



WARRNAMBOOL
CITY COUNCIL

Annual Action Plan

2026-2027

Delivering our Council Plan objectives

This document describes the actions being taken over the financial year 2026-2027 to fulfill the aims of the second year of the four-year Council Plan.





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Strategic Pillar 1

City Futures

Activating a vibrant, liveable and safe city through enhancing outcomes for all.

Strategy		Actions 2026 – 2027	
1.1	Our City activates and promotes local culture and art.	1.1.1	Deliver actions from the Art Gallery Strategic Plan in line with the Warrnambool Destination Action Plan.
		1.1.2	Deliver actions from the Lighthouse Theatre Strategic Plan in line with the Warrnambool Destination Action Plan
1.2	Our City puts public health and safety as a priority.	1.2.1	Contribute to and support actions of the Local Community Safety Committee to reduce the impact of antisocial behaviour.
1.3	Our City plans for sustainable growth while accommodating a changing climate.	1.3.1	Monitor and manage the East of Aberline Precinct Structure Plan for effectiveness and progress post re-zoning.
		1.3.2	Progress the planning scheme amendment to incorporate the Retail Strategy into the Warrnambool Planning Scheme.
		1.3.3	Complete the Warrnambool Futures: Long-Term Land Use Plan and progress incorporation into the Warrnambool Planning Scheme.
		1.3.4	Pending the approval of Council, progress the planning scheme amendment to incorporate the Allansford Flood Study into the Warrnambool planning scheme amendment in line with the Allansford Strategic Framework plan.
		1.3.5	Progress the planning scheme amendment to incorporate the Bushfield Woodford Strategic Framework Plan into the Warrnambool Planning Scheme.
		1.3.6	Progress the planning scheme amendment to incorporate the Foreshore Precinct Plan into the scheme.
		1.3.7	Deliver the review and update of the Open Space Strategy.
		1.3.8	Implement master plan for former Saleyards precinct.

1.4	Our City will continue to advocate for improvements to planning frameworks for growth area developments including Development Contribution Plans.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
1.5	Our City is activated to be attractive to residents and visitors.	1.5.1	Deliver the Solstice Search Party to the community in June 2027.
		1.5.2	Deliver actions from the Holiday Parks Strategic Plan.
1.6	Our City will be a sought-after destination for visitors.	1.6.1	Progress actions from the Flagstaff Hill reimagining vision and opportunities plan in line with the Warrnambool Destination Action Plan.
1.7	Our City encourages workforce attraction and development.	1.7.1	Support business growth or new business activity through the Better Business Approvals process in line with the Economic Development Strategy and report quarterly on metrics (new business inquiries and activity).
		1.7.2	Facilitate the Great South Coast Designated Area Migration Agreement and Talent Beyond Boundaries programs and engage and promote Victorian Government skilled migration programs.
1.8	Our City encourages business growth and development.	1.8.1	Deliver quarterly business networking functions.
		1.8.2	Support business growth through targeted programs and business support activities in line with the Economic Development Strategy and report on metrics.
		1.8.3	Promote Warrnambool and initiate opportunities for investment and attraction.
		1.8.4	Support the development of a visitor economy business reference group to enact Warrnambool destination action plan priorities.
1.9	Our City will create an environment that accelerates delivery of housing across all forms.	1.9.1	Develop and deliver a housing forum out of Warrnambool in conjunction with industry and neighbouring municipalities.
1.10	Our City supports learning and recognises the importance of tertiary and vocational learning institutions including Deakin University and the South West TAFE.	1.10.1	Seek opportunities for the city in the tertiary and vocational sectors including Deakin and South West TAFE.
1.11	Our City will support and grow industries that will bring employment and prosperity to the region.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
1.12	Our City celebrates iconic events and attractions that are part of our identity and visitor economy including speedway racing, the May Racing Carnival and our foreshore and beach.	1.12.1	Build capacity of event organisers through targeted initiatives.
		1.12.2	Distribute the annual Festival and Events Fund.
		1.12.3	Implement marketing campaigns which draw locals and visitors back to the What's On platform.





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Strategic Pillar 2

City Infrastructure

Renewal and maintenance of Council's infrastructure while balancing the needs of our growing city through sound asset management.

Strategy		Actions 2026 – 2027	
2.1	Our City will prioritise maintaining and renewing existing infrastructure.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
2.2	Our City will have appropriate open space infrastructure to meet the needs of our growing community.	2.2.1	Advocate for upgrades to the whale viewing platform beach access.
		2.2.2	Work with the Department of Transport and Planning (DTP) to take responsibility for maintenance of bus shelters.
2.3	Our City will plan for and improve the municipal drainage network to cope with the changing environment.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
2.4	Our City neighbourhoods will have a well-connected network of footpaths.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
2.5	Our City's road network will be maintained to a safe and high-quality standard.	2.5.1	Advocate to the Department of Transport and Planning for improve road safety along Princes Highway at Allansford intersections, including advocating for a speed limit reduction along the Princes Hwy between Grauer's Road and the speedway.
2.6	Our City will pursue efficiencies in maintaining and renewing Council buildings by improving heating and cooling systems and through energy-efficient lighting.	2.6.1	Progress with the accessibility upgrades to the Civic Centre including accessible amenities and incorporate energy-efficient improvements to the facility into the project.

2.7	Our City values and implements sound Strategy Asset Management with consideration to assets and the retirement and consolidation of assets.	2.7.1	Establish a service or functional hierarchy for buildings and use to inform service levels and prioritisation of lifecycle decision making.
		2.7.2	Redevelop the Botanic Gardens workers cottage into a short stay rental that adds vibrancy to the city's tourism market.
2.8	Our City will continue to improve pedestrian, cycling and vehicle movement.	2.8.1	Implement East Warrnambool Local Area Traffic Management Plan through pursuing external funding to deliver key projects detailed in the Plan.
		2.8.2	Review and update the Principal Pedestrian Network plan to inform prioritisation of future improvements to the network.
		2.8.3	Advocate to the Department of Transport and Planning for improved traffic conditions and road and pedestrian safety on arterial roads across the municipality including Mortlake Road, Hopkins and Princes Highways.
2.9	Our City will focus on playspaces as a key feature of local neighbourhoods.	2.9.1	Seek out and pursue funding opportunities for the replacement of second Lake Pertobe playspace.
2.10	Our City's public spaces will be maintained to a high standard.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit.
2.11	Our City will advocate for renewal and upgrade of arterial roads and for improved rail services.	2.11.1	Advocate for the lengthening of platforms at railway stations between Warrnambool and Wairn Ponds to allow for increased passenger capacity on train services on the Warrnambool line.
		2.11.2	Utilise the South West Victoria Alliance Regional Transport Strategy for advocacy with different levels of government in seeking improvements to regional roads and transport infrastructure.
2.12	Our City will ensure the regional airport continues to operate as a base for emergency air transport and as a destination for business and recreational aircraft.	•	This action is replicated in Pillar 5: City Infrastructure under action number 5.6.2.





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Strategic Pillar 3

City Sustainability

Caring for our natural environment by promoting energy efficiency, best practice circular economy and embracing new technology.

Strategy		Actions 2026 – 2027	
3.1	Our City will pursue efficiencies in our waste management system.	3.1.1	Review and update the Warrnambool Waste Strategy 2021-2025.
3.2	Our City will use water wisely.	3.2.1	Expand the use of water monitoring to at least 10 additional Council sites.
3.3	Our City is committed to reducing its carbon footprint.	3.3.1	Implement energy saving initiatives across Council buildings and facilities including the installation of solar at Archie Graham Community Centre and the ARC Stadium.
		3.3.2	Prioritise electric and low emission vehicles as replacement pool vehicles.
		3.3.3	Explore innovative technology alternatives to existing plant and machinery; and add a robotic mower to the current fleet.
3.4	Our City will monitor and manage pest animals and plants on land owned and/or managed by Council.	3.4.1	Implement the fox and rabbit control programs with the aim of reducing pest animal numbers which will be monitored through data collection to determine control program effectiveness.
3.5	Our City will advocate for accessible and sustainable public transport.	3.5.1	Advocate to the State Government for a review of public transport services in Warrnambool to improve access and frequency.
3.6	Our City will collaborate with other agencies to achieve positive environmental outcomes.	3.6.1	Implement the Green Warrnambool Speaker Series in partnership with the Warrnambool Library & Learning Centre.
3.7	Our City will take measures to limit the impact of climate change.	3.7.1	Undertake a review of the Green Warrnambool plan and develop new targets under the plan to be achieved on or before 2035.
3.8	Our City will implement biodiversity improvement and revegetation outcomes.	3.8.1	Collaborate with partner agency and community groups to implement revegetation projects.
3.9	Our City's animal shelter will be a place of refuge for lost, surrendered and abandoned animals.	3.9.1	Increase awareness of the Animal Shelter adoption services and improve animal welfare through the creation and delivery of a Community Education and Communications Program.
3.10	Our City will advocate for support to manage our coastal areas effectively.	3.10.1	Develop the Warrnambool Coastal Resilience Plan and implement the Wild Coast Landscape Master Plan.



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Strategic Pillar 4

City Wellbeing

Working to enable everyone at every stage of life to participate in welcoming and inclusive environments which foster learning connection health and wellbeing.

Strategy		Actions 2026 – 2027	
4.1	Our liveable City promotes access to housing, places and activity for all.	4.1.1	Establish partnership and formal agreement for the delivery of the Harrington Road Key Worker Project.
		4.1.2	Review lease and licencing agreements with sporting clubs to increase opportunities to share meeting rooms in pavilions.
4.2	Our City encourages opportunities for innovation and creativity, increasing community connectedness.	4.2.1	Undertake a review of existing meeting spaces to improve utilisation.
		4.2.2	Document and assess Public Art in Warrnambool to inform maintenance and renewal.
		4.2.3	Develop methodologies to capture data to better quantify and understand the Creative community in Warrnambool.
4.3	Our active City provides recreational opportunities for people of all ages and abilities.	4.3.1	Implement 90% of identified opportunities for programming and marketing at AquaZone.
		4.3.2	Deliver Davidson Oval lighting upgrade if successful with State Government funding.
		4.3.3	Implement annual reporting to capture KPIs as outlined in the AquaZone Redevelopment Business Case including measuring avoidance of significant disruption to programming, attendance at events with a social focus, average spend at AquaZone outside structured activities, participation in events including total visitors from outside the region and the annual number of viable programs.
		4.3.4	Implement the “Get Moving Any Way You Can” campaign to activate sporting and open spaces for informal and social recreation.

4.4	Our inclusive and diverse City is welcoming to all.	4.4.1	Identify and remove access barriers for parents, carers and children within the LGBTIQ+ community to help improve their health and wellbeing outcomes within Council services.
		4.4.2	Develop and implement a monitoring and evaluation framework for the Healthy Warrnambool Plan 2025-2029.
		4.4.3	Develop cultural awareness and safety training in partnership with Eastern Maar Aboriginal Corporation and Gunditjmara for delivery to Council staff and Councillors.
4.5	Our City provides learning pathways and opportunities for education and development.	4.5.1	Implement the Moyne-Warrnambool Youth Strategy year 2 specifically to Engage stakeholders to understand future workforce needs and advocate for local job opportunities.
		4.5.2	Implement new kindergarten enrolment software.
		4.5.3	Complete Matron Swinton playground upgrade.
		4.5.4	Strengthening and embedding gender equality through delivery of the new Baby Makes 3 framework and achieving increases in number of participants.
		4.5.5	Initiate first stages of Library and Learning Cultural Interpretative project in collaboration with and once approved by Eastern Maar Aboriginal Corporation.
		4.5.6	Adopt the Warrnambool Library and Learning Centre Strategy.
4.6	Our nurturing city supports growth and development through high quality service delivery.	4.6.1	Continue to review and implement changes within the Early Years Quality and Compliance in response to early years and family and children services reforms.
		4.6.2	Deliver the INFANT program to families with infants aged 4 - 12 months within the City of Warrnambool.
		4.6.3	Develop a QR code initiative that provides access to an up-to-date digital register of Breastfeeding Friendly Places across the municipality.
		4.6.4	Design innovative pre-prep model for children attending four year old kindergarten in 2028 that retains the unique needs of the Warrnambool community.
		4.6.5	Implement Client Management System for Aged Care service management.
		4.6.6	Implement and embed the Support at Home Program within Community Care service.





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Strategic Pillar 5

City Leadership

We will advocate for our community, operate efficiently, maintain sound governance, care for our team, and embrace a rapidly changing technological landscape.

Strategy		Actions 2026 – 2027	
5.1	Our City pursues technology and innovation for community benefit.	5.1.1	Activate the Shared Services arrangement for an improved digital future.
		5.1.2	Maximise Coastal Connect outcomes by removal of legacy systems.
		5.1.3	Implement Phase 1 of the Coastal Connect Enterprise Resource Platform by 1 July 2026 and ensure month of hyper-care implemented to August 2026.
		5.1.4	Commence Phase 2 of the Coastal Connect Enterprise Resource Platform data migration and implementation by June 2027.
		5.1.5	Trial Sharepoint with the Family and Children's Services branch for more efficient and user-friendly records management.
		5.1.6	Progress the actions from the Great South Coast Regional Digital Strategy.
		5.1.7	Catalogue, assess, and digitise or destroy, as appropriate, all historic records stored at Council depot.
		5.1.8	Improve ease of records keeping for our staff by implementing Microsoft SharePoint integrated with our corporate records system.
5.2	Our City will use Artificial Intelligence (AI) software to gain operational efficiencies.	5.2.1	Introduce preliminary utilisation of artificial intelligence technologies into corporate systems.
5.3	Our City is a leader in the South West region.	5.3.1	Provide a South West leadership role by being Lead Member of the South West Council ICT Alliance (SWCICTA).
5.4	Our City manages financial resources sustainably.	5.4.1	Maintain a comprehensive 10-year Long-Term Financial Plan.
		5.4.2	Undertake an annual four-year budget process in consultation with our community.
		5.4.3	Commence structured planning and engagement for the negotiation of a new Enterprise Agreement, including exploration of a multi-council single Enterprise Agreement model.
		5.4.4	Undertake a review of a minimum of two service units to ensure appropriate quality and cost standards are being applied.

5.5	Our City promotes organisational culture and performance.	5.5.1	Enhance workforce engagement and alignment through structured development, performance, and leadership programs.
		5.5.2	Translate organisational survey results into actionable improvement plans at directorate and manager level.
		5.5.3	Deliver the 2026/2027 actions identified in the Warrnambool City Council Gender Equality and Access Plan 2026-2030.
		5.5.4	Maintain a contemporary Safety Measurement System and reporting process by ensuring high-quality OHS data, timely reporting, and regular system review and improvement.
5.6	Our City will advocate strongly for our community and our region.	5.6.1	Advocate for funding to deliver the Brierly Recreation and Well-being Hub.
		5.6.2	Develop summary documentation for policymakers to be used in advocacy efforts seeking to deliver the Southwest Victoria Air Services Strategy.
		5.6.3	Advocate on behalf of the Warrnambool Surf Life Saving Club for a new club building.
		5.6.4	Advocate for majority funding for the redevelopment of Aqua-Zone.
5.7	Our City is committed to sound governance, transparent decision-making and operating with integrity.	5.7.1	Establish a Council-wide data governance function and committee by April 2027 to address actions contained with the Victorian Protective Data Security Framework.
		5.7.2	Maintain the key performance indicators relating to Governance in Council's annual performance statements.
		5.7.3	Ensure Councillors undertake training in line with the mandatory requirements of the Local Government Act 2020 and associated regulations.
		5.7.4	Reduce the number of tenants occupying Council facilities without formal agreements by a total of six, in accordance with Council's Leases and Licences Policy.
5.8	Our City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.	5.8.1	Consult with the community on major projects and programs that will have significant impacts on the community.
5.9	Our City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.	5.9.1	Deliver 2026-27 Internal Audit program.
		5.9.2	Implement and embed Child Safety Standards across all Council operations, ensuring documented processes, trained staff, and evidence-based compliance.
		5.9.3	Promote a Psychologically Safe and Inclusive Workplace by implementing priority actions arising from staff wellbeing and culture survey findings.
5.10	Our City will review the community vision, Warrnambool 2040.	•	This strategy has been resolved or will be addressed in future years of the Council Plan, as resources permit
5.11	Our City will advocate for important needs including an upgrade of the aquatic centre, a community hub at Brierly Recreation Reserve, a new art gallery and affordable housing.	5.11.1	Prepare advocacy materials on the issues and project priorities endorsed by Council.

