

# Council Plan

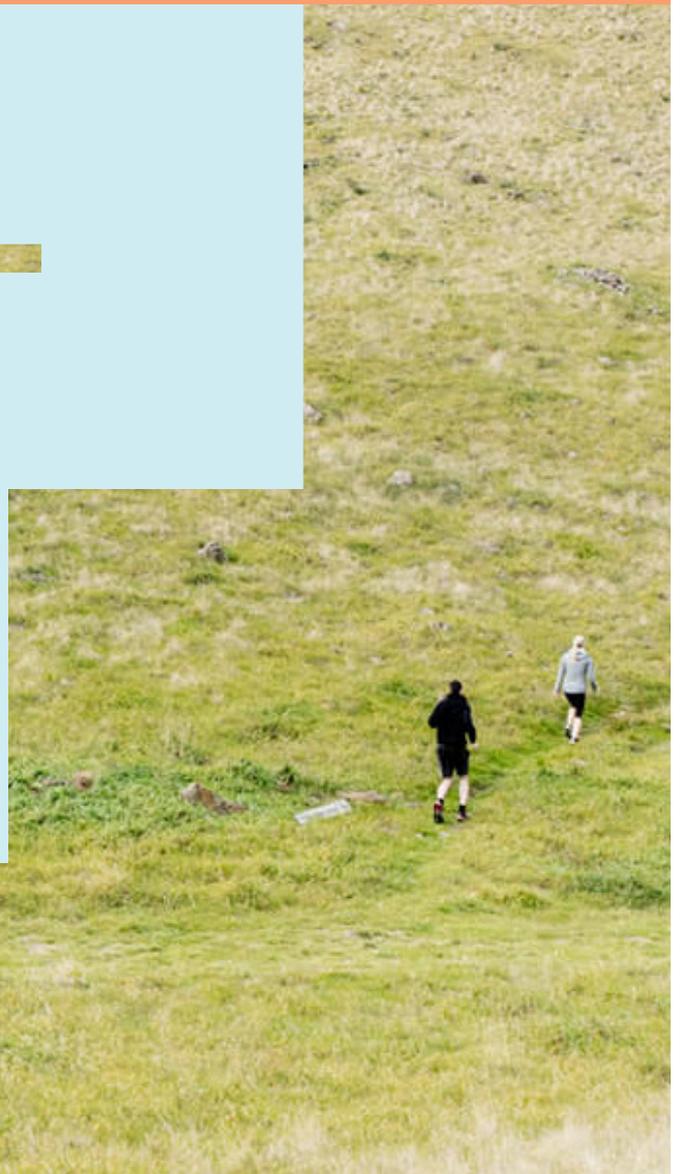


CORANGAMITE  
SHIRE

Corangamite Shire  
Council Plan  
2021 to 2025

2021-

2025

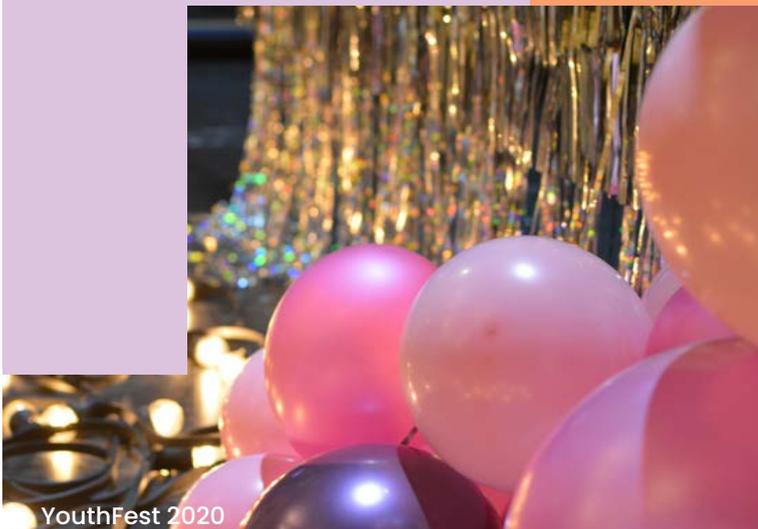


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Port Campbell Night Markets



YouthFest 2020



Mt Elephant, Derrinallum



Public art, Terang



Colour Run

# ACKNOWLEDGEMENT OF COUNTRY

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We acknowledge the traditional custodians of the land around Corangamite Shire, the Eastern Maar and Wadawurrung people. We pay our respects to all Aboriginal Elders and peoples past, present and emerging.

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# OUR VISION

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A connected and thriving community.

# OUR MISSION

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We will foster opportunities, celebrate our identity and lifestyle, and provide high quality and responsive services.

# OUR VALUES

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Teamwork  
Integrity  
Respect

# CORANGAMITE SHIRE

Corangamite Shire is one of the best places to live in Victoria, but there is always more that needs to be done. This Council Plan is about capturing the things that we think need to be done to make the Shire better for residents, business and visitors and the environment



# THE PURPOSE OF A COUNCIL PLAN

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Each Council is required to prepare and adopt a four year Council Plan by 31 October in the year following a general election.

The Council Plan reflects the strategic priorities and direction of the elected Council. Included in the Plan are Council's strategic objectives, strategies for achieving the objectives, and indicators for monitoring success. Also included is a vision that conveys the direction

of the organisation, a mission statement that defines the overall purpose, and critical values which reflect the high standards of conduct expected by the community of its Councillors and Council staff.

The Plan is supported by an Annual Action Plan which identifies major initiatives for achieving the objectives and strategies.

## HOW TO READ THIS PLAN

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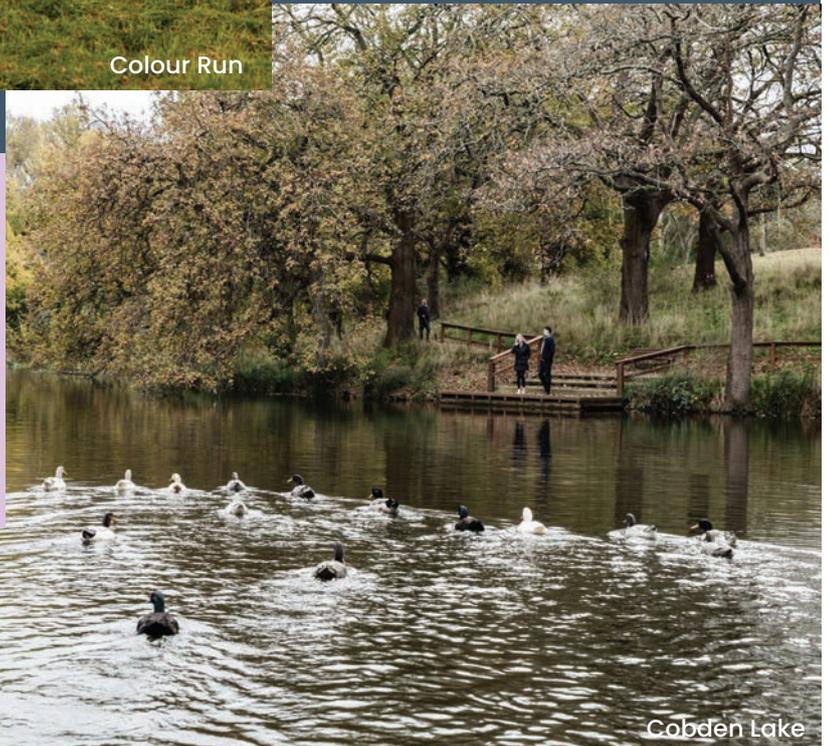
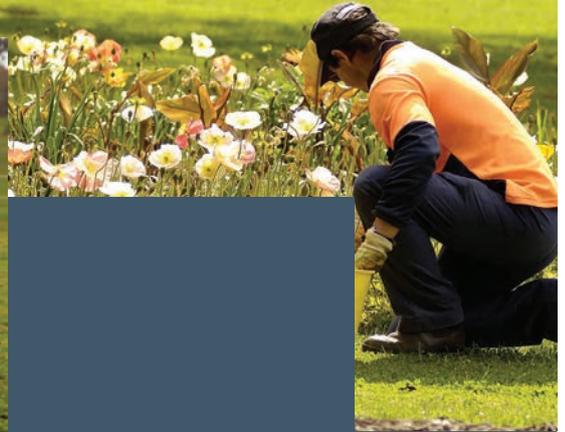
**What's important** = Objectives

**What are we going to do** = Strategies

**How do we know it's working** = Indicators (measures) for the objectives



Colour Run



Cobden Lake

# COUNCIL

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Our communities are represented by seven Councillors from five wards who work on behalf of their communities to ensure the whole Shire benefits from sound and transparent decision-making across all areas of Council business.



**Cr Jo Beard**  
South Central Ward

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“Making sure we have enough residential land for new residents is critical and needs to be the focus over the next four years.”

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[jo.beard@corangamite.vic.gov.au](mailto:jo.beard@corangamite.vic.gov.au)

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0417 369 457



**Cr Nick Cole**  
North Ward

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“Corangamite Shire roads are vital for our residents and farmers. Council needs to ensure our roads are maintained and put pressure on the Government to improve roads they are responsible for.”

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[nicholas.cole@corangamite.vic.gov.au](mailto:nicholas.cole@corangamite.vic.gov.au)

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0455 111 459



**Cr Geraldine Conheady**  
Central Ward

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“Agriculture sustains Corangamite and has so much potential for further innovation and investment within the Shire.”

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[geraldine.conheady@corangamite.vic.gov.au](mailto:geraldine.conheady@corangamite.vic.gov.au)

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0418 689 617



**Cr Ruth Gstrein**  
Central Ward

.....  
"I would like to see more people moving into the Shire and for Council services to be accessible and inclusive for all."

.....  
ruth.gstrein@corangamite.vic.gov.au

0407 320 283  
.....



**Cr Laurie Hickey**  
Central Ward

.....  
"Our residents need a variety of sporting and cultural facilities, these contribute to our wonderful communities and are an attraction for new residents."

.....  
laurie.hickey@corangamite.vic.gov.au

0455 111 670  
.....



**Cr Kate Makin**  
South West Ward

.....  
"We need to make sure that residents can stay active and healthy through the provision of trails, footpaths and recreation facilities."

.....  
kate.makin@corangamite.vic.gov.au

0427 983 566  
.....



**Cr Jamie Vogels**  
Coastal Ward

.....  
"Agriculture is the engine of the Corangamite economy. We need to listen to our farmers."

.....  
jamie.vogels@corangamite.vic.gov.au

0455 111 645  
.....



# THEME ONE

## A Connected Community

Connections are vital to rural communities such as Corangamite. We need to make sure that residents and businesses have good digital and mobile phone coverage, and that roads and transport options allow them to get around and do business.

John Chapman participating in Sunburst Corangamite

What's important?	What are we going to do?	How do we know if it is working?
Roads that are fit for purpose	<p>Advocate to the State Government for continued funding to support arterial road maintenance and upgrades</p> <p>Maintain the condition of our existing local road network</p> <p>Improve the standard of roads where it will support business retention and growth</p>	Improved road conditions and increased funding for Federal, State and local roads within the Shire
Footpaths that provide access to key destinations in our towns	Plan and deliver an expanded footpath network, including Special Charge Schemes for targeted areas	Increase in footpath network infrastructure length and distribution
Improved mobile phone coverage	Advocate for investment in mobile phone network infrastructure for improved, reliable coverage	New telecommunications infrastructure constructed in the Shire as part of the Australian Government's Mobile Black Spot (or similar) program
Digital connectivity that meets the needs of our community	<p>Advocate for Government investment in priority projects identified in the Great South Coast Digital Plan, including deployment of NBN high performance technology, 5G rollout, digital literacy training, and local digital hubs</p> <p>Increase accessibility to Council services using digital technologies</p>	Increase in the number and geographic spread of residents, visitors and businesses able to access Council and other services using digital technologies throughout the Shire
Infrastructure that enables industry and business growth	<p>Plan for new and emerging industries and identify priority locations for industry and business development</p> <p>Prioritise development of industrial parks/precincts in strategic locations</p> <p>Advocate with relevant authorities and stakeholders for services and infrastructure provision to support industries</p>	Increase in Government investment in enabling infrastructure for priority industrial parks/precincts in the Shire
Infrastructure and services that deliver population growth and new housing	<p>Advocate for the funding and delivery of infrastructure and services to support new residential development</p> <p>Breakdown barriers and costs for residential development</p>	New residential land provided with infrastructure and services to enable housing and population growth

What's important?	What are we going to do?	How do we know if it is working?
Contemporary library services that are accessible to residents	Develop and implement the shared service library model in partnership with neighbouring councils Facilitate access to library services for residents using a range of methods	Increase in the number of residents accessing services and resources
A range of public and/or active transport options for Corangamite Shire residents	Advocate for improved public transport services, expanded networks and encourage walking and cycling	Increase in the usage of footpaths, cycle paths, trails and active transport networks throughout the Shire
Access to infrastructure that supports a healthy and active lifestyle for our community	Offer a design grant program to support improved access to community managed facilities Improve access to information about Corangamite Shire's community groups	Improved access, participation, inclusion and respect-based projects completed

# THEME TWO

## A Thriving Community

Corangamite has great communities and we want to make sure they are economically and socially vibrant.

What's important?	What are we going to do?	How do we know if it is working?
Facilitating and supporting economic development	Develop a new economic development strategy	Increases in the number of new business attracted to the Shire and existing businesses expanded, in addition to the number of businesses retained remaining steady
	Provide grants and facilitation programs that support small business	
	Encourage priority industry sector investment within the Shire	
	Position Corangamite Shire for new business and investment opportunities through strategic planning	
Helping business recover from COVID and capitalise on opportunities	Implement economic development actions from the Recovery Plan	Increase in the local economy identified through economic modelling data
	Conduct business development training/workshops	
	Showcase Corangamite businesses externally	
	Broaden our local economic profile	
More housing and subdivision to cater for population growth	Develop a strategic plan to identify priority locations for residential development	Increase in the volume of new residential lots made available for development and Shire population, and rezoning completed
	Undertake a proactive role in delivery and development of residential land to increase population and new housing	
	Ensure the Corangamite Planning Scheme supports new residential development and growth	
	Implement local and regional actions from the Key Worker Housing Action Plan	
Arts and culture that is supported and accessible	Develop a Corangamite creative industries strategy	Completion of the Creative Industries strategy, and implementation of the strategy
	Establish the Camperdown Theatre as a premier venue for events	

What's important?	What are we going to do?	How do we know if it is working?
Engaging with young people and encouraging opportunities that retain young people in our Shire	Provide young people with an opportunity to contribute to decisions that affect their lives and communities Implement the Youth Strategy 2020-2025 Make it easier for young people to transition from education to employment by forging stronger links between local industries and education providers Encourage young people to stay and study after finishing school	Funded actions from the Youth Strategy are implemented
Our young people are encouraged and supported to engage in learning	Provide quality education programs for Early Years Advocate for better access to digital services in education settings and support online learning Support two years of kindergarten Support young people to pursue a diverse range of further education options	Early Years' services meet accreditation requirements when assessed and rated
Recognising the vital role agriculture plays within the Shire	Develop a sustainable agricultural industries strategy Increase the capabilities of Corangamite's agricultural leaders in partnership with industry bodies Encourage the expansion of the Shire's agricultural profile into new and diversified farming production systems Investigate industrial opportunities for hydrogen processing to establish a regional fertiliser production facility within Corangamite Shire	Growth within local agricultural sectors (output and GDP) of State and National significance

What's important?	What are we going to do?	How do we know if it is working?
A local tourism industry that is valued and recognised for its significant role to the Shire	Continue support of the 12 Apostles Food Artisan Trail	Increases to the tourism product and tourism businesses registered
	Complete Port Campbell Town Centre Project	
	Foster diversification and increase in delivery of tourism accommodation experiences	Port Campbell Town Centre project completed
	Promote Corangamite as a Cycle Tourism destination	
	Promote the Volcanic Lakes and Plains tourism region	
Corangamite's townships are attractive, accessible and appealing to visitors and are presented in a way in which our residents can be proud	Continue to support business façade improvements, including accessibility	The community's satisfaction with the appearance of public areas remains above 70
	Protect, promote and celebrate our heritage places	
	Plan for improvements or upgrades to our towns' gravel roads and streetscapes	
	Provide welcoming township entrances and attractive parks and gardens	
We retain and we grow our population	Provide infrastructure that supports businesses to be able to operate remotely	Increased population/migration levels
	Promote lifestyle opportunities to encourage regional migration	
	Provide education and care programs that meet the community's needs	



# THEME THREE

## A Healthy, Active and Resilient Community

Council needs to support communities and individuals to be healthy, active and resilient.

What's important?	What are we going to do?	How do we know if it is working?
Supporting our communities to move on from COVID	<p>Improve community connections impacted by COVID by addressing social isolation and inclusion</p> <p>Support the delivery of a COVID vaccination program</p> <p>Consider and involve young people in recovery planning</p>	Corangamite's COVID vaccination rate is above the State average
Improving the health and wellbeing of our residents	<p>Adopt and implement the Municipal Public Health and Wellbeing Plan 2021-2025</p> <p>Collaborate with health providers and other agencies for improved health and wellbeing outcomes</p>	At least 70% completion of actions assigned to Council under the Municipal Public Health and Wellbeing Plan
Access and inclusion is improved	<p>Implement the Access and Inclusion Plan 2020-2025</p> <p>Encourage opportunities for residents to volunteer with the Shire to support community life</p> <p>Support participation in and the development of Council services for residents of all ages and abilities</p>	The community satisfaction rate for disadvantage support services remains above 65
Council continues to provide a key role in emergency planning and recovery	<p>Municipal Emergency Management Plans are certified by the regional committee</p> <p>Undertake a Shire wide flood study to assist with future infrastructure planning and reduce the impacts of extreme weather events</p>	The community satisfaction rate for emergency and disaster management remains above 70
Community resilience is improved to allow individuals and towns to respond and recover from emergencies	<p>Support community emergency planning programs in each town</p> <p>Provide risk-based education to the wider community</p>	Every town has a self-initiated community emergency or resilience project by the completion of the Plan
Corangamite residents have access to a range of sport and recreation opportunities	<p>Encourage delivery of alternate/modified sports</p> <p>Promote diversity and inclusion including gender, age and ability</p>	The community satisfaction rate for recreational facilities remains above 65

What's important?	What are we going to do?	How do we know if it is working?
<p>Our community groups and clubs are engaged and supported and facilities are fit for purpose</p>	<p>Develop a program to encourage, celebrate and acknowledge volunteers</p> <p>Support recreation reserve committees to implement findings from Master Plan study</p> <p>Seek opportunities for multi-use/co-location at facilities or shared service opportunities</p> <p>Provide financial support to community groups for facility improvements</p> <p>Advocate for upgrades to State Government owned community facilities</p>	<p>The community satisfaction rate for recreational facilities remains above 65</p>

# THEME FOUR

## Improving our environment

A flourishing, healthy environment is crucial to the wellbeing of our Shire and underpins our tourism and agriculture sectors. We need to work with our community to improve the environment.

What's important?	What are we going to do?	How do we know if it is working?
Protecting and improving our built and natural environment	<p>Expand the Environment Support Fund grants program for community and environmental groups</p> <p>Develop a new 10 year Roadside Management Plan</p> <p>Develop a new Environment Strategy and Action Plan</p> <p>Advocate for improved arterial roadside management by the State Government</p> <p>Work with community groups to enhance local natural features</p> <p>Advocate for the State Government to fund and support volunteer groups to manage Crown land</p>	Increase in the spread and impact of environment projects in the Shire
Providing high quality waste services, including sustainable management of the regional landfill at Naroghid	<p>Investigate alternative ways of recovering materials and value from waste</p> <p>Implement a transition to the Recycle Victoria directions and best practice facilities</p>	Compliance with EPA requirements for the management of the landfill, transfer stations and waste services
Capitalising on opportunities created by new energy, and minimising impacts on key industry sectors, landscape values and natural assets	<p>Advocate for better planning and stronger community involvement by the State Government in the location of new energy infrastructure</p> <p>Advocate for the implementation of the Great South Coast Hydrogen Strategy</p>	New energy options investigated and acted on if viable in the Shire
Reducing the carbon footprint of Council operations	<p>Complete a renewable energy suitability audit for all Council and community managed/ owned facilities and commence installation of new infrastructure or upgrades</p> <p>Invest in sustainability infrastructure on Council buildings to lessen the resource use and cost</p>	Increase in the number of Council facilities using sustainable energy and water solutions

What's important?	What are we going to do?	How do we know if it is working?
Helping our community plan and respond to climate change	<p>Complete a Council climate change strategy, including emissions reduction and community education programs</p> <p>Establish a climate change community reference group</p> <p>Communicate and collaborate with other municipalities in relation to climate change</p>	Completion of Council Climate Change strategy
Piloting the implementation of the United Nations Sustainable Development Goals (SDGs) at the local level	<p>Map the Council Plan and Environment Strategy to the 17 Sustainable Development Goals.</p> <p>Participate in other partnerships for the Goals, including working with the Great Ocean Road Parks and Coastal Authority and State and Federal Government departments to apply specific measures</p>	Completion of the pilot

# THEME FIVE

## Community Leadership

**Council plays an important leadership role. To be successful we need to ensure that Council is ethical, has a strong financial position and great staff.**

What's important?	What are we going to do?	How do we know if it is working?
Having strong governance practices	Ensure compliance with the <i>Local Government Act 2020</i>	Compliance with <i>Local Government Act 2020</i>
	Uphold the principles of public transparency via accessible Council meetings	
	Meet external reporting obligations	
	Promote a strong ethical culture and maintaining a contemporary integrity framework	
Ensuring that we maintain our strong financial position	Exercise responsible financial management in budgeting and long term financial planning	Overall financial sustainability risk assessment does not exceed medium risk
	Continue to focus on operational efficiencies in response to ongoing financial challenges by identifying and embracing new and better ways of doing things	Completion of Long Term Financial Plan
	Enhance our financial and infrastructure management systems	
Council advocates strongly and respectfully on issues that matter to our community	Continue to advocate on behalf of the community inline with the priorities identified	Community satisfaction with lobbying remains above the average for large rural shires
We listen to and engage with our community	Encourage diversity of voices through Council's community engagement processes	The community's satisfaction with consultation and engagement remains above the average for large rural shires
	Use of a broad range of engagement and communication techniques including use of plain language	
	Use creative engagement and outreach strategies to engage with vulnerable people and isolated residents	

What's important?	What are we going to do?	How do we know if it is working?
<p>We provide a great work environment</p>	<p>Provide staff with mandatory training and professional development opportunities</p> <p>Foster diversity throughout the organisation and ensure gender equity is addressed</p> <p>Provide a safe workplace by fostering a positive safety culture among staff with safety training and awareness</p> <p>Enhance the digital and technological capability of the organisation</p> <p>Ensure all people are treated equally and respectfully through the provision of education and awareness of Council's values and code of conduct to staff, volunteers, contractors and community groups</p> <p>Ensure that sexual harrassment is not tolerated</p>	<p>Majority of employee opinion survey results remain above averages for similar shires</p>
<p>Working with First Nations people</p>	<p>Participate in the development of Traditional Owner Agreements and the Victorian Aboriginal and Local Government Action Plan</p> <p>Develop an organisational Reconciliation Action Plan</p> <p>Work with Traditional Owners to improve knowledge of the Shire's shared history</p>	<p>Completion of the Reconciliation Action Plan</p>
<p>Council promotes best value and value for money for its ratepayers</p>	<p>Partner with neighbouring councils to provide shared services or deliver shared projects where feasible</p> <p>Work cooperatively with other organisations to ensure the coordinated delivery of services to our community</p>	<p>Maintained shared projects and implementation of at least one shared service</p>



## Corangamite Shire Council

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**CORANGAMITE  
SHIRE**