

# DRAFT COUNCIL PLAN

---

**2021-2025**

---

Corangamite Shire Council

Please be aware that this plan is in draft format, and a final design will be completed after the consultation process.



CORANGAMITE  
SHIRE

# Contents

|    |   |
|----|---|
| 4  | Vision  |
| 4  | Mission   |
| 4  | Values  |
| 6  | Councillors   |
| 8  | Theme One - A Connected Community                       |
| 11 | Theme Two - A Thriving Community                        |
| 16 | Theme Three - A Healthy, Active and Resilient Community |
| 18 | Theme Four - Improving Our Environment                  |
| 20 | Theme Five - Community Leadership                       |

# ACKNOWLEDGEMENT OF COUNTRY

---

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.

---

# OUR VISION

---

A connected and thriving community.

# OUR MISSION

---

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

# OUR VALUES

---

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.



# THE PURPOSE OF A COUNCIL PLAN

---

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

---

**What's important** = Objectives

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

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

# COUNCIL

---

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

---

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

---

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

---

0417 369 457



**Cr Nick Cole**  
North Ward

---

“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.”

---

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

---

0455 111 459



**Cr Geraldine Conheady**  
Central Ward

---

“Agriculture sustains Corangamite and has so much potential for further innovation and investment within the Shire, which we can encourage for the benefit of our communities, families and young people.”

---

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

---

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.

| 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<br>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<br>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                    | <ul style="list-style-type: none"> <li>Develop a new economic development strategy</li> <li>Provide grants and facilitation programs that support small business</li> <li>Encourage priority industry sector investment within the Shire</li> <li>Position Corangamite Shire for new business and investment opportunities through strategic planning</li> </ul>   | 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 |
| Helping business recover from COVID and capitalise on opportunities | <ul style="list-style-type: none"> <li>Implement economic development actions from the Recovery Plan</li> <li>Conduct business development training/workshops</li> <li>Showcase Corangamite businesses externally</li> <li>Broaden our local economic profile</li> </ul>   | Increase in the local economy identified through economic modelling data   |
| More housing and subdivision to cater for population growth         | <ul style="list-style-type: none"> <li>Develop a strategic plan to identify priority locations for residential development</li> <li>Undertake a proactive role in delivery and development of residential land to increase population and new housing</li> <li>Ensure the Corangamite Planning Scheme supports new residential development and growth</li> <li>Implement local and regional actions from the Key Worker Housing Action Plan</li> </ul> | Increase in the volume of new residential lots made available for development and Shire population, and rezoning completed   |
| Arts and culture that is supported and accessible                   | <ul style="list-style-type: none"> <li>Develop a Corangamite creative industries strategy</li> <li>Establish the Camperdown Theatre as a premier venue for events</li> </ul>   | Completion of the creative industries strategy, and implementation of the strategy   |

| What's important?  | What are we going to do?   | How do we know if it is working?  |
|--|--|---|
| Engage with young people and encourage opportunities that retain young people in our Shire | Provide young people with an opportunity to contribute to decisions that affect their lives and communities<br>Implement the Youth Strategy 2020-2025<br>Make it easier for young people to transition from education to employment by forging stronger links between local industries and education providers   | 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<br>Advocate for better access to digital services in education settings<br>Support two years of kindergarten  | 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<br>Increase the capabilities of Corangamite's agricultural leaders in partnership with industry bodies<br>Encourage the expansion of the Shire's agricultural profile into new and diversified farming production systems<br>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                      |
| A local tourism industry that is valued and recognised for its vital role to the Shire     | Continue support of the 12 Apostles Food Artisan Trail<br>Complete Port Campbell Town Centre Project<br>Foster diversification and increase in delivery of tourism accommodation experiences<br>Promote Corangamite as a Cycle Tourism destination<br>Promote the Volcanic Lakes and Plains tourism region   | Increases to the tourism product and tourism businesses registered<br>Port Campbell Town Centre project completed |

| What's important?   | What are we going to do?  | How do we know if it is working?  |
|---|---|---|
| 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<br>Protect, promote and celebrate our heritage places<br>Plan for improvements or upgrades to our towns' gravel roads and streetscapes<br>Provide welcoming township entrances and attractive parks and gardens | The community's satisfaction with the appearance of public areas remains above 70 |
| We retain and we grow our population  | Provide infrastructure that supports businesses to be able to operate remotely<br>Promote lifestyle opportunities to encourage regional migration<br>Provide education and care programs that meet the community's needs  | Increased population/migration levels   |

# 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>  | 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

---

Corangamite has amazing natural environments that underpin 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   | Expand the Environment Support Fund grants program for community and environmental groups<br>Develop a new 10 year Roadside Management Plan<br>Develop a new Environment Strategy and Action Plan<br>Advocate for improved arterial roadside management by the State Government | 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                             | Investigate alternative ways of recovering materials and value from waste<br>Implement a transition to the Recycle Victoria directions and best practice facilities   | 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 | Advocate for better planning and stronger community involvement by the State Government in the location of new energy infrastructure<br>Advocate for the implementation of the Great South Coast Hydrogen Strategy  | New energy options investigated and acted on if viable in the Shire                                       |
| Investing in sustainability infrastructure on Council buildings to lessen the resource use and cost                                      | Complete a renewable energy suitability audit for all Council and community managed/ owned facilities and commence installation of new infrastructure or upgrades   | Increase in the number of Council facilities using sustainable energy and water solutions                 |
| Helping our community plan and respond to climate change   | Establish a Council climate change strategy, including emissions reduction and community education programs   | Completion of Council Climate Change strategy   |

# 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?   |
|--|--|--|
| We provide a great work environment                                | Provide staff with mandatory training and professional development opportunities<br>Foster diversity throughout the organisation and ensure gender equity is addressed<br>Provide a safe workplace by fostering a positive safety culture among staff with safety training and awareness<br>Enhance the digital and technological capability of the organisation<br>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<br>Ensure that sexual harrasment is not tolerated | Majority of employee opinion survey results remain above averages for similar shires |
| Working with First Nations people                                  | Participate in the development of Traditional Owner Agreements and the Victorian Aboriginal and Local Government Action Plan<br>Develop an organisational Reconciliation Action Plan   | Completion of the Reconciliation Action Plan   |
| Council promotes best value and value for money for its ratepayers | Partner with neighbouring councils to provide shared services or deliver shared projects where feasible  | Maintained shared projects and implementation of at least one shared service         |

# DRAFT ANNUAL ACTION PLAN

---

**2021-2022**

---

Corangamite Shire Council

Please be aware that this plan is in draft format, and a final design will be completed after the consultation process.



**CORANGAMITE  
SHIRE**



| Council Plan Objectives   | Key Actions   |
|---|---|
| Improved mobile phone coverage  | <p>Advocate for funding towards a mobile phone tower at Scotts Creek</p> <p>Update advocacy material</p>  |
| Digital connectivity that meets the needs of our community                              | <p>Complete advocacy material to cover mobile and internet across the Shire</p> <p>Prepare funding submission for business grade internet in the Theatre Royal</p> <p>Investigate installation of business grade internet services to a new business and innovation hub at the Theatre Royal</p> <p>Investigate the possibility of free WiFi in all towns</p> |
| Roads that are fit for purpose  | <p>Obtain funding for a road widening/upgrade</p> <p>Advocate for Dairy Supply Chain, North-South Loop, and Narrow Road funding</p> <p>Apply for funding under the local roads to market (or similar) programs</p> <p>Complete strategic local road upgrade - Sealing of Parkers Access Road - Moonlight Head</p>   |
| Footpaths that provide access to key destinations in our towns                          | <p>Review Special Charge Scheme Policy</p>  |
| Infrastructure that enables industry and business growth                                | <p>Complete new/emerging industry hub and opportunities study</p>   |
| Infrastructure and services that deliver population growth and new housing              | <p>Commence Simpson/Timboon enabling infrastructure grants</p> <p>Complete investigation of rezoning and residential development of surplus Council owned Timboon Transfer Station land</p>   |
| Contemporary library services that are accessible to residents                          | <p>Undertake planning for shared services library model</p>   |
| A range of public and/or active transport options for Corangamite Shire residents       | <p>Advocate for increased public transport services with more flexible scheduling</p> <p>Investigate options for a third party provider to pilot a place based approach to community transport</p>  |
| Access to infrastructure that supports a healthy and active lifestyle for our community | <p>Implement Facility Design Grant program for 2021-2022</p>  |

| Council Plan Objectives  | Key Actions  |
|--|--|
| Facilitating and supporting economic development   | Develop new economic development strategy<br>Deliver small business grant program<br>Complete investment attraction prospectus   |
| Helping business recover from COVID and capitalise on opportunities                        | Deliver two business development programs/ workshops<br>Invest in economic modelling and measurement software  |
| More housing and subdivision to cater for population growth                                | Complete and implement residential land supply review for Camperdown, Cobden and Terang<br>Complete implementation of Positioning Simpson and Timboon (incorporating Simpson Structure Plan)<br>Prepare Cobden Structure Plan<br>Complete Corangamite marketing campaign \$50k<br>Partner with regional Great South Coast councils for funding to implement Key Worker Housing Action Plan |
| Arts and culture that is supported and accessible  | Undertake community engagement and draft of creative industries strategy<br>One new event attracted to Shire subject to funding  |
| Engage with young people and encourage opportunities that retain young people in our Shire | Implement Actions of Youth Strategy Year 1<br>Support first annual youth traineeship (2021)  |
| Recognising the vital role agriculture plays within the Shire                              | Develop podcasts to promote and showcase agriculture industry and small towns<br>Continue support of GSC Food and Fibre<br>Scope sustainable agri-industries strategy  |
| Our young people are encouraged and supported to engage in learning                        | Implement two years of kindergarten reform   |

| Council Plan Objectives  | Key Actions   |
|--|---|
| A local tourism industry that is valued and recognised for its vital role to the Shire   | Complete a second stage of the Volcanic Lakes and Plains campaign<br>Participate in Asian Capable Regions Tourism Program (led by WCC)<br>Develop Cycle Tourism market presence |
| Corangamite’s townships are attractive, accessible and appealing to visitors and are presented in a way our residents can be proud | Commence Port Campbell Town Centre project construction<br>Façade program delivered   |
| We retain and we grow our population   | Implement population attraction and migration program   |

| Council Plan Objectives   | Key Actions   |
|---|---|
| Supporting our communities to move on from COVID  | Investigate a community group and volunteer support program<br>Secure funding for a 12-month COVID recovery officer and program<br>Ensure COVID vaccination programs are staffed adequately<br>Provide event assistance and restart funding |
| Improving the health and wellbeing of our residents   | Develop and Adopt MPHWP 2021-2025, including first year action plan   |
| Access and inclusion is improved  | Implement year 1 actions from Access and Inclusion Plan 2020-2025<br>Establish Disability Access Reference Group  |
| Community resilience is improved to allow individuals and towns to respond and recover from emergencies | Support community emergency planning programs in five towns   |
| Our community groups and clubs are engaged and supported and facilities are fit for purpose             | Develop a program to support volunteer recognition<br>Develop material and promotion program for improvement of State Government facilities<br>Meet with State Government land managers and funding bodies                                  |

| Council Plan Objectives  | Key Actions   |
|--|---|
| Protecting and improving our built and natural environment   | Implement roadside revegetation where weed programs have been successful<br>Trial appropriate native species selection for roadside revegetation<br>Maintain, and where possible increase, the weed control program and expand to two new, emerging and environmental weeds<br>Advocate to Regional Roads Victoria for improved management of roadside vegetation on the arterial roads network |
| Providing high quality waste services, including sustainable management of the regional landfill at Naroghid                             | Undertake community consultation regarding glass collections<br>Commence installation of landfill gas management infrastructure   |
| Capitalising on opportunities created by new energy, and minimising impacts on key industry sectors, landscape values and natural assets | Advocate for better strategic direction from the State Government on energy projects<br>Further investigate the production/support of hydrogen industries in the Shire  |
| Investing in sustainability infrastructure on Council buildings to lessen the resource use and cost                                      | Commence a facilities audit of Council and community managed/owned facilities for renewable energy infrastructure   |
| Helping our community plan and respond to climate change   | Seek funding for the development of emissions reduction strategies for Council  |

| Council Plan Objectives  | Key Actions  |
|--|--|
| Having strong governance practices   | <p>Complete all LG Act 2020 requirements</p> <p>Complete Fraud Risk Assessment in accordance with Fraud Prevention and Control Plan</p> <p>Deliver Councillor professional development refresher briefing on governance and integrity</p> <p>Undertake RFQ for Internal Audit services and appoint provider</p> <p>Transfer policy management to TechOne/ECM</p> |
| Ensuring that we maintain our strong financial position                            | <p>Develop and Adopt Financial Plan in accordance with LG Act 2020</p> <p>Develop and adopt new Procurement Policy</p> <p>Review finance policies to ensure compliance with LG Act 2020</p> <p>Establish Contract Management Framework</p>   |
| Council advocates strongly and respectfully on issues that matter to our community | <p>See advocacy initiatives identified throughout the Annual Action Plan</p>   |
| We listen to and engage with our community   | <p>Complete updated Tools of Engagement community engagement toolkit</p> <p>Child safe principles are embedded in our community engagement activities</p>  |

| Council Plan Objectives  | Key Actions  |
|--|--|
| We provide a great work environment                                | <p>Introduce conflict of interest training module</p> <p>Ensure all compliance training is completed as far as is practicable</p> <p>Develop a workforce plan including gender equity audit and plan</p> <p>Negotiate a sustainable enterprise agreement</p> <p>Deliver safety training to Works Department at annual Information Session</p> <p>Undertake audit and review of safety systems and practices</p> <p>Develop five year ICT strategy</p> <p>Review Digitisation Plan</p> <p>Implement new, simple and tailored employee opinion survey which encourages genuine feedback from staff</p> |
| Council promotes best value and value for money for its ratepayers | <p>Implement shared services contract for Recreation Facility Management</p> <p>Establish Joint Venture entity for the purpose of implementing the RCTP initiative</p>   |