



WARRNAMBOOL  
CITY COUNCIL

# Annual Action Plan

2025-2026



## Delivering our Council Plan objectives

This document describes the actions being taken over the financial year 2025-2026 to fulfill the aims of the first year of the four-year Council Plan.



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## Annual Action Plan 2025-2026

Delivering our Council Plan objectives

# City Futures

Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our City activates and promotes local culture and art.</b></p>	<ul style="list-style-type: none"> <li>• Deliver actions from the Art Gallery Strategic Plan in line with the Warrnambool Destination Action Plan.</li> <li>• Progress actions from the Flagstaff Hill reimagining vision and opportunities plan in line with the Warrnambool Destination Action Plan</li> <li>• Develop a Lighthouse Theatre Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of shows and performances at the Lighthouse Theatre that align with the theatre's strategic direction.</li> <li>• Curation of exhibitions at the Warrnambool Art Gallery that align with the gallery's vision.</li> <li>• Community Satisfaction Survey (arts centres and libraries, community and cultural measures).</li> </ul>
<p><b>Our City puts public health and safety as a priority.</b></p>	<ul style="list-style-type: none"> <li>• Review and update the Domestic Animal Management Plan that outlines our approach to domestic animals in the City.</li> <li>• Review and update the Onsite Wastewater Management Plan which outlines Council's approach to minimising the impact of domestic onsite wastewater systems.</li> <li>• Contribute to and support actions of the Local Community Safety Committee to reduce the impact of antisocial behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (enforcement of local laws measure).</li> <li>• Local Government Performance Reporting Framework (environmental health food safety assessment measure)</li> <li>• Australian Immunisation Register (childhood immunisation rates).</li> </ul>



Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our City plans for sustainable growth while accommodating a changing climate.</b></p>	<ul style="list-style-type: none"> <li>• Continue to engage with the Victorian Planning Authority to finalise the East of Aberline Precinct Structure plan and implementation into the planning scheme.</li> <li>• Develop the Retail Strategy and progress implementation into the planning scheme.</li> <li>• Develop Warrnambool Futures: a long-term land use plan.</li> <li>• Deliver the South Warrnambool Flood Study planning scheme amendment.</li> <li>• Deliver the Allansford Flood Study planning scheme amendment in line with the Allansford Strategic Framework plan.</li> <li>• Finalise the Bushfield Woodford Strategic Framework plan and progress the implementation into the planning scheme.</li> <li>• Progress the planning scheme amendment to incorporate the Foreshore precinct plan into the scheme.</li> <li>• Deliver the review and update of the Open Space Strategy</li> <li>• Continue to be a financial member of Council Alliance for a Sustainable Built Environment and continue to support their advocacy activities</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (population growth and town planning policy measures).</li> </ul>
<p><b>Our City will continue to advocate for improvements to planning frameworks for growth area developments including Development Contribution Plans.</b></p>	<ul style="list-style-type: none"> <li>• Information and options prepared to support planning framework improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (population growth and town planning policy measures).</li> </ul>
<p><b>Our City is activated to be attractive to residents and visitors.</b></p>	<ul style="list-style-type: none"> <li>• Distribute the Festival and Events Fund grants which encourage events during winter and other non-peak periods.</li> <li>• Deliver Solstice Search Party.</li> <li>• Complete feasibility work around an off-leash dog area at the Visitor Information Centre to service and attract a wider cohort of visitors.</li> <li>• Complete feasibility work around suitable locations for a public dump site.</li> <li>• Produce a joint Warrnambool / Moyne visitor map to enhance destination marketing and promote length of stay.</li> <li>• Develop a night-time economy plan for the city.</li> <li>• Deliver the Holiday Parks Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Visitation.</li> <li>• Retail spending data.</li> </ul>
<p><b>Our City will be a sought-after destination for visitors.</b></p>	<ul style="list-style-type: none"> <li>• Update and enhance the Flagstaff Hill website.</li> <li>• Refresh the visitor information signs from the west and the north so they become interchangeable.</li> <li>• Engage with Traditional Owners to deliver welcome signage in language at the Visitor Information Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Overnight visitor stays.</li> <li>• Community Satisfaction Survey (tourism development measure).</li> </ul>
<p><b>Our City encourages workforce attraction and development.</b></p>	<ul style="list-style-type: none"> <li>• Deliver training and workshops for local businesses.</li> <li>• Deliver, facilitate the Great South Coast Designated Area Migration Agreement and Talent Beyond Boundaries programs and engage and promote Victorian Government skilled migration programs.</li> <li>• Promote Warrnambool Live, Work Invest collateral locally and across the state and nation and report engagement across digital platforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (business, community development and tourism measure).</li> </ul>



Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our City encourages business growth and development.</b></p>	<ul style="list-style-type: none"> <li>• Deliver quarterly business networking functions.</li> <li>• Support business growth through targeted programs and business support activities in line with the Economic Development Strategy and report on metrics.</li> <li>• Engage with Global Victoria and Regional Development Victoria to promote opportunities for investment attraction in other markets.</li> <li>• Support the development of a visitor economy business reference group to enact Warrnambool destination action plan priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Events and professional development opportunities provided to business community.</li> <li>• Targets: 150 workshop/ training attendees per year; 240 attendees to quarterly business networking events</li> </ul>
<p><b>Our City will create an environment that accelerates delivery of housing across all forms.</b></p>	<ul style="list-style-type: none"> <li>• Council will prioritise permit approval that enables subdivision and new housing developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in the city's housing stock, including more housing types.</li> <li>• Community Satisfaction Survey (population growth and town planning policy measures).</li> </ul>
<p><b>Our City supports learning and recognises the importance to the region of Deakin University and the South West Institute of TAFE.</b></p>	<ul style="list-style-type: none"> <li>• Support the new Warrnambool Technical School planning as a member of the project control group to achieve its goal of opening in September 2026.</li> <li>• Promote opportunities for relevant stakeholders to meet with the Deakin Hycel team.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the new Warrnambool Tech School planning as a member of the project control group to achieve its goal of opening in September 2026.</li> <li>• Promote opportunities for relevant stakeholders to meet with Deakin Hycel.</li> </ul>
<p><b>Our City plans for future industries that will bring employment and prosperity to the region.</b></p>	<ul style="list-style-type: none"> <li>• Promote our investment and attraction package (Live, Work &amp; Invest -warrnambool.com / CBD &amp; City Business Occupancy Report / Economic Data / Land Availability) to key players in relevant government and private sectors who are at the coalface of investment, attraction and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase subscriptions to the Economic Development Business Newsletter.</li> <li>• Industry visits to exceed 1,000 per year</li> <li>• Achieve minimum 300 respondents to biennial business survey.</li> </ul>
<p><b>Our City celebrates iconic events and attractions that are part of our identity and visitor economy including speedway racing, the May Racing Carnival and our foreshore and beach.</b></p>	<ul style="list-style-type: none"> <li>• Maintain Councils What's On platform and report on page visitation.</li> <li>• Promote and support promotional roundabout banners in the city.</li> <li>• Support key events eligible through the annual Festival and Events Fund.</li> <li>• Develop and implement seasonal marketing campaigns which draw back to What's On.</li> </ul>	<ul style="list-style-type: none"> <li>• Visitation to What's On website.</li> <li>• Allocation of funds through the Festival and Events Fund.</li> <li>• Return on Investment data for funding provided through the Festival and Events Fund.</li> </ul>





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# City Infrastructure

Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our City will prioritise maintaining and renewing existing infrastructure.</b></p>	<ul style="list-style-type: none"> <li>Monitoring existing infrastructure through the State of the Assets Report.</li> </ul>	<ul style="list-style-type: none"> <li>Manage the asset renewal gap with consolidation of current position and measured through the annual State of the Assets Report.</li> </ul>
<p><b>Our City will have appropriate open space infrastructure to meet the needs of our growing community.</b></p>	<ul style="list-style-type: none"> <li>Council will investigate the need for change facilities for ocean swimmers at Pavilion.</li> <li>Complete designs for the provision of shelters over some seats in Liebig Street and over seats along the Promenade.</li> <li>Advocate for upgrades to the whale viewing platform beach access.</li> <li>Advocate for funding to implement third stage of the Lake Pertobe Master Plan.</li> <li>Advocate to Department of Justice for improved lighting in open spaces including walking trails.</li> <li>Work with the Department of Transport and Planning (DTP) for the DTP to take responsibility for maintenance of bus shelters.</li> </ul>	<ul style="list-style-type: none"> <li>Community Satisfaction Survey (parks and reserves, city amenity measures).</li> </ul>



Strategy	Actions 2025-2026	Indicators – progress measures
<b>Our City will plan for and improve the municipal drainage network to cope with the changing environment.</b>	<ul style="list-style-type: none"> <li>• Scope mitigation actions recommended in flood studies.</li> <li>• Develop implementation plan for Integrated Water Management Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Scoping of flood mitigation options.</li> </ul>
<b>Our City neighbourhoods will have a well-connected network of footpaths.</b>	<ul style="list-style-type: none"> <li>• Provide annual program of pathways as defined in the Principal Pedestrian Network.</li> <li>• Continue to advocate for funding to deliver Deakin Link.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of next priorities identified in the Principal Pedestrian Network.</li> <li>• Community Satisfaction Survey (local streets and footpaths measure).</li> </ul>
<b>Our City’s road network will be maintained to a safe and high quality standard.</b>	<ul style="list-style-type: none"> <li>• Investigate internal capital funding to seal gravel road network.</li> <li>• We will work with the Department of Transport and Planning to improve traffic safety along Princes Highway at Allansford intersections.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of annual reseal program.</li> <li>• Delivery of actions in Road Management Plan.</li> <li>• Community Satisfaction Survey (sealed local roads measure).</li> </ul>
<b>We will pursue efficiencies in maintaining and renewing Council buildings.</b>	<ul style="list-style-type: none"> <li>• We will investigate the feasibility of upgrading the Pavilion lift to obtain a reasonable useful life for this asset.</li> <li>• We will explore bundling of renewal work to achieve savings through economies of scale.</li> <li>• We will upgrade the Civic Centre with a focus on accessibility, e.g. planning for a lift and improved ground floor amenities.</li> <li>• We will develop and maintain a property leasing policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (environmental sustainability measure).</li> </ul>
<b>Our City values and implements sound strategic asset management with consideration to new, retirement and consolidation of assets.</b>	<ul style="list-style-type: none"> <li>• We will review building assets to determine whether buildings are surplus to need.</li> <li>• We will complete the Open Space Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of asset renewal gap.</li> </ul>
<b>Our City will continue to improve pedestrian, cycling and vehicle movements.</b>	<ul style="list-style-type: none"> <li>• We will investigate an East Warrnambool Local Area Traffic Management Plan.</li> <li>• We will work with the Department of Transport and Planning on community road safety concerns.</li> <li>• We will install a roundabout at the intersection of Koroit and Ryot streets.</li> <li>• We will advocate to the Department of Transport and Planning for improved traffic conditions on arterial roads including Mortlake Road.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (traffic management measure).</li> </ul>
<b>Our City will focus on playspaces as a key feature of local neighbourhoods.</b>	<ul style="list-style-type: none"> <li>• In line with the Playspace Framework, consider including more fences (where identified by the Framework) around playgrounds when they are being renewed.</li> <li>• In line with the Playspace Framework, consider including trees and seats around playgrounds when they are being renewed.</li> <li>• Advocate for funding of the second Lake Pertobe playspace.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Playspace Strategy.</li> </ul>



Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our city's public spaces will be maintained to a high standard</b></p>	<ul style="list-style-type: none"> <li>• Program of maintenance including grass mowing, brushcutting and planting.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (appearance of public areas).</li> </ul>
<p><b>Our City will advocate for renewal and upgrade of arterial roads and for improved rail services.</b></p>	<ul style="list-style-type: none"> <li>• Hold regular meetings with senior Department of Transport and Planning staff.</li> <li>• Develop advocacy material with specific asks for arterial network and rail requests.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased investment in the arterial road network by the Victorian Government.</li> </ul>
<p><b>• Our City will ensure the regional airport continues to operate as a base for emergency air transport and as a destination for business and recreational aircraft.</b></p>	<ul style="list-style-type: none"> <li>• Pursue passenger services.</li> <li>• Seek funding to upgrade infrastructure to enable larger aircraft to use the facility.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of registered airport and associated facilities that meet requirements of emergency, business and recreational aircraft.</li> </ul>





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# Our City Sustainability actions

Strategy	Action 2025-2026	Indicators – progress measures
<p><b>Our City will pursue efficiencies in our waste management system.</b></p>	<ul style="list-style-type: none"> <li>Investigate options for industry intervention in managing difficult recycling streams such as soft plastics and glass.</li> <li>Investigate hard waste collection.</li> <li>Investigate smart public bins to compress waste.</li> <li>Collaborate with Recycle Victoria on a pilot program for soft plastic recycling.</li> <li>Review glass bin collection schedule as part of the contract specification for June 2026</li> </ul>	<ul style="list-style-type: none"> <li>Community Satisfaction Survey (waste management measure)</li> </ul>
<p><b>We are a City that uses water wisely.</b></p>	<ul style="list-style-type: none"> <li>Advocate for funding assistance to implement the Lake Pertobe Integrated Water Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of actions identified in integrated water management plans.</li> </ul>
<p><b>We are a City that is committed to reducing its carbon footprint.</b></p>	<ul style="list-style-type: none"> <li>We will install more electric vehicle charging points to enable the staged transition to a low emissions pool vehicle fleet.</li> <li>We will prioritise electric and low emission vehicles as replacement pool vehicles.</li> <li>Seek funding to implement recommendations from the sustainability audit.</li> <li>Investigate the electrifying of the boiler at Aquazone.</li> <li>Continue to deliver the re-vegetation plan by planting up to 5,000 plants of various species across the city.</li> <li>Investigate viability of small community battery installations.</li> <li>Explore reliability and sustainability of battery powered outdoor equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Continue transition towards replacing fossil fuel-sourced energy to renewable energy.</li> <li>Community Satisfaction Survey (environmental sustainability measure).</li> <li>Composition of Council fleet continues transition to electric and hybrid vehicles.</li> <li>Installation of charging facilities.</li> <li>Progress towards Green Warrnambool objectives.</li> </ul>



Strategy	Action 2025-2026	Indicators – progress measures
<p><b>Our City will monitor and manage pest animals and plants on land owned and/or managed by Council.</b></p>	<ul style="list-style-type: none"> <li>• Reduce rabbit numbers.</li> <li>• Remove pest plants from riverbanks.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of scheduled pest control programs e.g. fox baiting.</li> </ul>
<p><b>We are a City that advocates for accessible and sustainable public transport.</b></p>	<ul style="list-style-type: none"> <li>• Participate in regional transport strategy with an emphasis on public transport, particularly links to towns adjacent to Warrnambool.</li> <li>• Advocate with South West Victoria Alliance for inter town public transport improvements, specifically weekend links to smaller, surrounding towns.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased patronage and new services planned for new development areas.</li> </ul>
<p><b>Our City will collaborate with other agencies to achieve positive environmental outcomes.</b></p>	<ul style="list-style-type: none"> <li>• Scheduled meetings with DEECA staff including agreed shared actions.</li> <li>• Continue to deliver actions and events in line with the Green Warrnambool Plan and provide an annual report of the benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with the Department of Environment, Energy and Climate Action.</li> </ul>
<p><b>Our City will take measures to limit the impact of climate change.</b></p>	<ul style="list-style-type: none"> <li>• Implement mitigation actions from the heat map strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of vegetation/canopy cover within the municipality.</li> </ul>
<p><b>Our City will implement biodiversity improvement and revegetation outcomes.</b></p>	<ul style="list-style-type: none"> <li>• Partner with agencies and community groups to complete the Growing Green Rooms project.</li> <li>• Collaborate with Warrnambool Coastcare Landcare network and schools in re-vegetation projects.</li> <li>• Continue mapping for natural assets and annual re-vegetation projects supporting future biodiversity planning.</li> <li>• Partner with state agencies for threatened flora and fauna conservation works.</li> <li>• Partner with Traditional Owner groups for biodiversity and education projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Satisfaction Survey (environmental sustainability measure)</li> </ul>
<p><b>Our City’s animal shelter will be a place of refuge for lost, surrendered and abandoned animals.</b></p>	<ul style="list-style-type: none"> <li>• Providing care to all the animals at the Animal Shelter to the appropriate standard.</li> <li>• To reunite lost pets and provide second chances to all animals in our care.</li> <li>• Improving animal welfare by advocating and educating our community.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-homing and fostering of animals.</li> <li>• Annual reporting as per the Domestic Animal Management Plan.</li> </ul>
<p><b>Our city will advocate to support our coastal areas effectively.</b></p>	<ul style="list-style-type: none"> <li>• Identify targeted removal of unsuitable species and seek permission for a managed program.</li> </ul>	<ul style="list-style-type: none"> <li>• Approval gained for the selective removal of unsuitable vegetation and replacement with ground cover options.</li> </ul>





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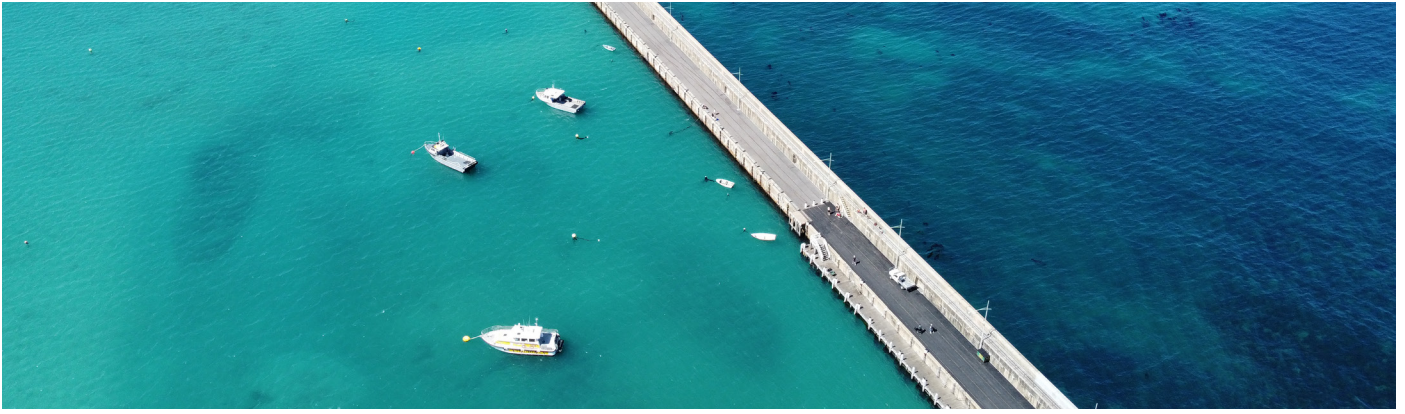
Delivering our Council Plan objectives

# Our City Wellbeing actions

Strategy	Action 2025-2026	Indicators – progress measures
<p><b>A liveable City that promotes access to housing, places and activity for all.</b></p>	<ul style="list-style-type: none"> <li>Secure planning approvals and funding for the Harrington Road Key Worker Project.</li> <li>Develop Community Services Futures 2040 community infrastructure and services plan.</li> <li>Implement strengthened Aged Care Quality Standards</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of housing type to support life stages.</li> <li>Increase in Public Transport options that are available within a five-minute walk for all residents</li> <li>LGPRF Library membership</li> <li>LGPRF Library recently purchased library collections</li> <li>Member numbers at Aquazone as a percentage of the population</li> <li>Sportsground hours of use</li> </ul>
<p><b>A creative City that encourages opportunities for innovation and creativity increasing community connectedness.</b></p>	<ul style="list-style-type: none"> <li>Adopt the Creative Warrnambool Strategy and implement year 1 actions</li> <li>Deliver two micro festivals as a part of Live and Local Music Program</li> <li>Create a new Creative Warrnambool webpage to showcase Warrnambool creatives</li> <li>Implement 100% of FReeZA programs</li> <li>Audit community halls and spaces and provide opportunity for increased use</li> </ul>	<ul style="list-style-type: none"> <li>Increase in opportunities and young people accessing creative industry</li> <li>Increased use of spaces for creatives and more shared spaces</li> <li>Increase CSS for Community and Cultural activities</li> <li>Increase in Library program participation</li> </ul>

Strategy	Action 2025-2026	Indicators – progress measures
<p><b>An active City that provides recreation opportunities for participation of all ages and abilities</b></p>	<ul style="list-style-type: none"> <li>Finalise Active Warrnambool Strategy 2025-2035</li> <li>Identify opportunities for programming and marketing for AquaZone.</li> <li>Review After School Care and Vacation Care service at Warrnambool Stadium</li> <li>Review Social Support program in anticipation of the Support At Home program.</li> <li>Deliver two new programs or events that are responsive to community needs.</li> <li>Deliver the volunteer expo to promote council and community volunteer opportunities</li> <li>Finalise the business case for Aquazone redevelopment and implement funding strategy and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation levels in programs across Council managed venues including learn to swim, gym memberships</li> <li>Increase in CSS for Recreation Facilities</li> <li>LGPRF Utilisation of Aquatic Facilities</li> <li>LGPRF Library visits per population</li> <li>Fair Access Policy Increased participation of women and girls in sport</li> <li>Increased participation from non-sporting user groups</li> <li>Increase in Archie Graham program participation</li> <li>Number of volunteer participation</li> </ul>
<p><b>We are a City that is inclusive, diverse and welcoming to all.</b></p>	<ul style="list-style-type: none"> <li>Development of Disability, Inclusion and Access Plan</li> <li>Finalisation of Council's Reconciliation Action Plan</li> <li>Implement the Moyne-Warrnambool Youth Strategy year 1 including development of Youth Advisory Board, reimagining volunteer recruitment</li> <li>Audit Maternal Child Health Clinics to ensure they are inclusive of all genders.</li> </ul>	<ul style="list-style-type: none"> <li>CSS Disadvantaged Support Services</li> <li>LGPRF Participation in MCH service for Aboriginal children</li> <li>Number of community programs delivered across Council venues and services</li> </ul>
<p><b>A City that provides learning pathways and opportunities for education and development.</b></p>	<ul style="list-style-type: none"> <li>Initiate Library and Learning Cultural Interpretative project in a staged approach.</li> <li>Embed programs at the new the West Warrnambool Neighbourhood House.</li> <li>Finalisation of Early Years Infrastructure 10-year Strategy</li> <li>Explore ongoing provision of Library Cafe</li> <li>Complete Matron Swinton Playground Upgrade</li> <li>Consult with Community and staff on Pre-prep reform and advocate to the department.</li> <li>Replace kindergarten enrolment software.</li> <li>Expand our presence at Neil Porter Foundation Careers Expo to showcase community development career opportunities.</li> <li>Implement 100 per cent of the youth Engage program.</li> <li>Provide opportunity for vulnerable families to undertake a funded First Aid course to support parental capacity and child health and wellbeing.</li> <li>Strengthening and embedding gender equality through delivery of the new Baby Makes 3 framework.</li> </ul>	<ul style="list-style-type: none"> <li>LGPRF library loans/ population</li> <li>percentage increase of trainees in workforce</li> <li>percentage increase in number of community participating in skill capacity development programs across Council venues and services</li> <li>number of children enrolled in 3 and 4-year-old and pre-prep kindergarten</li> <li>Increase or maintain percentage occupancy at Council's Early Learning Centres</li> </ul>
<p><b>A nurturing city that supports growth and development through high quality service delivery.</b></p>	<ul style="list-style-type: none"> <li>Initiating a review Early Years Quality and Compliance in response to early years and family and children services reform.</li> <li>Undertake Council's Public Health and Wellbeing Plan "Healthy Warrnambool" review and Develop the Healthy Warrnambool Plan 2025-2029</li> <li>Develop the Municipal Early Years Plan</li> <li>Reestablish Indigenous Language program in Council's early years services</li> <li>Offer the opportunity to fathers to participate in the iCOPE Postnatal Depression Scale through the Key Age Stage visits in maternal Child Health</li> <li>Provide additional Feeding Support Consultation outside Key Age Stage visits for families of babies with slow weight gain.</li> </ul>	<ul style="list-style-type: none"> <li>increase percentage of aged care service delivery hours against target</li> <li>LGPRF participation of children meeting key age stages at 4 weeks</li> <li>LPRF participation in MCH service</li> </ul>





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# City Leadership

Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>We are a city that pursues technology and innovation for community benefit.</b></p>	<ul style="list-style-type: none"> <li>• Activate the Shared Services arrangement for an improved digital future.</li> <li>• Maximise Coastal Connect outcomes by removal of legacy systems.</li> <li>• Procure a new digital telephony system.</li> <li>• Go live Coastal Connect Enterprise Resource Platform</li> <li>• Trial Sharepoint with the Family and Children's Services branch for more efficient and user-friendly records management.</li> </ul>	<ul style="list-style-type: none"> <li>• Transition to cloud-based software.</li> <li>• Ongoing implementation of Coastal Connect (shared enterprise software project with Moyne and Corangamite councils).</li> </ul>
<p><b>Our City will use Artificial Intelligence (AI) software to gain operational efficiencies.</b></p>	<ul style="list-style-type: none"> <li>• Explore the use of an AI chatbot alongside the introduction of new phone software.</li> <li>• Trial AI software within a Local Laws function.</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of effective AI use</li> </ul>
<p><b>Our city is a leader in the South West region.</b></p>	<ul style="list-style-type: none"> <li>• Provide a South West Leadership role by being Lead Member of the South West Council ICT Alliance</li> <li>• Maintain an active leadership role in the South West Alliance of Councils</li> </ul>	<ul style="list-style-type: none"> <li>• Regional meetings with South West councils and lobbying of Victorian and Australian government politicians and department representatives.</li> </ul>
<p><b>We are a city that manages financial resources sustainably.</b></p>	<ul style="list-style-type: none"> <li>• Maintain a comprehensive 10-year long term financial plan</li> <li>• Undertake an annual 4-year budget process in consultation with our community.</li> <li>• Responsibly negotiate a balanced employee terms and conditions Enterprise Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Production of Annual Budget, Long-Term Financial Plan, Rating and Revenue Plan.</li> <li>• Community Satisfaction Survey (value for money measure).</li> </ul>
<p><b>We will promote our organisational culture and performance.</b></p>	<ul style="list-style-type: none"> <li>• Implement the actions of Year 1 of the 2025-29 Workforce Plan</li> <li>• Delivering leadership development opportunities through to fourth level supervisors</li> <li>• Deliver training for nine Coastal Connect modules.</li> <li>• Conduct an employee engagement and alignment survey to support and measure culture development.</li> <li>• Develop 2025-29 Gender Equality Action plan.</li> <li>• Maintain a contemporary Safety Measurement System and Reporting process</li> </ul>	<ul style="list-style-type: none"> <li>• Internal staff wellbeing surveys.</li> </ul>



Strategy	Actions 2025-2026	Indicators – progress measures
<p><b>Our City will advocate strongly for our community and our region.</b></p>	<ul style="list-style-type: none"> <li>Lobby for Early Years Centre of Excellence with a view to reducing childcare waiting lists by increasing numbers of skilled professional staff.</li> <li>Brierly Community Hub to develop female-friendly change rooms and community spaces.</li> <li>Advocate for city-wide bus shelter improvements</li> <li>Advocate for further for Warrnambool Airport upgrades to accommodate the return of passenger services.</li> <li>Seek full Federal and State funding for Art Gallery</li> <li>Seek majority funding of an upgrade aquatic centre.</li> <li>Advocate to the State Government for maintaining its Breakwater asset.</li> <li>Advocate on behalf of the Warrnambool Surf Life Saving Club for a new club building</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy efforts including lobbying of Victorian and Australian government politicians and department representatives.</li> <li>Community Satisfaction Survey (lobbying measure)</li> </ul>
<p><b>The City is committed to sound governance, transparent decision-making and operating with integrity.</b></p>	<ul style="list-style-type: none"> <li>Improve our assessment against the State Victorian Protective Data Security Framework</li> <li>Establish a Data Governance Committee</li> <li>Maintain the key performance indicators relating to Governance in Council's annual performance statements.</li> <li>Councillors will undertake governance training and development.</li> <li>Councillors will participate in the City's calendar of civic events and activities</li> <li>Deliver a review of Council's governance arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions made in open Council meetings.</li> <li>Annual Report governance checklist.</li> <li>Review of governance arrangements.</li> </ul>
<p><b>The City will foster an informed community, enhance the customer experience and engage with the community to help inform key decisions, plans and policies.</b></p>	<ul style="list-style-type: none"> <li>We will consult with our community where significant decisions are required that may have impacts on the community.</li> </ul>	<ul style="list-style-type: none"> <li>Community Satisfaction Survey</li> <li>(customer service and informing the community measures). Consultation reports to accompany significant decisions.</li> <li>Community Satisfaction Survey (community consultation measure).</li> </ul>
<p><b>The City considers strategic risk in its decision making and is committed to providing safe environments where people can thrive.</b></p>	<ul style="list-style-type: none"> <li>Deliver 2025-26 Internal Audit program.</li> <li>Review the key Strategic Risks to improve the 2026-27 Council Plan</li> <li>Maintain the Risk Management Framework and reporting to Council's Audit and Risk Committee</li> <li>We will adhere to the child safety standards.</li> <li>We will ensure our workplace is a safe and inclusive space and where required will implement changes recommended in staff wellbeing surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff wellbeing surveys.</li> <li>Staff code of conduct.</li> <li>Delivery of actions in the Gender Equality Action Plan.</li> </ul>
<p><b>Our City will review the community vision, Warrnambool 2040.</b></p>	<ul style="list-style-type: none"> <li>Begin review of Warrnambool 2040.</li> </ul>	<ul style="list-style-type: none"> <li>Review conducted</li> </ul>
<p><b>Our City will advocate for important needs in particular an upgrade of the aquatic centre, a community hub at Brierly Recreation Reserve, a new art gallery and affordable housing.</b></p>	<ul style="list-style-type: none"> <li>Advocacy materials prepared and meetings with relevant parliamentarians and department officials arranged.</li> </ul>	<ul style="list-style-type: none"> <li>Funding or policy shifts that deliver progress on these priorities.</li> </ul>