentage of known infestations inspected and controlled	100%	100%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
P4.2.1 Provide educational material and engagement opportunities during private property inspections	Environmental and Sustainability Coordinator	100%	During Q4 the 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%	100%
P4.2.2 Print media releases per year	Environmental and Sustainability Coordinator	70%	During Q4, one print media story on Tiger Pear in the Shire was released.	Print media releases per year		
P4.2.3 Number of Shire shows, and local/regional field days attended	Environmental and Sustainability Coordinator	90%	Shire Shows were attended by Council during 2022/23 Q2, including a Biosecurity presence at each showing via an informational weeds trailer (a resource of the Macquarie and Lachlan Valley Weeds Association). Promotional and educational material were on offer, including numerous pamphlets, brochures and biosecurity information packs. Due to extreme wet weather in Q2, Tullamore Show was not attended by Council.	Number of Shire shows, and local/regional field days attended	Four	One
P4.2.4 Engagement with the community through social media posts	Environmental and Sustainability Coordinator	100%	There were two Biosecurity-themed social media posts shared with the community during Q4 focusing on African Boxthorn and Tiger Pear.	Engagement with the community through social media posts	Four	Three

SEWERAGE



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

Overview

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

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

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

Sewerage System

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

S1.1: Safely collect wastewater from the community

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.1.1 Percentage of trade waste agreement coverage	Manager Environment and Sustainability	100%	100% of new applications have been assessed or enquiries made for new applications. A detailed review of existing trade waste agreements is required for PSC in 2023-24.	Percentage of trade waste agreement coverage	50%	50%
S1.1.2 Overflows due to wet weather	Manager Environment and Sustainability	100%	There were zero overflows during Q4.	Overflows due to wet weather	One	
S1.1.3 Number of sewer chokes per 100km	Manager Environment and Sustainability	100%	Reducing because of mains replacement programs, relining.	Number of sewer chokes per 100km	20	16
S1.1.4 Percentage of customer complaints responded to in accordance with standards	Manager Infrastructure Operations	100%	The average timeframe to respond to customers during the reporting period was 15.68 days.	Percentage of customer complaints responded to in accordance with standards	100%	60%

S1.2: Sustainably treat wastewater

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.2.1 Number of EPA License breaches	Manager Environment and Sustainability	100%	There were zero EPA license breaches during Q4.	Number of EPA License breaches	Zero	Zero
S1.2.2 Cost of treatment per KI inflow	Manager Infrastructure Operations	100%	The cost to treat a kL of effluent, including all plant costs, power and chemical costs is \$0.71. A large proportion of the costs has been through the removal of sludge from the geobags as well as the purchase of more bags for the next round of sludge removal.	Cost of treatment per KI inflow	Maintained	\$0.71
S1.2.3 Planned preventative maintenance reduces breakdown maintenance	Manager Environment and Sustainability	90%	During Q4 investigations in opex/capex items were conducted for both operational and financials for planned maintenance.	Planned preventative maintenance reduces breakdown maintenance	Zero	
S1.2.4 Number of plant operational complaints received	Manager Infrastructure Operations	100%	No operational complaints were received regarding the Sewage Treatment Plant this quarter.	Number of plant operational complaints received	Three	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.3.1 Percentage of effluent reused	Manager Infrastructure Operations	100%	The global shortage of UV parts has resulted in the AWRP being unavailable for this quarter. No effluent was able to be reused this reporting period.	Percentage of effluent reused		
S1.3.2 Percentage of compliant waste disposal dockets	Manager Infrastructure Operations	100%	All waste from the primary screenings were disposed of to landfill.	Percentage of compliant waste disposal dockets	100%	100%
S1.3.3 Percentage of bio-solids diverted from landfill	Manager Environment and Sustainability	100%	The last quarter saw three Geobags (bags for example are known as dewatering bags) of biosolids were sent to landfill during Q4.	Percentage of bio-solids diverted from landfill	100%	Zero

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.4.1 Number of samples not complying with operational RWMS	Manager Environment and Sustainability	100%	All samples did comply with RWMS during Q4. AWRF has been offline for the past two months awaiting instrumentation.	Number of samples not complying with operational RWMS	Zero	Zero
S1.4.2 Number of CPP exceedances	Manager Environment and Sustainability	100%	Zero CPP exceedances were recorded during Q4.	Number of CPP exceedances	One	Zero
S1.4.3 Recycled water supplied as a percentage of total demand	Manager Infrastructure Operations	100%	The AWRF has been offline for all this quarter due to the shortage of electronic ballast.	Recycled water supplied as a percentage of total demand	90%	Zero
S1.4.4 Planned preventative maintenance reduces breakdown maintenance	Manager Environment and Sustainability	90%	During Q4 investigations in opex/capex items were conducted for both operational and financials for planned maintenance.	Planned preventative maintenance reduces breakdown maintenance	Zero	
S1.4.5 Number of service-related complaints	Manager Infrastructure Operations	100%	There were no end user complaints were received this quarter.	Number of service-related complaints	Three	
S1.4.6 Provide up to date stakeholder reporting	Manager Environment and Sustainability	100%	The monthly governance reviews of RWMS, were undertaken during the Q4.	Provide up to date stakeholder reporting	Achieve	
S1.4.7 Number of end user complaints	Manager Environment and Sustainability	100%	Zero requests were received via the online Customer Request Management (CRM) portal during the reporting period.	Number of end user complaints	Maintain	Zero

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
S1.5.1 Number of sewer system wet weather overflow events	Manager Infrastructure Operations	100%	Four overflows were recorded during a rainfall event.	Number of sewer system wet weather overflow events	Zero overflow for 20% Annual Exceedance Probability events and smaller	
S1.5.2 Increasing containment of sewer system wet weather overflow events	Manager Environment and Sustainability	90%	We have identified projects to ensure that there is capacity within the network to provide resilience.	Increasing containment of sewer system wet weather overflow events	10% containment	
S1.5.3 Number of dry weather system overflows	Manager Infrastructure Operations	100%	There were 12 overflows recorded in the three-month period of which 8 were recorded as dry overflow and 4 were recorded during rain events.	Number of dry weather system overflows	Zero dry weather system overflows	12

TRANSPORT AND DRAINAGE



**800km of sealed and
1300km of unsealed
roads**



15 bridges



**47km of footpaths
and cycleways**



**65km of kerb and
gutter**



**45km of urban
stormwater drainage
pipes**



**1 Airport
3 Landing strips**



**315 Rural drainage
culverts**

Overview

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

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

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

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

Sealed Roads

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.1.1 Maintain compliance with annual inspection calendar	Executive Manager Operations	100%	Council's Technical Officers maintained their routine inspections throughout the reporting period in accordance with the Council Asset Management Plan.	Maintain compliance with annual inspection calendar	100% compliance	100% compliance
T1.1.2 High risk defects outstanding are addressed in line with standards	Executive Manager Operations	95%	High risk defects were identified during Q4, which the Council addressed promptly. Any defects that were unable to be repaired within the 48-hour period had the aftercare signage speed reductions implemented.	High risk defects outstanding are addressed in line with standards	100% compliance	100% compliance
T1.1.3 Customer Requests are responded to within 10-day response target	Executive Manager Operations	75%	The average timeframe to respond to customers during the reporting period was 9.76 days.	Customer Requests are responded to within 10-day response target	90%	76%
T1.1.4 Length of table drains cleared	Executive Manager Operations	100%	Table drain clearing works were undertaken with all IRW Storm Damage Works under the AGRN1034 Natural Disaster undertaken.	Length of table drains cleared	20 km per annum	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.2.1 Length of sealed road reseals	Executive Manager Operations	100%	Sealed Road reseals work orders were committed and \$2m in road reseals was delivered across local and regional roads. Outstanding works rescheduled into 2023-24.	Length of sealed road reseals	20km per annum	
T1.2.2 Length of pavement rehabilitation	Executive Manager Operations	70%	Pavement rehabilitation in the reporting period included SR72, MR350, MR354, MR348 and MR233.	Length of pavement rehabilitation	3.5 km per annum	
T1.2.3 Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	80%	Council undertook approximately \$2m worth of reseal works on Councils sealed network. Isolated rehabilitations were undertaken through the AGRN1034 Storm effort.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	
T1.2.4 Successful submission of grant applications	Executive Manager Operations	100%	Completed in Q3.	Successful submission of grant applications	Two	Two

T1.3: Develop a Transport Asset Prioritisation Framework

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T1.3.1 Conduct a review of Council's sealed and unsealed road hierarchy	Executive Manager Technical Services	30%	The review of Council's sealed and unsealed road hierarchy continued in preparation for display of both the current and proposed classification of roads, including what the implications of a shift would be on the current system.	Conduct a review of Council's sealed and unsealed road hierarchy	Achieve	Under review.
T1.3.2 Develop an updated list of priority projects to inform grant applications	Executive Manager Technical Services	50%	The technical team holds a wealth of historical data related to grants and associated asset information for nomination. This data is integral to a substantial matrix that factors in customer complaints, safety considerations, and the overall condition of assets. Presently, the technical team is crafting a new-style document, the Prioritization Framework, to streamline these processes.	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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T2.1.1 High risk defects outstanding are addressed in line with standards	Executive Manager Operations	95%	During Q4 high risk defects were identified and were addressed promptly by Council. Defects that were unable to be repaired within the 48-hour period, we implemented the aftercare signage speed reductions. The council, in addition, has programmed the outstanding, high-volume repairs backlogged. The high volume of defects has had an impact on response times.	High risk defects outstanding are addressed in line with standards	100% compliance	95
T2.1.2 Customer Requests are responded to within 10-day response target	Executive Manager Operations	75%	The average timeframe to respond to customers during the reporting period was 10.28 days.	Customer Requests are responded to within 10-day response target	90%	60%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T2.2.1 Length of road resheeted	Executive Manager Operations	90%	20km of re-sheeting occurred across Cooka Hills Road, Job lane, Numulla Road, Warregal Road and Millers which was administered in conjunction with AGRN1034 Natural Disaster.	Length of road resheeted	20 km per annum	20km
T2.2.2 Undertake unsealed road projects that are in line with Council's Delivery Program	Executive Manager Operations	100%	The Unsealed Roads Projects continued to take priority within the current Delivery Plan.	Undertake unsealed road projects that are in line with Council's Delivery Program	Achieved	
T2.2.3 Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	80%	The AGRN1034 Natural Disaster works continued to be the focus for Q4. Subsequently, limited progression was made on the Capital works program. Currajong Street was completed and other outstanding projects such as Cookamidgera Road and East Street have been moved into the 2023-24 Financial year.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	

Regional Roads

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T3.1.1 Enquiries and complaints responded to within 10 days	Executive Manager Operations	75%	Zero requests received via Council's Customer Request Management (CRM) system in the reporting period.	Enquiries and complaints responded to within 10 days	90%	NA
T3.1.2 Obtain grant funding for regional roads	Executive Manager Operations	100%	Completed during Q3 utilizing funds from the Pothole Grant Round 1 and 2.	Obtain grant funding for regional roads	One	
T3.1.3 Conduct maintenance activities on Regional Roads in line with Delivery Program	Executive Manager Operations	80%	Maintenance activities on regional roads continued in the reporting period as weather conditions permitted. MR354, MR350, MR238 and MR233 were patched continuously utilizing the Round 1 of the Pothole Repair Grant. The tree and shrub removal continued along the regional roads to reduce roadside hazards and wildlife strikes due to increased visibility.	Conduct maintenance activities on Regional Roads in line with Delivery Program	Achieved	Achieved

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T3.2.1 Length of sealed road reseals (km)	Executive Manager Operations	95%	Sealed road reseals work orders were committed with approximately \$2M delivered across both local and regional roads. The outstanding reseals have been rescheduled to a high priority for the 2023-24 financial year.	Length of sealed road reseals (km)	7.5 km	20km
T3.2.2 Length of pavement rehabilitation (km)	Executive Manager Operations	20%	15km of pavement rehabilitation works occurred on the MR348 during the reporting period.	Length of pavement rehabilitation (km)	15km	15km
T3.2.3 Length of unsealed roads resheeted (km)	Executive Manager Operations	100%	6.0km of re-sheeting completed on Cooka Hills Road. The Re-sheeting Program is being administered in conjunction with AGRN1034 Natural Disaster.	Length of unsealed roads resheeted (km)	2km	6km
T3.2.4 Completion of upgrade projects conducted in line with Delivery Program	Executive Manager Operations	60%	Council progressed with a foamed bitumen proposal to address six problem causeways, along the extent of MR354. There was extensive clearing of trees and grubbing/removal of unwanted vegetation between along/MR233.	Completion of upgrade projects conducted in line with Delivery Program	Achieve	Achieved

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.1.1 Projects completed in alignment with the Delivery Program	Executive Manager Operations	100%	Maintenance works continued in accordance with road hierarchy in conjunction with the AGRN1034 Natural Disaster.	Projects completed in alignment with the Delivery Program	Achieve	
T4.1.2 High risk defects outstanding are addressed in line with standards	Executive Manager Operations	90%	High risk defects were identified and were addressed promptly by Council. Defects that were unable to be repaired within the 48-hour period, we implemented the aftercare signage speed reductions. The council, in addition, has programmed the outstanding, high-volume repairs backlogged. The high volume of defects has had an impact on response times.	High risk defects outstanding are addressed in line with standards		
T4.1.3 Customer enquiries and complaints responded to within 10 days	Executive Manager Operations	40%	The average timeframe to respond to customers during the reporting period was 14.16 days.	Customer enquiries and complaints responded to within 10 days	90%	50%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.2.1 Conduct projects in line with Delivery Program	Executive Manager Operations	80%	There was significant progression on the Bushman and Dalton Street project with final asphalt line marking and signage to be completed. There were no other Capital Works projects commenced during this Q4 in conjunction with AGRN1034 Natural Disaster.	Conduct projects in line with Delivery Program	Achieved	
T4.2.2 Review and update the Pedestrian Access and Mobility Plan (PAMP)	Executive Manager Operations	70%	The Pedestrian Access and Mobility Plan (PAMP) was reviewed in 2022/23 Q2. There was pricing submitted for a Grant under the NSW Active Movement Program, to review and update the 2016 PAMP, PSC didn't receive funding for this.	Review and update the Pedestrian Access and Mobility Plan (PAMP)	Achieve	
T4.2.3 Successfully submit grant applications in line with the PAMP	Executive Manager Operations	100%	The five grants' projects submitted during Q2 were acknowledged as successful during Q4. The Council was successful in obtaining \$225,000 for the Tullamore region with key footpath extensions.	Successfully submit grant applications in line with the PAMP		

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.3.1 Mine Safety Management Plan is in place	Executive Manager Operations	90%	The Mine Safety Management Plan remained active in Q4, reviewed and amended as required.	Mine Safety Management Plan is in place	Achieve	
T4.3.2 Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	Executive Manager Operations	95%	The operations of the gravel pits continued during Q4 and managed in accordance with the existing Mine Safety Management Plan. Reviews and updates of the current gravel pit licenses held by landowners continued in Q4, with several licenses outstanding.	Ensure compliance with relevant legislation pertaining to operations of gravel and pits with no breaches recorded	Zero breaches	
T4.3.3 Manage contractors to ensure legislative compliance to ensure no breaches are recorded	Executive Manager Operations	100%	The Council regularly engages contractors within the Civil Construction field to supplement our current workforce, during Q4 these contractors were managed in accordance with WH&S and Legislative requirements.	Manage contractors to ensure legislative compliance to ensure no breaches are recorded	Zero breaches	
T4.3.4 Crushing program delivered to provide adequate stocks enabling timely supply for works	Executive Manager Operations	80%	The Gravel Pits Crushing Program was in progress in Q4 to provide adequate stocks.	Crushing program delivered to provide adequate stocks enabling timely supply for works	Achieve	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T4.4.1 Roadside Vegetation Management Plan is current and accessible	Environmental and Sustainability Coordinator	100%	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps. No significant changes to conservation area ratings have been reported since this last update, thus the existing mapping provided in the RVMP is current. All roadworks projects include an environmental assessment which assesses the impact of the proposed works on native vegetation; through careful planning, significant impacts are often avoided.	Roadside Vegetation Management Plan is current and accessible	Achieved	Achieved
T4.4.2 Consultation is provided to relevant stakeholders	Environmental and Sustainability Coordinator	100%	Regular consultation with all relevant internal and external stakeholders continued in Q4. Working closely with Council's Operations Team ensured all road works took into consideration information provided in Council's Roadside Vegetation Management Plan. Roadside vegetation mapping is available via IntraMaps. When required, consultants are contracted to provide additional support to ensure any Council roadworks comply with relevant legislation and best practice management.	Consultation is provided to relevant stakeholders	Achieved	Achieved
T4.4.3 Evidence of documentation of current high, medium, and low conservation areas for significant changes	Environmental and Sustainability Coordinator	100%	Council's Roadside Vegetation Management Plan (RVMP) was last updated in 2019, with all mapping available in IntraMaps. No significant changes to conservation area ratings have been recorded since this last update, thus the existing mapping provided in the RVMP is current. All roadworks projects include an environmental assessment which assesses the impact of the proposed works on native vegetation; through careful planning, significant impacts are often avoided.	Evidence of documentation of current high, medium, and low conservation areas for significant changes		

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T5.1.1 High risk defects outstanding are addressed in line with standards	Executive Manager Operations	90%	High risk defects were identified during Q4, which the Council addressed promptly. For defects that were unable to be repaired within the 48-hour period aftercare signage speed reductions were implemented in line with the Councils Asset Management Plan. There will be further development of a Drainage Masterplan to identify larger, network wide problematic issues.	High risk defects outstanding are addressed in line with standards	100% compliance	
T5.1.2 Enquiries and complaints responded to within 10 days	Executive Manager Operations	100%	The average timeframe to respond to customers during the reporting period was 7.69 days.	Enquiries and complaints responded to within 10 days	90%	76%

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T5.2.1 Grant funded upgrade and renewal projects are completed before funding deadlines	Executive Manager Operations	80%	Council continued to deliver smaller drainage projects in line with customer requests. Progression on the Reid Street stormwater project commenced with construction underway, estimated completion in September.	Grant funded upgrade and renewal projects are completed before funding deadlines	100%	
T5.2.2 Stormwater drainage construction projects are undertaken in accordance with strategic plans	Executive Manager Operations	70%	Reid Street has progressed well during the reporting period with 40% of the project completed. The remainder of the project will be completed in 2023-24.	Stormwater drainage construction projects are undertaken in accordance with strategic plans	100%	
T5.2.3 Grant submissions lodged	Executive Manager Operations	80%	The Causeway Program submissions lodged with the Office of Local Government in Q1 were successful. Asphaltting of the May Street causeway was completed during the reporting period.			

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T6.1.1 Compliance with Civil Aviation Safety Authority surveillance activities	Manager Facilities	100%	Annual mandatory technical and lighting inspections were completed in Q3. Action plans following inspections have been completed during Q4 to address minor non-conformances.	Compliance with Civil Aviation Safety Authority surveillance activities	100% compliance	
T6.1.2 Maintain Parkes Regional Airport Certification	Manager Facilities	100%	Certification of Parkes Regional Airport was received during Q3.	Maintain Parkes Regional Airport Certification	100% compliance	100% compliance

Road Council Contract

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T7.1.1 Compliance with the Road Maintenance Council Contract	Executive Manager Operations	90%	Maintenance continued of MR61 and SH17 during the reporting period, in line with the requirements of the Road Maintenance Council Contract (RMCC),	Compliance with the Road Maintenance Council Contract	100% compliance	100% compliance
T7.1.2 Obtain a Contractor Performance Report	Executive Manager Operations	90%	The Contractor Performance Report (CPR) was not received from TfNSW, however Council has an expectation the CPR will show improvement from the previous reporting period.	Obtain a Contractor Performance Report	Achieve 80% with CPR	

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
T8.1.1 Facilitate Road Safety initiatives/programs	Road Safety and Injury Prevention Officer	100%	<p>During the reporting period the following road safety programs were undertaken:</p> <ul style="list-style-type: none"> - The 23/24 Road Safety Action Plan was approved by TfNSW, including seven projects worth \$112,000. - Work is underway for the annual NOT A STATiSTIC! Youth Driver Education Program. - Holding the Central West NSW Heavy Vehicle Breakfast Forum in Forbes in June with more than 90 delegates in attendance. - A child restraint checking day was held in Parkes in May. Twenty-two child restraints were brought in for checking - 60% were installed incorrectly. - During May the RSIPO had a child restraint activation at the Parkes Wiggles Concerts which attracted over 1,000 attendees and held two online workshops focusing on child restraint rules, types as well as correct installation and adjustment. - Council participated in National Road Safety Week during May by using the email signature artwork, social media posts, wearing yellow lapel ribbon and having yellow ribbon stickers on fleet vehicles, lighting up two local assets yellow and hosting railway level crossing safety sessions for staff that were presented by Pacific National and TfNSW. 	Facilitate Road Safety initiatives/programs	Four initiatives	Four

WASTE MANAGEMENT



Domestic waste management



Commercial waste and recycling facilities



Waste education and sustainability

Overview

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

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

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

Domestic Waste Management

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W1.1.1 Waste collection complaints responded to within 10 days	Director Planning and Community Services	100%	The average timeframe to respond to customers during the reporting period was 1.72 days.	Waste collection complaints responded to within 10 days	90%	100%
W1.1.2 Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Director Planning and Community Services	100%	The effectiveness of the 3-bin service contract during Q4 was maintained.	Review the Parkes Waste Strategy, including the effective management of the 3-bin service contract	Complete review	
W1.1.3 Investigate new technologies to assist in waste management	Director Planning and Community Services	100%	Liaising with Regional Growth Development Co-operation (RGDC) and Netwaste to enhance waste management performance, including external contractors such as private businesses by investigating waste and resource recovery technology market.	Investigate new technologies to assist in waste management	1 technology investigated	Zero
W1.1.4 Waste being diverted from landfill to recycling centres	Director Planning and Community Services	100%	Council continued during Q4, in conjunction with NetWaste Group its commitment to divert waste from landfill.	Waste being diverted from landfill to recycling centres	5% increase	
W1.1.5 Number of audits conducted	Director Planning and Community Services	100%	The waste audit was completed during Q4.	Number of audits conducted	Minimum one per year	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W1.4.1 Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	Director Planning and Community Services	100%	Residents during Q4 continued with their recycling of household waste, from yellow bins, FOGO bin collections and the recycling problematic waste.	Percentage of waste diverted from landfill through resource recovery at transfer station and waste management facilities	5% increase	Five
W1.4.2 Continue operating and maintaining waste facilities across the Shire	Director Planning and Community Services	100%	During Q4 the continuation of the operation and maintenance of waste with rural tips, regularly reviewed and monitored. Rural tips work included pushing was completed at all Rural tips.	Continue operating and maintaining waste facilities across the Shire	Maintain and review rural tip operations	Maintaining Service

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.1.1 Provide one new tip cell to the Shire	Director Planning and Community Services	100%	The extension of the existing cell was completed.	Provide one new tip cell to the Shire	One	One
W2.1.2 All regulatory guidelines are met when opening a new landfill cell	Director Planning and Community Services	100%	The extension of the existing landfill cell was completed during Q4 with appropriate Leachate System installed.			
W2.1.3 Increase percentage of waste being diverted from landfill	Director Planning and Community Services	100%	Council provided commercial properties with access to an appropriate waste and recycling service.	Increase percentage of waste being diverted from landfill	2% increase	Two

W2.2: Commercial Waste Collection

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.2.1 Continue providing a commercial waste collection service	Director Planning and Community Services	100%	Commercial waste collection service was provided.	Continue providing a commercial waste collection service	Maintain	Maintaining Service
W2.2.2 Customer requests and enquiries are responded to within 10 days	Director Planning and Community Services	100%	Zero customer request enquiries received for commercial waste during the reporting period.	Customer requests and enquiries are responded to within 10 days	100%	NA

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W2.3.1 Number of contracts for external services for recycling and diversion from landfill	Director Planning and Community Services	100%	Council continued to work with external service contractors during the reporting period.	Number of contracts for external services for recycling and diversion from landfill	5-8	6
W2.3.2 Maintain yellow bin collection service	Director Planning and Community Services	100%	Council continued to work closely with JR Richards to ensure the Commercial waste collection service for Recycling Bins was offered to eligible businesses.	Maintain yellow bin collection service	Maintain	

Waste Education

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W3.2.1 Council representatives participate in educational programs	Director Planning and Community Services	100%	Zero educational programs facilitated during the reporting period due to resourcing constraints.	Council representatives participate in educational programs	One	Zero.
W3.2.2 Number of quarterly NetWaste forums attended	Director Planning and Community Services	100%	Quarterly NetWaste forums attended during the reporting period.	Number of quarterly NetWaste forums attended	Four	One attended in Q4.
W3.2.3 Implement a suggested strategy, program, process, or activity from a NetWaste forum	Director Planning and Community Services	100%	Council continued to work with NetWaste during the reporting period.	Implement a suggested strategy, program, process, or activity from a NetWaste forum	One	Ongoing.

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
W3.1.1 Number of educational opportunities provided to residents and businesses	Director Planning and Community Services	100%	Council website has been updated to ensure all educational waste services material is available for viewing.	Number of educational opportunities provided to residents and businesses	Two	Two
W3.1.3 Variety of waste education opportunities are provided to the Shire	Director Planning and Community Services	100%	The educational resources available on the Council website continued to be available for the reporting period.	Variety of waste education opportunities are provided to the Shire	Four	
W3.1.4 Conduct annual bin audits to guide educational materials for the community	Director Planning and Community Services	100%	Bin audits completed.	Conduct annual bin audits to guide educational materials for the community	One	One

WATER SUPPLY



3 Water supply schemes

Overview

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

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

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

Water Supply

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

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.1.1 Audits of critical infrastructure	Executive Manager Water Engineering	90%	Audits of critical infrastructure are undertaken via a third party as required.	Audits of critical infrastructure	Ten	Achieved.
WS1.1.2 Water is effectively sourced from bore, river, dam, and supernatant supplies	Manager Infrastructure Operations	100%	<p>The Bore Refurbishment Project continued in the reporting period, resulting in a number of bore not being available for use. Lake Endeavour remains unavailable due to damage to the pipeline following the flooding event in November. The river was also unavailable for an extensive time due to high turbidity levels.</p> <p>Bore 4 and Bore 5 comprised 37 and 38% of the total supply respectively while the river comprised only 8% of the total water extracted.</p>	Water is effectively sourced from bore, river, dam and supernatant supplies	Achieve	Achieved.
WS1.1.3 Time outside raw water quality envelope	Manager Infrastructure Operations	100%	The river was outside the raw water quality envelope for 82 days this quarter. Work is progressing on the Lachlan River Pre-Treatment plant which enable the use of the river water in periods of high turbidity.	Time outside raw water quality envelope	15%	90%

WS1.2: Water Conservation and Drought Management Programs

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.2.1 Number of days restrictions over Level 1	Manager Infrastructure Operations	100%	Parkes has remained on Level One water restrictions despite experiencing less than average rainfall in the three months.	Number of days restrictions over Level 1	Zero	Zero
WS1.2.2 Volume of non-revenue water	Executive Manager Water Engineering	60%	Council is working with CentJo and DPE on various NRW replated projects to reduce the volume of NRW.	Volume of non-revenue water	Declining	
WS1.2.3 Number of water awareness campaigns	Manager Infrastructure Operations	100%	Although water demand was up on average during the same period last year, there was no need to create, distribute or promote any water awareness campaigns during the reporting period. The forecasted drier conditions may lead to a need to develop a campaign in the coming months.	Number of water awareness campaigns	One	Zero

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.3.1 Number of Critical Control Point exceedances	Manager Infrastructure Operations	100%	Zero Critical Control Point exceedances recorded this quarter.	Number of Critical Control Point exceedances	Zero	Zero
WS1.3.2 Number of non-compliant samples	Manager Infrastructure Operations	100%	There were 6 exceedances recorded in the 4th quarter, all of which were low level fluoride due to a breakdown in the fluoride dosing unit.	Number of non-compliant samples	Zero	Zero

WS1.4: Efficiently operate the water supply system

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.4.1 Planned preventative maintenance reduces breakdown maintenance	Executive Manager Water Engineering	90%	Investigations in Operational and Capital items were conducted for both operational and financials for planned maintenance.	Planned preventative maintenance reduces breakdown maintenance	Zero	
WS1.4.2 Cost of production per kL	Manager Infrastructure Operations	100%	The cost to produce a kL of water has been calculated at \$0.56. This includes all wages and pumping costs from the river and borefield. Chemical costs were up this financial year due largely due to a rise in ACH of 45%. Electricity costs were up 22% for the WTP partly due to a 13% increase in flows to the plant.		Zero	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.5.1 Number of water quality complaints	Manager Infrastructure Operations	100%	Zero water quality complaints were received this reporting period.	Number of water quality complaints	Declining	Zero
WS1.5.2 Number of service-related complaints	Manager Infrastructure Operations	100%	Zero service-related water complaints were received this quarter.	Number of water quality complaints	Declining	Zero
WS1.5.3 Number of unplanned supply interruptions	Manager Infrastructure Operations	100%	Council repaired 11 breaks in the main that resulted in an unplanned interruption to supply. Of these, two were on the B-Line and one on the Peak Hill line.	Number of unplanned supply interruptions	Maintain	11

WS1.6: Recycled Water is safe for municipal irrigation

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS1.6.1 Number of samples not complying with AGWR	Manager Infrastructure Operations	100%	All verification sampling returned Compliant results during the reporting period. The AWRF did not operate during this period.	Number of samples not complying with AGWR	Zero	Zero
WS1.6.2 Number of Critical Control Point exceedances	Manager Infrastructure Operations	100%	Zero CCP breaches recorded for the reporting period.	Number of Critical Control Point exceedances	Zero	Zero
WS1.6.3 Recycled water supplied as a percentage of total demand	Manager Infrastructure Operations	100%	The AWRF has been offline for the reporting period due to the shortage of electronic ballast.	Recycled water supplied as a percentage of total demand	100%	NA

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	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS2.1.1 Complete detailed design of the Water Security Project	Executive Manager Water Engineering	85%	The detailed design of the Water Security Project is nearing completion. Regular reports and presentations are provided to key stakeholders including Council's Major Projects Steering Committee, Councilors and the Executive Leadership Team.	Complete detailed design of the Water Security Project	Achieve	

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

Action	Responsible Officer	Progress	Comments	Performance Measure	Target	Actual
WS2.2.1 Secure grant funding for the Water Security Project	Executive Manager Water Engineering	75%	Council undertook a holistic approach in designing projects in relation to demand projection and operational requirements. For grant funding, Council made various changes to the funding modelling as the costs changed because of various geopolitical issues.	Secure grant funding for the Water Security Project	Achieve	
WS2.2.2 Prepare for project construction	Executive Manager Water Engineering	95%	The design of all the major projects is almost at completion, with some projects already out to market for construction.	Prepare for project construction	Achieve	

