



LEETON  
SHIRE COUNCIL

**DELIVERY PROGRAM 2017–2022  
and OPERATIONAL PLAN 2021/22**

**Acknowledgment of Traditional Owners**

Leeton Shire Council acknowledges the traditional custodians of the land, the Wiradjuri people. As a community, we pay our respects to elders past and present, and to future generations. We also acknowledge and recognise the strength, resilience and capacity of all Aboriginal people of this Land.

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## Symbols used throughout

≥ greater than or equal to

< less than

≤ less than or equal to

## From the Mayor and General Manager

On behalf of Leeton Shire Council, we are pleased to present the **Delivery Program 2017–2022 and DRAFT Operational Plan 2021/22**.

The Delivery Program is a statement of Council's commitment to the community and sets out what Council intends to achieve over its term in office. It was originally developed for the period 2017–2021 but the postponement of last year's Local Government elections and extension of the Council term, as a consequence of COVID-19, has meant that the Delivery Program will guide our operations for an additional year. It has been renamed the **Delivery Program 2017–2022**.

The **Operational Plan 2021/22** sets out what Council will strive to achieve during the 2021/22 financial year and is presented in combination with the Delivery Program. The Operational Plan component of the document contains the actions Council will undertake to achieve its Delivery Program commitments. Each action is allocated a measure and a target, which will form the basis for ongoing monitoring and reporting through the year.

The capital works program we are undertaking during the coming year is of an unprecedented scale for Leeton Shire Council and includes works on important community projects such as the:

- Roxy Theatre Redevelopment
- Chelmsford Place Town Square
- Upgrades of our accessible toilet facilities at Sycamore Street Whitton and Gossamer Park and a new facility in Wamoon
- Leeton Golf Course Clubhouse
- Wamoon Sewer Scheme
- Gogeldrie Weir Recreation Reserve
- Art Deco Way Touring Route.

Other capital works and infrastructure projects – such as our comprehensive sealed road network reseal, rehabilitation and heavy patching program – will continue to be progressed during the year as Council continues to deliver on its community commitments.

Key economic stimulus projects scheduled for 2021/22 include:

- progressing the WRConnect Freight Intermodal project
- extending Leeton Early Learning Centre
- developing the Vance Industrial Estate (north)
- promoting the development of more housing.

Our recently refreshed organisational structure and a number of new positions will help us to deliver the larger number of Council and/or grant funded projects we have scheduled.

Council will continue to advocate for enhancements to local health service provision and for sensible water policy that ensures our local agricultural industries 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.

In September 2021, we will say goodbye to the Council that has guided our organisation for the past five years and welcome in a new Council. The new Council will use their first year of office to review an updated Community Strategic Plan and, having regard to this direction from the community, determine the Council's priorities for the next four years (a new Delivery Program).

We have much to do in 2021/22 and hope you will join us in setting refreshed goals from the **Community Strategic Plan**. As individuals and as organisations we all have a part to play.



*Paul Maytom*  
**Cr Paul Maytom**  
**MAYOR**



*Jackie Kruger*  
**Mrs Jackie Kruger**  
**GENERAL MANAGER**

## Essential information about Leeton Shire

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 covers 1,167km<sup>2</sup> 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 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.

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, a world class swimming pool, 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



## Our Councillors



**Cr Paul Maytom**  
**Mayor**  
**Elected to Council 1987**

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**Cr George Weston**  
**Deputy Mayor**  
**Elected to Council 1995**

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**Cr Tony Ciccia**  
**Elected to Council 2016**

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**Cr Peter Davidson**  
**Elected to Council 2010**

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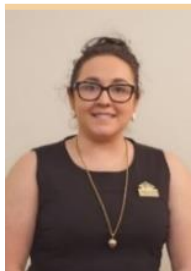
**Cr Michael Kidd**  
**Elected to Council 2004–2008**  
**Elected to Council 2012**

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**Cr Tracey Morris**  
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**Cr Sandra Nardi**  
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**Cr Tony Reneker**  
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**Cr Paul Smith**  
**Elected to Council 2016**

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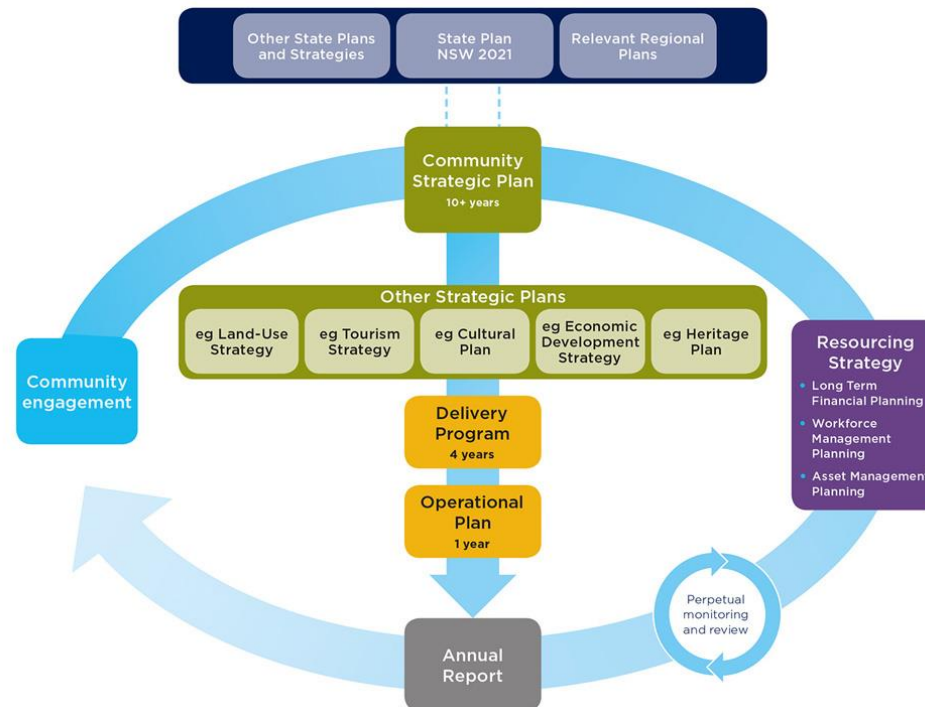


## Integrated Planning and Reporting

All Councils in NSW are required to conduct their business based on the Integrated Planning and Reporting (IPR) framework. The framework aims to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government. This legislation requires all councils to take a rigorous approach to strategic planning and financial management.

The key document in the IPR framework is the Community Strategic Plan (Leeton on the GO!), which documents the community's aspirations for our Shire. All Council's strategic documents are linked to this plan and feed into Council's Delivery Program (4 year plan) and Operational Plan (1 year plan), which detail the activities and actions Council will undertake in order to help the community achieve its aspirations.

In drawing these plans and resources, the Integrated Planning and Reporting Framework supports closer collaboration between Council, the community and our partners, to achieve a shared vision and committed action.



## About this Delivery Program and Operational Plan

This Delivery program and Operational plan is structured around the six Strategic Goals identified in the Community Strategic Plan **Leeton on the Go – Towards 2030**.

Under each strategic goal are the strategies and operational activities of Council. It is important to note that in practice the strategic objectives, strategies, and activities are all interconnected. Similarly, Council's activities are organised by Directorate and Business Units but, in reality, the activities are delivered by multi-functional and multi-disciplined teams.

### 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

### 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

### 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 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

### A Healthy Natural Environment

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

### 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	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
1a	<b>Principal Activity</b> Provide exercise opportunities to increase fitness and wellbeing  <b>Goals</b> <ul style="list-style-type: none"> <li>Outdoor gym maintenance occurs with minimum disruption to service</li> <li>Skate park facilities are enhanced and in good working order</li> <li>Skate park facilities are maintained with minimum disruption to service</li> </ul> <b>Measures</b> 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"> <li>Number of safety/condition inspections completed</li> <li>Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	12 100%	Manager Open Space and Recreation
		1a.02	Maintain Skate Parks in Leeton and Whitton	<ul style="list-style-type: none"> <li>Number of safety/condition inspections completed</li> <li>Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	12 100%	Manager Open Space and Recreation
1b	<b>Principal Activity</b> Advocate for the availability of appropriate health and social services  <b>Goals</b> <ul style="list-style-type: none"> <li>A broad suite of quality health services can be accessed locally</li> <li>The community has ready access to quality and timely mental health and drug and alcohol rehabilitation services</li> </ul>	1b.01	Advocate for accessible and quality health services including mental health and drug and alcohol rehabilitation services, ambulance services and hospital services	<ul style="list-style-type: none"> <li>Number of advocacy activities</li> </ul>	No target – report by occurrence	Executive Manager IPR, Governance and Engagement
		1b.02	Undertake a review of health services in Leeton Shire to achieve better quality health and emergency health services for residents	<ul style="list-style-type: none"> <li>Percentage completion of health needs analysis</li> <li>Percentage completion of Health Services Directory</li> <li>Number of options for improving health outcomes</li> </ul>	100% 100% ≥ 5	General Manager

	<ul style="list-style-type: none"> <li>• Registrars have taken up opportunities to join local GP services</li> <li>• Leeton Hospital provides quality and reliable services</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	<p>Review outcomes will include:</p> <ul style="list-style-type: none"> <li>• a Health Status Report for the population of Leeton Shire, including a comprehensive health needs analysis</li> <li>• a Health Services Directory, including a service gap analysis</li> <li>• options for improving health outcomes and closing health service gaps including identification of health indicators and intervention priorities</li> <li>• options for operating health service differently, ideally within the current NSW and Federal Health budget for the Shire, including considering different models such as place-based or community led models of care</li> <li>• identification of partners in the development of, advocacy for and implementation of policy change – PHN, MLHD, AMHS, RDN, Universities, NGOs etc</li> <li>• identification of empowerment, capacity building, training needs and opportunities to effect positive health outcomes, and advocacy for these to occur.</li> </ul>	<p>and closing health services gaps</p> <ul style="list-style-type: none"> <li>• Number of options for operating health services differently <math>\geq 3</math></li> <li>• Number of partners identified for the development of, advocacy for and implementation of policy change <math>\geq 5</math></li> <li>• Number of opportunities to effect positive health outcomes identified <math>\geq 5</math></li> </ul>		
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		1b.03	Provide Council subsidised accommodation to student health professionals	<ul style="list-style-type: none"> <li>Number of health professionals utilising Council subsidised accommodation</li> </ul>	≥ 2	Property Coordinator and Native Title Manager
		1b.04	Support programs that enhance opportunities to increase doctor numbers in Leeton Shire	<ul style="list-style-type: none"> <li>Number of students hosted in Leeton as part of the Bush Bursary program</li> <li>Number of students hosted in Leeton as part of the University of Wollongong student doctor program</li> </ul>	≥ 1 ≥ 2	Governance Officer

## CSP THEME 1: A healthy and caring community

### CSP Goal 2: A community that embraces lifelong learning

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
2a	<p><b>Principal Activity</b></p> <p>Provide a range of quality and affordable education opportunities from early childhood to adult learning</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Leeton Early Learning Centre (LELC) is a quality facility that is financially sustainable</li> <li>Leeton Early Learning Centre is fully accredited</li> <li>Leeton Out of School Care (LOOSH) and Vacation Care (VC) programs are quality services that are financially sustainable</li> <li>LOOSH and VC programs are fully accredited</li> <li>Leeton Council provides opportunities to 'Grow Our Own' workforce</li> <li>Our Library (Leeton Shire Major Dooley Library) is responsive to the community's needs and aspirations</li> <li>Our Library (Leeton Shire Major Dooley Library) has a contemporary collection which is well-utilised</li> <li>Our Library (Leeton Shire Major Dooley Library) has a growing and active membership</li> </ul>	2a.01	Operate Leeton Early Learning Centre (LELC)	<ul style="list-style-type: none"> <li>Percentage occupancy (number of children attending the facility relative to available places)</li> <li>Accreditation – Current rating status</li> </ul>	<p>95%</p> <p>At least 'Meeting National Quality Standards'</p>	LELC Manager/Nominated Supervisor
		2a.02	Extend the Leeton Early Learning Centre (LELC) by a further 20-40 places to increase the Centre's capacity to meet demand: <ul style="list-style-type: none"> <li>Apply for and secure grant funding for the extension</li> <li>Design the extension</li> <li>Construct the extension</li> </ul>	<ul style="list-style-type: none"> <li>Funding application made</li> <li>Percentage of required funding secured</li> <li>Percentage of design completed</li> <li>Percentage of construction of extension completed</li> </ul>	<p>≥ 1</p> <p>100%</p> <p>100%</p> <p>100%</p>	Manager Visitor Services and Local Activation
		2a.03	Operate the Leeton Out of School Hours (LOOSH) and Vacation Care Program	<ul style="list-style-type: none"> <li>Percentage occupancy (number of children attending service relative to available places)</li> <li>Accreditation – Current rating status</li> </ul>	<p>90%</p> <p>At least 'Meeting National Quality Standards'</p>	Children's Services Manager
		2a.04	Provide local apprenticeship, traineeship and work experience opportunities at Council	<ul style="list-style-type: none"> <li>Number of promotional activities undertaken</li> <li>Number of apprenticeships provided</li> <li>Number of traineeships provided</li> </ul>	<p>≥ 1</p> <p>≥ 1</p> <p>≥ 2</p>	Manager People and Organisational Development

<ul style="list-style-type: none"> <li>Leeton residents have local access to tertiary study</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>			<ul style="list-style-type: none"> <li>Number of work experience students placed in Council</li> <li>Dollar value of external/State funding secured</li> </ul>	<p>≥ 3</p> <p>No target – dependent on grant availability</p>	
	2a.05	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"> <li>Number of programmed sessions per week</li> <li>Number of school holiday with 20 or more participants per school holiday period</li> <li>Number of special events per year with 40 or more participants</li> <li>Total number of participants in library activities per year</li> </ul>	<p>≥ 3</p> <p>≥ 2</p> <p>≥ 2</p> <p>≥ 1,500</p>	Library Manager
	2a.06	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"> <li>Number of items borrowed</li> <li>Percentage implementation of Purchasing Plan</li> <li>Number of new items purchased in line with the Purchasing Plan</li> </ul>	<p>≥ 28,000</p> <p>100%</p> <p>≥ 1,800</p>	Library Manager
	2a.07	Provide a library service which attracts and maintains membership and visitation which includes: <ul style="list-style-type: none"> <li>promoting library services</li> <li>promoting library membership</li> <li>monitoring library membership</li> <li>supporting the Country Universities Centre</li> </ul>	<ul style="list-style-type: none"> <li>Number of library visitations per year</li> <li>Number of new memberships per year</li> <li>Number of active library members at time of reporting</li> <li>Total number of participants in library activities per year</li> </ul>	<p>≥ 40,000</p> <p>≥ 250</p> <p>≥ 3,000</p> <p>≥ 1,500</p>	Library Manager

2b	<p><b>Principal Activity</b> Provide access to information technology networks</p> <p><b>Goal</b></p> <ul style="list-style-type: none"> <li>• Leeton residents and visitors have access to online activities</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	2b.01	Provide free Wi-Fi services in Leeton CBD and key Council facilities	<ul style="list-style-type: none"> <li>• Total number of people accessing free Wi-Fi services in the CBD</li> <li>• Number of promotional activities coordinated per year</li> </ul>	1,000  ≥ 2	Manager ICT
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## CSP THEME 1: A healthy and caring community

### CSP Goal 3: A community that is friendly and inclusive

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
3a	<p><b>Principal Activity</b> Help the community to access community services</p> <p><b>Goal</b></p> <ul style="list-style-type: none"> <li>• Our community has easy access to information about community services</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3a.01	Collaborate on the provision of a community directory	<ul style="list-style-type: none"> <li>• Number of page views of online directory</li> <li>• Number of self-service updates undertaken</li> </ul>	<p>≥ 500</p> <p>≥ 10</p>	Customer Services Coordinator
3b	<p><b>Principal Activity</b> Provide opportunities and support for young people in Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Young people in our community are actively engaged and contribute to decisions which impact upon them</li> <li>• Young leaders in our community have an active voice within Council</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3b.01	Host the annual Riggz Cup Skate, Scooter and BMX Championships	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Estimated number of spectators</li> </ul>	<p>≥ 100</p> <p>≥ 400</p>	Recreation Facilities and Program Coordinator
		3b.02	Establish and coordinate a Youth Advisory Council	<ul style="list-style-type: none"> <li>• Percentage of Youth Council established</li> <li>• Number of meetings held</li> </ul>	<p>100%</p> <p>≥ 4</p>	Corporate and Community Planning Officer

3c	<p><b>Principal Activity</b> Advance the wellbeing of Leeton Shire's elderly residents and residents living with a disability</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Leeton's older residents live fulfilled and inclusive lives of good quality</li> <li>• People in Leeton who live with disability live fulfilled and inclusive lives of good quality</li> <li>• People with a disability can readily access shops and services</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3c.01	Implement the Ageing Well Strategy 2020-2025 Action Plan	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 actions completed</li> </ul>	90%	Executive Manager IPR, Governance and Engagement
		3c.02	Implement and review Leeton Shire Council's Access for Everyone Disability Inclusion Action Plan 2017–2021 (DIAP)	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 actions completed</li> <li>• Percentage completion of review of DIAP</li> </ul>	90% 100%	Executive Manager IPR, Governance and Engagement
		3c.03	Enforce Disability Car Park restrictions and undertake local education campaigns on accessible parking provision	<ul style="list-style-type: none"> <li>• Number of enforcement activities (fines and patrols) undertaken</li> <li>• Number of enforcement actions taken</li> <li>• Number of local educational campaigns undertaken</li> </ul>	≥ 50  No target – report by occurrence ≥ 2	Regulatory Services Coordinator
3d	<p><b>Principal Activity</b> Foster a cohesive community that welcomes new residents and values cultural diversity</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Migrants and refugees settle into Leeton and quickly feel a sense of belonging</li> <li>• Leeton is a cohesive and thriving community</li> <li>• New Australian citizens are welcomed and celebrated in Leeton</li> </ul>	3d.01	Maintain and build Leeton's reputation as a "migrant and refugee-friendly" Shire through participation in the NSW Growing Regions of Welcome (NSW GROW) – in the Riverina and Murray	<ul style="list-style-type: none"> <li>• Number of Council-supported events/activities held</li> <li>• Percentage of scheduled actions as per the Migrant Economic Development and Settlement Work Plan completed</li> <li>• Number of refugees and migrants supported</li> </ul>	≥ 2  100%  No target – report by occurrence	Multicultural Program Coordinator
		3d.02	Participate in Multicultural Forums at the local and regional level	<ul style="list-style-type: none"> <li>• Number of projects commenced and completed</li> </ul>	≥ 2	Multicultural Program Coordinator

	<ul style="list-style-type: none"> <li>New residents have the necessary information to quickly settle and develop a sense of belonging</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3d.03	Host Citizenship Ceremonies	<ul style="list-style-type: none"> <li>Number of set Citizenship Ceremonies held per year (on Australia Day and Citizenship Day)</li> <li>Number of additional ceremonies held within 2 months of notification by the Department of Home Affairs</li> <li>Number of residents naturalised (by country of origin)</li> </ul>	<p>≥ 2</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p>	Executive Assistant to General Manager and Mayor
		3d.04	Maintain and provide a New Residents' Kit	<ul style="list-style-type: none"> <li>Number of hardcopies provided</li> <li>Number of website views</li> </ul>	<p>No target – report figure</p> <p>No target – report figure</p>	Communications Coordinator
3e	<p><b>Principal Activity</b> Acknowledge the Wiradjuri people and strengthen relationships with the indigenous community of Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>The Wiradjuri people are consulted in key land-use decisions</li> <li>Social, economic, environmental and cultural outcomes for the Wiradjuri people of Leeton Shire are improving</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3e.01	Inform land-use planning through regular liaison with the Leeton Indigenous community (through the Leeton and Districts Aboriginal Lands Council)	<ul style="list-style-type: none"> <li>Number of engagements with Leeton and District Aboriginal Lands Council per year</li> </ul>	<p>≥ 2</p>	Manager Planning, Building and Health
		3e.02	Promote wellbeing for our Indigenous community through regular liaison with the Leeton Aboriginal Interagency	<ul style="list-style-type: none"> <li>Number of meetings attended per year</li> <li>Number of Leeton Aboriginal Interagency activities/initiatives supported</li> </ul>	<p>≥ 2</p> <p>No target – report by occurrence</p>	Multicultural Program Coordinator

3f	<p><b>Principal Activity</b> Provide cemetery services at Leeton and Whitton</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Our cemetery services function effectively and are respectful to grieving families and friends.</li> <li>• Our future interment needs are provided for</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3f.01	<p>Maintain cemetery grounds in Leeton and Whitton including:</p> <ul style="list-style-type: none"> <li>• installing new rows of plinths in the lawn cemetery to cater for future burials</li> <li>• undertaking minor beautification works at Whitton Cemetery including tree planting</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 maintenance at Leeton and Whitton Cemeteries completed</li> <li>• Percentage of planned number of plinths installed</li> <li>• Number of trees planted</li> <li>• Number of beautification actions undertaken</li> </ul>	<p>90+%</p> <p>100%</p> <p>No target – report number No target – report number</p>	Manager Open Space and Recreation
		3f.02	<p>Expand and develop cemetery grounds in Leeton by:</p> <ul style="list-style-type: none"> <li>• developing a Leeton Cemetery Expansion Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Masterplan developed</li> </ul>	100%	Manager Open Space and Recreation
3g	<p><b>Principal Activity</b> Provide a Multipurpose Community Hub to support local community groups and the residents they serve</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Our Multipurpose Community Centre is fully utilised on a cost recovery basis</li> <li>• Centre users' needs are met</li> <li>• Non-tenanted meeting and training rooms in our Multipurpose Community Centre are well utilised by a variety of user groups</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3g.01	Operate a Multipurpose Community Centre in Leeton	<ul style="list-style-type: none"> <li>• Percentage occupancy at time of reporting (number of tenancies in place relative to availability)</li> </ul>	100%	Property Coordinator and Native Title Manager
		3g.02	Promote and maximise the use of the Leeton Multipurpose Community Centre halls	<ul style="list-style-type: none"> <li>• Number of hirers</li> <li>• Number of occasions of hire</li> <li>• Dollar value of income generated from hire of halls</li> </ul>	<p>≥ 30</p> <p>≥ 300</p> <p>≥ \$10,000</p>	Manager Visitor Services and Local Activation

3h	<p><b>Principal Activity</b> Provide public halls in Murrumbidgee, Yanco and Whitton to foster community connectedness</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Residents and community groups have access to affordable indoor gathering spaces larger than that provided by residences</li> <li>Our public halls are well utilised</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	3h.01	Provide access to Yanco, Murrumbidgee and Whitton Community Halls through Section 355 Committees	<ul style="list-style-type: none"> <li>Number of hirers for each hall (figure provided annually)</li> <li>Number of occasions of hire for each hall (figure provided annually)</li> <li>Number of Section 355 Committee meetings held</li> <li>Dollar value of income generated from hire of halls</li> </ul>	<p>No target – report annually</p> <p>No target – report annually</p> <p>12</p> <p>No target – report annually</p>	Corporate and Community Planning Officer
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## CSP THEME 1: A healthy and caring community

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
4a	<p><b>Principal Activity</b> Advocate for and support initiatives to reduce crime</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Projects aimed at reducing/ending domestic violence and supporting victims of domestic violence are supported by Council</li> <li>Graffiti and vandalism are quickly addressed in Leeton Shire</li> <li>Safety is increased and crime is reduced in Leeton Shire</li> </ul> <p><b>Measures</b> 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"> <li>Number of initiatives provided</li> </ul>	≥ 1	Executive Manager IPR, Governance and Engagement
		4a.02	Detect and respond to graffiti incidents across the LGA	<ul style="list-style-type: none"> <li>Number of reported incidences</li> <li>Average number of working days taken to address incidents of graffiti on public property</li> </ul>	No target – report by occurrence < 2	Regulatory Services Coordinator
		4a.03	Develop a Community Safety Strategy for Leeton	<ul style="list-style-type: none"> <li>Percentage of strategy developed by June 2022</li> </ul>	100%	Manager Visitor Services and Local Activation

4b	<p><b>Principal Activity</b> Advocate for and support road safety initiatives</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Casualties from vehicle accidents are declining, and driver behaviour is improving across Leeton Shire</li> <li>Road safety is promoted through good design and sensible regulation</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	4b.01	Implement programs that foster and promote road safety	<ul style="list-style-type: none"> <li>Number of road safety initiatives</li> <li>Crash data trends</li> </ul>	<p>≥ 4</p> <p>Report data – aim is for trend to decrease</p>	Road Safety Officer
		4b.02	Promote road safety through design and appropriate regulation	<ul style="list-style-type: none"> <li>Number of Leeton Local Traffic Committee meetings held</li> <li>Percentage completion of endorsed actions arising from Leeton Local Traffic Committee meetings</li> </ul>	<p>≥ 4</p> <p>90+%</p>	Road Safety Officer
4c	<p><b>Principal Activity</b> Monitor and maintain Leeton Shire's street lighting and CCTV networks</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>A CCTV network provides comprehensive coverage of busy public spaces</li> <li>Leeton Shire's CCTV network assists police to investigate crime</li> <li>Pedestrian and traffic safety is improved through good lighting</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	4c.01	Maintain Council's CCTV network	<ul style="list-style-type: none"> <li>Percentage compliance with the CCTV Code of Practice</li> <li>Number of outages</li> <li>Average time taken to rectify an outage</li> <li>Number of new CCTV cameras installed</li> </ul>	<p>100%</p> <p>No target – report by occurrence ≤ 12 hours</p> <p>≥ 5</p>	Manager ICT
		4c.02	Utilise Council's CCTV network footage to promote community safety	<ul style="list-style-type: none"> <li>Number of occasions Police access Council's CCTV footage to investigate crime</li> </ul>	No target -report by occurrence	Manager ICT
		4c.03	Monitor Leeton Shire's Street Lighting network (delivered by Council and Essential Energy)	<ul style="list-style-type: none"> <li>Total number of repairs</li> </ul>	No target – report by occurrence	Manager Roads and Drainage

4d	<p><b>Principal Activity</b> Reduce Leeton Shire's risk from natural disasters.</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Understand and plan for a changing climate</li> <li>• Flood risk is mitigated and reduced for people and property in Leeton Shire</li> <li>• Leeton Shire is prepared for the appropriate management of emergency situations</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	4d.01	Secure funding to develop a Floodplain Risk Management Plan and develop the plan once funding has been secured	<ul style="list-style-type: none"> <li>• Funding applications submitted</li> <li>• Percentage of funding secured</li> <li>• Percentage of plan developed – funding dependent</li> </ul>	<p>2</p> <p>100%</p> <p>50%</p>	Manager Roads and Drainage
		4d.02	Participate in Local Emergency Management Committee	<ul style="list-style-type: none"> <li>• Number of meetings held</li> </ul>	100%	Group Manager Operations
4e	<p><b>Principal Activity</b> Provide animal control services across Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Animals which are impounded are returned to their owners or rehomed</li> <li>• Risks to the community from animals are minimised</li> <li>• All companion animals in the Leeton Shire are microchipped and registered</li> <li>• Negative impacts on amenity within Leeton Shire are minimised</li> </ul>	4e.01	Provide an emergency response to call outs for dog attacks in accordance with Council's Companion Animals Policy	<ul style="list-style-type: none"> <li>• Response time to call outs</li> <li>• Percentage of incidents investigated and successfully resolved</li> </ul>	<p>&lt; 2 hours</p> <p>90%</p>	Regulatory Services Coordinator
		4e.02	Rehome and/or return impounded companion animals	<ul style="list-style-type: none"> <li>• Number of companion animals impounded</li> <li>• Percentage of animals rehomed and/or returned to owners</li> </ul>	<p>No target – report by occurrence</p> <p>75%</p>	Regulatory Services Coordinator
		4e.03	Promote and foster responsible pet ownership, including: <ul style="list-style-type: none"> <li>• Annual free microchipping day</li> <li>• All-year-round subsidised microchipping</li> </ul>	<ul style="list-style-type: none"> <li>• Number of public awareness activities undertaken</li> <li>• Number of free microchipping days held</li> <li>• Number of animals microchipped</li> </ul>	<p>≥ 12</p> <p>≥ 1</p> <p>≥ 200</p>	Regulatory Services Coordinator



	<p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	4e.04	<p>Provide Ranger Services to address:</p> <ul style="list-style-type: none"> <li>Abandoned vehicles</li> <li>Illegal dumping</li> <li>Noise complaints</li> <li>Overgrown properties</li> </ul>	<ul style="list-style-type: none"> <li>Number of reports/complaints per year</li> <li>Percentage of complaints responded to within 2 working days</li> <li>Percentage of incidences resolved through voluntary compliance ie without resorting to a PIN (fine)</li> </ul>	<p>No target – report by occurrence 100%</p> <p>75%</p>	Regulatory Services Coordinator
4f	<p><b>Principal Activity</b> Public health is maintained across Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Patrons can confidently consume food prepared by local businesses</li> <li>Patrons can confidently and safely utilise the services of local skin penetration establishments</li> <li>Health risks to people and the environment are minimised</li> <li>Children are prevented from drowning</li> <li>Mosquito-borne disease is monitored and minimised in Leeton Shire</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	4f.01	Undertake food premises inspection programs	<ul style="list-style-type: none"> <li>Number of educational activities undertaken</li> <li>Number of food premises inspections undertaken</li> <li>Percentage of inspection regime completed</li> <li>Number of breaches recorded</li> </ul>	<p>2</p> <p>No target – report by occurrence 100%</p> <p>Zero</p>	Regulatory Services Coordinator
		4f.02	Undertake skin penetration establishment inspection programs	<ul style="list-style-type: none"> <li>Number of educational activities undertaken</li> <li>Number of twice-yearly inspections undertaken</li> <li>Percentage of inspection regime completed</li> <li>Number of breaches recorded</li> </ul>	<p>2</p> <p>7</p> <p>90%</p> <p>Zero</p>	Regulatory Services Coordinator
		4f.03	Undertake on-site sewer management inspection programs	<ul style="list-style-type: none"> <li>Number of educational activities undertaken</li> <li>Number of inspections undertaken</li> <li>Percentage of inspection regime completed</li> <li>Number of breaches recorded</li> </ul>	<p>2</p> <p>No target – report by occurrence 90%</p> <p>Zero</p>	Manager Planning, Building and Health

		4f.04	Undertake backyard swimming pool inspection programs	<ul style="list-style-type: none"> <li>• Number of educational activities undertaken</li> <li>• Number of swimming pool inspections undertaken</li> <li>• Percentage of inspection regime completed</li> <li>• Number of breaches recorded</li> </ul>	<p>2</p> <p>No target – report by occurrence 90%</p> <p>Zero</p>	Manager Planning, Building and Health
		4f.05	Undertake a mosquito monitoring program from October to April	<ul style="list-style-type: none"> <li>• Number of monitoring activities to detect arbovirus undertaken</li> </ul>	20	Regulatory Services Coordinator
4g	<p><b>Principal Activity</b></p> <p>Facilitate pedestrians and cyclists to get around safely</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Accessibility and safety of walkways and cycleways is improved, including through securing of external funding</li> <li>• 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</li> <li>• Our walkways and cycleways are accessible and well utilised</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>• As per Operational Plan measures relating to this principal activity</li> </ul>	4g.01	<p>Extend Council's footpath and cycleway network through:</p> <ul style="list-style-type: none"> <li>• implementing the Pedestrian Access Mobility Plan (PAMP)</li> <li>• constructing a new section of shared path/cycleway along Maiden Avenue from Acacia Avenue to Saint Francis de Sales Regional College to complete the link of shared path/cycleway around Leeton CBD</li> <li>• constructing a new section of footpath along Acacia Avenue from the golf club to St Francis Street</li> <li>• replacing a section of kerb and guttering along Myrtle–Wilga Streets, from Sycamore Street to Yarran Street</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of new section of shared path/cycleway</li> <li>• Percentage completion of new section of footpath</li> <li>• Percentage completion of kerb and guttering replacement</li> <li>• Number of grant applications submitted</li> <li>• Value of grant funding received, expressed as a percentage of the cost of the program</li> <li>• Name of funding provider</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>≥ 1</p> <p>50%</p> <p>No target – report by occurrence</p>	Manager Roads and Drainage

		4g.02	Provide Safe Footpath and Cycleways through the implementation of the Footpath and Cycleways Maintenance Program	<ul style="list-style-type: none"> <li>Percentage of the 2021/22 Maintenance Program implemented</li> </ul>	90%	Manager Roads and Drainage
		4g.03	Provide for the comfort and safety of commuters through the provision of strategically placed bus shelters and: <ul style="list-style-type: none"> <li>reviewing bus shelter locations in consultation with bus operators</li> <li>renewing older bus shelters</li> </ul>	<ul style="list-style-type: none"> <li>Percentage completion of review of bus shelter locations</li> <li>Number of bus shelters relocated</li> <li>Number of bus shelters renewed</li> </ul>	100%  No target – report by occurrence 2	Road Safety Officer

## CSP THEME 1: A healthy and caring community

### CSP Goal 5: A community that enjoys good housing

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
5a	<b>Principal Activity</b> Support the community to access a range of quality and affordable housing options  <b>Goal</b> <ul style="list-style-type: none"> <li>The elderly and disabled have access to supported, affordable and suitable housing which enables them to live independently</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	5a.01	Monitor provision of Council's affordable housing service, Eventide Homes, Yanco (service delivered by Argyle Homes)	<ul style="list-style-type: none"> <li>Percentage occupancy at time of reporting</li> <li>Number of liaison meetings held/attended with Eventide Homes service provider</li> </ul>	90%  ≥ 2	Property Coordinator and Native Title Manager
		5a.02	Invest \$100,000 in the ongoing refurbishment of Eventide Homes, Yanco	<ul style="list-style-type: none"> <li>Percentage of expenditure on refurbishment</li> <li>Percentage of refurbishment program completed</li> </ul>	100%  90+%	Property Coordinator and Native Title Manager
5b	<b>Principal Activity</b> Expand the range of residential opportunities across the Shire  <b>Goals</b> <ul style="list-style-type: none"> <li>Our CBD is activated with contemporary housing options which utilise existing infrastructure for essential services</li> <li>Access to housing stock has increased in Leeton Shire, which assists to attract and maintain a local workforce and includes affordable housing options</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	5b.01	Undertake and promote housing development opportunities across Leeton Shire, including on Council-owned land	<ul style="list-style-type: none"> <li>Number of investment proposals for housing development in Leeton Shire</li> <li>Number of new residential DAs approved</li> <li>Number of new residential Occupation Certificates issued</li> </ul>	≥ 1  30  20	Economic and Strategic Development Manager
		5b.02	Finalise and implement the Housing Strategy for Leeton Shire	<ul style="list-style-type: none"> <li>Final strategy adopted</li> </ul>	No target – report by occurrence	Economic and Strategic Development Manager

## CSP THEME 2: An active and enriched community

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
6a	<p><b>Principal Activity</b> Offer access to a range of quality sporting facilities</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Our facilities are fit for purpose.</li> <li>• There is multi-use of our facilities</li> <li>• Sports facilities at the Leeton Showground are of a reasonable standard</li> <li>• Sports facilities are managed in accordance with the Crown Land Management Act</li> <li>• Our swimming facilities are safe and fit for purpose</li> <li>• Our public swimming pools' use is optimised</li> <li>• The Leeton Pool is a facility fit for hosting regional competitions</li> <li>• Our golf course operates successfully with increasing membership</li> <li>• Our golf course is financially sustainable, and its reliance on Council support is decreasing</li> <li>• Our golf course is fit for purpose</li> <li>• Our Indoor Stadium facility is well utilised</li> <li>• Our Indoor Stadium and Tennis facility is fit for purpose</li> </ul>	6a.01	<p>Maintain and improve sporting ovals in Leeton and Yanco, including</p> <ul style="list-style-type: none"> <li>• a lighting upgrade for Leeton No.1 oval</li> <li>• upgrade the women's changerooms, Yanco</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Sports Fields Maintenance Programs completed</li> <li>• Percentage of lighting upgrade completed (funding dependent)</li> <li>• Number of safety/condition inspections completed</li> <li>• Percentage of actions completed as identified through inspections and public reporting</li> </ul>	<p>90+%</p> <p>100%</p> <p>2</p> <p>100%</p>	Manager Open Space and Recreation
		6a.02	<p>Promote usage of sporting ovals in Leeton and Yanco</p>	<ul style="list-style-type: none"> <li>• Number of sporting codes utilising sports fields</li> <li>• Participation numbers for various codes (figures to be collected and reported at the end of Q4)</li> </ul>	<p>≥ 5</p> <p>No target – report numbers</p>	Recreation Facilities and Program Coordinator
		6a.03	<p>Provide public swimming pools in Leeton and Whitton</p>	<ul style="list-style-type: none"> <li>• Percentage of 2021/22 Swimming Pools Maintenance Programs completed</li> <li>• Percentage of daily safety/condition inspections completed</li> <li>• Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	<p>90%</p> <p>100%</p> <p>100%</p>	Recreation Facilities and Program Coordinator

<ul style="list-style-type: none"> <li>Residents have access to safe drinking water when they are active or exercising</li> <li>Through collaboration, emerging sporting activities are developed in the Leeton Shire</li> <li>Sporting excellence is acknowledged within Leeton Shire</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	6a.04	Promote usage of swimming pools in Leeton and Whitton	<ul style="list-style-type: none"> <li>Number of carnivals held at the pools</li> <li>Number of admissions – Leeton Pool</li> <li>Number of admissions – Whitton Pool</li> </ul>	<p>≥ 8</p> <p>≥ 20,000</p> <p>≥ 3,000</p>	Recreation Facilities and Program Coordinator
	6a.05	Enhance and upgrade facilities at the Leeton Regional Aquatic Centre by: <ul style="list-style-type: none"> <li>completing the Leeton Regional Aquatic Centre Redevelopment, including the installation of the waterslide</li> <li>replacing the pool covers on the 50m pool at the Leeton Regional Aquatic Centre</li> </ul>	<ul style="list-style-type: none"> <li>Percentage completion of redevelopment project</li> <li>Percentage completion of pool cover replacement project</li> <li>Official opening of the Leeton Regional Aquatic Centre</li> </ul>	<p>100%</p> <p>100%</p> <p>Event held</p>	Manager Open Space and Recreation
	6a.06	Conduct further investigation into the demand for and feasibility of an indoor heated pool facility in Leeton Shire	<ul style="list-style-type: none"> <li>Number of community information and engagement activities undertaken</li> <li>Final report completed and decision made</li> </ul>	<p>≥ 4</p> <p>Completed</p>	Manager Open Space and Recreation
	6a.07	Operate and maintain the Leeton Golf Course	<ul style="list-style-type: none"> <li>Number of events held at Leeton Golf Course</li> <li>Number of rounds of golf played at the Leeton Golf Course</li> </ul>	<p>≥ 6</p> <p>≥ 15,000</p>	Manager Open Space and Recreation
	6a.08	Replace the 15th green of the Leeton Golf Course	<ul style="list-style-type: none"> <li>Percentage of works completed</li> </ul>	100%	Manager Open Space and Recreation
	6a.09	Support development of a new golf clubhouse by providing project management services	<ul style="list-style-type: none"> <li>Percentage of works completed</li> </ul>	100%	Group Manager Operations
	6a.10	Provide an Indoor Stadium and tennis facility in Leeton	<ul style="list-style-type: none"> <li>Percentage of scheduled 2021/22 Maintenance programs completed</li> </ul>	90%	Recreation Facilities and

				<ul style="list-style-type: none"> <li>Percentage of daily safety/condition inspections completed</li> <li>Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	100%	Program Coordinator
		6a.11	Carry out preliminary works on an extension of the indoor stadium to enable the provision of additional basketball and netball courts	<ul style="list-style-type: none"> <li>Percentage completion of feasibility study</li> <li>Percentage completion of design plans</li> <li>Percentage completion of Development Application preparation</li> </ul>	100%	Manager Open Space and Recreation
		6a.12	Promote usage of the Indoor Stadium in Leeton	<ul style="list-style-type: none"> <li>Number of sporting codes using the Stadium</li> <li>Total number of participants utilising the Stadium per year</li> </ul>	<p>≥ 4</p> <p>≥ 12,000</p>	Recreation Facilities and Program Coordinator
		6a.13	Establish a Sporting Walk of Fame	<ul style="list-style-type: none"> <li>Percentage of progress towards establishment of a Sporting Walk of Fame</li> <li>Event to officially launch the Sporting Walk of Fame</li> </ul>	100%	Manager Open Space and Recreation
6b	<p><b>Principal Activity</b></p> <p>Support local sport and recreation clubs to remain viable</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>A variety of sporting clubs are supported to be appropriately equipped and viable</li> </ul> <p><b>Measures</b></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"> <li>respond to requests for advice and assistance</li> <li>assist organisations to pursue funding for their activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of requests for general support</li> <li>Number of requests for assistance with funding applications</li> </ul>	<p>No target – report by occurrence</p> <p>No target – report by occurrence</p>	Recreation Facilities and Program Coordinator

## CSP THEME 2: An active and enriched community

### CSP Goal 7: A community that enjoys arts and culture

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
7a	<b>Principal Activity</b> Provide a local theatre for performing and cinematic arts and events  <b>Goals</b> <ul style="list-style-type: none"> <li>The Roxy Theatre offers an effective multi-purpose space</li> <li>The Roxy is well patronised, and provides a range of theatre, show, events and movies which appeals to a wide audience</li> <li>The significant heritage of the Roxy asset is preserved</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	7a.01	Complete the refurbishment of the Roxy Theatre both internally and externally	<ul style="list-style-type: none"> <li>Percentage of refurbishment project completed</li> </ul>	90%	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"> <li>Number of events held per year</li> <li>Number of people attending events</li> <li>Number of movie screenings</li> <li>Number of tickets sold to movie screenings</li> <li>Website views</li> <li>Facebook likes</li> </ul>	≥ 6  No target – report by occurrence No target – report by occurrence No target – report by occurrence 10,000 4,000	Manager Cultural Services
7b	<b>Principal Activity</b> Enhance artistic and cultural activity across Leeton Shire  <b>Goals</b> <ul style="list-style-type: none"> <li>The arts are appreciated and participated in across Leeton Shire</li> </ul>	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"> <li>Number of activities undertaken in Leeton as part of Council's \$11,000 investment</li> </ul>	≥ 2	Manager Cultural Services



<ul style="list-style-type: none"> <li>• Art is in the public domain, adding interest, telling stories and generating community conversation</li> <li>• Visual arts are supported by Council, and its art collection on behalf of the community is growing</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	7b.02	Operate the Leeton Museum and Art Gallery (LMAG)	<ul style="list-style-type: none"> <li>• Number of gallery exhibitions and events held</li> <li>• Income earned from travelling exhibitions</li> <li>• Number of visitors to LMAG</li> </ul>	<p>≥ 6</p> <p>No target – report by occurrence ≥ 2,000</p>	Manager Cultural Services
	7b.03	Support the annual Penny Paniz Memorial Art Competition and add acquisitions to Council's art collection	<ul style="list-style-type: none"> <li>• Number of entries received for PPMAC</li> <li>• Annual financial contribution by Council to the PPMAC sustained</li> <li>• Number of new acquisitions to Council's art collection</li> </ul>	<p>≥ 100</p> <p>\$1,500</p> <p>≥1</p>	Manager Cultural Services
	7b.04	Support the annual Leeton Eisteddfod	<ul style="list-style-type: none"> <li>• Provide sponsorship</li> <li>• Provide in-kind staff support</li> </ul>	<p>\$2000</p> <p>≥ 40 hours</p>	Manager Cultural Services

## CSP THEME 2: An active and enriched community

### CSP Goal 8: A community that values its heritage

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
8a	<p><b>Principal Activity</b></p> <p>Support and showcase the history of our Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Leeton Shire's history is conserved and accessible through the Library</li> <li>Key stories are packaged into interesting attractions for locals and visitors</li> <li>Local committees are supported to manage their collections, tell their stories and grow visitor numbers</li> <li>All collections under Council's care and control are appropriately managed, including when on display or in storage</li> <li>Key heritage buildings are conserved across the Shire, particularly the Leeton art deco streetscape</li> <li>Henry Lawson Cottage is conserved to tell his story and generate income</li> </ul> <p><b>Measures</b></p>	8a.01	Support and enable public access to local history: <ul style="list-style-type: none"> <li>Develop and catalogue Leeton Library's local studies collection (including monographs, pamphlets and photographs)</li> <li>Attend Leeton Family and Local History Society's meetings</li> </ul>	<ul style="list-style-type: none"> <li>Number local history items catalogued</li> <li>Number of Society meetings attended</li> </ul>	≥ 40  90%	Records Officer
		8a.02	Support Whitton and Yanco Museums by building the skills capability of volunteers	<ul style="list-style-type: none"> <li>Number of volunteer training sessions held</li> <li>Significance assessment completed for Yanco (dependent upon external funding)</li> </ul>	≥ 2  100%	Manager Cultural Services
		8a.03	Carry out remedial work at the Whitton Courthouse including repairs and/or replacement of rafters, internal floors and drainage	<ul style="list-style-type: none"> <li>Percentage of remedial work completed</li> </ul>	100%	Procurement and Building Services Coordinator

As per Operational Plan measures relating to this principal activity	8a.04	Investigate the requirements for stabilising the exterior brick walls of the Whitton Courthouse	<ul style="list-style-type: none"> <li>Percentage of Investigation completed</li> </ul>	100%	Procurement and Building Services Coordinator
	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"> <li>Number of applications received</li> <li>Total amount of grant money awarded</li> <li>Number and value of grants awarded</li> </ul>	≥ 2 \$19,500 No target – report by occurrence	Town Planner
	8a.06	Provide expert heritage advice to assist with the conservation of heritage places	<ul style="list-style-type: none"> <li>Number of instances of advice provided</li> </ul>	No target – report by occurrence	Town Planner
	8a.07	Conduct a heritage façade painting program in Leeton's CBD	<ul style="list-style-type: none"> <li>Number of property owners participating in the façade painting project</li> <li>Number of facades painted</li> </ul>	≥ 15 ≥ 10	Manager Visitor Services and Local Activation
	8a.08	Oversee Henry Lawson Cottage	<ul style="list-style-type: none"> <li>Amount of rental use and income</li> <li>Number of committee meetings held</li> </ul>	\$10,000 ≥ 4	Property Coordinator and Native Title Manager
	8a.09	Carry out renovation works on Henry Lawson Cottage including <ul style="list-style-type: none"> <li>painting the exterior of the cottage</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of renovation program completed</li> </ul>	100%	Property Coordinator and Native Title Manager

## CSP THEME 3: A healthy natural environment

### CSP Goal 9: A community that respects the natural environment

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
9a	<p><b>Principal Activity</b> Provide waste management services</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>The Leeton landfill facility is run efficiently and effectively</li> <li>The life of the landfill is extended through recycling, via kerbside collection and the Resource Recovery Facility</li> <li>The landfill is operated in an environmentally compliant manner</li> <li>All resource recovery and transfer station facilities are fit for purpose</li> <li>There is increased participation and appropriate use of kerbside recycling</li> <li>Where possible, waste is effectively diverted from landfill</li> <li>Leeton's Waste Management Strategy sets a clear direction for achieving positive waste management outcomes for the Shire</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	9a.01	Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life	<ul style="list-style-type: none"> <li>Tonnes of waste entering Resource Recovery Facility</li> <li>Tonnes of waste disposed to landfill</li> <li>Tonnes of waste generated from kerbside collection (red bins)</li> <li>Projected landfill life (in years)</li> </ul>	<p>&lt; 20,000</p> <p>&lt;16,000</p> <p>&lt; 3,000</p> <p>≥ 80</p>	Waste and Recycling Coordinator
		9a.02	Increase landfill efficiency and efficacy by investing in: <ul style="list-style-type: none"> <li>a Landfill Trench Thermal Camera to detect hotspots and prevent fires</li> <li>additional litter fencing to prevent rubbish from blowing off-site</li> <li>a self-bunded fuel trailer to increase efficiency</li> <li>a cardboard baler and a polystyrene compactor to reduce volume/transportation costs (50% grant funded)</li> </ul>	<ul style="list-style-type: none"> <li>Landfill Trench Thermal Camera purchased and in operation</li> <li>Litter fencing purchased and installed</li> <li>Fuel trailer purchased and in operation</li> <li>Cardboard baler purchased and in operation</li> <li>Polystyrene compactor purchased and in operation</li> </ul>	<p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p>	Waste and Recycling Coordinator
		9a.03	Undertake recycling in the community to divert waste from landfill	<ul style="list-style-type: none"> <li>Percentage of waste diverted at the Resource Recovery Facility per waste category</li> <li>Percentage of waste diverted at Transfer</li> </ul>	<p>≥ 25%</p> <p>≥ 25%</p>	Waste and Recycling Coordinator

			<p>Stations per waste category</p> <ul style="list-style-type: none"> <li>• Tonnes of recycling collected from kerbside collection (yellow bins)</li> <li>• Tonnes collected through Return and Earn scheme</li> <li>• Percentage of collected recycling that is contaminated</li> </ul>	<p>&gt; 400</p> <p>No target – report actual volume &lt; 5%</p>	
	9a.04	Conduct education activities to promote recycling in the community	<ul style="list-style-type: none"> <li>• Number of education and promotion activities undertaken</li> <li>• Percentage of collected recycling that is contaminated</li> </ul>	<p>≥ 10</p> <p>&lt; 5%</p>	Waste and Recycling Coordinator
	9a.05	Offer kerbside collection service, including recycling (under contract)	<ul style="list-style-type: none"> <li>• Number of mixed waste bins collected</li> <li>• Number of recycling bins collected</li> <li>• Number of missed bins per collection</li> <li>• Percentage of missed bins resolved within 48 hours</li> </ul>	<p>4,500</p> <p>4,000</p> <p>&lt; 5</p> <p>100%</p>	Waste and Recycling Coordinator
	9a.06	Operate landfill in compliance with EPA regulations	<ul style="list-style-type: none"> <li>• Compliance with EPA licence for landfill operations</li> </ul>	100%	Waste and Recycling Coordinator
	9a.07	Appropriately maintain and operate the Resource Recovery Facility and Transfer Stations	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Maintenance Program completed</li> </ul>	90+%	Waste and Recycling Coordinator

		9a.08	Implement Council's Waste Management Strategy by: <ul style="list-style-type: none"> <li>conducting a green waste/organic collection trial</li> <li>remediating, capping and fencing the Brobenah Landfill site</li> <li>finalising the Closure Management Plan for the Yanco Landfill</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of garden organic trial completed</li> <li>Percentage of works on Brobenah Landfill site completed</li> <li>Percentage completion of Yanco Landfill Closure Management Plan</li> </ul>	<p>100%</p> <p>90%</p> <p>100%</p>	Waste and Recycling Coordinator
9b	<p><b>Principal Activity</b></p> <p>Minimise the economic, environmental and social impact of weeds across Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Noxious weeds are prevented from taking hold in Leeton Shire</li> <li>Weeds are managed to improve road safety aesthetics and reduce further infestations in urban and rural environments</li> <li>Nuisance weeds impacting on road safety are managed</li> </ul> <p><b>Measures</b></p> <p>As per Operational Plan measures relating to this principal activity</p>	9b.01	Identify and manage high risk weeds in accordance with Council's Weed Action Plan	<ul style="list-style-type: none"> <li>Percentage of annual Weeds Action Plan delivered</li> <li>Number of new noxious weed incursions reported</li> </ul>	<p>100%</p> <p>No target – report by occurrence</p>	Regulatory Services Coordinator
		9b.02	Minimise nuisance weeds on urban Council land and roads	<ul style="list-style-type: none"> <li>Number of customer requests relating to weeds on urban Council land</li> <li>Percentage of spraying program completed</li> </ul>	<p>&lt; 20</p> <p>100%</p>	Manager Open Space and Recreation
		9b.03	Manage roadside vegetation on Council road reserves to increase road safety	<ul style="list-style-type: none"> <li>Number of customer requests relating to roadside vegetation on Council rural road reserve</li> <li>Number of actionable requests completed</li> </ul>	<p>&lt; 25</p> <p>100%</p>	Manager Roads and Drainage
		9b.04	Coordinate the Weeds Committee and engage with relevant stakeholders	<ul style="list-style-type: none"> <li>Number of meetings held</li> </ul>	<p>≥ 2</p>	Regulatory Services Coordinator

9c	<p><b>Principal Activity</b> Advance environmental sustainability by leading at the local level</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Energy savings programs have reduced operational costs and Council's CO<sup>2</sup> footprint</li> <li>• Renewable options have reduced operational costs and Council's CO<sup>2</sup> footprint</li> <li>• The community is informed about energy-saving programs and initiatives available to them</li> <li>• Environmental outcomes for the river and its environs are improved</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	9c.01	Implement Council's Energy Masterplan	<ul style="list-style-type: none"> <li>• Adoption of Energy Masterplan</li> <li>• Percentage of actions completed</li> <li>• Total amount of renewable energy generated – number of kilowatt hours (kWh)</li> <li>• Energy savings as a percentage of total energy use</li> <li>• Estimated reduction in carbon footprint</li> </ul>	<p>100%</p> <p>10%</p> <p>≥ 200,000</p> <p>≥ 5%</p> <p>TBA</p>	Group Manager Operations
		9c.02	Support external agencies to maintain key natural assets including Fivebough Wetlands and Murrumbidgee River	<ul style="list-style-type: none"> <li>• Number of activities to support biodiversity at Murrumbidgee River (National Park) and Fivebough Wetlands</li> </ul>	≥ 2	Manager Visitor Services and Local Activation
9d	<p><b>Principal Activity</b> Promote town water conservation</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Town water supply is not wasted</li> </ul> <p><b>Measures</b> 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"> <li>• Average household water use (kL/household)</li> <li>• Number of educational activities</li> </ul>	<p>&lt; 200</p> <p>≥ 2</p>	Manager Water and Wastewater

## CSP THEME 3: A healthy natural environment

### CSP Goal 10: A community that enjoys our natural environment

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
10a	<p><b>Principal Activity</b> Provide recreational facilities along the Murrumbidgee River within Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Opportunities for future development and visitor characteristics for Gogeldrie Weir have been identified and progressed</li> </ul> <p><b>Measures</b> 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)	<ul style="list-style-type: none"> <li>Number of caravan park users</li> </ul>	No target – report number of users	Manager Visitor Services and Local Activation
		10a.02	Redevelop the Gogeldrie Weir Public Reserve, including the caravan park by: <ul style="list-style-type: none"> <li>adopting a precinct masterplan for the reserve</li> <li>applying for and successfully obtaining grant funding to implement the masterplan</li> <li>undertaking the redevelopment in accordance with the masterplan</li> <li>seeking a campground operator via an Expression of Interest (EOI) process</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of masterplan completed</li> <li>Number of funding applications made</li> <li>Percentage of funding secured</li> <li>Percentage of masterplan implemented</li> <li>Percentage completion of EOI process for campground operator</li> <li>Number of expressions of interest received</li> </ul>	100% ≥ 1 100% 20% 100% ≥ 2	Manager Visitor Services and Local Activation



10b	<p><b>Principal Activity</b> Attract more people to enjoy key natural areas such as Fivebough Wetlands and the Murrumbidgee River</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Visitor characteristics for the Murrumbidgee River are benchmarked, and visitor numbers and facilities have improved</li> <li>• Opportunities to work collaboratively with NSW National Parks and Wildlife Service on improvement projects have been identified and progressed</li> <li>• Visitor characteristics for Fivebough Wetlands are benchmarked, and visitor numbers and facilities have improved</li> <li>• Opportunities to work collaboratively with NSW Crown Lands on improvement projects have been identified and progressed</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	10b.01	Promote nature-based recreational/tourism opportunities along the Murrumbidgee River and liaise with Parks and Wildlife regarding visitor improvements undertaken	<ul style="list-style-type: none"> <li>• Number of promotional activities undertaken</li> <li>• Number of visitors (where available)</li> <li>• Number of visitor improvement projects completed</li> </ul>	<p>≥ 3</p> <p>≥ 150</p> <p>No target – report by occurrence</p>	Manager Visitor Services and Local Activation
		10b.02	Promote nature-based recreational/tourism opportunities at Fivebough Wetlands and liaise with NSW Crown Lands regarding visitor improvements undertaken	<ul style="list-style-type: none"> <li>• Number of promotional activities undertaken</li> <li>• Number of visitors (where available)</li> <li>• Number of visitor improvement projects undertaken completed</li> </ul>	<p>≥ 2</p> <p>≥ 4,000</p> <p>No target – report by occurrence</p>	Manager Visitor Services and Local Activation

## CSP THEME 4: A thriving economy and good jobs

### CSP Goal 11: A community that thrives on irrigated agriculture

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
11a	<p><b>Principal Activity</b> Advocate for continued access to irrigation supply for our agricultural industries</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• Environmental watering complements and does not compromise agricultural productivity</li> <li>• Through effective collaboration with Murrumbidgee Irrigation Ltd, farmers, industry and local residents to benefit</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	11a.01	Participate in Murray Darling Association (Region 9 + MDA Board) and engage with the Murray Darling Basin Authority	<ul style="list-style-type: none"> <li>• Percentage of meetings attended</li> </ul>	100%	Group Manager Shire Activation
		11a.02	Collaborate with Murrumbidgee Irrigation to strengthen irrigated agriculture in the MIA	<ul style="list-style-type: none"> <li>• Number of operational meetings attended</li> </ul>	≥ 6	Group Manager Operations
		11a.03	Collaborate with Murrumbidgee Irrigation to strengthen irrigated agriculture in the MIA	<ul style="list-style-type: none"> <li>• AGM attendance</li> <li>• Number of senior executive meetings held</li> </ul>	100% ≥ 2	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	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
12a	<p><b>Principal Activity</b> Seek, promote and facilitate business opportunities</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Development and growth of business operators is supported within Leeton Shire</li> </ul> <p><b>Measures</b> 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 Leeton Shire	<ul style="list-style-type: none"> <li>Number of activities coordinated to support existing businesses</li> <li>Number of local industry visits</li> <li>Number of development approvals for expanding businesses</li> </ul>	<p>≥ 4</p> <p>≥ 20</p> <p>No target – report by occurrence</p>	Economic and Strategic Development Manager
		12a.02	Facilitate the growth of local industry by developing Vance Industrial Estate (north)	<ul style="list-style-type: none"> <li>Percentage of expansion project completed</li> </ul>	100%	Group Manager Shire Activation
		12a.03	Support and facilitate potential new business, industry or government services in the Leeton Shire	<ul style="list-style-type: none"> <li>Number of activities coordinated to support new businesses</li> <li>Number of local industry visits</li> <li>Number of development approvals for new businesses</li> </ul>	<p>≥ 5</p> <p>≥ 8</p> <p>No target – report by occurrence</p>	Economic and Strategic Development Manager

12b	<p><b>Principal Activity</b> Grow a skilled workforce for Leeton Shire's future</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Workforce gaps in Leeton and the Western Riverina can be met through local talent</li> </ul> <p><b>Measures</b> 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"> <li>• Number of initiatives undertaken to support workforce needs</li> </ul>	≥ 3	Economic and Strategic Development Manager
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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	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
13a	<p><b>Principal Activity</b> Encourage a range of exciting and interesting sports, arts and cultural events for the residents and visitors of Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Visitors from outside the region are drawn to such events as the Outback Band Spectacular and SunRice Festival including promotion via Destination NSW and Destination Murray Riverina</li> <li>• Leeton is recognised as the Regional Art Deco Capital of Australia and is promoted through Destination NSW funding.</li> <li>• A range of quality local events bring life and vitality to Leeton, Whitton and Yanco, attracting residents</li> <li>• Sporting events draw visitors from outside the region</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	13a.01	Support and/or coordinate successful regional events, including the SunRice Festival, Chill and Grill, Multicultural Festival and the Outback Band Spectacular	<ul style="list-style-type: none"> <li>• Number of participants at regional events</li> <li>• Percentage of participants drawn from outside the region</li> </ul>	≥ 1,000  ≥ 25%	Events Officer
		13a.02	Coordinate the Australian Art Deco Festival in Leeton	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Percentage of participants drawn from outside the region</li> <li>• Value of sponsorship achieved</li> </ul>	≥ 500 40%  No target – report by occurrence	Manager Visitor Services and Local Activation
		13a.03	Support the hosting of local community events across the Shire including Australia Day, Light Up Leeton and local markets	<ul style="list-style-type: none"> <li>• Number of events supported by Council</li> <li>• Number of participants</li> </ul>	≥ 6  ≥ 6,000	Events Officer

13b	<p><b>Principal Activity</b> Attract visitors to Leeton Shire region</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Tourism is developing with increased visitor numbers in Leeton</li> <li>• A Tourism Action Plan supports product and operator development</li> <li>• Highway traffic is successfully redirected to Leeton Shire communities via a touring route and targeted marketing activities</li> <li>• Local produce is showcased and additional income streams are generated through the Visitor Information Service</li> <li>• Visitors to Leeton are provided with information/marketing material that promotes a variety of visitor experiences</li> <li>• Visitor characteristics in relation to Leeton Shire are understood</li> <li>• Better tourism outcomes are achieved through collaboration with neighbouring councils, Thrive Riverina, Destination Riverina Murray and Destination NSW</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	13b.01	Promote the regional visitor information guide 'Murrumbidgee Trails' to encourage visitors into the area	<ul style="list-style-type: none"> <li>• Number of visitor guide downloads</li> <li>• Number of website views</li> </ul>	1,000 10,000	Manager Visitor Services and Local Activation
		13b.02	Develop the Art Deco Way signed touring route running from Darlington Point through Whitton along Back Whitton Road to Leeton and Yanco	<ul style="list-style-type: none"> <li>• Art Deco Way signage installed by March 2022</li> <li>• Number of likes on the Art Deco Way Facebook Page</li> <li>• Number of followers on Art Deco Way Instagram Page</li> </ul>	100% No target – report figures No target – report figure	Manager Visitor Services and Local Activation
		13b.03	Operate an attractive Visitors Information Service, and complete a review of the effectiveness of current service model	<ul style="list-style-type: none"> <li>• Number of visitors to the Leeton Visitor Information Centre</li> <li>• Percentage of review completed by June 2022</li> <li>• Number of visits to the Leeton Tourism website</li> <li>• Number of page likes on the Leeton Tourism Facebook page</li> </ul>	≥ 5,000 100% 10,000 3,000	Manager Visitor Services and Local Activation
		13b.04	Participate in regional tourism forums and initiatives: <ul style="list-style-type: none"> <li>• Visit Riverina Inc</li> <li>• Destination Riverina Murray</li> <li>• promote investment in marketing and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of attendance at regional tourism meetings</li> <li>• Number of initiatives undertaken/supported</li> <li>• Value of investments in marketing and initiatives</li> </ul>	100% 5 ≥ \$5,000	Manager Visitor Services and Local Activation

## CSP THEME 4: A thriving economy and good jobs

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
14a	<p><b>Principal Activity</b> Maintain and improve the overall appearance and functionality of the main streets</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Leeton, Yanco and Whitton town centres present well to shoppers, businesspeople and visitors</li> <li>• Leeton's CBD makes a positive impression on shoppers, businesspeople and visitors</li> <li>• Parking in the Leeton CBD is sufficient, suitable and accessible</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	14a.01	Operate main street cleaning and maintenance in Leeton, Yanco and Whitton	<ul style="list-style-type: none"> <li>• Percentage of scheduled street cleaning and maintenance activities completed</li> </ul>	90%	Manager Open Space and Recreation
		14a.02	Continue to implement key recommendations of the Leeton CBD Enhancement Plan - Chelmsford Place Town Square	<ul style="list-style-type: none"> <li>• Percentage of works completed</li> </ul>	100%	Group Manager Operations

## CSP THEME 5: A quality built environment

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
15a	<p><b>Principal Activity</b> Supply treated water to urban areas</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Water treatment services reliable, fit for purpose and protect public health</li> <li>The water supply is sufficient to cater for community and business needs</li> <li>The water reticulation network is reliable and fit for purpose</li> <li>Council assets are managed efficiently and sustainably</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	15a.01	<p>Operate and supply water treatment services at Leeton, Whitton and Murrami including:</p> <ul style="list-style-type: none"> <li>implementing SCADA at the Murrami Treatment Plant</li> <li>replacing the backwash pump at the Leeton Filtration Plant</li> <li>desilting the raw water dam at the Leeton Filtration Plant</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of scheduled 2021/22 maintenance program actions completed</li> <li>Percentage of SCADA implementation completed</li> <li>Percentage of backwash pump replacement completed</li> <li>Percentage of raw water dam desilting project completed</li> <li>Volume of treated water produced</li> <li>Percentage compliance with drinking water standard</li> <li>Percentage of customer requests/complaints responded to within 2 days</li> </ul>	<p>90+%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>No target – report volume</p> <p>100%</p> <p>90+%</p>	Manager Water and Wastewater
		15a.02	<p>Provide and maintain water supply reticulation services in Leeton, Yanco, Wamoon, Whitton and Murrami, including:</p> <ul style="list-style-type: none"> <li>completion of the Automatic Meter Reading Project (SCADA)</li> <li>replacing ageing water mains in Sycamore Street and Cedar Street</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of scheduled 2021/22 maintenance program actions completed</li> <li>Percentage completion of Automatic Meter Reading Project</li> <li>Percentage of scheduled capital works on ageing water mains completed</li> <li>Percentage completion of mains extensions to new connections</li> </ul>	<p>90+%</p> <p>100%</p> <p>100%</p> <p>100%</p>	



			<ul style="list-style-type: none"> <li>• mains extensions to new connections, as per request</li> <li>• CBD fire service compliance</li> <li>• conducting a strategic review of service areas to close gaps and plan for growth</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of CBD fire service compliance project</li> <li>• Percentage completion of strategic review of service areas</li> <li>• Percentage of customer requests/complaints responded to within 2 days</li> </ul>	<p>100%</p> <p>100%</p> <p>90+%</p>	
		15a.03	Complete an Integrated Water Cycle Management (IWCM) Strategy that complies with new regulations and requirements	<ul style="list-style-type: none"> <li>• Percentage completion of IWCM</li> </ul>	100%	Manager Water and Wastewater
15b	<p><b>Principal Activity</b></p> <p>Supply sewage treatment services to urban centres</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Water is polished to required standards before being released into Fivebough Wetlands</li> <li>• Trade waste is appropriately managed and does not compromise the effectiveness of the sewage treatment plant or associated environmental outcomes</li> <li>• Sewage treatment services are reliable and fit for purpose</li> <li>• Sewage treatment services have adequate capacity to meet legislative standards and provide for community, business and industry needs</li> </ul>	15b.01	<p>Provide and maintain sewage treatment and effluent discharge plants and reticulation services at Leeton, Yanco and Whitton, including the:</p> <ul style="list-style-type: none"> <li>• renewal of manholes and a section of the pipe network</li> <li>• Safety improvements at the pump station in Market Plaza</li> <li>• odour control measures implemented at a number of pump stations</li> <li>• desludging of the sludge pond at the Leeton Treatment Plant</li> <li>• upgrade of the building at the Yanco Sewerage Treatment Plant</li> <li>• extension of network to new connections, as per request</li> </ul>	<ul style="list-style-type: none"> <li>• Number of non-compliances in relation to effluent discharge</li> <li>• Percentage of scheduled 2021/22 maintenance, renewal and capital works program actions completed</li> <li>• Percentage completion of scheduled renewals of manholes and pipe network</li> <li>• Percentage completion of works on pump stations</li> <li>• Percentage completion of planned volume of desludging</li> <li>• Percentage completion of Yanco Treatment Plant building upgrade</li> <li>• Percentage completion of network extension works</li> <li>• Volume of sewage treated</li> </ul>	<p>&lt; 4</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>No target – report volume 90+%</p>	Manager Water and Wastewater

<p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>		<ul style="list-style-type: none"> <li>strategic review of service areas to close gaps and plan for growth</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of customer requests/complaints responded to within 2 days</li> <li>Percentage completion of strategic review of service areas</li> </ul>	100%	
	15b.02	Design and construct a sewer network for the Wamoon Sewerage Scheme	<ul style="list-style-type: none"> <li>Percentage of sewer network design completed</li> <li>Percentage of sewer network construction</li> <li>Percentage of houses connected by June 2022</li> </ul>	100% 100% 10%	Manager Water and Wastewater
	15b.03	Continue implementation of Council's Liquid Trade Waste program	<ul style="list-style-type: none"> <li>Number of businesses inspected</li> <li>Percentage of all currently discharging businesses with approvals issued</li> </ul>	≥ 30 ≥ 65%	Waste and Recycling Coordinator

## CSP THEME 5: A quality built environment

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
16a	<b>Principal Activity</b> Provide access to regional passenger air services  <b>Goals</b> <ul style="list-style-type: none"> <li>Narrandera/Leeton Airport is viable through sustained or growing user numbers</li> <li>Narrandera/Leeton Airport is fit for purpose</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	16a.01	Resource Narrandera Shire Council to operate and maintain the Narrandera/Leeton Airport	<ul style="list-style-type: none"> <li>Number of passengers (arrivals)</li> <li>Number of passengers (departures)</li> <li>Percentage of scheduled 2021/22 Capital works program actions completed</li> <li>Amount invested by Leeton Shire Council in capital works at the airport</li> </ul>	≥ 1,500  ≥ 1,500  90+%  \$400,000	Group Manager Shire Activation
		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"> <li>Percentage of Strategic Plan developed</li> </ul>	≥ 50%	Group Manager Shire Activation
16b	<b>Principal Activity</b> Facilitate improved freight transport productivity  <b>Goals</b> <ul style="list-style-type: none"> <li>A high functioning freight intermodal that services Leeton Shire and Western Riverina</li> <li>Infrastructure enables freight efficiencies to be improved</li> <li>Potential projects are developed ready to respond to grant opportunities</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	16b.01	Develop a Program Business Case (PBC) for WRConnect at the Wumbulgal site and other associated projects to support State and Federal funding decisions	<ul style="list-style-type: none"> <li>Percentage of Program Business Case implemented</li> <li>Value of PBC funding invested from the region</li> <li>Value of State/Federal Government funding decisions made in response to Program Business Case</li> </ul>	50%  No target  ≥ \$20M	Group Manager Shire Activation
		16b.02	Develop an action plan for the road linkages study for WRConnect	<ul style="list-style-type: none"> <li>Number of WR Connect related projects in RAMJO freight strategy implemented</li> <li>Value of funding applications made for Leeton Shire projects in RAMJO freight strategy</li> </ul>	2  No target – report funding received	Group Manager Operations

		16b.03	Investigate the feasibility of a decoupling bay and showering facilities for truck drivers in Leeton	<ul style="list-style-type: none"> <li>Percentage completion of feasibility study for a decoupling bay and showering facilities</li> </ul>	100%	Economic and Strategic Development Manager
16c	<b>Principal Activity</b> Provide an efficient road network for the movement of people and freight  <b>Goals</b> <ul style="list-style-type: none"> <li>The Shire's road network addresses safety concerns and maintains a satisfactory level of service</li> <li>The Shire's road network is maintained to a satisfactory condition, is safe and reliable, and the useful life of roads is optimised</li> <li>Risks are managed appropriately through service levels agreed in the adopted Roads Asset Management Plan</li> <li>The Council's road construction service meets the Transport for NSW preferred supplier standards</li> <li>Council continues to undertake and comply with RMCC contracts (construction/ maintenance/ inspections)</li> <li>Heavy vehicles move and park safely and efficiently in Leeton, Whitton and Yanco</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	16c.01	Improve the Shire's road network in accordance with Council's Road Asset Management Plan by carrying out shoulder widening works: <ul style="list-style-type: none"> <li>Whitton–Darlington Point Road (MR539) – 2km</li> <li>Wattle Road</li> <li>Kirkup Road North</li> </ul>	<ul style="list-style-type: none"> <li>Percentage completion of planned shoulder widening works along MR539</li> <li>Percentage completion of planned shoulder widening works along Wattle Road</li> <li>Percentage completion of planned shoulder widening works along Kirkup Road North</li> </ul>	90+%  90+%  90+%	Manager Roads and Drainage
		16c.02	Maintain the Shire's sealed road network in accordance with Council's Road Asset Management Plan by rehabilitating: <ul style="list-style-type: none"> <li>Sycamore Street (Cedar Street to Chelmsford Place)</li> <li>Cedar Street (Wilga Street to Pine Avenue)</li> <li>Dooley Lane (Cedar Street to Sycamore Street)</li> <li>Bourke Road (Oxley Road to Henry Lawson Drive)</li> <li>Oxley Road (Crowes Road to Phillip Street)</li> <li>Brisbane Street (Crowes Road to end)</li> <li>Roxy Lane</li> <li>Progress Street (Binya Street to Gogeldrie Street)</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Sycamore Street rehabilitation works completed</li> <li>Percentage of Cedar Street rehabilitation works completed</li> <li>Percentage of Dooley Lane rehabilitation works completed</li> <li>Percentage of Bourke Road rehabilitation works completed</li> <li>Percentage of Oxley Road rehabilitation works completed</li> <li>Percentage of Brisbane Street rehabilitation works completed</li> <li>Percentage of Roxy Lane rehabilitation works completed</li> </ul>	100%  100%  100%  100%  100%  100%	Manager Roads and Drainage

		<ul style="list-style-type: none"> <li>• the Kirkup Road/Houghton Road intersection</li> <li>• a section of Back Whitton Road (West of Rombola Road to Whitton–Darlington Point Road)</li> <li>• Canal Street (Irrigation Way to Market Road – grant dependent)</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Progress Street rehabilitation works completed</li> <li>• Percentage of Back Whitton Road rehabilitation works completed</li> <li>• Percentage of Canal Street rehabilitation works completed – grant dependent</li> <li>• Percentage completion of the Kirkup Road/Houghton Road intersection works</li> <li>• Kilometres of road rehabilitated</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>No target – Report as completed</p>	
	16c.03	<p>Maintain the Shire's sealed road network in accordance with Council's Road Asset Management Plan by resealing:</p> <ul style="list-style-type: none"> <li>• Anderson Lane (Sycamore Street to Kurrajong Avenue) – 76m</li> <li>• Boots Road (Thompson Road – Walsh Rd) – 983m</li> <li>• Boronia Road (Teramo Street to Vance Road) – 1,448m</li> <li>• Boundary Road (Wattle Road to Malcolm Road) – 2,301m</li> <li>• Brigalow Street (Various segments)</li> <li>• Canal Road (Stringer Road to Regulator Road) – 2,137m</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Anderson Lane resealing works completed</li> <li>• Percentage of Boots Road resealing works completed</li> <li>• Percentage of Boronia Road resealing works completed</li> <li>• Percentage of Boundary Road resealing works completed</li> <li>• Percentage of Brigalow Street resealing works completed</li> <li>• Percentage of Canal Road resealing works completed</li> <li>• Percentage of Ciavarella Road resealing works completed</li> <li>• Percentage of Coolibah Street resealing works completed</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	Manager Roads and Drainage

			<ul style="list-style-type: none"> <li>• Ciavarella Road (Standbridge Road to Walsh Road) – 181m</li> <li>• Coolibah Street – 849m</li> <li>• Cypress Street (Kurrajong Avenue to Sycamore Street) – 263m</li> <li>• Daalbatta Road (Grevillia Street to Fig Street) – 526m</li> <li>• Elm Street – 112m</li> <li>• Errey Road – 828m</li> <li>• Gidgee Street (Currawang Avenue to Maiden Avenue) – 142m</li> <li>• Grevillia Street (Willow Street to Wade Avenue North) – 124m</li> <li>• Jade Lane (Sycamore Street to Cypress Street) – 81m</li> <li>• Mahogany Road – 117m</li> <li>• Mallee Street – 432m</li> <li>• Palm Avenue West (Pine Avenue to Dooley Lane) – 142m</li> <li>• Park Avenue (Railway Avenue to Jacaranda Avenue) – 352m</li> <li>• Qualitary Road – 659m</li> <li>• Stanbridge Road (Full length) – 427m</li> <li>• Sycamore Street (Cypress Street to Chelmsford Place) – 229m</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Cypress Street resealing works completed</li> <li>• Percentage of Daalbatta Road resealing works completed</li> <li>• Percentage of Elm Street resealing works completed</li> <li>• Percentage of Errey Road resealing works completed</li> <li>• Percentage of Gidgee Street resealing works completed</li> <li>• Percentage of Grevillia Street resealing works completed</li> <li>• Percentage of Jade Lane resealing works completed</li> <li>• Percentage of Mahogany Road resealing works completed</li> <li>• Percentage of Mallee Street resealing works completed</li> <li>• Percentage of Palm Avenue West resealing works completed</li> <li>• Percentage of Park Avenue resealing works completed</li> <li>• Percentage of Qualitary Road resealing works completed</li> <li>• Percentage of Stanbridge Road resealing works completed</li> <li>• Percentage of Sycamore Street resealing works completed</li> <li>• Kilometres of road resealed</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>≥ 10km</p>	
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		16c.04	<p>Maintain the Shire's sealed road network in accordance with Council's Road Asset Management Plan by heavy patching sections of:</p> <ul style="list-style-type: none"> <li>• Regulator Road</li> <li>• Corbie Hill Road</li> <li>• Stoney Point Road</li> <li>• Vance Road</li> <li>• Whitton Road</li> <li>• Brobenah Hall Road</li> <li>• other sections of the rural road network</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of heavy patching works on Regulator Road completed</li> <li>• Percentage of heavy patching works on Corbie Hill Road completed</li> <li>• Percentage of heavy patching works on Stoney Point Road completed</li> <li>• Percentage of heavy patching works on Vance Road completed</li> <li>• Percentage of heavy patching works on Whitton Road completed</li> <li>• Percentage of heavy patching works on Brobenah Hall Road completed</li> <li>• Percentage of heavy patching works on other sections of the rural road network completed</li> <li>• Area of road heavy patched, in square metres</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>No target – report as completed</p>	<p>Manager Roads and Drainage</p>
		16c.05	<p>Improve and maintain the Shire's sealed road network in accordance with Council's Road Asset Management Plan by linemarking:</p> <ul style="list-style-type: none"> <li>• Vance Road (5.7km)</li> <li>• Wattle Road (7km)</li> <li>• Back Yanco Road/Binyah Street (4.1km)</li> <li>• Murrami Road North (10.5km)</li> <li>• Toorak Road (4km)</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of linemarking of Vance Road</li> <li>• Percentage completion of linemarking of Wattle Road</li> <li>• Percentage completion of linemarking of Back Yanco Road/Binyah Street</li> <li>• Percentage completion of linemarking of Murrami Road North</li> <li>• Percentage completion of linemarking of Toorak Road</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>Manager Roads and Drainage</p>

		<ul style="list-style-type: none"> <li>McQuillan Road (1.6km)</li> </ul>	<ul style="list-style-type: none"> <li>Percentage completion of linemarking of McQuillan Road</li> <li>Kilometres of linemarking completed</li> </ul>	<p>100%</p> <p>≥ 32km</p>	
	16c.06	<p>Maintain the Shire's gravel road network in accordance with Council's Road Asset Management Plan by resheeting:</p> <ul style="list-style-type: none"> <li>River Road</li> <li>Kiln Road</li> <li>Millane Road</li> <li>George Road</li> </ul>	<ul style="list-style-type: none"> <li>Percentage completion of gravel resheeting works on River Road</li> <li>Percentage completion of gravel resheeting works on Kiln Road</li> <li>Percentage completion of gravel resheeting works on Millane Road</li> <li>Percentage completion of gravel resheeting works on George Road</li> <li>Kilometres of gravel road resheeted</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>No target – report as completed</p>	Manager Roads and Drainage
	16c.07	<p>Improve and maintain the Shire's road network in accordance with Council's Road Asset Management Plan by installing and replacing road signs as needed</p>	<ul style="list-style-type: none"> <li>Number of road signs installed/replaced</li> </ul>	No target – report as completed	Manager Roads and Drainage
	16c.08	<p>Maintain the Shire's road network by carrying out inspections and responding to public reporting of faults</p>	<ul style="list-style-type: none"> <li>Number of unplanned maintenance works undertaken in response to inspection regimes and public reporting</li> <li>Percentage remedied to agreed service level within the target time frame (which varies according to the nature of the work)</li> </ul>	<p>No target – Report by occurrence</p> <p>90+%</p>	Manager Roads and Drainage



		16c.09	Construct and repair State roads under the Road Maintenance Council Contract (RMCC) for Transport for NSW	<ul style="list-style-type: none"> <li>• Annual number of ordered works entered into</li> <li>• Total value of contracts</li> </ul>	<p>≥ 2</p> <p>≥ \$300,000</p>	Manager Roads and Drainage
16d	<p><b>Principal Activity</b></p> <p>Support the aged and people with disabilities to shop and attend appointments</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Good quality community transport services are provided to Leeton Shire residents</li> </ul> <p><b>Measures</b></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"> <li>• Number of clients being provided a service</li> <li>• Number of occasions of service</li> <li>• Number of volunteer drivers</li> </ul>	<p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p>	Corporate and Community Planning Officer

## CSP THEME 5: A quality built environment

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
17a	<p><b>Principal Activity</b> Provide open spaces for active and passive leisure</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Our parks are suitably presented and equipped, and are safe, attractive and fit for purpose</li> <li>• Our playgrounds are suitably presented and equipped, and are safe, attractive and fit for purpose</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	17a.01	<p>Maintain and improve Council's park network, with improvements to include:</p> <ul style="list-style-type: none"> <li>• investigating options for installing a splashpad and fencing in Gossamer Park</li> <li>• additional Telemetry System connections to irrigation systems</li> <li>• establishing a dog-off leash park/area on the vacant Crown Land adjacent to McCaughey Park, Yanco</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Parks Maintenance Program completed</li> <li>• Report to Council regarding findings of Gossamer Park splashpad and fencing investigations</li> <li>• Percentage completion of Parks Telemetry System connections</li> <li>• Percentage completion of actions undertaken in response to inspections and public reporting</li> <li>• Percentage establishment of dog off-leash park</li> </ul>	<p>90%</p> <p>Report tabled</p> <p>100%</p> <p>100%</p> <p>100%</p>	Manager Open Space and Recreation
		17a.02	<p>Maintain Council's playgrounds and replace the playground equipment in Waring and Ramponi Parks (using funds from developer contributions)</p>	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Playgrounds Maintenance program completed</li> <li>• Percentage completion of replacement of playground equipment in Waring Park</li> <li>• Percentage completion of replacement of playground equipment in Ramponi Park</li> <li>• Number of safety/condition inspections completed</li> <li>• Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	<p>90%</p> <p>100%</p> <p>100%</p> <p>12</p> <p>100%</p>	Manager Open Space and Recreation

17b	<p><b>Principal Activity</b> Provide attractive streetscapes and town entrances</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Streets in our residential, commercial and industrial areas are aesthetically pleasing</li> <li>• The entrances to our towns and villages are attractive and welcoming</li> <li>• Street trees are attractive, healthy and appropriate to their locations</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	17b.01	Maintain and improve Leeton Shire's urban streetscapes	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Streetscape Maintenance Program actions completed</li> <li>• Percentage of scheduled 2021/22 Tree Replacement and Maintenance Program actions completed</li> <li>• Percentage of actions completed as identified through inspections and public reporting</li> </ul>	<p>90%</p> <p>90%</p> <p>100%</p>	Manager Open Space and Recreation
		17b.02	<p>Maintain the health of street trees and ensure they are appropriate to their locations by:</p> <ul style="list-style-type: none"> <li>• Maintaining the health of street trees</li> <li>• Removing unhealthy trees, trees that are damaging infrastructure and trees planted in inappropriate locations</li> <li>• Replacing every tree removed with another tree of an appropriate species</li> <li>• Coordinating the Leeton Tree Advisory Committee</li> <li>• Consulting with the Leeton Tree Advisory Committee when determining whether a tree or trees need to be removed</li> <li>• Notifying the community prior to removing trees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Leeton Tree Advisory Committee meetings held</li> <li>• Number of trees removed</li> <li>• Number of replacement trees planted</li> <li>• Percentage public notification of planned tree removal actions</li> </ul>	<p>≥ 4</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>100%</p>	Manager Open Space and Recreation

		17b.03	Commence public artwork mural projects for Leeton: <ul style="list-style-type: none"> <li>Leeton Water Tower</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of project completed</li> </ul>	100%	Manager Cultural Services
		17b.04	Maintain and improve Council's town entrances	<ul style="list-style-type: none"> <li>Percentage of scheduled 2021/22 Town Entrance Maintenance program actions completed</li> <li>Percentage completion of actions undertaken in response to inspections and public reporting</li> </ul>	90%  100%	Manager Open Space and Recreation
		17b.05	Carry out small-scale beautification projects along roads and in nature strips in Leeton, Yanco and Whitton	<ul style="list-style-type: none"> <li>Number of beautification projects completed</li> </ul>	≥ 2	Manager Open Space and Recreation
17c	<p><b>Principal Activity</b> Provide public toilets across Leeton Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Our public toilet network provides clean facilities in good working order, and any complaints are resolved quickly</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	17c.01	Provide a network of public toilets to service busy public places through ongoing maintenance and by: <ul style="list-style-type: none"> <li>renewing/upgrading the Sycamore Street Carpark public toilet</li> <li>renewing/upgrading the Whitton public toilet</li> <li>constructing a new public toilet in Wamoon</li> <li>constructing a new public toilet in Gossamer Park, Wattle Hill</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Sycamore Street Carpark public toilet upgrade completed</li> <li>Percentage of Whitton public toilet upgrade completed</li> <li>Percentage of Wamoon public toilet construction completed</li> <li>Percentage of Gossamer Park public toilet construction completed</li> <li>Percentage of 2021/22 Public Toilet Maintenance Program completed</li> <li>Percentage of unplanned maintenance activities completed</li> <li>Number of complaints received</li> </ul>	100%  100%  100%  100%  100%  < 20	Procurement and Building Services Coordinator

17d	<p><b>Principal Activity</b> Deliver development planning services that signal Leeton is 'open for business'</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Building application assessment and approvals are delivered efficiently and effectively</li> <li>• Occupation Certificate assessments and approvals are delivered efficiently and effectively</li> <li>• Our development application assessment and approvals service is delivered efficiently and effectively</li> <li>• Our complying Development assessment and approvals service is delivered efficiently and effectively</li> <li>• Council and developers have certainty about fees payable to burden or extend existing water and sewer infrastructure</li> <li>• Developers and the community have certainty and clarity about development standards</li> <li>• The community has clarity about the planning considerations which must be addressed in development applications</li> <li>• Leeton Shire's land use strategy is current, reflects community priorities and is fit for purpose</li> <li>• Projects that support growth are delivered without unduly burdening existing ratepayers</li> </ul>	17d.01	Provide timely, accurate and professional development services to the Shire	<ul style="list-style-type: none"> <li>• Number of local Development Applications determined within 40 processing days</li> <li>• Number of Development Applications that conform with Environment Planning and Assessment Act and associated environmental planning instruments</li> <li>• Number of campaigns to educate community on planning requirements</li> <li>• Number of pre-lodgement meetings</li> <li>• Value of development applications approved</li> </ul>	<p>No target – report by occurrence</p> <p>No target – report by occurrence</p> <p>≥ 2</p> <p>No target – report by occurrence</p> <p>No target – report by occurrence</p>	Town Planner
		17d.02	Provide timely, accurate and professional Construction Certificates for buildings	<ul style="list-style-type: none"> <li>• Number of Construction Certificates provided</li> <li>• Average turnaround time</li> </ul>	<p>No target – report by occurrence</p> <p>Within 20 days</p>	Building and Health Inspector
		17d.03	Provide timely, accurate and professional Subdivision Work Certificates for subdivisions	<ul style="list-style-type: none"> <li>• Number of Subdivision Work Certificates provided</li> <li>• Average turnaround time</li> </ul>	<p>No target – report by occurrence</p> <p>Within 20 days</p>	Development and Drainage Engineer
		17d.04	Receive and assess applications for Occupation Certificates	<ul style="list-style-type: none"> <li>• Number of Occupation Certificates issued for Leeton Shire</li> <li>• Average turnaround time</li> </ul>	<p>No target – report by occurrence</p> <p>&lt; 2 weeks</p>	Building and Health Inspector

<ul style="list-style-type: none"> <li>• Expansions to water and sewer infrastructure does not burden existing ratepayers</li> <li>• Leeton Shire's current and future land-use priorities and requirements are appropriately planned for</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	17d.05	Receive and assess applications for Complying Development Certificates	<ul style="list-style-type: none"> <li>• Number of Complying Development Certificate Applications received</li> <li>• Percentage of applications determined within the 10 or 20 day processing times specified in the State Environmental Planning Policy</li> </ul>	No target – report by occurrence 100%	Building and Health Inspector
	17d.06	Receive and assess applications for Planning Certificates	<ul style="list-style-type: none"> <li>• Number of Section 10.7(2) Planning Certificates determined in a timely manner (within two weeks)</li> </ul>	No target – report by occurrence	Town Planner
	17d.07	Implement all the short-term goals identified in Council's Local Strategic Planning Statement (LSPS) by 30 June 2023	<ul style="list-style-type: none"> <li>• Percentage of short term goals implemented by June 2022</li> </ul>	50%	Manager Planning, Building and Health
	17d.08	Develop and commence implementation of a Leeton Shire Utility Services Plan	<ul style="list-style-type: none"> <li>• Percentage of Council's Utility Services Plan completed</li> </ul>	100%	Group Manager Operations
	17d.09	Finalise Engineering Guidelines for Subdivisions and Development Standards for Leeton Shire	<ul style="list-style-type: none"> <li>• Percentage completion of development of Guidelines for Subdivisions and Development Standards for Leeton Shire</li> </ul>	100%	Manager Planning, Building and Health
	17d.10	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"> <li>• Percentage completion of the development of the Council's Development Control Plan by December 2021</li> <li>• Percentage inclusion of all identified considerations</li> </ul>	100%  100%	Manager Planning, Building and Health

		17d.11	Levy development contributions (under s7.12 of Environmental Planning and Assessment Act) 1979	<ul style="list-style-type: none"> <li>• Dollar value of contributions levied</li> <li>• Percentage of all levied contributions received when due</li> <li>• Balance of levies at date of reporting</li> </ul>	<p>No target – report by occurrence 100%</p> <p>No target – report figure</p>	Town Planner
		17d.12	<p>Apply accumulated development contributions (now known as Section 7.12 infrastructure contributions) in line with the adopted Section 94A Plan:</p> <ul style="list-style-type: none"> <li>• Waring Park playground equipment replacement</li> <li>• Ramponi Park playground equipment replacement</li> <li>• Renewable energy projects</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar value of expenditure of accumulated development contributions</li> <li>• Percentage of Section 94A plan implemented</li> <li>• Balance remaining in development contributions</li> </ul>	<p>No target – report as expenditure occurs</p> <p>No target – report as implemented</p> <p>No target – report figure</p>	Manager Finance
		17d.13	Levy and apply water and sewer headworks development contributions	<ul style="list-style-type: none"> <li>• Dollar value of Section 64 fees levied</li> <li>• Percentage of levied Section 64 fees received when due</li> <li>• Balance of levies at date of reporting</li> </ul>	<p>No target – report as levied 100%</p> <p>No target</p>	Development and Drainage Engineer
		17d.14	Complete review of the Leeton Local Environmental Plan (LEP)	<ul style="list-style-type: none"> <li>• Percentage of review completed by June 2022</li> </ul>	100%	Manager Planning, Building and Health

17e	<p><b>Principal Activity</b> Provide drainage networks in urban areas</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Programs to maintain and enhance Council's drainage network are delivered in full, on time and to budget</li> <li>• Improved drainage services are delivered which account for expenditure of stormwater management service charges</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	17e.01	<p>Implement the following Strategic Stormwater Management Plan activities:</p> <ul style="list-style-type: none"> <li>• undertake a drainage condition assessment and data collection program for the urban stormwater network</li> <li>• rectify drainage issues at the eastern end of Myall Street/Palm Avenue, Leeton</li> <li>• renew rural drainage culverts</li> <li>• continue piping drainage channel in Almond Road</li> </ul>	<ul style="list-style-type: none"> <li>• Dollar value of accumulated stormwater management service charge at date of reporting</li> <li>• Percentage of drainage condition assessment and data collection program completed</li> <li>• Percentage of drainage rectification works completed</li> <li>• Number of rural drainage culverts renewed</li> <li>• Percentage of piping project completed</li> <li>• Metres of channel piped</li> </ul>	<p>No target – report figure</p> <p>90+%</p> <p>100%</p> <p>No target – report as renewed 100%</p> <p>No target – report as piping installed</p>	<p>Manager Roads and Drainage</p>
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## CSP THEME 6: Strong leadership

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
18a	<b>Principal Activity</b> Forge and maintain strong regional relationships  <b>Goals</b> <ul style="list-style-type: none"> <li>The wider region's social, economic and environmental wellbeing is enhanced</li> <li>Local government has a strong voice in its dealings with State and Federal governments</li> </ul> <b>Measures</b> 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"> <li>Number of meetings attended</li> <li>Number of activities undertaken</li> </ul>	100%  No target – report by occurrence	General Manager
		18a.02	Participate in Country Mayors Association	<ul style="list-style-type: none"> <li>Number of meetings attended</li> <li>Number of issues addressed</li> </ul>	100%  No target – report by occurrence	General Manager
18b	<b>Principal Activity</b> Strengthen Leeton Shire Council's governance capabilities  <b>Goals</b> <ul style="list-style-type: none"> <li>All councillors are supported to govern well through tailored training plans</li> <li>A strong and diverse pool of candidates is available for the local government elections</li> </ul> <b>Measures</b> As per Operational Plan measures relating to this principal activity	18b.01	Implement individual training programs for each councillor	<ul style="list-style-type: none"> <li>Percentage of councillors with a 2021/22 training program in place</li> <li>Percentage of scheduled 2021/22 training activities undertaken</li> </ul>	100%  90+%	Governance Officer

18c	<p><b>Principal Activity</b> Develop and maintain strong working relationships at a Federal and State level</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>Leeton Shire's interests and needs are well understood by local Federal and State MPs and government agencies in the region</li> </ul> <p><b>Measures</b> 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"> <li>Number of advocacy activities undertaken</li> </ul>	≥ 5	General Manager
		18c.02	Participate in State and national Local Government Associations (LGNSW and ALGA)	<ul style="list-style-type: none"> <li>Number of activities participated in</li> </ul>	≥ 2	General Manager

## CSP THEME 6: Strong leadership

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
19a	<p><b>Principal Activity</b> Encourage volunteering throughout the Shire</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Volunteers enhance the delivery of services in Leeton Shire</li> <li>• Volunteers are valued and appreciated</li> <li>• Volunteer numbers in community organisations are boosted and community cohesion is fostered</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	19a.01	Develop a volunteer program at Council	<ul style="list-style-type: none"> <li>• Percentage completion of Volunteer Handbook</li> <li>• Number of volunteers</li> <li>• Number of volunteers that participate in training</li> <li>• Number of promotions and/or campaigns</li> <li>• Number of recognition activities</li> </ul>	<p>100%</p> <p>≥ 50</p> <p>≥ 2</p> <p>≥ 3</p> <p>≥ 1</p>	Corporate and Community Planning Officer
19b	<p><b>Principal Activity</b> Seek input from our community on Council projects and programs</p> <p><b>Goal</b></p> <ul style="list-style-type: none"> <li>• Our community engagement program enables the citizens of Leeton Shire to be well-informed, active and engaged</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	19b.01	Run an active community engagement program	<ul style="list-style-type: none"> <li>• Number of media releases</li> <li>• Number of social media posts</li> <li>• Number of public engagement sessions</li> <li>• Number of 'Have Your Say' surveys</li> </ul>	<p>≥ 25</p> <p>≥ 20</p> <p>≥ 3</p> <p>≥ 2</p>	Communications Coordinator

19c	<p><b>Principal Activity</b> Provide a framework for inclusive decision-making</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• The delivery of outcomes is supported through Council's support of external committees</li> <li>• Council receives informed advice in a timely manner to support its decision-making</li> <li>• The delivery of outcomes is supported through Council's support of its committees which include volunteers</li> <li>• Community groups' knowledge, skills and capacity supports their sustainability and reduces reliance on Council</li> <li>• Towns, villages and organisations are supported to identify and achieve their aspirations</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	19c.01	Support and report on Council's Section 355, Advisory and Action Committees	<ul style="list-style-type: none"> <li>• Number of meetings held by each committee</li> </ul>	≥ 4	Governance Officer
		19c.02	Update and support the delivery of town improvement plans in Yanco and Whitton	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 Town Improvement Plan actions completed</li> </ul>	90%	Manager Visitor Services and Local Activation
		19c.03	Support and facilitate community programs in Wattle Hill	<ul style="list-style-type: none"> <li>• Number of programs facilitated</li> <li>• Number of community members engaged</li> </ul>	≥ 2 ≥ 50	Multicultural Program Coordinator

## CSP THEME 6: Strong leadership

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

DP ref	Delivery Program (DP) 2017–2022 Five-year Commitment	OP ref	Operational Plan 2021/22 Action	Operational Plan 2021/22 Measure	OP 2021/22 Target	Responsibility
20a	<p><b>Principal Activity</b> Strive to deliver the aspirations of the community through community leadership</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Government and other agencies are active contributors to the outcomes and evaluation of the Community Strategic Plan</li> <li>• Council has agreements in place with key stakeholders in relation to the delivery and evaluation of CSP objectives</li> <li>• Community organisations deliver outcomes for the benefit of Leeton Shire residents</li> <li>• Council's performance, as measured by customer satisfaction, is improving</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	20a.01	Support the community by offering a Community Grants program	<ul style="list-style-type: none"> <li>• Number of grant applications received</li> <li>• Value of grants funding allocated</li> </ul>	<p>≥ 20</p> <p>≥ \$20,000</p>	Corporate and Community Planning Officer
		20a.02	Undertake a bi-annual Community Satisfaction Survey for Council	<ul style="list-style-type: none"> <li>• Survey results improved from previous years' results</li> </ul>	Improvement noted	Executive Manager IPR, Governance and Engagement

20b	<p><b>Principal Activity</b></p> <p>Strive to deliver the aspirations of the community through sound financial and asset management</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Leeton Shire Council is operated efficiently and effectively, demonstrating continuous improvement, achieving best practice and participating in the Enterprise Risk Management Framework</li> <li>• Council utilises grants to progress the Delivery Program</li> <li>• Council manages its assets professionally using methods that inform long-term financial planning</li> <li>• Council's plant and fleet program is delivered in full, on time and to budget</li> <li>• Council's tenders and contracts are delivered in full, on time and to budget</li> <li>• Council's own-source revenue earnings are improving</li> <li>• Council's investment returns are maximised</li> <li>• Council continues to improve against industry benchmarks</li> </ul> <p><b>Measures</b></p> <p>As per Operational Plan measures relating to this principal activity</p>	20b.01	<p>Coordinate the application of grants to ensure applications are targeted to boost Council's revenue</p>	<ul style="list-style-type: none"> <li>• Number of Grant Applications submitted</li> <li>• Value of funding received</li> </ul>	<p>≥ 12</p> <p>≥ \$1,500,000</p>	Process and Project Performance Coordinator
		20b.02	<p>Implement improvements in the management of grant applications and acquittals</p>	<ul style="list-style-type: none"> <li>• Number of improvements implemented</li> <li>• Nature of improvements implemented</li> <li>• Percentage of grant applications acquitted correctly</li> <li>• Number of projects underway</li> </ul>	<p>≥ 2</p> <p>No target – report as implemented 100%</p> <p>No target – report by occurrence</p>	Process and Project Performance Coordinator
		20b.03	<p>Identify and implement improvements in project management:</p> <ul style="list-style-type: none"> <li>• implement the Pulse Project Management and Control Module</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of projects with a risk classification of medium or above captured in the Project Management and Control Module</li> <li>• Number of project management improvements implemented</li> </ul>	<p>100%</p> <p>2+</p>	Process and Project Performance Coordinator
		20b.04	<p>Deliver business improvements through Council's Service Review program by identifying and implementing improvements in two key areas:</p> <ul style="list-style-type: none"> <li>• Procurement system governance</li> <li>• Legislative inspections – backyards pools and septic systems</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of review of procurement system governance</li> <li>• Percentage completion of review of legislative inspection processes</li> <li>• Number of procurement system governance improvements implemented</li> <li>• Number of legislative inspection process improvements implemented</li> </ul>	<p>100%</p> <p>100%</p> <p>2+</p> <p>2+</p>	Process and Project Performance Coordinator

		20b.05	Finalise the Long-Term Financial Plan measures to support Council's ongoing financial sustainability	<ul style="list-style-type: none"> <li>• Percentage completion of Long-Term Financial Plan by December 2021</li> <li>• Dollar value of revenue options identified</li> <li>• Dollar value of savings on expenditure identified</li> </ul>	100%  No target – report as identified No target – report as identified	Group Manager Corporate
		20b.06	Complete a rates review	<ul style="list-style-type: none"> <li>• Percentage completion of rates review by June 2022</li> </ul>	100%	Group Manager Corporate
		20b.07	Maintain Council's financial sustainability through maximising investment returns	<ul style="list-style-type: none"> <li>• Value of investment earnings</li> <li>• Percentage increase in earnings comparative to previous years</li> </ul>	≥ \$700,000 ≥ 2%	Manager Finance
		20b.08	Continue effective Asset Management Planning (AMP): <ul style="list-style-type: none"> <li>• revise Water and Waste Water Asset Management Plans to include revaluation and condition assessment</li> <li>• carry out an audit of existing rural stormwater drainage asset data and capture additional data</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of revaluation and condition assessments</li> <li>• Number of AMPs revised to include new data</li> <li>• Percentage completion of audit and data capture</li> </ul>	100%  2  100%	Asset Management Coordinator
		20b.09	Monitor and manage Council's performance against local government industry benchmarks	<ul style="list-style-type: none"> <li>• Percentage completion of assessment of Council's performance against industry benchmarks</li> <li>• Improvements in Council's performance as measured by benchmark data</li> </ul>	100%  No target – report as data available	Executive Manager IPR, Governance and Engagement

		20b.10	Manage tenders and significant contracts so Council objectives are delivered	<ul style="list-style-type: none"> <li>• Percentage of services procured in accordance with Council's Procurement Manual</li> <li>• Number of new significant Council contracts and tenders</li> <li>• Percentage of contracts register current</li> </ul>	100%	5 – dependent on funding availability 100%	Group Manager Corporate
		20b.11	Maintain Council-owned buildings in order to meet agreed objectives by: <ul style="list-style-type: none"> <li>• refurbishing the central hall in the Leeton Multipurpose Community Centre</li> <li>• installing a sky ladder and landing on the Leeton Indoor Stadium to improve WHS</li> <li>• installing a sky ladder and landing on the Depot Workshop to improve WHS</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage completion of refurbishment of Leeton Multipurpose Community Centre central hall</li> <li>• Percentage completion of Stadium sky ladder and landing</li> <li>• Percentage completion of Depot sky ladder and landing</li> <li>• Number of unplanned maintenance activities completed</li> </ul>	100%	100%  100%  No target – report by occurrence	Procurement and Building Services Coordinator
		20b.12	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs	<ul style="list-style-type: none"> <li>• Percentage of light plant replacement program completed</li> <li>• Percentage of heavy plant replacement program completed</li> </ul>	100%	100%	Procurement and Building Services Coordinator



20c	<p><b>Principal Activity</b> Strive to deliver the aspirations of the community through sound governance practice</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Council is 100% compliant with its governance responsibilities</li> <li>• All of Council's documents are current and routinely reviewed</li> <li>• Council properties and relevant leasing arrangements are administered appropriately and efficiently</li> <li>• Changes to Crown Land legislation are enacted in a timely and cost-effective manner</li> <li>• Service reviews are undertaken to review and revise internal processes, achieving improved efficiency and effectiveness</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	20c.01	Maintain a Compliance Register to track Council's compliance with all legislative and governance requirements	<ul style="list-style-type: none"> <li>• Percentage compliance with relevant legislation, regulation and funding body requirements</li> <li>• Percentage of required remedial actions completed within two months of notification</li> </ul>	100%  100%	Governance Officer
		20c.02	Continuously review and update of Council policies and plans to appropriately support Council's operations	<ul style="list-style-type: none"> <li>• Number of Council's Strategies, Policies and Plans overdue for review</li> <li>• Number of reviews completed</li> </ul>	< 10%  ≥ 12	Governance Officer
		20c.03	Deliver Council's Internal Audit program	<ul style="list-style-type: none"> <li>• Number of internal audits undertaken</li> <li>• Percentage of required improvement actions completed</li> </ul>	3  80+%	Executive Manager IPR, Governance and Engagement
		20c.04	Continue to hold Audit, Risk and Improvement Committee meetings	<ul style="list-style-type: none"> <li>• Number of meeting held</li> </ul>	≥ 4	Executive Manager IPR, Governance and Engagement
		20c.05	Enhance and maintain an efficient Records Management System for Council	<ul style="list-style-type: none"> <li>• Number of new staff who undertake training within the first two weeks of employment</li> <li>• Percentage completion of heritage archiving</li> </ul>	100%  50%	Records Officer
		20c.06	Make information available in accordance with Government Information (Public Access) Act 2009 requirements	<ul style="list-style-type: none"> <li>• Number of informal GIPA applications received</li> <li>• Percentage of informal GIPA applications processed within 20 working days</li> <li>• Number of formal GIPA applications received</li> </ul>	No target – report by occurrence 100%  No target	Records Officer

			<ul style="list-style-type: none"> <li>Percentage of formal GIPA applications processed in accordance with legislation</li> </ul>	100%	
	20c.07	Collect, use and retain personal information in accordance with the Privacy and Personal Information Protection Act 1998	<ul style="list-style-type: none"> <li>Percentage of personal information collected and used for lawful purposes</li> <li>Percentage of personal information retained and secured in accordance with legislation</li> </ul>	100%  100%	Records Officer
	20c.08	Deliver Council's Enterprise Risk Management (ERM) program	<ul style="list-style-type: none"> <li>Percentage of departmental ERM reports completed in full and on time</li> <li>Number and value of claims accepted by insurer (Statewide)</li> </ul>	100%  No target –report by occurrence	Manager WHS, Quality Assurance and Risk
	20c.09	Manage leases and licences for Council properties in line with Council's objectives	<ul style="list-style-type: none"> <li>Number of leases issued or renewed</li> <li>Percentage of leases that are current</li> <li>Number and value of outstanding lease fees</li> <li>Number of licences issued or renewed</li> <li>Percentage of licences that are current</li> <li>Number and value of outstanding licence fees</li> <li>Leases and licences awaiting a Plan of Management</li> </ul>	No target – report number 100%  \$0  No target – report number 100%  \$0  No target – report number	Property Coordinator and Native Title Manager
	20c.10	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"> <li>Number of PoMs for reserves drafted</li> <li>Percentage of required sports oval user agreements in place</li> </ul>	24  100%	Property Coordinator and Native Title Manager

20d	<p><b>Principal Activity</b> Strive to deliver the aspirations of the community through effective workforce and technology management</p> <p><b>Goals</b></p> <ul style="list-style-type: none"> <li>• Council provides a safe work environment, work methods and access to continual WHS improvement resources with zero injuries suffered and zero lost time</li> <li>• 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</li> <li>• Council is recognised as an Employer of Choice, which grows its own talent, nurtures its leaders and strengthens its culture</li> <li>• Information technology is leveraged to increase efficiency, effectiveness and security across Council</li> </ul> <p><b>Measures</b> As per Operational Plan measures relating to this principal activity</p>	20d.01	Effectively manage Council's workforce to support Council's objectives to be met	<ul style="list-style-type: none"> <li>• Percentage of Managers who have completed a Leadership Success Managerial Development Course</li> <li>• Staff turnover meets or is better than the NSW Local Government average of 12% (2020 figures)</li> <li>• Average dollar amount invested in staff training per full-time equivalent (FTE)</li> <li>• Staff absenteeism expressed as the average number of days sick leave per FTE</li> </ul>	<p>100%</p> <p>&lt; 12%</p> <p>\$1000</p> <p>&lt; 5 days</p>	Manager People and Organisational Development
		20d.02	Implement Council's Work Health and Safety program	<ul style="list-style-type: none"> <li>• Number of major non-conformances</li> <li>• Percentage of required remedial measures completed by target due date</li> <li>• Number of regulatory authority notices issued (by Safe Work NSW, for example)</li> <li>• Lost time to injuries expressed as the average number of days per 100 employees</li> </ul>	<p>No target – report by occurrence</p> <p>90%</p> <p>Zero</p> <p>&lt; 20</p>	Manager WHS, Quality Assurance and Risk
		20d.03	Develop and implement a Continuous Improvement Pathway program	<ul style="list-style-type: none"> <li>• Percentage of corrective actions completed</li> </ul>	100%	Manager WHS, Quality Assurance and Risk
		20d.04	Support effective and efficient local government administration through	<ul style="list-style-type: none"> <li>• Percentage of scheduled 2021/22 ICT Strategy actions completed</li> </ul>	90+%	Manager ICT

		Information and Communication Technology (ICT) by: <ul style="list-style-type: none"> <li>the provision of e-services</li> <li>improvements to the Geographical Information System (GIS) and asset management system</li> <li>a new landfill management system</li> </ul>	<ul style="list-style-type: none"> <li>Number of operational improvements achieved</li> <li>Number of notifiable cyber attacks identified</li> </ul>	No target – report by activity only Zero	
	20d.05	Host and populate a new interactive website solution that will enhance Council's digital customer service delivery	<ul style="list-style-type: none"> <li>Percentage completion of base website design established</li> <li>Percentage of existing website content audited</li> <li>Percentage development of updated/new content</li> <li>Number of integrations with internal systems</li> <li>Number of new digitised forms</li> </ul>	100% 100% 50% ≥ 3 ≥ 10	Executive Manager IPR, Governance and Engagement
	20d.06	Implement an integrated Customer Request Management (CRM) System for use across the organisation	<ul style="list-style-type: none"> <li>Percentage of relevant staff consulted regarding CRM system requirements</li> <li>Percentage completion of CRM System installation</li> <li>Percentage of relevant staff trained to use the CRM System</li> <li>Number of CRM champions identified and established in relevant departments</li> <li>Number of workflows developed in consultation with relevant staff</li> <li>Number of integrations with internal systems</li> </ul>	100% 100% 100% 7 ≥ 30 ≥ 5	Customer Services Coordinator

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