



WARRNAMBOOL
CITY COUNCIL

Council Plan 2021-2025

A thriving city at the heart of coast and country

Revised 2024



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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 along with 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

Accountability

Collaboration

Respect

Progressiveness

Wellbeing

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





Mayor's foreword

Cr Ben Blain

We have entered the final year of the 2021-2025 Council Plan.

Significant milestones have been reached during the life of this Council Plan and important capital works projects completed.

These include the new Edwards Bridge, Library and Learning Centre, Lake Pertobe Adventure PlaceSpace and the upgrades at the Port of Warrnambool.

As we work through actions in the Council Plan we regularly receive feedback from the community that provides us with clarity on which direction to proceed.

We received important feedback from the community that helped set the direction for our Aquatic Strategy. The community was keen to see an aquatic centre remain in the current, central location and we have also responded to the need to replace the outdoor pool – opened in 1962 – which

is nearing the end of its useful life. The strategy proposes delivering the AquaZone upgrade in stages that will be more manageable and more likely to receive the external funding that will be required to deliver a better facility.

Actions in the final year of the Council Plan also create strong foundations for important future projects.

We've almost completed Stage 1 of the Brierly Reserve redevelopment and have a Council Plan action that commits us to engage with residents of north-east Warrnambool in relation to the preliminary design for a community hub at Brierly.

We'll also deliver a dedicated Neighbourhood House for West Warrnambool and another year of the Designated Area Migration Agreement that has been of enormous benefit in addressing skills shortages in the South West.

Other important 2024-2025 actions include finalising our Reconciliation Action Plan, developing a youth strategy in partnership with Moyne Shire, completing a playspace strategy and developing an arts and culture strategy for the city.



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:

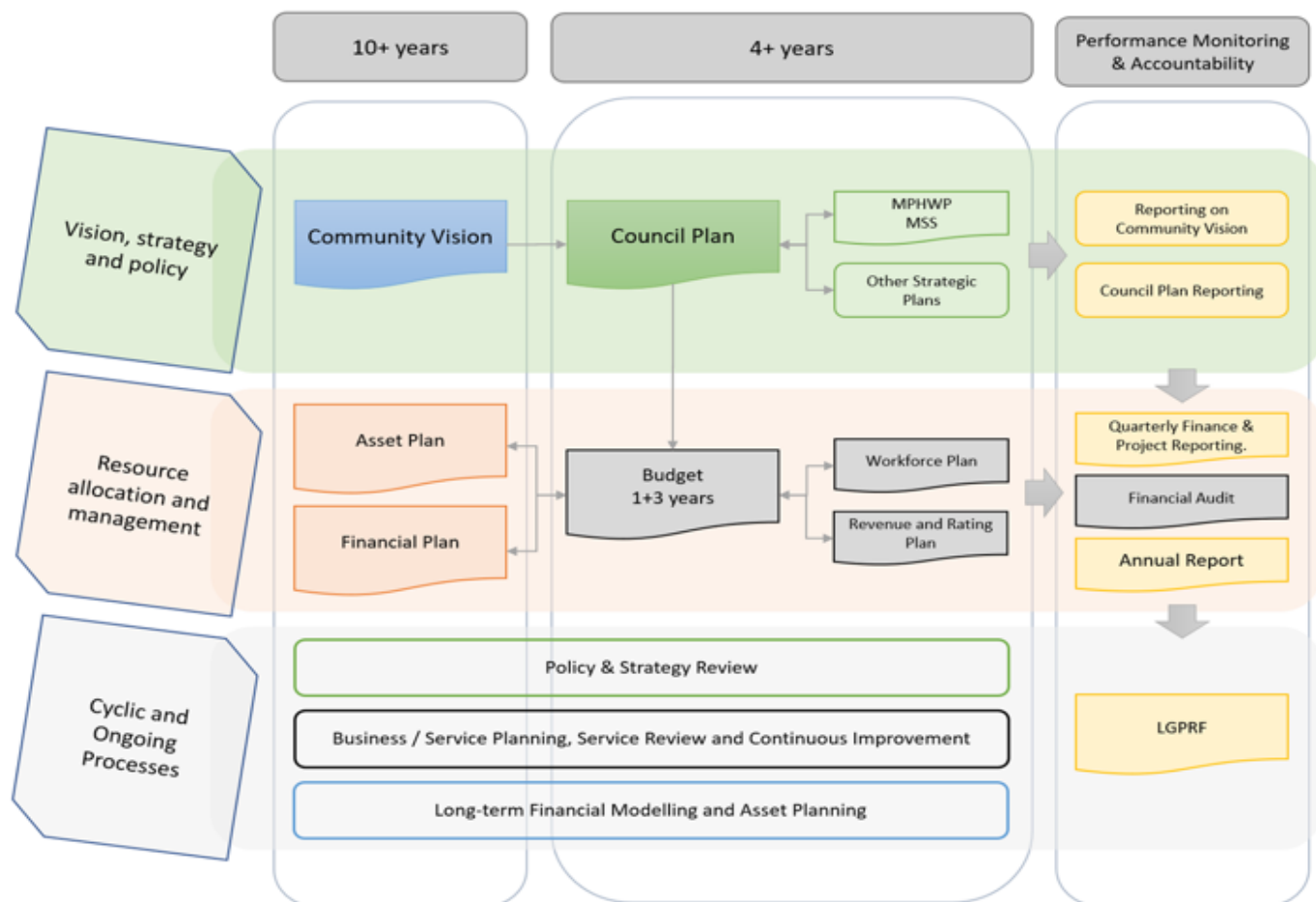
- describe the strategic direction of the Council;
- outline strategic objectives for achieving the strategic direction;
- strategies for achieving the objectives;
- strategic indicators for monitoring the achievement of the objectives; and,
- a description of the Council's initiatives and priorities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

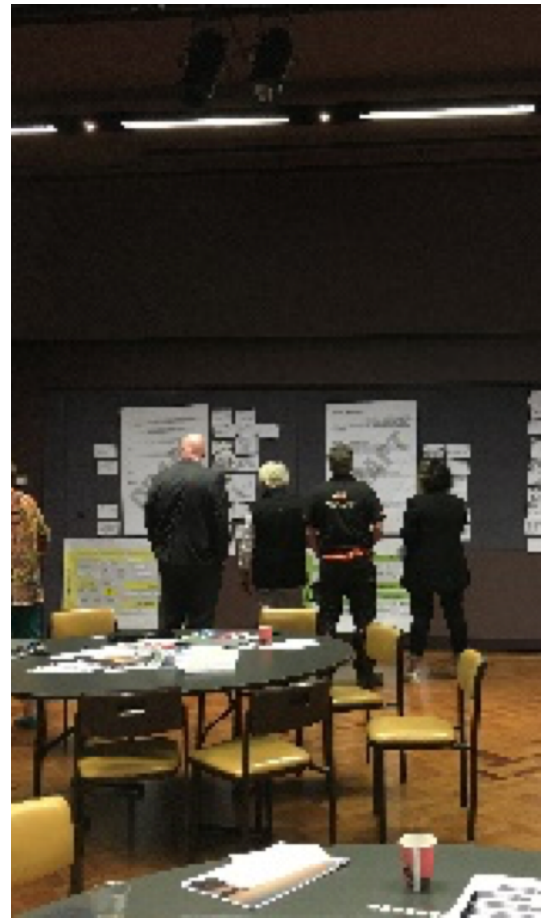
Warrnambool will be Australia's most sustainable city

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.

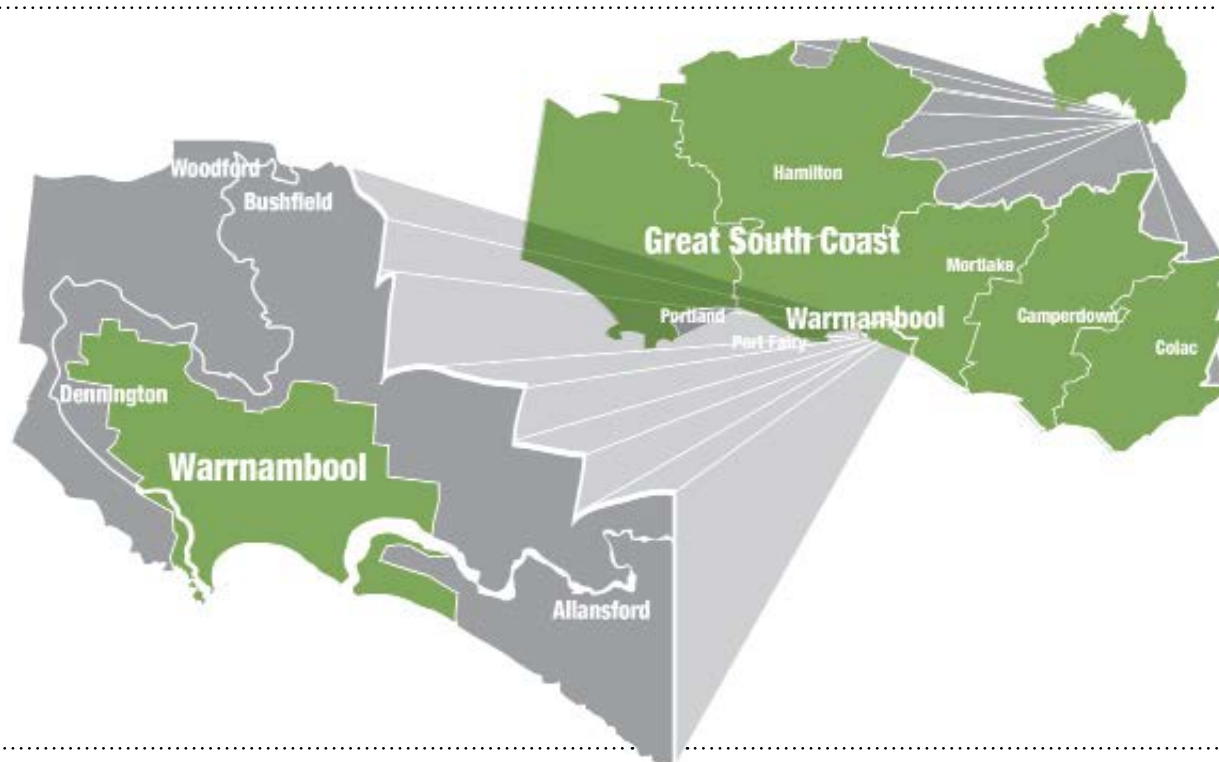
Warrnambool is the major regional centre for health care, education, professional services and sport and culture. Warrnambool's economy generates output of some \$4.6 billion accounting for about 25 per cent of the Great South Coast region's economic output from less than one per cent of the land area.

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.

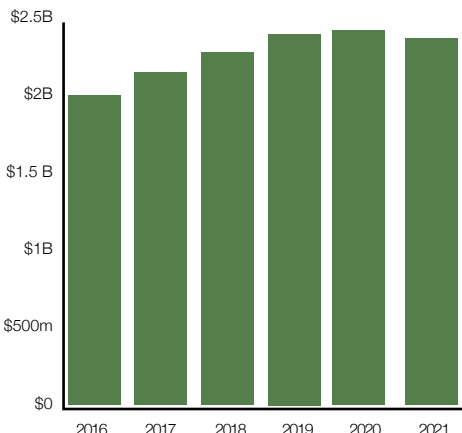
Warrnambool is a popular and expanding tourism destination. Property and business services, government administration and construction are also key growth sectors.



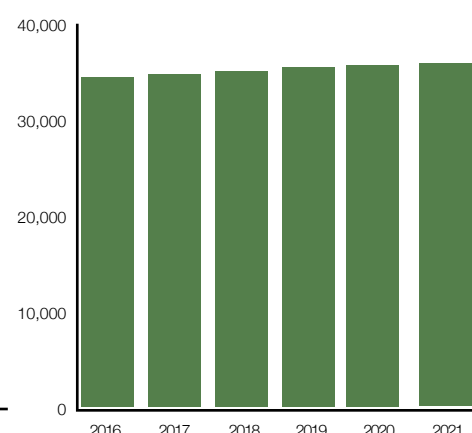
Building Approvals



Gross Regional Product



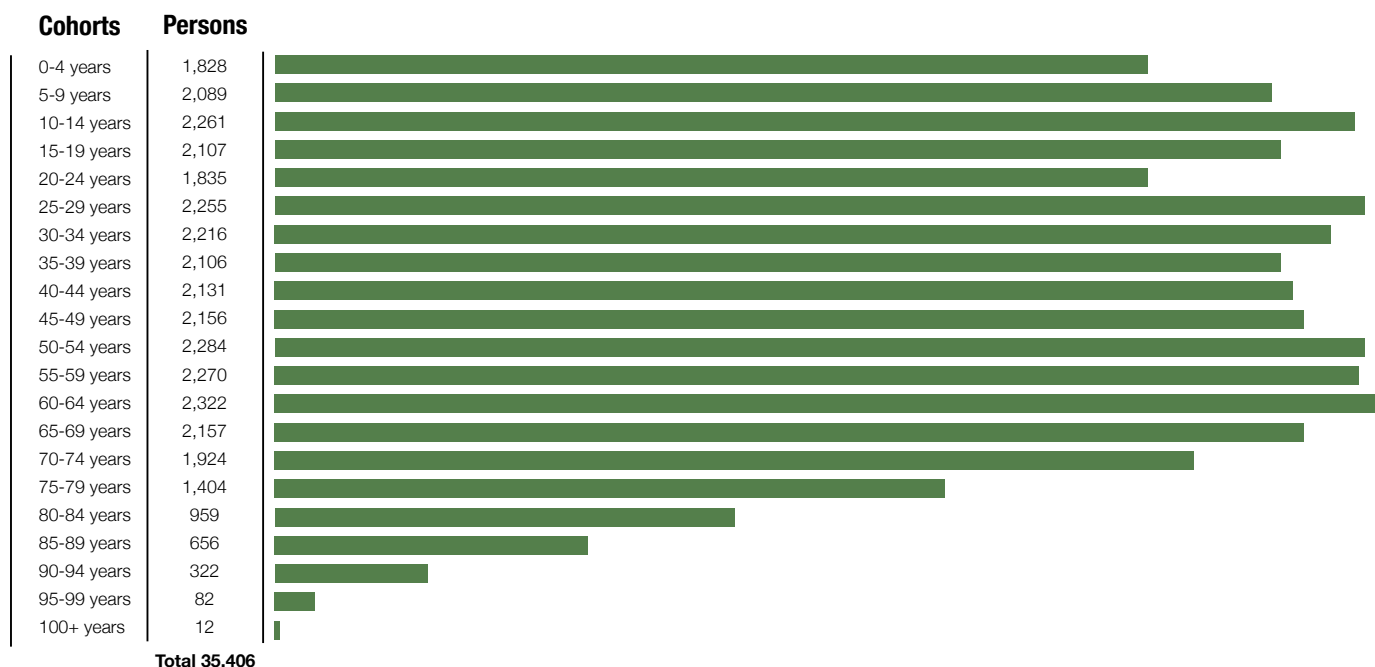
Population



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

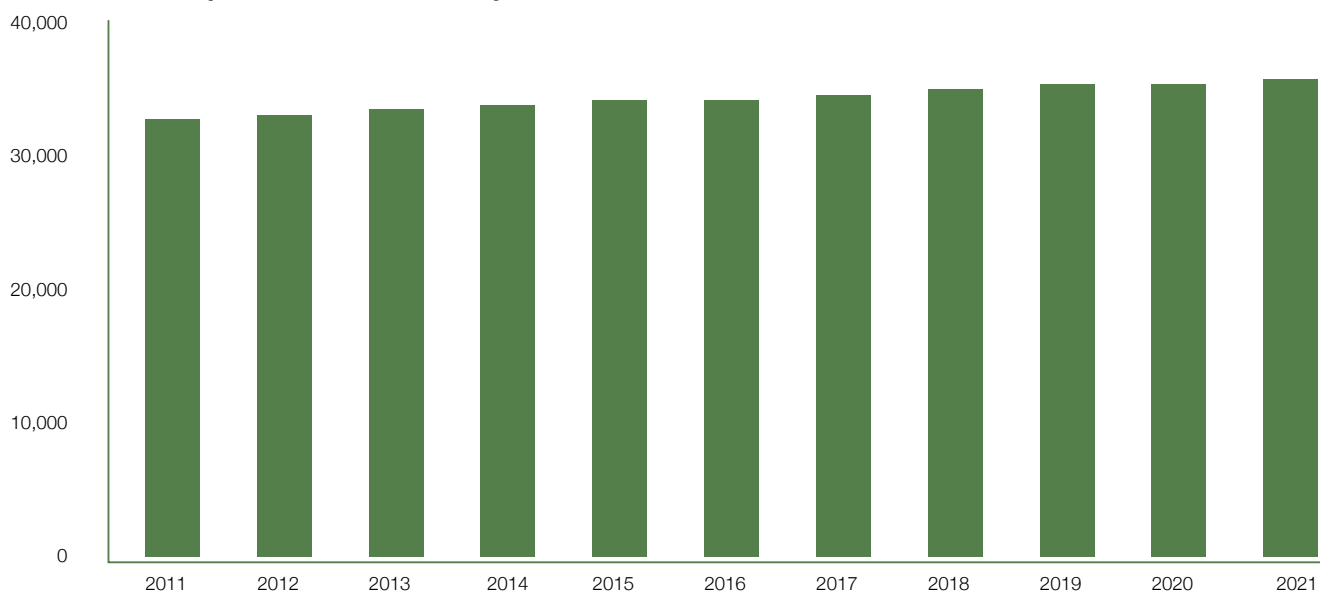
SEIFA index of disadvantage

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.

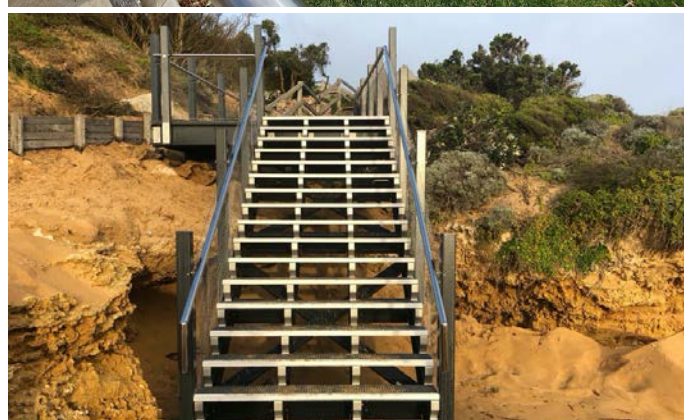
Executive services – manages and facilitates implementation of Council decisions, policies and compliance with legislative requirements.

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 described – with the exception of the Council theme - below were developed in response to visions and goals in Warrnambool 2040.

The 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
1.1 Be a welcoming and inclusive city: Warrnambool will be a city that is more welcoming to all and which fosters diversity.	Warrnambool will be a welcoming and inclusive city.
1.2 Engagement with the Aboriginal community: 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.
1.3 Health and wellbeing: 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.
1.4 An accessible city: Council will improve physical and social accessibility to community services, facilities, places and precincts.	Warrnambool has accessible, high quality public spaces and facilities.
1.5 Recreation, arts, culture and heritage: 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.
1.6 Community learning pathways: 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

4.1 Effective planning: 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.

Warrnambool is a safe and connected community.

4.2 A 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.

Warrnambool is a safe and connected community.

4.3 Stronger neighbourhoods: Council will foster neighbourhood connections and capacity building including the development of inclusive recreational and cultural opportunities.

Warrnambool is a welcome and inclusive city.

4.4 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.

Warrnambool encourages sustainable transport.
Warrnambool adapts to the impacts of climate change.
Warrnambool is well-connected outside the city.

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	Review current parenting programs in line with community profile data to ensure all programs are inclusive to all parents	1/7/2024	30/6/2025
1.1.2	Review the Communications Strategy and expand to include customer service elements that align with the Customer Service Charter.	1/7/2024	30/6/2025
1.1.3	Deliver a new West Warrnambool Neighbourhood House.	1/7/2024	30/6/2025
1.1.4	Increase access to participation for all abilities and raise awareness within the community regarding the needs of people with a disability.	1/7/2024	30/6/2025

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	Finalise Council's Reconciliation Action Plan.	1/7/2024	30/6/2025
1.2.2	Increase participation of Aboriginal families in early years services, with a focus on maternal and child health and kindergarten services.	1/7/2024	30/6/2025

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	To continue to deliver the actions of the South West Child and Family Alliance to achieve improved outcomes for vulnerable children and young people by working with families to maximise the opportunities and support for their children.	1/7/2024	30/6/2025
1.3.2	Promote health and wellbeing through delivery of a diverse range of programs for older adults that support social connection and active participation from the Archie Graham Community Centre.	1/7/2024	30/6/2025
1.3.3	Deliver high quality and affordable in-home care within the relevant guidelines and funding agreements.	1/7/2024	30/6/2025
1.3.4	Engage children in Learn to Swim programs that align with the National Swimming and Water Safety Framework and provide adult learning opportunities in accordance with LSV Swim and Survive program.	1/7/2024	30/6/2025
1.3.5	Increase participation through activation, promotion and programming of AquaZone that meets the needs of the community.	1/7/2024	30/6/2025
1.3.6	Continue to implement the Municipal Health and Wellbeing Plan 2021-25 (Healthy Warrnambool) through the Committee of Practice model.	1/7/2024	30/6/2025
1.3.7	Continue to improve children and families' health and wellbeing as set by reaching the benchmarks within the Healthy Achievement Program.	1/7/2024	30/6/2025
1.3.8	Provide increased services through the Enhanced Maternal and Child Health Service to support children up to the age of three years.	1/7/2024	30/6/2025

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	Where possible, and in accordance with current standards, deliver all-abilities access compliance as part of asset renewal projects.	1/7/2024	30/6/2025
1.4.2	Implement the Fair Access and Use Policy for Community Sports Facilities as mandated by the Victorian Government to be endorsed by Council by 1 July 2024.	1/7/2024	30/6/2025
1.4.3	Develop a Youth Strategy that will guide Council programs, initiatives, advocacy and engagement with young people.	1/7/2024	30/6/2025
1.4.4	Develop a Community Services Infrastructure Plan.	1/7/2024	30/6/2025

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	Complete the Playspace Strategy for community play-grounds and spaces.	1/7/2024	30/6/2025
1.5.2	Deliver a Lighthouse Theatre season program that is relevant and appealing to the local/South West audience and that provides opportunity to experience a diverse range of performing arts.	1/7/2024	30/6/2025
1.5.3	Deliver Warrnambool Art Gallery exhibitions and experiences that engage community, attract and increase visitors, support artists and build new audiences.	1/7/2024	30/6/2025
1.5.4	Develop a Warrnambool City Council Arts and Culture Strategy.	1/7/2024	30/6/2025
1.5.5	The Library and Learning Centre will deliver a program of community-responsive activities and events to promote, engage and support learning and literacy to people of all ages and abilities within the community.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
1.6.2	Development and implement a 10-year Early Years Infrastructure Strategy for Council, in response to Victorian Government kindergarten reforms.	1/7/2024	30/6/2025

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	Implement Invasive Plant and Animal Management Framework for the control of environmental weeds and pests.	1/7/2024	30/6/2025
2.1.2	Develop and implement programs that improve biodiversity, protect and enhance flora and fauna including revegetation with the assistance of community.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
2.2.2	Implement the Warrnambool Coastal Management Plan to guide the future use, development and management of Warrnambool's coastline.	1/7/2024	30/6/2025
2.2.3	Complete the South Warrnambool Flood Study and begin Planning Scheme Amendment.	1/7/2024	30/6/2025

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	Council will investigate a seasonal increase of its FOGO collection over the spring and summer months.	1/7/2024	30/6/2025
2.3.2	Facilitate and support the delivery of climate change mitigation, adaptation and resilience actions to raise awareness and prepare for a changing climate.	1/7/2024	30/6/2025

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	Deliver actions identified in the Albert Park Integrated Water Management Plan and the Lake Pertobe Integrated Water Management Plan.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
3.1.2	Develop programs and collateral to promote Warrnambool as an appealing investment destination.	1/7/2024	30/6/2025
3.1.3	Grow engagement with local businesses across the municipality through events and training opportunities.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
3.2.2	Review and implement the Warrnambool Economic Development and Investment Strategy to facilitate investment and employment growth across the Warrnambool municipality.	1/7/2024	30/6/2025
3.2.3	Plan for the development and implementation of precinct structure plans to facilitate investment in appropriate development across the municipality.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
3.3.2	Increase visitation with events across the year and enhance the profile of Warrnambool as a destination.	1/7/2024	30/6/2025

3.3.3	Develop and share economic data and analysis to business and industry to inform the performance of the Warrnambool economy.	1/7/2024	30/6/2025
3.3.4	Ensure that Council's position is advocated strongly to the Great Ocean Road Coast and Parks Authority.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
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.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025

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	Develop City-Wide Parking Strategy and implementation plan.	1/7/2024	30/6/2025

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	Facilitate the development of a regional transport forum for all forms of regional transport (rail, road freight networks, ports and airports).	1/7/2024	30/6/2025
4.2.2	Review Pathway Asset Management Plan and identify key gaps and opportunities for improvement.	1/7/2024	30/6/2025
4.2.3	Advocate for funding to progress the CBD Bus Interchange Project in Lava St.	1/7/2024	30/6/2025

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	In consultation with the community, carry out preliminary design and costing for a new sports pavilion and multi-purpose community hub at Brierly Reserve.	1/7/2024	30/6/2025
4.3.2	Finalise the Public Open Space contributions policy.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
4.4.2	Review the Smart Buildings Program 2024-2025 to improve energy efficiency and reduce greenhouse gas emissions and utilise renewable energy.	1/7/2024	30/6/2025
4.4.3	Update the Drainage Asset Management Plan.	1/7/2024	30/6/2025

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	Council is refining a "policy dashboard" that will be used to inform regular reporting to Council in the currency of policies.	1/7/2024	30/6/2025
5.1.2	Run a robust and comprehensive Councillor Induction program to help ensure good governance in the 2024-2028 Council term.	1/7/2024	30/6/2025
5.1.3	Deliver the Coastal Connect project in partnership with the Corangamite and Moyne councils.	1/7/2024	30/6/2025
5.1.4	Work with the Victorian Electoral Commission to successfully deliver the 2024 Local Government Election.	1/7/2024	30/6/2025
5.1.5	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.		

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	Provide a twice-yearly report on the effectiveness of Council's online engagement.	1/7/2024	30/6/2025
5.2.2	Provide communications support to promote Council services, facilities, programs and events.	1/7/2024	30/6/2025

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 with the opportunities available through the Coastal Connect shared enterprise software.	1/7/2024	30/6/2025

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	Finalise an update of the Procurement Policy, introduce relevant training and explore opportunities for joint procurement with other Councils.	1/7/2024	30/6/2025
5.4.2	Continue to evolve the staff training and development programs in order to drive enhanced employee engagement and culture.	1/7/2024	30/6/2025
5.4.3	Introduce positive change through the Women's Network.	1/7/2024	30/6/2025
5.4.4	Continue implementation of Council's Volunteer Strategy.	1/7/2024	30/6/2025

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	Review and update the Long Term Financial Plan to ensure Council remains financially sustainable into the future.	1/7/2024	30/6/2025
5.5.2	Improve digital capacity for Council staff with the implementation of Coastal Connect.	1/7/2024	30/6/2025

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.	1/7/2024	30/6/2025
5.6.2	Implement the 2024-2025 elements of Council's Victorian Protective Data Security Plan.	1/7/2024	30/6/2025
5.6.3	Ensure effective Business Continuity Planning (BCP) is in place.	1/7/2024	30/6/2025
5.6.4	Embed Council's risk management processes to ensure key strategic and operational decision-making considers risk factors.	1/7/2024	30/6/2025
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.	1/7/2024	30/6/2025

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	Develop a business case for the Aquatic Strategy.	1/7/2024	30/6/2025

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	Work with the Municipal Association of Victoria forum to address issues affecting regional councils.	1/7/2024	30/6/2025



WARRNAMBOOL
CITY COUNCIL

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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 or call 5559 4800.