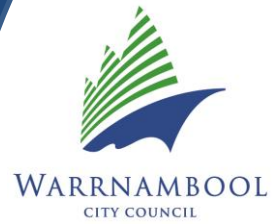


MINUTES

SPECIAL MEETING

WARRNAMBOOL CITY COUNCIL

5.45PM - MONDAY 30 APRIL 2018



VENUE:

**Reception Room
25 Liebig Street
Warrnambool**

COUNCILLORS

Cr. Robert Anderson (Mayor)
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Tony Herbert
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

Copies of the Warrnambool City Council's Agendas & Minutes
can be obtained online at www.warrnambool.vic.gov.au

**Bruce Anson
CHIEF EXECUTIVE**

AUDIO RECORDING OF COUNCIL MEETINGS

All Open and Special Council Meetings will be audio recorded, with the exception of matters identified as confidential items in the agenda. This includes public participation sections of the meeting. Audio recordings of meetings will be made available for download on the internet via the Council's website by noon the day following the meeting and will be retained and publicly available on the website for 12 months following the meeting date. The recordings will be retained for the term of the current Council, after which time the recordings will be archived and destroyed in accordance with applicable public record standards. By participating in Open and Special Council meetings, individuals consent to the use and disclosure of the information that they share at the meeting (including any personal/sensitive information), for the purposes of Council carrying out its functions.

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**MINUTES OF THE ORDINARY MEETING OF THE WARRNAMBOOL CITY COUNCIL HELD IN THE
RECEPTION ROOM, WARRNAMBOOL CIVIC CENTRE, 25 LIEBIG STREET, WARRNAMBOOL ON
MONDAY 30 APRIL 2018 COMMENCING AT 5.45PM**

PRESENT: Cr. Robert Anderson, Mayor/Chairman
Cr. Sue Cassidy
Cr. Kylie Gaston
Cr. Tony Herbert
Cr. Peter Hulin
Cr. Michael Neoh
Cr. David Owen

IN ATTENDANCE: Mr Bruce Anson, Chief Executive
Mr Peter Utri, Director Corporate Strategies
Mr Scott Cavanagh, Director City Infrastructure
Mr Andrew Paton, Director City Growth
Ms. Vikki King, Director Community Development

1. OPENING PRAYER

Almighty God
Grant to this Council
Wisdom, understanding and Sincerity of purpose
For the Good Governance of this City
Amen.

ORIGINAL CUSTODIANS STATEMENT

I wish to acknowledge the traditional owners of the land on which we stand and pay my respects to their Elders past and present.

2. APOLOGIES

Nil

**3. DECLARATION BY COUNCILLORS & OFFICERS OF ANY CONFLICT OF INTEREST IN ANY
ITEM ON THE AGENDA**

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989 (as amended) direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), i.e.

- (a) direct financial interest
- (b) indirect interest by close association
- (c) indirect interest that is an indirect financial interest
- (d) indirect interest because of conflicting duties
- (e) indirect interest because of receipt of an applicable gift
- (f) indirect interest as a consequence of becoming an interested party
- (g) indirect interest as a result of impact on residential amenity
- (h) conflicting personal interest

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

Nil.

4. REPORTS**4.1 WARRNAMBOOL CITY COUNCIL PLAN 2017-2021 (revised 2018)****PURPOSE**

This report considers the revised Draft Council Plan for the period 2017-2021.

EXECUTIVE SUMMARY

Section 125 of the Local Government Act (LGA) requires a Council to prepare and approve a Council Plan by the June 30 following a general election. The plan is reviewed annually.

The Council Plan is the feature document in Council's suite of strategic planning documents, formulated to guide the work of Council over the next four years.

Over recent months Council has reviewed the Council Plan 2017-2021. The revised draft of the Council Plan now includes preliminary findings from the consultation for the long-term community plan, Warrnambool 2040.

The plan now references the community's visions for Warrnambool in 2040, which are:

- People: in 2040 Warrnambool will be a city where all people thrive.
- Environment: in 2040 Warrnambool will be most sustainable regional city in Australia.
- Place: in 2040 Warrnambool will be Australia's most liveable regional city.
- Economy: in 2040 Warrnambool will be Australia's most resilient and thriving regional economy.

The Council Plan retains Council's new vision is for Warrnambool to be a *Cosmopolitan City by the Sea*, which references our beautiful and unique location and proclaims that the city is striving to be more welcoming, open and inclusive.

Council will also continue with the theme for the Council Plan – *Growing Pride and Confidence in the City*, which emphasises the need to celebrate and promote our city, its attributes and its appeal to those in the region and beyond.

The draft Council Plan outlines key activities and initiatives Council will undertake over 2018-2019 to deliver on the five objectives described in the plan. Those objectives are for Council to:

1. Sustain and enhance the natural environment
2. Foster a healthy city that is socially and culturally rich
3. Maintain and improve the physical fabric of the city
4. Develop a modern economy with diverse and sustainable employment
5. Practice good governance through openness and accountability

MOVED: CR. ANDERSON
SECONDED: CR NEOH

That Council

1. That Council, pursuant to Section 125 of the Local Government Act 1989 gives public notice of the Draft Council Plan 2017-2021 (revised 2018) for the Warrnambool City Council as set out in Appendix A of this report, inviting interested persons to make a written submission relating to such plan, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm, Wednesday May 30, 2018, and with any person who requests to be heard in support of his or her written submission to be so heard at a special meeting of Council (if required) to be held at 5.45pm Monday, June 4, 2018.
2. That Council consider any:
 - a) Submissions on the proposed Council Plan and;
 - b) Recommendations to adopt the 2017-2021 Council Plan (revised 2018), at a Special Meeting of Council to be held at 5.45pm Monday June 25, 2018, in the Council Chamber, Warrnambool Civic Centre, 25 Liebig Street, Warrnambool.

CARRIED – 7:0

BACKGROUND

The Council Plan 2017-2021 was developed in late 2016 and early 2017.

The consultation included a discussion document circulated within the community. The plan also drew on an extensive base of community engagement activities undertaken by Council over recent years. This includes engagement activities around public amenities, health and wellbeing, car parking, safer boating, economic investment, community services and infrastructure and coastal and open space management.

The revised version of the plan has taken into consideration the findings of the consultation for the community plan, Warrnambool 2040. An extensive community engagement process for this 20-year plan was undertaken over the past year.

As required by the LGA the plan includes Strategic Objectives, Strategies for achieving the Objectives and Strategic or Key Performance Indicators for monitoring the achievement of the Objectives.

The Council Plan is a statutory requirement of the Local Government Act and is used by a number of other audiences and purposes including:

- A reference for the community.
- A framework for Council staff to build the annual Activities & Initiatives adopted by Council.
- A reference for State Government departments.
- Support for grant applications.
- Support for advocacy positions taken by Council.

Council is required to produce a Council Plan, Strategic Resource Plan, Budget and Activities and Initiatives which will be subject to public notice and submission processes under Sections 129 and 223 of the Act. The Strategic Resource Plan is included with the Council Plan.

Note: The Council Plan is included as an appendix to the Minutes.



WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea

Draft Council Plan 2017-2021
Revised 2018



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Warrnambool City Council Council Plan 2017-2021 (Revised 2018)

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The Council Plan

The Council Plan is a key local government document that sets the strategic direction for the city over the next four years.

It contains a vision broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives.

Allocating resources to deliver a Council Plan is done through the development of a Strategic Resource Plan, which identifies the financial and non-financial resources needed over the four years of a Council Plan.

Council also produces an annual budget which describes objectives and activities over a one-year period and the resources required to achieve those objectives.

Over the next year Council will also, in consultation with the community, develop a 30-year Community Plan. In 2018 the Council Plan will be reviewed to ensure alignment with the community's long-term vision for Warrnambool as described in the Community Plan.

The Council Plan incorporates the Strategic Resources Plan, which outlines the allocation of Council resources over a four-year period to help deliver the Council Plan objectives.

Why have a Council Plan?

Along with providing guidance and certainty around Council direction and actions over a four-year period, the Council Plan is also a requirement under the Local Government Act 1989.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic

indicators for monitoring achievement around the objectives. The Council then develops actions and initiatives to deliver on the objectives in the plan.

The Council plan is our overt statement to the community of what Council is committed to for the term of the plan.

The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act 1989.

The Act specifies that the primary objective of Council is to achieve the best outcomes for the community having regard to the following:

- Promoting social, economic and environmental viability and sustainability.
- Ensuring that resources are effectively and efficiently used.
- Improving people's overall quality of life.
- Promoting business and employment opportunities.
- Ensuring services and facilities are accessible and equitable.
- Ensuring equitable setting of rates.
- Ensuring transparency in decision-making.

Council is responsible for establishing strategic objectives for the municipality, establishing and guiding policies, setting service standards and for monitoring the organisation's performance.





Cr Robert Anderson

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters. The seven Councillors were elected in October 2016 for a four-year term.

Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Robert Anderson was elected mayor on October 30, 2017.



Cr Sue Cassidy



Mayor Cr Kylie Gaston



Cr Tony Herbert



Cr Peter Hulin



Cr Michael Neoh



Cr David Owen



The organisation

The Councillors are the decision-makers who, with help from the community, set the vision and strategic direction for the municipality.

The Council's operational staff, some 700 full-time, part-time and casual staff, headed by the Chief Executive Officer, Bruce Anson, help deliver the vision and goals of the Council.

The staff implement Council decisions, provide advice to the Council, help ensure compliance with relevant legislation and assist with the management of resources and assets to provide services to the community.

The municipality

The Warrnambool municipality is 120sqkm in size and situated in the Great South Coast region of Victoria, 263km south-west of Melbourne.

It contains the coastal city of Warrnambool and the towns of Allansford, Bushfield and Woodford.

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities.

Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

Stunning Lady Bay provides a focal point and major attraction for residents and visitors and in winter and spring the bay is home to southern right whales and their calves.

Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college,



a Deakin University campus including a School of Medicine and a base hospital which is part of South West Healthcare.

The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction.

Warrnambool has a moderate climate with an average maximum summer temperature of 22°C, while the average winter maximum is 14°C.

The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park.

Along with the natural attractions visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life saving events.

The region also features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Three major dairy manufacturers and a large meat processor are situated in and around Warrnambool providing a major source of employment.

Our Vision

A cosmopolitan city by the sea

Our theme for 2017

Growing pride and confidence in the city

Our Objectives

These five objectives support the Council's vision.

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability





A message from the Mayor

Welcome to the revised Council Plan for 2017-2021.

Completing the first version of this Council Plan was one of the first major duties undertaken by this Council following the 2016 Local Government elections.

The plan covers a broad range of challenges and aspirations for the municipality over a four-year period, along with the strategies that will help us achieve our goals. Each year Council re-examines the Council Plan to ensure that it continues to meet the needs of the community.

Council remains committed to the vision, the theme and the objectives of the original plan.

We still believe in the vision to be a Cosmopolitan City by the Sea. Our belief in this vision has been reinforced by the engagement process undertaken for the development of the long-term community plan, Warrnambool 2040. During this engagement many people spoke about the importance of Warrnambool being a welcoming and inclusive city, one which was accepting of people of different ethnic cultures, religious backgrounds and sexual orientation.

In reviewing the Council Plan we need to ensure it is calibrated to help achieve the long-term visions for Warrnambool 2040. This will mean some changes: our community is ambitious and committed to striving for excellence. Our community wants to be the most liveable and most sustainable regional city in Australia. It also wants to have the most resilient economy of any regional Australian city.

Key findings from Warrnambool 2040 are now woven into the narrative of this Council Plan.

To achieve this takes pride and confidence so we believe our Council Plan theme of Growing pride and confidence in our city remains very relevant.

We are a beautiful city and a highly liveable city. Our liveability is the result of the sum of all our actions to make our municipality the best place it can be.

Cr Robert Anderson
Mayor





A message from the CEO

Our community should feel justifiably proud to live in a city considered to be Victoria's most liveable.

It is a reputation that Council is committed to supporting. People are drawn to Warrnambool for arts, culture and the accessibility of our city.

Council provides a range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

We have tremendous cultural assets such as the Lighthouse Theatre and Warrnambool Art Gallery – these play a role for Warrnambool and the region.

We are fortunate to live in a prosperous location with traditionally low levels of unemployment, a great lifestyle and an unparalleled setting within the Great South Coast region.

We are also situated within Victoria's most productive

agricultural region and the second most productive in Australia.

We are making progress on major projects. Our \$15 million City Centre Renewal is well under way and we have seen the great results of the 2017 construction phase.

Council has also been effective in advocating for our region with improvements to rail and more support for the Shipwreck Coast Master Plan, which seeks to have more people staying for longer within the Great Ocean Road region, including Warrnambool.

I would like to acknowledge the importance and role of Council staff in the delivery of the Council Plan. The commitment of staff to performing to the best of their ability is a key to the success of the Plan and Council is committed to providing a workplace in which people can reach their potential while fulfilling the requirements of their roles.

Bruce Anson
Chief Executive Officer





Objective

Sustain and enhance the natural environment

Protected waterways, coast and land

Preparedness for climate change

Options for waste minimisation

Benefit from eco-business

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay.

Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Warrnambool wants to have zero net greenhouse gas emissions by 2040. This will be achieved through a combination of sourcing our energy from renewable resources and improved management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality.

Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge.

Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.



Strategies

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Invest in climate change preparedness
- 1.4 Encourage environmentally sustainable business
- 1.5 Review options for managing waste
- 1.6 Educate the community on Council's sustainability initiatives
- 1.7 Partner with the community on local sustainability projects

Strategic indicators

- Greenhouse gas emissions reduction of 30% from 2012 levels by 2020
- A net increase in the amount of domestic waste diverted from landfill
- Increased net visitation to natural attractions in the region
- Net increase in the number of new native plantings and revegetation areas
- 100% delivery of funded vermin control program



Existing Strategies and Plans that support this objective:

- Environmental Sustainability Strategy (due for review)
- Climate Change Action Plan
- Open Space Strategy
- Sustainable Transport Strategy
- Coastal Management Plan
- Domestic Waste Water Management Plan
- Merri River Restoration Strategy
- St James Park Masterplan
- Waste and Litter Education Strategy
- Port of Warrnambool Safer Boating Launching Master Plan (under development)





Objective

Foster a healthy city that is socially and culturally rich

More people healthy and well

More people learning

More people culturally involved

More people connected and participating

Resilience in emergencies

A healthy and safe place to live and study

A stroll through Warrnambool's streets reveals some excellent street art, much of which has been added in the past decade.

The street art reflects a growing arts and culture scene in Warrnambool. Along with well-established institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists' co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier.

Acknowledgement of the area's rich indigenous history and increasing the opportunities to recognise Warrnambool's first people are important for Council. Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. Warrnambool is a university city, providing opportunities for students to come to the city from outside the region to study – and for the region's young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool's residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (eg educational attainment, family violence). Council's health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- Seek equity, access, safety and inclusion for all
- Improve access to economic resources

The Warrnambool 2040 engagement also found people wanted the city to be safe, affordable and accessible for all people with a well connected network of shared paths along all waterways and the coast, high quality roads and frequent rail services.

Recreation is a significant part of the Warrnambool lifestyle and the city's residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.



Strategies to achieve this objective

- 2.1 Promote healthy lifestyles
- 2.2 Seek equity, access, safety and inclusion for everyone
- 2.3 Increase community health and social connections
- 2.4 Encourage and support participation in sport, recreation and physical activity
- 2.5 Encourage and support more lifelong learning
- 2.6 Engage a broader range of people in cultural activities
- 2.7 Actively acknowledge local Aboriginal culture
- 2.8 Increase participation opportunities for disadvantaged members of the community

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2016 levels
- Education attainment indicators higher than 2016 levels
- Tertiary education participation rates higher than 2016 levels
- Participation in health and wellbeing campaigns/ initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2016 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2013-2017 (under review)
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Recreation Plan 2007-2017 (under review)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan (in development)
- Lake Pertobe Master Plan (in development)
- Allansford Recreation Reserve Master Plan
- Road Users Plan
- Municipal Emergency Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



Other policies which influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government 2016
- Victorian Primary Care Partnerships Future Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-2019
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria
- Victorian Council of Social Services Strategic Plan 2015-2018
- Australian Council of Social Services Strategic Plan 2014-2017
- National Disability Insurance Scheme - Victorian Program Introduction and Rollout 2016-2019
- Aged Care Reform Strategy, Australian Government
- Royal Commission into Out Of Home Care Findings & Regional Strategy 2017
- Royal Commission into Family Violence. Family Violence The Plan for Change
- Victorian Early Years Management Framework, Dept Education and Training
- Victorian Child Safe Standards





Objective

Maintain and improve the physical fabric of the city

More of our city connected

More vibrancy in our city

More fit-for-purpose infrastructure

Greater amenity and ease of movement

Be proud of what we already have

Warrnambool aims to have well-designed commercial, residential, cultural and recreational precincts that are attractive, activated, accessible, sustainable, adaptable, multi-use and safe.

Warrnambool residents take great pride in the appearance of their city, its built environment and open spaces.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to shops, parks and public transport services.

In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road and over the Merri River at Wellington Street.

Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future.

Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques. Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

- 3.1 Build better connections for cyclists and pedestrians
- 3.2 Create a more vibrant city through activating high quality public places
- 3.3 Build infrastructure that best meets current and future community needs
- 3.4 Enhance movement in and around the city
- 3.5 Maintain and enhance existing Council infrastructure
- 3.6 Advocate for better regional connections

Strategic indicators

- Reduced asset renewal gap from 2016
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2016 levels or better



Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan (in development)
- Lake Pertobe Master Plan (in development)
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy (under development)

- Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan
- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moynes Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

- Creative State Strategy, Victorian State Government, 2016
- VicHealth Action Agenda, 2013-2023





Objective

Develop a modern economy with diverse and sustainable employment

More people

More sustainable local economy

More beneficial visitor economy

More modern infrastructure

Warrnambool functions as the commercial, health care and educational centre of the South West.

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool.

The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy.

Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Some of the growth in our economy will be the result of thinking globally. We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth.

Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne. A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

The Princes Highway West continues to present challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012.

The higher speed digital connections through the NBN provide opportunities for local business.

The city has a residential land supply of more than 25 years. Land near the eastern entrance to the city was also rezoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.



Strategies to achieve this objective

- 4.1 Grow the city's population through local economic growth
- 4.2 Encourage more sustainable local business
- 4.3 Enhance the visitor experience
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure
- 4.5 Create stronger links between education providers, business and industry

Strategic indicators

- Investment from government and private sector
- Gross Regional Product
- Education - attraction of international students
- Planning decisions - decisions upheld at the Victorian Civil and Administrative Tribunal
- Visitation increase and yield - overnight stays

Existing strategies and plans that support this objective:

- Economic Development Strategy
- Great South Coast Food and Fibre Plan
- Flagstaff Hill Navigate 2017 Plan
- Surfside Holiday Park Development Plan





Objective

Practice good governance through openness and accountability

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and

provides insights into how engagement has helped inform decision-making.

The successful delivery of the Council Plan depends on people. Council will strive to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan.

Council is also committed to working in partnership with the community to achieve the long-term visions for Warrnambool 2040.



Strategies to achieve this objective

- 5.1 Strategic Resource Plan.
- 5.2 Annual Budget.
- 5.3 Council Plan.
- 5.4 Community Plan.
- 5.5 Reporting to the community.
- 5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- 5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- 5.9 Deliver customer-focused, responsive services.
- 5.10 Foster an encouraging and positive staff culture.

Strategic indicators

- Budget and Strategic Resource Plan - outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017 levels or better
- Annual Community Satisfaction Survey at 2017 levels or better



Achieving our objectives

Actions and initiatives

2018-2019

Objective 1. Sustain and enhance the natural environment

1.1 Protect and enhance our waterways, coast and land	Implement the Coastal Management Plan and Vegetation Management Plan.
	Ensure compliance with Local Laws relating to horses on Lady Bay.
	Review recycling practices in the city and develop short and long-term options for recycling processes.
	Ensure all conditions of horses on Lady Bay beach are adhered to and enforced.
	Ensure all septic tanks meet EPA guidelines and requirements.
	Continue the Bag It, Bin It, dog litter reduction campaign to reduce dog littering.
	Develop an asset management plan for coastal protection assets and seek funding for their management.
	Manage and implement the Moyjil Cultural Heritage Plan.
1.2 Commit to being a carbon neutral organisation by 2040	Commence implementation of the new Warrnambool sustainability plan.
	Reduce reliance on landfill by diverting organic material from waste streams through education.
1.3 Invest in climate change preparedness	Deliver the Barwon South West – Local Coastal Hazard Assessment – Stage 1 Pursue funding for Stage 2
1.5 Review options for managing waste	Investigate opportunities for waste to energy to reduce reliance on landfill.
	Continue the staged rollout of the the food organics and green organics (FOGO) collection service to divert organic material from landfill.
1.6 Educate the community on Council's sustainability initiatives	Prepare a foreshore master plan specifically investigate potential for eco-tourism at the foreshore.
1.7 Partner with the community on local sustainability projects	Work with the community to advocate for Warrnambool to be a plastic bag-free city

Objective 2. Foster a healthy city that is socially and culturally rich

2.1 Promote healthy lifestyles	Provide communications support to promote Council services and facilities.
	Implement Warrnambool - A Healthy City 2017-2021
	Increase understanding of priority health and wellbeing issues in the community
	Encourage social connection and promote active living in public spaces.
	Support Youth Council to implement their annual action plan
	Tempered mixing valves audit and maintenance routine.
	Implement 2017-2018 Roof Access Audit Recommendations.
	Minor works for maintenance of Council buildings.
	Development of a standard specification for fittings and fixtures to standardise maintenance for high cost items.
	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.
	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
2.2 Seek equity, safety and inclusion for everyone	Partner with local agencies and organisations to address health and wellbeing priorities.
	Support the collection of new, consistent data and evidence to inform strategic and service planning.
	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.
	Continue with the Victorian Government's Roadmap for Reform and commence implementation of the 10-Year Early Childhood Reform Plan across all Early Years Learning and Development Units, services and alliance networks.
	Expand access to early learning and development opportunities for children and increase support for parents through the introduction of the Supported Playgroup Program. Pilot two supported playgroups in the Warrnambool municipality and test the models and their applicability to Warrnambool communities
	Enable child safety standards across the Early Years Learning and Development Unit.
	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.
	Ensure regional assessment targets are met and that quality processes and procedures are adhered to.
	Continue to implement Council's Disability Action Plan.
	Ensure that Client care plans are completed and reviewed.



Objective 2. Foster a healthy city that is socially and culturally rich

	Implement Council's Wellness, Reablement and Diversity Plans.
	Foster community partnerships to deliver arts workshops at Light-house Theatre.
	Implement the Rural Access 2017-2018 Directions Report.
2.3 Increase community health through social connection	Establish Archie Graham as a central point of information for health and wellbeing activities and opportunities for older adults
	Continue to support active volunteerism within the local community
	Implement the Aquazone Annual Business plan and make improvements to drive increased visitation.
	Complete the following recreation infrastructure projects: (i) Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade; and, (ii) Mack Oval Irrigation development.
	Seek funding to commence implementation of Lake Pertobe Master Plan.
	Implement Stage 2 of the healthier choices project at Warrnambool Stadium kiosk.
	Host the South West Regional Championships at the Warrnambool Gymnastics Centre in partnership with the Springers Gymnastics Club.
	Complete the Great South Coast Regional AFL, Netball and Cricket Strategy and work with stakeholders to commence implementation.
	Complete the Active Warrnambool Strategy and work with stakeholders to commence implementation
	Complete the Reid Oval Preliminary Business Case project and advocate for capital investment to implement the Development Plan priorities.
	Increase connectedness and build health and wellbeing knowledge of local people via social media.
	Ensure immunisation facilities are fit-for-purpose.
	Increase influenza immunisation.
	Maintain and enhance child immunisation rates (from 95 per cent coverage).
	Introduce a new enclosed dog park in consultation with the community.

Objective 2. Foster a healthy city that is socially and culturally rich

2.4 Encourage and support participation in sport, recreation and physical activity	Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Perto-be master plans.
2.5 Encourage and support more lifelong learning	Warrnambool Branch Library to promote early reading programs to support literacy in young children.
2.6 Engage a broader range of people in cultural activities.	Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.
2.7 Actively acknowledge local Aboriginal Culture	Engage Aboriginal elders in Council's strategic planning and include Aboriginal culture, stories and language in projects whenever appropriate.
2.8 Seek more participation opportunities for disadvantaged and vulnerable members of the community	Establish Archie Graham Community centre as a Culturally safe environment.



Objective 3. Maintain and improve the physical fabric of the city

3.1 Build better connections for cyclists and pedestrians.	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.
3.2 Create a more vibrant city through activating high quality public places	Implement the key initiatives of the Open Space Strategy .
	Implement an Open Space Contributions Policy.
	Develop city pride and story through development of town entrances.
	Implement food van trading plans for the harbour and city centre precincts.
3.3 Build infrastructure that best meets current and future community needs	Consider special rates and charges schemes to develop footpath, drainage and road infrastructure.
	Finalise a Playspace Strategy.
	Progressively plan and renew City Centre streetscapes.
	Upgrade of two key public amenities buildings.
	Develop "significant & heritage" tree renewal program.
	Prepare a strategy and funding model for a long-term tree replacement program.
	Complete the design process for the upgrade of the Warrnambool Pound in consultation with the RSPCA.
	Undertake a contract extension with the RSPCA for pound services.
	Develop and expand off-street parking areas.
3.4 Enhance movement in and around the city	Further promote the smart parking options.
3.5 Maintain and enhance existing Council infrastructure	Identify and regularly monitor condition of asset classes.
	Report annually to Council and community on service levels and unfunded works.
	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wol-laston Bridge
	Undertake an assessment of all public place litter bins and develop a maintenance/replacement program.
	Collaborate with Council service managers to ensure facilities comply with the Food and Health Act.
	Update asset management plans for asset classes including roads, bridges, footpaths, IT, buildings and monuments.
3.6 Develop and/or advocate for better regional connections	Seek funding for and deliver road safety projects.

Objective 3. Maintain and improve the physical fabric of the city

	Advocate for essential safety and road improvements on the Princes Highway West.
	Advocate for improved passenger and freight rail services



Objective 4. Develop a modern economy with diverse and sustainable employment

4.1 Grow the city's population through local economic growth	Facilitate and promote business support and investment opportunities to grow the local economy.
	Provide executive support to implement the Great South Coast Food and Fibre Plan.
	Develop and circulate economic data and analysis to business and industry.
	Implement Warrnambool - China Strategy to build local business capacity and capability.
	Promote and facilitate investment in the Warrnambool Regional Airport.
	Complete and implement the Housing Diversity Strategy.
	Plan for the development and implementation of precinct structure plans.
	Maintain adequate land supply through regular audits and monitoring.
	Consider job creation opportunities in local waste management systems.
4.2 Encourage more sustainable local business	Further develop, promote and deliver Business Support Package to City Centre businesses within the City Centre Renewal zone.
	Complete and implement the Industrial Buffers Project.
	Implementation of Development Plans and Developer Contributions Plans.
	Deliver a business case and feasibility study for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
4.3 Enhance the visitor experience	Co-ordinate and deliver a regional visitor economy project to build the capacity and capability of local operators to access the growing Chinese tourism market.
	Recognise the importance of indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
	Develop and implement actions of the 2018-2022 Events Strategy.
	Partner with GORT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.

Objective 4. Develop a modern economy with diverse and sustainable employment

	Ensure mobile food vans and temporary food stalls that require registration with Council are compliant and registered under the Food Act.
	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).
	Produce and implement a Marketing Strategy to promote Warrnambool in partnership with GORRT & Industry.
	Support and participate in the activities of the Warrnambool Tourism and Business Association.
	Support the activities of the Great Ocean Road Regional Tourism Board.
	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.
4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure	Provide advocacy support material and report on advocacy outcomes.
	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.
4.5 Create stronger links between education providers, business and industry	Develop and circulate economic data and analysis to business and industry.
	Continual Improvement of the Development Toolkit.
	Continual Improvement of the Building Services Toolbox.
	Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.
	Develop an International Student Education Prospectus.

Objective 5. Practice good governance through openness and accountability

5.1 Strategic Resource Plan	Coordinate, prepare and have adopted Council's Strategic Resource Plan.
5.2 Annual Budget	Coordinate, prepare and have adopted Council's Annual Budget.
5.4 Community Plan	Partner with the community to endorse and implement the W2040 Community Plan
	Inform Council and Community strategic planning by sharing the learnings from W2040 engagement processes.
	Establish a reporting framework for the W2040 Community plan.
5.5 Reporting to the community	
	Report on the extent and engagement with Council's communications measures.
5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement	Provide community engagement opportunities relating to Council projects as required.
	Gazettal of Council's new Local Laws.
5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service	Implement enterprise-wide project management framework.
	Implement enterprise-wide project management framework procurement management and contract management module.
	Implement enterprise-wide project management framework - project management and vendor management modules.
	Support quality strategic planning processes which are evidence based, informed by quality community engagement and result in improved outcomes for the community.
	Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement.
	Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.
	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.
	Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing

Objective 5. Practice good governance through openness and accountability

	Ensure all Local Laws are enforced and the review process and discretions administered in accordance with the objectives of the Local Laws and relevant Council guidelines.
	Investigate opportunities and develop a strategy to reduce graffiti in the city.
	Implement on-line permits for food registrations.
	Continued rollout of smart technology to manage car parking in the city.
	Commence implementation of priority actions arising from the Staff Survey.
	Develop a Municipal Early Years Strategy.
	Aim for efficiencies through the use of digital technologies.
	Refresh IT Strategy.
	Participate in Shared Services – TechnologyOne with Moyne & Corangamite Shires.
	Improve the resilience of IT Systems.
	Improve utilisation of IT to improve business processes and user experience.
	Improve Record Keeping compliance by improving the uptake of ECM.
	Improve business efficiency by consolidating documents held on network drives into ECM.
5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.
	Increase training, resources and preparedness to meet the requirements of Council's Municipal Emergency Management Plan.
5.9 Deliver customer-focused, responsive services.	Maintain and monitor continuous improvement plan and corporate CHSP calendar and self-assessment tool.
	Review the provision of Council's community housing service and report proposed recommendations to Council for a decision on the future of the service.
	Execute new contracts for recycling, household waste and FOGO services.
5.10 Foster an encouraging and positive staff culture.	Commence implementation of priority actions arising from the Staff Survey



4.2 WARRNAMBOOL CITY COUNCIL – PROPOSED BUDGET 2018-2019**PURPOSE**

This report presents the 2018-2019 Proposed Budget for Warrnambool City Council, including initial statutory processes.

EXECUTIVE SUMMARY

- The Budget is informed by the vision and objectives of the Council Plan.
- Warrnambool: A Cosmopolitan City by the Sea.
- Council seeks to
 - Sustain and enhance the natural environment
 - Foster a healthy city that is socially and culturally rich
 - Maintain and improve the physical fabric of the city
 - Develop a modern economy with diverse and sustainable employment
 - Practice good governance through openness and accountability
- Resources are allocated to try to best achieve these outcomes for our community
- A Proposed Budget for 2018-2019 financial year has been prepared in accordance with Section 127 of the Local Government Act 1989 (LGA).
- The Budget has been prepared in accordance with the budget principles set down by council and follows a number of workshops by the executive and Council.
- As required by the LGA and the Local Government (Planning & Reporting) Regulations 2014 the Draft Budget includes prescribed information, including :
 - Financial Statements
 - Statement of Capital Works
 - Services and Initiatives funded in the budget
 - Fees and charges
 - Rating and borrowing details
- Public notice of the prepared budget must then be given, copies of the budget be made available for at least 28 days and persons given the opportunity to make submissions in accordance with Section 223 of the Local Government Act.
- Council proposes to adopt the Budget, with or without modification, on Monday 25th June 2018.
- Warrnambool Council undertook an extensive series of consultations with our community through the Warrnambool 2040 process and the development of the Community Plan.
- The budget is set to try to achieve many of the aspirations set out in this Plan and the Council Plan. Councils budget is the vehicle through which Council funds many of the priorities of the Community and meets its financial obligations in as sustainable a manner as possible

MOVED: CR. ANDERSON
SECONDED: CR. NEOH

1. That the Warrnambool City Council Proposed Budget 2018-2019 attached to this report and initialled by the Mayor and Chief Executive for identification be the Budget prepared by Council (in respect of the 2018-2019 Financial Year) for the purpose of Section 127(1) of the Local Government Act 1989 as amended (“the Act”).
2. That Council:
 - a) Give public notice of the preparation of this Budget in accordance with Section 129 of the Act ; and

- b) Make the Budget and the information required to be made available by Regulation 8 of the Local Government (Planning and Reporting) Regulations 2014 available for inspection at the Council Civic offices and on Council's website for at least 28 days, and**
- c) Invite interested persons to make a written submission relating to the budget, with written submissions to be received at the Warrnambool Civic Centre not later than 5pm Wednesday 30 May 2018, and**
- d) Hear any person who wishes to be heard in support of a submission at the Ordinary Meeting of Council on Monday 4 June 2018; and after considering any submissions adopt the 2018-2019 Budget and the Council Plan inclusive of the updated Strategic Resource Plan (with or without amendments) and declare rates and charges at a Special Meeting of Council to be held at 5.45pm, Monday 25 June 2018 in the Council Chamber, Warrnambool Civic Centre, 25 Liebig Street, Warrnambool**

CARRIED 7:0

BACKGROUND

The budget allocates resources on an annual basis to try and achieve the objectives of the Council Plan in the most financially sustainable manner possible and whilst trying to continue to provide quality services to all sections of our community.

Council is required to prepare a budget for each financial year in accordance with Section 127 of the Local Government Act 1989.

The Act and Regulations prescribe the information and format of the Budget, now commonly referred to as the "Model Budget".

The Model Budget 2018-2019 includes a range of information including:

- Financial Statements
- Statement of Capital Works
- Services and Initiatives funded in the budget
- Fees and charges
- Rating and borrowing details

Once Council has prepared a Proposed Budget it is required to give public notice for at least 28 days advising that copies of the budget are available for inspection at the council offices and that it is also published on the council internet site.

Persons have the right to make a submission, in accordance with Section 223 of the LGA, in relation to any proposal contained in the budget.

ISSUE

Council has prepared a Proposed Budget for the 2018-2019 financial year in accordance with Council's budget principles.

The Budget has undergone review over a series of workshops with the executive and council. The budget has been prepared under the State Government's Fair Go Rates System. This system results in the Minister for Local Government determining the average rate cap for the next financial year.

For 2018-2019 the Minister has set the average rate cap at 2.25% and the proposed budget is premised on this level of increase in rates and charges revenue.

Whilst councils are able to apply for an increase to the average rate cap, Council has chosen to apply the average rate cap as set by the Minister and not apply for a variation.

The proposed budget balances the ongoing service and infrastructure needs of the Warrnambool community within the financial capacity of the Council.

Key drivers for the budget were:

- To fund ongoing service delivery – business as usual
- To fund renewal of infrastructure and community assets
- To cope with growth in the population of Warrnambool residents
- To cope with cost shifting from the State Government
- The increase in the waste management charge covers the rollout of the Food Organics, Garden Organics collection and also reflects the increased cost of processing recyclables passed on to Local Government as a result of the collapsed market for recyclable materials.

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50, the other \$96.50 goes to the State and Federal Governments.

Council delivers a diverse and wide range of services to the community and the budget process requires the review and construction of annual income and expenditure budgets to assess the ongoing levels of resources necessary to deliver these services.

Council is mindful of its requirement to be financially sustainable (low risk rating achieved for from the Victorian Auditor General) and assesses the changing environment within which it operates and the budget impacts of these changes.

The Budget comprises:

Recurrent (operational) Budget \$70.4m
Capital Works \$18.8m
Total Budget \$89.2m

The Budget also contains a range of activities and initiatives that contribute to achieving the strategic objectives contained in the Council Plan as well as providing financial resources to continue the delivery of the current wide range of services to the community.

Council is also required to adopt a Strategic Resource Plan which relates to the next four financial years. The Strategic Resource Plan is a component of the Council Plan and an extract is included as part of the Warrnambool City Council Budget Report 2018-2019.

NOTE: Budget papers are included as a separate document.

5. CLOSE OF MEETING

The meeting closed at 6.04pm

CHAIRMAN

I certify that these minutes were confirmed at a subsequent meeting of Council

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CR. ROBERT ANDERSON
MAYOR