

# Parke's Shire Annual Report



2003/2004

*Please refer to Supporting documents; Parke's Shire SoE Report 2003/04, Parke's Shire Social/Community Plan, Parke's Shire Audited Financial Statements 2003/04*

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## EXECUTIVE SUMMARY

Council has pleasure in providing the 2003/04 Annual Report for your consideration. Over the past year, Council has worked closely with the Parkes Shire Community in a number of important areas. Work continued on the Draft Parkes Local Environmental Plan 1990 (Amendment No. 4) in relation to the Parkes Hub Project. Additionally, the augmentation of Parkes as a Sub Regional Centre for shopping and commercial interests expedited Council's commitment to undertake the remainder of the Beautification Program for Clarinda Street, Parkes. Both processes required extensive public consultation and Council is sure that the input provided will result in positive outcomes for all.

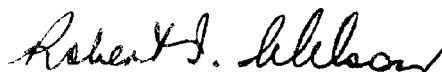
Council has continued to negotiate with Developers under its various Development Control Plans to ensure that the growth being experienced within the Shire can be maintained and accommodated. A total of 357 Development Approvals were issued for the 2003/04 year at a total value of \$31,134,610.00, making the period under review one of the busiest experienced by Council in the last 10 years. The level of development was significant in that developments in the commercial and retail sectors were supported by comparable level of development in the industrial area and underpinned by strong residential sales and construction.

Council's performance in financial terms for the 12month period ending 30 June 2004, has been reported by Council's Auditors as an outstanding success with an operating surplus of \$5.5million before capital amounts. A number of large infrastructure projects are planned in the near future and the financial result has positioned Council well to undertake these important community projects as provided for in Council's long term planning strategy.


The continuing drought affected the livelihoods of many Shire residents and impacted on Council infrastructure, most notably the roads network and water supply. Council introduced Level 3 water restrictions during the period under review which remain in force.

The Local Government Elections in March 2004, elected four new Councillors who have accepted the challenges of civic life with enthusiasm. The new Council is energetic and has recommitted to achieve the objectives set-out in the various long term strategic planning documents.

This report will detail that Council is continuing to work hard to achieve favourable outcomes for all sectors of the Parkes Shire Community.



Councillor Robert I Wilson, OAM  
MAYOR



Alan McCormack  
GENERAL MANAGER

## PRINCIPAL ACTIVITIES

In accordance with the provisions of the Local Government Act, 1993, Reports have been submitted to Council on a quarterly basis as to the extent to which the performance targets set by the 2003/2004 Management Plan have been achieved during the year.

The targets set for each of the 12 principal activities have been addressed during the 2003/2004 year and information has been attached (Annexure "C") which indicate the original performance targets set out in the Management Plan and shows the actual performance of Council. The notable achievements for the 2003/2004 year being as follows:

### Administration

*Strategic Objective - To provide effective support services for all Council operations.*

- ◆ Management Plan (including Revenue Policy) adopted and implemented.
- ◆ Quarterly Budget Reviews and Management Plan reviews submitted to Council in accordance with the Act.
- ◆ New Document Management System investigated.
- ◆ Long Term Financial Plans reviewed by Council and staff.
- ◆ Annual staff competency assessments carried out.
- ◆ Sale of Land for overdue rates conducted.

### Public Order and Safety

*Strategic Objective - To provide adequate animal control and by-laws enforcement, and to support bush fire protection and emergency services.*

- ◆ Service Agreement with Rural Fire Service continued. All meetings attended as required. Attended all Local and District Emergency Management Committee meetings. Executive support provided to Local Emergency Management Committee (LEMC) throughout the year.

### Health

*Strategic Objective - To provide a healthy environment and a level of service commensurate with available resources and*

*reflective of community expectations.*

- ◆ 2003 Safe Food Program completed.
- ◆ Quarterly meetings with Local General Practitioner's held.

## Community Services & Education

*Strategic Objective - To provide community services which are accessible to all and which meet the social and personal needs of residents.*

- ◆ Web Page updated regularly. Email subscribers receive media releases, latest news and public notices.
- ◆ Monthly Council "Noticeboard" in the local newspaper to keep residents up-to-date with Council news and events in the Shire.
- ◆ Participation in Local Government Week.
- ◆ Host school visitations.
- ◆ Citizen of the Year ceremony conducted in association with Australia Day celebrations.
- ◆ Seminars on Local Government held in conjunction with College for Seniors.
- ◆ Conduct activities during Seniors Week.
- ◆ Skate Park concept developed.
- ◆ Assist with the staging the Birth to Kindergarten Reading Day.
- ◆ Family Day Care Scheme received accreditation.

## Housing & Community Amenities

*Strategic Objective - To ensure that uses of all land are appropriate and that Council provides waste management, environmental and storm water services sufficient to service the needs of the community.*

- ◆ Tree database completed showing type and location of street trees.
- ◆ Environmental projects carried by the Green Corps and Work for the Dole participants.
- ◆ NetWaste membership maintained.
- ◆ Heritage Grant Scheme continued.
- ◆ State of the Environment Report completed.

- ◆ Draft Specification prepared for new Waste Recycling Collection System (sub-regional basis completed)

## Water Supplies

*Strategic Objective - To provide a high quality water supply service complying with recognised health standards.*

- ◆ Water Restrictions implemented and monitored.
- ◆ Mains construction undertaken.
- ◆ Negotiations held with Ministry of Energy and Utilities
- ◆ Integrated Urban Water Cycle Management Plan completed.

## Sewerage Services

*Strategic Objective - To provide a sewerage service to defined benefit centres which is economical, reliable and safe and that meets agreed community standards and EPA requirements.*

- ◆ Trade Wast Approval Policy investigated.
- ◆ Infrastructure requirements of HUB proposal to ensure that needs are met.

## Recreation & Culture

*Strategic Objective - To provide, on an equitable basis, a variety of locally enjoyable recreational and cultural facilities.*

- ◆ All pools continued to operate efficiently with extended hours for village pools during the summer school holidays.
- ◆ Exhibit's held in Library on frequent basis.
- ◆ Local parks and ovals monitored for drought damage.

## Transport &

## Communication

*Strategic Objective - To provide access to desired locations for all population groups.*

- ◆ Bogan Street Stage 2 reconstruction completed.
- ◆ MR 354 REPAIR program undertaken.
- ◆ Brolgan Road/Condobolin Road link

nearing completion.

- ◆ Roads to Recovery Works undertaken.

## Economic Affairs

*Strategic Objective - To provide efficiently run business undertakings while facilitating the economic viability of the region and promoting tourism as a means of stimulating the local economy.*

- ◆ Airport Development negotiations continued.
- ◆ Two Retail Discount Department Store Development Applications approved (K-Mart & Bi-Lo).
- ◆ Industrial Hub Plan completed and submitted for consent.
- ◆ Industrial Land Subdivision Stage 1 Auction held.

## STATE OF THE ENVIRONMENT

A report has been prepared as to the State of the environment in the area and in particular in relation to the following environmental sectors:-

- ◆ land,
- ◆ water,
- ◆ biodiversity,
- ◆ atmosphere;
- ◆ waste,
- ◆ noise,
- ◆ cultural heritage,
- ◆ winner of NSW Local Government Landcare Award and finalist in National Landcare Award.

The State of the Environment (SOE) Report forms part of this Annual Report. The SOE Report can be found at <http://www.parkes.nsw.gov.au>

## PUBLIC WORKS

Section 428(2)(d) of the Local Government Act 1993 requires that a report on the condition of the public works under the control of the Council as at the end of the year under review be provided. Councils were advised that for

the 2002 and subsequent Annual Reports, the inclusion of Special Schedule 7 "Condition of Public Works" from the audited Annual Statements could be used to satisfy the requirements of Section 428(2)(d). Accordingly, Special Schedule 7 is attached (Annexure "B").

## LEGAL PROCEEDINGS

### Rates and Charges:

A total of 20 Statements of Liquidated Claim and Writs of Executions were issued and the cost to Council was \$2,098.00. This amount was charged back against outstanding accounts as a cost incurred in recovering outstanding monies. In May 2004 Council conducted a Sale of Land for Overdue Rates, in accordance with Section 713 of the Local Government Act, 1993. Thirty-two properties with outstanding rates and charges of \$288,197.31 were sold for a total of \$104,907.72. The resulting balance of \$183,289.59 was written off in accordance with the Act and with the amount fully covered by provisions for Doubtful (Rates) Debts.

### Legal Action Against Council:

With the exception of sundry public liability claims, no proceedings were commenced in any court against Council in 2002/2003.

### Legal Action by Council:

In the year under review, Council did not commence any legal proceedings against any party other than for the recovery of

outstanding rates and charges mentioned above.

## MAYORAL & COUNCILLOR FEES

### Mayor

*Policy - Provision of a mobile phone, facsimile machine and motor vehicle for official use for the Mayor.*

Mayoral Allowance	\$16,425.00
Mobile Phone & Fax	\$2,118.86
Car Running Costs	\$3,220.77

### For all Councillors

*Policy - The recoupment of limited expenses for attending functions and conferences when representing the Council. Council has adopted a Councillors' Facilities Policy which sets out clearly the facilities and expenses which will be provided in fulfilling their civic duties.*

Annual Fee \$7,525.00 x 10 Councillors	\$75,250.00
Travelling Allowance (attend Council Meetings, etc)	\$3,292.40

The amount expended on the provision of the Councillors' Facilities Policy and the payment of expenses was \$22,689.35 (including an amount of \$514.00 paid under Councillor's Facilities Policy).

## SENIOR STAFF

Five senior staff (including the General Manager) were employed by the Council during the year. The amount payable in respect of the employment of senior staff, including salary, fringe benefits and all other on-costs was \$570,985.00.

## CONTRACTS

The following contracts for \$100,000 or more were awarded during the year:

- ♦ **CSR Emoleum**  
Sprayed Bituminous Sealing & Asphalt,  
Bogan Street  
NB. Annual Contract in excess of \$100,000  
but paid on a piece rate. Total for year  
\$1,879,423.51
- ♦ **Millers Metals**  
Gravel Crushing - \$3.50 per metre supplied
- ♦ **M.W.H.**  
Integrated Water Cycle Strategy -  
\$155,004.00
- ♦ **Westoil Petroleum**  
Supply of Fuel - \$440,314.23

## BUSH FIRE HAZARD REDUCTION ACTIVITIES

Council has carried out bush fire reduction activities during the year, including activities carried out under its Bush Fire Management Plan. The Bush Fire Management Committee met twice during the year.

Fire trails and fire breaks have been maintained surrounding Council's waste disposal depots, State Rail Authority lands, roadworks, town areas and airports.

Fuel reduction programs were carried out at various locations in accordance with the Fuel Management Plan. Council served Section 66 notices on property owners to reduce fuel levels. Development controls were put in place in rural areas for bush fire hazard reduction surrounding new rural dwellings.

Meetings were also held of the Senior Management Team, incorporating the Group Captains, to discuss fire fighting issues.

The Parkes Rural Fire District Training Plan

was utilised for training of Group Captains, team leaders and volunteer fighters.

The Service Level Agreement between Parkes Shire and the Rural Fire Service has operated for the full period with meetings held by the Liaison Committee to assess the outcomes.

## DIVERSE CULTURAL & LINGUISTIC BACKGROUNDS

The 2001 Census revealed that Parkes Shire has 763 people who identified as being of indigenous origin, representing 5.3% of the total population.

The same Census revealed that the number of people born overseas was 721 (5% of the population) with the three main countries of origin being United Kingdom (272), New Zealand (103) and the Netherlands (46).

94.9% of the population stated that the only language spoken at home was English. The three main languages spoken at home other than English were: Chinese languages (0.2%), Sinhalese (0.1%) and Arabic (including Lebanese) (0.1%).

These figures are consistent with the data obtained from previous census information and reveal a small percentage of the total population that would be classified as having cultural and linguistic diversity (CLD). Nevertheless, Council's Social Plan has identified the needs of people within the Shire and states as follows:

"It was noted that generally English proficiency and integration is not a large problem for CLD populations in the Parkes Shire. However is

was considered important to recognise and value cultures. It was also noted that the population in percentage terms is quite small and therefore easy to ignore when planning for the social needs of the larger population.

Cultural awareness training for community service organisations was identified as a contributor to a solution, as well as increasing awareness of the Department of Immigration and Multicultural Affairs Translating and Interpreter Service.

Additionally, the Parkes Shire Library has access to books in most languages and houses an Aboriginal/Torres Strait Islander cultural resource Section.

Council is an active participant in Citizenship Ceremonies and encourages Shire residents who do not have Australian Citizenship to make application. Ceremony proceedings are conducted when required and reflect the significance and dignity of the occasion.

## WORK ON PRIVATE LAND

Council's policy with regard to charging for these private works is as follows:

### *Wages*

Actual wages of employee(s) carrying out the work.

### *On-Cost*

Based on the appropriate rate to cover costs such as annual leave, holiday loading, sick leave, long service leave, public holidays, superannuation, workers compensation insurance, fringe benefits tax and training. The rate to cover the above employee costs is reviewed as necessary and in consideration of changing operating costs.

### *Stores & Materials*

Based on average cost (plus percentage for store

cost recovery).

### *Goods & Services*

Based on actual cost plus freight.

### *Plant Hire*

Based on external/RTA rates.

### *Administration*

4% to cover Stores, Engineering and Accounting costs.

### *Profit Margin*

12% (minimum) on total account as a profit margin. GST: The goods and services tax of 10% is then applied to all accounts.

**Works carried out based upon the above to be dealt with in two ways:**

### *Jobs up to \$750.00 (plus GST)*

A fixed price is given including GST and money paid up front, unless otherwise authorised by the Director. An account is not sent where a fixed price is given.

### *Jobs over \$750.00 (plus GST)*

An estimate is given including GST and deposit received, with the actual job charged out as detailed above. An account is then sent if the deposit does not cover the total account. A refund is forwarded if the job cost does not reach the amount of the deposit received.

An additional account is not sent and a deposit not refunded if the difference between the deposit/quote and the actual cost plus profit margin is within \$60.00 (plus GST).

The level of deposit required is to be determined by the Director of the Department involved.

The only exception to the above Policy is for Kerb and Guttering works. With Kerb and Guttering works, plant hire will be charged at

internal rates and the profit margin would not apply. Half of the actual costs would then be charged to property owners.

It is also a requirement that should Council decide to carry out work for an amount or at a rate which is less than the amount so fixed, that decision must be by resolution of the Council at an open Meeting before the work is carried out. (Section 67 (2) (b)).

Council's annual report must include details or a summary of the above policy including work carried out as applicable in the preceding paragraph (ie work carried out at less than the rates fixed) (Section 67 (3)). No works were carried out on private land which were subsidised by Council during the year.

## SECTION 356 CONTRIBUTIONS

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act, 1993 was \$4,548.45.

## HUMAN RESOURCE ACTIVITIES

The continued focus for the year has been ensuring compliance with the Occupational Health and Safety Act 2000 and the supporting Regulations 2001.

The Central Regional Organisation of Councils (CENTROC) of which Parkes is an active member, has been proactive in developing a group approach to compliance and now has a representative OHS Project Team who continue to share information and work projects. This has resulted in significant benefit to all participating Councils.

A Regional Human Resource and Training Coordinator has been appointed for the CENTROC Group. The appointment has resulted in increased availability to quality training courses for staff at Parkes Shire Council and has proved to be cost effective.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Council remains committed to Equal Employment Opportunity (EEO) principles and aims to provide an environment of equal employment in its workplace. Council believes that EEO creates a more harmonious and productive workplace, which not only benefits Council, but also the wider community.

Council promotes EEO for members of target groups particularly racial minorities, people with disabilities and women.

Council's Organisational Chart is attached (Annexure "D"). Staff Statistics as at 30 June 2004 consisted of 147 full time staff including 3 group apprentices, 1 staff on maternity leave and 20 part-time, temporary and casual employees. Included in the above are the following target group numbers:

- ◆ 43 Females, including 2 in non-traditional roles.
- ◆ 5 Aboriginal/Torres Strait Islanders.

## EXTERNAL BODIES

The following external bodies exercised functions delegated by the Council during the year:

- ◆ Parkes Sports Council - Control and management of playing fields.
- ◆ Trundle Sports Council - Playing fields and associated amenities.

- ♦ Tullamore Sports Council - Playing fields and associated amenities.
- ♦ Peak Hill Advancement and Ratepayers' Association (incorporating the Peak Hill Sports Council) - Playing fields and associated amenities.
- ♦ Bogan Gate Cemetery Committee.
- ♦ Parkes Shire Tourism Board - Encourage, promote and develop tourism for their respective areas.
- ♦ Trundle Community Technology Centre (CTC) - Provide a Transaction Centre to residents at Trundle in accordance with funding guidelines.

## COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Parkes Shire Council, in conjunction with three of its neighbouring Councils, are the A-Class Shareholders of the Inland Marketing Corporation. On 23 January 2004, the Board of Directors of the Inland Marketing Corporation placed the organisation in voluntary Administration. Nicholls & Co. have been appointed Interim Administrators with the winding up of the Corporation continuing.

## PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council was a party to the following partnerships, co-operatives and joint ventures:

- ♦ Statewide Mutual - bulk purchase of public liability and other insurances by Councils in the region.
- ♦ Central West Group Apprenticeship Scheme.
- ♦ Resource Sharing with Forbes and Lachlan Councils.
- ♦ Resource Sharing with CENTROC Group of

Councils.

- ♦ NetWaste - Waste Minimisation Strategy in conjunction with 29 Local Government bodies and the Environmental Protection Authority.
- ♦ Newell Highway Promotion.

## REGULATIONS (Other) Rates and Charges Written Off

An amount of \$2,085.45 was written off as rates and charges during the year. A further amount of \$183,289.59 was written off due to Council's sale of land for overdue rates and charges.

## Overseas Visits

Parkes Shire Council was represented in one overseas visitation in 2003/04.

From 11th July 2003 to 20th July 2003 a contingent consisting of Councillors, staff, family members together with the Local State Member and representative members of the Parkes Soccer Association undertook a visit to Coventry, UK, - Parkes Shire Council's only Sister City.

Parkes Shire Council and Coventry City Council established a Sister City relationship in 1938 which has been recognised by the Australian Sister Cities Association as the oldest of the 470 Sister City links enjoyed by Australian towns and cities.

The tangible link exists due to Coventry being the birthplace of the Shire's namesake - Sir Henry Parkes. The purpose of the visit was reciprocal in nature, with a 74 strong contingent from Coventry visiting Parkes in

2001. That contingent consisted of Civic leaders and members of the Coventry Northbrook JFK Soccer Team.

The 2003 visit was undertaken to underline the importance of the Coventry/Parkes link and to explore the way forward for both communities to embrace the concept and capitalise on the enduring nature of the link.

In terms of Parkes Shire Council, 4 Councillors, the General Manager, 3 Directors, and 3 staff members as well as their partners (where applicable) were members of the delegations. All delegates paid their own way with the cost of the visitation being under-written by fund raising undertaken by the Coventry chapter of the Coventry/Parkes Association.

Costs expended by Council in relation to the visit were associated with Australian gifts and mementos for dignitaries in the United Kingdom. Monies expended in this regard totalled \$2,840.00. The General Manager was reimbursed for out-of-pocket expenses of \$363.13 which related to emergency expenditure in relation to the travel arrangements of the Soccer Team arising out of their representative duties whilst overseas.

## Senior -Staff Remuneration Packages

The General Manager and four Directors are appointed on five-year renewable contracts. For reporting purposes the General Manager is the only officer classified as senior staff.

The total remuneration comprised in the salary package of the General Manager during the 2003/2004 year was as follows:

Salary Component	\$81,881.00
Superannuation, Fringe Benefits tax & non-cash benefits	\$63,131.00
<b>TOTAL</b>	<b>\$145,012.00</b>

## Children's Services

Activities undertaken by Council to develop and promote services and programs that provide for the needs of children included:

- ◆ Fortnightly storytelling and craft workshops in the Parkes Shire Library.
- ◆ Featured Exhibitions in the Parkes Shire Library from the Powerhouse Museum and the State Library.
- ◆ Administration of the Parkes-Forbes Family Day Care Service.
- ◆ Sponsorship of the Parkes Early Childhood Centre.
- ◆ Assistance to the Trundle Pre School.
- ◆ Display of promotional material in the Administration Centre and Shire Libraries.
- ◆ Provision of advice and support for various services and programs.
- ◆ Local Government Week and Council visitations by schools.

## Access Equity Activities for Residents

The Local Government (General) Amendment (Community and Social Plans) was introduced in 1998 to help local Government to promote a more inclusive community by ensuring that government services are responsive to community needs and diversity.

In 2000 Parkes Shire Council commenced a process to undertake the development of a Social/Community plan to both satisfy legislated requirements, and to ensure that;

- ◆ Fairness is considered in the distribution of resources
- ◆ The community is consulted in decisions that affect their daily lives
- ◆ People have fairer access to economic resources and services essential to meeting their daily needs.

An interim "Work in Progress" was produced that was further developed in 2002.

Council appointed a consultant firm, David Riches and Associates Pty Ltd, to undertake a process of community consultation and finalise the plan.

The guidelines for the development of the Social Plan were drawn from the legislative requirements mandated by the NSW Department of Local Government (1998) and stipulated seven mandatory groups that would be targeted for consultation and planning. The mandated groups to be included are:

- ◆ Children (0-11 years)
- ◆ Young People (12 –24 years)
- ◆ Women
- ◆ Older People (over 55 years)
- ◆ Aboriginal People
- ◆ People with Disabilities
- ◆ People from Culturally and Linguistically Diverse Backgrounds

The Social Plan was developed by consulting directly with these groups, with both professional and community members. The consultant firm developed a strong methodology that was approved by Parkes Shire Council to ensure that the general community had opportunity to contribute to the process, and that professional organisations with target groups as clients were consulted. The methodology included key informant interviews, community feedback opportunities and a community meeting.

Target population groups were consulted on the important issues that affect their daily lives. Six main issues have been identified. They are:

- ◆ Access Around City
- ◆ Shire Image
- ◆ Communication and Consultation
- ◆ Community Services and Facilities

- ◆ Economic Development
- ◆ Infrastructure Needs

Other relevant information was utilised in the development of the plan, including Parkes Shire Council's

<b>Issue</b>	<b>Population Group</b>
<i>Access to information</i>	All identified groups
<i>Crime</i>	All identified groups
<i>Discrimination</i>	Culturally and linguistically diverse people, women
<i>Diversity of culture</i>	Culturally and linguistically diverse people
<i>Domestic violence</i>	Women, children
<i>Education</i>	All identified groups
<i>Employment</i>	Young people, older people, women, people with disabilities, Aboriginal people, culturally and linguistically diverse people
<i>Entertainment</i>	All identified groups
<i>Health</i>	All identified groups
<i>Housing</i>	All identified groups
<i>Isolation</i>	Women, older people, Aboriginal people
<i>Personal safety</i>	Women, children, older people, people with disabilities
<i>Physical access</i>	Older people, people with disabilities
<i>Reconciliation</i>	All identified groups
<i>Religious freedom</i>	All identified groups
<i>Road safety</i>	Older people, people with disabilities
<i>Specialised service provision</i>	All identified groups
<i>Strong Families</i>	All identified groups
<i>Transport</i>	All identified groups

Management Plan and survey work previously conducted by Council and other organisations serving the Shire.

A Needs Assessment was developed based on information provided in a basic demographic review of the Shire, an inventory of current service provision by target population groups, outcomes from consultations held with community and professional groups, a review of a survey completed by interested community members and a review of the findings from previous surveys and research undertaken in the Shire.

From this an action plan has been developed to 2004 to address the issues and needs identified and documented in the process outlined above. Council will address the actions in conjunction with other relevant plans developed or planned for the future. These include the Retail Commercial Release Strategy, Mid Lachlan Regional Vegetation Plan, the Goobang Study, Council's Heritage Study , Council's current Management Plan and a Cultural plan for the Shire.

The Social Plan has been developed as a working document to enable Parkes Shire Council to consolidate work already undertaken for the community, and to build past this point. An emphasis on community collaboration is a central theme in the plan and the development of strong partnerships will be a priority to ensure the plan has a solid strategic base from which to move forward until 2004.

The completed Social Plan was incorporated in the Parkes Shire Council Management Plan in 2003.

This plan will be a major contributor to the improved provision of equity and access to services and improved lifestyles and social capital for the people who live in Parkes Shire.

Issues of specific concern to population groups in the Parkes Shire that arose in the consultation process have been documented.

It is useful to have a general summary of issues that relate to access and equity. Parkes Shire Council's recognition and support for a fair distribution of resources, particularly for those most at need is based upon consideration of broader social issues as well as specific issues identified.

Broad identified issues categorised by target population groups considered in the development of this plan are:

An important priority that emerged from the Parkes Shire Social Plan was a strong commitment to meet the cultural needs of people in the Shire by developing a Cultural Plan.

Council appointed a consultant firm, David Riches and Associates Pty Ltd, to undertake an extensive process of community consultation and finalise the plan.

The guidelines for the development of the Cultural Plan were drawn to a large extent from the revised cultural planning guidelines developed

by the NSW Department of Local Government (2002).

A vision statement and mission statement were developed for the plan that provided direction and meaning to planning decisions made. Objectives were developed for seven strategic cultural priority areas. These are:

- ◆ A whole of Council approach
- ◆ Integrated planning
- ◆ Networking with the community and encouraging participation
- ◆ Promote and raise awareness of the cultural life of the community
- ◆ Investing in cultural infrastructure
- ◆ Sustainable funding and support
- ◆ Encouragement of cultural diversity.

An action plan is provided to deliver cultural outcomes for each priority area. Strategic linkages to other Council plans are outlined, an evaluation strategy proposed and an inventory of current cultural organisations is provided to assist in ongoing networking.

This plan was adopted by Council in March 2003 and will be a major contributor to the improved provision of equity and access to cultural services and improved lifestyles and a sense of place for the people who live in Parkes Shire.

## National Competition Policy (Competitive Neutrality)

To comply with Commonwealth Legislation relating to the National Competition Policy all levels of Government are required to apply the principle of competitive neutrality for their business operations.

The principle of competitive neutrality is based on the concept of a "level playing field" between

persons competing in a market place, particularly between private and public sector competitors. Essentially, the principle is that government business, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership. Council has determined its business activities as follows:

**Category 1 - Water Fund**

(ie business activities with annual sales turnover of \$2 million per annum and above)

**Category 2 - Sewerage Fund**

(ie business activities with annual sales turnover of less than \$2 million per annum)

To achieve a "level playing field" the following costs must be determined and "notionally" added:

**Taxation Equivalents** – payroll tax (where not already paid), income tax at the corporate rate of 30%, land tax, capital gains tax and stamp duty, etc.

**Loan Debt Guarantee Fees** – these fees are intended to offset any advantage that a government business may have over private sector business when borrowing money.

**Dividend Policy/Return on Capital Invested** – ratepayers should expect to receive a rate of return on their investment. The return should be equal to the return on Commonwealth 10 year bonds, or a lesser amount for Water and Sewerage undertakings given their nature.

In setting fees and charges, Council must take all operating costs, including those mentioned above, into account to determine the full cost of the service. However, the full cost need not be passed on to the users of the service if Council so determines. Under these circumstances Council has to declare the non-application of the cost as a

subsidy.

The guidelines also point out that while Water and Sewerage operations must be included as business activities, the rates of return should be seen in a different context. "The purpose of a rate of return in these circumstances is not arbitrarily to inflate prices. Rather, it is to ensure the long-term survival of the operation at an appropriate standard of service and measure of efficiency in providing the service."

- ◆ A Statement of expenses, revenues and assets in relation to Council's Category 1 (Water) and 2 (Sewerage) business activities is attached.
- ◆ Council has identified the Category 1 and 2 business activities as shown in the attached report. The position is constantly monitored should other activities of Council's operations need to be included under the umbrella.
- ◆ The application of competitive neutrality pricing requirements for Category 1 and 2 business forms part of Council's Special Purpose Financial Report as attached. As Council's Water and Sewerage Funds are run as separate entities, full cost attribution is in place except for the Taxation Equivalent Payments.
- ◆ Loan and debt guarantee fees are zero as Council is debt free in both Water and Sewerage Funds.
- ◆ Other figures such as taxation equivalents, dividends paid and rate of return etc are all shown on the attached reports.
- ◆ Council has in place a mechanism for handling competitive neutrality complaints. Competitive neutrality complaints have a special category within Council's general complaints handling system. Competitive

**Neutrality Complaints must be in writing detailing the grounds for the complaint and the effect that Council's alleged actions in the matter have on the person making the complaint. Further information may be obtained by contacting the General Manager, Administration Centre, Corner Bogan and Cecile Street, Parkes or by phoning (02) 6861 2333.**

- ◆ **Council makes special mention concerning National Competition Policy (Competitive Neutrality) in its Management Plan and also in its Annual Report.**
- ◆ **A public notice is periodically included in the local newspaper stating that Council has a policy in place to handle competitive neutrality complaints. The advertisement states what constitutes a complaint and what was not considered a complaint and how to lodge a complaint.**
- ◆ **There were no competitive neutrality complaints against Council during the year.**
- ◆ **As there were no competitive neutrality complaints there are no details of complaints disposed of during the year and none outstanding at year end.**

## Promotion of Services

It is Council's practice to promote services and access to services for residents and other users of those services. For example:

- ◆ Public Meetings as necessary.
- ◆ Distribution of the Parkes Community Guide and other materials.
- ◆ Display of posters.
- ◆ Media releases and public notices.

- ◆ Announcements on weekly radio program.
- ◆ Village visitations by staff.
- ◆ Distribution of information via Council's Library branches.
- ◆ Web page revamped and integrated as a promotional tool.
- ◆ Council Noticeboard - monthly Council and Shire update in Parkes Champion Post.
- ◆ Council has a policy to hold at least two meetings a year in the villages if practical to do so.

## Privacy and Personal Information Protection Act

**In accordance with Section 33 (3) of the Privacy and Personal Information Protection Act 1978, a statement must be included in a Council's Annual Report relating to the action taken by Council in complying with the requirements of that Act.**

**Parkes Shire Council adopted a Privacy Management Plan which was effective from 1 July 2000. Council programmed training for key staff in relation to the Plan and the applicable Privacy Codes of Practice.**

**No reviews were conducted as provided for under Part 5 of the Privacy and Personal Information Protection Act, 1998 during the period under consideration.**

## FREEDOM OF INFORMATION ACT

<b>Number of FOI Requests</b>	<b>2002/03</b>	<b>2002/04</b>
<i>New</i>	1	0
<i>Brought forward</i>	0	0
<i>Total to Process</i>	1	0
<i>Completed</i>	1	0
<i>Withdrawn</i>	1	0
<i>Total Processed</i>	1	0
<i>Unfinished</i>	0	0
<i>Total</i>	1	0

<b>Results of FOI Requests</b>	<b>2002/03</b>	<b>2003/04</b>
<i>Granted in full</i>	0	0
<i>Ministerial Certificates issued</i>	0	0
<i>Formal consultations</i>	0	0
<i>Amendment to personal records</i>	0	0
<i>Notation of personal records</i>	0	0
<i>FOI request - granted in part</i>	0	0
<i>FOI request - refused</i>	0	0

<b>Cost of results processed</b>	<b>2002/03</b>	<b>2003/04</b>
<i>Assessed</i>	\$0.00	\$0.00
<i>FOI fees received</i>	\$30.00	\$0.00
<i>Reviews and Appeals</i>	\$0.00	\$0.00
<i>Internal Review results</i>	\$0.00	\$0.00

Council is required to include in its Annual Report, statistics in relation to applications received for access to its records under the Freedom of Information Act. In the period 1 July 2003 to 30 June 2004 no applications were received. The relevant statistics are as follows:

### **Processing Time**

No applications were received during this period.

### **Impact of the FOI Requirements Upon Council**

An assessment of the statutory requirements of the Freedom of Information Act, 1989, on the Council's activities, policies and procedures would indicate that staff awareness and training in these matters have increased. Costs are not able to be fully assessed relating to an FOI request but would exceed the income recovered by way of the fees chargeable.

### **Comparison with Previous Year**

The relevant statistics for the year under review were compared with 2003/04 in the table attached.

### *Inquiries Under the FOI Act by Ombudsman or Appeal to District or Supreme Court*

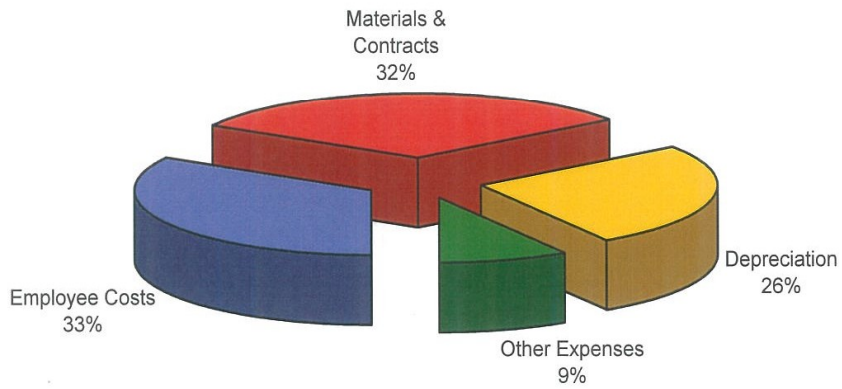
No inquiries by the Ombudsman or appeals to the District or Supreme Court under the FOI Act, 1989 were made during 2003/04.

### **Contact Arrangements**

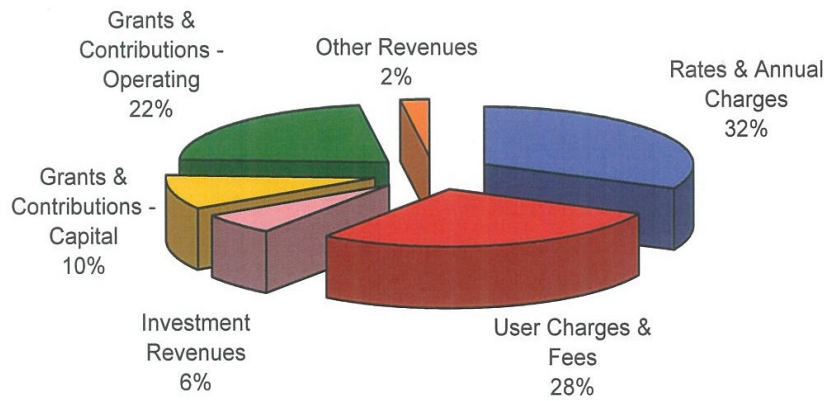
Requests for information in terms of the FOI Act should be made in writing, addressed to the Public Officer and accompanied by the appropriate fee.

# Parkes Shire Council

## Operating Expenses 2003/2004



## Revenue 2003/2004 (Operating & Capital)



# PARKES SHIRE COUNCIL

## SPECIAL SCHEDULE NO 7 CONDITION OF PUBLIC WORKS as at 30th June 2004

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Estimated Annual Maintenance Expense	Program Maintenance Works for current year
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 3</i>			<i>Note 9</i>			<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Public Buildings	Admin Centre	1-2	28	2,793	-	481	2,312	2	-	36	36
	Works Depot	1-2	13	1,166	-	249	917	2	-	12	12
	Sewerage Plant	1-2	129	8,841	-	5,574	3,267	4	-	36	36
	Childcare Centres	1-2	9	1,108	-	186	922	2	-	2	2
	Library	1-2	19	1,901	-	148	1,753	1	-	7	7
	Museum	1-2	17	2,265	-	31	2,234	1	-	2	2
	Aerodrome	1-2	24	2,336	-	1,245	1,091	3	-	26	26
	Public Privies	1-2	18	1,057	-	527	530	3	-	105	16
	Swimming Pool	1-2	21	1,647	-	853	794	3	-	42	21
	Hall/Culture Centre	1-2	20	2,162	-	1,027	1,135	1	-	2	2
	Community Centre	1	15	1,541	-	216	1,325	2	-	1	1
	Recreation	1-2	34	2,509	-	1,051	1,458	3	-	54	54
	Industrial Buildings	1-2	15	1,014	-	285	729	2	-	2	2
	Other	1-2	36	2,189	-	758	1,431	3	-	1	1
	<b>Subtotal</b>		398	32,529	-	12,631	19,898		-	328	218
Public Roads	Sealed Roads	1	1,144	102,959	-	42,145	60,814	4	2,350	2,900	2,424
	Unsealed Roads	1	1,497	163,595	-	54,000	109,595	4	3,550	3,400	2,431
	Bridges	1	115	11,986	-	4,523	7,463	4	520	125	147
	Footpaths & K&G	1	46	3,176	-	563	2,613	4	460	155	138
	Parking	1	3	339	-	50	289	4	20	20	11
		<b>Subtotal</b>		2,805	282,055	-	101,281	180,774		6,900	6,600

*This Schedule is to be read in conjunction with the explanatory notes following.*

**PARKES SHIRE COUNCIL**

**SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont)**  
as at 30th June 2004

Asset Class	Asset Category	Depreciation Rate (%)	Depreciation Expense	Cost	Valuation	Accumulated Depreciation	Carrying Value	Asset Condition (see Notes attached)	Estimated Cost to bring to a Satisfactory Standard	Estimated Annual Maintenance Expense	Program Maintenance Works for current year
			'000	'000	'000	'000	'000		'000	'000	'000
	<i>References</i>	<i>Note 9</i>	<i>Note 3</i>			<i>Note 9</i>			<i>Local Govt. Act 1993, Section 428 (2d)</i>		
Water	Treatment Plants	1.25	72	5,333	-	3,082	2,251	3	-	43	43
	Pipelines	1.25	586	48,160	-	21,160	27,000	3	-	172	172
	Bores	3	57	1,712	-	739	973	3	-	83	83
	Reservoirs & Dams	1	117	11,568	-	8,179	3,389	2	-	22	22
	Tanks & Storage	1.1	96	7,980	-	2,434	5,546	2	-	15	15
	Pump Stations	2.4	89	3,563	-	1,852	1,711		-	150	150
	<b>Subtotal</b>			1,017	78,316	-	37,446	40,870		-	485
Sewerage	Pump Stations	1.7	6	354	-	202	152	2	-	50	50
	Pipelines	1.25	165	13,312	-	8,299	5,013	3	-	34	34
	<b>Subtotal</b>		171	13,666	-	8,501	5,165		-	84	84
Drainage Works	Retarding Basins	1	2	151	-	16	135	2	-	2	2
	Drainage	1	112	11,204	-	3,798	7,406	3	-	88	88
	<b>Subtotal</b>		114	11,355	-	3,814	7,541		-	90	90
<b>Total Classes - All Assets</b>			4,505	417,921	-	163,673	254,248		6,900	7,587	6,028

*This Schedule is to be read in conjunction with the explanatory notes following.*

# **PARKES SHIRE COUNCIL**

## **SPECIAL SCHEDULE NO 7 - CONDITION OF PUBLIC WORKS (cont) as at 30th June 2004**

### **"SATISFACTORY" CONDITION OF PUBLIC ASSETS**

In assessing the condition of Public Assets Council has had regard to the condition, function and location of each asset. Proposed or potential enhancements to the existing asset have been ignored. Assets within each Asset Category have been assessed on an overall basis, recognising that an average standard of "satisfactory" may be achieved even though certain assets may be above or below that standard on an individual basis.

Council recognises that the standard that it considers to be "satisfactory" may be different from that adopted by other Councils.

The information contained in this Schedule comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained within this Schedule may be taken to be an admission of any liability to any person under any circumstance.

### **ASSET CONDITION**

The following condition codes have been used in this Schedule.

- |          |   |
|----------|---|
| <b>1</b> | Newly constructed   |
| <b>2</b> | Over 5 years old but fully maintained in "as new" condition |
| <b>3</b> | Good condition  |
| <b>4</b> | Average condition   |
| <b>5</b> | Partly worn - beyond 50% of economic life.                  |
| <b>6</b> | Worn but serviceable  |
| <b>7</b> | Poor - replacement required                                 |

# ADMINISTRATION

## Objective Statement

*To provide sound management of the resources of Council, representative and responsive government, meet statutory requirements and provide services to the organisation in a cost effective and timely manner.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<p><b>The Council embraces all the elements of sound management and detailed forward planning.</b></p>	<p>Provide a fully planned Revenue Policy (including Estimates) on a 3 year basis and monitor performance of Council activities; Comply with statutory requirements and identify additional performance indicators.</p>	<p>Prepare Revenue Policy for inclusion in Management Plan.</p> <p>Develop and review long term financial plans.</p>	<p>Budget Review to 31/3/04 completed and submitted to Council.</p> <p>Revenue Policy for 2004/2005 prepared and included in Management Plan.</p>
	<p>Ensure Council has adequate revenue to meet its needs.</p>	<p>Implement an equitable rating structure, maximise grant funds and revenue from the investment of surplus funds.</p>	<p>Long Term Financial Plans reviewed and adopted by Council.</p> <p>Sale of land for overdue rates finalised.</p> <p>Investments reviewed and reported to Council.</p>
<p><b>Council has human resource capacities that will enable Council to fulfil its corporate planning objectives.</b></p>	<p>Planning and staffing. Recruit and develop a highly skilled and motivated workforce.</p>	<p>Current initiatives and procedures reviewed and circulated.</p>	<p>Recruitment initiatives reviewed annually.</p>
	<p>Performance management and reward. Implement salary system and investigate options for performance assessment.</p>	<p>Annual competency assessments carried out.</p>	<p>Annual competency assessment completed.</p>
	<p>Training and development. Encourage ongoing training and development of staff to enhance their skills for the achievement of Council's objectives.</p>	<p>Corporate and individual training plans reviewed based on results of competency assessments.</p>	<p>Training arranged in accordance with staff requirements.</p> <p>Training plans reviewed.</p>
	<p>Industrial relations. Utilise a range of strategies to obtain and provide information on current and emerging human resource issues, thereby minimising industrial conflict.</p>	<p>Industrial relations advice provided to management. Options considered for each issue and appropriate forms of communication selected.</p>	<p>Industrial relations advice provided as required</p>
	<p>Occupational health and safety (OH&amp;S). Provide a safe workplace.</p>	<p>Review OH&amp;S management system to ensure compliance with OH&amp;S Act and Regulations.</p>	<p>OH&amp;S training provided. Internal audit of OH&amp;S undertaken using "Risk-Chase" auditing tool to ensure compliance with OH&amp;S requirements.</p>
	<p>Workers compensation and rehabilitation. Minimise the social and financial cost of workplace injuries.</p>	<p>Monitor and report on workers compensation claims. Develop and implement rehabilitation plans.</p>	<p>Workers Compensation claims monitored and reported to senior staff.</p>

## ADMINISTRATION (*Cont'*)

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
	Equal employment opportunity (EEO). Ensure the absence of discrimination or harassment in the workplace.	Review EEO management plan and develop grievance handling procedures	EEO guidelines followed to ensure the absence of discrimination and harassment in the workplace.
Council is regarded as an effective, responsible and responsive form of Government.	Promote Council.	Monitor newspaper comments, complaints made (CAIRS system).	Complaints monitored through CAIRS system
There is high public awareness of Council's activities and operations.	Create public awareness of Council's activities.	Monitor newspaper comments, radio and TV.  Ensure Council Web Page is current and reflects up-to-date information for ratepayers, local community and internet community.	Media comments monitored  Council's website maintained and monitored.
Ensure Council operates using innovative, flexible and responsible management systems.	Council is regarded as innovative and responsible.	Encourage ongoing training and education of all staff.  Hold informal and formal discussion groups.  Reward innovative ideas.	Staff training provided
Provide Information Systems and Technology that meets the needs of the organisation.	Develop information and communication systems, which enhance the capability of the Council.	Undertake a review of the information needs and requirements of the organisation, including the priorities already assigned.  Document on an ongoing basis the training needs of staff and develop training programs.	Information and communication systems reviewed.  IT systems and equipment installed in accordance with long term plans.  Training needs reviewed.
Provide an effective Depots and Stores operation.	Depots and Stores to be operated in an economical and modern manner.	All purchasing complies with LGA and Council's policy.	Ongoing. Additionally, staff participating in CENTROC Supply Management Team.
Maintain a modern plant fleet.	Council's Plant Fleet is modern and facilitates the most efficient work processes and is competitive with private sector organisation costings.	Quarterly reviews undertaken. (1) Rates (2) Utilisation, (3) Efficiencies  Implement Annual Long Term Plan (LTP) strategy  Prepare LTP Strategy for next year	Quarterly reviews undertaken and remedial action taken if requested.  LTP in progress.  LTP to be prepared for next financial year.

## ADMINISTRATION (*Cont'*)

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
A planning process is in place which ensures that the long term visions and strategies of Council are documented and available to the community.	In Council's planning, no significant current or projected needs and/or concerns of Council or the community are overlooked.	Develop and update annually Council's Corporate Strategic Plan and Management Plan.	Details for Airport development being examined.

# PUBLIC ORDER AND SAFETY

## Objective Statement

*To provide adequate animal control and by-laws enforcement, and to support bush fire protection and emergency services.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<b>To develop, administer and promote ranger control and associated education services to maintain the quality of life of the community and protect its assets.</b>	To encourage dog and animal owner accountability, including stock.	Animal registrations. Public education.	State Companion Animals Register being maintained.
	To reduce vandalism.	Application of new techniques.	New fittings and materials being used to overcome vandalism and lighting being improved.
	To reduce litter.	Enforce litter reduction policies.	Council participated in clean-up Australia Day.
	To reduce public nuisances, including shopping trolleys.	Control over shopping trolleys, abandoned cars.	Proprietors notified of abandoned shopping trolleys. Cars impounded as required.
<b>To prevent and control bush fires.</b>	<b>Fire Safety Operations. Provide an efficient and effective Bush Fire response in co-operation with the Rural Fire Service.</b>	Ensure Rural Fire Service provides the services as per the Service Level Agreement (SLA).	Discussion held with RFS staff on an ongoing basis.
		Attend Bush Management Committee and Liaison Committee meetings to be held at least twice per year. Attend Senior Management Team Meetings.	Combined BFMC meeting held 19 April 2004. Liaison Committee meeting held 9 June 2004. SMT meeting held 7 April 2004.
		Review the Bush Fire Plans annually.	RFS reviewing plans under new structure.
		Review SLA annually.	Review held 9 June 2004

## PUBLIC ORDER AND SAFETY (Cont')

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<b>Local Emergency Services are capable of responding to appropriate emergencies</b>	Assist with the provision of an efficient and effective State Emergency Service for Parkes Shire.	Review Plant long term plan and maintenance budgets.	Prepare third quarter.
		Replace Trundle SES Truck. Install Displan phone lines at each SES Headquarters	Suitable truck identified, suitable body being investigated.
		Implement quarterly reporting on SES activities and other matters as required	To be followed up.
		Represent SES on the Local Emergency Management Committee (LEMC).	Director of Infrastructure attends LEMC Meetings.
		Provide Local Controller.	DI appointed as Local Controller.
	Assist with the provision of efficient and effective emergency response.	Provide executive support to Local Emergency Management Committee through Council appointed Local Emergency Management Officer.	Meeting agenda and mail-outs carried out in accordance with legislation and expectations.
	LEMC to meet four times per year.	LEMC meeting held 2 June 2004. DEMC meeting attended 2 June 2004.	

# HEALTH

## Objective Statement

*To provide a healthy environment and a level of service commensurate with available resources and reflective of community expectations.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
Prevent the harbourage and breeding of vermin and other pests.	Vermin Reduction. Maintain an efficient action and response system.	Carry out regular inspections and respond to information lodged.	Orders issued on complaint.
Minimise health problems caused by unclean food and premises.	Food Surveillance. Provide an efficient food surveillance service.	Introduce projects and systems.	Annual inspection of all food premises completed.
Maintain an effective immunisation program.	Immunisation Programs. 95% of infants participate in immunisation program.	Conduct 36 immunisation programs per annum.	Immunisation program ongoing.
Promote and preserve a healthy and safe community.	Health Planning. Participate in Parkes Injury Prevention Project.  Attend Mid Western Health Service review meetings.	Attend monthly meetings. Participate in programs.  Make comment on Health Service Planning Reviews.	Quarterly meetings with GP's held.
Restrict noxious plants infestation to the lowest practical level.	Maintain an efficient system of noxious plants control.	Carry out regular inspections and develop eradication programs.  Participate in the Lachlan Valley Noxious Weeds Advisory Group.  Maintain records of infestations using 'Weedmap'.	Ongoing  Continuing involvement  'Weedmap' continuing to be updated.

# COMMUNITY SERVICES AND EDUCATION

## Objective Statement

*To provide community services which are accessible to all and which meet the social and personal needs of residents.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
Ensure Social Service needs of the Parkes Shire communities are identified, considered for service provision and where appropriate are provided for those in the community in need; Encourage social welfare services to the Shire, together with capital funds for accommodation of such services.	Provide Family Day Care services.	Family Day Care service monitored.	Family Day Care Scheme has received accreditation in accordance with Family Day Care Quality Assurance from NCAC.
	Support Child Care facilities in the Shire.	Provide well maintained facilities.	
	Implement Social/Community Plan.	Action plans undertaken.	
	Implement Cultural Plan.	Action plans undertaken.	
Ensure the youth needs of the Parkes Shire are identified and considered for service provision and where appropriate, met.	Needs identified and documented and considered for provision of service.	Collect data in surveys and contact with youth at Directions Youth Centre.	Planning for the provision of a skate park continuing.
		Investigate networking between PCYC.	Working with PCYC to improve access for youth services.

# HOUSING AND COMMUNITY AMENITIES

## Objective

*To ensure that uses of all land are appropriate and that Council provides waste management, environmental and storm water services sufficient to service the needs of the community.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<b>Operate an efficient Waste Management and Resource Recovery System for urban and rural areas.</b>	Provide a garbage collection service.	Provide a weekly collection service to residents of all villages and towns within the Shire and areas zoned 1c under the Parkes Local Environmental Plan 1990.	Draft specification prepared for new waste recycling collection system on a subregional basis.
	Develop Waste Landfill Depot facilities and acquire adequate plant.	Develop and review Long Term Financial Plans.	Review of the operational and management of Parkes Waste Depot completed.
	Support Regional and Subregional strategies to maximise resource recovery and to improve the overall sustainability of waste management	Implement NetWaste Regional and Subregional strategies, actions and programs	Parkes/Forbes Landfill Options Study completed.
<b>Improve visible appearance of town centres.</b>	Prepare Parkes Main Street Plan.	Implement Main Street Plan.	Plan for Main Street, from Bushman to Church Street, approved by Council.
<b>Make urban areas more attractive.</b>	Provide an arboricultural service which encourages visitors and favourable comment in relation to the urban areas of the Shire.	Prepare a Tree Planting Plan.	Replacement programme still being prepared.
		Conduct a major tree planting programme each year.	Tree planting/replacements completed for 2003/2004.
		Support community groups to carry out tree planting programmes.	Continuing
<b>Provide cemeteries in the various Shire communities.</b>	Cemeteries are provided which meet the community's expectations.	Record on CAIRS System comments in relation to cemeteries.	Concept plans for new lawn cemetery adopted by Council.
<b>Provide public conveniences in the various Shire communities.</b>	Public Conveniences are provided which meet the community's expectations.	Undertake regular inspection and cleaning of facilities.	Public amenities cleaned in accordance with schedule.

## HOUSING AND COMMUNITY AMENITIES (Cont')

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
Prevent soil erosion and preserve native vegetation.	Reduction of areas affected by soil erosion and maintenance of level of native vegetation.	Carry out education programs in conjunction with LandCare, DLWC, etc.	Liaisons continuing
		Develop and implement policies. To carry out works to address erosion areas and preserve areas of native vegetation.	Carried out in conjunction with Greencorps, WFTD etc.
Provide for Council's strategic planning of land use and development through the maintenance and implementation of the Parkes Local Environmental Plan and associated Development Control Plans.	Use Local Environmental Plans and other planning controls to provide clear direction for future growth and to reflect community needs.	Review Local Environmental Plan.	Successful application for Plan first funds to carry out comprehensive land use planning strategy.
		Preparation of Local Environmental Study.	Adoption of final draft of Parkes Hub Local Environmental Plan by Council.
	Ensure sensitive design and environmental responsibility in developments.	Resolution of Council to prepare an amendment to LEP	All documentation sent to DIPNR for the making of the Parkes Hub Local Environmental Plan by the Minister.
	Recognise and proactively facilitate the whole of Parkes as a transport focus.	Apply and review Development Control Plans.	Development Control Plan under review.
Acknowledge and build upon the heritage of our Shire.	Preserve our natural and cultural heritage.	Amend Parkes LEP 1990 to rezone land directly west and south of Parkes from 1(a) Rural "A" to 4(a) Industrial "Hub" and 6(a) Service Corridor.	
	Identify and act upon funding opportunities for heritage schemes.	Formalise a team approach to provide technical and professional assistance to key private sector development.	
	Create an intersectorial approach to heritage matters.		
Acknowledge and build upon the heritage of our Shire.	Preserve our natural and cultural heritage.	Preparation of Parkes Shire Heritage Study.	Final draft of Parkes Shire Heritage Study sent to NSW Heritage Office.
		Continue Heritage Advisory Service and Local Heritage Funding (Heritage Incentives Scheme).	Continued support of Heritage Advisory Service.
		Continue Parkes Shire Heritage Committee.	Continued support of Heritage Committee.
Provide a system of regular street cleaning.	Street Cleaning. Enhance the physical appearance of towns and villages.	Sweep gutters in Parkes' commercial area daily. Others in Parkes and townships in accordance with programme.	Sweeping carried out in accordance with program
Stormwater systems enable the effective management of stormwater flows.	Provide a stormwater drainage system.	Implement Stormwater Management Plan.	Considerable work completed on PAC Park. Acquisition of land in Back Trundle Road for stormwater easement in progress.
		Seek Stormwater Management trust funding.	
		Include water quality with design.	

## HOUSING AND COMMUNITY AMENITIES (Cont')

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<p><b>Environmental best practice is displayed by the Council and the community.</b></p>	<p>To provide the public, decision makers and governments with information about the status and condition of the environment, and to take positive steps for improvements.</p>	<p>Prepare a report on the State of the Environment and in particular in relation to the environmental sectors listed under 428 2 (c) (i) to (ix) of the Local Government Act 1993.</p>	<p>SOE Report completed and submitted with Annual Report</p>
		<p>Participate in the preparation of a Regional State of the Environment Report with Central West Catchment Councils.</p>	<p>Council staff involved in the establishment of Regional Environmental Managers Forum.</p>
	<p>Implement On-site Sewage Management Regulation to ensure that householders and other operators of small sewage management systems take responsibility for maintenance and performance of their facilities, to eliminate risks to public health and to minimise pollution and negative impacts on community amenity.</p>	<p>Adopt and implement the draft On-site Sewage Management Plan.</p>	<p>New systems registered and inspected.</p>
		<p>Integrate Plan with State of the Environment Report to address on-site sewage management matters.</p>	<p>Not achieved due to resourcing issues.</p>
		<p>Applications for approval processed and monitored.</p>	<p>Applications for approval process and monitored.</p>
	<p>Promote the sustainable use of land, water and living natural resources.</p>	<p>Support Parkes District LandCare</p>	<p>Support for Parkes and district Landcare continuing.</p>

# WATER SUPPLY

## Objective Statement

*To provide a high quality water supply for urban areas and to provide the best possible service to consumers on the Villages Scheme.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<b>The Water Service meets national drinking water standards and public expectations.</b>	<b>Meet Australian Standards.</b>	Provide water sampling and testing through NATA laboratories.	Monthly samples submitted to the Department of Analytical Laboratories.
		Identify and address deficiencies.	Significant discussions at all levels of hierarchy with Ministry of Energy & Utilities.
		Investigate need for chlorination unit on Peak Hill pipeline.	On hold pending other emergency drought works.
		PAC Plant on Dams Supply	On hold pending other emergency drought works – however tender documents complete.
<b>Water is supplied to all delivery points whether residential, industrial or commercial.</b>	<b>Council will endeavour to supply water to all consumers at a pressure which maximises the capacity of the systems.</b>	System monitored for pressure, flow and quality. Deficiencies addressed.	Water restrictions applied to ensure continued supply (Level 3).
		Provide requisite infrastructure for Parkes Transport HUB.	Program of HUB continuously monitored to ensure infrastructure does not limit development.
<b>A water supply system with sufficient capacity for current and projected growth requirements is provided.</b>	<b>No examples of water supply system failing to meet anticipated demand in recognised supply areas.</b>	Implement Parkes Water Supply Strategic Study findings.	Subsidy still being sought from Ministry for Energy & Utilities.
		Integrated Urban Water Cycle Management Plan	December 2003
		Identify deficiencies.	Ongoing.
	<b>Develop Strategy for Village Schemes.</b>	Develop strategies.	Ongoing.
<b>Water is supplied at reasonable prices, with encouragement for conservation.</b>	<b>Develop Strategic Business Plan.</b>	Review Developer Contribution Plan.	Quotations called for preparation of Developer Service Plan.
		Review Financial Plan.	To be completed as part of Integrated Water Cycle Plan.
		Review Strategic Business Plan.	To be completed as part of Integrated Water Cycle Plan.

# SEWERAGE SERVICES

## Objective Statement

*To provide a sewerage service to defined benefit centres which is economical, reliable and safe and meets agreed community standards and EPA requirements.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
A sewerage system with sufficient capacity for current and projected growth requirements is provided.	Develop and implement Parkes Sewerage Augmentation Plan.	Petition for financial subsidy.	Ongoing.
		Complete Integrated Urban Water Cycle Management Plan (IUWCMP)	Funding subsidy.
		Implement Sewerage Augmentation/Effluent Reuse Scheme Study/IUWCMP findings	Pending Integrated Water Cycle Plan.
		Complete Trundle and Tullamore Sewerage Pre-construction Study.	Ongoing
		Provide requisite systems for Parkes Transport HUB	Progress of HUB monitored to ensure infrastructure does not limit program.
Provide a sewerage system at a reasonable cost.	Develop Strategic Business Plan.	Review Developer charges.	Quotations called for preparation of Plan.
		Review Financial Plan.	To be completed as part of Integrated Water Cycle Management Plan.
		Review Strategic Business Plan.	To be completed as part of Integrated Water Cycle Management Plan.
Trade Waste users are licensed with a charging structure that reflects cost of treatment and encourages on-site treatment of waste.	Develop a Trade Waste Approval Policy.	Complete and implement fees and charges.	Under investigation.

# RECREATION AND CULTURE

## Objective Statement

*To provide, on an equitable basis, a variety of locally enjoyable recreational and cultural facilities.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
A high quality Library service is provided which meets the educational, recreational and information needs of the residents of the Shire and visitors to the Library.	Develop and implement Library Services at Parkes, Peak Hill, Trundle, Tullamore and Bogan Gate.	Conduct Information Sessions on the use of Library Services.	Development of Library Services ongoing. Exhibitions held in library: - Camera Club display - Australian War Museum
		Develop Information Technology.	Provision of flat top screens for visually impaired.
		Provide efficient reference and information services to the public and Council staff.	New Trundle Library development completed.
To encourage and promote local historical, cultural and arts organisations and activities.	Assist local museums.	Consider annual budgetary allocation.	New Parkes Museum Project progressing.
	Assist local arts shows.	Purchase art works.	Art works purchased.
Provide swimming pools in the most cost effective manner.	Provide all Council swimming pools in a manner which provides for maximum enjoyment without compromising health or safety standards.	Maximise Pool availability within funds available.	Parkes pool closed 8 April 2004. Village pools closed 28 March 2004.
Beautify the Shire of Parkes through its Parks and Gardens.	Develop and maintain Council's passive recreation areas and public gardens to meet the needs and expectations of the community.	Ensure effective maintenance with funds available. Maintain playgrounds in accordance with Australian Standards.	Parks and Gardens staff meeting expectations under difficult drought conditions and water use restrictions.
Village Improvements	Provide assistance for Village improvements, generally after consultation with local representative Committees.	Consult with local committees where appropriate.	Ongoing liaison with Advancement and Consultative Groups

# MINING, MANUFACTURE AND CONSTRUCTION

## Objective Statement

*To encourage proper management and development of resources.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
Assess and determine development applications in accordance with statutory and policy requirements and contemporary practices.	Assess and approve applications in accordance with statutory standards, codes and requirements and Council's policies.	Maintain 'Approve NSW' approvals management system.	DA/CC registration and tracking system maintained.
		Meet performance targets and service levels of operating plan.	357 DA approvals issued of a value of \$31.2 million
	Undertake effective consultation in accordance with Council Policy.	Prepare an Advertising Notification Policy (DCP).	DCP prepared and advertised.
Inspect developments under construction to ensure compliance.	Consistent approach to assessment/determination of Development Applications.	Review and adopt standard conditions of consent for all types of development.	Conditions prepared for various categories of development. Ongoing review and modifications drafted for Development Control Plans, including new draft sediment erosion plan and notification plan.

# TRANSPORT AND COMMUNICATION

## Objective Statement

*To provide a transport infrastructure system which allows safe, convenient and comfortable pedestrian and traffic movement within the Shire.*

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
<b>Provide an adequate and safe road system for vehicles.</b>	Provide a road maintenance and construction service on State Roads and Regional Roads for the Roads and Traffic Authority.	Undertake Program in accordance with Maintenance Agreements and Contracts.	Works carried out under SIMC and Block Grant requirements, Bogan Street Stage 2 reconstruction completed. Renshaw McGirr Way sealing progressing according to Project Plan. 'Repair' works commenced on MR 354 to improve curves 10km from Tullamore.
	Provide a road maintenance and construction service on Rural Roads.	Develop maintenance and construction programmes to best utilise available resources.	Maintenance carried out as rain made conditions conducive to grading. FAG resheets completed on Mamre Road. R2R works completed for culverts on Coobang Road and Shire Road 162A.
	Provide a road maintenance and construction service on Urban Roads.	Develop maintenance and construction programmes to best utilise available resources.	Works continuing on Broilgan to Condobolin Road link. Industrial Estate works continuing.
<b>Provide adequate and safe access systems for pedestrians.</b>	Provide a footpath maintenance and construction operation.	Develop Footpaths Capital Works Programme.	No new footpath provisions requested.
		Implement a rolling programme for footpath repair and resurfacing.	Maintenance/replacement continuing.
		Implement strategic Asset Management Program.	Ongoing
<b>Provide an airport facility at Parkes.</b>	Airport Facility to operate profitably and meet the needs of commuters and local owners.	Implement the Long Term Management Plan.	In progress
		Investigate ways to increase income to match expenditure.	Passenger numbers continuing to rise. \$99.00 fare fee holiday continued.
		Maintain the airport facility in a manner that creates a good impression of the Shire for visitors.	Groundsman successful in maintaining airport to a high standard.

## TRANSPORT AND COMMUNICATION (*Cont'*)

Strategy	Performance Target	Actions/Responsibilities (Statement of Means)	Comments
Provide a street lighting network.	Street Lighting system to be provided which meets Australian Standards.	Conduct a Street Lighting Audit to identify non-complying areas and priorities for proposed upgrading.	Country Energy plan audit within 4 years.
Develop existing traffic facilities including sign posting and line marking.	Prepare and implement a program for construction and maintenance of facilities, including roundabouts.	As identified. Facilitate necessary infrastructure for the Parkes Transport HUB.	Ongoing. Land acquisition for Broogan – Condobolin Road link nearing completion.
To provide off-street car parking.	Ensure that off-street car parking is adequate for demands.	Strategic acquisition of areas for parking	Currajong Street Carpark to be developed.
To investigate provision of communications infrastructure	Areas of deficiencies are identified and relevant action taken	Installation of TV retransmission site at Peak Hill. Tullamore TV Black Spot investigation. Facilitate construction of CDMA mobile telephone site at Peak Hill. Facilitate mobile phone site at Trundle.	Complete. Tender awarded and order for work issued. Complete (Tower installed). Complete (Tower installed).

# ECONOMIC AFFAIRS

## Objective Statement

*To provide efficiently run business undertakings while facilitating the economic viability of the region and promoting tourism as a means of stimulating the local economy.*

<b>Strategy</b>	<b>Performance Target</b>	<b>Actions/Responsibilities (Statement of Means)</b>	<b>Comments</b>
<b>Promote the economic development of the Shire.</b>	<b>Attract Industry to the Shire.</b>		<b>Buildev development commenced. Demand still high</b>
<b>Provide a Caravan Park.</b>	<b>A Caravan Park is provided in Parkes which meets the requirements of patrons and has a 3 star rating.</b>	<b>Review the operations/building programme for the Caravan Park to maintain the NRMA rating.</b>	<b>Long Term Financial Plan being implemented.</b>
<b>Visitors have access to tourism information.</b>	<b>A Visitor Information Centre is provided which meets the needs of visitors.</b>	<b>Promote Parkes Shire through the Tourist Centre, the media, Tourism Board, exhibitions, etc.</b>	<b>Visitor Centre numbers monitored and reported to Council.</b>  <b>Parkes Shire promotes through Council website.</b>

# Parkes Shire Council

