



LEETON
SHIRE COUNCIL

Delivery Program

2025-2029

Operational Plan

2025/26

Adopted 30 June 2025





Acknowledgement of Traditional Owners

Leeton Shire Council acknowledges the Traditional Custodians of Wiradjuri Country and recognises their continuing connection to land, waters and community. We pay our respects to all Aboriginal people and their cultures, and Elders, past, present and emerging of our Shire.

Contents

Acknowledgement of Traditional Owners	2
Introduction from our Mayor and General Manager.....	4
Community Vision.....	6
Community Values	6
Our Council Representatives	7
Councillor Commitments	8
Our Organisational Structure	9
Integrated Planning and Reporting	10
Community Strategic Plan Towards 2035.....	11
Achieving our Goals.....	12
Functional Areas and Responsibilities	12

Introduction from our Mayor and General Manager

On behalf of the elected Council, we are pleased to present Leeton Shire Council's Delivery Program 2025–2029 and Operational Plan 2025/26 (DPOP) which outlines Council's commitment to maintaining and building a strong, vibrant, and sustainable future for our community.

This DPOP is the first for this term of Council and follows our Integrated Planning and Reporting obligations under the *Local Government Act 1993*. Its final content has been shaped in-part by the Community Strategic Plan – Leeton on The Go Towards 2035 (which was endorsed in February 2025 after 6 months of community consultation) and in-part by the reality of our currently constrained financial capacity. As our community knows well by now, our general fund is not financially sustainable.

Being an asset-heavy organisation, we have as a priority sought to ensure our existing infrastructure - currently valued at \$561M - is being looked after appropriately for both current and future generations (including catching up \$8.54M of our \$22.72M backlog over this term).

When engaging with residents over the last 12 months, Council generally heard that it needs to keep / maintain all the services / service levels we have. We also heard about the need to improve roads, housing, the Leeton Stadium/Ovals Sporting Precinct, and economic development opportunities and had requests for greater advocacy around important matters that are not core Council business (water buybacks, health, policing, housing and more).

Unfortunately we cannot do it all until our financial position is more secure, so – having regard to public feedback on the documents - Council has prioritised projects involving public safety, enabling infrastructure for housing and tourism (supported by significant grant funding and/or partnerships), and ensuring key Council investments are optimized such as operations of the Roxy (for a 2 year period while a set-up to access philanthropy and grants not available to Councils is pursued).

To contain spending on new capital projects, expansion plans for the stadium have been put on hold for now and not included in the adopted DPOP and budget but Council will proceed with a comprehensive masterplan and business case in the meantime. The full project may be revisited once Council's financial future is clearer.

We also plan to divest some land held by Council at Golf Course Estate.

Following advice from Professors Joseph Drew, Masato Miyazaki and Yunji Kim of Newcastle University who have been doing a review of Council's finances, Council has decided to hold off considering an SRV for 12 months (previously mooted for 25/26) in favour of setting up a Financial Sustainability Team (made up of staff, councillors and community representatives) to do a deep dive across all of Council's operations with a view to finding "efficiencies", including "technical efficiencies". This will be augmented by ongoing Service Reviews with the focus being on Parks & Open Spaces in 2025/26 and Roads 2026/27. Our Audit Risk and Improvement Committee will assist us to determine other Service Review priorities for future years.

Further, Council is working hard to develop more precise ways of depreciating assets and we have made good progress with roads due to greatly improved data capture / analysis. We will review all our Asset Management Plans to ensure that the backlog figures and depreciation rates being used are supported by evidence of actual conditions in the ground rather than age-based modeling. For our 287+ buildings, we will develop a comprehensive

Asset Management Plan informed by detailed data capture (an exercise that has already commenced).

Remember this DPOP should be read in conjunction with Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Plan), and the Annual Budget and Revenue Policy for 2025/26. Our full Integrated Planning and Reporting (IPR) suite of adopted documents can be found [here](#). Of note, with a revised 'middle of the road' base case budget adopted, we have added a second alternative scenario to our final LTFP. One alternative scenario still has all discretionary projects removed and the other (additional) one has all discretionary projects remaining in place (except for keyworker / staff townhouses at Golf Course Estate which are off the table).

Council remains committed to delivering high-quality infrastructure, supporting local businesses, and ensuring that Leeton remains a great place to live, work, and play. We believe the adopted DPOP is a sound roadmap - given the context of a constrained general fund - for continuing our steady progress and fostering a resilient and prosperous Leeton Shire for generations to come.

Leeton Shire has a bright future despite the challenges of water buybacks, cost of living increases and Council's own financial sustainability. For nearly every challenge there is a solution and we look forward to ongoing engagement with our community on the best path forward.

In closing, we respectfully ask our community to stay alert to opportunities for further engagement via our notices in the local newspaper and on social media.

Thank you for being an active and engaged citizen of Leeton Shire.

Yours sincerely



A handwritten signature in cursive script that reads "G Weston".

**Mayor
George Weston**



A handwritten signature in cursive script that reads "J Kruger".

**General Manager
Jackie Kruger**



Community Vision

We of Leeton Shire are a healthy, safe and connected community that respects people and the environment, enjoying active lives in a strong local economy underpinned by quality, accessible infrastructure, reliable water supplies and strong leadership.

Community Values

What our community values most about Leeton Shire is the:

- Sense of community and friendly people.
- Rural country town lifestyle.
- Peace and quiet.

Our Council Representatives



Cr George Weston
Mayor
Elected to Council 1995

Portfolio: Welcoming Leeton, WR Connect

georgew@leeton.nsw.gov.au



Cr Michael Kidd
Deputy Mayor
Elected to Council 2004–2008
Elected to Council 2012

Portfolio: Arts and Culture, Health Services (including Mental Health)

michaelk@leeton.nsw.gov.au



Cr Tracey Morris
Elected to Council 2012

Portfolio: Agriculture (including Research & Development), Water Security

Traceym@leeton.nsw.gov.au



Cr Nicholas Wright
Elected to Council 2024

Portfolio: Diversity and Inclusion, Heritage & Art Deco

nicholasw@leeton.nsw.gov.au



Cr Krystal Maytom
Elected to Council 2021

Portfolio: Tourism & Events

krystalm@leeton.nsw.gov.au



Cr Sarah Tiffen
Elected to Council 2024

Portfolio: Education, Environmental Sustainability (including Climate Change)

sarah.tiffen@leeton.nsw.gov.au



Cr Sandra Nardi
Elected to Council 2016

Portfolio: Sports & Recreation, Youth & Children

sandran@leeton.nsw.gov.au



Cr Stephen Tynan
Elected to Council 2024

Portfolio: Housing

stephent@leeton.nsw.gov.au



Cr Boston Edwards
Elected to Council 2024

Portfolio: CBD enhancement and Local Economy (including Nighttime Economy), Digital Capability and Connectivity

bostone@leeton.nsw.gov.au

Councillor Commitments

As a lead voice for the community, this term of Council has allocated portfolios across the team of elected representatives. This will spread the workload across the team and enable nominated Councillors to become the elected Council's subject experts, champions of the cause and go-to people on the specific topic or topics in their portfolios.

Our promise to the community is, by the end of our term, to have:

- Achieved financial sustainability pathway as a Council, responsibly and within the means of our ratepayers, including having thoroughly reviewed depreciation levels and practices.
- Reinstated trust in Council and Council services via transparent decision-making and improved resident engagement / involvement, supported by more mature and better resourced Council systems / processes that drive increased confidence in the underpinning data, reliable asset management, and greater assurance that services are being run as efficiently as possible.
- Positioned Leeton Shire as a forward focused, progressive and abundantly relevant to current and future generations, engendering strong community pride about our facilities, lifestyle, events and business prowess and increasing our profile and reputation with regional, state, national and international stakeholders.
- Driven growth locally – population, economy, business (including high tech), workforce, opportunities for youth, affordable housing, and advocacy for health services and policing.
- Ensured vibrancy and cohesion is further developed - community and place – fostering increased volunteerism, connections, positivity and hope.
- Retained our best and brightest, facilitated good jobs for the next generation and attracted more residents (number and diversity) to stand for leadership roles.
- Promoted the Shire's values and capabilities (business / industry, arts/culture, sport, education), attracting new residents and new business, and bringing home people who were raised in Leeton.

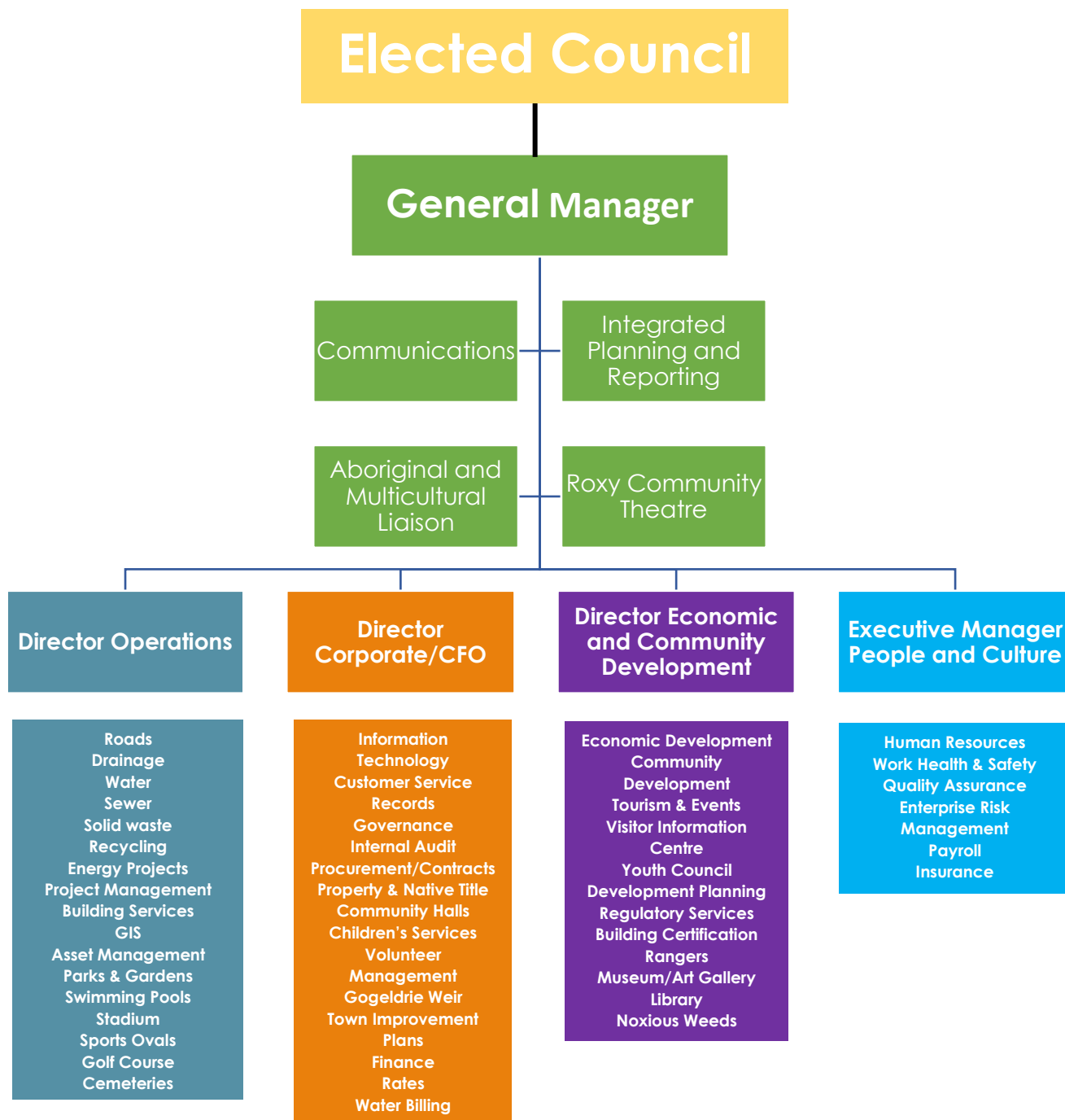
Our financial guard rails:

- We will be financially cautious when making decisions, having regard to whole-of-life costings for projects and services.
- We will distinguish between needs (essential) and wants (nice to have) when we consider capital projects and new services.
- We will get shovel ready for all identified needs and wants in the adopted Delivery Program and will actively pursue capital grants, where possible.
- We will only commit to doing major 'nice to have' capital projects once Council's financial sustainability path is clear and / or the full short and long-term implications of those projects are understood.

In order to be effective Councillors we will:

- Be ambassadors for Council, fostering pride in Council through what we say and do.
- Focus on strategic alignment, taking a systems thinking approach, looking at the big picture, and avoiding single issues / distractions.
- Turn up to meetings fully prepared, be fully present and contribute constructively.
- Require / call for full information so that good, evidence-based decisions can be made.
- Always assume good intent and discuss / debate with an open mind.
- Expect and respect differences of opinion and refrain from personal attacks.
- Aim for consensus / seek middle ground after thorough, respectful and robust debate.
- Respect the decision of the majority, with any post meeting commentary delivered graciously and factually (ensure a "united tone" even when disagreeing).
- Listen to and represent the voice of the community.
- Be prepared to make hard decisions and not populist decisions.
- Build respectful relationships with each other, community, senior staff and key stakeholders (including collaborating with and staying actively connected to stakeholders who can support outcomes for Leeton Shire).

Our Organisational Structure



Integrated Planning and Reporting

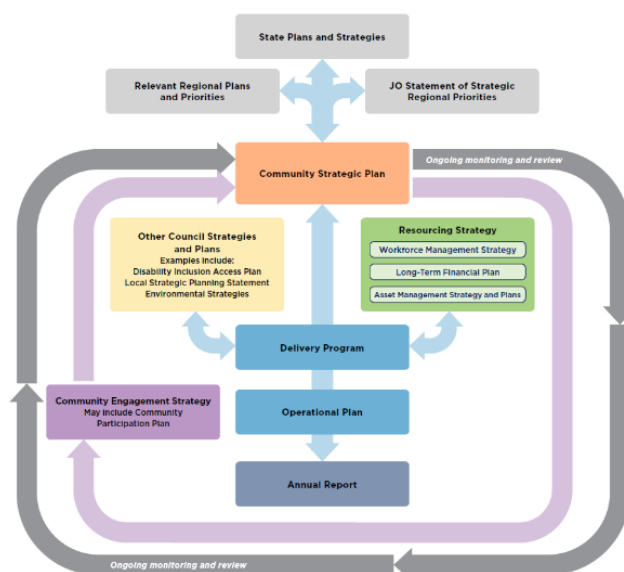
This Delivery Program and Operational Plan form part of Council's Integrated Planning and Reporting (IPR) suite, established under the NSW Local Government Act 1993. The IPR Framework provides a structured approach to long-term planning and performance monitoring, ensuring alignment between community aspirations, strategic priorities, and the responsible allocation of resources.

In February 2025, Council endorsed the *Leeton Community Strategic Plan (CSP) – Leeton on the Go: Towards 2035*, which sets out the community's vision and aspirations for the next decade. This Delivery Program outlines Council's commitment to delivering the actions required to help realise the outcomes identified in the CSP.

The IPR suite comprises:

- The Delivery Program and Operational Plan.
- The Resourcing Strategy, including the Long-Term Financial Plan, Strategic Asset Management Plan, and Workforce Management Plan.
- The Annual Budget.

Together, these plans form an integrated and interdependent suite, developed in alignment to ensure a clear line of sight between long-term community goals and Council's operational activities and resource planning.



The diagram below illustrates how the Delivery Program and Operational Plan sit within the broader IPR Framework and how each element interrelates.

Progress in delivering these plans is reported regularly through:

- Quarterly Progress Reports.
- Annual Reports.
- State of the Shire Reports.

These documents should be read together to gain a comprehensive understanding of Council's strategic direction, priorities, and resource commitments.

Community Strategic Plan Towards 2035

The CSP is broken into five **focus areas** and for each focus area there is a set of **outcomes** (see below). Each focus area has a code (eg Cc) and each outcome has a corresponding number (eg Cc1).

These codes have been referenced in the Council Delivery Program to establish a clear link between activities to be undertaken and the CSP outcomes that will be progressed as a result.

FOCUS AREA 1. A connected, inclusive and enriched community (Cc)

- Cc1.1 We are friendly, inclusive and connected
- Cc1.2 We value and celebrate our local history, culture and diversity
- Cc1.3 We are rich in arts and culture
- Cc1.4 We have access to a range of local educational opportunities for students of all ages and abilities

FOCUS AREA 2. A safe, active and healthy community (Sc)

- Sc2.1 Our community is safe to live in and move about
- Sc2.2 We participate in active sports and leisure
- Sc2.3 We have access to health and support services that cater for all our needs
- Sc2.4 We have supported accommodation that meets the needs of all community members

FOCUS AREA 3. A thriving regional economy (Ec)

- Ec3.1 Our local businesses are prospering
- Ec3.2 We attract and retain new businesses and residents, and our population is growing
- Ec3.3 We have the infrastructure we need to support our economy
- Ec3.4 We have the skills and knowledge to undertake the work available
- Ec3.5 We have access to a range of housing options that suit the needs of short- and long-term residents
- Ec3.6 We have diverse employment opportunities
- Ec3.7 We are a popular tourist destination

FOCUS AREA 4. A quality environment (En)

- En4.1 We enjoy a protected natural environment and quality agricultural land
- En4.2 We live sustainably, use our resources responsibly and have adapted to climate change
- En4.3 Our built environment is attractive and serviceable
- En4.4 We balance the needs of our natural and built environments

FOCUS AREA 5. Strong leadership and civic participation (L)

- L5.1 We are well informed and engaged in decision-making
- L5.2 Our leaders speak out for the good of our community
- L5.3 We work together to achieve our goals
- L5.4 We are active community members who recognise we all have a role to play
- L5.5 Our Council operates efficiently and effectively
- L5.6 We demonstrate leadership in the face of disaster

Leeton Shire's Community Strategic Plan "Leeton on the Go – Towards 2035" is available on Council's website: leeton.nsw.gov.au

Achieving our Goals

Functional Areas and Responsibilities

Council has developed its Delivery Program and Operational Plan as its contribution to helping achieve the Directions and Outcomes identified in our Community Strategic Plan.

We have organised these Directions and Outcomes into nine functional areas. For ease of identification, each functional is defined by a specific colour, as shown below.

1. Community Services and Community Development
2. Museum, Arts and Cultural Services
3. Parks, Streetscapes and Sporting Facilities
4. Economic Development
5. Planning, Building and Public Health
6. Roads and Drainage
7. Water and Sewer Services
8. Environmental Sustainability and Emergency Services
9. Governance and Administration

This next section provides details of the major Delivery Program Strategies, including the Operational Plan Actions, scheduled for the next four years.

Our progress towards achieving the Actions identified within the annual Operational Plan will be reported to Council and the community on a quarterly basis.

Our Commitment to Continual Improvement:

- To encourage continuous improvement, Council undertakes an independent Community Satisfaction Survey every two years. This information helps inform the priorities of Council.
- Management also conducts reviews of service delivery to identify operational efficiency opportunities.
- Our Audit, Risk and Improvement Committee, which consists of three independent representatives, also helps to support our on-going improvement.

FUNCTIONAL AREA 1:

COMMUNITY SERVICES AND COMMUNITY DEVELOPMENT

As your Council we understand that you, our residents, would like us to invest time and resources into community services and community development.

You told us that the number one thing you value about living in Leeton Shire is its sense of community and friendly people. You said your goals were to sustain Leeton Shire as a caring and supportive community and to progress Leeton Shire as a great place to live, work and raise a family. We understand well that Leeton residents want to welcome and embrace new residents from other cultures and celebrate our rich multicultural heritage.

Of course, it's you, our residents, who give Leeton Shire its friendly people and sense of community. Council can help by providing you with opportunities to connect, participate and learn and by supporting a one-stop-shop for all local information. We applaud all the groups who do great work in our community and will continue to work closely with them all.

You also told us you have some concerns and want our help to rectify these important matters.

Advocacy Priorities:

- More GPs and dentists; a shift from locum to permanent doctors at Leeton Hospital; easier access to Mental Health and Allied Health services; and reliable, timely and effective ambulance services
- Improvement of government migrant labour schemes
- An increase in police numbers and their hours of service
- Increased local training opportunities for Childcare Workers and other workforce gaps
- Dedicated staff based at the Country Universities Centre – Leeton Campus
- Public transport accessibility



Leeton Shire Library

Our Library is a vital community hub. We are part of the Riverina Regional Library which means we get a greater range of services than we can deliver alone. The library provides more than just books, but also programs and events, learning opportunities, access to online books, magazine and audio apps and social interaction.

Town Improvement Program

Council works with the Town Improvement Committees in Whitton and Yanco to determine a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects. Through the program Council supports each town to develop individual town improvement plans which highlight short term and long-term goals for each community.

Leeton Multipurpose Centre (MPC)

The MPC is a multipurpose, fully accessible building used for a variety of corporate and private events including workshops, training and community functions. It also has a number of leased (short and long term) office spaces which are utilised by not-for-profits, community organisations and private enterprises.

Children's Services

Council operates Leeton Out of School Care and Vacation Care (LOOSC) at Parkview Public School, 5 days per week from 3.10pm to 6pm during school terms and 8am to 6pm during school holidays. This service caters for children from Kindergarten to Year 6.

Council also operates the Leeton Early Learning Centre (LELC), a long day care service with an operating license for 88 children per day, five days per week, 50 weeks of the year. This service operates from 7.45am to 5.45pm each weekday and offers five (5) different classrooms across the centre including Nursery 1, Nursery 2, Toddlers, Preschool 1 and Preschool 2.

Both services are funded by the NSW Department of Education, Skills and Employment via the Childcare Subsidy and fees from parents.

Community Development

Council facilitates key partnerships and engagement, including liaison with Aboriginal and multicultural communities, as well as collaboration with local police to enhance social cohesion and safety.

Council owns 14 one-bedroom units (Eventide Homes) in Yanco, providing housing for older residents. The management of Eventide Homes is managed on behalf of Council by Argyle Housing.

Community grants provide funding opportunities to empower local groups, drive community-led projects, and enhance the well-being of Leeton Shire residents. There are three streams of funding – Community Strengthening Grants, Quick Response Grants and Youth Development Grants.

The Youth Council provides an important opportunity for young people to have input into Council decisions. The Youth Council provides advice to Council on issues that are important to young people in the local area and offers young people the opportunity to participate in the public life of Leeton Shire and develop as leaders.

Delivery Program Strategy: 1.1 Operate a library in Leeton as a member of the Riverina Regional Library, delivering books to Whitton quarterly and offering a delivery service to residents whose disabilities prevent them from leaving home monthly

- Council is a member of the Riverina Regional Libraries

Links to CSP: Cc1 Cc4 Ec4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.1.1	Offer library services with quality programming and events, including programmed sessions for children, young people and adults; school holiday sessions; special events that support community interests; and promote the Country Universities Centre	Number of programmed sessions held	x	x	x	x	Library Supervisor	Riverina Regional Library Deed of Agreement
		Number of participants in library activities	x	x	x	x		
		Number of items borrowed	x	x	x	x		
		Number of library memberships	x	x	x	x		
		Number of registered students at CUC	x	x	x	x		
1.1.2	Ensure consistent and active participation of Riverina Regional Libraries meetings to facilitate collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Director Economic & Community Development	Riverina Regional Library Deed of Agreement
1.1.3	Oversee capital works projects at the Library Capex (General Fund) \$20K for parking and pedestrian study in 25/26 \$50K for renewals in 28/29	Parking and pedestrian study completed	x	-	-	-	Manager Environmental Sustainability	Asset Management Policy
		Renewals completed	-	-	-	x		

Delivery Program Strategy: 1.2 Operate Children's Services, including a long day care service (Monday to Friday) at the Leeton Early Learning Centre; out of school hours care (after school) and vacation care

Links to CSP: Cc4 Ec6 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.2.1	Operate Leeton Early Learning Centre (LELC) as a long day care service (potential 88 places per day)	Percentage of booked numbers is maintained	x	x	x	x	Children's Services Manager	National Quality Framework (NQF) / Education and Care Services
		Service is accredited	x	x	x	x		

1.2.2	Oversee capital works projects at Leeton Early Learning Centre (LELC) Capex \$27.5K for office renovations in 25/26 (Childcare Internal Restriction Fund) \$13.5K for automated watering system in 25/26 (Childcare Internal Restriction Fund)	Office renovations	x	-	-	-	Manager Business Services	National Law Act 2010
		New watering system	x	-	-	-		
1.2.3	Operate Leeton Out of School Care Service (LOOSC) during school terms (potential 40 places per day)	Percentage of booked numbers increases	x	x	x	x	Children's Services Manager	
		Service is accredited	x	x	x	x		
1.2.4	Operate Vacation Care during School Holidays (potential 50 places per day)	Percentage of booked numbers increases	x	x	x	x	Children's Services Manager	
1.2.5	Support the Whitton community in investigating After School Care	Outcome identified for path forward	x	x	x	x	Manager Business Services	

Delivery Program Strategy: 1.3 Provide CCTV and free Wi-Fi services in the CBD of Leeton and in all major Council facilities

- Free Wifi is provided in the CBD and Sporting Precinct

Links to CSP: Cc1 Cc4 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.3.1	Maintain and enhance the CCTV network to promote community safety	Number of occasions police access CCTV footage	x	x	x	x	Manager IT & OT	CCTV MOU with Council and Police NSW CCTV Code of Conduct
		Number of additional CCTV deployed/upgraded	x	x	x	x		

Delivery Program Strategy: 1.4 Promote and support volunteering, both in Council and in the community, including the celebration of Volunteer Week

Links to CSP: Cc1 L3 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.4.1	Manage Council's volunteer program and support Leeton Connect to promote volunteering across the Shire	Active volunteer numbers maintained (more than 80)	x	x	x	x	Manager Business Services	Volunteer Handbook & Policy
		Number of inductions completed	x	x	x	x		
		Training offered/ participation numbers	x	x	x	x		
		Annual recognition activity held in conjunction with National Volunteer Week	x	x	x	x		

Delivery Program Strategy: 1.5 Offer advice, active support and grants to community groups, including a community grants program, annual donations to the Town Band and Eisteddfod Society, annual school prizes, low or subsidised leases / licences for community groups and payroll services for grant funded staff at Leeton Connect, Leeton Multicultural Support Group and Jumpstart

Links to CSP: Cc1 Cc2 Cc3 Cc4 Sc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.5.1	Offer a Community Grants program	Number of applications received/granted and value awarded	x	x	x	x	Community Development Coordinator	Community Grants Program Guidelines
1.5.2	Support the community by offering annual financial support and school prizes	Annual donations provided to community groups: <ul style="list-style-type: none"> School prizes (\$1,025) Leeton Town Band (\$6,000) Leeton Eisteddfod Society (\$6,000) 	x	x	x	x	Community Development Coordinator	Community Grants Program Guidelines
		Current Memorandum of Understanding in place for Leeton Town Band and Leeton Eisteddfod Society	x	x	x	x		

1.5.3	Support the community by offering premises for groups to work from: <ul style="list-style-type: none"> • Leeton Connect at reduced rent in return for services • Leeton Family & Local History Society at WCIC for \$1pa • Western Riverina Arts at WCIC at subsidised rent • Valmer Support Services (Meals on Wheels) at MPC • Leeton Golf Club lease land for \$1pa for Club House (99 year lease) • Leeton Shire Men's Shed lease premises for \$1pa • Miil Miil Productions at WCIC at \$1pa 	Leases or licenses in place	x	x	x	x	Manager Governance, Corporate & Customer Service	Community Strategic Plan
1.5.4	Support the community by offering HR and payroll services to grant funded positions within Leeton Connect, Leeton Multicultural Support Group and Jumpstart	Contracts in place	x	x	x	x	Executive Manager People & Culture	Community Strategic Plan

Delivery Program Strategy: [1.6 Support a range of local community events including International Women's Day, Grandparents Day, International Day of People with Disability, Australia Day, Light Up Leeton and Fiesta La Leeton](#)

Links to CSP: Cc1 Cc2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.6.1	Coordinate key Council led community events including Australia Day, Light Up Leeton and Fiesta La Leeton	Attendance numbers	x	x	x	x	Events Officer	Community Strategic Plan
1.6.2	Provide events advice and support to local community and sporting groups	Number of events supported	x	x	x	x	Events Officer/Recreation Officer/Events & Tourism Officer	Community Event Guidelines

1.6.3	Support key inclusive events such as Grandparents Day, International Day of People with Disability and International Women's Day	Number of events supported	x	x	x	x	Community Development Coordinator	
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Delivery Program Strategy: 1.7 Promote community inclusion and wellbeing – including healthy lifestyles, safety at home, disability inclusion, ageing in place and new residents settlement support

Links to CSP: Cc1 Sc1 Sc3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.7.1	Review the Ageing Well Strategy	Review of strategy completed	x	-	-	-	Community Development Coordinator	IP&R Guidelines & Handbook
		Percentage of actions completed	-	x	x	x		
1.7.2	Review Leeton Shire Council's Access for Everyone Disability Inclusion Action Plan 2022-2025 (DIAP)	Review of strategy completed	x	-	-	-	Community Development Coordinator	Disability Inclusion Act 2014
		Percentage of actions completed	-	x	x	x		
1.7.3	Support the 'Leeton Living' website in partnership with the Leeton Business Chamber and Leeton Connect	Level of website engagement	x	x	x	x	Marketing and Promotions Coordinator	Leeton Business Chamber and Leeton Connect MoU
1.7.4	Provide support to health professionals and medical students participating in the Rural Doctors Network Bush Bursary Program Opex \$3,000 per annum for the Bush Bursary Student Doctor Program	Number of students hosted through the Bush Bursary Program	x	x	x	x	Community Development Coordinator	Community Strategic Plan
1.7.5	Coordinate programs in partnership with community to achieve positive wellbeing and safety outcomes	Participant numbers in the Gamechanger Program	x	x	x	x	Recreation Facilities & Program Coordinator/ Community Development Coordinator	Office of Sport / NSW Pathways to Prevention Strategy
		Number of domestic violence initiatives	x	x	x	x		

1.7.6	Coordinate an assessment (including a survey) of community needs to determine and address potential gaps related to safety in public places and public transport	Survey results	x	x	-	-	Community Development Coordinator	Community Engagement Strategy (Incorporating Land Use Community Participation Plan)
1.7.7	Provide settlement support to new residents	Number of new residents supported	x	x	x	x	Manager Community Development & Cultural Services	LSC New Resident Kit
1.7.8	Install additional electronic signage at entranceways (x3 including Parkview)	Signage installed	-	x	-	-	Marketing and Promotions Coordinator	Asset Management Policy

Delivery Program Strategy: 1.8 Support and promote our local Aboriginal community and new migrants which includes supporting a range of local community events such as NAIDOC Week, Harmony Day, Reconciliation Day, Sorry Day and Citizenship Ceremonies

- Council seeks to further strengthen its relationship with the Leeton and District Local Aboriginal Land Council and maintain active membership of the Mayoral Alliance for the Pacific, Welcoming Cities and status as a Migrant and Friendly Zone

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.8.1	Promote wellbeing for our Indigenous community through regular liaison with the Leeton Aboriginal Interagency and Leeton & District Aboriginal Lands Council	Council Reconciliation Action Plan developed	x	-	-	-	Manager Community Development & Cultural Services	Aboriginal Recognition and Protocol Policy
		Percentage of Reconciliation Action Plan implemented	-	x	x	x		
		Number of interagency meetings and outcomes/key actions	x	x	x	x		
1.8.2	Provide active support and promotion of NAIDOC Week, Reconciliation Day and Sorry Day	NAIDOC flag raising ceremony coordinated	x	x	x	x	Manager Community Development & Cultural Services	Aboriginal Recognition and Protocol Policy
1.8.3	Maintain and build Leeton's reputation as a "migrant and refugee-friendly" Shire	Advanced accreditation achieved from Welcoming Cities	x	-	-	-	Manager Community Development & Cultural Services	Welcoming Cities Affiliation

		Number of newcomers supported to move to/settle in Leeton	x	x	x	x		
		Support University SA project on settlement support for migrants and refugees	x	x	x	x		
1.8.4	Host Citizenship Ceremonies	At least two Citizenship Ceremonies held per year (including on Australia Day and Citizenship Day)	x	x	x	x	Events Officer	Australian Government Department of Home Affairs
		Number of residents naturalised (by country of origin)	x	x	x	x		

Delivery Program Strategy: **1.9 Provide halls for communities to meet, with the support of local hall committees in Whitton, Murrami and Yanco**

Links to CSP: Cc1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.9.1	Promote and maximise the use of the Leeton Community Centre halls (Gordon Hall and CWA exhibition Hall)	Number of occasions of hire	x	x	x	x	Manager Governance, Corporate & Customer Service	Community Strategic Plan
		Number of promotional activities	x	x	x	x		
1.9.2	Provide access to Yanco, Murrami and Whitton Community Halls through Section 355 Committees	Number of hires for each hall	x	x	x	x	Manager Business Services/ Manager Governance, Corporate & Customer Service	Section 355 Committees Procedures Manual / Terms of Reference
		Lease for Murrami Hall established if no Section 355 Committee	x	-	-	-		

Delivery Program Strategy: 1.10 Foster youth leadership and engagement through the Leeton Youth Council

Links to CSP: Cc1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.10.1	Coordinate the Leeton Youth Council	Youth Council Membership reviewed	x	x	x	x	Community Development Coordinator	Youth Council Terms of Reference
		Terms of Reference reviewed	x	-	-	-		
		Number of occasions Youth Council presents to Council	x	x	x	x		

Delivery Program Strategy: 1.11 Facilitate the implementation of town improvement planning in Whitton and Yanco in collaboration with local residents

Links to CSP: Ec5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.11.1	Support the implementation of a Town Improvement Plan in Yanco (355 Committee)	Percentage of action plan implemented	x	x	x	x	Manager Business Services	Section 355 Committees Procedures Manual / Yanco Town Improvement Committee Terms of Reference
1.11.2	Support the implementation of a Town Improvement Plan in Whitton (355 Committee)	Percentage of action plan implemented	x	x	x	x	Manager Business Services	Section 355 Committees Procedures Manual / Whitton Town Improvement Committee Terms of Reference

Delivery Program Strategy: 1.12 Provide social housing

Links to CSP: Ec5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.12.1	Support the provision of Council's affordable housing service, Eventide Homes, Yanco (service delivered by Argyle Homes) Capex \$10K per annum for renewals (General Fund)	Percentage occupancy	x	x	x	x	Manager Business Services	Asset Management Policy
1.12.2	Investigate options for expanding social housing – Eventide Capex \$300K (General Fund) – concept planning and feasibility in 25/26 \$2.75M Grant in 27/28 \$1.75M Grant + \$500K Loan in 28/29	Conceptual planning and feasibility study completed	x	-	-	-	Manager Business Services	LSC Housing Strategy / NSW Local Government Housing Kit
		Detailed design completed	x	x	-	-		
		Seek grants/external investment in enabling infrastructure and homes including government	x	x	x	x		
		Constructed of houses completed	-	-	x	x		

FUNCTIONAL AREA 2: imp

MUSEUMS, ARTS AND CULTURAL SERVICES

As your Council, we understand that you, our residents, want us to enhance how we invest our time and resources into the arts, heritage, and other cultural services.

We recognise that these aspects are vital in building a vibrant, connected community. According to recent feedback, 71% of you feel there is a good range of cultural and artistic activities available in Leeton Shire, and we are committed to continuing to deliver these services while also building upon the opportunities available to our community.

It is clear that our community is passionate about the Leeton Roxy Community Theatre. With Stage 1 of the revitalisation project now completed, we are excited to focus on the next steps that will see the theatre fully operational once again, offering even more opportunities for cultural engagement and enjoyment.

The Australian Art Deco Festival Leeton, hosted by Leeton Shire Council, celebrates the town's rich Art Deco heritage. Held annually in July, The festival attracts visitors with historical tours, jazz performances, and themed dining experiences. We aim to further develop and elevate the festival to a premier cultural showcase, drawing more visitors to Leeton.

Through this Delivery Program, we aim to invest in the future of our arts and cultural offerings, ensuring they reflect the interests and needs of our residents while preserving the unique heritage of Leeton Shire.



Leeton Museum and Art Gallery

Council operates the Leeton Museum and Art Gallery (LMAG), a key cultural venue that showcases creativity, preserves local history, and engages the community. The facility features multiple exhibition spaces, including a dedicated gallery for rotating art exhibitions and a museum space showcasing the irrigation heritage of Leeton Shire. In addition to these public spaces, the museum and gallery also hosts a variety of tenants, including Western Riverina Arts, Mill Mill Productions, and the Leeton Family and Local History Society, providing them with a platform to collaborate, create, and share their work.

Leeton Roxy Community Theatre

The Leeton Roxy Community Theatre is a cherished cultural hub, hosting live performances, film screenings, and community events that promote education, engagement, and enjoyment for people of all ages. Following the successful completion of Stage 1 of the theatre's refurbishment—which focused on vital structural improvements—the venue now features a main auditorium with a seating capacity of 160 downstairs on retractable seats and an additional 330 seats on the balcony. Smaller spaces are used for cinema screenings, meetings, and rehearsals, supporting a wide range of community and creative activities.

Stage 2 of the refurbishment will deliver the following new spaces:

1. Blackbox Theatrette (Roxy2) and Performing Arts Educational Training Facility – A versatile space designed to host a small cinema and a function/rehearsal area that can operate alongside the main auditorium. This facility will enhance opportunities for learning and creative development, with structural modifications to support heavy lighting bars, wall speakers, acoustic curtain tracks, projector screens, acoustic wall panelling, and retractable seating.
2. Function Prep Kitchen and Café – A welcoming space that includes integrated ovens, dishwasher, stainless steel benchtops, wall shelving, fridges, bain-maries, overhead.

Delivery Program Strategy: 2.1 Operate the Leeton, Museum and Art Gallery

Links to CSP: CC1 CC2 CC3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.1.1	Operate the Leeton Museum and Art Gallery (LMAG)	At least six gallery exhibitions and events held	x	x	x	x	Museum, Gallery & Heritage Coordinator	National Standards for Australian Museums and Galleries/ICOM Code of Ethics for Museums/Australian Government Cultural Gifts Program Guidelines (2022)
		Income earned from travelling exhibitions	x	x	x	x		
		Number of visitors to LMAG	x	x	x	x		
		Governance policies are developed	x	x	x	x		
		Governance policies are implemented	x	-	-	-		
2.1.2	Complete renewals and upgrades to the Leeton Museum and Art Gallery (LMAG) Capex \$265K for the removal of redundant plant and equipment and replace sections of the roof to improve storm water drainage (General Fund)	Renewals and/or upgrades completed	x	-	-	-	Manager Environmental Sustainability	Asset Management Policy
2.1.3	Support the annual Penny Paniz Acquisitive Arts Exhibition Competition and add acquisitions to Council's art collection Opex \$1,200 per annum (General Fund)	Annual financial contribution by Council to the PPAAEC sustained	x	x	x	x	Museum, Gallery & Heritage Coordinator	Exhibition Policy / Museum and Gallery Collection Policy
2.1.4	Support the installation of the Wiradjuri Story Exhibition, including a launch event Capex \$100K for Wiradjuri Story Exhibition (Grant Funding)	Launch event held	x	-	-	-	Museum, Gallery & Heritage Coordinator	Protocols for using First Nations Cultural & Intellectual Property in the Arts (2019) / Indigenous Cultural and Intellectual Property

2.1.5	Support the refurbishment of the old laboratories into office spaces and develop new exhibition spaces upstairs Capex To be determined (100% Grant Funding or Sponsorship)	Refurbishment completed		x	x	-	Museum, Gallery & Heritage Coordinator / Project & Contract Management Specialist	Asset Management Policy
		Exhibition plans finalised	-	-	x	x		

Delivery Program Strategy: 2.2 Support the Whitton Museum Committee and Yanco Museum Committee

Links to CSP: CC2 L1 CC4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.2.1	Support the Whitton Museum Committee (355) Capex \$100K (Section 7.12) in 25/26 \$484K (Grant Funding) in 26/27 \$484K (Grant Funding) in 27/28 \$242K (General Fund) in 28/29 Note – capital works will only proceed once masterplan is completed and adopted by Council (including operations and governance Action Plan)	Masterplan and future governance arrangements developed	x	x	x	-	Museum, Gallery & Heritage Coordinator	Section 355 Committees Procedures Manual / Whitton Town Improvement Committee Terms of Reference
		Action Plan for operations and governance developed (25/26) and implemented	x	x	x	x		
		Capital works plan implemented	-	x	x	x		
2.2.2	Support the Yanco Powerhouse Museum	Action plan developed (25/26) and implemented	x	x	x	x	Museum, Gallery & Heritage Coordinator	Yanco Town Improvement Plan

Delivery Program Strategy: 2.3 Support and Partner with WRA, Leeton Family and Local History Society and Miil Miil Productions

Links to CSP: CC2 L1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.3.1	Host and collaborate with Western Riverina Regional Arts to successfully deliver events, public art projects and programs in Leeton Shire, including providing opportunities to promote local artistic endeavour Opex \$13,134 per annum to be a member of WRA which is calculated based on population	More than five activities undertaken in Leeton	x	x	x	x	Museum, Gallery & Heritage Coordinator	MOU with Western Riverina Regional Arts
2.3.2	Host and collaborate with Leeton Family & Local History Society to successfully deliver heritage information, collection services and exhibitions	Report on activities, including oral histories and collection management	x	x	x	x	Museum, Gallery & Heritage Coordinator	<i>National Standards for Australian Museum and Galleries 2.0, 2003</i> / MOU with Leeton Family & Local History Society
2.3.3	Host and collaborate with Miil Miil Productions to deliver public art projects	Projects as they occur	x	x	x	x	Museum, Gallery & Heritage Coordinator	Australia Council for the Arts Protocols For Using First Nations Cultural And Intellectual Property In The Arts (2019) / MOU with Miil Miil Productions

Delivery Program Strategy: 2.4 Deliver a Program of Public Art including visual and projection art

Links to CSP: CC4 CC2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.4.1	Coordinate the digital silo art project on Leeton Water Tower Opex \$15K in 25/26 (General Fund - grant funding to also be sought)	Number of stories projected	x	x	x	x	Museum, Gallery & Heritage Coordinator	National Association for the Visual Arts (NAVA) Code of Practice (2017)
2.4.2	Host a Henry Lawson Poetry event at Henry Lawson Cottage as part of Art Deco Festival	Number of events	x	x	x	x	Museum, Gallery & Heritage Coordinator	Economic Development, Tourism, and Events Strategic Plan, "Ambition 2030"
		Number of people attending	x	x	x	x		
2.4.3	Explore public art opportunities on "Cannery Corner" Wamoon Ave with SunRice Opex \$100K (Grant/External Funding)	Concept plan developed	x	-	-	-	Museum, Gallery & Heritage Coordinator	National Association for the Visual Arts (NAVA) Code of Practice (2017) NSW Public Government Art Toolkit
		Plan implemented	-	x	x	X		

Delivery Program Strategy: 2.5 Operate the Roxy Community Theatre

- Council is considering alternative options for day-to-day operations of the Theatre

Links to CSP: CC3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.5.1	Program an annual program of events for the theatre	Program launched	x	x	x	x	Manager Community Development & Cultural Services	Roxy Community Theatre Business Plan / Strategy ?
		Program delivered including participation numbers	x	x	x	x		
2.5.2	Support the set up and implementation of the Roxy Institute of Performing Arts (RIPA)	Constitution, charitable status and DGR status finalised	x	-	-	-	Manager Community Development & Cultural Services	MoU with RIPA
		Report on Program outcomes including NIDA Connect	-	x	x	x		
2.5.3	Complete Stage 2 of the Roxy Redevelopment Capex \$1M in 25/26 for upgrades (\$200K S 7.12 and \$800K Growing Regions Grant)	Completion of Stage 2	x	-	-	-	Redevelopment Project Manager	Asset Management Policy

FUNCTIONAL AREA 3:

PARKS, STREETSCAPES AND SPORTING FACILITIES

As your Council, we understand that you, our residents, want us to continue investing time and resources into maintaining and improving our parks, streetscapes, and sporting facilities.

We are pleased to hear that, in general, you are highly satisfied with the quality of our parks, playgrounds, golf course, ovals, sportsgrounds, and sporting facilities. We are committed to maintaining these high standards and ensuring that our community continues to benefit from well-maintained, accessible, and enjoyable spaces.

In addition to maintaining these facilities, we have noted your interest in extending the stadium and exploring options and costs for expanding the indoor stadium to accommodate more basketball and netball activities. Through this Delivery Program, we aim to address these community aspirations while ensuring our public spaces continue to foster health, wellbeing, and active lifestyles for all residents.



Sports and Oval Facilities

Council maintains many recreational facilities that allow for the enjoyment of community and sporting associations. The level of service may vary depending on the season and number of sporting events held. For example in summer months, irrigated sporting fields have increased mowing requirements.

Parks and Open Spaces

Council manages a total of 17 parks with playgrounds and approximately 25 open spaces across the Shire. Council focuses its efforts on parks, with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, and mowing.

Council's secondary focus following its established parks is the maintenance of the various open spaces across the Shire. Council's maintenance of these areas consists of mowing/slashing, tree pruning, and weed management.

Cleaning of toilets, BBQs and removal of rubbish is undertaken on a regular basis. Additional cleaning is on an as needed basis subject to special events, where Council has been notified and suitable arrangements are put in place.

Cemeteries

Council manages both the Leeton and Whitton Cemeteries. Leeton Cemetery has been under the care of Leeton Shire Council since 1957, and in 1961, following an extension of the Shire boundaries, Council also assumed responsibility for Whitton Cemetery.

Leeton Cemetery is now nearing capacity, and planning for its expansion must commence immediately.

Council is responsible for a range of cemetery services, including grounds maintenance, interments, record keeping, and coordination with funeral directors. Mowing is carried out at least once a month, with frequency increasing based on seasonal growth—typically fortnightly in summer and monthly in winter. Maintenance schedules are flexible to accommodate funerals and to meet the needs of residents and families.

Delivery Program Strategy: 3.1 Provide attractive town entrances, streetscapes and town centres

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.1.1	Carry out nuisance weeds management in urban areas	Routine spraying completed in accordance with works program	x	x	x	x	Manager Open Space & Recreation	Weeds Management Plan 2023-2025
		100% CRM actions responded to	x	x	x	x		
3.1.2	Maintain entrance ways to the town Opex \$20K (General Fund) for painting works 27/28	Repaint entry signs	-	-	x	-	Manager Open Space & Recreation	Asset Management Policy
		Install solar lighting of entry signs (funding permitting)	-	x	-	-		

Delivery Program Strategy: 3.2 Provide quality parks, ovals, sporting fields and public toilets

Links to CSP: Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.2.1	Promote usage of sporting ovals and skateparks	Number of bookings taken including their sporting codes	x	x	x	x	Recreation Facilities & Program Coordinator	Parks, Playground & Recreational Facilities Management Policy
		Number of people that participated in the Riverina Skate Championships	x	x	x	x		
3.2.2	Maintain and operate the Leeton Golf Course <i>Leeton Golf Club is building a Club House on Council land which they will lease for 99 years for \$1pa. The Clubhouse is not a Council Asset</i>	Number of events held at Leeton Golf Course	x	x	x	x	Manager Open Space & Recreation	Parks, Playground & Recreational Facilities Management Policy
		Number of rounds of golf played at the Leeton Golf Course	x	x	x	x		
3.2.3	Provide a network of public toilets Capex \$50K (General Fund) per annum	Completion of renewals program	x	x	x	x	Manager of Environmental Sustainability	Buildings and Facilities Asset Management Plan
		100% of all CRM actions responded to	x	x	x	x		

3.2.4	Provide dog friendly facilities	Investigate the development of a replacement dog park in Leeton	x	x	-	-	Manager Open Space & Recreation	Asset Management Policy
	<i>Council has dedicated off leash dog parks on Brobenah Road in Leeton and McCaughey Park in Yanco</i> Capex Cost to be determined once location is determined	Retrofit dog bowls to hydration stations	x	-	-	-		

Delivery Program Strategy: 3.3 Provide safe, accessible, interesting and fun playgrounds across the Shire

Links to CSP: Cc1 Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.3.1	Maintain and improve Council's playgrounds Capex \$50K (General Fund) Gossamer Park 25/26 \$100K (Section 7.12) Mountford Park 26/27 \$50K (General Fund) Central Park 27/28 \$50K (General Fund) Whitton Park 28/29	Gossamer Park renewals completed	x	-	-	-	Manager Open Space & Recreation	Playground Strategy 2017-2032 / Parks, Playground & Recreational Facilities Management Policy
		Mountford Park Playground Upgrade completed	-	x	-	-		
		Central Park renewals completed	-	-	x	-		
		Whitton Park renewals completed	-	-	-	x		
		100% of safety checks completed	x	x	x	x		
		100% of CRM actions responded to	x	x	x	x		

Delivery Program Strategy: 3.4 Provide safe, accessible and fun sports and entertainment facilities

Links to CSP: Cc1 Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.4.1	Provide an Indoor Stadium and tennis facility in Leeton Capex 25/26 \$450K (General Fund) for repairs to roof Opex 25/26 \$100K (General Fund) for stadium expansion and sports precinct masterplan in 25/26	Number of user groups using the Stadium	x	x	x	x	Recreation Facilities & Program Coordinator	Parks, Playground & Recreational Facilities Management Policy
		Total number of participants utilising the Stadium per year	x	x	x	x		
		Masterplan completed	x	-	-	-		
3.4.2	Investigate stage at Rotary Park	Feasability and costing determined	-	-	-	x	Manager Environmental Sustainability	Asset Management Policy

Delivery Program Strategy: 3.5 Provide safe, accessible and fun swimming pools in Leeton and Whitton

Links to CSP: Cc1 Sc2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.5.1	Provide public swimming pools in Leeton and Whitton	Number of carnivals held at the pools	x	x	x	x	Recreation Facilities & Program Coordinator	Asset Management Policy
		Number of admissions – Leeton Pool	x	x	x	x		
		Number of admissions – Whitton Pool	x	x	x	x		
		Develop a Swimming Pool Entry Fees Policy (for both Leeton and Whitton)	x	-	-	-		
3.5.2	Investigate swimming programs for the community (eg tailored classes for multicultural groups) Opex TBD – grant funding to be sought	At least x 2 programs and participant numbers	x	x	x	x	Recreation Facilities & Program Coordinator	Community Strategic Plan

3.5.3	Enhance and upgrade facilities at the Whitton Pool Capex \$10K per annum for minor renewals (General Fund) \$200K for detailed design works in 28/29 (Pool Reserve Fund)	Minor renewals completed at the Whitton Pool	x	x	x	x	Manager Environmental Sustainability Manager Open Space & Recreation	Buildings and Facilities Asset Management Plan / Asset Management Policy
		Detailed design works completed	-	-	-	x		

Delivery Program Strategy: 3.6 Provide cemetery and burial support services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.6.1	Maintain cemetery and cemetery grounds in Leeton and Whitton	100% of maintenance completed	x	x	x	x	Manager Open Space & Recreation	<i>Cemeteries and Crematoria Act 2013</i> / Asset Management Policy
3.6.2	Implement the Leeton Cemetery Expansion Plan Capex \$480K Loan + \$150K S7.12 in 25/26 \$480K Loan + \$150K S7.12 in 26/27	Percentage of construction completed	x	x	-	-	Manager Open Space & Recreation	Masterplan – Leeton Cemetery

FUNCTIONAL AREA 4:

ECONOMIC DEVELOPMENT

As your Council we understand that you, our residents, would like us to invest time and resources into economic development with 81% of residents surveyed indicating it as being important.

Housing is big concern for you, and you have said that you would like to see more advocacy around this. This includes for the development of aged residential living, tiny houses and affordable housing.

You also said that you wanted Council to support the agricultural industry, existing local businesses and promote Leeton Shire to attract new businesses.

Festivals and events are of high importance to you, and you have expressed that you would like to see the Art Deco Festival grow as an economically activating “hero event” for the region.

Advocacy Priorities:

- More action and advocacy for Affordable Housing (including lifestyle village for new retirees)
- Future of Yanco Agricultural Institute (Crown Land and Department of Primary Industries and Regional Development)
- Increased flight services
- WRConnect Freight Intermodal
- Funding for Gogeldrie Weir
- Improved Designated Area Migration Agreements to better suit Leeton Business visa needs
- Ultra high speed internet
- Mobile phone coverage



Economic Development

Council's Economic Development team is dedicated to fostering sustainable growth and enhancing the economic vitality of our region. The team focuses on attracting new businesses, supporting local industries, and creating opportunities for job creation and innovation. By collaborating with key stakeholders, including businesses, government agencies, and community groups, Council works to improve infrastructure, promote visitation, and enhance the overall business environment.

Council is a member of the Leeton Business Chamber and Business NSW

Tourism and Events

Council offers Marketing and Promotions Services that help coordinate tourism products across Leeton Shire and develop proactive strategies to build the visitor economy in the region. Council does this by working with businesses, tourism operators, volunteers, Council Committees and community groups to increase visitation and drive economic growth.

Council is a member of regional tourism groups including Visit Riverina Inc (11 Local Government Areas) and Destination Riverina Murray (encompasses 22 Local Government Areas).

Council also supports the visitor economy with event management coordination, support, financial assistance and promotions of key events. Council is the lead on a number of key events including Art Deco Festival and Leeton Chill and Grill.

Visitor Information Centre

The Leeton Visitor Information Centre (VIC) serves as a key resource for tourists, offering guidance on local attractions, events, and experiences. The VIC is supported by a team of volunteers to oversee and manage visitor information services, ensuring guests receive expert advice and a warm welcome. Open five days per week, the VIC provides maps, brochures, and recommendations on where to stay, dine, and explore. A highlight of the centre is its "Taste of Leeton" tours, giving visitors a chance to experience the region's rich agricultural heritage and local produce firsthand. The VIC plays a vital role in promoting tourism in Leeton.

Delivery Program Strategy: 4.1 Implement local and regional economic development strategies

Links to CSP: Ec2 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.1.1	Implement 'Ambition 2030', the Leeton Shire Council Economic Development Strategy	100% of actions completed	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
		Develop capability statement	x	-	-	-		
		Review strategy	-	-	x	-		

Delivery Program Strategy: 4.2 Develop land at Vance Industrial Estate and WR Connect Freight Intermodal - ideally break even to Council in the long term

Links to CSP: L3 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.2.1	Facilitate the growth of local industry at Vance Industrial Estate (north)	Number of lots sold (100% by 2028/29)	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
4.2.2	Provide support to the WRConnect project to ensure that its shovel ready for State and Federal funding investment through governance and advocacy <i>ARTC is installing a rail loop valued at \$19M</i>	Value of regional investment	x	x	x	x	Director Economic & Community Development/ Director Operations	RAMJO Freight Strategy Riverina Murray Plan – NSW Gov
		Value of State/Federal Government investment	x	x	x	x		
		Progress with road linkages to WRConnect	x	x	x	x		
4.2.3	Ensure consistent and active participation in the RAMJO Freight committee to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Director Operations	RAMJO Regional Freight Plan

Delivery Program Strategy: 4.3 Develop land for housing at Brobenah Road, Leeton (former caravan park) and in Whitton at Conapaira Street – ideally break even to Council in the long term

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.3.1	Facilitate housing development on council-owned land at the former caravan park, by progressing subdivision and planning for affordable housing	Value of government investment for enabling infrastructure	x	-	-	-	Director Economic & Community Development	Leeton Shire Council Housing Strategy and Implementation Plan
	Percentage completion of development	-	x	x	-			
	Capex \$2.66M in 25/26 (grant funding) \$3.2M in 26/27 (\$2M grant funding and \$1.16M loan funding)							
4.3.2	Council to consider housing development opportunities on Council-owned land in Whitton (Conapaira Street)	Value of government investment for enabling infrastructure	x	x	-	-	Director Economic & Community Development	
	Currently unfunded in budget	Percentage completion of development	-	-	x	x		

Delivery Program Strategy: 4.4 Continue to enhance the CBD of Leeton

Links to CSP: Ec1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.4.1	Annual commercial clean of the CBD	Feasibility determined and plan actioned	x	x	x	x	Manager Roads and Drainage	Asset Management Policy
4.4.2	Continue CBD Façade Painting in Leeton Opex \$20K (Leeton Facade Painting Reserve) per annum which will exhaust this reserve	Project scope including funding source identified	x	x	x	x	Manager Business Services	Asset Management Policy

4.4.3	Commence CBD Façade Painting in Yanco and Whitton Opex \$30K (Grant/External Funding) in 25/26 Endeavour to create a reserve from income from benefitting properties for future years, as per Leeton Scheme	Project scope including funding source identified	x		-	-	Manager Business Services	Asset Management Policy
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Delivery Program Strategy: 4.5 Continue to invest in the Narrandera – Leeton Airport Shared Service

Links to CSP: Ec3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.5.1	Collaborate with Narrandera Shire Council to operate and maintain the Narrandera/Leeton Airport Opex \$55K contribution for capital works as part of it being a shared service \$67K contribution for operational activities as part of it being a shared service	Number of passengers (arrivals)	x	x	x	x	Director Economic & Community Development	MOU between Narrandera Shire Council and Leeton Shire Council
		Number of passengers (departures)	x	x	x	x		
		Number of capital works projects completed	x	x	x	x		

Delivery Program Strategy: 4.6 Support the local economy by supporting local businesses and attracting new businesses

Links to CSP: Ec1 Ec2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.6.1	Support and facilitate the retention and expansion of existing local business, industry or government services in Leeton Shire	Number of development approvals for expanding businesses	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
4.6.2	Support and facilitate potential new business, industry or government services in the Leeton Shire	Number of development approvals for new businesses	x	x	x	x	Director Economic & Community Development	Leeton Shire Business Attraction Prospectus

Delivery Program Strategy: 4.7 Develop Commercial business units for the Council owned quarry and Gogeldrie Weir Riverside Park

Links to CSP: Ec7 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.7.1	Support the operation of Gogeldrie Weir Riverside Park to run as a break-even business	Number of day visitors	x	x	x	x	Manager Business Services	Gogeldrie Weir Riverside Park Business Plan
		Number of campers	x	x	x	x		
		Income higher than expenditure	x	x	x	x		
4.7.2	Progress the masterplan for Gogeldrie Weir	Grant funding opportunities sought	x	x	x	x	Manager Business Services	Gogeldrie Weir Riverside Park Masterplan
4.7.3	Install cabins at Gogeldrie Weir Capex \$200k (25% Section 7.12 and 75% General Fund) for business plan and detailed design plans in 26/27 <i>*Cabins are not to be a cost to ratepayers</i>	Business plan and detailed design plans developed	-	x	-	-	Manager Business Services	Gogeldrie Weir Riverside Park Business Plan / Asset Management Policy
4.7.4	Complete renewals of Gogeldrie Weir House Capex \$40k in 25/26 (Section 7.12)	Works completed	x	-	-	-	Manager Business Services	Buildings & Facilities Asset Management Plan
4.7.5	Undertake a feasibility study for LSC Quarry Business Opex \$20K in 25/26 and 26/27 for a feasibility study	Study completed	-	x	-	-	Director Operations	Asset Management Policy

Delivery Program Strategy: 4.8 Promote Leeton as a visitor destination via Murrumbidgee Trails Visitor Guide, Visit Riverina and the Leeton Visitor Information Centre, and develop new tourism product to attract increased visitation to the area

Links to CSP: Ec7

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.8.1	Operate a friendly and welcoming Visitors Information Service	Number of visitors to the Leeton Visitor Information Centre	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Number of visits to the Visit Leeton Facebook/website	x	x	x	x		
		Number of bednights at Leeton Hotels and Motels	x	x	x	x		
4.8.2	Promote Leeton Shire as a tourist destination by participating in regional tourism forums and joint marketing and promotion, including: <ul style="list-style-type: none"> Visit Riverina Inc Destination Riverina Murray Murrumbidgee Trails Opex \$8K per annum to Visit Riverina Inc \$5K per annum to Murrumbidgee Trails	Number of initiatives undertaken/supported	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Total value of investments in regional marketing initiatives	x	x	x	x		
4.8.3	Promote Leeton Shire as a tourist destination by developing a marketing plan	Plan developed	x	-	-	-	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Plan implemented	-	x	x	x		
4.8.4	Complete Art Deco Way Tourist Route signage including investigating commercial sponsorship for signage on State highways Capex \$117K for Art Deco Signage (this is a revote)	Undertake feasibility study	x	-	-	-	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Effectiveness of attracting visitation	-	x	x	x		

4.8.5	Strengthen tourism product in the Shire – enhance existing or support development of new product	Report on opportunities that arise/are identified	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
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Delivery Program Strategy: 4.9 Host major destinational events including Art Deco Festival (annual), SunRice Festival (bi-annual), Chill and Grill (annual) and Outback Band Spectacular

Links to CSP: Cc2 Cc3 Ec7

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.9.1	Coordinate the Australian Art Deco Festival in Leeton, and elevate it to a NSW “hero or flagship event”	Number of patrons	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Grants and Sponsorship awarded	x	x	x	x		
		Estimated economic return	x	x	x	x		
4.9.2	Help coordinate the Outback Band Spectacular in association with the Leeton Town Band Opex \$5K per annum as Council contribution	Number of participants	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Estimated economic return to Leeton	x	x	x	x		
4.9.3	Help coordinate the biannual SunRice Festival in association with the Leeton Sunrice Festival Committee (355 Committee) Opex \$15K financial support to cover staff costs for road closures for the parade, and the hire of the ovals for the Balloon Glow	Number of patrons	x	-	x	-	Events Officer	Section 355 Committees Procedures Manual
		Estimated economic return to Leeton	x	-	x	-		
4.9.4	Coordinate the Annual Leeton Chill and Grill event	Number of patrons	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Grants and Sponsorship awarded	x	x	x	x		
		Estimated economic return	x	x	x	x		

FUNCTIONAL AREA 5:

PLANNING, BUILDING AND HEALTH

As your Council we understand that you, our residents, would like us to invest time and resources into the provision of planning, building and public health services.

You said infrastructure and development is your third highest priority and you would like Council to plan for and manage future development to balance the needs of both the natural and built environments.

71% of you told us you were satisfied with the planning and building assessment services. We will actively report on our progress and continue to invite anyone planning a development to come and see us well before you start to make your plans.

Community and heritage buildings are of high importance to you. Heritage planning will continue to be of great consideration for our Planning, Building and Health team.

Advocacy Priorities:

- Ensure Leeton is not listed as Bushfire Prone Land
- Requesting NSW Government to make Planning Portal more customer friendly
- WRConnect to be elevated as a regional planning priority with State and Federal investment in infrastructure
- Funding support for enabling infrastructure for housing



Regulatory Services

Council operates an animal pound to service the Shire. The Animal Control function is coordinated by Council's Rangers who undertake a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas.

This team also oversees regulatory services to address abandoned vehicles, illegal dumping, noise complaints, overgrown properties, graffiti, and car parking (time enforcement and disability).

Town Planning

Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Leeton Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act.

The Planning & Development team are also responsible for strategic planning, which includes preparation of key strategic planning documents including Planning Proposals, Housing Strategy and Implementation Plan, Local Strategic Planning Statement, Development Control Plan and Developer Contribution Plans.

Through the planning department, Council also oversees the facilitation of the Local Heritage Grants Program in partnership with the Heritage Advisor.

Public Health Services

Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective.

Council has been a part of the NSW Food Regulation Partnership which was introduced in NSW in 2003. The Partnership defines the responsibilities of the New South Wales Food Authority and NSW Councils in relation to food safety issues. Leeton Shire Council, as a Category B Council, is required to conduct inspections of retail food businesses to ensure compliance with the Food Act 2003 and Food Safety Standards 3.2.2 and 3.2.3.

Under the *Local Government Act 1993* Council is to maintain a register of all On-Site Sewage Management Systems (OSSMS) installed throughout the local government area and carry out an inspection program according to a level of hazard associated with a particular system. There are 1,697 properties with OSSMS in Leeton Shire, which consists of 795 rural and 902 urban.

In compliance with the *Swimming Pools Act 1992*, Council conducts regular inspections to verify that pools are properly fenced and have appropriate safety signage to reduce risks associated with drowning and accidents. The program helps pool owners stay compliant with the legislation while ensuring the safety and wellbeing of the community.

Mosquito Monitoring Program

Operating from October to April, Council undertakes regular monitoring of mosquito populations in key areas. Council works to identify potential risks and manage mosquito-borne diseases. This program includes the collection and testing of mosquito samples, as well as the use of environmentally responsible control measures to reduce the risk of outbreaks.

Delivery Program Strategy: 5.1 Undertake and implement strategic land use planning, including the Implementation of Local Strategic Planning Statement (LSPS) and a growth strategy for Leeton Shire Council

Links to CSP: Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.1.1	Review the Leeton Local Environmental Plan (LEP) as required	Review/s completed	x	x	x	x	Manager Planning, Building & Health	<i>Environmental Planning and Assessment Act 1979</i>
5.1.2	Review the Leeton Development Control Plan 2022	Updated plan adopted	x	x	-	-	Manager Planning, Building & Health	<i>Environmental Planning and Assessment Act 1979</i>
5.1.3	Develop an Employment Zone Strategy to plan for future industrial land in Leeton	Produce an employment plan strategy	-	x	x	-	Manager Planning, Building & Health	Employment Zone Strategy
5.1.4	Implement all short-term goals and medium-term goals identified in Council's Local Strategic Planning Statement (LSPS)	Percentage of short-term goals (by June 2026)	x	-	-	-	Manager Planning, Building & Health	Local Strategic Planning Statements Guidelines for Councils
		Percentage of medium-term goals implemented (by June 2027)	x	x	-	-		
5.1.5	Protect agricultural land within the Shire by conducting a minimum lot size study to preserve prime farmland, reduce land use conflicts and prevent fragmentation of agricultural land	Carry out minimum lot size study	x	x	x	-	Manager Planning, Building & Health	Local Strategic Planning Statements Guidelines for Councils
5.1.6	Develop a masterplan for a waterfront reserve at Lake Paddock to enhance Leeton's liveability and transform it into a vibrant destination for living, working and recreation Opex Cost TBD – 100% grant funding	Create a masterplan	x	x	x	x	Manager Planning, Building & Health	Masterplan for a waterfront reserve at Lake Paddock

Delivery Program Strategy: 5.2 Provide timely planning and building assessment services in compliance with the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021

Links to CSP: Cc1 Cc4 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.2.1	Provide timely, accurate and professional development services to the Shire	Number of pre-lodgement meetings held	x	x	x	X	Manager Planning, Building & Health	<i>Environmental Planning and Assessment Act 1979</i>
		Number of Development Applications lodged	x	x	x	x		
		Number of Development Applications determined (including breakdown of residential type DA's)	x	x	x	x		
		Percentage of complying Development Applications determined within 40 days	x	x	x	x		
5.2.2	Provide timely, accurate and professional Subdivision Work Certificates for subdivisions in	Number of Subdivision Work Certificates approved	x	x	x	x	Development and Drainage Engineer	Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021
		Number of lots approved	x	x	x	x		
5.2.3	Provide quality building certification services	Implement initiatives to promote Council's building certification services to developers and community	x	x	x	x	Manager Planning, Building & Health	<i>Environmental Planning and Assessment Act 1979</i>
		Number of Construction Certificates issued	x	x	x	x		
5.2.4	Receive and assess applications for Planning Certificates	Percentage of applications determined within the 10 to 20 day processing times specified in the State Environmental Planning Policy	x	x	x	x	Town Planner	<i>Environmental Planning and Assessment Act 1979</i>
		Number of Section 10.7(2) Planning Certificates determined	x	x	x	X		

Delivery Program Strategy: 5.3 Collect developer contributions and review developer contribution plans

Links to CSP: Cc1 L3 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.3.1	Implement Council's Section 64 Water and Sewer Headworks Plan and levy headworks development contributions via water and sewer compliance certificates	Number of compliance certificates issued	x	x	x	x	Director Operations	Section 306 of Water Management Act Environmental Planning and Assessment Act 1979 / Local Government Act 1993
		Current dollar value of levies received YTD and current balance	x	x	x	x		
5.3.2	Implement Council's Section 7.12 plan and levy development contributions	Percentage of development contributions spent within 5-years of being collected and balance	x	x	x	x	Manager Planning, Building & Health	Environmental Planning and Assessment Act 1979
		Percentage of all levied contributions received when due	x	x	x	x		
		Current dollar value of levies recieved	x	x	x	x		
		Review plan to incorporate recommendations from the Leeton Housing Strategy and Implementation Plan and develop incentives to promote future development	x	x	-	-		
5.3.3	Apply section 7.12 development contributions	Projects undertaken and their dollar value from accumulated development contributions	x	x	x	x	Manager Finance	Environmental Planning and Assessment Act 1979
		Balance remaining in S7.12 development contributions received	x	x	x	x		

Delivery Program Strategy: 5.4 Provide built heritage advisory service and funding

Links to CSP: Cc3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.4.1	Offer an annual Heritage Grants program with a focus on Leeton's CBD to promote Leeton's position as a regional Art Deco capital of Australia	Number of applications received	x	x	x	x	Town Planner	Heritage Strategy for 2025-2027
		Value of grants awarded from available budget	x	x	x	x		
5.4.2	Contract and provide expert heritage advice to assist with heritage conservation	Number of instances of advice provided	x	x	x	x	Town Planner	Heritage Strategy for 2025-2027

Delivery Program Strategy: 5.5 Provide regulatory / ranger services

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.5.1	Provide an emergency response to call outs for dog attacks	Respond to and investigate all reported dog attacks and instigate appropriate course of action	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
5.5.2	Rehome and/or return impounded companion animals	Number of companion animals impounded	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
		Percentage of animals rehomed and/or returned to owners	x	x	x	x		
5.5.3	Promote and foster responsible pet ownership, including: <ul style="list-style-type: none"> Annual free microchipping day All-year-round subsidised microchipping monitoring feral cat populations 	Number of free microchipping days held	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
		Number of animals microchipped	x	x	x	x		

5.5.4	Provide Ranger Services to address: • Abandoned vehicles • Illegal dumping • Noise complaints • Overgrown properties • Car parking time limit enforcement • Graffiti	Number of reports/ complaints per year	x	x	x	x	Manager Planning, Building & Health	Protection of the Environment Operations Act Public Spaces Unattended Property Act / Roads Regulations
		Percentage of complaints responded to within 2 working days	x	x	x	x		
		Percentage of incidences resolved without resorting to a PIN (fine)	x	x	x	x		
		Number of carparking tickets issued	x	x	x	x		

Delivery Program Strategy: 5.6 Provide public health services

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.6.1	Undertake food premises inspection programs to ensure premises are compliant including promotion of training	Percentage of food premises inspected	x	x	x	x	Manager Planning, Building & Health	Food Act 2003 (NSW), Food Regulation 2015 (NSW) Public Health Act
		Number of breaches recorded	x	x	x	x		
		Increase in number of 5-star food premises	x	x	x	x		
5.6.2	Undertake skin penetration establishment inspection programs to ensure businesses are compliant	Percentage of inspections completed	x	x	x	x	Manager Planning, Building & Health	Public Health Act 2010 No 127 Public Health Regulation 2022
		Number of breaches recorded	x	x	x	x		
5.6.3	Undertake on-site sewer management inspection programs	Number of inspections compared to total number of houses on septic	x	x	x	x	Manager Planning, Building & Health	Section 191-193 of Local Government Act 1993
		Number of non-complying septic systems	x	x	x	x		
5.6.4	Undertake backyard swimming pool inspection programs	Number of swimming pool inspections undertaken	x	x	x	x	Manager Planning, Building & Health	Section 22B of the Swimming Pools Act 1992
		Number of breaches recorded	x	x	x	x		
5.6.5	Undertake a mosquito monitoring program from October to April	Number of monitoring activities to detect arbovirus	x	x	x	x	Manager Planning, Building & Health	Public Health Act 2010
		List any detections	x	x	x	x		

FUNCTIONAL AREA 6:

ROADS AND DRAINAGE

As your Council, we acknowledge the strong feedback from our residents regarding the importance of roads and drainage in our community.

You have made it clear that maintaining and upgrading local roads should be one of our top priorities in the coming years. We understand that well-maintained roads are essential for safe and efficient travel, whether for daily commutes, business operations, or community activities.

In recent surveys, you highlighted local sealed town roads and rural roads as services of the highest importance. This reinforces our commitment to improving road conditions, ensuring regular maintenance, and strategically investing in upgrades that will enhance accessibility and safety for all road users.

In addition to roads, we recognise that drainage remains a significant concern in some areas. More than 40% of residents have expressed the need for greater investment in stormwater drainage and shared pathways. Proper drainage infrastructure is critical to preventing flooding, reducing water damage, and maintaining the integrity of our roads and footpaths.

Many of you have emphasised the importance of improving connectivity of shared pathways, and prioritising pedestrian safety in key locations.

Advocacy Priorities:

- Increased funding for roads, road safety initiatives and shared pathway projects



Roads

Council has responsibility for over 772 kilometres of roads (409km sealed and 363km unsealed), 42 kilometres of footpaths, 3 road bridges, 30 car parks, 38 bus stops and a range of support infrastructure such as traffic management assets. These assets are central to an effective transport network and provide the community, road users and pedestrians with a safe, functional, and fit for purpose road and pathway networks. They help to connect the community, providing accessibility and linkages for efficient movement throughout Leeton Shire.

In 2020 Council undertook a condition assessment of the entire local sealed road network. The pavement conditions within Council's sealed road network were as follows:

Rating	What does this mean	% sealed road network	% unsealed road network
1	Asset looks new or very close to as new	9.8%	50.4%
2	Asset is no longer in new condition. Only minor maintenance may be required	31%	42.6%
3	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues	25.5%	6.2%
4	Asset requires significant maintenance or replacement of the asset is required	18.9%	0.8%
5	Asset is physically unsound, and replacement is required	14.9%	0.1%

Council regularly undertakes inspections of the network to review priorities based upon the road segment condition for pavement and seal. This further enables Council to better target renewal/rehabilitation works that may include heavy patching, line marking and resealing.

The current service levels of planned maintenance activities are presented in the Table below

Service type/Activity	Road Class	Intervention/Service Level
Local Roads Planned Maintenance		
Bridge maintenance	All	For 'as required' works
Line marking – Longitudinal	1	Remarkd once per 12 years
	2	Remarkd once per 12 years
	3	Remarkd once per 12 years
Line marking – Transverse	All	Remarkd once per 12 years
Road Grading (Dry Weather Only Network)	4	Graded once per 3 years
	5	Graded once per 3 years
Road Grading (Gravel Network)	4	Graded once per year
	5	Graded once per year
Shoulder Grading (Sealed Network Only)	1	Graded once per 5 years
	2	Graded once per 10 years
	3	Graded once per 10 years
	4	Graded once per 25 years
	5	Graded once per 25 years
Slashing (Sealed Network Only)	1	Slashed 3 times per year
	2	Slashed 2 times per year
	3	Slashed once per year
	4	Slashed as required
	5	Slashed as required
Street Sweeping	All	Generally, once per week
		CBD 3 times per week
Regional Roads Planned Maintenance		
Line marking – Longitudinal	All	Remarkd once per 10 years
Line marking – Transverse	All	Remarkd once per year
Shoulder Grading (Sealed Network Only)	All	Graded once per 5 years
Slashing	All	Slashed 3 times per year

Delivery Program Strategy: 6.1 Provide a network of safe (lit if urban) sealed roads

Links to CSP: Ec3 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.1.1	Shoulder widening (safety only) Capex \$150K (General Fund) per annum - Wattle Road to Boundary Road <i>*Works are determined by what needs completing, new works will not be initiated</i>	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
6.1.2	Road rehabilitation – sealed Capex Per Annum \$1,050,225 (Roads to Recovery Grant funding) + \$700K (General Fund) - Research Road - Stony Point Road - Houghton Road - Dunn Avenue - Murrarni Road - Jurambula Street - Chelmsford Place - Boronia Road - Wade Avenue (Irrigation Way to Jarrah Street) - Wade Avenue (Jarrah Street to Church Street) - Roxy Lane <i>*A new program of works will be listed each financial year</i>	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
		Total km of roads rehabilitated	x	x	x	x		
6.1.3	Road resealing Capex Per Annum \$725K (General Fund) Walsh Road - Yarmwal Road - Kooba Street - Melaleuca Avenue - Cross Street (Birch Street to Tristania Avenue) - Cross Street (Birch Street to Park Avenue) - Saunderson Road - Merungle Hill Road	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
		Total area of roads resealed	x	x	x	x		

	<ul style="list-style-type: none"> - Stannard Road - Murrarni Road - Jacaranda Avenue - Symes Place - Birbara Place - Guild Place - Hillview Place - Kindred Place - Letona Place - Bella Vista Drive - Cassia Road - Brobenah Road - Garner Road - Colinroobie Road - Thompson Road <p><i>*A new program of works will be listed each financial year</i></p>							
6.1.4	Sealed roads heavy patching works Capex per annum \$60K (General Fund)	Area of road heavy patched, in square metres including locations	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan

Delivery Program Strategy: 6.2 Provide a network of safe gravel roads

Links to CSP: En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.2.1	Resheeting of gravel roads	Number km of roads re-graveled/resheeted	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
	Capex per annum \$350K (General Fund)	Number km of roads graded	x	x	x	x		

Delivery Program Strategy: 6.3 Provide bridges, culverts, kerb and guttering, bus stops, street furniture and carparking

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.3.1	Renew kerb and guttering Capex per annum \$80K (General Fund) - Mallee Street from, Myrtle Street to High School entrance - Sections of Russet Street <i>*A new program of works will be listed each financial year</i>	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
6.3.2	Provide safe car parking, bus shelters and other traffic facilities Capex \$20K (Section 7.12) per annum in 25/26 to 27/28 \$10K (Section 7.12) in 28/29 - Wirildra Street bus shelter - Lillypilly Road bus shelter <i>*A new program of works will be listed each financial year</i>	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Active Transport Plan
6.3.3	Undertake bridge renewals Capex per annum \$100K (General Fund)	Completion of level 1-3 inspections	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan

Delivery Program Strategy: 6.4 Undertake active transport planning and provide connectivity to a network of footpaths and cycleways

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.4.1	<p>Ensure a safe and maintained footpath and cycleway network</p> <p>Capex per annum \$100K (General Fund) per annum for new works \$100K (General Fund) per annum for renewals - Wilga Street/Willow Street intersection - Almond Road connection to skate park - Gogeldrie Street – McCaughey Park to Main Avenue - Mallee Street from Myrtle Street <i>*A new program of works will be listed each financial year</i></p>	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Active Transport Plan

Delivery Program Strategy: 6.5 Provide road safety programs, including roadside vegetation management, permitting and traffic management

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.5.1	Improve road safety by undertaking activities such as vegetation / weed management and road sign replacement	Slashing and spraying completed	x	x	x	x	Manager Roads and Drainage	Active Transport Plan
6.5.2	Implement programs and campaigns that foster and promote road safety	Number of grant funded programs delivered	x	x	x	x	Road Safety Officer	Active Transport Plan
		Number of Council funded programs delivered (RYDA)	x	x	x	x		
		Crash data trends	x	x	x	x		
6.5.3	Promote road safety through design and appropriate regulation	Works completed	x	x	x	x	Road Safety Officer	Active Transport Plan
		Investigate the feasibility of a road safety audit at intersection of Vance Road/Koonadan Road	x	x	-	-		
	Capex \$20K (General Fund) per annum							

Delivery Program Strategy: 6.6 Undertake “ordered works” from TfNSW (MR 80 - Irrigation Way, MR 539 - Whitton Darlington Point Rd and signage)

Links to CSP: Sc1 En4 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.6.1	Construct and repair State roads (MR 80) under the Road Maintenance Council Contract (RMCC) for Transport for NSW	Annual number of ordered works entered into	x	x	x	x	Manager Roads & Drainage	Roads Act 1993v/ Transport Asset Management Plan
		Total value of contracts	x	x	x	x		
6.6.2	Repair MR 539 (Whitton to Darlington Point) Capex per annum \$200K (Transport for NSW)	Number of works undertaken	x	x	x	x	Manager Roads & Drainage	Roads Act 1993 / Transport Asset Management Plan

Delivery Program Strategy: 6.7 Provide safe, efficient drainage systems to cope with normal rainfall

Links to CSP: Sc1 En4 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.7.1	Manage stormwater through rectifying drainage issues and undertaking strategic drainage planning, collaborating with MI Ltd to support the delivery of the urban drainage project to ensure Council's vision is incorporated Capex \$50K (General Fund) per annum for urban \$50K (General Fund) per annum for rural \$75K (General Fund) in 25/26 for renewal \$70K (SMSC Reserve) per annum for condition assessment and data collection \$20K (SMSC Reserve) per annum for minor urban drainage extensions/upgrades	Number of drainage works completed (including clearing of table drains)	x	x	x	x	Manager Roads & Drainage	Stormwater Asset Management Plan

FUNCTIONAL AREA 7:

WATER AND WASTEWATER

As your Council, we recognise that access to safe, clean, and reliable water and wastewater services is essential for the health, wellbeing, and prosperity of our community.

You have told us that maintaining a consistent and dependable town water supply is one of your highest priorities, and we are committed to ensuring that this vital service remains a top focus in our delivery program.

We are actively investing time, resources, and infrastructure improvements to strengthen the reliability of our water and sewerage systems. This includes maintaining and upgrading existing pipelines, treatment plants, and reservoirs to meet growing demands and environmental standards. We are also dedicated to proactive planning to address future needs, ensuring that our water supply remains secure and resilient in the face of population growth and climate variability.

We are proud that you are satisfied with the quality of your drinking water, and we intend to maintain and enhance these high standards. Through ongoing monitoring, regular maintenance, and strategic investment, we will continue to provide safe, high-quality water and efficient wastewater management that meets the needs of our community—now and into the future.



Wastewater

Council operates three separate wastewater systems in Leeton, Yanco and Whitton. The separate systems are organised into catchments which comprises a network of reticulation pipes, carrier mains, pressure mains, pumping stations and a treatment plant.

It is the Council's responsibility to ensure both human health and the environment are protected from wastewater produced through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a license to enable discharge of the sewage to the environment. However, the sewage must go through a treatment process and meet key criteria prior to discharge into the environment. The EPA Licence outlines the criteria the treatment process and the locations for discharge.

The following table shows the summary of Council's wastewater assets

Asset Class	Asset Type	Asset Quantity
Wastewater	Sewer Mains	100km
	Wastewater Treatment Plants	3
	Sewer Pump Stations	42
	Manholes/Vents/End Caps	1,494

Each year, Council is required to submit an annual report to EPA on performance and compliance of the STP and sewer network, in accordance with its licence conditions. A fee is charged to property owners within the area serviced by the system, to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

Water

Council operates three separate potable water systems located in Leeton, Whitton and Murrumbidgee. The separate systems comprise a network of reticulation pipes, trunk mains, pumping stations and a filtration plant. The following table shows the summary of our water assets.

Asset Class	Asset Type	Asset Quantity
Water	Water Mains	187km
	Water Storage Dams	6
	Water Filtration Plants	3
	Water Reservoirs	10
	Hydrants/Valves	3,037
	Water Meters	5,090

In 2023/24 financial year the following was supplied:

Leeton Water Treatment plant - 2083ML of water

Murrumbidgee Water Treatment plant - 21.5ML of water

Whitton Water Treatment plant - 72ML of water

Trade Waste

Council conducts routine inspections and compliance checks on businesses that generate trade waste, including restaurants, cafes, automotive workshops, laundromats, and industrial facilities. Inspections focus on pre-treatment systems, discharge compliance, record keeping and education.

Delivery Program Strategy: 7.1 Provide water filtration services to urban residents of Leeton Shire

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.1.1	Supply potable water across the Shire	Compliance with drinking water standard	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan / Australian Drinking Water Guidelines
	Capex (Water Reserve Fund) - 25/26 \$20K for installation of SMART metres \$150K for sedimentation tank launder replacement	Volume of potable water	x	x	x	x		
	\$50K for soda ash system upgrade at Leeton Water Filtration Plant	Average water usage	x	x	x	x		
	\$150K for dosing pumps upgrade at Leeton Water Filtration Plant	Average water loss	x	x	x	x		
	\$100K for automation of dosing pumps at all plants	Percentage completion of scheduled works	x	x	x	x		
	\$100K for upgrade to batching system at Whitton Water Filtration Plant							
\$70K for chemical storage sensors								
\$75K for sludge valve automation								
\$50K for Whitton and Murrarni Telemetry Upgrade								
	Capex (Water Reserve Fund) - 26/27 \$20K for installation of SMART metres \$1M per annum for maintenance of raw water storage dam \$50K for soda ash system upgrade at Leeton Water Filtration Plant \$80K for Whitton and Murrarni Telemetry Upgrade \$50K for Water telemetry upgrades as per the AMP							
	Capex (Water Reserve Fund) - 27/28 \$20K for installation of SMART metres \$75K for solar array at Murrarni WTP in \$150K for Leeton WTP sedimentation tank refurbishment \$208K for switchboard upgrades at the Leeton raw water pumpstation \$250K for Murrarni Filtration Plant upgrade \$150K in 26/27, \$50K in 27/28 and \$50K in 28/29 for Water telemetry upgrades as per the AMP							

	Capex (Water Reserve Fund) - 28/29 \$20K for installation of SMART metres \$250K for switchboard upgrades at the Leeton raw water pumpstation \$50K for Water telemetry upgrades as per the AMP							
7.1.2	Ensure consistent and active participation in Water Directorate meetings to facilitate informed decision-making and collaboration	Number of meetings attended and outcomes/key actions	x	x	x	x	Manager Water & Waste Water	Integrated Water Cycle Management Plan
7.1.3	Develop a Water Mains -Servicing Strategy Capex (Water Fund) – 27/28 \$250K	Strategy completed and implemented	-	-	x	-	Manager Water & Waste Water	Water Mains - Servicing Strategy

Delivery Program Strategy: 7.2 Provide wastewater treatment services to urban residents of Leeton Shire

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.2.1	Operate and maintain sewage treatment and effluent discharge plants and pump stations services at Leeton, Yanco, Whitton and Wamoon Capex (Sewer Reserve Fund) – 25/26 \$250K for overhauls of sewer pump station \$150K for overhaul of No. 4 pump station – Vance Estate \$15K for overhaul of No. 27 pump station \$100K for sedimentation tank automation of all plants \$15K for replacing alum dosing tank level sensors and indicators \$325K for redesign of access to sludge transfer pump \$300K for upgrade and recoat of inlet at LSTP \$200K for design and install of a new septic tank waste receival facility \$650K for construction of additional tank Capex (Sewer Reserve Fund) – 26/27 \$250K for overhauls of sewer pump station \$150K for overhaul of No. 4 pump station – Vance Estate \$15K for overhaul of No. 27 pump station \$350K for pump replacements \$50K for sedimentation tank automation of all plants \$50K for design and install of a new septic tank waste receival facility Capex (Sewer Reserve Fund) – 27/28 \$250K for overhauls of sewer pump station \$150K for overhaul of No. 4 pump station – Vance Estate \$437K for upgrades to waste water telemetry and automation \$650K for construction of additional tank	Number of non-compliances in relation to effluent discharge	x	x	x	x	Manager Water & Waste Water	Wastewater Asset Management Plan
		Percentage completion of scheduled works	x	x	x	x		

	Capex (Sewer Reserve Fund) – 28/29 \$250K for overhauls of sewer pump station \$150K for overhaul of No. 4 pump station – Vance Estate \$390K for upgrades to waste water telemetry and automation \$650K for construction of additional tank							
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Delivery Program Strategy: 7.3 Provide reticulated water and sewer services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.3.1	Undertake maintenance of the water pipework	Number of water main bursts including location	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan / Wastewater Asset Management Plan
	Capex (Water Reserve Fund) – per annum \$200K per annum upgrades to general water mains \$470K per annum for water main replacements Capex – 25/26 \$30k for valve audit and repair (Water Reserve Fund) Capex – 26/27 \$938K for ring main extensions Sewer Reserve Fund) \$200K for design works for access at Wattlehill and Parkview Sewer Reserve Fund) Capex – 27/28 \$30k for valve audit and repair (Water Reserve Fund) \$150K for water reservoir OHS upgrades (Sewer Reserve Fund) \$950K for ring main extensions(Sewer Reserve Fund)	Percentage completion of scheduled works	x	x	x	x		
7.3.2	Investigate installing new water reticulation services to houses	Percentage completion of scheduled works	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan

	that don't have them (locations to be identified)							
	Budget Plans and costs / feasibility prepared using voted opex budgets							
7.3.3	Undertake maintenance of the sewer pipework	Number of sewer main bursts including location	x	x	x	x	Manager Water & Waste Water	Wastewater Asset Management Plan
	Capex (Sewer Reserve Fund) \$190K per annum for replacement and renewal of sewerage mains, manholes and vents	Percentage completion of scheduled works	x	x	x	x		
7.3.4	Investigate costs of installing sewerage systems to houses in urban areas that don't have them (locations to be identified)	Reports and plans / feasibility studies completed and reported to Council for 100% of unserviced areas across the town of Leeton	x	x	x		Manager Water & Waste Water	Wastewater Asset Management Plan
	Opex Plans and costs / feasibility prepared using voted budgets							

Delivery Program Strategy: 7.4 Provide tradewaste regulatory services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.4.1	Continue implementation of Council's Liquid Trade Waste program	Number of businesses inspected	x	x	x	X	Trade Waste and Technical Officer	NSW Framework for Regulation of Sewerage and Trade Waste / Liquid Trade Waste Policy
		Percentage of all currently discharging businesses with approvals issued	x	x	x	X		
		Number and value of trade waste penalties imposed	x	x	x	X		

FUNCTIONAL AREA 8:

ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES

As your Council we understand that you, our residents, would like us to invest time and resources into environmental sustainability and into being prepared for emergencies.

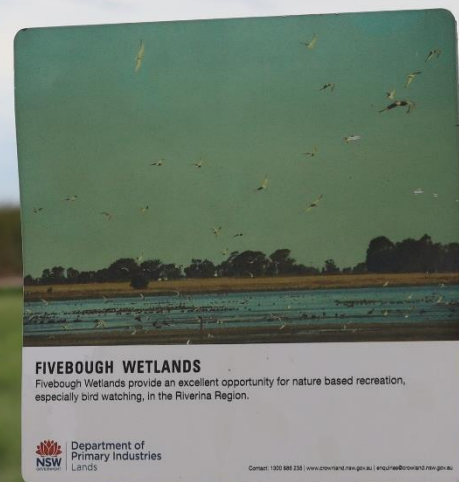
You said that one of the Council services of most importance to you is waste management (including recycling and landfill) with 87% of you indicating satisfaction with this area. It has been positive to see the community embrace the FOGO system. We will continue to support you to reduce waste.

As we brace for climate change you have said that you'd like Council to be environmentally responsible and show leadership when it comes to reducing our carbon footprint. The nice thing is that doing this saves money too. Council will make energy savings a major priority for this term.

We will also respond to your ideas about cooling the urban areas during the hotter months by planting more trees as part of our Urban Tree Planting Strategy.

Advocacy Priorities:

- Energy saving measures
- Biodiversity
- NSW National Parks, a walking track between Narrandera and Darlington Point
- Solar on buildings
- Increased weeds funding



Leeton Landfill and Recycling Centre

The Leeton Landfill and Recycling Centre is open 7 days a week, excluding some public holidays. Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the Fees and Charges.

The Waste Collection Service (WCS) comprises of a weekly FOGO collection service and an alternating fortnightly recycling/ waste collection service throughout the Shire.

The WCS is provided to Leeton and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until July 2034.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

A transfer station in Whitton for the disposal of additional household waste and resource recovery has also been developed for residents in Whitton and nearby surrounds.

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses.

Contributions to Emergency Services

Leeton Shire Council contributes to the NSW Fire and Rescue, Rural Fire Service (RFS) and the State Emergency Service (SES) for their role within the Local Government Area. This is as part of a partnership with various government agencies in relation to disaster planning and emergency response.

Council has a Local Emergency Management Committee that is currently supported by the Manager of Environmental Sustainability as the Local Emergency Management Officer (LEMO). The role of the LEMO is to advise, support and assist the Local Emergency Operations Controller, to monitor, control and coordinate emergency response operations as necessary.

Priority Weeds (previously called noxious weeds)

Council is responsible for managing weeds on public land managed by the Council and collaborating with landholders and other stakeholders to ensure that weeds are contained, controlled or managed as far as practicable.

Council has engaged an independent contractor to help manage its functions under the Weeds Action Plan and to carry out inspection and weed control activities in accordance with the Plan and the new *Biosecurity Act*.

Environmental Responsibility

Council is committed to creating an environmentally responsible and resilient Leeton by investing in renewable energy, reducing waste, using resources wisely and conserving biodiversity. This will be achieved through proactive policies and partnerships; integrated planning and operational practices; and evidence-based approaches that support sustainable growth while protecting, restoring and enhancing our natural environment

Delivery Program Strategy: 8.1 Deliver recycling and solid waste management services including re-use, recycling, kerbside collection and landfilling

Links to CSP: En2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.1.1	Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life, minimise nuisance and achieve environmental compliance in accordance with NSW Environment Protection Authority	Tonnes of waste entering Resource Recovery Facility	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority License / MoU / Waste Management Strategy
		Tonnes of waste disposed to landfill	x	x	x	x		
		Tonnes of waste generated from kerbside collection (red bins)	x	x	x	x		
		Projected landfill life (in years)	x	x	x	x		
		Compliance with EPA licence for landfill operations	x	x	x	x		
8.1.2	Undertake recycling in the community to divert waste from landfill	Percentage of waste diverted at the Resource Recovery Facility per waste category	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority Waste and Sustainability Materials Strategy / Waste Management Strategy
		Tonnes of recycling collected from kerbside collection (yellow bins)	x	x	x	x		
		Tonnes of recycling collected from kerbside collection (green bins)	x	x	x	x		
8.1.3	Offer kerbside collection service, including recycling (under contract) and monitor and control contaminants	Number of mixed waste bins collected	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority Waste and Sustainability Materials Strategy / Waste Management Strategy
		Number of recycling bins collected	x	x	x	x		
		Number of FOGO bins collected	x	x	x	x		
		Number of contaminated bins per category	x	x	x	x		

8.1.4	Ensure consistent and active participation in the Riverina Waste Group to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x		Waste Management Strategy
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Delivery Program Strategy: 8.2 Enhance Leeton Shire's climate resilience and reduce its environmental footprint

Links to CSP: En2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.2.1	Implement Council's Energy Masterplan Opex \$100K in 25/26 (Renewable Energy Efficiencies Internal Reserve) \$100K in 26/27 to 28/29 (General Fund)	Total amount of renewable energy generated – number of kilowatt hours (kWh)	x	x	x	X	Manager of Environmental Sustainability	Council's Energy Masterplan
		Energy savings as a percentage of total energy use	x	x	x	x		
		Estimated reduction in carbon footprint	x	x	x	x		
8.2.2	Implement the Urban tree planting strategy Opex \$208K (General Fund) per annum (inclusive of purchases, planting, maintenance such as watering)	Number of activities undertaken	x	x	x	x	Manager Open Space & Recreation	Tree Management Policy
8.2.3	Promote water saving measures across Leeton Shire	Average household water use (kL/household)	x	x	x	x	Manager Water & Waste Water	NSW Water Efficiency Framework
		Number of water education / conservation activities per trimester						

Delivery Program Strategy: 8.3 Improve Leeton Shire's emergency preparedness

Links to CSP: En2 L6

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.3.1	Have ready access to Leeton's Emergency Management Plan and be prepared	Coordinate an annual challenge test and update Plan if required	x	x	x	x	Director Operations/ Manager of Environmental Sustainability	Leeton Local Emergency Plan
		Coordinate a review of emergency centres	x	x	x	x		
8.3.2	Test and maintain Council's Business Continuity Plan (BCP) annually	Coordinate an annual challenge test and update BCP if required	x	x	x	x	Manager WHS, QA and Risk	Business Continuity Plan
8.3.3	Ensure consistent and active participation in the Local Emergency Management Committee to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Manager of Environmental Sustainability	Leeton Local Emergency Plan

Delivery Program Strategy: 8.4 Deliver priority (noxious) weeds management

Links to CSP: En1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.4.1	Identify and manage high risk weeds in accordance with Council's Weed Action Plan Opex \$140K (\$50K grant funding and \$90K General Fund)	Percentage of annual Weeds Action Plan delivered	x	x	x	x	Manager Planning, Building and Health	Weed Management Program 2023-2025
		Number of new noxious weed incursions reported	x	x	x	x		
		Grant funding applications applied for/received	x	x	x	x		

Delivery Program Strategy: 8.5 Support local biodiversity

Links to CSP: En1 En4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.5.1	Monitor trends through external agencies to support key natural assets such as Fivebough Wetlands and Murrumbidgee River/National Park	Biodiversity increased	x	x	x	x	Manager Environmental Sustainability	Fivebough Tuckerbil Adaptive Environmental Management Plan
8.5.2	Provide access for disabled and aged residents and visitors to Freckled Duck lookout at Fivebough Wetlands overlooking Council settling ponds (subject to external / grant funding and permission from the landowner)	Explore concept and undertake feasibility study	x	-	-	-	Manager Environmental Sustainability	Fivebough Tuckerbil Adaptive Environmental Management Plan
		Undertake construction	-	-	x	-		
8.5.3	Ensure consistent and active participation in the WaterNSW Customer Advisory Group to facilitate informed decision-making and collaboration	Number of meetings attended and outcomes/key actions	x	x	x	x	Manager Environmental Sustainability	WaterNSW Customer Advisory Group Action Plan

FUNCTIONAL AREA 9:

GOVERNANCE AND CORPORATE SERVICES

As your Council we understand that you, our residents, would like us to invest time and resources into good governance and smart administration.

80% of you are at least somewhat satisfied with Council's customer service overall, but we acknowledge you would like to see improvement in involving community members in decision making. We want to ensure all residents feel informed and we will engage with you when we are planning for the future, consider your opinion when making decisions, and practice sound financial management.

Very importantly, we know you are wanting a Council that is efficient and effective and uses ratepayer funds responsibly. This will continue to be a focus and we will be undertaking service reviews to ensure we are getting this right.

Advocacy Priorities:

- Local Government Financial Sustainability
- Accounting Treatment of Red Fleet (RFS)
- Saving the Irrigator – printed newspaper



Executive Services

The General Manager's office is responsible for all aspects in relation to the management and leadership of the organisation. The General Manager must efficiently and effectively manage the organisation and without undue delay implement the decisions of Council. In particular, the General Manager is responsible for ensuring that Council meets all legislated compliance and reporting requirements including the IP&R framework.

Human Resources (HR)

The HR Team coordinates and administers all aspects of the Council's human resources including workforce planning, recruitment, employee training and development, performance management, leadership development, employee assistance program, industrial and employee relations and equality and diversity management. HR works to ensure that Council has the people and performance capabilities necessary to fulfil its corporate objectives. Council's annual training program is developed in consultation with relevant departmental Directors and Managers to ensure that staff are suitably trained and skilled to proactively deliver the full range of services that Council provides to its community and other stakeholders. A key document that is prepared by HR is the Workforce Management Plan, which forms part of the Resourcing Strategy.

Work, Health & Safety (WHS) and Integrated Risk Management

The Manager WHS, QA & Risk facilitates the development, review and implementation of Council's Integrated Risk Management Strategy and processes. This includes leading and encouraging a culture of risk awareness across all aspects of Council's operations. A part of Council's Integrated Risk Management is the development, implementation and review of Work Health and Safety (WHS) programs, policies and procedures to ensure continuous improvement and compliance with WHS Legislation. Council is a member of both Statewide Mutual and StateCover and participates in their risk management programs and improvement programs which enables Council to reduce Council's exposure to risk

Governance, Corporate Services and Customer Service

Council's Governance, Corporate Services and Customer Service team is responsible for delivering frontline services to residents, community members, and ratepayers, while also supporting staff across the organisation. The team ensures Council meets its statutory and legislative obligations, maintains up-to-date policies and procedures, manages Council records, and upholds the Customer Experience Guarantee. Additionally, the team oversees key corporate functions including property management, contract administration, the GIPA register, internal audits, coordination of Council meetings, and the Audit, Risk and Improvement Committee (ARIC), supporting strong governance and operational efficiency across Council.

Finance

Council's Finance team is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, payroll, general ledger administration, cash management, investment management, and tax compliance. In addition, there are a number of major projects undertaken including the preparation of Council's Budget, Long Term Financial Plan, Financial Statements and Quarterly Budget Review Statements. Finance is a support function for Council and is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term.

Information and Operational Technology

Council's Information and Operational Technology (ITOT) team provides a professional service that supports the needs of staff and Councillors to deliver cyber security, telephone, software licensing, hardware, mobile devices, internet services and infrastructure renewal. New technology initiatives and innovation are also facilitated through ITOT for preliminary assessment and ongoing support. The team also manages Supervisory Control and Data Acquisition (SCADA) systems, which are critical for monitoring and controlling infrastructure operations, ensuring efficient and secure management of essential services.

Asset Management and Geographic Information System (GIS)

The Assets team is responsible for developing, implementing, and maintaining Council's Asset Management Policy and Strategy. It also supports asset managers in creating and carrying out individual Asset Management Plans for infrastructure assets—including transport, buildings, pools, sewer systems, parks, and gardens. This section plays a vital role in strategic planning to ensure the sustainable delivery of services to the Leeton community by ensuring assets are appropriately valued and managed efficiently and effectively.

Delivery Program Strategy: 9.1 Deploy reliable and efficient corporate and project governance

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.1.1	Prepare and issue Council business papers, meeting minutes, and coordinate Council Committee reports back to Council	Number of Council Meetings per year including Councillor attendance	x	x	x	x	Manager Governance, Corporate & Customer Service	Code of Meeting Practice
9.1.2	Continuously review and update Council policies and plans to appropriately support Council's operations	Currency of policies register	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Post election guide 2024 / IP&R Framework
9.1.3	Operate Project Control Groups for major capital projects	Bi-monthly updates reports to Council	x	x	x	x	Director Operations	Asset Management Policy
9.1.4	Deliver Council's Integrated Planning and Reporting (IP&R) in alignment with statutory requirements, on time and in support strategic decision-making	100% compliance with statutory timeframes and requirements for all IP&R documents	x	x	x	x	Integrated Planning and Reporting Coordinator	IP&R Framework / Guidelines
		All required plans adopted by Council within legislative deadlines	x	x	x	x		
9.1.5	Offer first class customer services (acknowledgement within 24 hours phone; 3 days email; 10 days letter; plus close the loop once matter is addressed)	Percentage of customer requests (via CRM) responded to within customer service guarantee	x	x	x	x	Manager Governance, Corporate & Customer Service	Customer Experience Guarantee
9.1.6	Maintain an interactive website solution that will enhance Council's digital customer service delivery	Number of visitors increasing	x	x	x	x	Communications Coordinator	Community Engagement Strategy
		Annual Review	x	x	x	x		
9.1.7	Maintain a reliable, compliant, and accessible record keeping system that supports transparency, accountability, and operational efficiency	100% of staff trained in record keeping obligations within 3 months of commencement and annually thereafter	x	x	x	x	Manager Governance, Corporate & Customer Service	Records Management Policy / State Records Act 1998
		Increase compliance with internal audit priority actions on record keeping to meet target levels	x	x	x	x		

9.1.8	Manage leases and licences for Council properties in line with Council's objectives	Maintain register ensuring 100% currency at all times	x	x	x	x	Manager Governance, Corporate & Customer Service	Licence and Lease Register
		100% of lease/licence income collected	x	x	x	x		
		Utilisation of Council owned accommodation	x	x	x	x		
9.1.9	Prepare and implement Plans of Management (PoM) for Crown Lands properties (including Crown Land managed by Council), and user agreements for sports ovals on Crown Land <i>* Council has been authorised to manage and operate 63 parcels of Crown Land under the LG Act, subject to each parcel having a POM</i>	100% of outstanding POMs (28) completed at 30% each for the first 3 years and 10% in 28/29	X	x	x	x	Manager Governance, Corporate & Customer Service	<i>Crown Land Management Act 2016</i> <i>Local Government Act 1993</i>
9.1.10	Undertake Native Title responsibilities	Annual training completed	x	x	x	x	Manager Governance, Corporate & Customer Service	<i>Native Title Act 1993</i>
9.1.11	Maintain an Accurate and Compliant Delegations Framework	100% completion of annual Delegations Register review - including legal updates - and affected staff notified	x	x	x	x	Manager Governance, Corporate & Customer Service	Section 377 of the Local Government Act 1993 (NSW) grants councils the power to delegate certain functions to the general manager or other persons or bodies, but it also outlines specific functions that cannot be delegated
		100% of new staff with responsibilities issued operational and financial delegations within a fortnight of commencing at Council	x	x	x	x		

9.1.12	Ensure council meets its legislative and ethical obligations by maintaining accurate and up-to-date compliance registers and responding to disclosures in a timely and transparent manner	100% of GIPA access applications and decisions recorded within 5 business days of determination	x	x	x	x	Manager Governance, Corporate & Customer Service	Government Information (Public Access) Act 2009 Public Interest Disclosure Act 2022
		Annual GIPA reporting to Information and Privacy Commission	x	x	x	x		
		100% of PIDs assessed, managed, and reported	x	x	x	x		
		100% of reportable gifts and benefits declared within 5 business days	x	x	x	x		
		100% of Councillor Disclosure Statements submitted by the statutory deadline	x	x	x	x		
9.1.13	Enhance the effectiveness and efficiency of local government administration by leveraging Information and Communication Technology (ICT) to drive business process improvements and infrastructure development Capex (General Fund) \$110K per annum for network and server infrastructure \$200K per annum for business improvements \$60K for major server replacement in 27/28	Number of HelpDesk requests completed	x	x	x	x	Manager IT & OT	ICT Strategy
		Upgrades to network and server infrastructure	x	x	x	x		
		Undertake digital business improvements including process improvements and improved integration	x	x	x	x		
9.1.14	Enhance the resilience and security of local government digital infrastructure by implementing comprehensive cybersecurity measures and protocols Capex (General Fund) \$50K for core firewall replacement in 25/26 \$50K for core firewall replacement in 25/26 Opex \$100K for implementation of a SOC (Security Operations Centre) 24/7 monitoring of cybersecurity	No reportable cybersecurity breaches	x	x	x	x	Manager IT & OT	OLG Cyber Security Guidelines for Local Government ICT Policy Suite ICT Strategy

Delivery Program Strategy: 9.2 Support a reliable and effective Audit Risk and Improvement Committee

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.2.1	Ensure ARIC operates in line with its Charter and that its membership structure supports effective oversight and decision-making	Quarterly meetings per year with ARIC Chair Reports going to Council	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Guidelines for Risk Management Internal Audit for Local Government 2022 ARIC Terms of Reference
		Currency of Charter	x	x	x	x		
9.2.2	Implement an Internal Audit Program <i>Payroll & Leave Management and Plant & Fleet Management in 25/26 Aim is to complete a minimum of two (2) Internal Audits per FY.</i>	Scopes prepared	x	x	x	x	Manager Governance, Corporate & Customer Service	Internal Audit Function Charter
		Reports tabled	x	x	x	x		
9.2.3	Engage with external auditors with a view to ensuring better / best practice at Council	100% of agreed actions implemented in full and on time	x	x	x	x	Director Corporate/CFO	Local Government Act 1993 / NSW Audit Office Reports
9.2.4	Ensure the Integrated Enterprise Risk Management Framework remains current, relevant, and aligned with organisational objectives and industry standards	Updated strategic risk register presented quarterly to ARIC	x	x	x	x	Manager WHS, QA & Risk	Integrated Enterprise Risk Management Plan, Policy & Procedure
9.2.5	Deliver an annual service review program <i>*New Services Reviews will be added annually after consultation with ARIC, Senior Management and Council</i>	*Service review for Parks & Open Spaces	x	x	x	x	Director Operations	IP&R Framework /Parks, Playgrounds & Recreational Facilities Maintenance Management Policy
		*Service review on roads	x	x	x	x		

Delivery Program Strategy: 9.3 Deploy reliable, efficient and effective financial management

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.3.1	Achieve long term financial sustainability Opex \$50K (General Fund) for an Efficiency Improvements Program in 25/26	Establish a Financial Sustainability Advisory Group and develop an Efficiency Improvements Program	x	x	-	-	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting
		Undertake an Efficiency Improvements Program	x	x	x	x		
		Explore a potential Special Rate Variation (SRV) during the 2026/27 financial year	-	x	X	-		
9.3.2	Foster Council's financial sustainability through maximising investment returns, including water sales	Value of investment earnings across all funds	x	x	x	x	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting Temporary Sale of Water Policy
		Value of temporary water sales earnings	x	x	x	x		
9.3.3	Practice sound financial management	Receive an unqualified audit opinion	x	x	x	x	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting
9.3.4	Practice procurement across the organisation in accordance with the Local Government Act and Council's Procurement Policy	Number of tenders conducted for spends over \$250,000	x	x	x	x	Manager Finance	Procurement Guidelines, Policy & Procedures
		Currency of contracts register	x	x	x	x		

9.3.5	Report on directly received grants	Value of Roads to Recovery funds received RFS	x	x	x	x	Manager Finance	OLG Compliance Calendar
		Value of Financial Assistance Grant received	x	x	x	x		
		Value of State Library NSW - Public Library Infrastructure Grant received	x	x	x	x		
		Value of RFS 'maintenance' funds received	x	x	x	x		
9.3.6	Investigate revenue raising opportunities through community sponsorships and requests (e.g. sponsoring park benches)	Program developed and implemented	x	x	x	x	Director Corporate/CFO	Long-Term Financial Plan
9.3.7	Coordinate the application of discretionary grants to help deliver Council's adopted programs	Summary of applications submitted and results	x	X	x	x	Executive Assistant to General	Grants Register
9.3.8	Ensure timely, accurate, and transparent financial reporting to support informed decision-making and maintain fiscal responsibility	Monthly management reports issued	x	X	x	x	Director Corporate/CFO or Manager Finance	Local Government Code of Accounting Practice and Financial Reporting
		Quarterly budget reviews reported to Council	x	X	x	x		
9.3.9	Undertake a review of Council's Local Water Utility Water Pricing Policy	Review completed	x	-	-	-	Director Corporate/CFO	

Delivery Program Strategy: 9.4 Deploy reliable, efficient and effective asset management

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.4.1	Continue effective Asset Management Planning (AMP) including the governance of the Asset Management Steering Committee <i>AMPS to be reviewed: Transport and Drainage 25/26 Water and Wastewater 26/27 Buildings, Land & Other Structures 28/29</i>	AMPs reviewed (one per year)	x	x	x	x	Asset Management & GIS Coordinator	Strategic Asset Management Plan / Asset Management Policy
		Revaluation and condition assessments – Water and Sewer	x	-	-	-		
		Revaluation and condition assessments – Buildings and Land	-	-	x	-		
		Number of committee meetings held and outcomes	x	x	x	x		
		Implementation of the Asset Management System and Program	x	x	x	x		
		Strategy is reviewed and updated at least every 4 years	-	-	-	x		
9.4.2	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs Capex Plant Reserve \$1.484M 25/26 \$920K 26/27 \$1.5M 27/28 \$950K 28/29	Percentage of light plant replacement program completed and expenditure YTD	x	x	x	x	Manager Open Space & Recreation	Plant and Fleet Asset Management Plan
		Percentage of heavy plant replacement program completed and expenditure YTD	x	x	x	x		
9.4.3	Manage and maintain council buildings and structures (49 commercial, 57 community, 120 operational and 61 public amenities) including having current	Regular meetings with relevant service agencies	X	x	x	x	Manager Environmental Sustainability/ Contracts and Projects Specialist	Asset Management Policy and Plans
		All service agreements are valid and Council is 100% compliant	X	x	x	x		

	<p>service agreement contracts (for example cleaning and fire evacuation)</p> <p>Capex – commercial building renewals (General Fund) \$99K in 25/26 \$87K in 26/27 \$134K in 27/28 \$204K in 28/29</p> <p>Capex – community building renewals (General Fund) \$40K in 25/26 \$133K in 26/27 \$166K in 27/28 \$254K in 28/29</p> <p>Capex – operational building renewals (General Fund) \$62K in 25/26 \$238K in 26/27 \$327K in 27/28 \$449K in 28/29</p> <p>Capex – public amenity renewals (other than conveniences) (General Fund) \$74K in 25/26 \$58K in 26/27 \$116K in 27/28 \$204K in 28/29</p> <p>Capex – Council owned House Renewals (General Fund) \$10K per annum</p>	Significant maintenance completed and renewal works undertaken in full and on time	x	x	x	x		
9.4.4	Enhance the capability, accuracy and accessibility of Council's Geographic Information System (GIS)	95% accuracy of core GIS datasets as verified through annual audits	x	x	x	x	GIS Officer	Asset Management Policy
		100% of works done to or added to Council infrastructure reported to GIS by asset managers for inclusion in asset registers within 1 month of completion	x	x	x	x		

Delivery Program Strategy: 9.5 Provide respected and effective representation, leadership and advocacy

Links to CSP: L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.5.1	Continue advocacy efforts on key issues for the Shire and the Region	Activities and their outcomes	x	x	x	x	General Manager	Local Government Act 1993
9.5.2	Implement training and development programs for councillors in accordance with the Councillor induction and Professional Development Guidelines	Activities offered and attendance rates	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Post Election Guide 2024
9.5.3	Councillor and Staff representation on or significant engagement with regional, state and national executive bodies	Occurrence, with notes on roles performed	x	x	x	x	Manager Governance, Corporate & Customer Service	

Delivery Program Strategy: 9.6 Nurture strong, strategic partnerships across the region, NSW and the Commonwealth, LGNSW, ALGA and Office of Local Government, Country Mayors Association and key government departments and parliamentary representatives

Links to CSP: L1 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.6.1	Participate in State and national Local Government Associations (LGNSW, ALGA, Country Mayors and Local Government Professionals)	Participation in and submissions to LGNSW	x	x	x	x	General Manager	Section 335 of Local Government Act 1993
		Participation in and submissions to ALGA	x	x	x	x		
		Participation in and submissions to Country Mayors	x	x	x	x		
		Participation in LGProfessionals Programs	x	x	x	x		
9.6.2	Membership of Riverina and Murray Joint Organisation (RAMJO)	Number of initiatives progressed	x	x	x	x	General Manager	RAMJO Strategy

9.6.3	Membership of Murray Darling Association Region 9 (MDA)	Number of initiatives progressed	x	x	x	x	General Manager	MDA Vision 2025: Strategic Plan 2020-2025
9.6.4	Undertake strategic engagement with Murrumbidgee Irrigation Ltd (MI Ltd)	Number of initiatives progressed	x	x	x	x	Director Operations	Community Engagement Strategy
9.6.5	Undertake strategic engagement with Department of Planning, Housing and Infrastructure - Crown Lands and Public Spaces	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.6	Undertake strategic engagement with Murrumbidgee Local Health Services	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.7	Undertake strategic engagement with Police Local Area Command	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.8	Undertake strategic engagement with member for Murray and member for Farrar	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy

Delivery Program Strategy: 9.7 Deploy reliable, efficient, effective and safe workforce management

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.7.1	Implement Council's WorkForce Management Plan	100% of actions on track (that are not reported below)	x	x	x	x	Executive Manager People & Culture	Workforce Management Plan
9.7.2	Provide local apprenticeship, traineeship and work experience opportunities at Council	Number of apprenticeships provided	x	x	x	x	Executive Manager People & Culture	Workforce Management Plan
		Number of traineeships provided	x	x	x	x		
		Number of work experience students placed in Council	x	x	x	x		
9.7.3	Implement Council's Cultural Plan	100% of actions on track	-	-	-	x	Executive Manager People & Culture	Cultural Plan
9.7.4	Implement Council's Health and Safety Program	100% of actions on track	x	x	x	x	Manager WHS, QA & Risk	Workforce Management Plan / WHS Commitment Statement
		Lost time to injuries expressed as the average number of days per 100 employees	x	x	x	x		
		Percentage of leave entitlements for the year taken	x	x	x	x		

Delivery Program Strategy: 9.8 Deploy reliable, effective and authentic community engagement

Links to CSP: L1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.8.1	Communicate and engage with the community effectively	Number of media releases	x	x	x	x	Communications Coordinator	Community Engagement Strategy / Media Policy (including Social Media)
		Number of social media posts	x	x	x	x		
		Average engagement with social media posts	x	x	x	x		
		Number of public engagement sessions and participation	x	x	x	x		
		Number of 'Have Your Say' surveys and participation	x	x	x	x		
		Number of "Noticeboard" items in The Irrigator	x	x	x	x		
		Online community newsletter and number of subscribers	x	x	x	x		
		Number of on-line videos	x	x	x	x		
9.8.2	Undertake a biannual Community Survey for Council	Survey results	x	-	x	-	Integrated Planning and Reporting Coordinator	Community Engagement Strategy Media Policy (including Social Media)

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