

CORANGAMITE SHIRE
COUNCIL PLAN

2017-2021

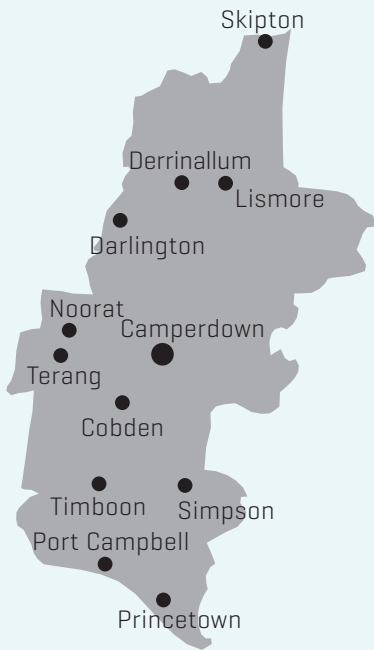
Revised June 2020



CORANGAMITE
SHIRE

CORANGAMITE SHIRE AT A GLANCE

CORANGAMITE SHIRE

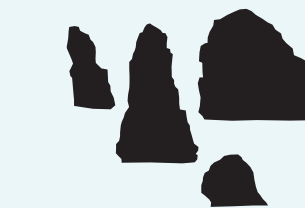


2.58%
UNEMPLOYMENT RATE

WARD MAP



AREA
4,400 KM²

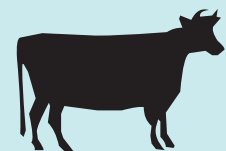


TWELVE APOSTLES
PORT CAMPBELL NP

2.6 MILLION
ANNUAL VISITORS

12
COMMUNITIES

RATEABLE PROPERTIES
9,604



31.6%
of our workforce
employed in
AGRICULTURE

LOCAL BUSINESSES
3,029

2,368 KMS
LOCAL SEALED &
UNSEALED ROADS



5,027 TONNES
KERBSIDE WASTE
COLLECTED ANNUALLY

PUBLIC
PLAYGROUNDS
20

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VISION

WE STRIVE FOR A CONNECTED
AND THRIVING COMMUNITY



ABOUT CORANGAMITE SHIRE

Located two hours south-west of Melbourne, Corangamite is a large rural shire with a small population base of 15,671 [ABS Estimated Residential Population June 2015].

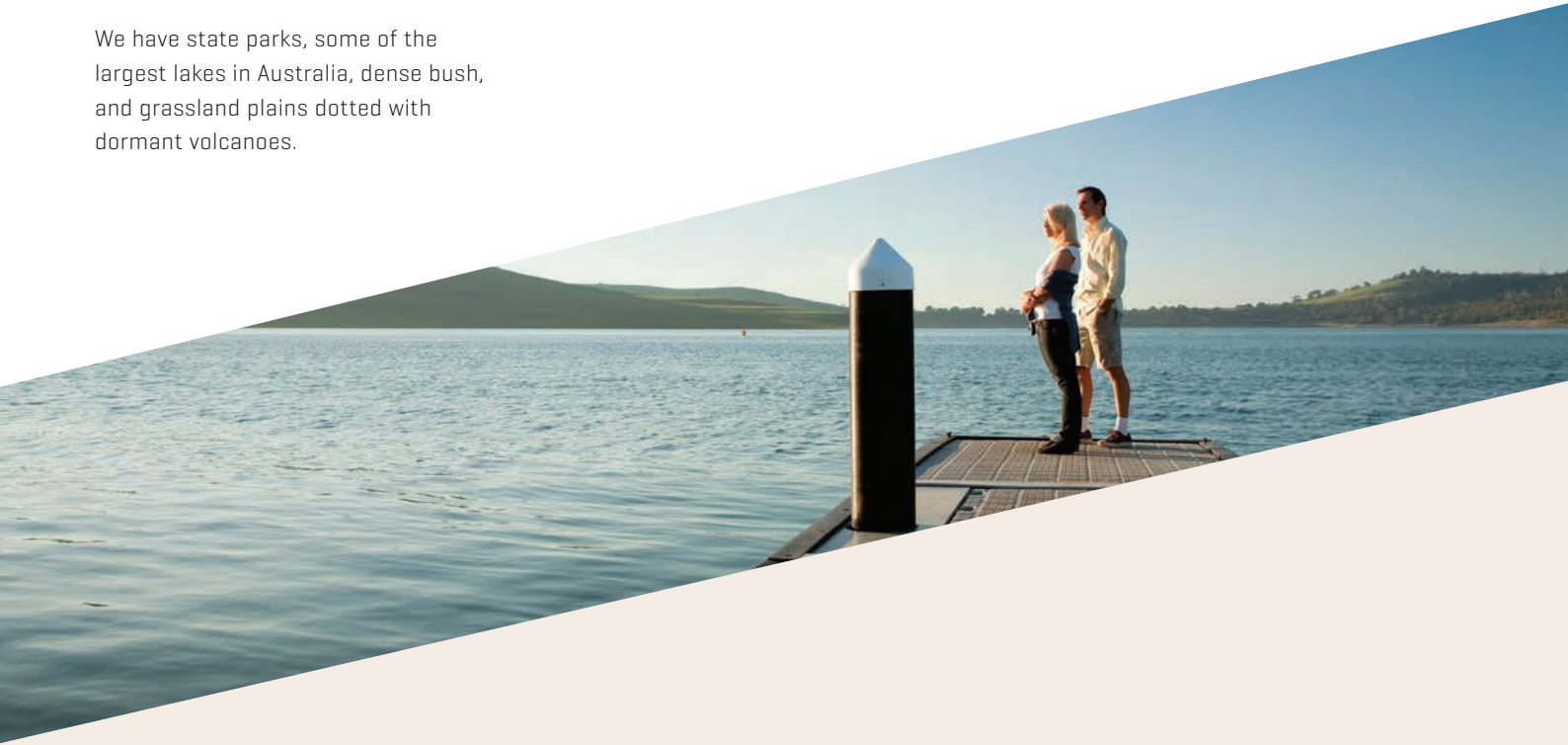
From the Southern Ocean and rugged Shipwreck Coast in the south, to the grazing expanses of the north, our boundaries stretch 120 kilometres past forests and fertile farmland. Our large geographic area is home to a number of stunning and diverse natural landscapes including the world-renowned Twelve Apostles and Port Campbell National Park.

We have state parks, some of the largest lakes in Australia, dense bush, and grassland plains dotted with dormant volcanoes.

Corangamite's townships include Camperdown, Terang, Timboon, Port Campbell, Cobden, Lismore, Derrinallum, Skipton, Princetown, Simpson, Noorat and Darlington.

Much of the rural area in Corangamite Shire is used for agriculture, particularly dairy farming, sheep and cattle grazing, and grain growing.

Tourism is also an important industry, especially in the southern section along the Great Ocean Road.



WHY A COUNCIL PLAN?

Each council is required to produce a four year Council Plan by 30 June in the year following a general council election.

The Council Plan is a strategic document which demonstrates where the Council and community will be in 2021 and how we will achieve our outcomes.

This Council Plan has a significant focus on the issues that we believe are of

importance to our communities, namely roads, financial sustainability, economic development and efficient delivery of high quality services.

Councillors and Council officers are committed to working together in the best interests of the people of Corangamite Shire and to discharging our responsibilities to the best of our skill and judgement.

The Council has identified a vision that conveys the direction of the organisation and a mission statement that defines its overall purpose.

The Council Plan also describes the critical values which demonstrate the high standards of ethical conduct expected by the community of its Councillors and Council staff.

MISSION

WE WILL MANAGE THE OPPORTUNITIES AND CHALLENGES FACING CORANGAMITE SHIRE TO ENSURE THAT WE IMPROVE THE LIVES OF PEOPLE THROUGH STRONG, ETHICAL AND RESPONSIVE REPRESENTATION WITH A FOCUS ON PROVIDING VALUE TO RATEPAYERS



COUNCIL PLAN THEMES

For each theme, Council has identified objectives and strategies to guide Council and officers over the next four years and developed performance measures to monitor how well we are achieving the objectives.

1 GOVERNANCE & FINANCIAL SUSTAINABILITY

We are committed to ensuring the ethical behaviour of Councillors and staff, maintaining good governance and remaining financially sustainable.

2 ROADS

We are committed to maintaining our local roads and advocating to the State and Federal Governments for improvements to the road network.

3 VIBRANT ECONOMY, AGRICULTURE & TOURISM

We value the importance of local business to our economy and the overall prosperity of Corangamite Shire.

4 BUILT & NATURAL ENVIRONMENT

We are committed to improving the liveability of Corangamite Shire through the management of our facilities, town planning and environmental sustainability.

5 SAFE & HEALTHY COMMUNITIES

We are committed to working towards ensuring the safety, health and wellbeing of our communities.

6 ORGANISATIONAL PERFORMANCE

We value our employees, their contribution and are committed to providing a safe workplace. We will ensure our organisation delivers a high level of customer service and our employees act with integrity at all times.

CHALLENGES & OPPORTUNITIES

- Cost shifting and expansion of service delivery
- Delivering services in a financially constrained environment
- Communication and connections [NBN]
- Roads, weeds and drainage.
- Economically competitive
- Tourism, including the Shipwreck Coast Master Plan and Twelve Apostles Trail
- Gas, natural resources/energy
- Diversifying agricultural enterprise
- Quality of life/liveability for all ages, walking trails, location, affordable land, landscapes

OUR VALUES

RESPECT

INTEGRITY

INNOVATION

COLLABORATION

LEADERSHIP



**CR RUTH GSTREIN
CENTRAL WARD**



ruth.gstrein@corangamite.vic.gov.au
M. 0407 320 283

**CR JO BEARD
SOUTH CENTRAL WARD**



jo.beard@corangamite.vic.gov.au
M. 0417 369 457

**CR LESLEY BROWN
NORTH WARD**



lesley.brown@corangamite.vic.gov.au
M. 0428 594 684

**CR HELEN DURANT
CENTRAL WARD**



helen.durant@corangamite.vic.gov.au
M. 0427 115 783

**CR NEIL TROTTER
SOUTH WEST WARD**



neil.trotter@corangamite.vic.gov.au
M. 0407 101 872

**CR SIMON ILLINGWORTH
COASTAL WARD**



simon.illingworth@corangamite.vic.gov.au
M. 0431 933 406

**VACANT
CENTRAL WARD**



WORDS INTO ACTIONS

To demonstrate how we honour our commitments to the Council Plan objectives, we will annually produce two important documents, the Strategic Resource Plan and Annual Action Plan. The Strategic Resource Plan outlines Council's resource commitments for the coming four years. The Strategic Resource Plan is reviewed annually and is contained within the Council Plan. The Annual Action Plan is developed each year to assist in the delivery of the objectives and strategies contained within the Council Plan. The Annual Action Plan details the activities and initiatives for the coming financial year and is published as an addendum to the Council Plan.



COMMUNITY PLANNING

As part of a joint initiative with the State Government, over the past six years Corangamite Shire has systematically surveyed local residents and assisted them to develop township Community Plans.

These plans outline local community priorities for maintaining and developing those things that are important to local people. While some of these priorities are not necessarily Council priorities, Council has been able to support and assist local communities complete their priority projects through advocacy, technical advice, seed-funding, grant support and other project assistance through its Community Planning initiative.

Some common themes across the 12 Community Plans have included improving walking and cycling trails, upgrading streetscapes and shop facades, improving public parks,

playgrounds and sporting facilities, interpreting local history and developing local business and tourism.

More than 60 key community projects have been completed over the past five years. Other projects are in train as Council supports an ongoing process to review and update each community plan.

One of the more important dimensions of community planning at Corangamite Shire concerns community engagement and development.

Community planning provides a structure to bring people together, to share opinions, to become better informed, and to respect different viewpoints. In this way it encourages local people to take an active role in

bringing about changes they would like to see in their community and to bring new resources and influences to bear on priority issues.

In many cases this has involved the formation of influential partnerships within and beyond local communities. Community planning provides a mechanism for Council to engage with and listen to its communities.

Current priorities for Corangamite townships include the following projects. It is noted some of these projects are aspirational and may not be delivered or supported by Council during the life of this Council Plan.



COBDEN

- Encourage young people to get involved
- Provide caravan dump point site and free camping
- Develop Community Hub and Information Centre
- Build 'Terminal 1' Cobden Airstrip

LISMORE

- Develop heated swimming pool
- Improve town entrances
- Improve township health services
- Developing cycling and walking trails

SIMPSON

- Construct town entry welcome signs
- Develop indoor gym and pool at sporting complex
- Make / improve town walking and cycling tracks
- Retain and re-purpose former Kraft factory

SKIPTON

- Reopen the Skipton Hotel
- Restore shops in main street and reopen them
- Establish overnight camping / caravan site at pool
- Attract more business and industry

DARLINGTON

- Re-roof Darlington Hall
- Upgrade toilets at Recreation Reserve
- Install town and area features information board
- Make safer entrance to Speedway and Cemetery

TIMBOON

- Complete Timboon Town Centre improvements
- Construct Mountain Bike Bush Trail
- Develop 'Story of Timboon' history and culture
- Produce publication on local features and events

TERANG

- Continue clean-up of Terang's shopfronts
- Develop Terang Lake Public Park
- Establish retirement village
- Fill empty shops

PORT CAMPBELL

- Construct township walking and cycling tracks
- Develop hot pool / thermal spa facility
- Build pedestrian bridge over Campbell's Creek
- Build town entry welcome signage

DERRINALLUM

- Construct town directory / information board
- Develop northern food trail
- Development of a small retirement village

CAMPERDOWN

- Maintain and develop Tourist Information Centre
- Restore Camperdown Botanic Gardens and Arboretum
- Develop local business and industry
- Reinstate Lake Bullen Merri access road

NOORAT

- Extend / complete Mount Noorat walking track
- Create more footpaths, complete gaps and make repairs
- Improve town entrances from all directions
- Establish monthly Farmers Market

PRINCETOWN

- Complete community space development
- Construct new toilets near bridge
- Improve design / safety of town entry intersection
- Construct floating pontoons at swimming area

THEME 1

GOVERNANCE AND FINANCIAL SUSTAINABILITY

We are committed to ensuring the ethical behaviour of Councillors and staff, maintaining good governance and remaining financially sustainable

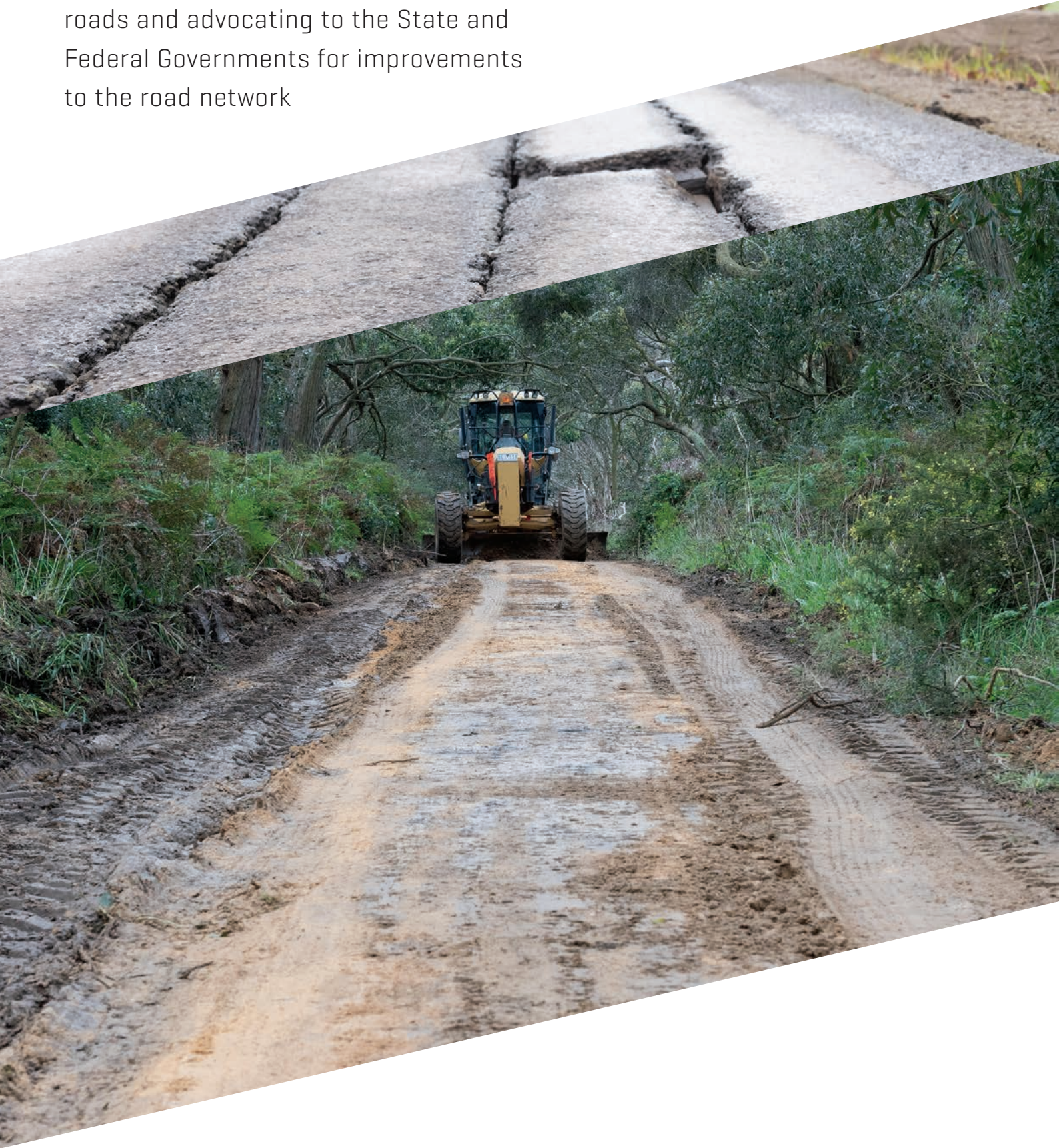


OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Council will demonstrate high levels of ethical behaviour and governance standards</p>	<ul style="list-style-type: none"> · Provide professional development opportunities in relation to ethical behaviour and fraud prevention · Maintain a Risk Management Framework that ensures risks are monitored and controlled appropriately · Develop Council strategies and plans that reflect the aspirations of our diverse communities · Foster relationships with key stakeholders 	<ul style="list-style-type: none"> · A minimum of two training sessions provided for Councillors annually · All Council risks have a residual rating of medium or lower · Overall performance from the annual Community Satisfaction Survey remains above 60% · Annual Community Satisfaction Survey results for community decision making remains above 60%
<p>Council will make budgetary decisions that ensures Council remains in a strong financial position now and into the future</p>	<ul style="list-style-type: none"> · Utilise the Long Term Financial Plan to deliver financial sustainability · Reduce borrowings unless required for significant new capital projects or short term financial issues · Ensure the Rating Strategy results in stability of the rate burden for our community 	<ul style="list-style-type: none"> · Financial Sustainability Risk Indicators as measured by the Victorian Auditor General are no less than medium annually
<p>Council will deliver value for money by ensuring that services are required and delivered efficiently and sustainably</p>	<ul style="list-style-type: none"> · Undertake service/improvement reviews · Consider alternative service providers · Set fees and charges to ensure that services can be delivered sustainably and Council will be transparent about subsidies · Consider opportunities to maximise rental returns 	<ul style="list-style-type: none"> · Undertake at least two service/improvement reviews annually · Fees and charges policy is reviewed biennially · Increase the number of commercial agreements by 15% over the life of the Plan
<p>Council will advocate strongly in relation to roads, cost shifting, and other Council and community priorities</p>	<ul style="list-style-type: none"> · Maintain a strong commitment to the Great South Coast Group · Make submissions and influence State Government policy and legislation · Continue to advocate strongly for improved road maintenance and upgrades · Develop an Advocacy Strategy to guide the Council in advocating on issues of importance to the community · Continue to advocate for public transport improvements, particularly improved rail stock and north-south bus connections 	<ul style="list-style-type: none"> · 80% attendance at GSC meetings and forums · State and Federal members of Parliament provided with Shire priorities prior to State and Federal budgets each year · Annual Community satisfaction rating for advocacy increased
<p>Council will build strong and effective partnerships with key stakeholders including peak organisations and the State and Federal Governments</p>	<ul style="list-style-type: none"> · Maintain relationships with key State Government politicians · Maintain involvement with key peak organisations · Work with the State Government in relation to the Shipwreck Coast Master Plan 	<ul style="list-style-type: none"> · Council will meet with key State Government politicians annually · Membership of key peak organisations renewed annually

THEME 2

ROADS

We are committed to maintaining our local roads and advocating to the State and Federal Governments for improvements to the road network



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
Maintain our local road network at current or improved standards	<ul style="list-style-type: none"> · Ensure our road network complies with the Road Management Plan · Ensure sufficient funding is allocated to maintain the road network 	<ul style="list-style-type: none"> · Average annual 100% Asset Renewal ratio for the life of the Council Plan · Improve the ratio of local roads in acceptable condition beyond 98%
Council will focus on the provision of high quality roads	<ul style="list-style-type: none"> · Ensure that local road construction methods deliver high quality and long lasting roads · Continue focus on improving roadside drainage throughout the local road network 	<ul style="list-style-type: none"> · Improvement in annual community satisfaction with local sealed and unsealed road network · Existing funding levels allocated to improve the roadside drainage network maintained or increased
Upgrade strategic local roads based on opportunities to improve economic outcomes	<ul style="list-style-type: none"> · Engage with business to identify improvement needs for local road routes 	<ul style="list-style-type: none"> · Upgrade a minimum of three strategic routes for the life of the Council Plan
Advocate on behalf of our communities for increased funding towards the main road network	<ul style="list-style-type: none"> · Prioritise State Government roads requiring attention · Partner with key local and regional stakeholders and neighbouring LGAs · Work with transport sector to identify the impacts of poor road conditions · Seek declaration of Princes Highway as a Road of National Significance by Federal Government 	<ul style="list-style-type: none"> · Advocacy documentation developed annually

THEME 3

VIBRANT ECONOMY, AGRICULTURE AND TOURISM

We value the importance of local business to our economy and the overall prosperity of Corangamite Shire



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Maintain our competitive advantage as an “investment friendly” Council and a leader in local economic development</p>	<ul style="list-style-type: none"> · Ensure the planning framework, infrastructure and availability of zoned land supports industry attraction · Facilitate entrepreneurial activity and private investment in new business opportunities and the expansion of existing business · Investigate establishment of an agri-business precinct · Encourage investment by businesses to improve the appearance of their shopfronts/facades/ businesses · Advocate for improved digital connectivity and mobile telephony 	<ul style="list-style-type: none"> · Increase in number of new businesses annually · Increase in businesses added to Corangamite Business Directory · Retail Area Façade Improvement Program is fully subscribed on an annual basis · Annual Community satisfaction rating for business and community development remains above 60%
<p>Increase the economic value of the food and fibre sector within Corangamite Shire</p>	<ul style="list-style-type: none"> · Support the expansion of existing agricultural businesses; the diversification of agriculture and increased value adding of local product · Strengthen engagement with the food and fibre sector to provide useful information on export markets, grants, research and opportunities 	<ul style="list-style-type: none"> · Increase the number of businesses on food artisans trail within the life of the Council Plan · Increase in Value of Agricultural product annually (REMPPLAN)
<p>Support and facilitate the development of the visitor economy</p>	<ul style="list-style-type: none"> · Work with Great Ocean Road Regional Tourism (GORRT) to develop tourism product and provide marketing support · Facilitate investment and development of tourist accommodation consistent with the Shipwreck Coast Master Plan and Tourism Opportunities Study sites · Encourage and promote festivals and events in Corangamite Shire 	<ul style="list-style-type: none"> · Annual Community Satisfaction rating for tourism development remains above 60%
<p>Increase the population of Corangamite Shire</p>	<ul style="list-style-type: none"> · Encourage new residents to locate within Corangamite Shire whilst also retaining existing population · Facilitate business growth so as to generate jobs which will support an increased population 	<ul style="list-style-type: none"> · Maintain number of new resident functions annually · Increase number of new residents contacted annually

THEME 4

BUILT AND NATURAL ENVIRONMENT

We are committed to improving the liveability of Corangamite Shire through the management of our facilities, town planning and environmental sustainability



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Improve the appearance of our towns and public spaces</p>	<ul style="list-style-type: none"> · Continue to invest in a program of streetscape infrastructure renewal · Increase street tree planting 	<ul style="list-style-type: none"> · Streetscape program delivered annually · Satisfaction survey response for appearance of public spaces increases annually · 500 new street trees planted for the life of the Council Plan
<p>Township infrastructure will contribute to safe and accessible public areas</p>	<ul style="list-style-type: none"> · Ensure our footpath maintenance complies with Council's Road Management Plan · Ensure sufficient funding is allocated to maintain or improve our existing assets · Implement the Urban Street Tree Asset Management Plan 	<ul style="list-style-type: none"> · 100% annual removal of identified footpath hazards · Improve the ratio of footpaths in acceptable condition beyond 93% · Improve the ratio of kerb and channel in acceptable condition beyond 80%. · Reduction in the number of high risk trees within Council's urban areas · Annual Community satisfaction rating for local streets and footpaths maintained or increased
<p>Deliver high quality, optimally used, sustainable community facilities</p>	<ul style="list-style-type: none"> · Maintain our buildings to ensure they meet current and future demand for service provision · Ensure sufficient funding is allocated to maintain our buildings · Maximise the use of facilities across the Shire 	<ul style="list-style-type: none"> · A minimum overall condition of fair is maintained · Reduce property holding costs by 5% over the life of the Council Plan · Annual Community satisfaction rating for recreational facilities above 70%
<p>Ensure the Corangamite Planning Scheme provides for the fair, orderly, economic and sustainable use and development of land</p>	<ul style="list-style-type: none"> · Provide an efficient development approvals process · Continue to undertake strategic planning investigations to position Corangamite Shire for increased economic activity · Reduce red tape and compliance costs 	<ul style="list-style-type: none"> · Minimum of 80% of planning permits decided within 60 days annually · Annual Community satisfaction rating for planning and building permits maintained or increased · Annual Community satisfaction rating for town planning policy maintained or increased
<p>Provide cost effective and high quality waste management services</p>	<ul style="list-style-type: none"> · Manage the Naroghid landfill to ensure that it is both financially and environmentally sustainable into the future · Comply with licence conditions for Naroghid landfill and requirements of associated audits · Provide an efficient waste collection service for residents of townships · Increase resource recovery 	<ul style="list-style-type: none"> · Increase % resource recovery through kerbside collection annually · Annual Community satisfaction rating for waste management remains above 60%

THEME 4

BUILT AND NATURAL ENVIRONMENT

We are committed to improving the liveability of Corangamite Shire through the management of our facilities, town planning and environmental sustainability



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Preserve the natural environment of Corangamite Shire</p>	<ul style="list-style-type: none"> · Protect and enhance significant environmental features · Implement the Environment and Sustainability Strategy and the Rural Roadside Management Plan · Reduce weeds on Council owned and managed land · Influence State Government controls and regulations to ensure they allow agriculture activity to grow 	<ul style="list-style-type: none"> · 80% of actions from the Roadside Management Plan completed over the life of the Plan. · 80% of actions in the Environment and Sustainability Strategy completed over the life of the Plan · Increase number of kms of roads in the Shire which have weed management undertaken · Annual Community satisfaction rating for slashing and weed control maintained or increased · Annual Community satisfaction rating for environmental sustainability remains above 60%
<p>Consider the impacts of climate variability on Council operations and infrastructure and provide information and expertise to assist the community to adapt to changes</p>	<ul style="list-style-type: none"> · Develop policies relating to the consideration of climate change in capital works projects · Provide information to our communities in relation to predicted impacts of climate change 	<ul style="list-style-type: none"> · Ensure major Council projects have climate change impact assessments completed

THEME 5

SAFE AND HEALTHY COMMUNITIES

We are committed to working towards ensuring the safety, health and wellbeing of our communities



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Council will continue to provide and support a range of community and social support services</p>	<ul style="list-style-type: none"> · Services remain accessible and appropriate for the needs of our community · Ensure that Council is well positioned to respond to changes in funding for community services, in particular aged and disability services 	<ul style="list-style-type: none"> · Annual Community satisfaction rating for family support services and community support services remains above 65% annually · NDIS and HACC transition complete · Council operated community and social services meet the relevant quality and/or accreditation standards
<p>Engage with and listen to our communities</p>	<ul style="list-style-type: none"> · Continue to support Council's Community Planning Program · Use of focused online consultation methods to engage more broadly 	<ul style="list-style-type: none"> · Increase participation in review of community plans · Annual Community satisfaction rating for informing the community remains above 60% · Annual Community satisfaction rating for consultation and engagement remains above 60%
<p>Council will provide and support a range of opportunities that support people to engage in healthy and active lifestyles, the arts, recreation and sport</p>	<ul style="list-style-type: none"> · Support existing or build new partnerships to deliver recreation opportunities for the community · Seek to increase casual participation in sport and recreation to prevent obesity and encourage women and girls in sport · Continue focus on improving strategic footpath connections in our towns · Encourage opportunities for shared use or consider rationalisation of recreational facilities where appropriate · Implement of actions from the Arts and Cultural Strategy 2016-2020 · Implement actions identified in the Recreation and Open Space Strategy 2016-2026 	<ul style="list-style-type: none"> · 80% of Heart of Corangamite Network meetings attended annually · Facilitate at least one new recreation activity annually targeted at participation increase · Annual Community satisfaction rating for recreational facilities remains above 70% · Increase in Council's footpath network annually · 90% of outcomes identified within the Arts and Culture Strategy achieved over the life of the Council Plan · Complete short term actions of Recreation Open Space Strategy over the life of the Plan
<p>Improved educational outcomes in Corangamite Shire</p>	<ul style="list-style-type: none"> · Continue to recognise and support the importance of education through initiatives such as Beyond the Bell · Deliver high quality and financially viable early years services · Support our youth in partnership with secondary schools · Maintain a financially sustainable library service which provides and complements initiatives to promote and encourage a reading culture, social connections, access to technology and literacy development · Work with every school in the Shire to improve the resilience of our young people 	<ul style="list-style-type: none"> · There is an increase in the level of education attainment for year 12 or equivalent within Corangamite · All Council-operated approved education and care services achieving at least a rating of 'meeting' the national standard · There is an increase in youth council representation by non-school aged individuals · Maintain total library branch opening hours at 83 hours or greater

THEME 5

SAFE AND HEALTHY COMMUNITIES

We are committed to working towards ensuring the safety, health and wellbeing of our communities



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Foster a partnership approach to Emergency Management and understanding risks</p>	<ul style="list-style-type: none"> · Partner with residents in planning for emergencies · Undertake emergency management training exercises · Enhance partnerships with other municipalities to build capacity for large emergencies 	<ul style="list-style-type: none"> · Maintain number of township emergency planning programs delivered annually · Participate in annual emergency exercises held · MOU signed with other municipalities for emergency support · Annual Community satisfaction rating for emergency and disaster management remains above 65%
<p>Support our small towns and dispersed population</p>	<ul style="list-style-type: none"> · Undertake consultation prior to making substantial changes in service delivery in small towns · Continue to provide a range of services across the Shire our community can access · Encourage and support community run events and assist with promotion 	<ul style="list-style-type: none"> · Events Stalls Program completed annually · Increase in the number of community run events
<p>Improve the health and wellbeing of our community</p>	<ul style="list-style-type: none"> · Work in partnership with stakeholders to address the health and wellbeing issues that impact our community · Recognise social disadvantage in our communities through appropriate decision making 	<ul style="list-style-type: none"> · All Staff have received awareness training in family violence prevention · A White Ribbon Day event is held annually

THEME 6

ORGANISATIONAL PERFORMANCE

We value our employees, their contribution and are committed to providing a safe workplace. We will ensure our organisation delivers a high level of customer service and our employees act with integrity at all times



OBJECTIVES	STRATEGIES	INDICATORS / MEASURES
<p>Improved customer service through improved accessibility of services through online delivery</p>	<ul style="list-style-type: none"> · Allow residents to do more online · Provide Information Technology and Communication services that are secure and readily available for our community to access 	<ul style="list-style-type: none"> · Increased use of online tools via website · Increased ecommerce transactions · Increase in online enquiries
<p>Commitment to the education and training of our employees and the provision of a safe workplace</p>	<ul style="list-style-type: none"> · Improve accessibility to training for all staff · Maintain a health and safety management system that is underpinned by an appropriate culture 	<ul style="list-style-type: none"> · Participation in mandatory training by employees is maintained at 100%
<p>Achieve improved efficiencies through shared services, innovative practices and joint procurement</p>	<ul style="list-style-type: none"> · Implement shared services or cloud technology that results in improved outcomes at a lower cost · Participate in collaborative procurement opportunities that result in financial benefits 	<ul style="list-style-type: none"> · 25% of ICT services utilise cloud technology by the end of the life of the Council Plan · Increase in value of collaborative procurement · Increase in mandatory training provided collaboratively amongst Great South Coast councils



**CORANGAMITE
SHIRE**

Corangamite Shire Council

Civic Centre, 181 Manifold Street, Camperdown VIC 3260

Telephone 03 5593 7100 Facsimile 03 5593 2695 Email shire@corangamite.vic.gov.au

www.corangamite.vic.gov.au



Please call us for a translation of any part of this document. Corangamite's Council Plan can also be downloaded from our website.