



WARRNAMBOOL  
CITY COUNCIL

# Council Plan 2021-2025

**A thriving city at the heart of coast and country**

Revised 2023



[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au) | Connect to Council





# Contents

<b>Acknowledgement of Traditional Owners</b>	<b>3</b>
<b>Vision</b>	<b>5</b>
<b>Values</b>	<b>5</b>
<b>Our Councillors</b>	<b>5</b>
<b>Mayor's foreword</b>	<b>6</b>
<b>Message from the Interim Chief Executive Officer</b>	<b>8</b>
<b>How we engaged with the community</b>	<b>10</b>
<b>About Warrnambool</b>	<b>11</b>
<b>Our city</b>	<b>11</b>
<b>Our community</b>	<b>12</b>
<b>Our services to the community</b>	<b>15</b>
<b>Strategic objectives and strategies</b>	<b>17</b>
<b>Actions and initiatives</b>	<b>23</b>

The Local Government Act stipulates that Council must prepare a Council Plan which will include the strategic objectives of the council and strategies for achieving those objectives for the next four years as well as indicators for monitoring the achievement of the objectives.

The Council Plan is supported by the Annual Council Budget which describes the financial resources required to implement the actions and initiatives described in the Plan.







# Acknowledgement of Traditional Owners

Warrnambool City Council acknowledges the Peek Whurrong and Kirrae Whurrung Peoples of the Gunditjmara, Eastern Maar Nations as the Traditional Owners of the land, waterways and skies within Warrnambool municipality. We pay respects to Elders past and present. We also acknowledge all Aboriginal and Torres Strait Islander Peoples who are part of the Warrnambool community.









# Our Vision

## A thriving city at the heart of coast and country.

Warrnambool is the bright beacon at the western edge of the Great Ocean Road.

Within the Warrnambool municipality are beautiful beaches, parks, buildings and pathways. The city of Warrnambool is the South West's professional, commercial, retail, education, sporting and health capital and our attractive townships of Allansford, Bushfield and Woodford enhance our liveability.

## Our Values



# Our Councillors

## Warrnambool City Council is an unsubdivided municipality represented by seven Councillors.

At the October 2020 Victorian Local Government elections Otha Akoch, Debbie Arnott, Ben Blain, Vicki Jellie, Angie Paspaliaris, Max Taylor and Richard Ziegeler were elected to Council.



Cr Debbie Arnott



Cr Otha Akoch



Cr Ben Blain



Cr Vicki Jellie



Cr Angie Paspaliaris



Cr Max Taylor



Cr Richard Ziegeler





We also engaged the community through listening posts and through the use of an online survey. We received input from right across the Warrnambool municipality and we acknowledge all those who provided us with feedback and in doing so made a contribution towards the future of their city and its people.

Council has committed to reviewing the Plan annually. These reviews fine-tune the Plan and the outcome.

Changes will remain in keeping with the input we received from the community during the Plan's development.

When creating the Plan in 2021, Councillors discussed the need to take a conservative approach to the use of Council resources.

Recovering from the pandemic was a priority and we have seen our city rebound to the extent that some employers face challenges in finding staff to fill vacancies.

Since the Plan was adopted we have seen major projects begun and completed including the Reid Oval redevelopment, the Learning and Library Hub, the new Edwards Bridge and the Lake Pertobe Adventure Playspace.

The significant infrastructure work continues and we are currently working on new accessible and safe public amenities at McGennan Car Park, replacing city centre footpaths and getting Stage 1 of the Brierly Recreation Reserve redevelopment under way.

Council remains committed to taking stock, "steading the ship" and ensuring our financial sustainability but we also recognise that a growing city inevitably needs infrastructure that responds to population growth and 21st century expectations. Council continues to examine the future form and function of our aquatic centre, AquaZone, and the Warrnambool Art Gallery to ensure these community assets will meet the community's needs in the decades to come. This measured approach to prospective new infrastructure accords with the community's wishes – we received feedback from the community during Council Plan consultation in 2021 on the need to be responsible and to safeguard the financial sustainability of the city.

We will continue to manage existing assets to ensure that the liveability and amenity that residents and visitors enjoy is not compromised.

We will also continue to investigate the possibilities and opportunities provided by Flagstaff Hill.

Council committed to working meaningfully and effectively with the Aboriginal community and again, this was raised regularly by the community during the Council Plan consultation. March 28, 2023, marked a significant moment in history with the Federal Court's Native Title determination that recognised land rights of the Eastern Maar Aboriginal Corporation.

## Mayor's foreword

### Cr Debbie Arnott

**On behalf of Council I am pleased to present to the community the 2023 revision of the Council Plan 2021-2025.**

**T**he four-year Council Plan is a key strategic document for Council and guides the work we perform on behalf of the community.

The Council Plan is strongly influenced by, and aligns with, the wishes expressed in the long-term community vision, Warrnambool 2040.

Council is a key partner in Warrnambool 2040 the Local Government Act (2020) states that Council must address the long-term vision in its strategic planning. The Council Plan includes commentary on how its strategies align with those of Warrnambool 2040.

The Council Plan was developed following facilitated workshops with Councillors, Council staff and the community.





There are many activities and services that Council will continue to perform. While they could be described as “business as usual” activities they are all grouped in this plan and are essential to our community.

For instance we will always ensure that our city’s parks, gardens and public spaces are well kept and visually appealing. They are a part of what makes Warrnambool so liveable and able to attract new residents and maintain steady, manageable population growth.

We will continue to care for our most vulnerable residents through the provision of Home and Community Care services and through the delivery of a Meals on Wheels program.

We remain very excited about the future of our great and growing city.

Preliminary work on the redevelopment of the Warrnambool Base Hospital is under way. While this is not a Council project our staff are working with those who will deliver the hospital project to ensure the best possible outcomes on elements such as parking and access.

The revitalised health service along with a Deakin University campus and the major South West TAFE campus are key to our liveability. Our enviable location includes stunning beaches and a climate that lends itself to beach holidays and winter getaways.

With all the advantages our city has we must continue to be proactive about ensuring that Warrnambool in decades to come remains an attractive, liveable city with opportunities to thrive available to all residents.





# A message from the Chief Executive Officer

**Andrew Mason**

**Warrnambool City Council staff are committed to delivering on the objectives described in the Council Plan 2021-2025.**

The Council Plan is a requirement of the Local Government Act 2020. It was prepared in consultation with the community and adopted by Council on June 28, 2021.

Each year Council reviews the Plan to ensure it is relevant, remains aligned to the long-term community vision described in Warrnambool 2040 and takes into account any other emerging factors, such as a pandemic.

The Local Government Act stipulates that the Council Plan must:

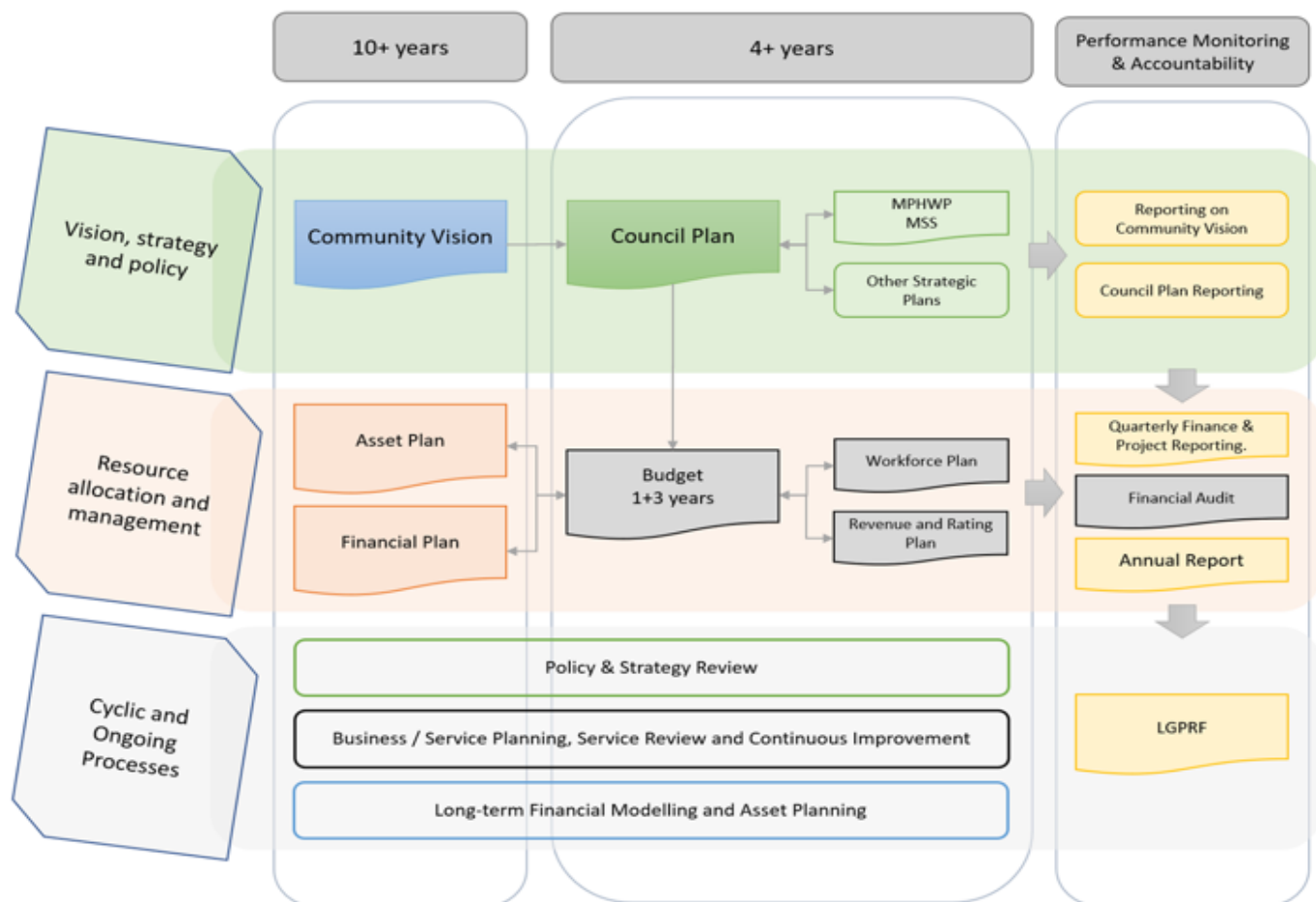
- describe the strategic direction of the Council;
- outline strategic objectives for achieving the strategic direction;
- strategies for achieving the objectives;
- strategic indicators for monitoring the achievement of the objectives; and,
- a description of the Council's initiatives and priorities for services, infrastructure and amenity.

The Council Plan is part of an integrated planning framework with the community vision, Warrnambool 2040, providing an over-arching strategic direction for our city.

The activities and initiatives contained in this Council Plan have been developed by Council staff to help deliver the objectives contained in the plan.

Council will provide quarterly reports to the community on how we have progressed with each of the actions and initiatives.

Strategic indicators or measuring our progress include the Local Government Performance Reporting Framework, the annual Local Government Community Satisfaction Survey, the financial and operational statements contained in our Annual Reports and the targets and goals identified in our broad suite of plans and strategies.



**Above:** the integration of Local Government planning and reporting to the community.



# The Community Vision – Warrnambool 2040 goals

## OUR PEOPLE

Warrnambool will be a city where all people thrive

### Our Goals:

1. a welcoming and inclusive city
2. a safe and connected community
3. Warrnambool's people are healthy
4. value local Aboriginal identity and culture
5. a learning community

## OUR ECONOMY

Warrnambool will be Australia's most resilient and thriving regional economy

### Our Goals:

1. embrace digital innovation and technological change
2. grow a resilient and diverse economy
3. foster a creative and collaborative culture
4. think globally

## OUR PLACE

Warrnambool will be Australia's most liveable regional city

### Our Goals:

1. an affordable and accessible place to live for every one
2. encourages and prioritises sustainable transport
3. Well-connected outside the city
4. has accessible, high-quality public spaces and facilities

## OUR ENVIRONMENT

Warrnambool will be Australia's most sustainable city

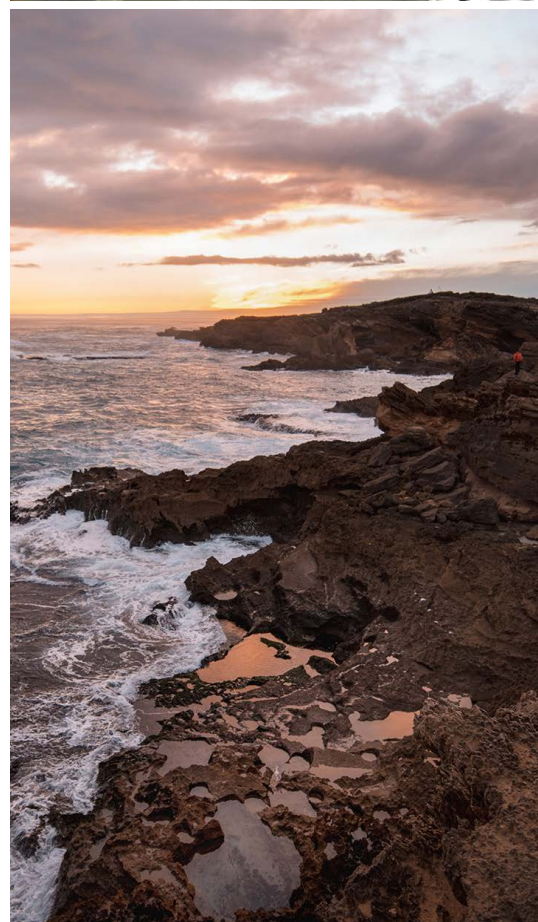
### Our Goals:

1. ZERO WARRNAMBOOL - Innovative solutions for zero net emissions
2. ADAPTABLE WARRNAMBOOL - adapt to the impacts of climate change
3. WISE WARRNAMBOOL - a wise city, that wastes not
4. NATURAL WARRNAMBOOL - enjoy, love, respect and care for the natural environment
5. BLUE WARRNAMBOOL - water for life
6. GREEN WARRNAMBOOL - a city in nature



# How we engaged with the community in 2021

February 8 and 9	Workshops with Councillors
February 8	Online survey and registration for deliberative workshops undertaken – 72 respondents.
February 20	Online survey to seek ideas for the Council Plan and to review the community vision, Warrnambool 2040.
February 24	Workshop with Council staff.
March 3	Listening posts at the Lighthouse Studio and Warrnambool Stadium with sessions for residents of all Warrnambool localities including Allansford, Bushfield-Woodford, Dennington, Central Warrnambool, Warrnambool-Botanic, East Warrnambool, North Warrnambool, North-East Warrnambool, South-East Warrnambool, South-Warrnambool-Merrivale and West Warrnambool.
March 17	Two deliberative workshops with the community, 60 participants.
May 3	Draft Council Plan considered at open Council meeting and subsequently released for public comment.





# About Warrnambool

## Our city

**The municipality of Warrnambool covers 120sqkm in Victoria's South West.**

It includes the city of Warrnambool and townships of Allansford, Bushfield and Woodford.

It has annual population growth of about one per cent, a population of 35,500 and is the most populous city in the South West.

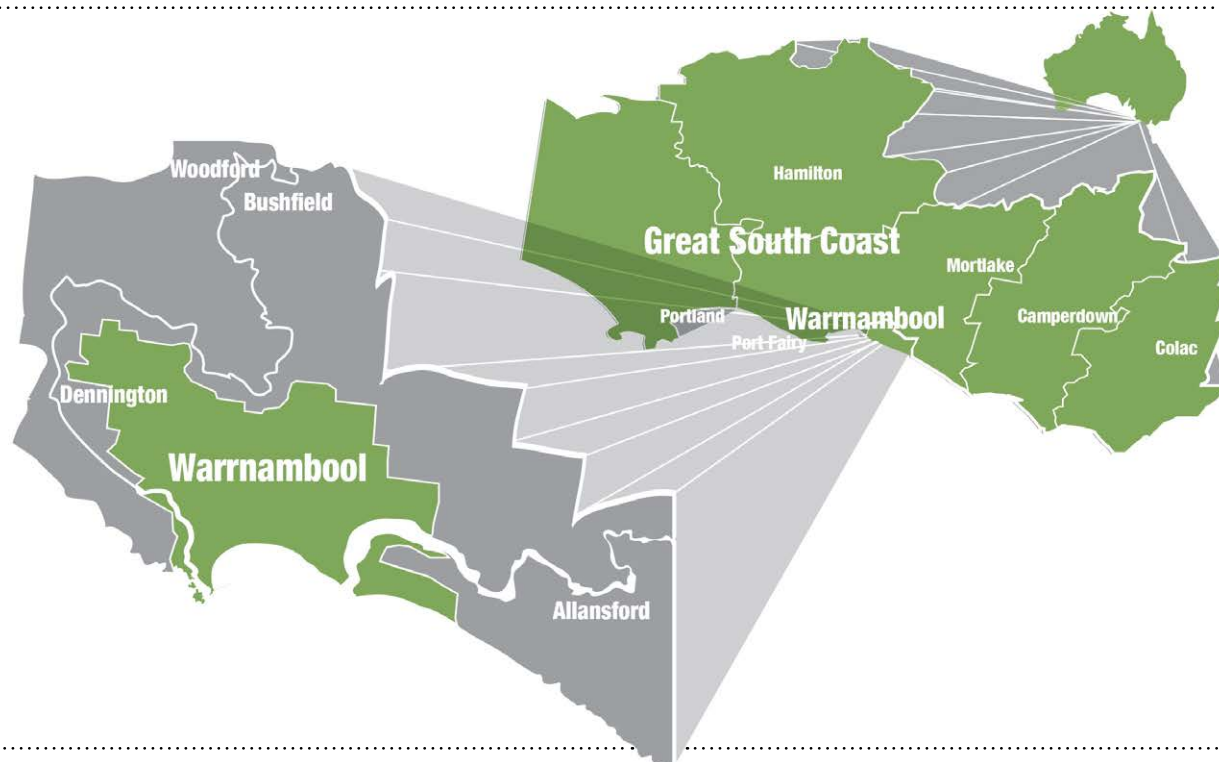
Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates output of some \$4.6 billion accounting for about 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

There are 18,518 jobs in Warrnambool and the following six sectors account for over two-thirds of employees whose place of work is located within Warrnambool:

- Healthcare and Social Assistance;
- Retail trade;
- Education and Training;
- Accommodation and Food Services;
- Construction and Manufacturing.

The construction industry makes the greatest contribution to economic output in the region, which at \$721.1 million accounts for 15.55 per cent of total output.

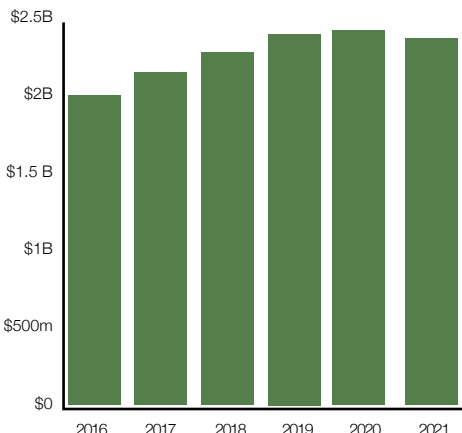
Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



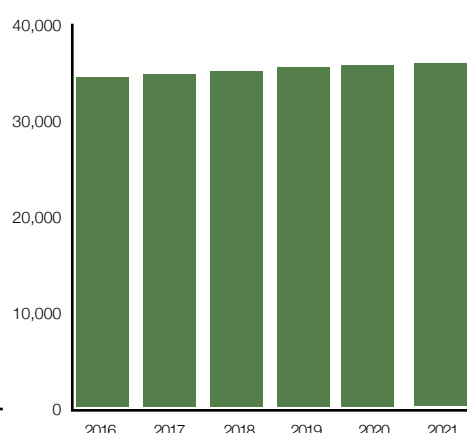
**Building Approvals**



**Gross Regional Product**



**Population**

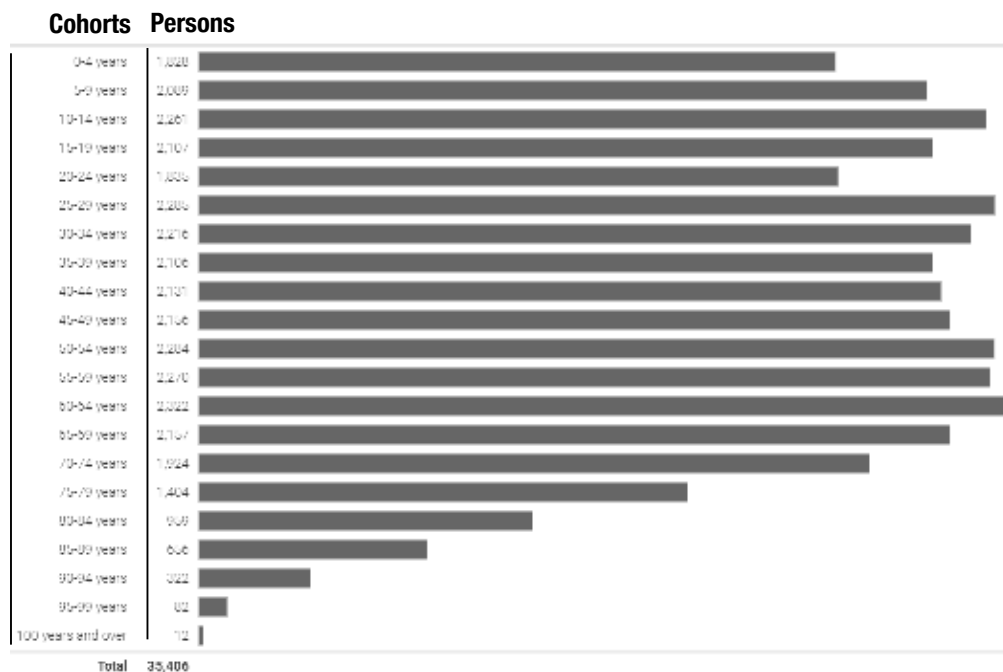




# Our community

With a median age of 35 years, Dennington - Warrnambool is the youngest locality in Warrnambool.

The oldest is Allansford - Warrnambool with a median age of 43 years.



## Median age

**Warrnambool:** 42

**Victoria:** 38

**Australia:** 38

## Medium and high density housing

**Warrnambool:** 20 per cent

**Regional Victoria:** 10 per cent

**Victoria:** 27 per cent

## Population density

**2.94 per hectare**

## Median weekly household income

**Warrnambool:** \$1,420

**Victoria:** \$1,759

**Australia:** \$1,746

## Indigenous population

**Warrnambool:** 2 per cent

**Victoria:** 1 per cent

**Australia:** 3.2 per cent

## Households with a mortgage

**Warrnambool:** 37.8 per cent

**Victoria:** 36.1 per cent

**Australia:** 41.6 per cent

## Family composition - couples with children

**Warrnambool:** 38.8 per cent

**Victoria:** 45.5 per cent

**Australia:** 43.7 per cent

## Overseas born

**Warrnambool:** 15.2 per cent

**Victoria:** 30 per cent

**Australia:** 27.7 per cent

## Family composition - couples without children

**Warrnambool:** 42 per cent

**Victoria:** 37.6 per cent

**Australia:** 38.8 per cent

## Language at home other than English

**Warrnambool:** 6.5 per cent

**Victoria:** 30.5 per cent

**Australia:** 24.8 per cent

## Lone person households

**Warrnambool:** 30.2 per cent

**Victoria:** 25.9 per cent

**Australia:** 25.6 per cent

## Education attainment - bachelor degree and above

**Warrnambool:** 19.4 per cent

**Victoria:** 29.2 per cent

**Australia:** 26.3 per cent



### Education - Year 12 or equivalent

**Warrnambool:** 46.1 per cent

**Great South Coast:** 41.4 per cent

**Victoria:** 24 per cent

### Public transport to work

**Warrnambool:** 1 per cent

**Regional Victoria:** 2 per cent

**Victoria:** 12 per cent

### Unemployment rate (December 2022)

**Warrnambool:** 1.6 per cent

**Great South Coast:** 1.7 per cent

**Victoria:** 3.4 per cent

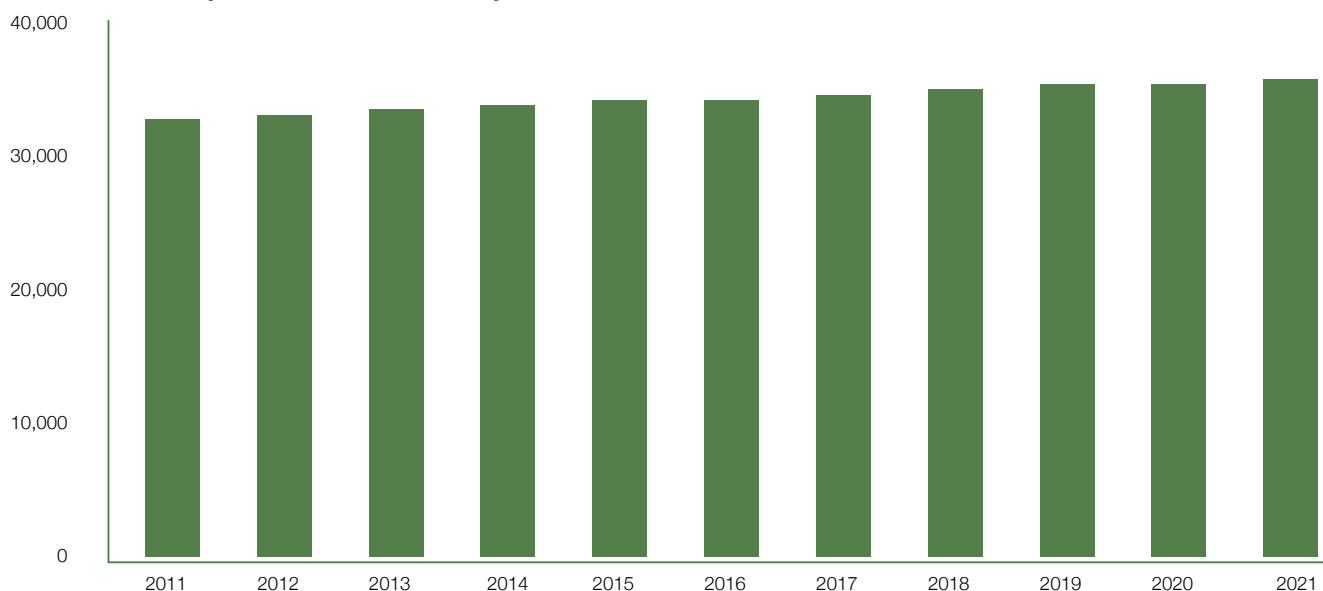
### SEIFA index of disadvantage

**Warrnambool:** 986

**Regional Victoria:** 977

**Victoria:** 1010

### Estimated Resident Population - Warrnambool City Council



Source: Australia, Bureau of Statistics, Regional Population Growth, Australia (3218.0) Compiled and presented by .id (informed decisions)



# Our services to the community

## – a snapshot

**Environmental management** – environmental policy and projects.

**Waste management and street cleaning** – kerbside collections, leaf collection and street litter bins.

**Parks and gardens** – tree pruning, planting, maintenance of open space, conservation management.

**Community services** – Volunteer Connect, Social Inclusion, Youth Engagement, Diversity, Access and Inclusion.

**Aged services** – meals on wheels, personal care, respite, home maintenance, positive ageing and senior citizens programs.

**Family services** – preschools, maternal and child health, youth services, child care, family day care, immunisation.

**Arts and culture** – Warrnambool Art Gallery and Lighthouse Theatre.

**Library services** – Warrnambool library.

**Recreation** – sport, recreation and cultural facilities and programs.

**Leisure services** – Warrnambool Stadium and AquaZone.

**Health services** – public health, immunisation and administration of food premises.

**Festivals and events** – festivals and events to deliver economic benefits to the city.

**Asset maintenance** – buildings, roads, footpaths, tracks and drainage

**Infrastructure services** – capital works and maintenance on Council's main civil infrastructure.

**Regulatory services** – local laws, traffic control.

**Statutory building services** – includes processing of building permits.

**City strategy and development** – Council Planning Scheme, processing of development proposals.

**Holiday parks** – affordable holiday accommodation.





**Flagstaff Hill Maritime Village** – includes the Visitor Information Centre and maritime museum.

**Economic development** – includes industry and business support, statistical analysis and project development.

**Warrnambool Airport** – for emergency, passenger and recreational aircraft.

**Port of Warrnambool** – managed by Council on behalf of the Victorian Government.

**Elected Council** – governs our city with and on behalf of the community.

**Governance and Risk** – supports sound governance and manages Council's insurance matters.

**Executive services** – manages and facilitates implementation of Council decisions, policies and compliance with legislative requirements.

**Revenue** – revenue collection, property management.

**Information services** – enables Council staff to have the information they need to efficiently perform their roles.

**Organisation development** – promotes and implements human resource strategies and includes recruitment, staff inductions and training.

**Corporate and financial services** – banking, treasury, auditing and grants commission functions.







# Our Strategic Objectives

**The strategic objectives below were developed in response to the visions and goals in Warrnambool 2040.**

**T**he deliberative engagement process including an online survey “tested” those themes to ensure they remained relevant.

Below each of the five strategic objectives are strategies which describe how each of the objectives will be achieved over the four-year life of the Council Plan.

The tables also show the alignment or connection to Warrnambool 2040.







# 1. A healthy community

**We will be a healthy, inclusive and thriving community with equitable access to services, cultural opportunities and recreational activities.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<b>1.1 Be a welcoming and inclusive city:</b> Warrnambool will be a city that is more welcoming to all and which fosters diversity.	Warrnambool will be a welcoming and inclusive city.
<b>1.2 Engagement with the Aboriginal community:</b> Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.	Warrnambool will be a city that values Aboriginal identity and culture.
<b>1.3 Health and wellbeing:</b> Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.	Warrnambool's people are healthy. Warrnambool is a safe and connected community.
<b>1.4 An accessible city:</b> Council will improve physical and social accessibility to community services, facilities, places and precincts.	Warrnambool has accessible, high quality public spaces and facilities.
<b>1.5 Recreation, arts, culture and heritage:</b> Council will support opportunities to participate in a wide range of recreational, arts and cultural programs that promote activity, wellbeing, diversity heritage and which increase community connectedness.	Warrnambool is a safe and connected community.
<b>1.6 Community learning pathways:</b> Council will support and encourage lifelong learning that helps build community resilience and preparedness for change.	Warrnambool is a learning community.

## Supporting documents

- Healthy Warrnambool 2021-2025
- Inclusion and Diversity Policy
- Kindergarten Enrolment and Orientation Policy
- Smoking Policy
- Disability Access and Inclusion Policy
- Active Warrnambool



## 2. A sustainable environment

**We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.**

### Our strategies for achieving this objective

### Alignment with Warrnambool 2040 goals

**2.1 Natural environment:** Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.

Warrnambool is a city in nature

**2.2 Water and coastal management:** Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.

Warrnambool has water for life.

**2.3 Environmental impact and a changing climate:** Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.

Warrnambool seeks innovative solutions for zero net emissions.

**2.4 Water resource management:** Council will promote and encourage awareness of sustainable practices in our work and in the community, including water resource management.

Warrnambool has water for life.

**2.5 Waste minimisation:** Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, re-use and recycling of materials.

Warrnambool is a wise city that wastes not.

**2.6 Awareness and celebration:** Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.

Warrnambool enjoys, loves, respects and cares for the natural environment.

### Supporting documents

- Resource Recovery, Waste Minimisation and Management Strategy
- Green Warrnambool
- Coastal Management Plan





### 3. A strong economy

**We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities that attract ongoing investment.**

#### Our strategies for achieving this objective

#### Alignment with Warrnambool 2040 goals

**3.1 Build on competitive strengths:** Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages

Warrnambool will grow a resilient and diverse economy.

**3.2 Emerging industries:** Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.

Warrnambool will embrace digital innovation and technological change.  
Warrnambool will think globally.

**3.3 Visitor growth:** Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions, experiences and by leveraging key events.

Warrnambool will grow a resilient and diverse economy.

**3.4 Workforce capability:** Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.

Warrnambool will grow a resilient and diverse economy.  
Warrnambool will think globally.

**3.5 The digital economy:** Council will facilitate greater digital capability

Warrnambool will embrace digital innovation and technological change.

#### Supporting documents

- Warrnambool Economic Development and Investment Strategy
- Warrnambool City Centre Parking Strategy
- Events Strategy



## 4. A connected, inclusive place

**We will provide high quality places that people value and want to live, work, play and learn in.**

Our strategies for achieving this objective	Alignment with Warrnambool 2040 goals
<p><b>4.1 Effective planning:</b> Council will ensure its planning acknowledges the unique character and attributes of local places and that that supports social connection, equitable access, appropriate housing and sustainable population growth.</p>	<p>Warrnambool is a safe and connected community.</p>
<p><b>4.2 A connected community:</b> Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.</p>	<p>Warrnambool is a safe and connected community.</p>
<p><b>4.3 Stronger neighbourhoods:</b> Council will foster neighbourhood connections and capacity building including the development of inclusive recreational and cultural opportunities.</p>	<p>Warrnambool is a welcome and inclusive city.</p>
<p><b>4.4 Sustainable practices:</b> Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.</p>	<p>Warrnambool encourages sustainable transport. Warrnambool adapts to the impacts of climate change. Warrnambool is well-connected outside the city.</p>

### Supporting documents

- Lake Pertobe Master Plan
- Public Amenities Strategy
- Road Users Plan
- Asset Management Policy
- Nature Strip Landscaping Policy
- Street Tree Planting and Management Policy
- Warrnambool Botanic Gardens Master Plan





## 5. An effective Council

**We will be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and for Victoria's South West.**

### Our strategies for achieving this objective

**5.1 Leadership and governance:** Council will be a high-functioning team committed to respectful relationships, collaboration and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.

**5.2 Engaged and informed community:** Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.

**5.3 Customer-focused services:** Council will continue to develop a program of Council services that are delivered to the community's satisfaction.

**5.4 High-performance culture:** Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Council's services and programs.

**5.5 Organisational and financial sustainability:** Council will ensure organisational and financial sustainability through the effective and efficient use of Council's resources and assets.

**5.6 Risk mitigation:** Council will mitigate and manage organisational risks through sound management systems and processes.

**5.7 Effective advocacy:** Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

**5.8 Regional role and relationships:** Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

### Supporting documents

- Investment Policy
- Debt Management Policy
- Procurement Policy
- Project Management Policy
- Risk Management Policy
- Transparency Policy
- Customer Service Charter
- Warrnambool Advocacy Strategy



# Activities and Initiatives

The actions and initiatives listed below comprise the operational component of the Council Plan. Each action is linked to one or more of the strategic objectives described in this plan.





# GOAL 1: A HEALTHY COMMUNITY

**We will be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.**

## Objective 1

**WELCOMING & INCLUSIVE CITY:** Warrnambool will be a city that is more welcoming to all and fosters diversity.

Action Code	Action Name	Start Date	Due Date
1.1.1	Develop a new Customer Service Strategy to ensure it aligns with the Customer Service Charter and provides improved customer service outcomes for the community.	1/7/2023	30/6/2024
1.1.2	Increase access to participation for all abilities and raise awareness of the community regarding the needs of people with a disability.	1/7/2023	30/6/2024
1.1.3	Review and improve the Community Engagement Policy.	1/7/2023	30/6/2024
1.1.4	Research and align current programs with community demand and need.	1/7/2023	30/6/2024
1.1.5	Design and deliver a new West Warrnambool Neighbourhood House.	1/7/2023	30/6/2024

## Objective 2

**ABORIGINAL COMMUNITIES:** Council will pursue improved partnerships and meaningful engagement with Aboriginal people to grow opportunities and better outcomes for Aboriginal people.

Action Code	Action Name	Start Date	Due Date
1.2.1	Facilitate and foster collaborative relationships with Aboriginal and Community Controlled Organisations (ACCOs) to further the achievement of Reconciliation outcomes.	1/7/2023	30/6/2024
1.2.2	Increase participation of Aboriginal families and individuals across Council programs and services.	1/7/2023	30/6/2024

## Objective 3

**HEALTH & WELLBEING: Council will take action to improve health, wellbeing and safety outcomes for Warrnambool's community.**

Action Code	Action Name	Start Date	Due Date
1.3.1	Develop a policy for Liquor Licences in Recreation Reserves.	1/7/2023	30/6/2024
1.3.2	Develop and action a marketing and customer engagement strategy that capitalises on Aquazone's unique offering.	1/7/2023	30/6/2024
1.3.3	Continue to implement the Municipal Health and Well-being Plan 2021-25 (Healthy Warrnambool) through the Committee of Practice model.	1/7/2023	30/6/2024
1.3.4	Implement and review compliance with Child Safe Standards.	1/7/2023	30/6/2024
1.3.5	Continue to improve children and families' health and wellbeing as set by the Healthy Achievement Program.	1/7/2023	30/6/2024
1.3.6	Enhance the Maternal Child Health program for children aged up to four years in line with community needs.	1/7/2023	30/6/2024
1.3.7	In line with community demand ensure programs for older people are accessible, relevant and affordable.	1/7/2023	30/6/2024
1.3.8	Advocate for early years workforce initiatives that support recruitment and retention of high quality early years staff and service.	1/7/2023	30/6/2024
1.3.9	Ensure our early years services meet the needs of our culturally diverse community.	1/7/2023	30/6/2024

## Objective 4

**ACCESSIBLE CITY: Council will improve the physical and social accessibility to community services, facilities, places and precincts.**

Action Code	Action Name	Start Date	Due Date
1.4.1	Develop a Community Services Infrastructure Plan.	1/7/2023	30/6/2024
1.4.2	Deliver all-abilities access compliance as part of new infrastructure projects.	1/7/2023	30/6/2024
1.4.3	Ensure Council's youth programs and activities are accessible, relevant and reflect current community demand and need.	1/7/2023	30/6/2024
1.4.4	Undertake an accessibility audit of Council playgrounds including playground equipment.	1/7/2023	30/6/2024



## Objective 5

**RECREATION, ARTS, CULTURE & HERITAGE:** Council will support opportunities to participate in a wide range of recreational, arts and cultural activities that promote activity, wellbeing, diversity and heritage, and grow connectedness across the community.

Action Code	Action Name	Start Date	Due Date
1.5.1	Facilitate development of Warrnambool Art Gallery Strategic Plan 2024 – 2028.	1/7/2023	30/6/2024
1.5.2	Complete the Playspace Strategy for community playgrounds and spaces.	1/7/2023	30/6/2024
1.5.3	Deliver a Lighthouse Theatre season program that is marketable and relevant to the local/South West audience and provides opportunity to experience a diverse range of performing arts.	1/7/2023	30/6/2024
1.5.4	Deliver Warrnambool Art Gallery exhibitions and experiences that engage community, attract and increase visitors, support artists and build new audience.	1/7/2023	30/6/2024
1.5.5	Develop an Arts and Culture Strategy for Warrnambool.	1/7/2023	30/6/2024
1.5.6	Ensure the Library and Learning Centre programming is aligned to community need and developed in partnership with community organisations and business sector.	1/7/2023	30/6/2024

## Objective 6

**COMMUNITY LEARNING PATHWAYS:** Council will support and encourage lifelong learning that helps build community resilience and preparedness for change.

Action Code	Action Name	Start Date	Due Date
1.6.1	Maintain and further develop Council's partnership with Deakin University to enable research and development opportunities for community and industry.	1/7/2023	30/6/2024
1.6.2	In response to State Government kindergarten reforms, deliver a Council transition plan.	1/7/2023	30/6/2024

# GOAL 2: A SUSTAINABLE ENVIRONMENT

**We will protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.**

## Objective 1

**NATURAL ENVIRONMENT: Council will enhance open spaces and infrastructure that support a healthy community, wildlife, flora, fauna and biodiversity.**

Action Code	Action Name	Start Date	Due Date
2.1.1	The Depot Team and Environmental Sustainability Team will work in collaboration to commence delivery of the Albert Park Re-Vegetation Program.	1/7/2023	30/6/2024
2.1.2	Implement Pest Plant and Animal Management Framework for the control of environmental weeds and pests.	1/7/2023	30/6/2024
2.1.3	In line with targets in the Green Warrnambool strategy develop and implement programs that improve biodiversity and protect and enhance flora and fauna.	1/7/2023	30/6/2024

## Objective 2

**WATER & COASTAL MANAGEMENT: Council will protect and enhance the health of Warrnambool's coastline and inland waterways to protect and improve biodiversity.**

Action Code	Action Name	Start Date	Due Date
2.2.1	Implement the Domestic Waste Water Management Plan to improve health and environmental outcomes for our community.	1/7/2023	30/6/2024
2.2.2	Implement the Warrnambool Coastal Management Plan to guide the future use, development and management of Warrnambool's coastline.	1/7/2023	30/6/2024
2.2.3	Complete the South Warrnambool Flood Study and begin Planning Scheme Amendment.	1/7/2023	30/6/2024

## Objective 3

**MINIMISE ENVIRONMENTAL IMPACT & THE IMPACT OF A CHANGING CLIMATE: Council will encourage innovation and initiatives that minimise Warrnambool's environmental impact.**

Action Code	Action Name	Start Date	Due Date
2.3.1	Explore option of a seasonal increase of FOGO collection over warmer months.	1/7/2023	30/6/2024
2.3.2	Deliver the 2023-2024 Smart Buildings energy efficiency program to reduce greenhouse gas emissions and utilise renewable energy.	1/7/2023	30/6/2024



2.3.3

Facilitate and support the delivery of climate change mitigation, adaptation and resilience actions to raise awareness and prepare for a changing climate.

1/7/2023

30/06/2024

## Objective 4

**WATER RESOURCE MANAGEMENT:** Council will promote and encourage awareness of sustainable practices in our work, and the community including water resource management.

Action Code	Action Name	Start Date	Due Date
2.4.1	Development of the Lake Pertobe Integrated Water Management Plan.	1/7/2023	30/6/2024

## Objective 5

**WASTE MINIMISATION:** Council will pursue programs to minimise waste throughout the community, industry and promote the benefits of reduction, reuse and recycling of materials.

Action Code	Action Name	Start Date	Due Date
2.5.1	Develop and deliver an education program supporting the reduction of landfill, and a greater understanding of contamination impacts.	1/7/2023	30/6/2024

## Objective 6

**AWARENESS & CELEBRATION:** Council will foster community awareness and recognition of the benefits of positive outcomes for Warrnambool's environment.

Action Code	Action Name	Start Date	Due Date
2.6.1	Monitor and manage organisational greenhouse gas emissions and energy usage.	1/7/2023	30/6/2024

# GOAL 3: A STRONG ECONOMY

**We will support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.**

## Objective 1

**BUILD ON COMPETITIVE STRENGTHS: Council will support initiatives that foster ongoing development and investment in the industries which underpin Warrnambool's economic strengths and comparative advantages.**

Action Code	Action Name	Start Date	Due Date
3.1.1	Manage Development Plans and Developer Contributions Plans to meet infrastructure requirements of new areas.	1/7/2023	30/6/2024
3.1.2	Develop programs and collateral to promote Warrnambool as an appealing investment destination.	1/7/2023	30/6/2024
3.1.3	Grow engagement with local businesses across the municipality through events and training opportunities.	1/7/2023	30/6/2024

## Objective 2

**EMERGING INDUSTRIES: Council will encourage emerging industry sectors that contribute to Warrnambool's economic growth and diversity.**

Action Code	Action Name	Start Date	Due Date
3.2.1	Facilitate and partner in initiatives to progress the implementation of the Great South Coast Economic Futures Plan.	1/7/2023	30/6/2024
3.2.2	Review and implement the Warrnambool Economic Development and Investment Strategy to facilitate investment and employment growth across the Warrnambool municipality.	1/7/2023	30/6/2024
3.2.3	Plan for the development and implementation of precinct structure plans to facilitate investment in appropriate development across the municipality.	1/7/2023	30/6/2024

## Objective 3

**VISITOR GROWTH: Council will facilitate Warrnambool's visitor growth and year-round visitation through industry development, effective destination management and promotion of attractions and experiences leveraging key events.**

Action Code	Action Name	Start Date	Due Date
3.3.1	Review and implement the Warrnambool Destination Action Plan in partnership with Great Ocean Road Regional Tourism and industry.	1/7/2023	30/6/2024
3.3.2	Increase visitation with events across the year and enhance the profile of Warrnambool as a destination.	1/7/2023	30/6/2024



3.3.3	Develop and share economic data and analysis to business and industry to inform the performance of the Warrnambool economy.	1/7/2023	30/6/2024
3.3.4	Ensure that Council's position is advocated strongly to the Great Ocean Road Coast and Parks Authority.	1/7/2023	30/6/2024

## Objective 4

**WORKFORCE CAPABILITY: Council will foster the development of a workforce capable of supporting the needs of the local and regional economy.**

Action Code	Action Name	Start Date	Due Date
3.4.1	Deliver the Designated Area Migration Agreement (DAMA) representative role for the Great South Coast region and the Regional Certifying Body function on behalf of the Great South Coast.	1/7/2023	30/6/2024
3.4.2	Partner on projects and initiatives with Deakin University Warrnambool and South West TAFE that help provide a skilled workforce that meets local industry needs.	1/7/2023	30/6/2024

## Objective 5

**DIGITAL CAPABILITY: Council will facilitate greater digital capability.**

Action Code	Action Name	Start Date	Due Date
3.5.1	Participate in the implementation of the Great South Coast Digital Plan to address connectivity issues for industry and households.	1/7/2023	30/6/2024

# GOAL 4: A CONNECTED AND INCLUSIVE PLACE

**Provide quality places that all people value and want to live, work, play and learn in.**

## Objective 1

**EFFECTIVE PLANNING:** Council will ensure its planning acknowledges the unique character and attributes of local places, and that it supports social connection, equitable access, appropriate housing and sustainable population growth.

Action Code	Action Name	Start Date	Due Date
4.1.1	Deliver City Parking Strategy including accessible parking and expansion of off-street parking areas.	1/7/2023	30/6/2024

## Objective 2

**CONNECTED COMMUNITY:** Council will enhance Warrnambool's connectivity through the delivery of, or advocacy for, improvement to roads, public transport, footpaths, trails and digital infrastructure.

Action Code	Action Name	Start Date	Due Date
4.2.1	Participate in regional activity efforts for improvements to safety on the Princes Highway.	1/7/2023	30/6/2024
4.2.2	Review Pathway Asset Management Plan and identify key gaps and opportunities for improvement.	1/7/2023	30/6/2024
4.2.3	Facilitate the implementation of Cycling Reference Group actions adopted by Council.	1/7/2023	30/6/2024

## Objective 3

**STRONGER NEIGHBOURHOODS:** Council will foster neighbourhood connection and capacity building including the development of inclusive recreational and cultural opportunities.

Action Code	Action Name	Start Date	Due Date
4.3.1	Deliver Stage 1 of the Brierly Reserve redevelopment.	1/7/2023	30/6/2024
4.3.2	In consultation with the community, carry out preliminary design and costing for a new accessible sports pavilion at Brierly Reserve and research community need for potential community hub.	1/7/2023	30/6/2024
4.3.3	Implement 2023-2024 initiatives of the Open Space Strategy.	1/7/2023	30/6/2024



# Objective 4

**SUSTAINABLE PRACTICES: Council will promote and encourage the implementation of sustainable design across the municipality including the attractiveness, safety, accessibility and functionality of our built environment.**

Action Code	Action Name	Start Date	Due Date
4.4.1	Implement environmentally sustainable development targets into the Planning Scheme to provide for improved sustainability outcomes across the municipality.	1/7/2023	30/6/2024
4.4.2	Review the Sustainable Buildings Policy.	1/7/2023	30/6/2024
4.4.3	Participate in the Sustainable Subdivisions Framework trial.	1/7/2023	30/6/2024

# GOAL 5: AN EFFECTIVE COUNCIL

**To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.**

## Objective 1

**LEADERSHIP & GOVERNANCE: Council will be a high-functioning team committed to respectful relationships, collaboration, and ongoing engagement. It will provide strong, effective leadership, sound governance and informed decision-making.**

Action Code	Action Name	Start Date	Due Date
5.1.1	Ensure our suite of policies and procedures are current.	1/7/2023	30/6/2024
5.1.2	Improve Council's governance process and systems to support good governance.	1/7/2023	30/6/2024
5.1.3	Work with the South West Alliance to deliver benefits for the region.	1/7/2023	30/6/2024
5.1.4	Continue to enhance organisational awareness of Victoria's Child Safe Standards via customised training programs. Implement measures to maintain and improve compliance with the Standards.	1/7/2023	30/6/2024

## Objective 2

**ENGAGED & INFORMED COMMUNITY: Council will ensure ongoing community engagement to identify changing needs and priorities when developing and delivering services and programs.**

Action Code	Action Name	Start Date	Due Date
5.2.1	Monitor and report on the reach and effectiveness of Council's communications measures including engagement through the Your Say website.	1/7/2023	30/6/2024
5.2.2	Provide communications support to promote Council services, facilities, programs and events.	1/7/2023	30/6/2024

## Objective 3

**CUSTOMER-FOCUSED SERVICES: Council will continue and develop a program of Council services that are delivered to the community's satisfaction.**

Action Code	Action Name	Start Date	Due Date
5.3.1	Improve outcomes in the delivery of Council's customer services.	1/7/2023	30/6/2024



## Objective 4

**HIGH-PERFORMANCE CULTURE: Council will foster an organisational culture to support engaged, committed and high-performing staff for the effective delivery of Councils services and programs.**

Action Code	Action Name	Start Date	Due Date
5.4.1	Support an organisational approach to strategic procurement to ensure effective operational decision making that improves organisational performance.	1/7/2023	30/6/2024
5.4.2	Continue to evolve the staff training and development programs in order to drive enhanced employee engagement and culture.	1/7/2023	30/6/2024
5.4.3	Implement workplace actions identified within Councils Gender equity Action Plan, (GEAP), resulting in improved gender equity outcomes.	1/7/2023	30/6/2024
5.4.4	Review Council's Workforce Management Plan.	1/7/2023	30/6/2024
5.4.5	Continue implementation of Council's Volunteer Strategy.	1/7/2023	30/6/2024

## Objective 5

**ORGANISATIONAL & FINANCIAL SUSTAINABILITY: Council will ensure organisational and financial sustainability through the effective and efficient use of Councils resources and assets.**

Action Code	Action Name	Start Date	Due Date
5.5.1	Ensure procurement compliance and risk mitigation and that Council is operationally effective.	1/7/2023	30/6/2024
5.5.2	Review Council's property management processes in relation to leases and licensing.	1/7/2023	30/6/2024
5.5.3	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	1/7/2023	30/6/2024
5.5.4	Enhance business processes including IT systems integration.	1/7/2023	30/6/2024
5.5.5	Improve digital capacity for Council staff.	1/7/2023	30/6/2024

## Objective 6

**RISK MITIGATION:** Council will mitigate and manage organisational risks through sound management systems and processes.

Action Code	Action Name	Start Date	Due Date
5.6.1	Review the IT Strategy and system resilience in relation to data security by collaborating with Corangamite and Moyne shires to develop a shared Cyber Security strategy.	1/7/2023	30/6/2024
5.6.2	Implement the 2023-2024 elements of Council's Victorian Protective Data Security Plan lodged with the Office of the Victorian Information Commissioner in August 2022.	1/7/2023	30/6/2024
5.6.3	Ensure effective Business Continuity Planning (BCP) is in place.	1/7/2023	30/6/2024
5.6.4	Enhance Council's risk management processes to ensure key strategic and operational decision-making considers risk factors.	1/7/2023	30/6/2024
5.6.5	Continue the development and implementation of Council's Health and Safety Management System with a focus on injury prevention, improved return-to-work processes, OHS training calendar implementation and increased organisation engagement.	1/7/2023	30/6/2024

## Objective 7

**EFFECTIVE ADVOCACY:** Council will pursue effective advocacy by providing compelling materials for desired support and funding for community priorities through establishing strong relationships with other levels of government, strategic partners and key stakeholders.

Action Code	Action Name	Start Date	Due Date
5.7.1	Provide materials to support advocacy efforts and report on advocacy outcomes.	1/7/2023	30/6/2024

## Objective 8

**REGIONAL ROLE & RELATIONSHIPS:** Council will acknowledge Warrnambool's capability as the regional centre of south-west Victoria through appropriate leadership, advocacy and partnerships that enable greater opportunity for the region.

Action Code	Action Name	Start Date	Due Date
5.8.1	Participate in shared services project - for a shared Information technology enterprise system and associated processes - with Moyne and Corangamite shires.	1/7/2023	30/6/2024
5.8.2	Pursue funding for animal shelter redevelopment in collaboration with surrounding municipalities to facilitate a regional facility if appropriate.	1/7/2023	30/6/2024





WARRNAMBOOL  
CITY COUNCIL

Warrnambool City Council  
PO Box 198 Warrnambool VIC 3280  
Tel: 5559 4800  
Email: [contact@warrnambool.vic.gov.au](mailto:contact@warrnambool.vic.gov.au)  
[www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au)  
City Assist customer service  
25 Liebig Street Warrnambool 8.30am – 5pm

The annual Council Budget outlines the major initiatives to be funded each year in order to deliver the Council Plan.

Council documents are available at [www.warrnambool.vic.gov.au](http://www.warrnambool.vic.gov.au) or call 5559 4800.