



LEETON
SHIRE COUNCIL

**DELIVERY PROGRAM 2017-2021
& OPERATIONAL PLAN 2020-2021**

COVER PHOTO: by Ian Gabriel Dumdum

Contents

From the Mayor and General Manager	5
Essential information about Leeton Shire	7
Our community’s vision for the future:	9
About this Delivery Program and Operational Plan.....	12
CSP THEME 1: A healthy and caring community.....	13
CSP Goal 1: A community that focuses on being healthy.....	13
CSP Goal 2: A community that embraces lifelong learning	15
CSP Goal 3: A community that is friendly and inclusive	18
CSP Goal 4: A community that is safe to live in and move about.....	23
CSP Goal 5: A community that enjoys good housing.....	29
CSP THEME 2: An active and enriched community	31
CSP Goal 6: A community that participates in sports and active leisure.....	31
CSP Goal 7: A community that enjoys arts and culture	34
CSP Goal 8: A community that values its heritage.....	36
CSP THEME 3: A healthy natural environment	38
CSP Goal 9: A community that respects the natural environment.....	38

CSP Goal 10: A community that enjoys our natural environment..... 42

CSP THEME 4: A thriving economy and good jobs.....44

CSP Goal 11: A community that thrives on irrigated agriculture..... 44

CSP Goal 12: A community that is strong in business and employment 45

CSP Goal 13: A community that has great attractions and events 47

CSP Goal 14: A community that enjoys a vibrant town centre..... 50

CSP THEME 5: A quality built environment52

CSP Goal 15: A community that has reliable water and sewerage services in towns 52

CSP Goal 16: A community that has good road, rail and air transport..... 54

CSP Goal 17: A community that enjoys attractive towns and parks..... 57

CSP THEME 6: Strong leadership.....62

CSP Goal 18: A community that has politicians who act and listen..... 62

CSP Goal 19: A community that speaks up and gets involved 64

CSP Goal 20: A community that is always on the front foot..... 66

2020-21 Budget, including Capital Works Program and 2020-21 Revenue Policy, including Fees and Charges72

From the Mayor and General Manager

What interesting and uncertain times we find ourselves in as we adopt this annual Operational Plan for 2020-2021.

The COVID-19 pandemic has created an extraordinary and challenging environment for us all. and we are pleased to finally be resuming our normal activities as Council and as a community. Our Operational Plan, in the main, assumes business as usual, but we will have to keep vigilant and remain flexible if we are presented with further waves of COVID-19.

We remain committed to ensuring the community's priorities are the focus of all that we do.

Despite the challenges and uncertainty that the COVID-19 pandemic has created for us, we are pleased to confirm that important community projects will continue to be progressed during this financial year. These include:

- The commencement of the Roxy Theatre redevelopment project
- The completion of the Leeton Swimming Pool refurbishment
- The launch of the new Leeton Museum and Art Gallery in the re-purposed WCIC building.
- The completion of the Showground grandstand

- The completion of the CBD upgrade (Wade Avenue, including intersection with Pine Avenue)
- The completion of a new bridge over the Sturt Canal on the Whitton - Darlington Point Road.

Other capital works and infrastructure projects which are funded through a number of grant programs will continue to be progressed during the year as Council gets on with delivering its community commitments. The Wamoon sewerage project is under further review and it is expected that additional funds will need to be sought for its completion.

Key strategic projects scheduled for 2020-21 include:

- Progressing the WRConnect Freight Intermodal project at Wumbulgal
- Investigating options for expanding the Leeton Early Learning Centre to create more childcare places
- Revising Council's 10-year financial plan
- Revising Leeton's Local Environmental Plan and developing a Development Control Plan.

In our community advocacy role, Council will continue to push for enhancements to local health service provision, as well as maintaining our strong advocacy for sensible water policy that enables our local agricultural industries to thrive. We will also maintain our efforts to ensure Leeton lives up to its

reputation as a community that welcomes new settlers, migrants and refugees.

Internally, Council will proceed with its audit and improvement programs, and take action to maintain our position as a strong local government organisation.

The local government elections have been postponed for 12 months, so this term of Council will be entering its 5th year.

We look forward to the time when life for all of us returns to a semblance of normality. We trust that, in the meantime, our community will continue to heed the public health requirements for physical distancing and good hand hygiene that work to keep us all safe. We encourage our community to keep looking out for one another during these extraordinary times.



Cr Paul Maytom
MAYOR

A handwritten signature in blue ink that reads "Paul Maytom".



Mrs Jackie Kruger
GENERAL MANAGER

A handwritten signature in blue ink that reads "Jackie Kruger".

Essential information about Leeton Shire

Leeton Shire is one of the most innovative, inclusive and progressive places in inland Australia. Located in the Riverina 584km from Sydney, 470km from Melbourne and 371km from Canberra, Leeton is the birthplace of the Murrumbidgee Irrigation Area and was purposely built as part of the Murrumbidgee Irrigation Scheme.

Leeton is 1,167 square kilometres in size and includes the towns of Yanco and Whitton and the villages of Murrami and Wamoon. Leeton is the second largest regional centre in the Western Riverina region outside of Griffith and plays an integral role in value- added agricultural processing, agriculture, education and research, transport and logistics.

In 2016 Leeton's population was 11,750 and has been forecast to reach 12,700 by 2041. The age structure in Leeton Shire up until 2026 indicates that there will be a 11.7% increase in population under the working age, there will be a 26.3% increase in population retirement age and the greatest increase in Shire residents will be between the ages of 0-4 years.

Water is central to Leeton Shire. The Murrumbidgee River and the Ramsar-listed Fivebough and Tuckerbil Wetlands play an important part in the local ecology. Up to 174 bird species have been recorded at the Wetlands during the warmer

months, many of those being migratory birds from the northern hemisphere.

Our region today is one of the most productive farming areas in Australia with citrus, rice, grapes, cotton, nut, grains, livestock, canola and vegetable farms found abundantly throughout. The region plays a significant role in feeding and clothing people from around the nation and also the globe. Each MIA farmer is estimated to feed 600 people (450 through exports) each year and around 24,000 containers of product are exported on average from Leeton each year.





Examples of some of the manufacturers and agricultural companies located in the shire include SunRice, CopRice, JBS Riverina Beef Feedlot, Freedom Foods, Southern Cotton, Celi Group, Webster, Malmet, Pacific Fresh, Lion Dairy and Drinks, Lillypilly Estate Wines and Toorak Wines.

With a proud history in education services, Leeton boasts a TAFE and three high schools, two of which are boarding schools which attract students from across south-west NSW and even other states. In addition, there is a school catering for years 3 to 12, six primary schools, a support school, two long day care centres, one pre-school and a number of family day care providers.

Facilities and services that support a wide cross section of the community include a range of quality sporting facilities, two aged care providers, a hospital, general practices and allied health services, and a range of clubs and service groups.

Leeton is a community with a big heart. As a designated refugee-friendly Council, Leeton Shire welcomes migrants, refugees and new settlers to the MIA.

Working cooperatively, organisations such as Leeton Connect work to build capacity and collaboration in the not-for-profit sector and the Leeton Business Chamber is communicating opportunities for local businesses to stay resilient and grow.

Our community's vision for the future:







“To enjoy outstanding lifestyles and prosperous livelihoods within a caring and inclusive community and a healthy environment. To be inspirational leaders leaving a legacy in the Murrumbidgee Irrigation Area of which we are enormously proud.”



Source: Leeton Community Strategic Plan – *Leeton On The Go* – adopted December 2016.

Meet our councillors

 <p>Cr Paul Maytom Mayor Elected to Council 1987</p> <p>Section 355 Committees Whitton Court House and Historical Museum Committee Leeton Men's Shed</p> <p>Advisory Committees Leeton Tree Management Committee Leeton Traffic Committee Leeton Crime Prevention Group</p> <p>External Agency Committees Murray Darling Association Local Health Advisory Committee</p>	 <p>Cr George Weston Deputy Mayor Elected to Council 1995</p> <p>Section 355 Committees SunRice Festival Committee</p> <p>Advisory Committees Leeton Shire Heritage Group Leeton Early Learning Centre Group Central Business District Working Group Gogeldrie Weir Committee</p> <p>Action Groups Leeton Australia Day Group Henry Lawson Cottage Committee</p> <p>External Agency Committees Murray Darling Association Leeton Chamber of Commerce and Industry Committee</p>	 <p>Cr Tony Ciccia Elected to Council 2016</p> <p>Section 355 Committees Murrarni Community Hall</p> <p>Advisory Committees Leeton Traffic Committee Leeton Shire Heritage Group</p> <p>Action Groups Henry Lawson Cottage Committee</p>
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 <p>Cr Peter Davidson Elected to Council 2010</p> <p>Advisory Committees Tree Management Committee Central Business District Enhancement Working Group</p>	 <p>Cr Michael Kidd Elected to Council 2012</p> <p>Advisory Committees Roxy Theatre Advisory Committee Roxy Redevelopment Committee</p>	 <p>Cr Tracey Morris Elected to Council 2012</p> <p>Advisory Committees Audit, Risk and Improvement Committee Central Business District Enhancement Working Group Community Grants Assessment Committee</p> <p>External Agency Committees Leeton Chamber of Commerce and Industry</p>
 <p>Cr Sandra Nardi Elected to Council 2016</p> <p>Section 355 Committees Yanco Community Hall Light Up Leeton Committee</p> <p>Advisory Committees Roxy Theatre Advisory Committee Roxy Redevelopment Committee</p> <p>Action Groups Leeton Youth Committee</p>	 <p>Cr Tony Reneker Elected to Council 2016</p> <p>Advisory Committees Community Grant Funding Committee Audit, Risk and Improvement Committee Community Grants Assessment Committee</p> <p>Action Groups Leeton Australia Day Group Sporting Walk of Fame</p> <p>External Agency Committees MIA Zone Liaison Committee (Rural Fire Service) Narrandera / Leeton Airport Management Committee</p>	 <p>Cr Paul Smith Elected to Council 2016</p> <p>Section 355 Committees Whitton Community Hall Group Whitton Courthouse and Historical Museum Committee</p> <p>Advisory Committees Whitton Town Improvement Committee Community Grant Funding Committee Community Grants Assessment Committee Gogeldrie Weir Committee</p>

About this Delivery Program and Operational Plan

Information contained within this document provides the Leeton Shire councillors and community with detail about the organisation's promise to deliver services and facilities within our Leeton Local Government Area. It is the document against which all activities undertaken by Council will be measured with regular updates to the Council and community through the reporting processes.

The 2017-2021 Delivery Program and 2020-2021 Operational Plan (DPOP) are key elements of the Integrated Planning and Reporting framework to which all Councils in New South Wales have a legislative obligation to adhere. This framework aims to optimise the use of resources to enhance community outcomes. The activities of the Delivery Program are Council's commitment toward the achievement of Community Strategic Plan, **Leeton on the Go – Towards 2030** (CSP), which was endorsed by Council on behalf of the community in December 2016. This CSP was divided into six themes based on the community's priority aspirations for the Shire. These themes and the 20 strategies which underpin them are:

A Healthy and Caring Community

- A community that focuses on being healthy
- A community that embraces lifelong learning
- A community that is friendly and inclusive
- A community that is safe to live in and move about
- A community that enjoys good housing

An Active and Enriched Community

- A community that participates in sports and active leisure
- A community that enjoys arts and culture
- A community that values its heritage

A Healthy Natural Environment

- A community that respects the natural environment
- A community that enjoys our natural environment

A Thriving Economy with Good Jobs

- A community that thrives on irrigated agriculture
- A community that is strong in business and employment
- A community that has great attractions and events
- A community that enjoys a vibrant town centre

A Quality Built Environment

- A community that has reliable water and sewerage services in towns
- A community that has good road, rail and air transport
- A community that enjoys attractive towns and parks

Strong Leadership

- A community that has politicians who act and listen
- A community that speaks up and gets involved
- A community that is always on the front foot

CSP THEME 1: A healthy and caring community

CSP Goal 1: A community that focuses on being healthy

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Action	OP Measure	2020-21 OP Target	Responsibility
1a	Principal Activity Provide exercise opportunities to increase fitness and wellbeing. Goals <ul style="list-style-type: none"> Outdoor gym maintenance occurs with minimum disruption to service. Skate park facilities are enhanced and in good working order. Skate park facilities are maintained with minimum disruption to service. Measures As per Operational Plan measures relating to this principal activity.	1a.01	Maintain and enhance an outdoor gym in Leeton at Rotary Park.	<ul style="list-style-type: none"> % of 2020-21 planned Outdoor Gym Maintenance and Renewal programs completed Number of unplanned maintenance activities completed % safety checks completed 	90+%; 100%; 100%.	Manager Open Space and Recreation
		1a.02	Enhance skate park facilities at Rotary Park, Leeton - Complete Stage 2 of Skate Park.	<ul style="list-style-type: none"> % of project delivered 	100%	Manager Open Space and Recreation
		1a.03	Maintain Skate Parks in Leeton and Whitton.	<ul style="list-style-type: none"> % of 2020-21 planned Skate Parks Maintenance and Renewal programs completed Number of unplanned maintenance activities completed % safety checks completed 	90+%; 100%; 100%	Manager Open Space and Recreation
1b	Principal Activity Advocate for the availability of appropriate health and social services.	1b.01	Participate in the Local Health Advisory Committee (LHAC) and use all avenues to advocate for quality health services for the Leeton Community.	<ul style="list-style-type: none"> Number of LHAC meetings attended Outcomes of advocacy activities (including projects undertaken) 	At least 4 meetings; No target – report by occurrence.	Manager Community Services

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<p>Goals</p> <ul style="list-style-type: none"> • A broad suite of quality health services can be accessed locally. • The community has ready access to quality and timely mental health and drug and alcohol rehabilitation services. • Registrars have taken up opportunities to join local GP services. • Leeton Hospital provides quality and reliable services. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	1b.02	Advocate for accessible and quality mental health and drug and alcohol rehabilitation services.	<ul style="list-style-type: none"> • Number of meetings attended • Number and nature of projects undertaken 	At least 4 meetings; 2 projects undertaken.	Manager Community Services
	1b.03	Support programs that enhance opportunities to increase doctor numbers in Leeton Shire.	<ul style="list-style-type: none"> • Number of student doctors practicing in Leeton LGA in 2020-21 	Accommodation provided for at least 2 student doctors.	Property Services Coordinator
			<ul style="list-style-type: none"> • The nature of Council's support for those placed in Leeton Shire through the Student Doctor and Bush Bursary programs, including orientation to the Shire and pastoral care • Nature of support for new GPs also undertaking VMO roles at Leeton Hospital 	At least 3 interactions per student;	No target – report by occurrence of promotions and investments made by Council.

CSP THEME 1: A healthy and caring community

CSP Goal 2: A community that embraces lifelong learning

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
2a	<p>Principal Activity Provide a range of quality and affordable education opportunities from early childhood to adult learning.</p> <p>Goals</p> <ul style="list-style-type: none"> Leeton Early Learning Centre (LELC) is a quality facility that is financially sustainable. Leeton Early Learning Centre is fully accredited. Leeton Out of School Care (LOOSH) and Vacation Care (VC) programs are quality services that are financially sustainable. LOOSH and VC programs are fully accredited. Leeton Council provides opportunities to 'Grow Our Own' workforce. Our Library is responsive to the community's needs and aspirations. Our Library has a contemporary collection which is well-utilised. 	2a.01	Operate Leeton Early Learning Centre (LELC), including investigating options for expansion	<ul style="list-style-type: none"> Number of children attending the facility relative to available places % compliance recorded from audits % of required corrective actions completed Status of business case and funding strategy; 	100% occupancy; 100%; 90+%; 100% completed and one funding application made.	LELC Manager Manager Community Services Director Business and Investment
		2a.02	Operate Leeton Out of School Hours and Vacation Care Program.	<ul style="list-style-type: none"> Number of children attending services relative to available places % compliance recorded from audits % of required corrective actions completed 	90% occupancy; 100%; 90+%.	Manager Community Services
		2a.03	Provide local apprenticeship, traineeship and work experience opportunities at Council.	<ul style="list-style-type: none"> Number of promotional activities undertaken Number of apprenticeships/traineeships/work experience students placed in Council in the 2020-21 period Amount of alternative external/State funding secured to support these 	At least 1 promotion; At least 3 new work experience, at least 1 trainee, at least 1 apprentice placements; No target – dependent on grant availability.	Manager People and Organisational Development

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> • Our Library has a growing and active membership. • Leeton residents have local access to tertiary study. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	2a.04	Provide a Library service with quality programming and events, including programmed sessions for children, young people and adults; school holiday sessions; and special events that support community interests.	<ul style="list-style-type: none"> • Number of programmed sessions per week • Number of school holiday sessions • Number of special events • Total number of participants 	At least 3 programmed sessions per week; A least 2 sessions with at least 20 participants per school holiday period; At least 2 special events per year with a total of at least 40 participants; At least 1,500 total participants over the year.	Manager Library
	2a.05	Provide a Library service with a quality collection that promotes borrowing, and monitor trends to guide collection development and purchase planning.	<ul style="list-style-type: none"> • Number of items borrowed • Status of Purchasing Plan • Number of items purchased in line with Plan 	At least 28,000 items borrowed; Purchasing Plan developed and implemented; At least 1,800 new items.	Manager Library
	2a.06	Provide a Library service which attracts and maintains membership and visitation: <ul style="list-style-type: none"> - Promote Library services - Promote membership - Monitor membership. 	<ul style="list-style-type: none"> • Number of Library visitations • Number of new members • Number of active Library members 	At least 40,000 Library visitations; At least 250 new members; At least 3,000 active members.	Manager Library
	2a.07	Maintain a lease agreement with the Country University Centre, and promote the service to local residents.	<ul style="list-style-type: none"> • Number of registered students utilising the Leeton CUC 	At least 15 registered students.	Manager Library

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

2b	<p>Principal Activity Provide access to information technology networks.</p> <p>Goal</p> <ul style="list-style-type: none"> • Leeton residents and visitors have access to online activities. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	2b.01	Provide free WiFi services in Leeton CBD and key Council facilities.	<ul style="list-style-type: none"> • Number of people accessing free WiFi services • Percentage of return users per quarter 	At least 300 new WiFi registrations per year; No target – quarterly % of return users.	Manager Information Technology
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CSP THEME 1: A healthy and caring community

CSP Goal 3: A community that is friendly and inclusive

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
3a	<p>Principal Activity Help the community to access community services.</p> <p>Goal</p> <ul style="list-style-type: none"> • Our community has easy access to information about community services. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	3a.01	Maintain and promote a Community Directory.	<ul style="list-style-type: none"> • Number of page views of online directory • Number of self-service updates undertaken • Average length of time since service content was updated for each service 	<p>At least 500 website page views; At least 10 updates;</p> <p>Not more than 12 months.</p>	Manager Community Services
3b	<p>Principal Activity Provide opportunities and support for young people in Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> • Young people in our community are actively engaged and contribute to decisions which impact upon them. 	3b.01	Facilitate activities and events for young people.	<ul style="list-style-type: none"> • Number of community-run youth events and activities supported by Council • Total number of participants 	<p>At least 2 events or activities;</p> <p>At least 100 participants per activity (depending on nature of activity).</p>	Manager Community Services

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> Young leaders in our community have an active voice within Council. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	3b.02	Facilitate young people's engagement with Council through youth leadership development initiatives.	<ul style="list-style-type: none"> Number of initiatives to engage and introduce young people to local government Number of young people involved in leadership activities 	<p>At least 2 initiatives;</p> <p>At least 8.</p>	Manager Community Services
3c	<p>Principal Activity Advance the wellbeing of Leeton Shire's elderly residents and residents living with a disability.</p> <p>Goals</p> <ul style="list-style-type: none"> Leeton's older residents live fulfilled and inclusive lives of good quality. People in Leeton who live with disability live fulfilled and inclusive lives of good quality. People with a disability can readily access shops and services. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	3c.01	Update and implement the Ageing Strategy 2014 – 2024 Action Plan.	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed Nature of actions completed 	90+%.	Manager Community Services
		3c.02	Implement the Disability Inclusion Action Plan (DIAP) for Leeton Shire.	<ul style="list-style-type: none"> % of scheduled 2020-21 actions completed Nature of actions completed 	90+%.	Manager Community Services
		3c.03	Enforce Disability Car Park restrictions and undertake local education campaigns on accessible parking provision	<ul style="list-style-type: none"> Number of enforcement activities Number of enforcement actions taken Number of local campaigns 	<p>At least 50 per annum;</p> <p>No target - report by occurrence;</p> <p>At least 2 per annum.</p>	Regulatory Services Coordinator
3d	<p>Principal Activity Foster a cohesive community that welcomes new residents and values cultural diversity.</p> <p>Goals</p> <ul style="list-style-type: none"> Migrants and refugees settle into Leeton and quickly feel a sense of belonging. Leeton is a cohesive and thriving community. 	3d.01	Maintain and build Leeton's reputation as a "migrant and refugee-friendly" Shire through participation in the NSW Regional Settlement Program (RSP).	<ul style="list-style-type: none"> Number of Council-supported events/activities held Total number of participants Number of RSP activities conducted 	<p>2 Council events or activities;</p> <p>More than 100 participants;</p> <p>1 RSP activity, 3 RSP meetings attended</p>	Manager Community Services
		3d.02	Participate in Multicultural Forums at the local and regional level.	<ul style="list-style-type: none"> Number of meetings attended 	At least 5.	Manager Community Services

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> New Australian citizens are welcomed and celebrated in Leeton. New residents have the necessary information to quickly settle and develop a sense of belonging. 			<ul style="list-style-type: none"> Outcomes of attendance (major decisions/actions) 	No target – report by occurrence.	
	<p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	3d.03	Host Citizenship Ceremonies.	<ul style="list-style-type: none"> Number of Citizenship Ceremonies held Number of residents naturalised (by country of origin) 	Minimum of 2 per year on Australia Day and Citizenship Day (additional ceremonies held within 2 months of notification by Department of Home Affairs); No target – report by occurrence.	Events Officer
		3d.04	Maintain and provide a New Residents' Kit.	<ul style="list-style-type: none"> Currency of content of kits Number of kits issued or downloaded 	Less than 12 months since updated; At least 10 kits issued or downloaded.	Manager Community Services
3e	<p>Principal Activity</p> <p>Acknowledge the Wiradjuri people and strengthen relationships with the indigenous community of Leeton Shire.</p>	3e.01	Inform land-use planning through regular liaison with the Leeton Aboriginal community (through the Leeton and Districts Aboriginal Lands Council).	<ul style="list-style-type: none"> Number of meetings attended Outcomes of meetings (major decisions/ actions) 	At least 2 meetings per annum. No target – report by occurrence.	Manager Planning, Building and Health

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<p>Goals</p> <ul style="list-style-type: none"> The Wiradjuri people are consulted in key land-use decisions. Social, economic, environmental and cultural outcomes for the Wiradjuri people of Leeton Shire are improving. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	3e.02	Promote wellbeing for our indigenous community through regular liaison with the Aboriginal Interagency.	<ul style="list-style-type: none"> Number of meetings attended Outcomes of meetings (major decisions/ actions) 	At least 2 meetings per annum. No target – report by occurrence.	Manager Community Services
3f	<p>Principal Activity</p> <p>Provide cemetery services at Leeton and Whitton.</p> <p>Goals</p> <ul style="list-style-type: none"> Our cemetery services function effectively and are respectful to grieving families and friends. Our future interment needs are provided for. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	3f.01	Maintain cemetery grounds in Leeton and Whitton.	<ul style="list-style-type: none"> % of scheduled 2020-21 maintenance and upgrades at Leeton and Whitton Cemeteries completed Nature of work undertaken 	90+%;	Manager Open Space and Recreation
		3f.02	Expand and develop cemetery grounds in Leeton.	<ul style="list-style-type: none"> Outcomes of planning for cemetery expansion at Leeton 	Land tenure secured; Masterplan developed.	Property Services Coordinator / Manager Open Space and Recreation

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

3g	<p>Principal Activity Provide a Multipurpose Community Hub to support local community groups and the residents they serve.</p> <p>Goals</p> <ul style="list-style-type: none"> • Our Multipurpose Community Centre is fully utilised on a cost recovery basis. • Centre users' needs are met. • Non-tenanted meeting and training rooms in our Multipurpose Community Centre are well utilised by a variety of user groups. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	3g.01	Operate a Multipurpose Community Centres.	<ul style="list-style-type: none"> • Current number of tenancies in place relative to availability 	100%.	Manager Community Services
		3g.02	Promote and maximise the use of the Multipurpose Community Centre meeting rooms.	<ul style="list-style-type: none"> • Number of hirers and occasions of hire • Amount of income generated from short-term hire of non-tenanted meeting and training rooms 	<p>At least 30 hirers; 300 occasions of hire; At least \$10,000.</p>	Manager Community Services

CSP THEME 1: A healthy and caring community

CSP Goal 4: A community that is safe to live in and move about

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
4a	<p>Principal Activity Advocate for and support initiatives to reduce crime.</p> <p>Goals</p> <ul style="list-style-type: none"> • Projects aimed at reducing/ending domestic violence and supporting victims of domestic violence are supported by Council. • Graffiti and vandalism is quickly addressed in Leeton Shire. • Safety is increased and crime is reduced in Leeton Shire. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	4a.01	Support initiatives to stop domestic violence.	<ul style="list-style-type: none"> • Number and nature of support provided 	At least 1 initiative supported.	Manager Community Services
		4a.02	Reduce, prevent and mitigate graffiti and vandalism across Leeton Shire and make available a reward for information leading to a conviction for offences.	<ul style="list-style-type: none"> • Number of reported incidences • Average time taken to address incidents occurring on public property • Number of rewards issued 	Not more than 12 incidences. Not more than 2 working days; No target – report by occurrence	Regulatory Services Coordinator
		4a.03	Implement the Leeton Community Safety Strategy.	<ul style="list-style-type: none"> • % of scheduled 2020-21 actions completed • Nature of work undertaken 	90+%	Manager Community Services

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

4b	Principal Activity Advocate for and support road safety initiatives. Goals <ul style="list-style-type: none"> Casualties from vehicle accidents are declining, and driver behaviour is improving across Leeton Shire. Road safety is promoted through good design and sensible regulation. Measures As per Operational Plan measures relating to this principal activity.	4b.01	Implement programs that foster and promote road safety.	<ul style="list-style-type: none"> Number of road safety campaigns undertaken 	At least 4 campaigns.	Road Safety Officer
		4b.02	Promote road safety through design and appropriate regulation.	<ul style="list-style-type: none"> Number of Traffic Committee meetings held 	At least 4 per year.	Road Safety Officer
4c	Principal Activity Monitor and maintain Leeton Shire's street lighting and CCTV networks. Goals <ul style="list-style-type: none"> A CCTV network provides comprehensive coverage of busy public spaces. Leeton Shire's CCTV network assists police to investigate crime. Pedestrian and traffic safety is improved through good lighting. Measures As per Operational Plan measures relating to this principal activity.	4c.01	Maintain Council's CCTV network.	<ul style="list-style-type: none"> Number and nature of changes/additions to CCTV network Increased coverage by CCTV cameras 	100% of network is in working order; At least 5% coverage increase per annum.	Manager Information Technology
		4c.02	Utilise Council's CCTV network footage to promote community safety.	<ul style="list-style-type: none"> Number of occasions Police access Council's CCTV footage to investigate crime 	No target -report by occurrence.	Manager Information Technology
		4c.03	Monitor Leeton Shire's Street Lighting network (including services delivered by Council and Essential Energy).	<ul style="list-style-type: none"> Total repair count Number of lighting outage repairs completed within target period 	No target; 90% repaired within 8 days.	Manager Roads and Drainage

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

4d	Principal Activity Reduce Leeton Shire's risk from natural disasters.	4d.01	Commence delivery of the Floodplain Risk Management Plan.	<ul style="list-style-type: none"> Progress of identified actions 	Funding secured for at least one action item.	Manager Roads and Drainage
		4d.02	Participate in Local Emergency Management Committee.	<ul style="list-style-type: none"> Number of meetings held Outcomes (major decisions/actions) 	100%; No target – report by occurrence.	Manager Roads and Drainage
		4d.03	Enhance understanding of the impacts of climate change in the MIA: <ul style="list-style-type: none"> Engage RAMJO to develop an Adverse Events Plan (utilising drought funding). 	<ul style="list-style-type: none"> Status of development Adverse Events Plan 	100% complete; Plan adopted.	Director Operations
4e	Principal Activity Provide animal control services across Leeton Shire.	4e.01	Provide a response to call outs for wandering/loose animals and dog attacks in accordance with Council's Companion Animals Policy.	<ul style="list-style-type: none"> Response time to call outs Number of animals impounded and % returned or rehomed 	Less than 2 hours More than 75% returned or rehomed.	Regulatory Services Coordinator
		4e.02	Promote and foster responsible pet ownership, including: <ul style="list-style-type: none"> Annual free microchipping day All-year-round subsidised microchipping 	<ul style="list-style-type: none"> Number of education activities undertaken Number of free microchipping days held Number of animals microchipped 	At least 12; At least one; 200 animals microchipped.	Regulatory Services Coordinator
4d	Goals <ul style="list-style-type: none"> Understand and plan for a changing climate. Flood risk is mitigated and reduced for people and property in Leeton Shire. Leeton Shire is prepared for the appropriate management of emergency situations. 	Measures		As per Operational Plan measures relating to this principal activity.		

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> Negative impacts on amenity within Leeton Shire are minimised. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	4e.03	<p>Provide Ranger Services to address:</p> <ul style="list-style-type: none"> Abandoned vehicles Illegal dumping Noise complaints Overgrown properties. 	<ul style="list-style-type: none"> Response time to call outs Total number of reports and % resolved through voluntary compliance 	<p>Within two working days; 75% successfully resolved without proceeding to a PIN (fine).</p>	Regulatory Services Coordinator
4f	<p>Principal Activity Public health is maintained across Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> Patrons can confidently consume food prepared by local businesses. Patrons can confidently and safely utilise the services of local skin penetration establishments. Health risks to people and the environment are minimised. Children are prevented from drowning. Mosquito-borne disease is monitored and minimised in Leeton Shire. 	4f.01	Undertake food premises inspection programs.	<ul style="list-style-type: none"> Number and nature of education activities Proportion of inspection regime completed Number of breaches recorded 	<p>2 education activities/year; 100%</p> <p>No target -report by occurrence</p>	Regulatory Services Coordinator
		4f.02	Undertake skin penetration establishment inspection programs.	<ul style="list-style-type: none"> Number and nature of education activities Proportion of inspection regime completed Number of breaches recorded 	<p>2 education activities/year; 100%</p> <p>No target -report by occurrence</p>	Regulatory Services Coordinator
		4f.03	Undertake on-site sewer management inspection programs.	<ul style="list-style-type: none"> Number and nature of education activities Proportion of inspection regime completed Number of breaches recorded 	<p>2 education activities/year; 100%</p> <p>No target -report by occurrence</p>	Building and Health Surveyor

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<p>Measures As per Operational Plan measures relating to this principal activity.</p>	4f.04	Undertake backyard swimming pool inspection programs.	<ul style="list-style-type: none"> • Number and nature of education activities • Proportion of inspection regime completed • Number of breaches recorded 	<p>2 education activities/year; 100%</p> <p>No target -report by occurrence</p>	Building and Health Surveyor
	4f.05	Undertake a mosquito monitoring program from October to April.	<ul style="list-style-type: none"> • Number of monitoring activities • Number of diseases detected 	<p>26 monitoring activities;</p> <p>Zero diseases detected.</p>	Regulatory Services Coordinator

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

4g	<p>Principal Activity Facilitate pedestrians and cyclists to get around safely.</p> <p>Goals</p> <ul style="list-style-type: none"> • Accessibility and safety of walkways and cycleways is improved, including through securing of external funding. • The health and safety of our community is improved through the provision of a quality footpath and bicycle path network that supports active leisure and keeps bicycles off busy roads. • Our walkways and cycleways are accessible and well utilised. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	4g.01	<p>Improve Council's footpath and cycleway network through the implementation of the Pedestrian Access Mobility Plan (PAMP).</p>	<ul style="list-style-type: none"> • Progress against PAMP program • Number of Council-funded priority projects completed from the PAMP • Number of externally-funded priority works completed from the PAMP 	<p>90% complete;</p> <p>At least \$200,000 worth of projects;</p> <p>At least \$20,000 worth of projects;</p>	<p>Manager Roads and Drainage</p>
		4g.02	<p>Implement the Footpath and Cycleways Maintenance and Renewal Program.</p>	<ul style="list-style-type: none"> • % of scheduled 2020-21 actions completed • Number of unplanned maintenance works • % remedied to agreed service level 	<p>90% complete;</p> <p>90% completed within target timeframe (dependent on nature of work); 90+%.</p>	<p>Manager Roads and Drainage</p>

CSP THEME 1: A healthy and caring community

CSP Goal 5: A community that enjoys good housing

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
5a	<p>Principal Activity Support the community to access a range of quality and affordable housing options.</p> <p>Goal</p> <ul style="list-style-type: none"> The elderly and disabled have access to supported, affordable and suitable housing which enables them to live independently. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	5a.01	Monitor provision of Council's affordable housing service, Eventide Homes, Yanco (service delivered by Argyle Homes).	<ul style="list-style-type: none"> Rate of occupancy Progress of refurbishment program Number of liaison meetings with Eventide Homes' service provider 	90%; 90+% of refurbishment complete; At least 2 per annum.	Property Services Coordinator and Native Title Manager
5b	<p>Principal Activity Expand the range of residential opportunities across the Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> Our CBD is activated with contemporary housing options which utilise existing infrastructure for essential services. Access to housing stock has increased in Leeton Shire, which assists to attract and maintain a local workforce and includes affordable housing options. <p>Measures</p>	5b.01	Undertake and promote housing development opportunities across Leeton Shire, including on Council-owned land.	<ul style="list-style-type: none"> Number of investment proposals for housing development in Leeton Shire Number of new residential DAs approved 	At least 1 new housing project; At least 30 per annum.	Director Business and Investment/ Planning Officer
		5b.02	Develop a Housing Strategy for Leeton Shire.	<ul style="list-style-type: none"> Status of Strategy development 	Strategy adopted by Council by June 2021	Manager Planning, Building and Health

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	As per Operational Plan measures relating to this principal activity.					
5c	<p>Principal Activity Safeguard housing standards to promote healthy living and a healthy environment.</p> <p>Goal</p> <ul style="list-style-type: none"> • Our community lives environmentally responsible lives and maintains good health. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	5c.01	Promote residential dwellings that are energy and water efficient through provision of information to support community choices.	<ul style="list-style-type: none"> • Number and nature of education activities • Number of website page views • Number of DAs that comply with BASIX 	At least 2 education activities per year; At least 100 views; 100%.	Manager Planning, Building and Health

CSP THEME 2: An active and enriched community

CSP Goal 6: A community that participates in sports and active leisure

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
6a	<p>Principal Activity Offer access to a range of quality sporting facilities.</p> <p>Goals</p> <ul style="list-style-type: none"> • Our facilities are fit for purpose. • There is multi-use of our facilities. • Sports facilities at the Leeton Showground are of a reasonable standard. • Sports facilities are managed in accordance with the Crown Land Management Act. • Our swimming facilities are safe and fit for purpose. • Our public swimming pools' use is optimised. • The Leeton Pool is a facility fit for hosting regional competitions. • Our golf course operates successfully with increasing membership. • Our golf course is financially sustainable, and its reliance on Council support is decreasing. • Our golf course is fit for purpose. • Our Indoor Stadium facility is well utilised 	6a.01	Maintain and improve sporting ovals in Leeton and Yanco, including a lighting upgrade for Leeton No.1 oval.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Sports Fields Maintenance, Renewals and Capital Works programs completed • Number and nature of unplanned maintenance activities completed • Progress of lighting upgrade 	90+%; 100%; 100%.	Manager Open Space and Recreation
		6a.02	Promote usage of sporting ovals in Leeton and Yanco.	<ul style="list-style-type: none"> • Number of sporting codes utilising sports fields. 	At least 5 codes.	Manager Open Space and Recreation
		6a.03	Enhance sporting facilities at Leeton Showground through \$1.8 million improvement program.	<ul style="list-style-type: none"> • % of 2020-21 scheduled development completed 	100%, with official opening	Manager Open Space and Recreation
		6a.04	Provide public swimming pools in Leeton and Whitton, and prepare a Renewal Options Report for Whitton Pool.	<ul style="list-style-type: none"> • % of 2020-21 Swimming Pools Maintenance and Renewal programs Leeton and Whitton completed • Number of unplanned maintenance activities completed • Status of Renewal Options Report 	90+%; 100%; Report completed.	Manager Open Space and Recreation

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> • Our Indoor Stadium and Tennis facility is fit for purpose. • Residents have access to safe drinking water when they are active or exercising. • Through collaboration, emerging sporting activities are developed in the Leeton Shire. • Sporting excellence is acknowledged within Leeton Shire. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	6a.05	Promote usage of swimming pools in Leeton and Whitton.	<ul style="list-style-type: none"> • Number of carnivals at Pools • Number of users 	<p>At least 8 carnivals. At least 6,000 users.</p>	Manager Open Space and Recreation
	6a.06	Enhance and upgrade facilities at Leeton Swimming Pool.	<ul style="list-style-type: none"> • % of scheduled 2020-21 works completed 	<p>100% completed, and official launch held.</p>	Manager Open Space and Recreation
	6a.07	Undertake a feasibility study to determine options for a heated swimming pool facility in Leeton Shire.	<ul style="list-style-type: none"> • Status of feasibility study 	<p>Study completed by June 2021</p>	Director Operations
	6a.08	Promote usage and sustainability of the Leeton golf course.	<ul style="list-style-type: none"> • Number of events held at Leeton Golf Course. • Total number of participants utilising golf course facilities. 	<p>At least 6 events held. At least 4,200 rounds played.</p>	Manager Open Space and Recreation
	6a.09	Support development of new golf clubhouse.	<ul style="list-style-type: none"> • % of works completed • Amount of external funding raised 	<p>80% of build complete; \$300,000 grant funding received.</p>	Manager Open Space and Recreation
	6a.10	Provide an Indoor Stadium and tennis facility in Leeton.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Stadium Maintenance, Renewal and Capital Works programs completed • Nature or works completed • Number and nature of unplanned maintenance activities completed 	<p>90+%; 100%.</p>	Manager Open Space and Recreation
	6a.11	Promote usage of the Indoor Stadium in Leeton.	<ul style="list-style-type: none"> • Number of sports using the Stadium. • Total number of participants utilising the Stadium. 	<p>At least 4 sports; At least 12,000 participants per year.</p>	Manager Open Space and Recreation

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

		6a.12	Continue to provide Hydration Stations or other potable water options in key areas used for physical activity.	<ul style="list-style-type: none"> • Status of new installation at Waipukurau Park • Status of hydration station network 	Installation complete; 100% operational.	Manager Open Space and Recreation
		6a.13	Establish a Sporting Walk of Fame precinct.	<ul style="list-style-type: none"> • Progress towards establishment of a Sporting Walk of Fame. 	90% of Phase 1 completed.	Manager Open Space and Recreation
6b	<p>Principal Activity</p> <p>Support local sport and recreation clubs to remain viable.</p> <p>Goals</p> <ul style="list-style-type: none"> • A variety of sporting clubs are supported to be appropriately equipped and viable. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	6b.01	<p>Provide support to local sports and recreation clubs:</p> <ul style="list-style-type: none"> - Respond to requests for advice and assistance - Assist organisations to pursue funding for their activities. 	<ul style="list-style-type: none"> • Nature of support • Outcomes of support provided • Amount of funding received (by sport type) 	100% of inquiries responded to; No target – report by activity; No target – dependent on grant availability.	Manager Open Space and Recreation

CSP THEME 2: An active and enriched community						
CSP Goal 7: A community that enjoys arts and culture						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
7a	<p>Principal Activity Provide a local theatre for performing and cinematic arts and events.</p> <p>Goals</p> <ul style="list-style-type: none"> • The Roxy Theatre offers an effective multi-purpose space. • The Roxy is well patronised, and provides a range of theatre, show, events and movies which appeals to a wide audience. • The significant heritage of the Roxy asset is preserved. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	7a.01	Continue refurbishment of the Roxy Theatre both internally and externally.	<ul style="list-style-type: none"> • Progress of refurbishment 	50% of adopted program progressed.	Manager Special Projects
		7a.02	Run an entertaining program of events for the community in alternative locations during the refurbishment of the Roxy Theatre.	<ul style="list-style-type: none"> • Number of events held • Number of participants 	At least one per month; At least 500 participants over the year.	Roxy Theatre Coordinator
7b	<p>Principal Activity Enhance artistic and cultural activity across Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> • The arts are appreciated and participated in across Leeton Shire. • Art is in the public domain, adding interest, telling stories and generating community conversation. 	7b.01	Collaborate with and fund Western Riverina Regional Arts Board to successfully deliver events, public art projects and programs in Leeton Shire, including providing opportunities to promote local artistic endeavour.	<ul style="list-style-type: none"> • Number and nature of activities undertaken to deliver events and programs in Leeton Shire • Number of local artist exhibitions • Council's role in and contribution to Western Riverina Arts activities, events and programs within Leeton Shire 	At least two exhibitions held in Leeton Museum and Art Gallery; At least one; 100% attendance at meetings, and report by activities;	Events and Cultural Services Coordinator

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> Visual arts are supported by Council, and its art collection on behalf of the community is growing. <p>Measures As per Operational Plan measures relating to this principal activity.</p>			<ul style="list-style-type: none"> Outcomes of Council's \$11,000 investment 	No target – report by outcomes.	
	7b.02	Open and operate the Leeton Museum and Art Gallery, and promote the permanent exhibition: <i>Water by design, the Leeton water story.</i>	<ul style="list-style-type: none"> Number of gallery events held Number of visitors to gallery exhibits Number of visitors to museum 	At least 1 travelling exhibition; At least 750 visitors; At least 1000 visitors.	Events and Cultural Services Coordinator
	7b.03	Support the annual Penny Paniz Memorial Art Competition, and add acquisitions to Council's art collection.	<ul style="list-style-type: none"> Number of entries received for PPMAC Annual financial contribution by Council to the PPMAC sustained Number of new acquisitions to Council's art collection 	At least 100 entries; \$1,500 Council contribution; At least one.	Events and Cultural Services Coordinator
	7b.04	Support the annual Leeton Eisteddfod [2020 event CANCELLED due to COVID-19]			Manager Visitor, Cultural and Local Economy

CSP THEME 2: An active and enriched community

CSP Goal 8: A community that values its heritage

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
8a	<p>Principal Activity Support and showcase the history of our Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> Leeton Shire's history is conserved and accessible through the Library. Key stories are packaged into interesting attractions for locals and visitors. Local committees are supported to manage their collections, tell their stories and grow visitor numbers. All collections under Council's care and control are appropriately managed, including when on display or in storage. Key heritage buildings are conserved across the Shire, particularly the Leeton art deco streetscape. Henry Lawson Cottage is conserved to tell his story and generate income. 	8a.01	Support and enable public access to local history: <ul style="list-style-type: none"> Develop and catalogue Leeton Library's local studies collection (including monographs, pamphlets and photographs) Attend Leeton Family and Local History Society's meetings. 	<ul style="list-style-type: none"> Number local history items catalogued Number of Society meetings attended 	At least 40 items catalogued per year; 100% attendance.	Manager Library
		8a.02	Promote and update the Arts and Heritage Trail (<i>Lyrics, Lintels and Landscapes</i>) for the Leeton Shire.	<ul style="list-style-type: none"> Number of new additions to the Trail Number of promotional activities Number of Lyrics, Lintels and Landscapes app content views 	1 additional installation; At least 2; At least 200.	Events and Cultural Services Coordinator
		8a.03	Support Whitton and Yanco Museums, including <ul style="list-style-type: none"> building the skills capability of volunteers conducting a significance assessment for Yanco. 	<ul style="list-style-type: none"> Training of volunteers. Progress of significance assessment for Yanco Number of Whitton Museum meetings attended Number of local museum promotions 	At least 1 event; 100% (dependent on external funding); 100%; At least 2 per annum.	Events and Cultural Services Coordinator

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<p>Measures As per Operational Plan measures relating to this principal activity.</p>	8a.04	Undertake activities to support Council's archival responsibilities and develop an action plan to guide this work.	<ul style="list-style-type: none"> • Status of Heritage Archive review • Status of action plan development • Status of implementation of archiving actions 	<p>100% completed; Plan finalised;</p> <p>At least 5%</p>	Manager Library
	8a.05	Offer an annual Heritage Grants program with a focus on Leeton's CBD to promote its position as a regional Art Deco capital	<ul style="list-style-type: none"> • Number of applications received • Number, nature and value of grants awarded 	<p>At least 2 applications received. \$19,500 granted.</p>	Planning Officer
	8a.06	Oversee completion of façade painting for Leeton CBD (between Roxy Theatre and Tile Warehouse, and Wade Avenue)	<ul style="list-style-type: none"> • Number of eligible property owners who take up painting offer • % of improvement program completed 	<p>80%, report by occurrence;</p> <p>100%</p>	Manager Visitor, Cultural and Local Economy
	8a.07	Operate Henry Lawson Cottage, including holding open days.	<ul style="list-style-type: none"> • Amount of rental use and income • Progress of the review of governance, management and operation of the Cottage • Number of open days 	<p>Casual tenants/ users utilising the property 60% of the year; 100% complete;</p> <p>At least one per annum</p>	<p>Property Services Coordinator and Native Title Manager</p> <p>Events and Cultural Services Coordinator</p>

CSP THEME 3: A healthy natural environment

CSP Goal 9: A community that respects the natural environment

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
9a	Principal Activity Provide waste management services. Goals <ul style="list-style-type: none"> The Leeton landfill facility is run efficiently and effectively. The life of the landfill is extended through recycling, via kerbside collection and the Resource Recovery Facility. The landfill is operated in an environmentally compliant manner. All resource recovery and transfer station facilities are fit for purpose. There is increased participation and appropriate use of kerbside recycling. Where possible, waste is effectively diverted from landfill. Leeton's Waste Management Strategy sets a clear direction for achieving positive waste management outcomes for the Shire. 	9a.01	Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life.	<ul style="list-style-type: none"> Tonnes of waste entering Resource Recovery Facility Tonnes of waste disposed to landfill Tonnes of waste generated from kerbside collection (red bins) 	< 20,000 tonnes; <16,000 tonnes; < 3,000 tonnes.	Waste and Recycling Coordinator
		9a.02	Promote recycling to divert waste from landfill.	<ul style="list-style-type: none"> Tonnes diverted at the Resource Recovery Facility per waste category Tonnes of recycling collected from kerbside collection (yellow bins) Tonnes collected through Return & Earn scheme 	At least 25% diverted; >400 tonnes; No target – report actual volume.	Waste and Recycling Coordinator
		9a.03	Operate Resource Recovery Facility and Transfer Stations in compliance with the regulations.	<ul style="list-style-type: none"> Compliance with EPA licence for Landfill Operations 	100%.	Waste and Recycling Coordinator
		9a.04	Appropriately maintain Resource Recovery Facility and Transfer Stations.	<ul style="list-style-type: none"> % of scheduled 2020-21 Maintenance, Renewal and Capital Works program completed (including completion of the next required waste cell at the Leeton landfill) 	90+%. Waste cell complete.	Waste and Recycling Coordinator
		9a.05				At least 10 activities;

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	Measures As per Operational Plan measures relating to this principal activity.		Conduct education activities to promote recycling in the community.	<ul style="list-style-type: none"> • Number and nature of education and promotion activities undertaken • % of collected recycling that is contaminated 	Less than 5%.	Waste and Recycling Coordinator
		9a.06	Offer kerbside collection service, including recycling (under contract).	<ul style="list-style-type: none"> • Number of bins collected • Number of missed bins per collection • % of missed bins resolved within 48 hours. 	4,500 mixed waste bins collected; 4,000 recycling bins collected; Less than 5; 100%.	Waste and Recycling Coordinator
		9a.07	Implement Council's Waste Management Strategy.	<ul style="list-style-type: none"> • % of scheduled 2020-21 actions completed • Nature of works undertaken 	90+%	Manager Water and Waste
9b	Principal Activity Minimise the economic, environmental and social impact of weeds across Leeton Shire. Goals <ul style="list-style-type: none"> • Noxious weeds are prevented from taking hold in Leeton Shire. • Weeds are managed to improve road safety aesthetics and reduce further infestations in urban and rural environments. • Nuisance weeds impacting on road safety are managed. Measures As per Operational Plan measures relating to this principal activity.	9b.01	Identify and manage high risk weeds in accordance with Council's Weed Action Plan.	<ul style="list-style-type: none"> • % of annual Weeds Action Plan delivered • Number of new noxious weed incursions reported 	100% delivered; No target – report by occurrence.	Regulatory Services Coordinator
		9b.02	Minimise nuisance weeds on urban Council land and roads.	<ul style="list-style-type: none"> • Number of customer requests relating to weeds on urban Council land • % of spraying program completed 	Less than 20 complaints received, all complaints responded to within 10 working days; 100%.	Manager Open Space and Recreation
		9b.03	Manage roadside vegetation on Council road reserves to increase road safety.	<ul style="list-style-type: none"> • Number of customer requests relating to roadside vegetation on Council rural road reserves 	Less than 25 complaints received; All complaints responded to	Manager Roads and Drainage

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

					within location hierarchy target timeframe.	
		9b.04	Coordinate the Weeds Committee and engage with relevant stakeholders	<ul style="list-style-type: none"> • Number of meetings held 	At least 2 per year	Manager Open Space and Recreation/Regulatory Services Coordinator
9c	Principal Activity Advance environmental sustainability by leading at the local level. Goals <ul style="list-style-type: none"> • Energy savings programs have reduced operational costs and Council's CO² footprint. • Renewable options have reduced operational costs and Council's CO² footprint. • The community is informed about energy-saving programs and initiatives available to them. • Environmental outcomes for the river and its environs are improved. Measures As per Operational Plan measures relating to this principal activity.	9c.01	Develop an Energy Savings Strategy for Council, track Council's energy production and consumption, and participate in RAMJO's Energy Audit.	<ul style="list-style-type: none"> • Status of Strategy development • Nature of actions taken • Total amount of energy generated • Value of energy savings 	Strategy adopted; Actions commenced; At least 200,000 KW/annum; At least 5% of total energy costs.	Director Operations Manager Water and Waste
		9c.02	Support external agencies to maintain key natural assets including Fivebough Wetlands and Murrumbidgee River.	<ul style="list-style-type: none"> • Number and nature of activities to support biodiversity at Murrumbidgee River (National Park) and Fivebough Wetlands 	At least 2 support activities.	Manager Visitor, Cultural and Local Economy

9d	<p>Principal Activity Promote town water conservation.</p> <p>Goals</p> <ul style="list-style-type: none"> • Town water supply is not wasted. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	9d.01	Promote water saving measures across Leeton Shire.	<ul style="list-style-type: none"> • Household water use • Number of educational activities 	<p>Less than average 200 kL/household/year; At least two per year.</p>	Manager Water and Waste
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CSP THEME 3: A healthy natural environment

CSP Goal 10: A community that enjoys our natural environment

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
10a	<p>Principal Activity Provide recreational facilities along the Murrumbidgee River within Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> • Opportunities for future development and visitor characteristics for Gogeldrie Weir have been identified and progressed. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	10a.01	Monitor the provision of camping and recreational facilities at Gogeldrie Weir (delivered under lease) and develop a precinct masterplan.	<ul style="list-style-type: none"> • Status of masterplan development • Status of EOI process • Number of annual caravan park users 	Masterplan adopted and implementation commenced; EOI to market and at least 2 submissions received; No target – report number of users	Manager Visitor, Cultural and Local Economy
10b	<p>Principal Activity Attract more people to enjoy key natural areas such as Fivebough Wetlands and the Murrumbidgee River.</p> <p>Goals</p> <ul style="list-style-type: none"> • Visitor characteristics for the Murrumbidgee River are benchmarked, and visitor numbers and facilities have improved. 	10b.01	Promote nature-based recreational and tourism opportunities along the Murrumbidgee River.	<ul style="list-style-type: none"> • Number of promotional activities undertaken • Participation rates (where available) • Outcomes of visitor improvement projects undertaken in collaboration with NPWS 	At least 3 promotional activities; At least 150 participants per annum; Key visitor infrastructure maintained and operational.	Manager Visitor, Cultural and Local Economy

<ul style="list-style-type: none"> • Opportunities to work collaboratively with NSW National Parks and Wildlife Service on improvement projects have been identified and progressed. • Visitor characteristics for Fivebough Wetlands are benchmarked, and visitor numbers and facilities have improved. • Opportunities to work collaboratively with NSW Crown Lands on improvement projects have been identified and progressed. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	<p>10b.02</p>	<p>Promote nature-based recreational and tourism opportunities at Fivebough Wetlands, and report on outcomes of improvement programs undertaken in collaboration with NSW Crown Lands</p>	<ul style="list-style-type: none"> • Number of promotional activities undertaken • Participation rates (where available) • Outcomes of visitor improvement projects undertaken in collaboration with NSW Crown Lands. 	<p>At least 2 promotional activities; At least 1,000 participants. No target – report by occurrence</p>	<p>Manager Visitor, Cultural and Local Economy</p>
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CSP THEME 4: A thriving economy and good jobs

CSP Goal 11: A community that thrives on irrigated agriculture

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
11a	Principal Activity Advocate for continued access to irrigation supply for our agricultural industries. Goals <ul style="list-style-type: none"> • Opportunities for advocacy about Basin issues are pursued with a view to no further loss of productive water to the MIA/Leeton Shire (after efficiency project adjustments). • Environmental watering complements and does not compromise agricultural productivity. • Through effective collaboration with Murrumbidgee Irrigation Ltd, farmers, industry and local residents to benefit. Measures As per Operational Plan measures relating to this principal activity.	11a.01	Participate in Murray Darling Association (Region 9 + MDA Board).	<ul style="list-style-type: none"> • Number of meetings attended • Outcomes of meetings (major decisions/ actions) 	100% attendance; No target – report by occurrence.	General Manager
		11a.02	Participate in EWAG (Environmental Water Advisory Group) to observe and monitor environmental watering actions and outcomes.	<ul style="list-style-type: none"> • Number of meetings attended • Outcomes of meetings (major decisions/ actions) 	100% attendance; No target – report by occurrence.	General Manager
		11a.03	Participate in NSW Water Customer Advisory Group (CAG)	<ul style="list-style-type: none"> • Number of meetings attended • Outcomes of meetings (major decisions/ actions) 	100% attendance; No target – report by occurrence.	General Manager
		11a.04	Collaborate with Murrumbidgee Irrigation to strengthen irrigated agriculture in the MIA.	<ul style="list-style-type: none"> • Number of operational meetings attended • Outcomes of meetings (major decisions/ actions) 	At least 6 per annum; No target – report by occurrence.	Director Operations
				<ul style="list-style-type: none"> • AGM attendance • Number of senior executive meetings held • Outcomes of meetings (major decisions/ actions) 	100%; At least 2 per annum; No target – report by occurrence.	General Manager

CSP THEME 4: A thriving economy and good jobs						
CSP Goal 12: A community that is strong in business and employment						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
12a	<p>Principal Activity Seek, promote and facilitate business opportunities.</p> <p>Goals</p> <ul style="list-style-type: none"> Development and growth of business operators is supported within Leeton Shire. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	12a.01	Support and facilitate the retention and expansion of existing local business, industry or government services in the Leeton Shire.	<ul style="list-style-type: none"> Number and nature of activities with existing businesses Outcomes of this work Number of local industry visits Number of development approvals for expanding businesses 	<p>At least 4 activities;</p> <p>No target – report by occurrence;</p> <p>At least 4 per annum.</p> <p>No target – report by occurrence.</p>	Manager Visitor, Cultural and Local Economy
		12a.02	Support and facilitate potential new business, industry or government services in the Leeton Shire.	<ul style="list-style-type: none"> Number and nature of activities with new businesses Outcomes of this work Number of local industry visits Number of development approvals for new businesses 	<p>At least 2 activities;</p> <p>No target – report by occurrence;</p> <p>At least 4 per annum.</p> <p>No target – report by occurrence.</p>	Director Business and Investment

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

12b	<p>Principal Activity Grow a skilled workforce for Leeton Shire's future.</p> <p>Goals</p> <ul style="list-style-type: none"> • Workforce gaps in Leeton and the Western Riverina can be met through local talent. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	12b.01	Support local industry to identify and meet their current and future workforce needs in collaboration with RDA Riverina, TAFE Riverina, Skills NSW, schools, neighbouring councils and the Country University Centre in the Western Riverina.	<ul style="list-style-type: none"> • Number of activities undertaken to support the 'Grow Our Own' initiative • Attendance at Committee meetings • Outcomes of these activities 	At least 1 activity undertaken; 100% of meetings attended; No target – report by occurrence.	Manager Visitor, Cultural and Local Economy
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CSP THEME 4: A thriving economy and good jobs

CSP Goal 13: A community that has great attractions and events

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
13a	<p>Principal Activity Encourage a range of exciting and interesting sports, arts and cultural events for the residents and visitors of Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> Visitors from outside the region are drawn to the Bidgee Classic Fishing Competition, Outback Band Spectacular and Sunrice Festival including promotion via Destination NSW and Destination Murray Riverina. Leeton is recognised as the Regional Art Deco Capital of Australia and is promoted through Destination NSW funding. A range of quality local events bring life and vitality to Leeton, Whitton and Yanco, attracting residents. Sporting events draw visitors from outside the region. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	13a.01	Support the success of regional events including the Bidgee Classic Fishing Competition, the SunRice Festival and the Outback Band Spectacular.	<ul style="list-style-type: none"> Number of participants at regional events % of participants drawn from outside the region 	At least 1,000 participants; At least 25% from outside Leeton Shire.	Events Officer
		13a.02	Support the celebration of Leeton's Art Deco history.	<ul style="list-style-type: none"> Number and nature of small events held in lieu of the Art Deco Festival Number of participants % of participants drawn from outside the region Nature of activities undertaken to support the next Art Deco Festival 	At least one; At least 500; 40%; No target – report by occurrence	Events and Cultural Services Coordinator
		13a.03	Support the hosting of local community events across the Shire, including Chill 'n' Grill, Australia Day and Light Up Leeton.	<ul style="list-style-type: none"> Number and nature of events supported by Council Number of participants 	At least 6 events; At least 6,000 total annual participants.	Events Officer

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

13b	Principal Activity Attract visitors to Leeton Shire region. Goals <ul style="list-style-type: none"> • Tourism is developing with increased visitor numbers in Leeton. • A Tourism Action Plan supports product and operator development. • Highway traffic is successfully redirected to Leeton Shire communities via a touring route and targeted marketing activities. • Local produce is showcased and additional income streams are generated through the Visitor Information Service. • Visitors to Leeton are provided with information/marketing material that promotes a variety of visitor experiences. • Visitor characteristics in relation to Leeton Shire are understood. • Better tourism outcomes are achieved through collaboration with neighbouring councils, Thrive 	13b.01	Convene a tourism leadership group for Leeton Shire and implement the Visitor Economy Activation Plan to develop a local tourism strategy which includes investigation of agri-tourism opportunities.	<ul style="list-style-type: none"> • Number and nature of meetings held • Status of tourism strategy development • Number and nature of agri-tourism opportunities identified 	At least 4 meetings; Tourism Strategy drafted; Agri-tourism incorporated in Strategy.	Manager Visitor, Cultural and Local Economy
		13b.02	Create a tourism trail in collaboration with Narrandera, Lockhart and Murrumbidgee Councils to encourage visitors into the area.	<ul style="list-style-type: none"> • Number of themed trails signposted 	Trail signage 100% completed for all themed trails.	Manager Visitor, Cultural and Local Economy
		13b.03	Develop a new regional visitor information guide (<i>Murrumbidgee Trails</i>) in collaboration with Narrandera, Lockhart and Murrumbidgee Councils.	<ul style="list-style-type: none"> • Number of visitor guides distributed • Number of page views on tourism website • Number and nature of social media activity • Annual number of visitors to the LGA 	2,000 guides; 10,000 page views; 500 social media likes/followers/comments; At least 10,000 annual visitors.	Manager Visitor, Cultural and Local Economy
		13b.04	Operate an attractive Visitors Information Service, and complete a review of the customer service model.	<ul style="list-style-type: none"> • Number of visitors to the Leeton Visitor Information Centre • Status of review 	At least 5,000 visitors; Review completed.	Manager Visitor, Cultural and Local Economy

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<p>Riverina, Destination Riverina Murray and Destination NSW.</p> <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	<p>13b.05</p>	<p>Participate in regional tourism forums and initiatives:</p> <ul style="list-style-type: none"> - Thrive Riverina - Destination Riverina Murray - promote investment in marketing and initiatives. 	<ul style="list-style-type: none"> • Attendance at regional tourism meetings • Outcomes (major decisions/actions/projects) • Amount of investments 	<p>100% attendance; No target – report by occurrence;</p> <p>At least \$5,000 investment in marketing and initiatives in the Western Riverina and Leeton.</p>	<p>Manager Visitor, Cultural and Local Economy</p>
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CSP THEME 4: A thriving economy and good jobs

CSP Goal 14: A community that enjoys a vibrant town centre

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
14a	Principal Activity Maintain and improve the overall appearance and functionality of the main streets. Goals <ul style="list-style-type: none"> Leeton, Yanco and Whitton town centres present well to shoppers, business people and visitors. Leeton's CBD makes a positive impression on shoppers, business people and visitors. Parking in the Leeton CBD is sufficient, suitable and accessible. Measures As per Operational Plan measures relating to this principal activity.	14a.01	Operate main street cleaning and maintenance in Leeton, Yanco and Whitton.	<ul style="list-style-type: none"> % of scheduled street cleaning and maintenance activities completed 	90+%	Manager Open Space and Recreation
		14a.02	Continue to implement key recommendations of the Leeton CBD Enhancement Plan	<ul style="list-style-type: none"> % of scheduled 2020-21 Plan actions implemented Nature of works undertaken 	100%	Director Operations
14b	Principal Activity Promote activity and vibrancy in Leeton's CBD. Goals <ul style="list-style-type: none"> The main streets of Leeton, Yanco and Whitton are activated and exciting places for people to shop and visit. Measures	14b.01	Encourage small-scale economic activity in the Leeton CBD, and Yanco and Whitton main streets, such as markets and busking.	<ul style="list-style-type: none"> Number and nature of markets held Number of market participants Number of busking approvals issued 	At least 20 markets. At least 3,000 participants. At least 5 approvals.	Manager Visitor, Cultural and Local Economy
		14b.02	Develop an online Community Events Guideline to support community groups.	<ul style="list-style-type: none"> Status of Guideline development Number of downloads of Guidelines 	100% complete At least 2	Events Officer

	As per Operational Plan measures relating to this principal activity.					
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CSP THEME 5: A quality built environment

CSP Goal 15: A community that has reliable water and sewerage services in towns

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
15a	Principal Activity Supply treated water to urban areas. Goals <ul style="list-style-type: none"> • Water treatment services reliable, fit for purpose and protect public health. • The water supply is sufficient to cater for community and business needs. • The water reticulation network is reliable and fit for purpose. • Council assets are managed efficiently and sustainably. Measures As per Operational Plan measures relating to this principal activity.	15a.01	Operate and supply water treatment services at Leeton, Whitton and Murrami.	<ul style="list-style-type: none"> • % of scheduled 2020-21 maintenance, renewal and capital works program actions completed • Volume, quality and reliability of treated water produced • Compliance with drinking water standard 	90+%; No target – report volume produced; Good quality rating 99% of the time; 100% of the time.	Manager Water and Waste
		15a.02	Provide and maintain water supply reticulation services in Leeton, Yanco, Wamoon, Whitton and Murrami, including completion of Automatic Meter Reading Project.	<ul style="list-style-type: none"> • Performance against response times for customer requests • % of scheduled 2020-21 maintenance, renewal and capital works program actions completed • Nature of works undertaken • Progress of automated meter roll-out 	90% responses provided within 2 days; 90+%; 100%	Manager Water and Waste
		15a.03	Finalise and commence implementation of the Integrated Water Cycle Management Plan.	<ul style="list-style-type: none"> • % of scheduled 2020-21 actions completed • Nature of works completed 	90+%.	Manager Water and Waste

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

15b	<p>Principal Activity</p> <p>Supply sewage treatment services to urban centres.</p> <p>Goals</p> <ul style="list-style-type: none"> • Water is polished to required standards before being released into Fivebough Wetlands. • Trade waste is appropriately managed and does not compromise the effectiveness of the sewage treatment plant or associated environmental outcomes. • Sewage treatment services are reliable and fit for purpose. • Sewage treatment services have adequate capacity to meet legislative standards and provide for community, business and industry needs. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	15b.01	Provide and maintain sewage treatment and effluent discharge plants and reticulation services at Leeton, Yanco and Whitton.	<ul style="list-style-type: none"> • Number of non-compliances in relation to effluent discharge • % of scheduled 2020-21 maintenance, renewal and capital works program actions completed • Nature of works undertaken • Volume of sewage treated per plant • Performance against response times for customer requests 	<p>Not more than 4 per annum;</p> <p>90+%;</p> <p>Average of 130 megalitres per annum;</p> <p>90+% responses provided within two (2) days, less than 2% downtime;</p>	Manager Water and Waste
		15b.02	Complete installation of a sewage treatment and effluent discharge service at Wamoon.	<ul style="list-style-type: none"> • % of scheduled project complete 	75%.	Manager Special Projects
		15b.03	Continue implementation of Council's Liquid Trade Waste program.	<ul style="list-style-type: none"> • Number of businesses inspected • % of all currently discharging businesses with approvals issued 	<p>At least 30 per annum;</p> <p>At least 65%.</p>	Assistant Engineer – Water and Waste

CSP THEME 5: A quality built environment						
CSP Goal 16: A community that has good road, rail and air transport						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
16a	Principal Activity Provide access to regional passenger air services. Goals <ul style="list-style-type: none"> Narrandera/Leeton Airport is viable through sustained or growing user numbers. Narrandera/Leeton Airport is fit for purpose. 	16a.01	Resource Narrandera Shire Council to operate and maintain the Narrandera/Leeton Airport.	<ul style="list-style-type: none"> Annual number of passengers using service is maintained or increased (arrivals and departures) Status of scheduled 2020-21 Capital Works program actions Capital works investment and nature of works completed 	At least 1,500 passenger arrivals, at least 1,500 departures; 90+% completed; \$200,000 invested.	Manager Visitor, Cultural and Local Economy
		16a.02	Collaborate with Narrandera Shire Council to strategically plan for the growth and sustainability of the Narrandera/Leeton Airport.	<ul style="list-style-type: none"> Proportion of 2020-21 scheduled Strategic Plan actions completed 	75%	Manager Visitor, Cultural and Local Economy
16b	Principal Activity Facilitate improved freight transport productivity. Goals <ul style="list-style-type: none"> A high functioning freight intermodal that services Leeton Shire and Western Riverina. 	16b.01	Develop a Program Business Case for WRConnect at the Wumbulgal site and other associated projects to support State and Federal funding decisions.	<ul style="list-style-type: none"> % Program Business Case complete % of total PBC funding sourced from the region Number of State/Federal Government funding decisions made in response to Program Business Case 	100%; 100%; 2.	Director Business and Investment

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> Infrastructure enables freight efficiencies to be improved. Potential projects are developed ready to respond to grant opportunities. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	16b.02	Develop an action plan for the road linkages study for WRConnect.	<ul style="list-style-type: none"> Status of Leeton Shire projects in RAMJO freight strategy Number of funding applications made for Leeton Shire projects in RAMJO freight strategy 	<p>Projects implemented;</p> <p>No target – report funding received</p>	Director Operations
16c	<p>Principal Activity Provide an efficient road network for the movement of people and freight.</p> <p>Goals</p> <ul style="list-style-type: none"> The Shire's road network addresses safety concerns and maintains a satisfactory level of service. The Shire's road network is maintained to a satisfactory condition, is safe and reliable, and the useful life of roads is optimised. Risks are managed appropriately through service levels agreed in the adopted Roads Asset Management Plan. The Council's road construction service meets the Transport for NSW preferred supplier standards. Council continues to undertake and comply with RMCC contracts (construction/ maintenance/ inspections). 	16c.01	Improve the Shire's road network in accordance with Council's 'Road Asset Management Plan'.	<ul style="list-style-type: none"> Status of scheduled 2020-21 Capital Works program actions Nature of works undertaken 	90+% of works completed.	Manager Roads and Drainage
		16c.02	Maintain the Shire's road network (including road signage and line marking) in accordance with Council's Road Asset Management Plan.	<ul style="list-style-type: none"> % of 2020-21 actions of the Scheduled Maintenance Program completed Number and nature of unplanned maintenance works identified through inspection regimes and public reporting % remedied to agreed service level Number of road network signs replaced 	<p>90+% of scheduled maintenance;</p> <p>100% of unplanned maintenance;</p> <p>90+% completed within target timeframe (dependent on nature of work);</p> <p>100% of damaged signs.</p>	Manager Roads and Drainage
		16c.03	Trial alternative road treatment techniques to upgrade gravel roads (including otta seal technology).	<ul style="list-style-type: none"> Gravel road upgrades trialled 	At least 2 sections of gravel road upgraded and performance monitored.	Manager Roads and Drainage

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> • Heavy vehicles move and park safely and efficiently in Leeton, Whitton and Yanco. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	16c.04	Construct and repair State roads under the Road Maintenance Council Contract for Transport for NSW.	<ul style="list-style-type: none"> • Annual number of ordered works entered into • Total value of contracts • TfNSW annual maintenance RMAP meets quarterly projections 	<p>At least 2;</p> <p>At least \$300,000; +/- 15% quarterly.</p>	Manager Roads and Drainage
16d	<p>Principal Activity</p> <p>Support the aged and people with disabilities to shop and attend appointments.</p> <p>Goals</p> <ul style="list-style-type: none"> • Good quality community transport services are provided to Leeton Shire residents. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	16d.01	Monitor community transport services to the residents of Leeton Shire (delivered by Narrandera Shire Council from Leeton Multipurpose Community Centre).	<ul style="list-style-type: none"> • Number of clients being provided a service • Number of occasions of service • Number of volunteer drivers 	Client and volunteer numbers maintained or enhanced compared to previous years.	Manager Community Services

CSP THEME 5: A quality built environment						
CSP Goal 17: A community that enjoys attractive towns and parks						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
17a	Principal Activity Provide open spaces for active and passive leisure. Goals <ul style="list-style-type: none"> • Our parks are suitably presented and equipped, and are safe, attractive and fit for purpose. • Our playgrounds are suitably presented and equipped, and are safe, attractive and fit for purpose. Measures As per Operational Plan measures relating to this principal activity.	17a.01	Maintain and improve Council's park network.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Parks Maintenance, Renewal and Capital Works program actions completed • Nature of works completed • Number and nature of unplanned maintenance activities completed 	90+%. 100%.	Manager Open Space and Recreation
		17a.02	Maintain and improve Council's playgrounds.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Playgrounds Maintenance, Renewal and Capital Works program actions completed • Nature of works completed • Number and nature of unplanned maintenance activities completed 	90+%. 100%.	Manager Open Space and Recreation
17b	Principal Activity Provide attractive streetscapes and town entrances. Goals <ul style="list-style-type: none"> • Streets in our residential, commercial and industrial areas are aesthetically pleasing. 	17b.01	Maintain and improve Leeton Shire's urban streetscapes.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Streetscape and Tree Replacement Maintenance, Renewal and Capital Works program actions completed • Nature of works completed • Number and nature of unplanned maintenance activities completed. 	90+%; 100%.	Manager Open Space and Recreation

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> The entrances to our towns and villages are attractive and welcoming. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	17b.02	<p>Commence public artwork mural projects for Leeton and Whitton:</p> <ul style="list-style-type: none"> Leeton Water Tower Whitton Water Tower Whitton main street mural. 	<ul style="list-style-type: none"> % of scheduled mural works completed Nature of work completed 	Water tower projects completed in line with funding agreement requirements; Main street mural 100% complete.	Events and Cultural Services Coordinator
		17b.03	<p>Maintain and improve Council's town and boundary entrances.</p>	<ul style="list-style-type: none"> % of scheduled 2020-21 Town Entrance Maintenance, Renewal and Capital Works program actions completed Nature of work completed Number and nature of unplanned maintenance activities completed 	<p>90+%. 100%.</p>	Manager Open Space and Recreation
17c	<p>Principal Activity Provide public toilets across Leeton Shire.</p> <p>Goals</p> <ul style="list-style-type: none"> Our public toilet network provides clean facilities in good working order, and any complaints are resolved quickly. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	17c.01	<p>Provide a network of public toilets to service busy public places, and upgrade the men's toilets in Mountford Park.</p>	<ul style="list-style-type: none"> % of scheduled 2020-21 Public Toilets Maintenance, Renewal and Capital Works program actions completed Nature of works completed Number and nature of unplanned maintenance activities completed Number of complaints received Progress of Mountford Park toilets upgrade 	<p>90+%; 100%; Less than 20; 100%.</p>	Manager Open Space and Recreation

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

17d	<p>Principal Activity Deliver development planning services that signal Leeton is 'open for business'.</p> <p>Goals</p> <ul style="list-style-type: none"> • Building application assessment and approvals are delivered efficiently and effectively. • Occupation Certificate assessments and approvals are delivered efficiently and effectively. • Our development application assessment and approvals service is delivered efficiently and effectively. • Our complying Development assessment and approvals service is delivered efficiently and effectively. • Council and developers have certainty about fees payable to burden or extend existing water and sewer infrastructure. • Developers and the community have certainty and clarity about development standards. • The community has clarity about the planning considerations which must be addressed in development applications. 	17d.01	Receive and assess Development and Subdivision Applications.	<ul style="list-style-type: none"> • Number of Development Applications and Subdivision Applications received • Number and nature of approvals issued for Leeton Shire, including total value • Average turnaround times 	No target – report by occurrence; No target – report by occurrence; Less than 5 weeks.	Planning Officer
		17d.02	Prepare and issue Construction Certificates and Subdivision Work Certificates for buildings and subdivisions.	<ul style="list-style-type: none"> • Number of Construction Certificates issued • Number of Subdivision Work Certificates issued • Average turnaround time 	No targets – report by occurrence; Less than 3 weeks.	Building Surveyor/ Drainage and Development Engineer
		17d.03	Receive and assess applications for Occupation Certificates.	<ul style="list-style-type: none"> • Number of Occupation Certificates issued for Leeton Shire • Average turnaround time 	No target – report by occurrence; Less than 2 weeks.	Building Surveyor
		17d.04	Receive and assess applications for Complying Development Certificates.	<ul style="list-style-type: none"> • Number of Complying Development Certificate Applications received • Average turnaround time 	No target – report by occurrence; Turned around within 10 days;	Building Surveyor
		17d.05	Receive and assess applications for Planning Certificates.	<ul style="list-style-type: none"> • Number of Section 10.7(2) planning certificate applications received 	Number issued, with 95% of applications assessed within 2 weeks.	Planning Officer
		17d.06	Develop and commence implementation of Leeton Shire Development Services Plan (informed by the adopted Integrated Water Cycle Management Plan).	<ul style="list-style-type: none"> • Status of development and implementation of Council's Development Services Plan 	Plan adopted.	Manager Water and Waste

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> Leeton Shire's land use strategy is current, reflects community priorities and is fit for purpose. Projects that support growth are delivered without unduly burdening existing ratepayers Expansions to water and sewer infrastructure does not burden existing ratepayers. Leeton Shire's current and future land-use priorities and requirements are appropriately planned for. <p>Measures</p> <p>As per Operational Plan measures relating to this principal activity.</p>	17d.07	Finalise Engineering Guidelines for Subdivisions and Development Standards for Leeton Shire.	<ul style="list-style-type: none"> Guidelines adopted and published Number of downloads of Guidelines 	By September 2020. At least 5 downloads.	Drainage and Development Engineer
	17d.08	Develop Leeton Shire Development Control Plan (DCP) that includes consideration of: heritage preservation (signage, facades, colour), housing standards, 'Safer by Design' principles, street trees, laneway development standards, vegetation clearing regulation in non-urban areas, and protecting local character.	<ul style="list-style-type: none"> Status of the development of the Council's Development Control Plan Inclusion of all identified considerations 	DCP adopted by June 2021.	Manager Planning, Building and Health
	17d.09	Levy development contributions (under s7.12 of Environmental Planning & Assessment Act).	<ul style="list-style-type: none"> Value of contributions levied Value of contributions received 	No target – report by occurrence; 100% of all levied contributions received when due.	Planning Officer
	17d.10	Apply development contributions in line with adopted Section 94A plan: <ul style="list-style-type: none"> Noel Pulbrook Park Enticknap Park 	<ul style="list-style-type: none"> Value and nature of expenditure of accumulated development contributions % of Section 94A plan implemented 	No target – report by occurrence.	Manager Finance
	17d.11	Levy and apply water and sewer headworks development contributions.	<ul style="list-style-type: none"> Value of Section 64 fees levied and received 	100% of relevant developments levied.	Drainage and Development Engineer
	17d.12	Plan and prepare for a review of the Leeton Local Environmental Plan (LEP),	<ul style="list-style-type: none"> The LEP review responds to the adopted Local Strategic Planning Statement 	LEP review submitted to Dept of Planning by June 2021;	Manager Planning, Building and Health

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

			including preparation of a Rural Land Use Study.	<ul style="list-style-type: none"> The Rural Land Use Study informs the review of the LEP 	Rural Land Use Study completed	
		17d.13	Investigate the feasibility of expanding raw water availability in Leeton Shire through the review of the LEP and development of the DCP.	<ul style="list-style-type: none"> Consideration of raw water availability included in LEP and DCP 	By June 2021.	Manager Planning, Building and Health
17e	<p>Principal Activity Provide drainage networks in urban areas.</p> <p>Goals</p> <ul style="list-style-type: none"> Programs to maintain and enhance Council's drainage network are delivered in full, on time and to budget. Improved drainage services are delivered which account for expenditure of stormwater management service charges. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	17e.01	Implement the Strategic Stormwater Management Plan.	<ul style="list-style-type: none"> Value of accumulated charge Nature of expenditure of accumulated Stormwater Management charge % of adopted Operations Plan implemented Petersham Road Southern end investigation and costing 	<p>No target – report by occurrence; No target – report by occurrence; At least 90%</p> <p>100% completed</p>	Drainage and Development Engineer

CSP THEME 6: Strong leadership

CSP Goal 18: A community that has politicians who act and listen

DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
18a	Principal Activity Forge and maintain strong regional relationships. Goals <ul style="list-style-type: none"> The wider region's social, economic and environmental wellbeing is enhanced. Local government has a strong voice in its dealings with State and Federal governments. Measures As per Operational Plan measures relating to this principal activity.	18a.01	Participate on the Board of Riverina and Murray Joint Organisation (RAMJO).	<ul style="list-style-type: none"> Number of meetings attended Outcomes of meetings (major decisions/actions) Progress against the six strategic pillars 	100% attendance; No target – report by occurrence; No target – report by occurrence.	General Manager
		18a.02	Participate in Country Mayors Association.	<ul style="list-style-type: none"> Number of meetings attended. Outcomes of meetings (major decisions/actions). 	100% attendance; No target – report by occurrence.	General Manager
18b	Principal Activity Strengthen Leeton Shire Council's governance capabilities. Goals <ul style="list-style-type: none"> All councillors are supported to govern well through tailored training plans. 	18b.01	Implement individual training programs for each councillor.	<ul style="list-style-type: none"> % of councillors with a 2020-21 training program in place % of scheduled 2020-21 training activities undertaken Nature of training undertaken 	100%; 90+%.	Manager IP&R and Governance

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

	<ul style="list-style-type: none"> A strong and diverse pool of candidates is available for the local government elections. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	18b.02	Attract a strong and diverse pool of candidates for deferred Local Government elections in 2021.	<ul style="list-style-type: none"> Number and nature of activities undertaken Councillor Column in Council Noticeboard published in the Irrigator 	At least 2 activities to encourage people to consider standing as a candidate; At least 12 columns published.	Manager IP&R and Governance
18c	<p>Principal Activity Develop and maintain strong working relationships at a Federal and State level.</p> <p>Goals</p> <ul style="list-style-type: none"> Leeton Shire's interests and needs are well understood by local Federal and State MPs and government agencies in the region. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	18c.01	Continue advocacy with Federal and Local MPs and government agencies on key issues for the region.	<ul style="list-style-type: none"> Number and nature of advocacy undertaken Outcomes of advocacy (major decisions/ actions) 	At least 5 advocacy activities. No target – report by occurrence.	General Manager
		18c.02	Participate in State and national Local Government Associations (LGNSW and ALGA).	<ul style="list-style-type: none"> Number and nature of activities participated in. Outcomes for Leeton Shire 	At least 2 activities; No target – report by occurrence.	General Manager

CSP THEME 6: Strong leadership						
CSP Goal 19: A community that speaks up and gets involved						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
19a	Principal Activity Encourage volunteering throughout the Shire. Goals <ul style="list-style-type: none"> Volunteers enhance the delivery of services in Leeton Shire. Volunteers are valued and appreciated. Volunteer numbers in community organisations are boosted and community cohesion is fostered. Measures As per Operational Plan measures relating to this principal activity.	19a.01	Develop a volunteer program at Council.	<ul style="list-style-type: none"> Trends in volunteering in each area of Council 	At least 30 registered volunteers.	Corporate and Community Planner
		19a.02	Recognise the contribution of volunteers at Council.	<ul style="list-style-type: none"> Number and nature of volunteer recognition activities 	At least 1 recognition activity; 100% of all registered volunteers.	Corporate and Community Planner
		19a.03	Promote volunteering opportunities and their benefits across the Shire.	<ul style="list-style-type: none"> Number and nature of promotions and campaigns 	At least 2 promotions.	Manager Community Services
19b	Principal Activity Seek input from our community on Council projects and programs. Goal <ul style="list-style-type: none"> Our community engagement program enables the citizens of Leeton Shire to be well-informed, active and engaged. Measures As per Operational Plan measures relating to this principal activity.	19b.01	Run an active community engagement program.	<ul style="list-style-type: none"> Number and nature of community engagement activities undertaken Number of participants engaged 	At least 5 activities; At least 100 participants	Communications Coordinator

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

19c	<p>Principal Activity Provide a framework for inclusive decision-making.</p> <p>Goals</p> <ul style="list-style-type: none"> • The delivery of outcomes is supported through Council's support of external committees. • Council receives informed advice in a timely manner to support its decision-making. • The delivery of outcomes is supported through Council's support of its committees which include volunteers. • Community groups' knowledge, skills and capacity supports their sustainability and reduces reliance on Council. • Towns, villages and organisations are supported to identify and achieve their aspirations. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	19c.01	Support and report on Council Advisory and Action Groups.	<ul style="list-style-type: none"> • Number of meetings held • Outcomes (key decisions made and outcomes achieved) 	At least 10 meetings; No target – report by key decisions made.	Corporate and Community Planner
		19c.02	Support and report on Council's Section 355 Committees.	<ul style="list-style-type: none"> • Number of meetings held • Outcomes (key decisions made and outcomes achieved) 	At least 10 meetings; No target – report by key decisions made.	Corporate and Community Planner
		19c.03	Complete the review of Council's Section 355 Committees.	<ul style="list-style-type: none"> • % of s355 committees with an updated Terms of Reference in place 	100%	Manager IP&R and Governance
		19c.04	Facilitate community capacity building across the Shire, including in partnership with other agencies.	<ul style="list-style-type: none"> • Number and nature of programs delivered • Outcomes of evaluation 	At least 2 programs; No target – report by occurrence.	Manager Community Services
		19c.05	Update and support the delivery of town improvement plans in Yanco, Wattle Hill and Whitton.	<ul style="list-style-type: none"> • % of scheduled 2020-21 Town Improvement Plan actions completed • Nature of improvement completed 	90+% of scheduled actions completed.	Corporate and Community Planner

CSP THEME 6: Strong leadership						
CSP Goal 20: A community that is always on the front foot						
DP ref	2017-21 Delivery Program four-year Commitment	OP ref	2020-21 OP Actions	OP Measure	2020-21 OP Target	Responsibility
20a	<p>Principal Activity Strive to deliver the aspirations of the community through community leadership.</p> <p>Goals</p> <ul style="list-style-type: none"> Government and other agencies are active contributors to the outcomes and evaluation of the Community Strategic Plan Council has agreements in place with key stakeholders in relation to the delivery and evaluation of CSP objectives Community organisations deliver outcomes for the benefit of Leeton Shire residents Council's performance, as measured by customer satisfaction, is improving. <p>Measures As per Operational Plan measures relating to this principal activity.</p>	20a.01	Engage with external agencies to collaborate on delivery and evaluation of the Leeton Shire CSP 'Leeton on the Go'.	<ul style="list-style-type: none"> Number and nature of activities undertaken Outcomes of activities 	At least 4 activities; No target – report by occurrence.	Manager IP&R and Governance
		20a.02	Support the community by offering a Community Grants program.	<ul style="list-style-type: none"> Number and value of grants provided per category 	At least 20 grants made with at least \$20,000 granted.	Corporate and Community Planner
		20a.03	Undertake a bi-annual Customer Satisfaction Survey for Council (Note – next one due Spring 2021).	<ul style="list-style-type: none"> Survey results improved from previous years' results. % of recommendations actioned. 	At least 5% improvement. At least 20%.	Manager IP&R and Governance

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

20b	<p>Principal Activity Strive to deliver the aspirations of the community through sound financial and asset management</p> <p>Goals</p> <ul style="list-style-type: none"> • Leeton Shire Council is operated efficiently and effectively, demonstrating continuous improvement, achieving best practice and participating in the Enterprise Risk Management Framework • Council utilises grants to progress the Delivery Program • Council manages its assets professionally using methods that inform long-term financial planning • Council's plant and fleet program is delivered in full, on time and to budget • Council's tenders and contracts are delivered in full, on time and to budget • Council's own-source revenue earnings are improving • Council's investment returns are maximised • Council continues to improve against industry benchmarks <p>Measures As per Operational Plan measures relating to this principal activity.</p>	20b.01	Make targeted grant applications to boost Council's revenue.	<ul style="list-style-type: none"> • Number of Grant Applications submitted • Value of funding received 	At least 12 applications; At least \$2,500,000 received.	EA to Mayor and GM
		20b.02	Investigate and propose Long-Term Financial Plan measures to support Council's ongoing financial sustainability.	<ul style="list-style-type: none"> • Value of revenue options identified • Value of expenditure savings identified 	Revised LTFP incorporates additional revenue options.	Director Business and Investment
		20b.03	Complete a rates review.	<ul style="list-style-type: none"> • Progress of rates review 	Review findings provided to Council by June 2021	Manager Finance
		20b.04	Maintain Council's financial sustainability through maximising investment returns.	<ul style="list-style-type: none"> • Value of investment earnings • Earnings comparative to previous years 	At least \$700,000; 2% or more.	Manager Finance
		20b.05	Continue effective Asset Management Planning: revise Water and Waste Water plans to include revaluation and condition assessment.	<ul style="list-style-type: none"> • Status of comprehensive revaluations • % asset condition rating completed • Status of long-term planning for Water and Waste Water assets 	2 AMPs revised to be full comprehensive plans; Adopted by Council	Asset Management Coordinator
		20b.06	Monitor and manage Council's performance against local government industry benchmarks.	<ul style="list-style-type: none"> • Status of Council's performance against industry benchmarks 	Improvements measured against key benchmark	Manager Finance/ Manager IP&R and Governance
		20b.07	Manage tenders and significant contracts so Council objectives are delivered.	<ul style="list-style-type: none"> • % of services procured in accordance with Council's Procurement Manual 	100%;	Manager Special Projects/ Manager Finance

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

			<ul style="list-style-type: none"> • Number of new significant Council contracts and tenders • % of completed and current contracts and tenders delivered in full, on time and to budget. 	5 (dependent on funding availability); 90% (pandemic likely to impose industry restrictions)		
		20b.08	<p>Maintain Council-owned buildings in order to meet agreed objectives:</p> <ul style="list-style-type: none"> - Renew Library carpets - Paint the exterior of Henry Lawson Cottage <p>Complete Stage 2 of HVAC (heating, ventilation and air conditioning) upgrade in Council Administration building.</p>	<ul style="list-style-type: none"> • % of scheduled 2020-21 works completed • Number and nature of unplanned maintenance activities completed 	100%	Manager Open Space and Recreation
		20b.09	Administer Council's plant and fleet.	<ul style="list-style-type: none"> • % of light plant replacement program completed. • % of heavy plant replacement program completed. 	100%. 100%.	Manager Open Space and Recreation
20c	<p>Principal Activity</p> <p>Strive to deliver the aspirations of the community through sound governance practice.</p> <p>Goals</p>	20c.01	Maintain a Compliance Register to track Council's compliance with all legislative and governance requirements.	<ul style="list-style-type: none"> • Status of Council compliance with relevant legislation, regulation and funding body requirements. • % of required remedial actions completed. 	100% compliance; 100% within two months of notification.	Manager IP&R and Governance

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> • Council is 100% compliant with its governance responsibilities • All of Council's documents are current and routinely reviewed • Council properties and relevant leasing arrangements are administered appropriately and efficiently • Changes to Crown Land legislation are enacted in a timely and cost-effective manner • Service reviews are undertaken to review and revise internal processes, achieving improved efficiency and effectiveness <p>Measures As per Operational Plan measures relating to this principal activity.</p>	20c.02	Continuous review and update of Council policies and plans to appropriately support Council's operations.	<ul style="list-style-type: none"> • Number of Council's Strategies, Policies and Plans overdue for review • Number of reviews completed 	<p>Less than 10 %;</p> <p>At least 12.</p>	Manager IP&R and Governance
	20c.03	Deliver Council's Internal Audit program.	<ul style="list-style-type: none"> • Number of internal audits undertaken • % of required improvement actions completed 	3 internal audits undertaken; 80+%.	Manager IP&R and Governance
	20c.04	Continue to hold Audit, Risk and Improvement Committee meetings.	<ul style="list-style-type: none"> • Number of meeting held • Outcomes (key decisions made and outcomes achieved) 	At least 4 meetings; No target – report by key decisions made	Manager IP&R and Governance
	20c.05	Enhance and maintain an efficient Records Management System for Council.	<ul style="list-style-type: none"> • % of new staff who complete Records Management Induction in first week of employment • % of relevant staff routinely utilising Council's Records Management System 	<p>100%;</p> <p>At least 50% by end of 2020-21</p>	Records Officer
	20c.06	Deliver business improvements through Council's Service Review program	<ul style="list-style-type: none"> • Number and nature of service reviews undertaken. 	2 reviews	Manager IP&R and Governance
	20c.07	Deliver Council's Enterprise Risk Management program	<ul style="list-style-type: none"> • % of new capital works programs that include a risk management plan • % departmental ERM reports completed in full and on time 	<p>100%;</p> <p>100%</p>	Manager WHS, Quality Assurance and Risk

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

		20c.08	Manage leases and licences for Council properties in line with Council's objectives.	<ul style="list-style-type: none"> • Number of leases issued or renewed • % of leases that are current • Number of licences issued or renewed • % of licences that are current • Leases and licences awaiting a Plan of Management 	No target, report number; 100%; No target, report number; 100%; Number reducing.	Property Services Coordinator and Native Title Manager
		20c.09	Prepare and implement Plans of Management (PoM) for Crown Lands properties, and user agreements for sports ovals on Crown Land.	<ul style="list-style-type: none"> • Number of PoM drafted • Number of draft PoM approved by the Minister in reporting period • % of required sports oval user agreements in place 	24; 50%. 100%	Property Services Coordinator and Native Title Manager
20d	<p>Principal Activity Strive to deliver the aspirations of the community through effective workforce and technology management.</p> <p>Goals</p> <ul style="list-style-type: none"> • Council provides a safe work environment, work methods and access to continual WHS improvement resources with zero injuries suffered and zero lost time • Where injury does occur, procedures and actions are maintained to mitigate the severity to as low as is reasonably practicable and to support staff to return to work as early as possible 	20d.01	Effectively manage Council's workforce to support Council's objectives to be met.	<ul style="list-style-type: none"> • Number of participants in leadership development activities • Staff turnover meets or is better than the NSW Local Government average – (14% at 31 June 2018) • Amount invested in staff training • Staff absenteeism 	100% of Managers have completed the <i>Leadership Success Managerial Development Course</i> ; Less than 12%; Average investment of \$1000 per FTE; Less than 5 days sick leave per FTE per annum.	Manager People and Organisational Development

Delivery Program 2017-2021 and 2020-2021 Operational Plan including 2020-2021 Budget and Capital Works

<ul style="list-style-type: none"> • Council is recognised as an Employer of Choice, which grows its own talent, nurtures its leaders and strengthens its culture • Information technology is leveraged to increase efficiency, effectiveness and security across Council <p>Measures As per Operational Plan measures relating to this principal activity.</p>	20d.02	Deliver Council's Work Health and Safety program.	<ul style="list-style-type: none"> • Number of major non-conformances and % of required remedial measures completed by target due date • Regulating authority notices issued • % of WHS area inspections completed in full and on time across departments • Lost time to injuries 	<p>At least 90% compliance;</p> <p>Nil;</p> <p>100% (2 per week);</p> <p>Less than 20 days per 100 employees per annum.</p>	Manager WHS, Quality Assurance and Risk
	20d.03	Implement the Continuous Improvement Pathway program.	<ul style="list-style-type: none"> • % of scheduled audits completed 	100%.	Manager WHS, Quality Assurance and Risk
	20d.04	Support effective and efficient local government administration through Information and Communication Technology (ICT)	<ul style="list-style-type: none"> • % of scheduled 2020-21 ICT Strategy actions completed • Number and nature of operational improvements achieved • Number of notifiable cyber attacks identified 	<p>90+%;</p> <p>No target – report by activity only; Zero.</p>	Manager Information Technology

2020-21 Budget, including Capital Works Program **and 2020-21 Revenue Policy**, including Fees and Charges

These documents are available separately on Council's website at www.leeton.nsw.gov.au

