

# DELIVERY PROGRAM 2018-2022

## OPERATIONAL PLAN 2021-2022

ADOPTED 28 JUNE 2021





## Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which our city is built, Dharawal Country. We recognise and appreciate their deep connection to this land, waters and the greater community. We pay respect to Elders past, present and those emerging and extend our respect to all Aboriginal and Torres Strait Islander people who call this city home. We recognise Aboriginal and Torres Strait Islander people as the first people to live in the area. We respect their living cultures and recognise the positive contribution their voices, traditions and histories make to the city.

From the mountains to the sea



# Contents

Message from the Lord Mayor	4
Message from the General Manager	5
Delivering for Our Community	6
Our Vision and Community Goals	8
Our City	9
Our Council and Executive	12
Funding at a glance	14
Listening to Our Community	17
Council Strategic Priorities	18
Our Values	19
About this Plan	21
How to read this Plan	22
Delivery Program 2018-2022 and Operational Plan 2021-2022	23
Annual Service Plans 2021-2022	65
Wollongong 2028 Planning Principles	107

## Appendices

Appendix 1: Planning Principles	108
Appendix 2: Terms used in this Plan	109

## Attachment 1 - Budget 2021-2022

## Attachment 2 - Infrastructure Delivery Program 2021-2025

## Attachment 3 - Revenue Policy, Fees and Charges 2021-2022



# Message from

## THE LORD MAYOR CR. GORDON BRADBURY AM



The opportunity to write the Lord Mayor's comment on an upcoming Operational Plan always provides a welcome chance for reflection. It allows me to critically review what has been achieved over the past 12 months, as well as our future direction. It's a chance to recognise what has been delivered, and what we're committed to moving forward.

Community is at the front and centre of all we do – and nowhere is that more apparent than in this Operational Plan. It is, of course, an Operational Plan we never anticipated this team of Councillors and I would need to prepare as our term was due to finish in September 2020. That, however, changed when COVID-19 hit and the decision was made to move the council election to 4 September 2021, adding an additional year of service to our council term.

Last year we made some big decisions that allowed Council to respond proactively and to work to minimise the impact the pandemic had on our community. We offered rate relief by providing the option to defer payments, and we committed on the delivery of programs and infrastructure that had a two-fold impact. It saw us respond to the dramatically increased use of our outdoor spaces like parks, playgrounds and shared paths. We put more lifeguards at our pools and on our beaches over summer, we increased our waste collection services in public spaces, and we undertook an ambitious plan to renew footpaths and shared pathways. It also allowed us to follow through on our commitment to support local businesses during tough times by prioritising the use of contractors or suppliers.

Move forward 12 months and my fellow Councillors and I have gone through the difficult process of reviewing, prioritising and planning what our Council will deliver for our community in the next one to four years. We are grateful to the various grant funding opportunities the Australian and NSW Governments have provided to support us and we've worked to ensure our decisions are in line with the vision set out in Wollongong 2028.

To those who regularly interact with Council, these priorities will come as no surprise. Some of the highlights of this Operational Plan and associated Delivery Program have allowed us to;

- Propose a \$834M Infrastructure Delivery Program over the next four years
- Commit \$18M operational investment in sustainability and climate action over the next four years.
- Commit to \$3M operational spend on Lake Illawarra over the next four years, and,
- Invest \$3.3M operational spend on events over the next four years

These are big numbers and they're evidence of how this Council is focussed on meeting the needs for as many people within our community as possible

However, to break these numbers down into projects or things you will see, this means we're;

- Increasing support provided through the Sports Grants Program and upgrades to sporting facilities throughout the city
- Putting extra resources into cleaning amenities, public place recycling and rubbish collection
- Adding colour to our streetscapes with more seasonal flower planter boxes
- Making improvements to our city's accessibility with new accessible amenities at Port Kembla Pool and an all access all abilities playground at Stuart Park in Wollongong.
- Funding more pedestrian and road safety projects
- Enhancing support for managing natural areas, including bike trails and dunes maintenance
- Backing our creative community with additional support for Merrigong Theatre Company and the Illawarra Performing Arts Centre, as well as improvements to Wollongong Town Hall and Wollongong Art Gallery
- And, making plans for important community assets such as new Library and Community Centre facilities at Warrawong and Helensburgh

As Lord Mayor of this great city of Wollongong I hope you feel as inspired as I do reading through these important Plans for our future. These are good plans, robust plans and ones that speak to the city that we are, and the one we aspire to be in the future.

Wollongong City Lord Mayor Councillor  
Gordon Bradbery AM



# Message from

## THE GENERAL MANAGER GREG DOYLE



I am pleased to present the Operational Plan 2021-2022 which outlines all the actions we are committed to delivering for our City and our community in the year ahead.

This Plan includes significant investment in cycleways, footpaths, roadworks and lighting to make our favourite places more accessible, while upgrades to community buildings, cultural and sporting facilities, pools and playgrounds will ensure we continue to be a vibrant and liveable city.

As we navigate our way through the post-pandemic economic recovery, our staff, contractors and volunteers have turned this uncertainty into opportunity; shifting our delivery structures to ensure our community stays connected and everyone gets the services they need.

This program of works detailed in this Plan is assisted by both the NSW State and Federal Governments and the range of grant stimulus funding they have provided in response to the economic challenges faced by Local Governments. The rigorous planning process has prioritised a number of key projects this year based on feedback from our community and the needs of a growing population. These include:

- Rollout of our Cycling Strategy 2030
- Upgrade and refurbishment of the North Wollongong Surf Life Saving Club and Seawall
- Development of the Whytes Gully landfill site
- Continued work on the Grand Pacific Walk

In 2020, Wollongong was awarded the prestigious UCI Bike City Label, joining the ranks of cities such as Vancouver, Paris, Copenhagen and Glasgow. The recognition comes as we prepare to host the 2022 UCI Road Cycling Championships and begin the rollout of the Wollongong Cycling Strategy 2030.

We're investing significant funding towards footpaths and shared paths, almost doubling our cycling network from around 130km to over 250km. We want to make Wollongong the place to ride, not just for professional cyclists, but for families and commuters looking for an active and environmentally friendly way to get around. From 'pop-up' cycleways in Wollongong, Towradgi and Port Kembla, to the new criterium track and mountain bike park, we're finding ways to encourage active transport and providing better options for cycling and walking.

Last year we put in place a number of strategies to support our community and manage the impact of lockdowns and job losses through the pandemic. We have also been successful in securing State and Federal funding for numerous projects. I believe this plan strikes the balance between working to create an extraordinary Wollongong while managing our financial resources for the long term. As we create a more accessible and sustainable city, our significant investment in infrastructure has provided employment opportunities for local contractors, suppliers and businesses, while creating spaces, places and facilities for our community into the future.

This year will also see us focus on continuing to improve our customer service. We are committed to being the best possible local government authority we can be.

Greg Doyle  
General Manager





# DELIVERING FOR Our Community

We take our role to deliver the services, facilities and infrastructure you need seriously. Over the past 10 years we've concentrated on ensuring our services like libraries, creative spaces and waste collection meet your needs. Similarly, we've committed to improving infrastructure like shared pathways, playgrounds, pools, roads and community facilities. Backed by our sound financial position, we will continue this focus into the future.

## Climate and Sustainability

This community has made it clear to Council we need to prioritise care for our natural environment. We're committed to proactive and positive steps that will support this Community Strategic Plan goal.

This 2021-2022 Operational Plan proposes additional investment that will facilitate the rollout of the Sustainable Wollongong 2030 Plan. The funding will support the delivery of Council's Climate Mitigation Plan and to meet the commitments we made on under the Global Covenant of Mayors and the Cities Power Partnership. In addition, we're also fast-tracking a dunes maintenance program and offering a collaborative community-focussed program to deliver new bike trails and remove illegal environmentally-damaging ones. We will also dedicate resources to maximise external grant funding opportunities.

## Supporting Our Economy

We're a major employer, landlord, contractor and service provider and we have a key role to play in supporting the local economy. Within the 2021-2022 Operational Plan, we have a \$828 million Infrastructure Delivery Program (2021-2025). This is significant as it not only sees Council delivering on our promise to improve the public areas within our CBD, to offer exciting events and economic development projects, but it allows us to provide employment opportunities and to stimulate the local economy. In addition, we'll redirect net revenues from parking meters to support our increased investment in city centre activation and marketing activities.

## Creative Vibrancy and Arts

Our community is a creative and artistic one and many who call Wollongong home find employment, entertainment or hobbies in the arts sector.

We value the contribution our city's creatives make to our cultural fabric and this 2021-22 Operational Plan demonstrates that through additional support to the Illawarra Performing Arts Centre and Merrigong Theatre Company to facilitate their operations.

We're also planning to undertake improvements to the Wollongong Town Hall and Wollongong Art Gallery, including maintaining its valuable arts collection.

## Civic Leadership

We have a diverse community in Wollongong and to support everyone we need to ensure there is a range of housing opportunities. While Council does not necessarily build houses, we have a significant role to play in advocacy and policy support. The 2021-22 Operational Plan proposes additional funds to support the delivery of affordable housing outcomes.

We're also looking to build our city's learning capabilities and through the Wollongong Learning City project. Again acting as an advocate within the community, the project will see Council bring together local stakeholders (including educational institutions and community groups) to draw expertise, efforts and establish connections with a focus on increasing formal and informal learning opportunities. The project is linked to Wollongong City Libraries Strategy outcomes including increasing access to information, recreational and learning opportunities, technology and services and the development of training and education programs to meet diverse community needs.





## Improving our Places and Spaces

Open spaces and opportunities to play, socialise and enjoy the outdoors is key to community wellbeing.

We're committed to improving our places and open spaces. The 2021-22 Operational Plan includes a focus on improving the city's presentation across key sites within the Local Government Area, and increased budget dedicated to cleaning amenities, rubbish collection, public place recycling and waste education.

We're also investing in sporting facilities and services with the Plan including a setting side budget to kickstart the implementation of the King George V Masterplan.

## Record Investment In Infrastructure

We're focussed on providing the right spaces, places and facilities for our community into the future. Our investment in infrastructure needs to provide the right balance between maintenance, operation and construction.

We've a number of exciting key projects in the works for the next year. These include North Wollongong Surf Club and Seawall renewal, work on new stages of the Grand Pacific Walk, installation of accessible amenities at Port Kembla Pool, and an All Ages All Abilities playground in Wollongong's Stuart Park.

We're also undertaking major planning and delivery work ahead of the 2022 UCI Road World Cycling Championships. In September 2022 the eyes of the world will be on Wollongong for this global event and our community will benefit in a range of ways beyond the exciting event itself. These include increased funding for priority pedestrian and road safety projects, as well as our significantly increased investment in footpaths and cycleways.

## Planning for The Future

While we're delivering the best for our community now, it's important we're also making plans for the future. The 2021-22 Operational Plan proposes an additional \$1.4 million investment in planning studies. These studies will help support our growing community, understanding future needs and how we can support these being met.

These studies cover diverse areas including:

- Population growth and impacts of neighbouring communities' growth on city
- Coastal Management Planning and Riparian Corridor Management Study and Policy
- West Dapto future community infrastructure, feasibility assessments on proposed recreation facilities
- City Centre Access and Movement

Such key documents are important in planning for the future, and the actions within are considered and prioritised in the budget as part of Council's annual planning process.

## COVID Recovery

Even at the height of COVID in 2020, we were focussed on the future. We were putting plans in place to support our community and economy into the future.

This will continue in 2021-22 as we roll out a significant infrastructure program that continues to provide employment opportunities to local contractors, suppliers and businesses. We're grateful to the Federal and State Governments as we've secured significant external funding over the past 12 months. This is being used to deliver valued community services and improvements to our local roads and community assets, including more than \$16 million to support our investment in infrastructure.





## Our Vision

*From the mountains to the sea, we value and protect our natural environment and we will be leaders in building an educated, creative and connected community.*

## Our Community Goals

To support the achievement of our community vision, collaborative efforts will focus on six interconnected goals:

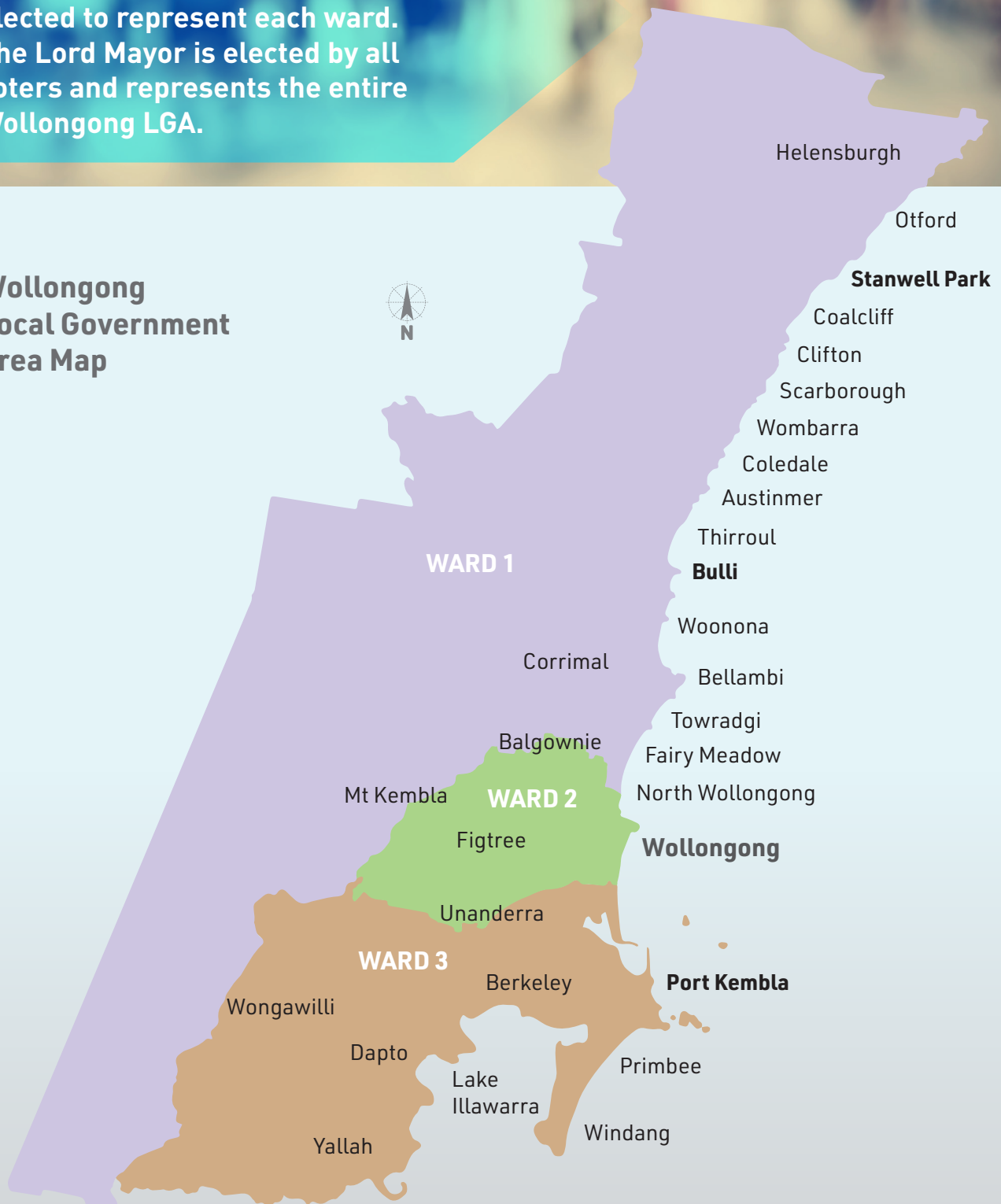
1. We value and protect our environment
2. We have an innovative and sustainable economy
3. We have a creative, vibrant city
4. We are a connected and engaged community
5. We have a healthy community in a liveable city
6. We have affordable and accessible transport



# Our City

The Wollongong Local Government Area (LGA) is divided into three wards with four Councillors elected to represent each ward. The Lord Mayor is elected by all voters and represents the entire Wollongong LGA.

## Wollongong Local Government Area Map



# SNAPSHOT OF THE WOLLONGONG COMMUNITY



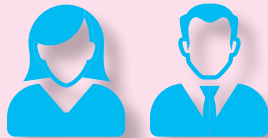
## WOLLONGONG

Said to originate from the Aboriginal word Woolyungah, meaning Five Islands. The **FOURTH LARGEST CITY** in New South Wales and **11TH LARGEST CITY** in Australia in terms of population (ABS, significant urban areas).

THE MEDIAN AGE  
OF THE POPULATION  
OF WOLLONGONG WAS

**39 YEARS**

We have an ageing population,  
17.7% of our community are age 65 +



SEPARATE HOUSING  
PROVIDED ACCOMMODATION FOR

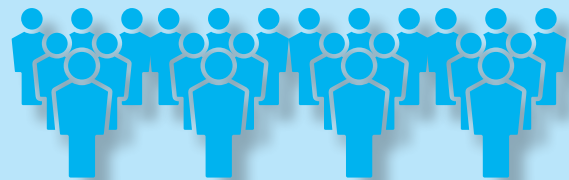
**67.3%** of the Wollongong LGA population; 20.7% OCCUPIED A MEDIUM DENSITY DWELLING; while 10.3% OCCUPIED HIGH DENSITY DWELLINGS<sup>1</sup>.

In Wollongong City, 63.2% OF HOUSEHOLDS WERE PURCHASING OR FULLY OWNED THEIR HOME, 21.3% were renting privately, and 7.4% were in social housing in 2016<sup>2</sup>.



IN 2016, **19.9%** of households earned a high household income (\$ 2,500 PER WEEK OR MORE) and 20.8% of households earned a low income (\$0 to \$650 per week).

In January 2021, **6.8%** of WOLLONGONG'S WORKING AGE POPULATION were eligible to receive JobSeeker allowance or Youth Allowance (excluding students), up from 5.4% in April 2021



IN 2020, THERE WERE

**219,798** PEOPLE  
counted as living in Wollongong  
(Estimated resident population).



A TOTAL OF **72.6%** of the population of Wollongong stated they were Australian born (5.8% not stated). OF THE 21.5% BORN OVERSEAS the FIVE MAIN COUNTRIES OF BIRTH WERE UK, China, North Macedonia, Italy and New Zealand.

Information has been taken from the 2016 ABS Census Data and Profile ID.

1. Caravans, cabins and houseboats (0.5%); other (0.5%) and not stated (0.6%)

2. Renting - not stated (0.4%); other (0.9%) and not stated (6.9%)





IN 2016, **30.2%** of families were couple families with child(ren)



and **11.5%** WERE ONE-PARENT families compared to 33.2% and 10.9% in 2001 respectively.



**24.3%** OF HOUSEHOLDS WERE ONE PERSON HOUSEHOLDS, with almost half of these people over the age of 65.



IN 2016, THERE WERE **5,368** PEOPLE in the Wollongong LGA who identified as Aboriginal or Torres Strait Islander, representing **2.9% OF THE TOTAL POPULATION** (Estimated resident population).



ENGLISH WAS STATED AS THE ONLY LANGUAGE SPOKEN AT HOME BY

**78.2%** OF THE POPULATION.

The four most common languages other than English spoken at home are Macedonian, Italian, Mandarin and Arabic, with Mandarin as the fastest growing language.



IN 2016, THE MEDIAN WEEKLY MORTGAGE REPAYMENT WAS

**\$449** and the median weekly rent payment was \$460 compared to \$456 and \$465 respectively for New South Wales.



Wollongong LGA's unemployment rate is now **EQUAL TO THE STATE AVERAGE** at

**6.4%** in March 2021 compared with 6.4.% for New South Wales.



A TOTAL OF **76.6%** of Wollongong's households had broadband internet connection UP FROM 71% IN 2011. This varies across the city from a low of 55% in Warrawong to a high of 88.4% in Austinmer.

In 2016, **71.2%** of people who live in Wollongong indicated they travel to work in a motor vehicle,



**5.5%** travelled by train,



**3.5%** Worked at home.

**2.0%** travelled by bus.



**3.6%** Used active transport.

# OUR COUNCILLORS



## Wollongong Lord Mayor Cr. Gordon Bradbery AM

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### Cr. Tania Brown Deputy Lord Mayor

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### Vicky King

Cr Vicky King sadly passed in February 2020. The position has remained vacant.



## OUR EXECUTIVE



**Greg Doyle**  
General Manager



**Renee Campbell**  
Director  
Corporate  
Services



**Linda Davis**  
Director  
Planning and  
Environment



**Joanne Page**  
Director  
Infrastructure  
and Works  
(Acting)



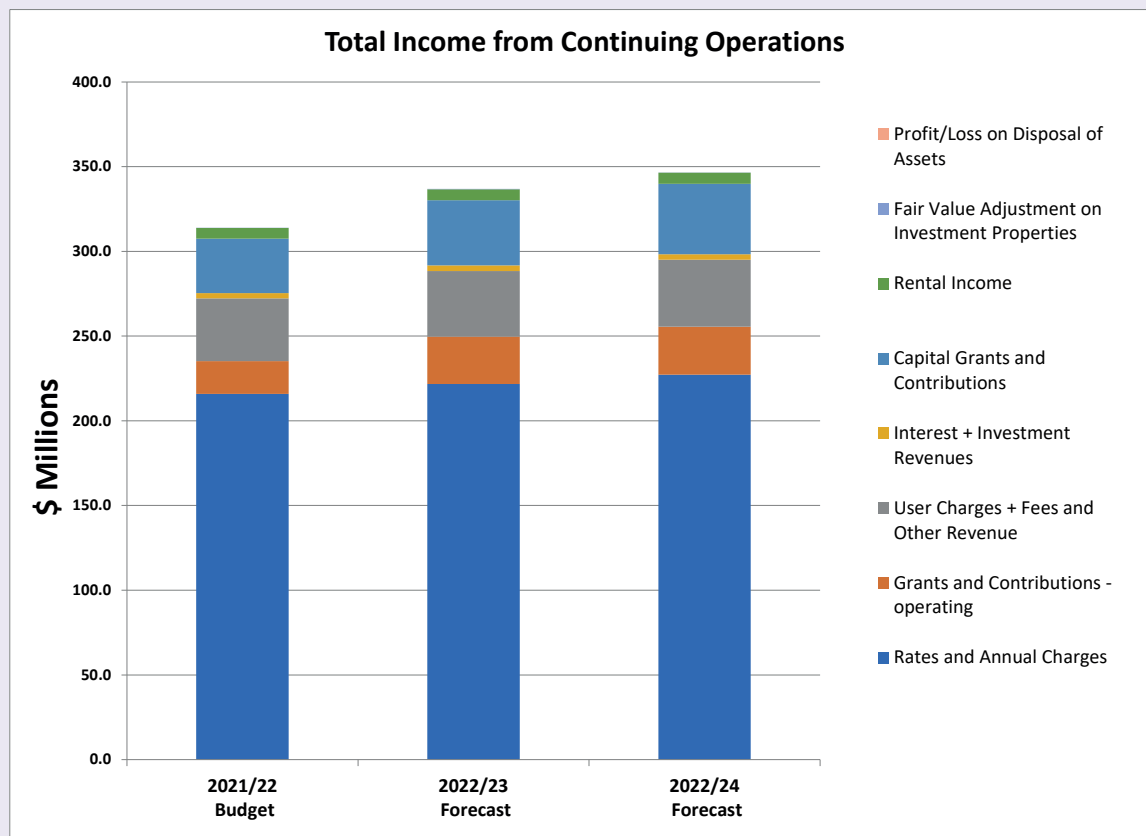
**Kerry Hunt**  
Director  
Community  
Services

# FUNDING AT A GLANCE

The charts and tables below provide a snapshot of Council's estimates for sources of revenue and expense categories for 2021-2022 to 2023-2024. More detailed information is provided in Attachment 1 - Budget 2021-2022 and Attachment 3 - Revenue Policy, Fees and Charges 2021-22.

## Projected Sources of Revenue

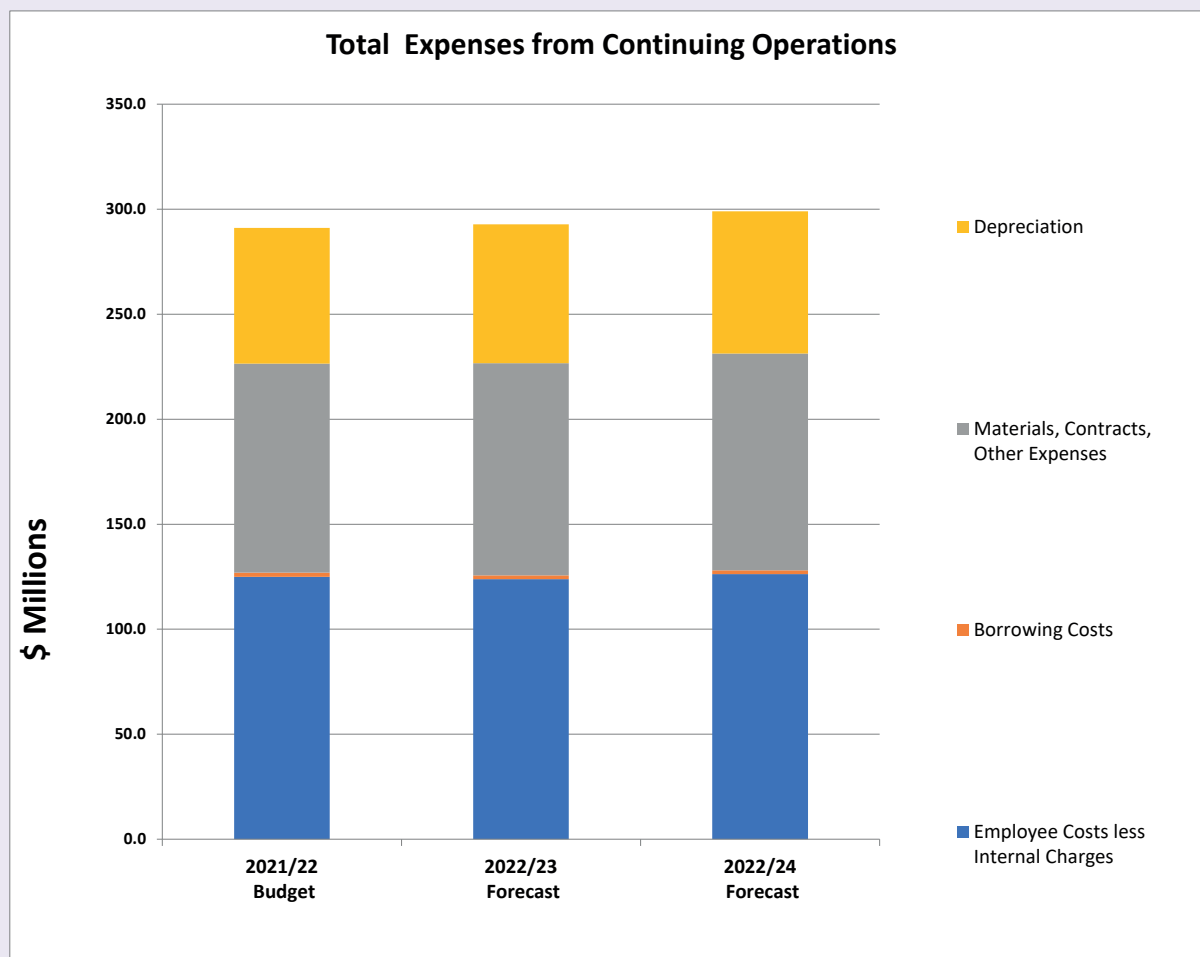
Revenue Type	2021/22 Budget (\$M)	2022/23 Forecast (\$M)	2023/24 Forecast (\$M)
Rates and Annual Charges	215.9	221.8	227.2
Grants and Contributions - operating	19.3	27.9	28.3
User Charges and Fees and Other Revenue	37.0	38.7	39.6
Rental Income	6.3	6.4	6.6
Fair Value Adjustment on Investment Properties	0.2	0.2	0.2
Interest + Investment Revenues	3.2	3.3	3.2
Capital Grants and Contributions	32.1	38.5	41.5
Profit/Loss on Disposal of Assets	0.0	0.0	0.0
<b>Total Income from Continuing Operations</b>	<b>314.0</b>	<b>336.8</b>	<b>346.6</b>





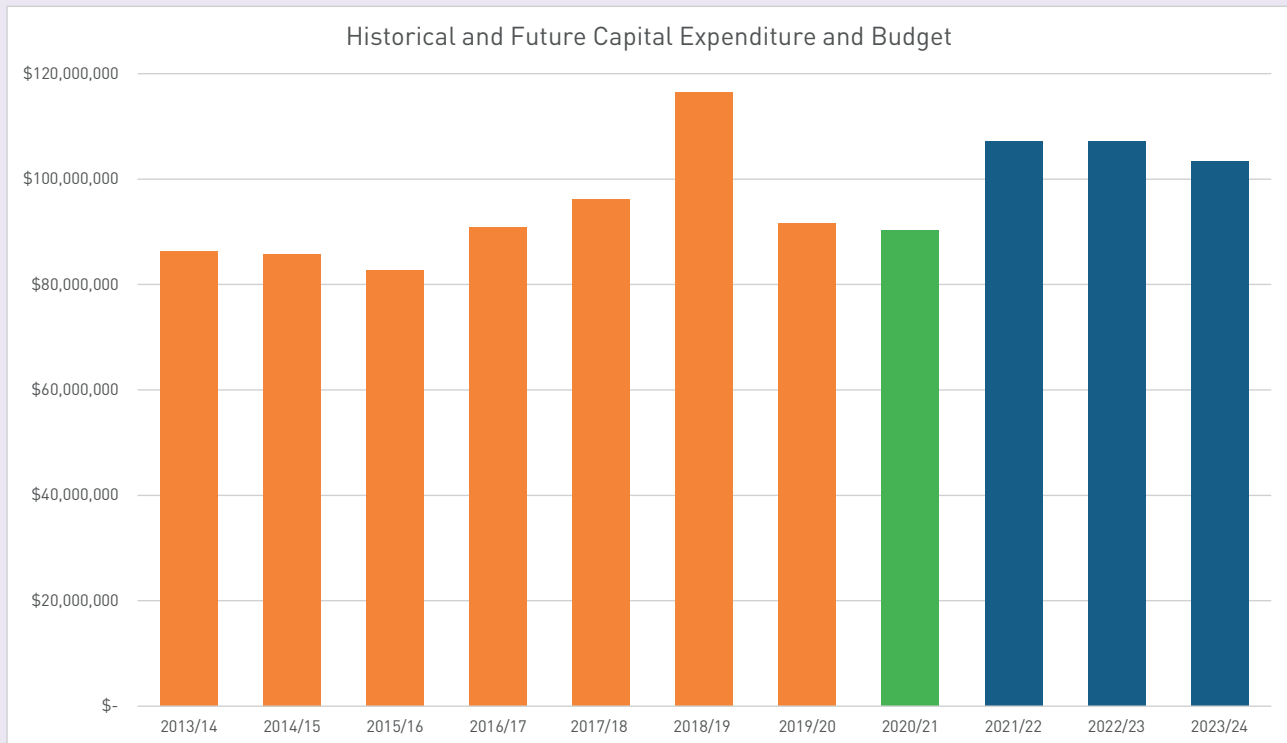
## Projected Expenses

Expense Type	2021/22 Budget (\$M)	2022/23 Forecast (\$M)	2023/24 Forecast (\$M)
Employee Costs less Internal Charges	124.9	123.8	126.3
Borrowing Costs	2.0	1.8	1.8
Materials, Contracts, Other Expenses	99.5	101.1	103.2
Depreciation	64.7	66.1	67.8
Loss on Disposal of Assets			
<b>Total Expenses from Continuing Operations</b>	<b>291.1</b>	<b>292.8</b>	<b>299.0</b>



## Capital Budget 2021 - 2024 Summary

The table below demonstrates Council's three year commitment to asset renewal with a significant allocation of capital expenditure. This approach goes towards improving key community assets and delivering on community priorities of roads, community buildings, footpaths and cycle ways and public facilities.



The budget for 2021-2024 is comprised of the following funding sources:			
Revenue Type	2021/22 Budget (\$M)	2022/23 Forecast (\$M)	2023/24 Forecast (\$M)
Operational Funds	60.9	66.7	65.5
Asset Sales	1.9	1.9	1.7
Grants and Contributions (including Developer Contributions (previously s94))	33.1	26.7	22.6
Restricted Cash (Internal & External)	8.7	10.9	13.0
Borrowings			
Other Capital Contributions	2.6	0.9	0.6
<b>TOTAL</b>	<b>107.1</b>	<b>107.1</b>	<b>103.4</b>



# Listening to our community



**An extensive engagement process was carried out on the Our Wollongong 2028 goals and Community Strategic Plan. A discussion paper Our Wollongong 2028 was released in November 2017 to commence conversations with the community on the future of Wollongong. A variety of promotional and engagement methods were used to seek community and stakeholder views on the future of Wollongong.**

Community engagement is how we reach out and encourage our community to talk with us about the plans, projects and policies we develop on their behalf. Community engagement help us make better decisions, it builds relationships and trust; builds a sense of belonging; and keeps the community informed.

The feedback we receive from community is considered along with legislation, policies, technical assessment, financial, environmental and social impacts.

The COVID-19 Pandemic has changed the way we connect and engage with our community and we have used new methods to ensure we reach our community, particularly the isolated and vulnerable. We are committed to providing opportunities for everyone in our community to help us make informed decisions.

There is a range of information on ways to be involved in Council's decision making process on our website's *Join the Conversation* pages.



# Council

## STRATEGIC PRIORITIES

Councillors are committed to making Wollongong a better place to live, work, visit and play. To focus Council's attention on this outcome the Councillors identified five key focus areas for the life of the Delivery Program. These are known as the Council Strategic Priorities.

Activating  
Our  
Suburbs

Urban  
Greening

West  
Dapto

Active  
Transport &  
Connectivity

Business &  
Investment

### 1. Activating our Suburbs

We are committed to enhancing and activating spaces and places across our Local Government Area through sound planning and focused programs.

Our Delivery Program includes an ambitious plan of action to establish our city, towns and villages to be connected and liveable spaces offering a variety of attractions and opportunities for people to work, live, play, learn, visit and invest. Our program supports a variety of infrastructure spending to enhance recreation, sporting and cultural opportunities.

### 2. Urban Greening

Urban Greening forms a significant focus during this Council term. Our program includes the implementation of key priorities within Council's Urban Greening Strategy, in conjunction with projects and services that impact sustainability and the quality of our environment.

### 3. West Dapto

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support growth and employment lands within the West Dapto Urban Release Area. This will include coordinated planning for access improvements including new roads and bridges which are needed to support the additional 17,000 future housing lots and 8,500 jobs required over the next 30 years.

### 4. Active Transport and Connectivity

We are planning for and progressively working towards an integrated and active transport network with improved connectivity across the local government Area. A series of actions will be undertaken across this term of Council to facilitate the upgrade of our public transport and bicycle networks and pedestrian access. This renewed focus is complemented by a significant investment into our footpaths and cycle ways.

### 5. Business and Investment

We will continue to grow the Wollongong economy through attracting business, investment, major events, and tourism to the region. We will continue to promote our local advantages, including our proximity to Sydney, supportive business environment, innovative ecosystem, vibrant CBD, and superb liveability to attract businesses and encourage local jobs growth. We will work with key stakeholders, including state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

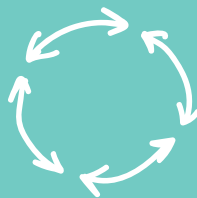




We are a purpose-led, values driven organisation. Our values are part of everything we do every day and provide the foundation of our organisational culture, and guide how we deliver the strategies and actions outlined in this document. We live these values through:

- Enabling daily work that encourages collaboration, innovation, interdependence, belonging and inclusion
- Living the values in everyday work through behaviours and interactions
- Supporting and enabling people to deliver on the promise of an Extraordinary Wollongong.

## OUR VALUES



### COURAGE

*challenge the norm  
to be better*



### ONE TEAM

*together we deliver  
excellent service*

### SUSTAINABLE

*use our community's  
resources responsibly*



### RESPECT

*inclusive and considerate*



### INTEGRITY

*honest and reliable*



The Delivery Program is a four year plan that covers the term of this elected Council. To create the Program, we looked at the Community Strategic Plan and asked what we could achieve over the next four years to bring us closer to the community's vision and goals. With limited resources – skills, labour, time and money – we cannot achieve everything at once.

The four-year Delivery Program is reviewed annually to determine which strategies set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of action for the coming financial year is created.

This ensures Council's long-term planning is consistent with current and future needs of the community. The Operational Plan 2021-2022 is the final year of the Delivery Program 2018-2022. It outlines the actions that will be undertaken for each strategy, determines who has primary responsibility, and highlights related Council documents that coincide with each action.

Progress against actions identified in the Operational Plan is reported to Council quarterly. An annual report is also prepared that reflects and reports on Council's overall performance for the financial year. The progress and achievements of the Delivery Program are reported to Council at the last meeting of an elected council's term in the End of Term Report.

This planning process allows Council to prioritise projects based on the needs and direction provided by our community, and ensure our actions align to our community's vision and goals for the City.

## Resourcing Our Delivery Program

The Resourcing Strategy outlines and assesses how Council will manage its finances, assets, technology and people to work towards achieving the community's vision and goals. Our Wollongong 2028 Resourcing Strategy now also includes an Information Management and Technology Strategy.

This ensures Council's long-term planning is consistent with current and future needs of the community. The Operational Plan 2021-2022 is the final year of the Delivery Program 2018-2022. It outlines the actions that will be undertaken for each strategy, determines who has primary responsibility, and provides a link to Council documents that coincide with each action.

## Annual Service Plans

Service plans bridge the gap between Council's strategic direction set out in the Operational Plan (annual deliverables), and the ongoing activities delivered by the organisation on a day-to-day basis. The service plans are included on page 65 of this document.

## Supporting Documents

Council has numerous strategies and plans referred to as supporting documents. These documents are the result of rigorous planning and engagement and are an important consideration in the development of the Delivery Program 2018-2022 and Operational Plan 2021-2022. Through the annual planning and prioritisation process key projects, strategies and actions contained within these supporting documents have been included in the Delivery Program.



# Delivery Program Operational Plan

## About this Plan

We are now in the final year of the Delivery Program 2018-2022, which form part of Council's Integrated Planning and Reporting Framework. This document outlines actions Council will undertake to achieve the objectives and strategies outlined in the Our Wollongong 2028 Community Strategic Plan. Council will facilitate a review of the Community Strategic Plan in 2021-2022 that will be informed by comprehensive engagement and feedback from our communities.

**COMMUNITY  
STRATEGIC  
PLAN**

**Objectives  
supported by  
strategies**

**DELIVERY  
PROGRAM**

**Strategies  
supported by  
actions**

**OPERATIONAL  
PLAN**

**Detailed  
actions**



# How to read this Plan

## GOAL

These are the community's long-term priorities and aspirations for the City. They contribute to achieving the City vision. The City vision was adopted by Council in 2012 following extensive community engagement. Council has a custodial role in working towards realising these outcomes; however, is not wholly responsible for achieving them. Other partners, such as state agencies and community groups have an important role to play in achieving the goals.

## OBJECTIVES

Provides specific focus points to achieve the community goals.

## STRATEGIES

These are how we plan to achieve each objective. The Delivery Program and Operational Plan outline how the strategies can be achieved. They are structured around key community goals.

## GOAL 1 - We value and protect our environment

**OBJECTIVE 1.1** Our natural environment, waterways and terrestrial areas are protected, managed and improved

**STRATEGY 1.1.1** The community is actively involved in the expansion and improvement of our green corridors and other natural areas connecting the escarpment to the sea

**DELIVERY PROGRAM 1.1.1.1** Implement programs and events which facilitate community participation to improve natural areas

### OPERATIONAL PLAN/S

				4 Year Delivery Program 2018/19 - 2021/22				Supporting Documents
	Action		Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	
1	Coordinate Council's environmental programs and events including: Bushcare, Fire Ready, Dunecare and Greenplan		Environmental Community Programs and Partnerships	✓	✓	✓	✓	Sustainable Wollongong 2030
2	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions		West Dapto Planning	✓	✓	✓		West Dapto Vision 2018
3	Implement priority actions from the Illawarra Biodiversity Strategy		Environmental and Sustainability Planning	✓	✓	✓	✓	Sustainable Wollongong 2030

## DELIVERY PROGRAM

Four year activities and plans that Council will undertake contributing to achieving the long-term objectives and ultimately the City's vision and goals

## DELIVERY STREAM

The responsible council section that will oversee and report on the action

## SUPPORTING DOCUMENTS

These are Council endorsed documents that inform the actions.

## OPERATIONAL PLANS

The Operational Plan actions detail the activities and projects Council will undertake during each year over the four year term. These are reviewed and updated annually. Each action relates to a Delivery Program.

# Our Wollongong 2028

## Delivery Program and Operational Plan

### GOAL 1 - We value and protect our environment

**OBJECTIVE 1.1** Our natural environment, waterways and terrestrial areas are protected, managed and improved

**STRATEGY 1.1.1** The community is actively involved in the expansion and improvement of our green corridors and other natural areas connecting the escarpment to the sea

**DELIVERY PROGRAM 1.1.1.1** Implement programs and events which facilitate community participation to improve natural areas

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Coordinate Council's environmental programs and events including: Bushcare, FiReady, Dunecare and Greenplan	Environmental Community Programs and Partnerships	✓	✓	✓	✓	Sustainable Wollongong 2030
2	Provide opportunities to work with volunteers, community groups and government to actively participate in urban greening	Environmental Community Programs and Partnerships	✓	✓	✓	✓	Urban Greening Strategy 2017-2037

**DELIVERY PROGRAM 1.1.1.2** Projects and programs that achieve enhancement of the natural environment and escarpment are developed and implemented

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions	West Dapto Planning	✓	✓	✓	✓	West Dapto Vision
2	Implement priority actions from the Illawarra Biodiversity Strategy	Environmental and Sustainability Planning	✓	✓	✓	✓	Sustainable Wollongong 2030
3	Review and update the Illawarra Biodiversity Strategy 2011-2015	Environmental and Sustainability Planning		✓	✓	✓	Sustainable Wollongong 2030
4	Support the Illawarra District Weeds Authority to fulfil and prioritise weed control obligations under the Biosecurity Act 2015.	Natural Area Management	✓	✓	✓	✓	Sustainable Wollongong 2030
5	Implement priority actions from the Illawarra Escarpment Strategic Management Plan	Environmental and Sustainability Planning	✓	✓	✓	✓	Illawarra Escarpment Strategic Management Plan 2015
6	Council programs incorporate leading practice urban tree and vegetation management	Environmental Community Programs and Partnerships	✓	✓	✓	✓	Urban Greening Strategy 2017-2037



7	Coordinate natural area restoration works at priority sites	Natural Area Management	✓	✓	✓	✓	Sustainable Wollongong 2030
8	Continue to implement and support pest management programs for priority pests	Natural Area Management	✓	✓	✓	✓	Sustainable Wollongong 2030
9	Prepare a Landscape Development Plan for West Dapto	Environmental and Sustainability Planning		✓		✓	N/A

**STRATEGY 1.1.2 Manage and effectively improve the cleanliness, health and biodiversity of creeks, lakes, waterways and oceans**

**DELIVERY PROGRAM 1.1.2.1 Protect and conserve the health and biodiversity of our waterways and coast**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Undertake the Lake Illawarra Water Quality Monitoring Program	Environmental and Sustainability Planning	✓	✓	✓	✓	Lake Illawarra Coastal Management Program 2020-2030
2	Implement priority actions of the certified Coastal Management Program for Lake Illawarra	Environmental and Sustainability Planning	✓	✓	✓	✓	Lake Illawarra Coastal Management Program 2020-2030
3	Coordinate the Lake Illawarra Estuary Management Committee	Environmental and Sustainability Planning	✓	✓	✓	✓	Lake Illawarra Coastal Management Program 2020-2030
4	Continue implementation of priority actions from the Dune Management Strategy	Natural Area Management	✓	✓	✓	✓	Dune Management Strategy
5	Develop a Coastal Management Program for the Open Coast	Environmental and Sustainability Planning and Infrastructure Strategic Planning				✓	Draft Open Coast Management Program (CMP)

**DELIVERY PROGRAM 1.1.2.2 The impacts of the increasing number of visitors to the coast and Lake Illawarra is managed effectively**

OPERATIONAL PLAN/S							
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Maintain key statistics on beach usage, incidents and preventative actions based on year on year comparisons and manage service levels accordingly	Lifeguard Services	✓	✓	✓	✓	N/A
2	Coordinate a range of Water Safety education programs to enhance safe community access to beaches	Lifeguard Services	✓	✓	✓	✓	The Future of Our Pools Strategy 2014-2024

**STRATEGY 1.1.3 The potential impacts of natural disasters, such as those related to flood and landslips are managed and risks are reduced to protect life, property and the environment.**

**DELIVERY PROGRAM 1.1.3.1 Manage vegetation to reduce bushfire risk in Asset Protection Zones on natural areas under Council care and control**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement annual bushfire hazard reduction works program for Asset Protection Zones on Council managed land	Asset Protection Zone (Bushfire) Management	✓	✓	✓	✓	Illawarra Bush Fire Risk management Plan
2	Participate in the Illawarra Bushfire Management Committee programs	Asset Protection Zone (Bushfire) Management	✓	✓	✓	✓	N/A

**DELIVERY PROGRAM 1.1.3.2 Establish effective urban stormwater and floodplain management programs**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review and implement key priorities from the Integrated Stormwater Management Plan	Stormwater Management	✓	✓	✓	✓	Floodplain Risk Management Plans
2	Subject to funding, pursue acquisition of eligible properties under a Voluntary Purchase Scheme and Compulsory Acquisition approved by the State Government	Property and Sales Development	✓	✓	✓	✓	Floodplain Risk Management Plans
3	Investigate opportunities and prepare grant funding applications for floodplain and stormwater management	Floodplain Management	✓	✓	✓	✓	Floodplain Risk Management Plans
4	Audit stormwater inlet structures and complete actions required to improve safety.	Floodplain Management	✓	✓	✓	✓	Floodplain Risk Management Plans
5	Develop and implement the Floodplain Risk Management Plans	Floodplain Management	✓	✓	✓	✓	Floodplain Risk Management Plans
6	Enhance the management of Council owned water and waste water assets	Support Assets			✓	✓	N/A

**DELIVERY PROGRAM 1.1.3.3 Establish and maintain research programs to reduce environmental risks**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Partner with the University of Wollongong on landslide research initiatives	Design and Technical Services	✓	✓	✓	✓	N/A
2	Develop and implement best practice Flood Management Studies, Plans and Development Control Plans	Floodplain Management	✓	✓	✓	✓	N/A



## OBJECTIVE 1.2 We practice sustainable living and reduce our ecological footprint

### STRATEGY 1.2.1 Reduce our ecological footprint, working together to minimise the impacts of climate change and reduce waste going to landfill.

#### DELIVERY PROGRAM 1.2.1.1 Develop and implement a range of programs that encourage community participation in reducing Wollongong's ecological footprint

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Coordinate community environmental programs, including Rise and Shine program, Clean Up Australia Day, World Environment Day, National Recycling Week, International Composting Week and other waste education activities	Environmental Community Programs and Partnerships	✓	✓	✓	✓	Sustainable Wollongong 2030
2	Deliver waste minimisation programs in accordance with the Waste Strategy	Environmental Community Programs and Partnerships / Wollongong Waste and Resource Recovery Park	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022
3	Manage volunteering and other activities at Greenhouse Park	Community Programs	✓	✓	✓	✓	N/A
4	Maintain active partnerships with NSW EPA, Workcover, and NSW Office of Environment and Heritage to minimise pollution and its impacts	Environmental and Sustainability Planning	✓	✓	✓	✓	N/A
5	Develop and implement proactive education programs relating to the minimisation of air, water and noise pollution.	Environment Development, Compliance and Education	✓	✓	✓	✓	N/A
6	Develop and implement a proactive surveillance and inspection program of known dumping hot-spots and implement education and awareness raising programs aimed at reducing illegally dumped waste	Environment Development, Compliance and Education	✓	✓	✓	✓	N/A
7	Develop and implement community awareness raising and education programs and materials regarding unauthorised development and its consequences.	Environment Development, Compliance and Education	✓	✓	✓	✓	N/A
8	Develop options for a Food Organics Garden Organics (FOGO) trial for multi-unit dwellings	Wollongong Waste and Resource Recovery Park				✓	Waste and Resource Recovery Strategy Plan 2015-2022
9	Implement a Food Organics Garden Organics (FOGO) program across the LGA	Wollongong Waste and Resource Recovery Park			✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022

#### DELIVERY PROGRAM 1.2.1.2 Promote and enforce compliance with litter reduction

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review public place litter and waste bins and revise service levels and provision	Public Litter Bin Collection and Street and Gutter Cleaning	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022

2	Coordinate the Community Service Order program	Environmental Community Programs and Partnerships	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022
3	Expand the public place recycling program	Environmental Community Programs and Partnerships				✓	Waste and Resource Recovery Strategy Plan 2015-2022
4	Investigate options for red lid (general waste) bin latches	Wollongong Waste and Resource Recovery Park		✓			Waste and Resource Recovery Strategy Plan 2015-2022

#### **DELIVERY PROGRAM 1.2.1.3 Methods to reduce emissions are investigated and utilised**

<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue to deploy Council's Waste and Resource Recovery Strategy	Wollongong Waste and Resource Recovery Park	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022
2	Continue to develop and implement the landfill gas management system at Whytes Gully	Wollongong Waste and Resource Recovery Park	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-2022
3	Monitor and report on organisational water, energy and greenhouse gas emission trends	Environmental and Sustainability Planning	✓	✓	✓	✓	Sustainable Buildings Strategy
4	Implement and review annual water and energy saving actions	Environmental and Sustainability Planning	✓	✓	✓	✓	Sustainable Buildings Strategy

#### **STRATEGY 1.2.2 Government and community work together to mitigate the impacts of climate change on our environment and future generations**

##### **DELIVERY PROGRAM 1.2.2.1 Our community is proactively engaged in a range of initiatives that improve the sustainability of our environments**

<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver priority actions from the Urban Greening Strategy Implementation Plan 2017-21	Nursery	✓	✓	✓	✓	Urban Greening Strategy
2	Continue to explore the United Nations Sustainable Development Goals and how they align to the community's goals in preparation for the review of the Community Strategic Plan	Corporate Strategy	✓	✓	✓	✓	N/A
3	Review the Environmental Sustainability Strategy	Environmental and Sustainability Planning	✓	✓	✓		Sustainable Wollongong 2030



**OBJECTIVE 1.3 The sustainability of our urban environment is improved**

**STRATEGY 1.3.1 Manage land uses to strengthen urban areas and improve connectivity to train stations and key transport routes**

**DELIVERY PROGRAM 1.3.1.1 Impacts from development on the environment are assessed, monitored and mitigated**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Assess new developments and planning proposals for environmental impacts	Environmental Assessment and Compliance	✓	✓	✓	✓	Local Environmental Plan, Development Control Plan
2	Engage with NSW Government, agencies, development/building industry and the broader community to achieve improved development outcomes	Development Assessment	✓	✓	✓	✓	Local Environmental Plan, Development Control Plan

**DELIVERY PROGRAM 1.3.1.2 Develop planning controls and Town Centre and Neighbourhood Plans with regard to the economic, social and environmental impacts**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Implement funded actions of the Helensburgh Town Centre Study	Infrastructure Strategic Planning				✓	Helensburgh Town Centre Study
2	Continue the review of the West Dapto Land Release Area by developing a Local Infrastructure Plan	West Dapto Planning	✓	✓	✓	✓	West Dapto Vision
3	Prepare for the introduction and implementation of the New South Wales State Government Planning Reforms	Local Environmental Planning	✓	✓	✓	✓	N/A
4	Prepare a LGA-wide retail centres study	Urban Renewal and Civic Improvement			✓	✓	N/A
5	Prepare the Industrial Lands Review	Urban Renewal and Civic Improvement				✓	N/A

**STRATEGY 1.3.2 Manage visual and urban amenity resulting from urban development particularly in the CBD and areas with medium to high density**

**DELIVERY PROGRAM 1.3.2.1 Carry out best practice assessment for urban development proposals and applications**

**OPERATIONAL PLAN/S**

	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Administer Design Review Panel in relation to key sites or significant development	Development Assessment	✓	✓	✓	✓	Environmental Planning and Assessment Act 1979
2	Administer the Wollongong Local Planning Panel	Development Assessment	✓	✓	✓	✓	Environmental Planning and Assessment Act 1979
3	In conjunction with the Department of Planning, Industry and Environment administer the Southern Regional Planning Panel	Development Assessment	✓	✓	✓	✓	Environmental Planning and Assessment Act 1979

**DELIVERY PROGRAM 1.3.2.2 Mitigate the impact of development on the natural environment and visual amenity of our open spaces and urban areas**

**OPERATIONAL PLAN/S**

			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Implement planning controls to mitigate the impact of development on the natural environment and visual amenity of our spaces and urban areas	Local Environmental Planning	✓	✓	✓	✓	Local Environmental Plan, Development Control Plan
2	Investigate and respond to customer requests relating to development, and implement programs of inspection of building and construction sites with an emphasis on soil and water management and the protection of waterways	Environment Development, Compliance and Education	✓	✓	✓	✓	N/A
3	Prepare an new Local Strategic Planning Statement for the Local Government Area	Local Environmental Planning				✓	Wollongong Local Strategic Planning Statement 2020

**OBJECTIVE 1.4 We recognise and celebrate our heritage**

**STRATEGY 1.4.1 Programs and projects that achieve proactive heritage management, education and promotion are developed and implemented**

**DELIVERY PROGRAM 1.4.1.1 Work in partnership with others to promote a diverse range of heritage education and promotion programs**

**OPERATIONAL PLAN/S**

	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Deliver the Heritage Assistance Grant Program	Heritage	✓	✓	✓	✓	Heritage Strategy and Action Plan 2019
2	Coordinate the Heritage Reference Group	Heritage	✓	✓	✓	✓	Heritage Strategy and Action Plan 2019
3	Develop a Heritage Asset Management Study	Heritage	✓		✓	✓	Heritage Strategy and Action Plan 2019
4	Develop and deliver diverse Local Studies Library projects that contribute to the preservation and continued relevance of local history and community stories	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy: 2017-2022



**STRATEGY 1.4.2 Our Aboriginal community is actively engaged in the management of Indigenous heritage**

**DELIVERY PROGRAM 1.4.2.1 Work with the local Aboriginal community in the management of Indigenous heritage**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Progress implementation of the Sandon Point Plan of Management	Community Land Management Planning	✓	✓	✓	✓	Sandon Point and McCauleys Beach Plan of Management
2	Develop and install the Sandon Point Interpretive Strategy and Indigenous Art Project	Community Land Management Planning		✓	✓	✓	Sandon Point and McCauley's Beach Plan of Management 2015

**OBJECTIVE 1.5 Set targets and reduce our greenhouse gas emissions through our participation in the Global Covenant of Mayors for climate and energy**

**STRATEGY 1.5.1 Participate in the Global Covenant of Mayors and set emissions reduction targets for the LGA**

**DELIVERY PROGRAM 1.5.1.1 Set an emissions reduction target and carry out actions to reduce greenhouse gas emissions through the Global Covenant of Mayors**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Set an emissions reduction target aligned with the Global Covenant of Mayors compliance requirements	Environmental and Sustainability Planning		✓			N/A
2	Implement priority actions from the endorsed Climate Change Mitigation Plan 2020-2022	Environmental and Sustainability Planning			✓	✓	Climate Change Mitigation Plan 2020
3	Deliver commitments made under the Global Covenant of Mayors and support Council's climate emergency declaration	Environmental and Sustainability Planning			✓	✓	Sustainable Wollongong 2030
4	Prepare the Climate Change Mitigation Plan 2022-2026	Environmental and Sustainability Planning				✓	Climate Change Mitigation Plan 2020
5	Develop a Climate Change Adaptation Action Plan	Environmental and Sustainability Strategy			✓	✓	Sustainable Wollongong 2030
6	Monitor and report annually against Council's endorsed emission reduction targets	Environmental and Sustainability Strategy			✓	✓	Sustainable Wollongong 2030
7	Implement climate change and sustainability program actions from Sustainable Wollongong 2030, Climate Change Mitigation Plan 2020 and the Climate Change Adaptation Plan.	Environmental and Sustainability Strategy			✓	✓	Sustainable Wollongong 2030



## GOAL 2 - We have an innovative and sustainable economy

**OBJECTIVE 2.1** Local employment opportunities are increased with a strong local economy

**STRATEGY 2.1.1** Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.

**DELIVERY PROGRAM 2.1.1.1** Build on partnerships which enable the retention of local talent

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Engage in a range of activities that provide opportunities and promote Wollongong City Council as an employer of choice including the Cadet, Apprentice and Trainee and Work Experience programs in partnership with educational institutions	Learning and Development			✓	✓	N/A

**STRATEGY 2.1.2** Grow the national competitiveness of Metro Wollongong to drive economic growth, employment and diversification of the region's economy

**DELIVERY PROGRAM 2.1.2.1** Ensure that Wollongong is attractive for business expansion, establishment and relocation.

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Manage the operations of the Wollongong City Centre	City Centre and Crown St Mall	✓	✓	✓	✓	N/A
2	Review the Inner City Parking Strategy 2010-26 and update any identified necessary adjustments	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Inner City Parking Strategy 2010-26
3	Implement the Inner City Parking Strategy 2010-26	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Inner City Parking Strategy 2010-26



<b>DELIVERY PROGRAM 2.1.2.2 Progress implementation of a City for People and its accompanying Implementation Plan</b>							
<b>OPERATIONAL PLAN/S</b>			<b>4 Year Delivery Program 2018/19 - 2021/22</b>				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre - Public Spaces Public Life Implementation Plan	Urban Renewal and Civic Improvement	✓	✓	✓	✓	A City for People - Public Spaces Public Life 2016-19
2	Implement the Wollongong City Centre Access and Movement Strategy 2013-23	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Wollongong City Centre Access and Movement Strategy 2013-23
3	Review and update the Wollongong City Centre Access and Movement Strategy 2013-23	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong City Centre Access and Movement Strategy 2013-23
<b>STRATEGY 2.1.3 Cross sector initiatives are coordinated and implemented to increase and attract business investment, supporting small businesses and encouraging jobs growth</b>							
<b>DELIVERY PROGRAM 2.1.3.1 Support regional activities and partnerships that promote business investment and jobs growth</b>							
<b>OPERATIONAL PLAN/S</b>			<b>4 Year Delivery Program 2018/19 - 2021/22</b>				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review the Economic Development Strategy 2013-23	Economic Development	✓				Economic Development Strategy 2019-29
2	Implement the Economic Development Strategy 2019-29	Economic Development	✓	✓	✓	✓	Economic Development Strategy 2019-29
3	In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program to position Wollongong as a superior business location	Economic Development	✓	✓	✓	✓	Economic Development Strategy 2019-29
4	Support and implement agreed actions from the Illawarra Shoalhaven Joint Organisation Procurement Roadmap	Supply Management	✓	✓	✓	✓	N/A
5	Work with other levels of government and the business community to respond to COVID-19 impacts on the economy	Economic Development			✓	✓	N/A
6	Deliver increased City Centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19	City Centre and Crown St Mall			✓	✓	N/A

**STRATEGY 2.1.4 Innovation through social enterprise and social business opportunities is encouraged and supported**

**DELIVERY PROGRAM 2.1.4.1 Develop and maintain partnerships with the business sector to fund and contribute to a broader range of community projects and activities**

**OPERATIONAL PLAN/S**

	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Participate in relevant networks and support opportunities for social enterprise, including the provision of training	Community Development	✓	✓	✓	✓	N/A

**STRATEGY 2.1.5 West Dapto urban growth is effectively managed to balance employment and population growth**

**DELIVERY PROGRAM 2.1.5.1 In collaboration with key agencies, facilitate the West Dapto Taskforce to deliver the first stages of the West Dapto Urban Release Area**

**OPERATIONAL PLAN/S**

			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	In collaboration with key agencies, facilitate the West Dapto Review Committee to deliver the West Dapto Urban Release Area	West Dapto Planning	✓	✓	✓	✓	West Dapto Vision

**OBJECTIVE 2.2 The regions industry base is diversified**

**STRATEGY 2.2.1 Further diversify the region's economy through a focus on new and disruptive industries and green technology**

**DELIVERY PROGRAM 2.2.1.1 The development of renewable energy products and services is supported**

**OPERATIONAL PLAN/S**

			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Seek out opportunities to incorporate green technology in Council's projects and contracts	Infrastructure Strategic Planning	✓	✓	✓	✓	Sustainable Buildings Strategy

**DELIVERY PROGRAM 2.2.1.2 Partnership opportunities in research and development are expanded**

**OPERATIONAL PLAN/S**

			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Implement a research and development program targeting waste diversion from landfill with the University of Wollongong	Wollongong Waste and Resource Recovery Park	✓	✓	✓	✓	



**STRATEGY 2.2.2 Organisations work in collaboration to support the development of innovative industries including Knowledge Services, Advanced Manufacturing and ICT**

**DELIVERY PROGRAM 2.2.2.1 In conjunction with partner organisations support the development of innovative industries**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Develop and implement an Innovation Program	General Manager and Executive Group		✓	✓	✓	N/A

**STRATEGY 2.2.3 Revitalise west Crown Street by enhancing the amenity and investment opportunities between the health precinct and the commercial core**

**DELIVERY PROGRAM 2.2.3.1 Undertake major refurbishment works in the city centre**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Plan and deliver staged implementation of Crown Street West improvements	Footpaths, Cycleways and Transport Nodes	✓	✓	✓	✓	City Centre Access and Movement Strategy 2013-23 A City for People – Public Spaces Public Life 2016-19

**OBJECTIVE 2.3 The profile of Wollongong as a regional city of the Illawarra is expanded and improved**

**STRATEGY 2.3.1 Build our city as a tourist destination of choice for conferences, events, and a place to live, learn, work and visit.**

**DELIVERY PROGRAM 2.3.1.1 Pursue initiatives that promote the region as a place to holiday to domestic and international markets**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	With Destination Wollongong, implement a new visitor information strategy that best reflects visitor needs	Destination Wollongong	✓	✓	✓		Destination Wollongong Funding Deed 2016-21
2	Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits	Destination Wollongong	✓	✓	✓	✓	Destination Wollongong Funding Deed 2016-21
3	Develop a cultural tourism strategy which draws on and celebrates aspects of the city's natural and built heritage, social history and cultural attributes through an inter divisional working party	Cultural Development	✓				Cultural Tourism Strategy 2018
4	Pursue implementation of Cultural Tourism Strategy	Economic Development			✓	✓	Cultural Tourism Strategy 2018

5	Contribute to the promotion of tourism in Wollongong through the management of Council's three tourist parks at Bulli, Corrimal and Windang	Tourist Parks	✓	✓	✓	✓	N/A
6	Undertake a review of the planning controls for Tourism Accommodation	Local Environmental Planning		✓	✓	✓	N/A

**DELIVERY PROGRAM 2.3.1.2 Support projects that investigate opportunities for the provision of tourism infrastructure**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue to advocate for the upgrade of the WEC as a major regional conference centre	Economic Development	✓	✓	✓	✓	Economic Development Strategy 2019-29
2	Support relevant agencies, business and industry to advocate for the establishment of a cruise ship terminal in the port of Port Kembla	Economic Development	✓	✓	✓	✓	Economic Development Strategy 2019-29
3	Seek funding for key iconic tourism infrastructure	Infrastructure Strategic Planning	✓	✓	✓	✓	Economic Development Strategy 2019-29
4	Provide power supply to the Mt Keira Summit	Infrastructure Strategic Planning	✓	✓			N/A
5	Implement actions arising from the Mt Keira Summit Park Plan of Management	Botanic Garden and Annexes			✓	✓	N/A

**STRATEGY 2.3.2 Continue to build Wollongong as a vibrant, modern city with a revitalised city centre and an active evening economy**

**DELIVERY PROGRAM 2.3.2.1 Market and promote events in the city centre**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement a range of pilot projects and activation strategies across the city centre precincts	City Centre and Crown St Mall	✓	✓	✓	✓	A City for People - Public Spaces Public Life 2016-19
2	Deliver integrated marketing and activation program that reflects the 'city experience'	City Centre and Crown St Mall	✓	✓	✓	✓	A City for People - Public Spaces Public Life 2016-19
3	Undertake a feasibility study into digital marketing platforms, including amenity and safety for our city centre	City Centre and Crown St Mall		✓			A City for People - Public Spaces Public Life 2016-19



<b>DELIVERY PROGRAM 2.3.2.2 Provide a diverse range of activities in the city centre that target and engage a broad community</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Deliver the Evening Economy Action Plan 2014-18	City Centre and Crown St Mall	✓				Evening Economy Action Plan 2014-18
<b>DELIVERY PROGRAM 2.3.2.3 Improve policies and systems to support the revitalisation of the city centre</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Develop and implement City Centre Wayfinding	City Centre and Crown St Mall	✓	✓	✓	✓	Cultural Action Plan 2014-18
<b>STRATEGY 2.3.3 Enable signature events and festivals where communities and visitors can gather and celebrate</b>							
<b>DELIVERY PROGRAM 2.3.3.1 Continue to attract signature events and festivals</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Manage the Destination Wollongong Funding Agreement 2016-21	Destination Wollongong	✓	✓	✓		Destination Wollongong Funding Deed 2016-21
2	Finalise an updated Destination Wollongong Funding Agreement for 2021-2026	Destination Wollongong				✓	N/A
3	Develop generic event DAs for various sites outside the City Centre	Events Coordination	✓	✓			N/A
<b>OBJECTIVE 2.4 Wollongong continues to expand as a place of learning</b>							
<b>STRATEGY 2.4.1 Pathways for research and learning are supported and Wollongong is established as a learning place of excellence and innovation</b>							
<b>DELIVERY PROGRAM 2.4.1.1 Ensure Wollongong is attractive to research and development companies and organisations</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Continue to support and enhance linkages between businesses and University of Wollongong research and development capabilities	Economic Development	✓	✓	✓	✓	Economic Development Strategy 2019-29

<b>DELIVERY PROGRAM 2.4.1.2 Implement a range of programs that incorporate learning and development</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Contribute to the delivery of 'Paint the Town REaD' early literacy program	Community Development	✓	✓	✓	✓	N/A
2	Research, assess and apply emerging technologies for library service provision, including online learning and participation in community life	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
3	Deliver a Wollongong Art Gallery Education and Public Program	Wollongong Art Gallery	✓	✓	✓	✓	Creative Wollongong 2019-2024
4	Deliver a program of activities and provide services that facilitate learning by community members: Born to Read, History Week workshops, Bookclubs	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
5	Provide database sessions to Year 11 and 12 students and information sessions for customers across a range of library sites	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
6	Deliver learning programs for employment, digital inclusion, innovation and creativity from 'The Hub' digital learning space	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
7	Implement the Wollongong Learning City project based on the UNESCO framework and principles	Library Services				✓	Wollongong City Libraries Strategy 2017-22
8	Deliver customer-driven, evolving library collections	Library Services			✓	✓	Wollongong City Libraries Strategy 2017-22
9	Investigate opportunities to enhance library opening hours	Library Services			✓	✓	Wollongong City Libraries Strategy 2017-22
<b>STRATEGY 2.4.2 Technology is utilised to transform Wollongong into a Smart City, where assets and infrastructure are able to supply information that is used to enhance urban planning and service provision to our communities</b>							
<b>DELIVERY PROGRAM 2.4.2.1 Implement programs to ensure Wollongong becomes a Smart City</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Partner with University of Wollongong on the Internet of Things pilot program	Infrastructure Strategic Planning	✓	✓	✓	✓	Illawarra-Shoalhaven Smart Region Strategy
2	In conjunction with the Illawarra Shoalhaven Joint Organisation and the University of Wollongong, continue to investigate opportunities to fund and deploy smart digital technologies to enhance the productivity of local infrastructure	Infrastructure Strategic Planning	✓	✓	✓	✓	Illawarra-Shoalhaven Smart Region Strategy
3	Implement strategies from the SMART Regions Strategy	Infrastructure Strategic Planning			✓	✓	Illawarra-Shoalhaven Smart Region Strategy

## GOAL 3 - Wollongong is a creative, vibrant city

### OBJECTIVE 3.1 Creative, cultural industries are fostered and thriving

#### STRATEGY 3.1.1 Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people

##### DELIVERY PROGRAM 3.1.1.1 Promote Made in Wollongong to become a well-known brand

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement the 'Made in Wollongong' concept	Cultural Development	✓	✓	✓	✓	Destination Wollongong Major Events Strategy 2021-2026

##### DELIVERY PROGRAM 3.1.1.2 The visibility of our cultural diversity is increased

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Develop new Cultural Plan 2019-24	Cultural Development	✓				N/A
2	Deliver key strategies from Creative Wollongong	Cultural Development	✓	✓	✓	✓	Creative Wollongong 2019-2024

##### DELIVERY PROGRAM 3.1.1.3 Encourage the integration of urban design and public art

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver the Public Art Strategy	Public Art	✓	✓	✓	✓	Public Art Strategy 2016 - 21
2	Involve children in the design of public art features within key regional play space renewals	Parks	✓	✓	✓	✓	Wollongong Play Strategy 2014-24



**DELIVERY PROGRAM 3.1.1.4 Deliver sustainable and successful events and festivals through Council investment and delivery of the Major Events Strategy**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver Council's annual community events program	Events Coordination	✓	✓	✓	✓	N/A
2	Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events	Events Coordination	✓	✓	✓	✓	N/A
3	Review the 2016-20 Major Events Strategy	Events Coordination		✓	✓		N/A
4	Contribute to the delivery of the 3 Fest Arts, Science and Technology Festival in 2020	Events Coordination		✓	✓		Destination Wollongong Major Events Strategy 2021-2026
5	In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship	Events Coordination			✓	✓	Destination Wollongong Major Events Strategy 2021-2026

**DELIVERY PROGRAM 3.1.1.5 Encourage Sports Associations to conduct regional, state and national events in the city**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events	Sportsfields	✓	✓	✓	✓	N/A

**STRATEGY 3.1.2 Opportunities for artists and innovators are provided and celebrated**

**DELIVERY PROGRAM 3.1.2.1 Provide opportunities for local artists and performers to exhibit, promote and perform at Council venues and events**

OPERATIONAL PLAN/S							
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Manage the Merrigong funding agreement for IPAC and the Town Hall	Illawarra Performing Arts Centre	✓	✓	✓	✓	N/A
2	Contribute to Salvation Army, Southern Stars and Wollongong Eisteddfod	Communications	✓	✓	✓	✓	N/A
3	Deliver the annual Comic Gong Festival	Library Services	✓	✓	✓	✓	N/A
4	Provide opportunities for young people to develop skills, experience and exposure in art, performance, broadcasting and production	Wollongong Youth Services	✓	✓	✓	✓	N/A
5	Deliver the annual Viva La Gong Festival	Cultural Development	✓	✓	✓	✓	Cultural Tourism Strategy 2018

**OBJECTIVE 3.2 Community access to the arts, and participation in events and festivals is increased****STRATEGY 3.2.1 Museums and galleries are promoted as part of the cultural landscape****DELIVERY PROGRAM 3.2.1.1 Provide support to existing and emerging artists and performers**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Manage Cultural Grants Program	Cultural Development	✓	✓	✓	✓	Creative Wollongong 2019-2024
2	Update the Wollongong Art Gallery Strategic Business Plan	Wollongong Art Gallery	✓	✓	✓		N/A
3	Implement the Framing our Future: Wollongong Art Gallery Strategic Plan 2020-2025	Wollongong Art Gallery				✓	Wollongong Art Gallery Strategic Plan 2020-2025

**DELIVERY PROGRAM 3.2.1.2 Seek funding for the promotion of heritage sites, museums and galleries to the community and visitors**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Work with local museums to maintain a small virtual museum	Cultural Development	✓	✓			Cultural Tourism Strategy 2018
2	Manage and deliver exhibition and collection programs at the Wollongong Art Gallery	Wollongong Art Gallery	✓	✓	✓	✓	N/A
3	Promote heritage sites and museums	Cultural Development	✓	✓	✓	✓	Cultural Action Plan 2014-18
4	Support Heritage Week and the heritage festival	Heritage	✓	✓	✓	✓	Heritage Strategy and Action Plan 2019

**STRATEGY 3.2.2 The arts precinct in the heart of the city is consolidated and further enhanced**
**DELIVERY PROGRAM 3.2.2.1 Coordinate an integrated approach to infrastructure improvement and service delivery in the Arts Precinct**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design	Cultural Development	✓	✓	✓	✓	Creative Wollongong 2019-2024
2	Facilitate the Lower Town Hall as a creative space and work towards an independent model of management	Cultural Development	✓	✓	✓	✓	Creative Wollongong 2019-2024
3	Upgrade HVAC systems at Town Hall and Art Gallery	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A

**STRATEGY 3.2.3 Local groups and communities are actively supported to provide community-based programs, events and festivals that celebrate cultural traditions and contemporary practices.**
**DELIVERY PROGRAM 3.2.3.1 Support the coordination of an externally funded calendar of activities delivered across the city**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Facilitate events occurring for NAIDOC Week, Reconciliation Week and Sorry Day	Community Development	✓	✓	✓	✓	N/A
2	Collaborate with Culturally and Linguistically Diverse Communities (CALD) community to support community events and celebrations	Community Development	✓	✓	✓	✓	N/A
3	Deliver library programs that recognise and reflect the cultural diversity of our community	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
4	Deliver National Youth Week calendar of events across the Wollongong LGA	Wollongong Youth Services	✓	✓	✓	✓	N/A

**STRATEGY 3.3.2 Partner with Aboriginal and Torres Strait Islanders and culturally and linguistically diverse communities and schools**
**DELIVERY PROGRAM 3.3.2.1 Deliver and support a range of projects and programs which build harmony, understanding and cultural awareness**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Support newly arrived and refugee communities through the delivery of the Illawarra Refugee Challenge with community partners	Community Development	✓	✓	✓	✓	N/A
2	Deliver the Living Books program	Community Development	✓	✓	✓	✓	N/A
3	Collaborate in joint projects with local Aboriginal organisations and the community	Community Development			✓	✓	N/A



## GOAL 4 - We are a connected and engaged community

**OBJECTIVE 4.1** Residents have easy and equitable access to information, and play an active role in the decisions that affect our city

**STRATEGY 4.1.1** Provide residents with equitable access to information and opportunities to inform decision making

**DELIVERY PROGRAM 4.1.1.1** Ensure an effective community engagement framework that connects the community to Council decision making

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver a diverse range of community engagement opportunities to inform and guide development and delivery of Council business	Community Engagement	✓	✓	✓	✓	Community Engagement Policy and Framework
2	Continue to review and enhance Council's digital customer service and engagement channels in line with strategic objectives	Customer Service Delivery	✓	✓	✓	✓	N/A
3	Redesign and launch of Wollongong City Council website	Web Development and Integration Services	✓				N/A
4	Actively engage people with disability and carers in the delivery, evaluation and monitoring of the Disability Inclusion Action Plan 2020-25	Community Development	✓	✓	✓	✓	Disability Inclusion Action Plan 2020-25
5	Develop alternate and new methods to engage and connect with our communities, considering limitations imposed on social interactions in response to COVID-19	Community Engagement			✓	✓	N/A

**DELIVERY PROGRAM 4.1.1.2** Improve community understanding and awareness of Council decisions

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Publish business papers to Council's website and continue webcasting of Council meetings	Corporate and Councillor Support	✓	✓	✓	✓	N/A

<b>STRATEGY 4.1.2 High speed broadband and communication is available across the city</b>							
<b>DELIVERY PROGRAM 4.1.2.1 Ensure the NBN is rolled out across the Wollongong LGA</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue to work with NBN Co in ensuring a coordinated rollout across Council and community facilities	Technology Infrastructure Services	✓	✓			N/A
<b>STRATEGY 4.1.3 Government continue to partner with our local Aboriginal community</b>							
<b>DELIVERY PROGRAM 4.1.3.1 Council continue to partner with our local Aboriginal community</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Work in collaboration with the Aboriginal community to develop the Aboriginal specific space and its operations at the Kembla Grange Cemetery	Community Development	✓	✓	✓	✓	N/A
2	Identify additional opportunities for working in partnership with the local Aboriginal community	Community Development	✓	✓	✓	✓	N/A
3	Develop and implement the Suburb/Place Name Signage Strategy	Community Development		✓	✓	✓	N/A
<b>OBJECTIVE 4.2 Our residents have an increased sense of community</b>							
<b>STRATEGY 4.2.1 Support residents, businesses and visitors to be actively involved in diverse community activities helping to connect neighbourhoods</b>							
<b>DELIVERY PROGRAM 4.2.1.1 Increase opportunities for the community to connect with volunteering organisations</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Coordinate the Clubs NSW Grant program	Community Development	✓	✓	✓	✓	N/A
2	Deliver the Volunteering Illawarra service	Volunteering Illawarra	✓	✓	✓	✓	N/A
3	Continue to review and adapt the Volunteering Illawarra program to support service quality and sustainability, in line with changes to funding and the volunteering sector	Volunteering Illawarra	✓	✓	✓	✓	N/A

### DELIVERY PROGRAM 4.2.1.2 Support community participation in community activities

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Work with Friends of Wollongong City Libraries to improve resources within libraries that are generated with funding from fundraising activities	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
2	Increase participation of community volunteers in the delivery of Library Services	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
3	Coordinate and evaluate the Connecting Neighbours Grant Program	Community Development	✓	✓	✓	✓	N/A
4	Review and initiate opportunities and projects to support the Wollongong community specifically in response to COVID-19	Community Development			✓	✓	N/A

### DELIVERY PROGRAM 4.2.1.3 Build the capability of community based organisations in managing, developing and sustaining their volunteers

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Provide support for not for profit organisations via provision of affordable Council assets and community facilities	Community Facilities	✓	✓	✓	✓	N/A

### STRATEGY 4.2.2 Support and strengthen the local community services sector

#### DELIVERY PROGRAM 4.2.2.1 Continue to participate and contribute to an integrated community service network

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Support community based organisations with community facilities to maintain effective governance and sustainable management practices	Community Facilities	✓	✓	✓	✓	N/A
2	Participate in a range of community sector networks to foster collaborations and partnerships	Community Development	✓	✓	✓	✓	N/A

### STRATEGY 4.2.3 Facilitate programs and events that promote civic pride

#### DELIVERY PROGRAM 4.2.3.1 Support a range of projects and programs in the city

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver civic activities which recognise and celebrate the city's people	Corporate Relations	✓	✓	✓	✓	N/A
2	Develop and implement programs and projects that support intergenerational interaction and integration	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22



<b>OBJECTIVE 4.3 Our council is accountable, financially sustainable and has the trust of the community</b>							
<b>STRATEGY 4.3.1 Positive leadership and governance, values and culture are built upon</b>							
<b>DELIVERY PROGRAM 4.3.1.1 Ensure appropriate strategies and systems are in place that support good corporate governance</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Initiate and support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	Corporate Strategy	✓	✓	✓	✓	N/A
2	Review and maintain an effective risk management system, including risk appetite statements, registers and treatment plans	Risk and Insurance Management	✓	✓	✓	✓	N/A
3	Ensure all records of Council business are created and managed efficiently and according to legislation to enable easy access by staff and our community	Customer Service Delivery	✓	✓	✓	✓	N/A
4	Deploy the Information Management and Technology Strategy	Information Management	✓	✓	✓	✓	Information Management and Technology Strategy
5	Deliver the internal audit program	Corporate Governance & Internal Audit	✓	✓	✓	✓	N/A
6	Review and maintain an effective corporate governance framework, including reporting on the performance of the framework to the Audit Risk and Improvement Committee	Corporate Governance and Internal Audit	✓	✓	✓	✓	N/A
7	Manage and review Council's policy framework	Corporate Governance and Internal Audit	✓	✓	✓	✓	N/A
8	Develop, maintain and monitor emergency planning and testing	Risk & Insurance Management	✓	✓	✓	✓	N/A
9	Review and maintain the Register of Delegations to maximise organisational efficiency and manage risk	Corporate Governance and Internal Audit	✓	✓	✓	✓	N/A
10	Ensure the implementation of mitigation strategies for fraud/ corruption risks identified with immediate focus on the very high/ high rated risks	Corporate Governance and Internal Audit	✓	✓	✓	✓	N/A
11	Preparation of timely, accurate and relevant quarterly and annual reporting	Corporate Strategy	✓	✓	✓	✓	N/A
12	Implement the OneCouncil project	Technology Infrastructure Services	✓	✓	✓	✓	Information Management and Technology Strategy
13	Develop an Information Security Strategy	Information Management			✓	✓	Information Management and Technology Strategy
14	Support the effective operation of the Audit Risk and Improvement Committee	Corporate Governance and Internal Audit	✓	✓	✓	✓	N/A
15	In consultation with the community, develop a new Community Strategic Plan, Delivery Program and Operational Plan	Corporate Strategy				✓	Our Wollongong 2028

**DELIVERY PROGRAM 4.3.1.2 Build a workplace culture that is safe, engaged, responsive and professional**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement the Internal Communication Strategy	Organisational Development	✓	✓	✓	✓	Internal Communication Strategy
2	Recognise staff for their work through the Employee Recognition Program	Attraction and Retention	✓	✓	✓	✓	N/A
3	Implement the Workforce Strategy 2018-2022 and Prepare an updated Workforce Strategy 2022-2026	Organisational Development	✓	✓	✓	✓	Workforce Strategy 2018-22
4	Implement the Our Safety Program	Safety and Workplace Services				✓	Our Safety Program
5	Conduct a biennial Staff Engagement Survey	Organisational Development		✓		✓	Workforce Strategy 2018-22
6	Implement Council's employee Reward Strategy	Organisational Development				✓	Workforce Strategy 2018-22
7	Implement Council's Diversity, Inclusion and Belonging Policy	Organisational Development				✓	Workforce Diversity Policy

**STRATEGY 4.3.2 Resources (finance, technology, assets and people) are effectively managed to ensure long term financial sustainability**
**DELIVERY PROGRAM 4.3.2.1 Effective and transparent financial management systems are in place**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Monitor and review achievement of Financial Strategy	Management Accounting and Support	✓	✓	✓	✓	Financial Strategy
2	Continuous budget management is in place, controlled and reported	Management Accounting and Support	✓	✓	✓	✓	N/A
3	Provide accurate and timely financial reports monthly, quarterly and via the annual financial statement	Management Accounting and Support	✓	✓	✓	✓	N/A
4	Manage and further develop a compliance program to promote awareness and compliance with Council's procurement policies and procedures and other related policies	Tax Management and Compliance	✓	✓	✓	✓	Procurement Policy

**DELIVERY PROGRAM 4.3.2.2 Continue to pursue alternative funding options to deliver financially sustainable services and facilities**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Lobby government for financial assistance to address infrastructure renewals and provide funding for key regional projects	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A
2	Investigate and implement environmentally sustainable actions for charitable waste	Wollongong Waste and Resource Recovery Park	✓	✓	✓	✓	Waste and Resource Recovery Strategy Plan 2015-22
3	Implement approved rating structures	Rates and Sundry Debtors	✓	✓	✓	✓	N/A
4	Commence the review of the rating structure to align to legislative change	Rates and Sundry Debtors				✓	N/A
5	Deploy rates relief measures in response to COVID-19	Rates and Sundry Debtors			✓		N/A
6	Lobby the NSW Government to provide rate payment assistance to support community members experiencing genuine financial hardship due to COVID-19	Rates and Sundry Debtors			✓		N/A
7	Continue to seek external funding to support the delivery of core community infrastructure projects	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A

**DELIVERY PROGRAM 4.3.2.4 Deliver the Asset Management Strategy and Improvement Plan 2012-17**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Progressively implement the Asset Management Improvement Program	Infrastructure Strategic Planning	✓	✓	✓	✓	Strategic Asset Management Plan - 2018-2028

**STRATEGY 4.3.3 Excellent customer service is core business**

**DELIVERY PROGRAM 4.3.3.1 Coordinate a service review program with a focus on business development and improvement**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Identify and implement improvement opportunities to optimise our customers experience with Council in line with strategy objectives	Customer Service Delivery	✓	✓	✓	✓	N/A



**DELIVERY PROGRAM 4.3.3.2 Working together, levels of service are established and service continuously improve and offer best value for money**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Participate in the Australasian Local Government Performance Excellence Program	Business Improvement	✓	✓	✓	✓	N/A



## GOAL 5 - We have a healthy community in a liveable city

**OBJECTIVE 5.1** There is an increase in the health and wellbeing of our community

**STRATEGY 5.1.1** We work in partnership to build on opportunities to strengthen vulnerable communities

**DELIVERY PROGRAM 5.1.1.1** Partner with community based organisations in the provision of services

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Monitor and evaluate the delivery of the Neighbourhood Youth Work Projects	Neighbourhood Youth Work Program	✓	✓	✓	✓	N/A
2	Contribute to the Collective Impact partnership with government agencies, businesses, Non Government-Organisations and the community in Bellambi, Warrawong and Bundaleer	Community Development	✓	✓	✓	✓	N/A
3	Deliver the funded actions of the Ageing Plan 2018-22	Community Development	✓	✓	✓	✓	Ageing Plan 2018-2022
4	Support newly arrived and refugee communities through sector development and coordination, community awareness and education	Community Development	✓	✓	✓	✓	N/A

**DELIVERY PROGRAM 5.1.1.2** Continue to undertake social, land use and environmental planning activities that assists in service planning

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Assess the changing profile of the community and inform planning, development and service provision to deliver positive social outcomes	Social Planning			✓	✓	N/A
2	Focus on placemaking projects in partnership with the local community	Community Development	✓	✓	✓	✓	N/A
3	Assess rezoning submissions and progress supported Planning Proposals	Local Environmental Planning	✓	✓	✓	✓	Wollongong Local Strategic Planning Statement 2020

4	Assist the NSW Environment Protection Authority (EPA) to undertake the Wollongong Local Government Area land contamination literature review	Environmental and Sustainability Planning	✓	✓	✓		N/A
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#### **STRATEGY 5.1.2 Improve access to affordable and timely medical services**

##### **DELIVERY PROGRAM 5.1.2.1 Partner with agencies and health authorities to support improvements to the region's medical services**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue to collaborate with NSW Government agencies to support enhancement of medical services across the region	Corporate and Councillor Support	✓	✓	✓	✓	N/A

#### **STRATEGY 5.1.3 Involvement in lifelong learning, skills enhancement and community-based activities is promoted**

##### **DELIVERY PROGRAM 5.1.3.1 Deliver a diverse suite of projects to the community that foster and enhance community strengths and participation**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver a range of youth development opportunities with a focus on engagement, capacity building, inclusion, belonging, sector development and support	Wollongong Youth Services	✓	✓	✓	✓	N/A
2	Support development of local athletes via funding agreement with Illawarra Academy of Sport	Sportsfields	✓	✓	✓	✓	N/A
3	Offer a program of activities in libraries to celebrate and engage with our diverse community	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
4	Deliver tailored library programs to facilitate access and participation of people with disability	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
5	Support the delivery of programs that provide social connection for frail aged people and their carers	Social Support Programs	✓	✓	✓	✓	N/A
6	Implement, monitor and report on the Disability Inclusion Action Plan 2020-2025	Community Development	✓	✓	✓	✓	Disability Inclusion Action Plan 2020-25
7	Deliver the Wollongong City Libraries Marketing Strategy	Library Services				✓	Wollongong City Libraries Strategy 2017-22



**DELIVERY PROGRAM 5.1.3.2 Carry out commercial business management of Council's operational lands**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Manage Council's commercial businesses to stimulate regional economic benefit at Corrimal, Bulli and Windang Tourist parks, Beaton Park Leisure Centre and Wollongong Memorial Gardens	Wollongong Memorial Gardens and Cemeteries/ Leisure Centres/ Tourist Parks	✓	✓	✓	✓	N/A
2	Carry out design work for the recreation areas at all three tourist parks	Tourist Parks	✓	✓	✓		Tourist Parks Improvement Strategy & Master Plan
3	Review, update and deliver the Property Strategy	Property Sales and Development	✓	✓	✓	✓	Commercial Property Strategy
4	Reinstate Waterfall (Garrawarra) Cemetery	Memorial Gardens and Cemeteries		✓	✓	✓	N/A

**STRATEGY 5.1.4 Urban areas are created to provide a healthy and safe living environment for our community**

**DELIVERY PROGRAM 5.1.4.1 Provide an appropriate and sustainable range of quality passive and active open spaces and facilities**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Pursue Playground renewals in accordance with the Play Wollongong Strategy 2014 -2024 and adopted Capital Works program	Playgrounds	✓	✓	✓	✓	Play Wollongong Strategy 2014 -2024
2	Complete the master plan for the Beaton Park Precinct	Leisure Centres	✓				N/A
3	Develop a concept plan for the Beaton Park Regional Precinct	Leisure Centres	✓	✓	✓	✓	N/A
4	Drainage works to be undertaken at Fred Finch Park Sports field, Berkeley	Sportsfields	✓				N/A
5	Increase utilisation of Council's recreation and leisure assets	Leisure Centres	✓	✓	✓	✓	N/A
6	Pursue key actions outlined in the 2017-2021 Sportsgrounds and Sporting Facilities Strategy	Sportsfields	✓	✓	✓	✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021
7	Construct synthetic football pitch at Ian McLennan Park, Kembla Grange	Sportsfields	✓				N/A
8	Explore funding opportunities for the provision of Synthetic Surfaces at high utilisation Sports fields	Sportsfields	✓	✓	✓	✓	N/A
9	Implement the Beach and Foreshore Access Strategy 2019-2028	Lifeguard Services			✓	✓	Beach and Foreshore Access Strategy 2019-2028
10	Pursue the renewal and relocation of Beaton Park Tennis Courts in accordance with the Beaton Park Masterplan	Leisure Centres			✓	✓	Beaton Park Regional Precinct Masterplan 2018-2038

11	Implement the Figtree Oval Recreational Master Plan 2016 - 2029	Parks	✓	✓	✓	✓	Figtree Oval Recreational Master Plan 2016 - 2029
12	Progress the Bulli Showground Masterplan Stage 2	Parks		✓	✓	✓	N/A
13	Investigate and deliver an all ages and abilities play space	Playgrounds		✓	✓	✓	Play Wollongong Strategy 2014 - 2024
14	Relocate and enhance the Cringila Hills Playground	Playgrounds		✓	✓		Play Wollongong Strategy 2014 - 2024
15	Finalise and deliver the landscape masterplan for King George V Oval	Sportsfields			✓	✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021
16	Continue to work and support the investigation and business case development for formal sport, educational and recreational cycling facilities such as learn to ride facilities, pump tracks and BMX facilities	Sportsfields			✓	✓	Wollongong Cycling Strategy 2030
17	Prepare and establish a multi-use criterium track within Wollongong	Sportsfields			✓	✓	Wollongong Cycling Strategy 2030
18	Work proactively with the Illawarra United Stingrays in the investigation and selection of a home ground location	Sportsfields				✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021
19	Investigate options with the Australian Baseball League to establish Wollongong as a home base location for a National Baseball League team	Sportsfields				✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021

#### DELIVERY PROGRAM 5.1.4.2 Review planning controls for priority locations

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Continue implementation of priority recommendations from Warrawong Town Centre Studies	Infrastructure Strategic Planning	✓	✓	✓	✓	Warrawong Town Centre Studies
2	Implement key actions from the Dapto Town Centre Study: Dapto Town Square Renewal Investigation	Infrastructure Strategic Planning	✓				Dapto Town Centre Study
3	Continue to seek opportunities to fund the implementation of priority recommendations from the Figtree Town Centre Studies	Infrastructure Strategic Planning	✓	✓	✓	✓	Figtree Town Centre Study
4	Implement key actions from the Corrimal Town Centre Study: Shopfront Improvement Program	Economic Development	✓				Corrimal Town Centre Study
5	Implement key actions arising from Dapto Town Centre Planning Study	Infrastructure Strategic Planning	✓	✓	✓	✓	Dapto Town Centre Planning Study
6	Implement actions from the Port Kembla 2505 Revitalisation Strategy in accordance with the strategy implementation plan	Infrastructure Strategic Planning	✓	✓	✓	✓	Port Kembla 2505 Revitalisation Strategy
7	Undertake Corrimal Traffic Study and access movement	Road Safety, Traffic and Transport Planning	✓	✓			Corrimal Town Centre Study
8	Prepare the Bellambi Foreshore Precinct Plan	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A
9	Implement key actions arising from the Unanderra Town Centre Study	Infrastructure Strategic Planning	✓	✓	✓		Unanderra Town Centre Study
10	Review planning controls - Wilga Street, Corrimal	Land Use Planning	✓	✓	✓	✓	Corrimal Town Centre Plan 2015-2025

**DELIVERY PROGRAM 5.1.4.3 Policies and plans are developed, reviewed and implemented to encourage physical activity**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review West Dapto recreation needs in line with the bi-annual review of the West Dapto Development Contribution Plan	West Dapto Planning	✓	✓	✓	✓	West Dapto Developer Contributions Plan
2	Develop a Concept Plan for the future District Sports Park & Community Hub adjacent to West Dapto Road	Recreation Services			✓	✓	West Dapto Developer Contributions Plan

**DELIVERY PROGRAM 5.1.4.4 Develop and implement public health, amenity and safety regulatory programs and reviews that assist in improving compliance with legislative requirements**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review all submitted Legionella premises Audits for compliance and follow up on all systems with overdue Certificates/ Audits in accordance with the requirements of the Public Health Act 2010	Inspections, Education and Registrations	✓	✓	✓	✓	Public Health Act 2010
2	Conduct food handling awareness programs for school & volunteer run sporting body kiosks and canteens	Inspections, Education and Registrations	✓	✓	✓	✓	N/A
3	Implement a community safety and awareness raising program based on scheduled patrols of schools and identified high risk areas	Inspections, Education and Registrations	✓	✓	✓	✓	N/A
4	Develop and implement an education and awareness raising program regarding swimming pool barriers	Inspections, Education and Registrations			✓	✓	N/A
5	Develop and conduct in partnership with NSW Health, a skin penetration education and awareness raising program highlighting the requirements of the Public health Act 2010 and Public Health Regulation 2012	Inspections, Education and Registrations			✓	✓	N/A

**STRATEGY 5.1.5 Quality district level services, libraries and facilities are available to communities**

**DELIVERY PROGRAM 5.1.5.1 Increase opportunities to enhance library multimedia and online access**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Investigate and deploy enhancements to library multimedia and digital services	Library Services	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
2	Implement customer satisfaction survey kiosks in libraries to enable real time access to customer feedback	Library Services				✓	Wollongong City Libraries Strategy 2017-22
3	Deliver an updated Wollongong City Libraries Website	Library Services		✓	✓		Wollongong City Libraries Strategy 2017-22



**DELIVERY PROGRAM 5.1.5.2 Renew community facilities and consider rationalisation, replacement or refurbishment to achieve facilities that are strategically located, good quality and meet identified community need**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Develop and deploy 'Places for People' Implementation Plan	Community Facilities	✓	✓	✓	✓	Places for People Wollongong Social Infrastructure Planning Framework 2018-28
2	Plan for the Southern Suburbs Community Centre and Library, at Warrawong	Community Facilities	✓	✓	✓	✓	N/A
3	Plan for a new Community Centre and Library to meet the needs of the community in Helensburgh and surrounding suburbs	Community Facilities	✓	✓	✓	✓	N/A
4	Progress planning for the provision of social infrastructure for the emerging West Dapto community, including the Darkes Town Centre Recreation and Community Hub, and Wongawilli Hall	Community Facilities	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22

**STRATEGY 5.1.6 Work towards enabling all people in our community to have access to safe, nutritious, affordable and sustainably produced food**

**DELIVERY PROGRAM 5.1.6.1 Facilitate a range of programs and activities which improve food security and support local food systems**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review the Illawarra Regional Food Strategy and incorporate actions into the Sustainable Wollongong 2030 Strategy	Environmental and Sustainability Planning	✓	✓	✓		Sustainable Wollongong 2030

**OBJECTIVE 5.2 Participation in recreational and lifestyle activities is increased**

**STRATEGY 5.2.1 Provide a variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities in the community**

**DELIVERY PROGRAM 5.2.1.1 Investigate provision of Leisure Services in the greater Dapto area, taking into account expansion of West Dapto, and determine Council's role in the market**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Develop a concept plan for Community Recreation & Aquatic Centre to service the Dapto and West Dapto community	Community Pools				✓	N/A
2	Progress the planning and development of a Wollongong City Centre Regional Skate Park	Parks				✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021

**DELIVERY PROGRAM 5.2.1.2 Investigate the future provision of Aquatic Services across the local government area and implement improvements**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement program opportunities and innovative activity options to encourage healthy living, enhance user experience and increase patronage and new revenue streams at our supervised public swimming pools	Community Pools	✓	✓	✓	✓	N/A
2	Incorporate elements of good design and wise use of water resources when undertaking improvements to public pool amenities	Community Pools	✓	✓	✓	✓	N/A
3	Explore commercial opportunities for the Continental Pool that support the provision of aquatic services (e.g. kiosk/cafe/restaurant)	Community Pools	✓				N/A
4	Undertake programmed renewal works at Council's rock pools in accordance with the Infrastructure Delivery Program	Ocean Rock Pools	✓	✓	✓	✓	N/A
5	Finalise the Masterplan for Corrimal Heated Pool and identify potential funding sources for implementation	Commercial Heated Pools	✓				N/A

**DELIVERY PROGRAM 5.2.1.3 Use data to assess the current community infrastructure available, community demand and develop a strategic framework and policies to either rationalise, enhance or expand to meet community needs**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Implement the key recommendations of the Strategic Plan for Council's swimming pools in accordance with Council's capital program	Community Pools	✓	✓	✓	✓	The Future of Our Pools Strategy 2014-2024
2	Implement The Future of Our Pools Strategy 2014-2024	Community Pools	✓	✓	✓	✓	The Future of Our Pools Strategy 2014-2024
3	Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla	Parks	✓	✓	✓	✓	N/A
4	Deliver library infrastructure projects identified in Wollongong City Libraries Supporting Document 2017-2022	Community Facilities	✓	✓	✓	✓	Wollongong City Libraries Strategy 2017-22
5	In consultation with the community, undertake a detailed site assessment for the future development of a Cringila Hills Masterplan	Parks	✓	✓	✓		N/A
6	Implement the key projects identified in the Cringila Hills Recreation Masterplan	Parks			✓	✓	Cringila Hills Recreation Masterplan

7	Road realignment and car park relocation and expansion in Figtree Park; subject to review of the Allans Creek Flood Study	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A
8	Continue to progress design and construction of Wollongong SES headquarters at Coniston	Infrastructure Strategic Planning	✓	✓	✓	✓	SES Service Level Agreement
9	Install fitness equipment stations throughout the city that cater to people of all ages and abilities	Sportsfields	✓	✓	✓	✓	Sportsgrounds and Sporting Facilities Strategy 2017-2021
10	Continue to engage with the local community regarding the Draft Illawarra Escarpment Mountain Bike Strategy	Community Engagement		✓	✓	✓	N/A

#### **DELIVERY PROGRAM 5.2.1.4 Develop a Regional Botanic Garden of Excellence**

<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Enhance Botanic Garden visitor experience via programs, interpretation, education and events	Botanic Garden and Annexes	✓	✓	✓	✓	N/A
2	Facilitate the future uses of Gleniffer Brae	Glenniffer Brae	✓	✓	✓	✓	N/A
3	Finalise the review of the Botanic Garden Plan of Management and Masterplan	Botanic Garden and Annexes				✓	N/A
4	Design and construct the Longyan Friendship Garden	Botanic Garden and Annexes	✓	✓	✓	✓	N/A
5	Implement priority actions from the Botanic Garden Masterplan	Botanic Garden and Annexes		✓	✓	✓	N/A

#### **DELIVERY PROGRAM 5.2.1.5 Provide statutory services to appropriately manage and maintain our public spaces**

<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Finalise land title requirements for the transfer of private land occupied by Russell Vale Golf Course	Property Sales and Development	✓	✓			N/A
2	Finalise the review of the Beaton Park Plan of Management	Community Land Management Planning	✓				N/A
3	Finalise the Mt Keira Summit Park Plan of Management	Community Land Management Planning	✓	✓	✓		N/A
4	Develop and distribute community awareness raising materials that detail owner responsibilities around companion animal management in public places	Animal Control	✓	✓	✓	✓	N/A
5	Develop and implement Crown Land Plans of Management	Community Land Management Planning		✓	✓	✓	N/A

<b>DELIVERY PROGRAM 5.2.1.6 Implement Council's Planning, People, Places Strategy</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Plan, design and complete the renewal of the downstairs Lifesaving building of the North Wollongong Surf Life Saving Club	Lifeguard Services	✓	✓	✓	✓	N/A
2	Develop an updated Landscape Masterplan for Stuart & Galvin Parks North Wollongong	Parks				✓	N/A
3	Prepare designs for stage 1 construction (realignment) of the outdoor netball courts at Fred Finch Park, Berkeley	Parks			✓	✓	N/A
4	Fund initial studies to assist the Illawarra Sports Stadium Board commence the Stadium extension project	Sportsfields			✓	✓	N/A
<b>STRATEGY 5.2.2 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations</b>							
<b>DELIVERY PROGRAM 5.2.2.1 Deliver a range of programs and recreational pursuits for older people</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Provide a variety of affordable senior programs at the leisure centres	Leisure Centres	✓	✓	✓	✓	Ageing Plan 2018 - 2022
2	Deliver Community Transport Services across Wollongong and Shellharbour Local Government Areas to connect older people to social and recreational activities	Community Transport	✓	✓	✓	✓	N/A
<b>OBJECTIVE 5.3 Residents have improved access to a range of affordable housing options</b>							
<b>STRATEGY 5.3.1 Housing choice in the Wollongong Local Government Area is improved, taking into account population growth, community needs and affordability</b>							
<b>DELIVERY PROGRAM 5.3.1.1 Prepare a Housing Study and Strategy incorporating Affordable Housing Issues</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Develop a LGA-wide Housing Strategy	Local Environmental Planning	✓	✓	✓	✓	N/A
2	Deliver the Council resolution for affordable housing (targeting of commonwealth funding)	Community Development	✓	✓	✓	✓	N/A



**STRATEGY 5.3.2 Integrated services are provided to residents in need of urgent shelter**
**DELIVERY PROGRAM 5.3.2.1 In partnership with relevant agencies and networks lobby and advocate for improved service levels and quality enhanced access to services**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Explore opportunities to work in partnership with other relevant agencies that provide services for the homeless	Community Development	✓	✓	✓	✓	N/A
2	Develop a Homelessness Protocol	Community Development	✓	✓	✓		N/A

**OBJECTIVE 5.4 Community safety and community perception of safety is improved**
**STRATEGY 5.4.1 Partnerships continue to strengthen and achieve a safe, accessible and resilient community**
**DELIVERY PROGRAM 5.4.1.1 Provide lifeguarding services at beaches (in partnership with Surf Life Saving Illawarra) and Council pools**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Manage a three year Service Level Agreement with Surf Life Saving Illawarra	Lifeguard Services	✓	✓	✓	✓	N/A
2	Install Mobile Lifeguard Tower at North Wollongong Beach	Lifeguard Services	✓	✓			N/A

**DELIVERY PROGRAM 5.4.1.2 Facilitate a range of partnerships and networks to develop community safety initiatives**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Supporting Documents
1	Contribute to a range of community safety initiatives in conjunction with community partners	Community Safety and Graffiti Prevention	✓	✓	✓	✓	N/A
2	Incorporate child-friendly and age-friendly principles in design, planning and service delivery with the community	Community Development	✓	✓	✓	✓	N/A
3	Meet obligations required under the Emergency Services Interagency service level agreements	Emergency Management & Support	✓	✓	✓	✓	Service Level Agreements with RFS and SES
4	Collaborate with Shellharbour City Council and Kiama Municipal Council under the Illawarra Emergency Management Memorandum of Understanding	Emergency Management & Support	✓	✓	✓	✓	N/A
5	Implement the Child Safe Wollongong Implementation Plan	Community Development				✓	Draft Child Safe Wollongong Implementation Plan

6	Work with the Rural Fire Service and Illawarra Shoalhaven Joint Organisation to minimise and mitigate the impact of bushfires on our communities	Emergency Management & Support			✓	✓	N/A
7	Implement a mobile CCTV pilot to reduce the incidents of vandalism and mitigate risks to community safety and public amenity	Community Safety and Graffiti Prevention	✓	✓			Community Safety Plan 2021-2025
8	Provide support and participate in the Illawarra Domestic and Family Violence Trauma Recovery Centre Consultative Working Group	Community Development		✓	✓	✓	N/A

#### **STRATEGY 5.4.2 Local crime continues to be prevented and levels of crime reduced**

##### **DELIVERY PROGRAM 5.4.2.1 Deliver projects and programs to reduce crime in the Wollongong Local Government Area**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Provide Crime Prevention through Environmental Design (CPTED) advice in Development assessments and Planning	Community Safety and Graffiti Prevention	✓	✓	✓	✓	Community Safety Plan 2021-2025
2	Monitor and maintain Alcohol Free Zones including new assessments as required	Community Safety and Graffiti Prevention	✓	✓	✓	✓	Community Safety Plan 2021-2025

#### **OBJECTIVE 5.5 The public domain is maintained to a high standard**

##### **STRATEGY 5.5.1 Public facilities in key locations and transport routes are maintained and clean, accessible and inviting to our community and visitors**

##### **DELIVERY PROGRAM 5.5.1.1 Well maintained assets are provided that meet the needs of the current and future communities**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Coordinate and undertake Graffiti Prevention actions on Council assets and deliver the Community Partnership Program to remove graffiti from non-Council assets	Community Safety and Graffiti Prevention	✓	✓	✓	✓	N/A
2	Coordinate the Sports Grants Program with the Sports and Facilities Reference Group	Sportsfields	✓	✓	✓	✓	N/A
3	Continue to undertake Council's surplus land review	Property Sales and Development	✓	✓	✓	✓	N/A
4	Undertake high priority works, as per Council adopted Landscape Masterplans to strengthen connections and people movement	Parks	✓	✓	✓	✓	N/A
5	Undertake an access audit of Council's Administration Building to inform upgrades	Infrastructure Strategic Planning	✓	✓	✓		N/A

6	Implement Public Toilet Strategy 2019-2029 recommendations to improve accessibility	Parks			✓	✓	Public Toilet Strategy 2019-2029
7	Optimise the program for cleaning and maintenance of public toilets	Cleaning of public toilets	✓	✓	✓	✓	N/A
8	Dapto Library Study Room constructed and operational	Community Facilities	✓				N/A
9	Deliver rolling program of transport infrastructure condition and compliance inspections	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A
10	Coordinate the refurbishment of community facilities, in partnership with licensees and community groups, as identified in the capital works and maintenance programs	Community Safety and Graffiti Prevention	✓	✓	✓	✓	N/A
11	Design and construct a boat storage shed for North Wollongong Surf Life Saving Club	Lifeguard Services			✓	✓	N/A
12	Design and implement the North Wollongong Beach Seawall Renewal	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A
13	Deliver WiFi connectivity to the community at Council sites	Technology Infrastructure Services			✓	✓	N/A
14	Investigate and identify a solution for beach access at McCauley's Beach	Infrastructure Strategic Planning			✓	✓	N/A

**DELIVERY PROGRAM 5.5.1.2 Manage and maintain community infrastructure portfolio with a focus on asset renewal**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Achieve our expenditure targets for capital renewal by programming these works with sufficient flexibility to allow re-phasing, deferral and/or the introduction of other deferred renewal works as required	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A
2	Review Council's Asset Management Plans: Buildings, Recreation, Stormwater, Plant and Vehicles, Transport	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A
3	Continue to work with the community to review levels of service	Infrastructure Strategic Planning	✓	✓	✓	✓	N/A

**DELIVERY PROGRAM 5.5.1.3 Coordinate an access improvement program through pre-planning and renewal activities**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Establish a program to ensure Disability Discrimination Act compliance is integrated with Council asset management plans	Infrastructure Strategic Planning	✓	✓	✓	✓	Disability Inclusion Action Plan 2020-25



## GOAL 6 - We have affordable and accessible transport

### OBJECTIVE 6.1 Wollongong is supported by an integrated transport system

#### STRATEGY 6.1.1 Work in partnership to deliver the Gong Shuttle Bus as an affordable transport option for our community

##### DELIVERY PROGRAM 6.1.1.1 Support the delivery of the Gong Shuttle Bus as an affordable transport option

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Provide funding to support the delivery of the Gong Shuttle Bus as a free transport option as per the Illawarra-Shoalhaven Regional Plan	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Illawarra-Shoalhaven Regional Plan
2	Advocate to the NSW Government to continue the Gong Shuttle as an affordable service beyond 2021	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Illawarra-Shoalhaven Regional Plan
3	Incorporate findings of investigation for a potential second Gong Shuttle route into the updated City Centre Access and Movement Strategy	Road Safety, Traffic and Transport Planning				✓	Illawarra-Shoalhaven Regional Plan
4	Advocate for the implementation of a shuttle route for the south of the Wollongong City Centre	Road Safety, Traffic and Transport Planning		✓	✓	✓	Illawarra-Shoalhaven Regional Plan

#### STRATEGY 6.1.2 Work with partners to decrease car dependency and facilitate sustainable transport to provide convenient movement throughout the city, with sustainable transport modes such as walking and cycling.

##### DELIVERY PROGRAM 6.1.2.1 Implement a variety of projects and programs to encourage sustainable transport throughout the LGA

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Review and update the Wollongong Bike Plan	Footpaths, Cycle ways & Transport Nodes	✓	✓	✓		Wollongong Bike Plan
2	Incorporate 'Park n Ride' feasibility study findings into City Centre Access and Movement Strategy 2013-23	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Illawarra-Shoalhaven Regional Plan
3	Undertake an audit of accessible car parking and bus stops to be included on access map and in capital works program	Road Safety, Traffic and Transport Planning		✓			Illawarra-Shoalhaven Regional Plan
4	Deliver the asset renewal program for active transport	Footpaths, Cycle ways and Transport Nodes	✓	✓	✓	✓	Illawarra-Shoalhaven Regional Plan
5	Develop a city wide foreshore parking strategy	Road Safety, Traffic and Transport Planning		✓			Illawarra-Shoalhaven Regional Plan
6	Investigate opportunities to install bike carriers on buses	Road Safety, Traffic and Transport Planning	✓	✓			Illawarra-Shoalhaven Regional Plan



7	Finalise and deliver priority actions in the draft Cycling Strategy 2030	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030
8	Collaborate with partners to fund and deliver a suite of education, information and infrastructure programs that improve cycling participation	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030
9	Collaborate with the State Government to fund and deliver the safe routes to school program	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030
10	Develop and implement an active transport data collection and evaluation program	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030
11	Provide up-to-date cycling information for the community, including cycling routes and end-of-trip facility maps that are inclusive and equitable	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030

**STRATEGY 6.1.3 Effective and integrated regional transport, with a focus on road, bus, rail and freight movement (including the port of Port Kembla).**

**DELIVERY PROGRAM 6.1.3.1 Plan and implement an integrated and sustainable transport network**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Council to work with key agencies and partners to progress the provision of an effective and integrated regional transport network	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A

**STRATEGY 6.1.4 Integrated communities close to public transport and local services and facilities focused around existing train stations and town and village centres are planned for and encouraged**

**DELIVERY PROGRAM 6.1.4.1 Facilitate the integration of public amenities and transport with local communities**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Work with the NSW Government on the implementation of priority actions from the Illawarra Regional Transport Plan	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	Illawarra Regional Transport Plan
2	Complete the construction of the Fowlers Road extension to Fairwater Drive	Road Safety, Traffic and Transport Planning	✓	✓			West Dapto Development Contributions Plan
3	Actively participate in the West Dapto Review Committee to oversee the delivery of infrastructure in the West Dapto Urban Release Area	West Dapto Planning	✓	✓	✓	✓	West Dapto Development Contributions Plan

<b>OBJECTIVE 6.2 Connections between our city and Sydney are strengthened</b>							
<b>STRATEGY 6.2.1 Opportunities to reduce travel time between Sydney and Wollongong as well as Western Sydney are explored and promoted</b>							
<b>DELIVERY PROGRAM 6.2.1.1 Work with partners to reduce travel time between Sydney and Western Sydney with Wollongong</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Lobby the NSW Government to prioritise Maldon Dombarton train line to be used as a dual purpose freight and passenger line improving connectivity to South Western Sydney and the future Badgery's Creek Aerotropolis	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A
<b>OBJECTIVE 6.3 Provide connected and accessible places and spaces</b>							
<b>STRATEGY 6.3.1 Improve our footpath connectivity to our unique places and spaces, including marine access along the LGA and accessibility from the CBD to the foreshore</b>							
<b>DELIVERY PROGRAM 6.3.1.1 Plan and implement projects to improve connectivity</b>							
<b>OPERATIONAL PLAN/S</b>							
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Grand Pacific Walk review of priorities and design of identified sections	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A
2	Work with Shellharbour City Council and others to extend the Lake Illawarra cycle way	Footpaths, Cycle ways & Transport Nodes	✓	✓	✓	✓	N/A
3	Participate in the Southern NSW Marine Strategy	Environmental and Sustainability Planning	✓	✓	✓		N/A
4	Develop a Community Focussed Active Transport Program	Footpaths, Cycle ways & Transport Nodes	✓	✓	✓	✓	N/A
5	Council to work with key agencies and partners to reduce traffic congestion and review emergency access plans	Road Safety, Traffic and Transport Planning		✓	✓	✓	N/A
6	Prepare a range of priority construction ready cycling infrastructure projects to secure available external funding	Road Safety, Traffic and Transport Planning			✓	✓	Wollongong Cycling Strategy 2030
<b>STRATEGY 6.3.2 Maintain the service levels of our roads, footpaths and cycle ways to an acceptable standard</b>							
<b>DELIVERY PROGRAM 6.3.2.1 Deliver sustainable transport asset renewal programs and projects</b>							
<b>OPERATIONAL PLAN/S</b>			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Deliver the road resurfacing and reconstruction program	Roads and Bridges	✓	✓	✓	✓	N/A
2	Implement footpath and cycle way improvement programs	Footpaths, Cycle ways and Transport Nodes	✓	✓	✓	✓	City of Wollongong Pedestrian Plan 2017-21

**STRATEGY 6.3.3 Plan for effective future changes in transport including the option for disruptive transport technologies in the future**

**DELIVERY PROGRAM 6.3.3.1 Investigate the option for disruptive transport technologies and the impact on the future transport network**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Research cities that have installed driverless transport systems	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A

**STRATEGY 6.3.4 Availability of late night transport options is improved**

**DELIVERY PROGRAM 6.3.4.1 Work with key agencies and partners to continue and improve late night transport options**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Advocate for continued operation of the Night Bus and late rail services	Road Safety, Traffic and Transport Planning	✓	✓	✓	✓	N/A

**STRATEGY 6.3.5 Community transport options for frail older people, people with disabilities and the transport disadvantaged are actively promoted and available**

**DELIVERY PROGRAM 6.3.5.1 Develop an alternative service delivery, governance model and auspice for Community Transport in response to the Federal Government's Aged Care reform legislation**

OPERATIONAL PLAN/S			4 Year Delivery Program 2018/19 - 2021/22				
	Action	Delivery Stream	2018/2019	2019/2020	2020/2021	2021/2022	Supporting Documents
1	Promote access to community transport services to meet the needs of eligible consumers	Community Transport	✓	✓	✓	✓	Community Transport
2	Continue to investigate options for alternative service delivery models for Community Transport, as future directions in Commonwealth and NSW Government policy emerge	Community Transport	✓	✓	✓	✓	N/A

## ANNUAL SERVICE PLANS 2021-22

Service plans bridge the gap between Council's strategic direction set out in the Operational Plan (annual deliverables), and the on-going activities delivered by the organisation on a day-to-day basis. The service plans provide a brief description and outline of the core business of each service. In addition, the Plans provide reference to:

- Alignment to the Community Strategic Plan, Our Wollongong 2028
- Major projects 2021/22
- Resourcing requirements
- Future challenges

### Our current services include:

- |  |                                       |
|--|---------------------------------------|
| • Aged and Disability Services                   | • Infrastructure Planning and Support |
| • Aquatic Services                               | • Integrated Customer Service         |
| • Botanic Garden and Annexes                     | • Land Use Planning                   |
| • City Centre Management                         | • Leisure Centres                     |
| • Communications, Engagement, Events and Signage | • Libraries                           |
| • Community Facilities                           | • Memorial Gardens and Cemeteries     |
| • Community Programs                             | • Natural Area Management             |
| • Corporate Strategy                             | • Parks and Sportsfields              |
| • Cultural Services                              | • Property Services                   |
| • Development Assessment                         | • People and Culture                  |
| • Economic Development                           | • Public Health and Safety            |
| • Emergency Management                           | • Regulatory Control                  |
| • Environmental Services                         | • Stormwater Services                 |
| • Financial Services                             | • Tourist Parks                       |
| • Governance and Administration                  | • Transport Services                  |
| • Information Management and Technology          | • Waste Management                    |
|  | • Youth Services                      |

Please note, these reports are developed at a particular point in time and as further amendments are made to the adopted budget (through the quarterly budget review process), the resourcing data included on the Service Plan reports may be subject to change.

Note: Resourcing data in the following plans including revenue, expenses and FTE count are for the 2021-2022 financial year only.



# AGED & DISABILITY SERVICES

## RESPONSIBILITY

*Manager Library and Community Services*

Council works in partnership with government, community and business organisations to provide services for older people, people with disabilities and their carers, to support them to maintain quality of life and continue to live independently in the community. This includes direct provision of Community Transport Services to people in the community who are aged over 65 years, or who are transport disadvantaged to maintain access to essential services and participation in community life. Council also directly delivers Social Support Services, including respite, home maintenance and group and individual support programs, which enhance the quality of life of older people living in our community.

## DELIVERY STREAMS

- Community Transport
- Social Support Programs

Operating \$,000	<b>REVENUE \$ 4,508</b>	<b>EXPENSE \$ (4,137)</b>	<b>NET \$ 371</b>
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 5 : We have a healthy community in a liveable city

GOAL 6 : We have sustainable, affordable and accessible transport

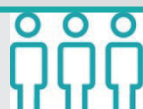
## CORE BUSINESS

- Support delivery of outcomes against Council's Positive Ageing Plan.
- Build the capacity of older people and people with disability to participate fully in community life.
- Enhance access to services for frail, older people and people with disability and their carers to enable them to continue to live independently in the community.
- Deliver Social Support Services, including individual and group support, home maintenance and respite services to frail older people, people with dementia and their carers
- Deliver Community Transport Services to people in the community who aged 65 or older, or who are transport disadvantaged.

## MAJOR PROJECTS 2021-2022

- Not applicable to this Service.

## RESOURCES



**FTE 22.30**

## FUTURE CHALLENGES

- Council is currently investigating future directions of social support services in view of the Council of Australian Governments (COAG) reform of the Aged Care sector, which has been in train since 2015.
- Recovery from the impacts of the COVID-19 pandemic, including restoring the confidence of older, vulnerable people in returning to pre-COVID-19 activities and social contacts presents a challenge for the coming year.
- The population of older people is increasing in size and also in its diversity. This means greater service flexibility is required to meet the increasingly diverse, needs of this population.
- Service adaptation is required on a continuous basis, to respond to new government funding models and funding relationships, including achievement against the National Aged Care Quality Standards and introducing models of client-directed care.
- Availability of volunteers to support Community Transport and Social Support service delivery, along with the impacts of COVID-19, create challenges in recruiting and retaining volunteers.

## SUPPORTING DOCUMENTS

- Ageing Plan 2018-2022

# AQUATIC SERVICES

## RESPONSIBILITY *Manager Property and Recreation*

This service includes the operation of 17 patrolled beaches, two heated swimming pools at Dapto and Corrimal, six free public swimming pools located at Helensburgh, Thirroul, Western Suburbs, Continental Baths, Port Kembla and Berkeley. It also includes the provision of 9 ocean rock pools situated at Coalcliff, Wombarra, Coledale, Austinmer, Bulli, Woonona, Bellambi, Towradgi and Wollongong Gents pool. The service provides an ocean and pool lifeguard service and surf education.

<b>DELIVERY STREAMS</b>	<ul style="list-style-type: none"> <li>• Community Pools</li> <li>• Commercial Heated Pools</li> <li>• Lifeguard Services</li> <li>• Ocean Rock Pools</li> </ul>
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Operating  
\$,000

**REVENUE \$ 1,351**

**EXPENSE \$ (15,607)**

**NET \$ (14,256)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

GOAL 5 : We have a healthy community in a liveable city

### CORE BUSINESS

- Provide affordable and equitable access to aquatic recreational services.
- Operate and maintain six free public swimming pools located at Helensburgh, Thirroul, Western Suburbs, Continental Baths, Port Kembla and Berkeley.
- Operate and maintain two heated swimming pools at Dapto and Corrimal.
- Maintain nine ocean rock pools situated at Coalcliff, Wombarra, Coledale, Austinmer, Bulli, Woonona, Bellambi, Towradgi and Wollongong Gents pool.
- Operate and maintain 17 patrolled beaches throughout the Local Government Area (LGA).
- Work with volunteers and contractors to provide services including surf lifesaving, surfing tuition, elite swim squad training, and learn to swim program.
- Monitor and implement appropriate responses to ensure improved mobility, surveillance, surf education and emergency response.
- Deliver Water Safety Education to school, TAFE and University students.
- Implement program of enhancing pool amenities, consistent with good design principles.
- Monitor and respond to the demands on our foreshore areas, including lifeguarding services, garbage and waste collection and littering.
- Maintain key statistics on beach usage, incidents and preventative actions and manage service levels accordingly.
- Implement program opportunities and innovative activity options to encourage healthy living, enhance user experience and increase patronage and new revenue streams at our supervised public swimming pools.
- Incorporate elements of good design and wise use of water resources when undertaking improvements to public pool amenities.
- Implement the key recommendations of the Strategic Plan for Council's swimming pools in accordance with Council's capital program.

### MAJOR PROJECTS 2021-2022

- Implement the Beach and Foreshore Access Strategy 2019-2028
- Develop a concept plan for Community Recreation & Aquatic Centre to service the Dapto and West Dapto community.
- Implement The Future of Our Pools Strategy 2014-2024
- Plan, design and complete the renewal of the downstairs Lifesaving building of the North Wollongong Surf Life Saving Club
- Manage a three year Service Level Agreement with Surf Life Saving Illawarra
- Design and construct a boat storage shed for North Wollongong Surf Life Saving Club

### RESOURCES



**FTE 74.50**

# AQUATIC SERVICES

## RESPONSIBILITY

*Manager Property and Recreation*

### FUTURE CHALLENGES

- The Future of Our Pools Strategy 2014-2024 includes a range of key actions that will guide the provision of Council's Aquatic Services program.
- To manage the impact of increasing day visitors on service levels.
- Staged implementation of Council endorsed recommendations on the Strategic Plan for swimming pools.
- Implementation of the 2012 Coast Safe report recommendations on Council's unpatrolled beaches.
- Ongoing asset management of all facilities.
- Continue to monitor visitation at key sites.

### SUPPORTING DOCUMENTS

- Places for People Wollongong Social Infrastructure Planning Framework 2018-2022
- Asset Management Plans
- The Future of Our Pools Strategy 2014-2024

# BOTANIC GARDEN & ANNEXES

## RESPONSIBILITY

*Manager Open Space and Environmental Services*

The Botanic Garden and Nursery service involves managing and promoting the conservation, education, recreation and aesthetic values of the main 30 hectare site in Keiraville including the maintenance of the Glenniffer Brae grounds and the three natural area annexes of Mt Keira, Puckey's Estate and Korrungulla Wetland. Environmental education and interpretation is conducted at the Discovery Centre.

### DELIVERY STREAMS

- Botanic Garden & Annexes
- Nursery
- Discovery Centre
- Gleniffer Brae

Operating \$'000	<b>REVENUE \$ 288</b>	<b>EXPENSE \$ (3,897)</b>	<b>NET \$ (3,609)</b>
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### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 5 : We have a healthy community in a liveable city

### CORE BUSINESS

- Develop, interpret and maintain the botanic collection.
- Provide environmental sustainability education programs.
- Produce and distribute local native plants through the Bushcare, Dunecare, Urban Greening and Greenplan programs.
- Manage Botanic Garden events.
- Provide conservation programs and support Botanic Garden partnerships, including the Friends of the Botanic Garden.

### MAJOR PROJECTS 2021-2022

- Design and construct the Longyan Friendship Garden
- Design the Botanic Garden Rainforest Walks

### RESOURCES



**FTE 23.4**

### FUTURE CHALLENGES

- Asset management requirements for the Botanic Garden.

### SUPPORTING DOCUMENTS

- Botanic Garden Plan of Management
- Wollongong Local Environmental Plan
- Illawarra Biodiversity Strategy
- Mt Keira Summit Park Plan of Management
- Sustainable Wollongong 2030: A Climate Healthy City Strategy
- Urban Greening Strategy 2017-2037



# CITY CENTRE MANAGEMENT

## RESPONSIBILITY

*Manager Community Cultural and Economic Development*

City Centre Management supports the revitalisation of the City Centre through the coordination and delivery of a range of strategies in collaboration with various stakeholders.

The service also ensures the smooth operation of the City Centre, particularly Crown Street Mall which is funded by the Special Mall Levy. This includes day-to-day management, security, CCTV operations, graffiti removal, activation and marketing.

## DELIVERY STREAMS

- City Centre & Crown St Mall

Operating \$'000	REVENUE \$ 1,743	EXPENSE \$ (4,134)	NET \$ (2,391)
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

## CORE BUSINESS

- Deliver City Centre marketing, promotions and activation program.
- Coordinate delivery of the 'A City for People - Public Spaces Public Life 2016-2019
- Work with partners to improve the attractiveness of and increase visitation to the Wollongong City Centre.
- Manage the City Centre including: security, CCTV, graffiti removal, cleaning, waste, civil and grounds maintenance and mall access – including vehicle permits.

## MAJOR PROJECTS 2021-2022

- Deliver increased city centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19

## RESOURCES



**FTE 8.64**

## FUTURE CHALLENGES

- Coordinate activation and marketing within central business district.
- Coordinate the delivery of the Wollongong 'Public Spaces Public Life' City Centre revitalisation strategy within resource allocation.
- Review Crown Street Mall Activity Policy.
- Review City Centre safety and risk measures as required.

## SUPPORTING DOCUMENTS

- A City for People - Public Spaces Public Life 2016-2019
- Economic Development Strategy 2019-2029
- Community Safety Plan 2021-2025
- Creative Wollongong 2019-2024
- Wollongong Local Environment Plan (LEP) 2009
- Wollongong Development Control Plans (DCP) 2009
- Wollongong City Centre Access and Movement Strategy 2023

# COMMUNICATIONS, ENGAGEMENT, EVENTS AND SIGNAGE

## RESPONSIBILITY

*Manager Community Cultural and Economic Development*

Communications, Engagement, Events and Signage deliver a range of functions for the organisation and to the community. The services are responsible for internal and external communications including media monitoring and liaison, community engagement, delivery of major and community events (in particular New Year's Eve and Australia Day), management of Sister City Relations, coordination of Council's Financial Assistance Policy and the provision of graphic design, print and signage needs for the organisation.

## DELIVERY STREAMS

- Community Engagement
- Events Coordination
- Communications
- Marketing, Sign Shop & Printing
- Corporate Relations

Operating \$,000	<b>REVENUE \$ 143</b>	<b>EXPENSE \$ (3,466)</b>	<b>NET \$ (3,323)</b>
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

GOAL 3 : Wollongong is a creative, vibrant city

GOAL 4 : We are a connected and engaged community

GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Promote and grow use of online engagement tools.
- Implementation of Community Engagement Policy and Framework.
- Delivery of engagement activities.
- Continue to streamline and improve the approval process for external event organisers.
- Develop a more integrated approach to marketing.
- Management of Council's online profile, including Council's website, and social media channels.
- Continue to streamline processes and optimise efficiencies in the design, printery and sign shop areas.
- Deliver major community celebrations eg New Year's Eve and Australia Day.
- Support local and major events within the region that will benefit the community and showcase Wollongong.
- Civic Receptions.
- Community Grants and Financial Assistance Policy.
- Provide an Events Concierge Service to event holders looking to deliver major events across the city.
- Provide information updates via the quarterly community newsletters.

## MAJOR PROJECTS 2021-2022

- Deliver an integrated marketing and activation program that reflects the 'city experience'
- In conjunction with the Local Organising Committee, prepare for the 2022 UCI Road World Championship
- Develop alternate and new methods to engage and connect with our communities, considering limitations imposed on social interactions in response to COVID-19
- Implement the Internal Communication Strategy
- Continue to engage with the local community regarding the development of the Draft Illawarra Escarpment Mountain Bike plan

## RESOURCES



**FTE 32.00**

# COMMUNICATIONS, ENGAGEMENT, EVENTS AND SIGNAGE

## RESPONSIBILITY

*Manager Community Cultural and Economic Development*

### FUTURE CHALLENGES

- Meet the community's changing communication preferences with the growth of social media and online engagement.
- Deliver high quality and safe community events with limited resources while managing increasing attendance at major community events.
- Changes in legislation.
- Continued focus on online and face-to-face engagement.
- Implement improvements to Council events coordination processes.
- Potential for increases in community run and operated events and partnerships.
- Changing technology.
- Increased take up of digital devices.

### SUPPORTING DOCUMENTS

- Destination Wollongong Major Events Strategy 2021-2026
- Community Engagement Policy & Framework
- Creative Wollongong 2019-2024
- Economic Development Strategy 2019-2029

# COMMUNITY FACILITIES

## RESPONSIBILITY

*Manager Library and Community Services*

This service manages and operates 56 Council-owned community facilities across the LGA. This includes neighbourhood centres, senior citizens centres, child care centres, branch libraries, community centres and community halls. The service provides accessible community spaces that support the delivery of a diverse range of community programs, activities and events. The service also manages a number of 'direct-run' Council facilities, supporting community development and enabling community groups to develop and deliver community services.

The Community Facilities unit also engages in long-term social infrastructure planning, as well as managing a range of functions (from scoping to commissioning) associated with the maintenance, design, replacement or refurbishment of new and existing community facilities.

## DELIVERY STREAMS

- Community Facilities

Operating  
\$'000

**REVENUE \$ 867**

**EXPENSE \$ (6,104)**

**NET \$ (5,237)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 4 : We are a connected and engaged community

GOAL 5 : We have a healthy community in a liveable city

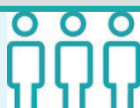
## CORE BUSINESS

- Day to day operational management of Council managed facilities.
- Provision of quality, accessible and affordable community facilities.
- Social infrastructure planning.
- Support for community groups who use Council's facilities for a range of activities.
- Continue to maintain, improve and reinvest in community facilities to better meet the needs of community groups, ensuring compliance and improved sustainability.
- Collect and review data to ensure appropriate marketing of facilities and satisfaction levels and community facilities planning.
- Manage licence agreements and relationships with licensees.
- Provide support for Not for Profit organisations via provision of affordable Council assets and community facilities.
- Support community based organisations within Community Facilities to maintain effective governance and sustainable management practices.

## MAJOR PROJECTS 2021-2022

- Deliver the funded actions of the Ageing Plan 2018-2022
- Develop and Deploy 'Places for People' Implementation Plan
- Plan for the Southern Suburbs Community Centre and Library, at Warrawong
- Plan for a new Community Centre and Library to meet the needs of the community in Helensburgh and surrounding suburbs
- Progress planning for the provision of social infrastructure for the emerging West Dapto community, including the Darkes Town Centre recreation and community hub and Wongawilli Hall
- Establish a program to ensure Disability Discrimination Act compliance is integrated with Council asset management plans

## RESOURCES



**FTE 18.29**

## FUTURE CHALLENGES

- Recovery from the impacts of COVID-19 re-build community access to facilities and confidence in social and recreational activities.
- Ensure adequate and flexible spaces to adapt to changing community needs.
- Progress projects for new or upgraded community facilities at Warrawong and Helensburgh.
- Management of facilities changes over time, in that some facilities which are "direct run" by Council return to community management, while others under licence to community groups return to be "direct run" by Council. This means, demands on Council staff-time and resources varies quite significantly. Changes to auspice impact on hours of utilisation of facilities.



# COMMUNITY FACILITIES

**RESPONSIBILITY**      *Manager Library and Community Services*

- SUPPORTING DOCUMENTS**
- Places for People Wollongong Social Infrastructure Planning Framework: 2018-2028
  - Asset Management Plans
  - City Libraries Strategy 2017-2022
  - Ageing Plan 2018-2022

# COMMUNITY PROGRAMS


## RESPONSIBILITY

*Manager Community, Cultural and Economic Development*

Community programs identifies priority social issues and needs and works with community, government and business partners to deliver community programs and services with a focus on social inclusion, building community capacity and wellbeing.

### DELIVERY STREAMS

- Community Development
- Social Planning
- Community Safety & Graffiti Prevention
- Volunteering Illawarra

Operating \$,000	REVENUE \$ 283	EXPENSE \$ (2,320)	NET \$ (2,037)
COMMUNITY STRATEGIC PLAN ALIGNMENT	GOAL 2 : We have an innovative and sustainable economy GOAL 3 : Wollongong is a creative, vibrant city GOAL 4 : We are a connected and engaged community GOAL 5 : We have a healthy community in a liveable city		
CORE BUSINESS	→ Plan and deliver community development initiatives related to relevant target groups and communities. → Deliver services to the community including Language Services (Interpreter service and Language Aides). → Deliver volunteer resource services, including promotion of volunteering opportunities, recruitment and placement of volunteers, coordination of Corporate Volunteering initiatives and research in the voluntary sector. → Carry out Community Safety Audits and Crime Prevention through Environmental Design assessments in the community with recommended actions. → Deliver projects which aim to reduce crime including Graffiti Prevention and participate in the Crime Prevention Partnership. → In partnership with local Aboriginal organisations, deliver NAIDOC, Reconciliation Week and Sorry Day events and community development activities that foster reconciliation and social inclusion and celebrate the contribution of Aboriginal people to the city. → Provide internal advice on physical access, planning and legislative compliance. → Resource and support organisations within the sector to build their capability so they continue to deliver high quality services to older people and people with disability.		
MAJOR PROJECTS 2021-2022	→ Review and initiate opportunities and projects to support the Wollongong community specifically in response to COVID-19 → Implement, monitor and report on the Disability Inclusion Action Plan 2020-2025 → Strategic Priority - Activating Our Suburbs - Overall Action		
RESOURCES	 <b>FTE 14.14</b>		
FUTURE CHALLENGES	→ Impacts of COVID-19 and Commonwealth policy regarding mutual obligation. → Anticipated growth in demand for Volunteering Illawarra services from community based organisations. → Growth in Council's Corporate Volunteering program. → Changes to Federal/State Government funding partnership arrangements in response to the Council of Australian Governments (COAG) reform of aged and disability services and the Royal Commission into Aged Care services. → Increase in reporting of graffiti and the community development projects. → Understanding the impact of COVID-19 on the community and our response to issues raised. → Anticipated growth in demand for Volunteering Illawarra services from community based organisations. → Adjusting to new ways of engaging with our community to collaborate on community development projects		
SUPPORTING DOCUMENTS	→ Community Safety Plan 2021-2025 → Disability Inclusion Action Plan 2020-2025		

# CORPORATE STRATEGY

## RESPONSIBILITY

*Corporate Strategy Manager*

This service involves the management of a range of internally and externally focussed projects, processes and activities. The service is responsible for delivery of legislative requirements pertaining to organisational planning and reporting, such as the Community Strategic Plan, Delivery Program, Operational Plan, quarterly and annual reports. The service also has a focus on performance measurement and the coordination of corporate strategies such as financial sustainability and other business improvement projects.

### DELIVERY STREAMS

- Organisational Planning
- Business Improvement

Operating \$'000	<b>REVENUE \$ (377)</b>	<b>EXPENSE \$ (1,099)</b>	<b>NET \$ (1,476)</b>
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### COMMUNITY STRATEGIC PLAN ALIGNMENT

- GOAL 1 : We value and protect our natural environment
- GOAL 4 : We are a connected and engaged community

### CORE BUSINESS

- Coordinate and prepare Council's Strategic Management Cycle including the Community Strategic Plan, Delivery Program, Operational Plan, and service plans.
- Facilitate, advise and support management in timely, accurate and accountable strategic and corporate reporting.
- Coordinate organisational research.
- Identify and assist divisions with the implementation of business improvement initiatives.
- Provide strategic analysis, project management and review of service as required.
- Coordinate major corporate projects.
- Respond to the Local Government Reform Agenda.
- Undertake service reviews across targeted areas of business operations

### MAJOR PROJECTS 2021/2022

- Continue to explore the United Nations Sustainable Development Goals and how they align to the community's goals in preparation for the review of the Community Strategic Plan

### RESOURCES



**FTE 7.46**

### FUTURE CHALLENGES

- Continued integration of corporate, service, workforce, financial and asset planning.
- Organisational business improvement.
- Revision of the Local Government Act and broader local government reform agenda.
- Greater emphasis on integrated planning and reporting.
- Focus on financial sustainability and organisational efficiencies.
- Service reviews may become a mandatory requirement.
- Renewed focus on benchmarking.

### SUPPORTING DOCUMENTS

- Our Wollongong 2028 Community Strategic Plan
- Resourcing Strategy 2018-2022
- Delivery Program 2018-2022

# CULTURAL SERVICES

## RESPONSIBILITY

*Manager Community, Cultural and Economic Development*

This service delivers a range of cultural programs, infrastructure such as public art, exhibitions and events to the community. The service also engages in community cultural development programs, including advocacy for and support of the cultural industries sector, development of artist and performer funding opportunities.

### DELIVERY STREAMS

- Cultural Development
- Public Art
- Wollongong Art Gallery
- Illawarra Performing Arts Centre
- Wollongong Town Hall

Operating \$'000	<b>REVENUE \$ 190</b>	<b>EXPENSE \$ (7,434)</b>	<b>NET \$ (7,243)</b>
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### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

GOAL 3 : Wollongong is a creative, vibrant city

### CORE BUSINESS

- Develop, advocate and support creative industries in Wollongong.
- Manage cultural programs including exhibitions, education projects, forums and networks that engage artists and performers, and other cultural development activities.
- Deliver annual program of exhibitions, education and community participation opportunities at the Wollongong Art Gallery.
- Manage the Wollongong Art Gallery collection, including acquisition of new works.
- Support delivery of performance program through Illawarra Performing Arts Centre.
- Support delivery of a cultural program through the Wollongong Town Hall.
- Deliver the annual Public Art program.
- Manage and implement the Creative Spaces Strategy and Lower Town Hall Artist Studios.
- Develop and deliver Viva la Gong.

### MAJOR PROJECTS 2021-2022

- Pursue implementation of Cultural Tourism Strategy
- Implement public art opportunities at Hill 60 Reserve
- Develop improvements in the Arts Precinct within the context of the Arts Precinct Concept Design
- Implement the Framing Our Future: Wollongong Art Gallery Strategic Plan 2020-2025
- Complete upgrade of Heating, Ventilation and Air Conditioning (HVAC) systems at Town Hall and Art Gallery

### RESOURCES



**FTE 10.85**

### FUTURE CHALLENGES

- Expand the capacity of Cultural Services across the Delivery Streams within existing resources.
- Increase sponsorship and partnerships.
- Increase patronage and business sustainability of Art Gallery, Town Hall and IPAC.
- Focus on establishing financial feasibility.
- Integration of marketing and programming of the arts precinct.
- Increased interest in community owned events and initiatives.
- Increase incorporation of Libraries and Community Facilities into the cultural life of the city.

### SUPPORTING DOCUMENTS

- Creative Wollongong 2019-2024
- Public Art Strategy 2016-2021
- Ageing Plan 2018-2022
- Disability Inclusion Action Plan 2020-2025
- Economic Development Strategy 2019-2029
- Framing Our Future: Wollongong Art Gallery Strategic Plan 2020-2025



# DEVELOPMENT ASSESSMENT

## RESPONSIBILITY

*Manager Development Assessment and Certification*

This service includes the processing of development applications and construction certificates in accordance with state, regional and local planning policies. It seeks to guide and facilitate development to achieve sustainable outcomes having regard for social, economic and environmental factors. The service undertakes assessment and determination of development applications, construction certificates, complying development, building and subdivision certificates. It includes pre lodgement information; registration of Annual Fire Safety Statements and upgrading fire safety where required in existing buildings; building compliance inspections; audits on completed buildings; providing expert evidence in Land and Environment Court Appeals; and advice to Council and stakeholders in all aspects of the development assessment process. The service manages Council functions relating to Wollongong Local Planning Panel, the Southern Regional Planning Panel, and Design Review Panel.

## DELIVERY STREAMS

- Development Assessment
- Building Certification
- Development Engineering

Operating \$'000	<b>REVENUE \$ 3,727</b>	<b>EXPENSE \$ (8,332)</b>	<b>NET \$ (4,605)</b>
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

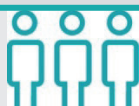
## CORE BUSINESS

- Provide high quality development and certification based on the four principal activities of environment, social, economy and governance.
- Develop and implement new systems for approval and certification in response to NSW planning reforms.
- Provide professional planning and building advice, timely and accurate assessment of development applications and construction certificates, and meet legislative reporting requirements.
- Support accessible web-based electronic development application system.
- Provide specialist advice as it relates to engineering issues with the development and planning framework.
- Assess and determine development applications.

## MAJOR PROJECTS 2021-2022

- Not applicable to this Service.

## RESOURCES



**FTE 59.22**

## FUTURE CHALLENGES

- The planning system is under ongoing review by the State Government and will result in planning reform.
- Development activity is likely to remain at above average levels. Council is committed to achieving improved assessment times via participation in NSW Gov Acceleration program.
- Expected growth in development at West Dapto and Tallawarra.
- Ongoing revitalisation of Wollongong CBD and major centres.
- Continued focus on improving customer service and in delivering electronic application lodgement, assessment and determination via e-planning portal.
- The need to manage/reduce development application turnaround times in a highly regulated environment.
- Deliver targeted assessment services to applicants in sensitive areas such as small business and home owners.
- Deliver enhanced assessment service for major employment generating projects.

## SUPPORTING DOCUMENTS

- Wollongong LEP 2009
- Wollongong DCP 2009

# ECONOMIC DEVELOPMENT

## RESPONSIBILITY

*Manager Community, Cultural and Economic Development*

This service promotes sustainable economic development across the City of Wollongong through planning and partnerships, Council process improvement, branding and marketing. The service also contributes to a number of economic development programs and initiatives in partnership with business, neighbouring councils and government agencies.

## DELIVERY STREAMS

- Economic Development
- Destination Wollongong

Operating  
\$,000

REVENUE \$ -

EXPENSE \$ (2,595)

NET \$ (2,595)

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

## CORE BUSINESS

- Facilitate a coordinated response to business development and investment enquiries.
- Support existing business development initiatives including local clusters and other activities.
- Continue to monitor and advise Council on current economic trends, which will present opportunities and challenges.
- Administer the Destination Wollongong funding agreement which specifies outputs and outcomes to be delivered by Destination Wollongong on behalf of Council.
- Implementation of Economic Development Strategy 2019-2029.
- Delivery of Invest Wollongong program in partnership with the NSW Government and University of Wollongong.
- Manage online economic software tool Economy ID.
- Manage online presence of Economic Development.

## MAJOR PROJECTS 2021-2022

- Implement the Economic Development Strategy 2019-2029
- Work with other levels of government and the business community to respond to COVID-19 impacts on the economy
- Provide funds to support Wollongong's ability to attract and retain a tourist ship visitor economy through on shore day visits
- Manage the Destination Wollongong Funding Agreement 2016-2021
- Strategic Priority- Business & Investment - Overall Action20

## RESOURCES



FTE 3.91

## FUTURE CHALLENGES

- Deliver key actions of the 2019 - 2029 Economic Development Strategy.
- Support the diversification of the Wollongong economy, through supporting existing industry and developing new industry.
- Our target growth sectors will continue to provide opportunities for Wollongong, recognising the region's significant skilled workforce.
- Wollongong's proximity to Sydney will continue to be a key influence on our economic future.
- Continue to increase local employment opportunities.
- Continue to change perceptions of Wollongong.
- Ongoing advocacy at key regional infrastructure, particularly at enhancing transport connectivity with Sydney.

## SUPPORTING DOCUMENTS

- Economic Development Strategy 2019 - 2029
- Destination Wollongong Major Events Strategy 2021 - 2026
- Wollongong LEP 2009
- Wollongong DCP 2009
- Creative Wollongong 2019 - 2024
- A City for People - Public Spaces Public Life

# EMERGENCY MANAGEMENT

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

The Emergency Management Service provides support in the planning and preparation for significant emergencies that may impact the safety and security of residents and visitors to the city. The Service also involves Council's operational response to support Emergency Service Agencies during incidents and emergencies.

## DELIVERY STREAMS

- Emergency Management & Support

Operating \$'000	<b>REVENUE \$ 412</b>	<b>EXPENSE \$ (5,742)</b>	<b>NET \$ (5,329)</b>
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## COMMUNITY

### STRATEGIC PLAN ALIGNMENT

GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Actively participate in and support Illawarra Local Emergency Management Committee in achieving its responsibilities to prepare plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Illawarra Emergency Management Area (Wollongong, Shellharbour and Kiama local government areas).
- Maintain vehicles, equipment and buildings for the local RFS brigades and SES unit.
- Provide financial support to Fire and Rescue NSW, SES and RFS.
- Provide mechanical support in relation to RFS fleet maintenance.
- Undertake maintenance to emergency facilities and fire trails, when required.
- Actively promote the Illawarra Emergency Management Plan to residents, in collaboration with emergency management providers.
- Provide operational response to support emergency combat agencies during incidents and emergencies.
- Ongoing Local Emergency Management Committee Chairmanship and Support.
- Contributing to the ongoing maintenance of the two Illawarra Emergency Operations Centres (Wollongong and Albion Park)

## MAJOR PROJECTS 2021-2022

- Not applicable to this Service.

## RESOURCES



**FTE 0.95**

## FUTURE CHALLENGES

- Implementation of the new natural disaster funding arrangements from 1 July 2018
- Integration of the NSW Risk Assessment, NSW Critical Infrastructure Resilience Strategies and the Australian Strategy for Protecting Crowded Places into Council and emergency plans.

## SUPPORTING DOCUMENTS

- Illawarra Emergency Management Plan 2018
- Business Continuity Plans
- Emergency Operations Plan
- Service Level Agreements with emergency service organisations
- Memorandum of Understanding for the combining of Councils for emergency management purposes

# ENVIRONMENTAL SERVICES

## RESPONSIBILITY

*Manager City Strategy*

This service involves Council and the community working together to improve the local environment and reduce the city's ecological footprint. This includes education and awareness programs, volunteer management and partnerships, civic pride/ cleanup activities, tree removal assessments and approvals, and environmental sustainability initiatives.

### DELIVERY STREAMS

- Environmental Community Programs and Partnerships
- Environmental Assessment and Compliance
- Environmental and Sustainability Planning

Operating  
\$,000

**REVENUE \$ 250**

**EXPENSE \$ (2,819)**

**NET \$ (2,569)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

### CORE BUSINESS

- Volunteer supervision for programs and Community Service Order supervision.
- Sustainability metrics, projects and advice.
- Greenhouse Park practical demonstration site.
- Community environmental events and initiatives.
- Partnerships with other organisations.
- Administer the Tree Management Permit process and investigate breaches.
- Waste education, promotion and initiatives.
- Assessment of environmental issues associated with planning proposals and development applications.
- Preparation, monitoring, reporting and review of environmental policies, strategies and plans.
- Developing, monitoring and reporting on climate change initiatives.

### MAJOR PROJECTS 2021-2022

- Implement priority actions from the Illawarra Biodiversity Strategy
- Review and update the Illawarra Biodiversity Strategy 2011-2015
- Implement priority actions from the Illawarra Escarpment Strategic Management Plan
- Implement priority actions of the certified Coastal Management Program for Lake Illawarra
- Deliver waste minimisation programs in accordance with the Waste Strategy
- Monitor and report on organisational water, energy and greenhouse gas emission trends
- Implement priority actions from the endorsed Climate Change Mitigation Plan 2020-2022
- Develop a Climate Change Adaptation Action Plan

### RESOURCES



**FTE 14.92**

### FUTURE CHALLENGES

- Developing and implementing environmental programs and activities
- Coastal management legislative changes
- Climate change
- Increased urbanisation impacts on native vegetation
- Impacts of development in West Dapto on the environment
- Lake Illawarra Authority transition
- Waste Less Recycle More NSW Government funding

### SUPPORTING DOCUMENTS

- Sustainable Wollongong 2030: A Climate Healthy City
- Climate Change Mitigation Plan 2020
- Waste and Resource Recovery Strategy 2012-2022



# FINANCIAL SERVICES

**RESPONSIBILITY** *Chief Financial Officer*

Financial Services provides an in-house service of financial management. It involves the provision of financial information including management accounting and financial management systems, taxations services, treasury management, internal and external reporting and procurement compliance. In addition, the service delivers Council's rating and sundry debt information and customer management.

## DELIVERY STREAMS

- Rates and Sundry Debtors
- Management Accounting and Support
- Financial Accounting and Control
- Supply Management
- Funds Management
- Tax Management and Compliance

Operating \$'000	<b>REVENUE \$ 190,805</b>	<b>EXPENSE \$ (6,344)</b>	<b>NET \$ 184,461</b>
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

GOAL 4 : We are a connected and engaged community

## CORE BUSINESS

- Provide integrated management accounting and financial management systems, procedures and training.
- Provide organisational accounting support services to managers to undertake their financial management responsibilities.
- Provide systematic measurement of financial performance and ensure timely and reliable delivery of information.
- Manage cash flow, working capital, and treasury management in accordance with Financial Strategy and Investment Policy.
- Meet external financial reporting requirements.
- Maintain systems of internal financial checks and compliance.
- Manage Council's revenue policy, rating, annual charges and sundry debtors.
- Long term financial planning.
- Annual budgeting.
- Quarterly financial reviews and monthly reporting.
- Provide tax planning, management and advice.

## MAJOR PROJECTS 2021-2022

- Monitor and review achievement of Financial Strategy
- Commence the review of the rating structure to align to legislative change

## RESOURCES



**FTE 29.61**

## FUTURE CHALLENGES

- Continued Local Government Act Review will potentially impact on rating processes.
- Improved financial skills, knowledge and information.
- Changes to statutory and regulatory requirements.
- Increasing environment opportunities and expectations.
- Changes to energy pricing and supply options.
- West Dapto financial planning.
- Review of Supply to ensure best value for Council.
- Financial sustainability monitoring and compliance.

# FINANCIAL SERVICES

RESPONSIBILITY *Chief Financial Officer*

- SUPPORTING DOCUMENTS
- Financial Strategy
- Revised Resource Strategy 2018-2022
- Operational and Capital Budget 2020-2023
- Revised Resourcing Strategy 2018-2022

# GOVERNANCE AND ADMINISTRATION

## RESPONSIBILITY

*Manager Governance and Customer Service*

The Governance and Administration Service functions include the Office of the General Manager and Executive Group, support for Councillors and the Professional Conduct Coordinator. In addition, this service includes a number of essential back office governance functions including policy, internal audit, legal, insurance, claims management, risk management, business paper functions, printing, corporate governance and associated administrative services.

### DELIVERY STREAMS

- Corporate and Councillor Support
- General Manager and Executive Group
- Corporate Governance & Internal Audit
- Legal Services
- Risk and Insurance Management
- Internal Ombudsman / Professional Conduct Coordinator
- Supply Management
- Vehicle Management

Operating  
\$'000

**REVENUE \$ 96**

**EXPENSE \$ (11,016)**

**NET \$ (10,920)**

### COMMUNITY

#### STRATEGIC

GOAL 4 : We are a connected and engaged community

#### PLAN

#### ALIGNMENT

### CORE BUSINESS

- Organisational governance including Councillor and Council/Committee support, policy and procedure.
- Enterprise-wide Risk Management (ERM), insurances and claims management
- Management of delegations, policy register and governance procedure.
- Review and maintain register of strategic legislative tasks.
- Implement, audit and monitor Council's governance registers.
- Oversee the delivery of Council's internal audit function.
- Probity and investigations.
- Support Council's Audit, Risk and Improvement Committee.
- Executive management and organisational oversight.
- Provide general administrative support to Council and Councillors including policy and procedural matters.
- Administration of Council's insurance portfolio.
- Effective resolution of claims against Council in a manner consistent with Council's policies, insurance, legal rights and obligations.
- Ensure that complaints are appropriately managed.
- Review and maintain risk registers and treatment plans.
- Develop, maintain and monitor emergency planning and testing.
- Report on Governance and Fraud and Corruption Prevention to the Audit Risk and Improvement Committee.

### MAJOR PROJECTS 2021-2022

- Prepare for and support the 2021 Local Government election.

### RESOURCES



**FTE 45.91**

### FUTURE CHALLENGES

- Educate and promote risk management and successfully integrate Council's Enterprise-wide Risk Management into Council's strategic management cycle
- Effective alignment of corporate emergency planning across the organisation
- Maintaining adequate insurance coverage
- Legislative changes

### SUPPORTING DOCUMENTS

- Not applicable to this Service

# INFORMATION MANAGEMENT AND TECHNOLOGY

## RESPONSIBILITY *Chief Information Officer*

This service delivers digitally enabled, information driven and secure services that empower our customer community. This service provides a wide range of information, solutions and technology focused services which enable Council to deliver its program of works and to deliver services to our community.

### DELIVERY STREAMS

- Web Development & Integration Services
- Technology Infrastructure Services
- Information Management

Operating  
\$,000

**REVENUE \$ 24**

**EXPENSE \$ (11,064)**

**NET \$ (11,040)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 4 : We are a connected and engaged community

GOAL 5 : We have a healthy community in a liveable city

### CORE BUSINESS

- Drives the development, implementation and support of the information technology roadmap, standards, principles and architecture, ensuring the organisation's information applications and technical infrastructure assets take advantage of emerging technologies, are optimised and align with business need and meet life cycle and financial objectives.
- Drives the delivery of high-quality customer support across the organisation to provide a single point of contact for all ICT incidents, service and change requests and manages the business relationship between the organisation and the ICT customer service function.
- Undertakes the design, implementation, operation, support and monitoring of IMT infrastructure ensuring it is fit for purpose and it aligns with business need in terms of availability, capacity and performance.
- Empowers a data driven culture to enable Council to meet its strategic objectives through quality information assets using information as a strategic asset that is maintained, accessible, reusable and timely.

### MAJOR PROJECTS 2021-2022

- Implement the OneCouncil project
- Deliver WiFi connectivity to the community at Council sites
- Develop an Information Security Strategy

### RESOURCES



**FTE 52.40**

### FUTURE CHALLENGES

- To provide clarity on our customer aspirations and deliver the enabling technology and information to support new and improved services.
- To develop the necessary capabilities to make the best use of our information and knowledge, gaining insights into improvement opportunities and our customer needs.
- To reduce inefficiencies and duplication, giving our people the right information and technology solutions to support their work.
- To develop the guiding frameworks and knowledge to better understand, plan for and deliver on the business aspirations of Wollongong City Council.
- To engender community confidence that the sensitive information stored by Council is secure against cyber threat and inappropriate use. To see the adoption of smart city technologies to optimise business outcomes.

### SUPPORTING DOCUMENTS

- Information Management and Technology Strategy 2018-2020.



# INFRASTRUCTURE PLANNING & SUPPORT

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

This service includes the strategic and technical planning and whole of life asset management of Council's infrastructure to support all Council Services. This includes the integrated development and review of asset management plans, service specifications and service agreements and the coordinated development and delivery of annual and rolling capital works programs.

The service also involves the provision of project management, design and technical services and information, systems and business improvement support within Council.

## DELIVERY STREAMS

- Infrastructure Strategic Planning
- Capital Program Control
- Design and Technical Services
- Infrastructure Information and Systems Support
- Support Assets

Operating  
\$'000

**REVENUE \$ 238**

**EXPENSE \$ (10,167)**

**NET \$ (9,929)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

GOAL 2 : We have an innovative and sustainable economy

GOAL 4 : We are a connected and engaged community

GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Coordination of infrastructure strategy and planning.
- Asset management.
- Capital program development and budget management.
- Project management and oversight of capital works projects.
- Design of structural, architectural, landscape, civil infrastructure.
- Technical support (geotechnical, drainage, survey, structural and environmental).
- Geographical, Spatial, Land Information and Asset Systems support.
- Name and address register management.
- Deliver enhanced services and organisational performance by optimising and rationalising assets in order to provide the best possible quality and value for money.
- Monthly reporting on the capital works program and budget.
- Plans and specifications for the construction of infrastructure.
- Advice on development applications and section 149 certificates.
- Urban design technical planning.
- Historic air photo digitalisation and rectification.
- Monitor and report on organisational water, energy and greenhouse gas emission trends.
- Seek funding for key iconic tourism infrastructure.
- Work with NBN Co in the roll out of NBN through planning, infrastructure and engagement advice.
- Progressively implement the Asset Management Improvement Program.
- Continue to seek external funding to support delivery of core community infrastructure projects.
- Deliver 85% of Council's capital investment into our asset renewal program.
- Review Council's asset management plans: Buildings, Recreation, Stormwater, Plant, Vehicles and Transport.
- Continue to work with the community to review levels of service.
- Undertake programmed renewal works at Council's rock pools in accordance with the capital works program.

## MAJOR PROJECTS 2021-2022

- Seek out opportunities to incorporate green technology in Council's projects and contracts
- Seek funding for key iconic tourism infrastructure
- Partner with University of Wollongong on the Internet of Things pilot program
- Continue to progress design and construction of Wollongong SES headquarters at Coniston
- Undertake the North Wollongong Beach Seawall Renewal
- Investigate and identify a solution for beach access at McCauley's Beach
- Implement funded priority actions of the Helensburgh Town Centre Study
- Continue implementation of priority recommendations from Warrawong Town Centre Studies
- Implement key actions arising from the Dapto Town Centre Planning Study

# INFRASTRUCTURE PLANNING & SUPPORT

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

## RESOURCES



**FTE 115.94**

## FUTURE CHALLENGES

- Deliver Council's commitment to improve its community assets by directing 85% of Council's capital budget into asset renewal.
- Planned assets growth in West Dapto will mean growth in asset maintenance and renewal into the future.
- Increased contributed or transferred assets (assets that are built by other parties, including developers and other tiers of Government). For example, subdivision roads at West Dapto.
- Climate change and associated impacts will impact on asset requirements.
- Local Government Act Review is likely to impact on Strategic Asset Management.
- Review of Planning Act with changes to Section 94 - Council may be required to fully fund certain infrastructure items that were previously fully funded by developers.
- Proposed changes to Federal Assistance Grant funding (i.e. reductions) may impact on the delivery and capacity of Council to fund capital items.
- Increased management and reporting of grant programs.
- Increasing Capital program means continued anticipated growth of this delivery stream.
- Increasing complexity of development application approval requirements (conditions) means more emphasis on compliance.
- Information technology trends towards handheld, mobile-based applications.
- Implement processes to streamline and improve the efficiency and cost effective delivery of infrastructure programs.

## SUPPORTING DOCUMENTS

- Resourcing Strategy 2018 - 2022
- Asset Management Plans
- Asset Management Improvement Program
- Access and movement strategies
- Town and village plans
- Site specific master plans (eg, Blue Mile Masterplan)

# INTEGRATED CUSTOMER SERVICE

**RESPONSIBILITY** *Manager Governance and Customer Service*

Integrated Customer Service delivers a range of internal and external services including the provision of customer service through the various methods of contact-complaint management and facilitation of access to Council information and documents.

**DELIVERY STREAMS**

- Customer Service Delivery

Operating \$'000	<b>REVENUE \$ 8</b>	<b>EXPENSE \$ (3,100)</b>	<b>NET \$ (3,093)</b>
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**COMMUNITY  
STRATEGIC  
PLAN  
ALIGNMENT**

GOAL 4 : We are a connected and engaged community

**CORE BUSINESS**

- Manage customer contact consistently and in a timely manner.
- Initial contact management for face to face, online and telephone enquiries.
- Delivery of customer service online.
- Delivery of call centre.
- Development and support of customer service request system.
- Development and support of Council's Knowledge Base.

**MAJOR  
PROJECTS  
2021-2022**

- Not applicable to this Service

**RESOURCES**



**FTE 28.35**

**FUTURE  
CHALLENGES**

- Provide user friendly online service to allow easy access to a range of information and services.
- Lead and coordinate continuous improvement in the organisation's customer service delivery.
- Customer shifts in the way they want to do business with Council.
- Technology changes.
- Volume of customer requests.

**SUPPORTING  
DOCUMENTS**

- Not applicable to this Service

# LAND USE PLANNING

## RESPONSIBILITY *Manager City Strategy*

This service provides land use planning in accordance with federal, state, regional and local environmental legislation and policies. Land use planning includes: precinct planning; preparation and assessment of planning proposals; local environmental plans and development control plans; heritage management; planning studies; management of Developer Contributions, Planning Certificates and community land management plans.

### DELIVERY STREAMS

- West Dapto Planning
- Developer Contributions Planning
- Local Environmental Planning
- Urban Renewal and Civic Improvement
- Heritage
- Planning Certificates
- Community Land Management Planning

Operating \$,000	<b>REVENUE \$ 1,018</b>	<b>EXPENSE \$ (6,049)</b>	<b>NET \$ (5,031)</b>
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### COMMUNITY STRATEGIC PLAN ALIGNMENT

- GOAL 1 : We value and protect our natural environment
- GOAL 2 : We have an innovative and sustainable economy
- GOAL 3 : Wollongong is a creative, vibrant city
- GOAL 5 : We have a healthy community in a liveable city
- GOAL 6 : We have sustainable, affordable and accessible transport

- CORE BUSINESS**
- Prepare planning policies and strategic studies to inform land use planning for the city including local environmental plans and development control plans
  - Process planning proposals (including reclassification of Council land) resulting in the preparation of local environmental plans
  - Prepare Plans of Management for community land
  - Develop town and village plans
  - Plan and manage new urban release areas (West Dapto)
  - Provide heritage assessment and advice and administer the heritage assistance fund
  - Produce and review Developer Contributions Plans
  - Prepare and issue Planning Certificates and maintain data in the Land Information System
  - Participate in regional planning and infrastructure forums
  - Deliver revitalisation strategies
  - Contribute to, review and develop town centre development control plans

### MAJOR PROJECTS 2021-2022

- Continue to pursue biodiversity certification of the West Dapto Urban Release Area including offsetting provisions
- Continue the review of the West Dapto Land Release area including the Vision, Structure Plans and Local Infrastructure Plan
- Complete a LGA-wide retail centres study to inform development of future town centre plans
- Implement priority actions in the Wollongong Heritage Strategy 2019-2022
- Progress implementation of the Sandon Point Plan of Management
- Undertake the City Centre Planning Review and Design Review arising from the Wollongong City Centre - Public Spaces Public Life Implementation Plan
- Support Heritage Week and the heritage festival
- Implement actions from the Port Kembla 2505 Revitalisation Strategy in accordance with the strategy implementation plan
- Review West Dapto recreation needs in line with the bi-annual review of the West Dapto Development Contribution Plan
- Finalise the Mt Keira Summit Park Plan of Management
- Develop a LGA-wide Housing Strategy
- Actively participate in the West Dapto Review Committee to oversee the delivery of Infrastructure in the West Dapto Urban Release Area
- Strategic Priority - West Dapto - Overall Action
- Review planning controls – Wilga Street, Corrimal



# LAND USE PLANNING

RESPONSIBILITY

*Manager City Strategy*

## RESOURCES



**FTE 22.51**

## FUTURE CHALLENGES

- Community demand for town centre reviews.
- Voluntary planning agreements.
- Rezoning requests may increase as a consequence of the pre-gateway appeal system
- Change in state legislation
- Delivery of new release area at West Dapto and West Dapto development
- Population and housing demand

## SUPPORTING DOCUMENTS

- Wollongong Heritage Strategy 2019 - 2022

# LEISURE CENTRES

## RESPONSIBILITY *Manager Property and Recreation*

This service involves the provision of commercially operated recreation and leisure facilities at Russell Vale Golf Course, Beaton Park and Lakeside leisure centres. The services provided through these locations include community access to an 18 hole public golf course, athletics facility, heated swimming pool, learn to swim, aqua-aerobics, personal training, rehabilitation, lap swimming, tennis, squash, seniors exercise activities, gymnastics, group exercise classes, access to gymnasium and fitness equipment, on site child minding, pre exercise advice, rehabilitation and health screening. Council outsources a number of the services available at these facilities including professional golf tuition, elite swim squad training, tennis coaching and physiotherapy.

### DELIVERY STREAMS

- Russell Vale Golf Course
- Leisure Centres

Operating  
\$'000

**REVENUE \$ 3,655**

**EXPENSE \$ (5,014)**

**NET \$ (1,360)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 5 : We have a healthy community in a liveable city

### CORE BUSINESS

- Provide public access to community recreational pursuits at all centres.
- Provide Learn to Swim tuition.
- Provide health and exercise programs and advisory service for all sectors.
- Provide affordable and equitable access to services.
- Operate and maintain heated swimming pools.
- Operate and maintain public golf course.
- Increase utilisation of Council's recreation and leisure assets.
- Pursue key actions outlined in the 2016-2026 Sportsground & Sporting Facilities Strategy.
- Provide a variety of affordable senior programs at the leisure centres.

### MAJOR PROJECTS 2021-2022

- Pursue the renewal and relocation of Beaton Park Tennis Courts in accordance with the Beaton Park Masterplan

### RESOURCES



**FTE 20.70**

### FUTURE CHALLENGES

- Ongoing maintenance of all facilities including licensing agreements with stakeholders and service providers.
- Identification of cost efficiencies to trade off increase utility costs at Beaton Park Heated Pool (water, gas and electricity).
- Alternative water sources for Russell Vale Golf Course.
- Provision of affordable, equitable and financially sustainable facilities and services.
- Compliance with the Department of Local Government's Practice Note 15 (Water Safety) 2012 and Fitness Industry Code of Practice.
- Potential increases in demand due to West Dapto.
- Cost of utilities to service greens and tees.
- Land title (ownership).

### SUPPORTING DOCUMENTS

- Places for People Wollongong Social Infrastructure Planning Framework
- Beaton Park Plan of Management
- The Future of Our Pools Strategy 2014 - 2022
- Sportsgrounds and Sporting Facilities Strategy 2017-2021

# LIBRARIES

## RESPONSIBILITY

*Manager Library and Community Services*

Wollongong City Libraries delivers information, learning outcomes and access to resources for residents and visitors to Wollongong. The service is delivered from seven library sites, across the city, as well as through the Home Library Service and online.

## DELIVERY STREAMS

- Library Services

Operating  
\$,000

**REVENUE \$ 703**

**EXPENSE \$ (11,723)**

**NET \$ (11,020)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

- GOAL 2 : We have an innovative and sustainable economy
- GOAL 3 : Wollongong is a creative, vibrant city
- GOAL 4 : We are a connected and engaged community
- GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Deliver library services that meet the information, recreation, literacy and participation needs of the community by offering accessible print, audio-visual and electronic resources.
- Develop and deliver programs, events and activities to engage the community in the library service.
- Provide enquiry and lending services, readers' advice and community information directory.
- Provide safe and welcoming spaces for people to meet, connect, study and participate in community life.
- Deliver Home Library services to people who lack the capacity to access branches of the library.
- Provision of library support services.
- Deliver a program of activities and provide services that facilitate learning by community members: Born to Read; History Week workshops; Book Clubs.
- Provide database sessions to Year 11 & 12 students, and information sessions for customers, across a range of library sites.
- Deliver Library programs that recognise and reflect the cultural diversity of our community.
- Deliver the annual Comic Gong Festival
- Offer a program of activities in Libraries to celebrate and engage with our diverse community.

## MAJOR PROJECTS 2021-2022

- Implement the Wollongong Learning City project based on the UNESCO framework and principles
- Deliver the annual Comic Gong Festival
- Deliver library infrastructure projects identified in Wollongong City Libraries Strategy 2017-2022
- Deliver the Wollongong City Libraries Marketing Strategy

## RESOURCES



**FTE 64.29**

## FUTURE CHALLENGES

- Ongoing impacts and 'recovery' from the COVID-19 pandemic - impact on spaces, visitor confidence and resources.
- Creation of Wollongong as a Learning City.
- Achieve the strategic vision of improving annual loans and visits (including online loans and visits).
- Respond to evolving and diverse customer needs and demands.
- Deliver a mix of existing and new/emerging technologies such as e-resources.
- Workforce renewal.
- Reinvention of libraries as community 'places', beyond book repositories.
- Changing technologies, moving towards e services.
- Integration with the marketing and programming of the arts precinct.

## SUPPORTING DOCUMENTS

- City Libraries Strategy 2017 - 2022
- Collection Development Plan

# MEMORIAL GARDENS & CEMETERIES

**RESPONSIBILITY** *Manager Property and Recreation*

This service provides memorial, burial and funeral service facilities at six sites across the Local Government Area.

**DELIVERY STREAMS** • Wollongong Memorial Gardens and Cemeteries

Operating  
\$'000

**REVENUE \$ 1,795**

**EXPENSE \$ (2,350)**

**NET \$ (555)**

**COMMUNITY  
STRATEGIC  
PLAN  
ALIGNMENT**

GOAL 5 : We have a healthy community in a liveable city

**CORE BUSINESS**

- Implementation of Masterplans for Wollongong Lawn Cemetery and Wollongong Memorial Gardens to maximise utilisation.
- To provide excellent, efficient and respectful service to customers through the provision of cremation facilities and memorial and burial options.
- The provision of funeral service facilities, burial and memorialisation sites.
- Maintenance of the memorial gardens and cemeteries.

**MAJOR  
PROJECTS  
2021-2022**

- Reinstate Waterfall (Garrawarra) Cemetery

**RESOURCES**



**FTE 17.14**

**FUTURE  
CHALLENGES**

- Ongoing management and maintenance of a range of older cemeteries that have little or no income potential
- Increase income to provide funds for maintenance in perpetuity
- Changes in consumer demand and preference
- Growth in service from private providers
- Changes in the market

**SUPPORTING  
DOCUMENTS**

- Memorial Gardens Masterplan

# NATURAL AREA MANAGEMENT

## RESPONSIBILITY

*Manager Open Space and Environmental Services*

This service includes the management of natural areas under Council care and control. Activities undertaken as part of this service include: restoration of natural areas, weed management, pest management, bushfire management as well as the conservation of endangered ecological communities and threatened species. These activities are funded through a combination of Council's own operating funds, external grants, partnerships with other organisations and the support of community volunteers.

## DELIVERY STREAMS

- Natural Area Management
- Asset Protection Zone (Bushfire) Management

Operating \$,000	REVENUE \$ 144	EXPENSE \$ (4,167)	NET \$ (4,023)
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

## CORE BUSINESS

- Manage Council's restoration works program.
- Respond to community complaints and issues regarding the condition of natural areas under Council control.
- Pest animal management programs.
- Manage the Illawarra District Weeds Authority.
- Volunteer management and training through Council's Bushcare, Dunecare and FIREady programs.
- Conduct community education events.
- Asset protection zone management program.

## MAJOR PROJECTS 2021-2022

- Not applicable to this Service.

## RESOURCES



**FTE 16.95**

## FUTURE CHALLENGES

- Increase in natural area assets as a result of growth in West Dapto, other new subdivisions and land acquisitions across the city.
- Improve natural area condition assessment for key sites.
- Manage and mitigate climate change impacts on biodiversity and fire management.

## SUPPORTING DOCUMENTS

- Sustainable Wollongong 2030: A Climate Healthy City Strategy
- Urban Greening Strategy 2017 - 2037
- Illawarra Biodiversity Strategy
- Generic Plan of Management (Natural Areas)
- Wollongong City Council Vertebrate Pest Animal Policy
- Estuary and Coastal Zone Management plans
- Climate Change Mitigation Plan 2020
- Illawarra Escarpment Management Plan 2014
- Stormwater management plans
- Floodplain risk management plan
- Wollongong Dune Management Strategy
- Beach and Foreshore Access Strategy 2019-2028



# PARKS AND SPORTSFIELDS

## RESPONSIBILITY

*Manager Open Space and Environmental Services*

This service operates 427 parks, 65 sports fields, 220 playing fields, 9 turf wickets and 156 playgrounds across the city. This includes the provision of passive access to community parks, playgrounds, affordable and equitable access to sports fields, and facility and service planning for the creation of enhanced public amenity and recreational opportunities. These services are supported through facilitating casual hire and bookings of parks and sports fields. Twenty two (22) sports fields are licensed by volunteer or semi-professional sporting clubs.

## DELIVERY STREAMS

- Parks
- Playgrounds
- Sportsfields

Operating  
\$'000

**REVENUE \$ 563**

**EXPENSE \$ (21,153)**

**NET \$ (20,590)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

GOAL 3 : Wollongong is a creative, vibrant city

GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Provide safe and accessible open space and recreational facilities.
- Operate and maintain parks, sports fields and playgrounds.
- Coordinate bookings for sports fields and parks.
- Carry out quality recreation planning for the Wollongong community.
- Develop, implement and review policies aligned to public open space, playgrounds and sports fields.
- Provision of safe playground equipment for general community use.
- Involve children in the design of public art features within key regional play space renewals.
- Collaborate with Destination Wollongong on encouraging local sporting associations to host and facilitate events.
- Explore opportunities outlined in needs assessment developed for the Beaton Park Precinct.
- Pursue funding opportunities to install additional outdoor exercise opportunities in public space.
- Coordinate the sports facilities planning priorities program with the Sports and Facilities Reference Group.
- Undertake high priority works, as per open space works schedule.
- Develop and implement priority replacement program for below standard play facilities.

## MAJOR PROJECTS 2021-2022

- Involve children in the design of public art features within key regional play space renewals
- Fund initial studies to assist the Illawarra Sports Stadium Board commence the Stadium extension project
- Implement the Figtree Oval Recreational Master Plan 2016 - 2029
- Investigate and deliver an all ages and abilities play space
- Continue to work and support the investigation and business case development for formal sport, educational and recreational cycling facilities such as learn to ride facilities, pump tracks and BMX facilities
- Prepare and establish a multi-use criterium track within Wollongong
- Pursue key actions outlined in the 2017-2021 Sports Ground & Sporting Facilities Strategy
- Explore funding opportunities for the provision of Synthetic Surfaces at high utilisation Sports fields
- Develop a Concept Plan for the future District Sports Park & Community Hub adjacent to West Dapto Road
- Implement Landscape Masterplan recommendations for Hill 60 Reserve at Port Kembla
- Implement the key projects identified in the Cringila Hills Recreation Masterplan
- Develop an updated Landscape Master plan for Stuart & Galvin Parks North Wollongong
- Prepare designs for stage 1 construction (realignment) of the outdoor netball courts at Fred Finch Park
- Refurbish basketball courts at Webb Park & Horsley to become multipurpose courts
- Work proactively with the Illawarra United Stingrays in the investigation and selection of a home ground location.
- Investigate options with the Australian Baseball League to establish Wollongong as a home base location for a National Baseball League team.

## RESOURCES



**FTE 89.40**

# PARKS AND SPORTSFIELDS

## RESPONSIBILITY

*Manager Open Space and Environmental Services*

### FUTURE CHALLENGES

- Ongoing asset management of all existing facilities.
- Population growth and higher density development
- Manage licensing agreements with stakeholders and service providers.
- Offset increasing utility costs at parks and sports fields (water and electricity).
- Work with sport clubs to achieve compliance with the Australian Standards on flood lighting.
- Achieve compliance with Australian Standards for playgrounds.
- Implementation of the Shared Sportsfield Policy
- Liaise with local sports associations on the development of training and competition venues throughout the city
- Managing Commercial use of Public Open Space
- Increased usage of foreshore parks by South West Sydney Communities

### SUPPORTING DOCUMENTS

- Places for People: Wollongong Social Infrastructure Planning Framework
- Sportsgrounds and Sporting Facilities Strategy 2017-2021
- Play Wollongong Strategy 2014-2024

# PROPERTY SERVICES

**RESPONSIBILITY** *Manager Property and Recreation*

This service is concerned with the purchase, management, development, maintenance and disposal of Council owned property in order to meet Council's statutory requirements and contribute to the expansion of Council's revenue base.

**DELIVERY STREAMS**

- Leasing and Licenses
- Property Sales and Development

Operating \$'000	<b>REVENUE \$6,145</b>	<b>EXPENSE \$ (4,618)</b>	<b>NET \$ 1,527</b>
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**COMMUNITY  
STRATEGIC  
PLAN  
ALIGNMENT**

GOAL 5 : We have a healthy community in a liveable city

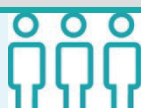
**CORE BUSINESS**

- Manage Council's commercial property portfolio including purchase, sale and leasing.
- Achieve market return on commercial leases.
- Facilitate the management of easements and other encumbrances on Council lands.
- Facilitate the strategic acquisition of property on behalf of Council.
- Manage the statutory requirements of Council's property portfolio for Community Lands and management of Crown Lands held under trust.
- Facilitate the management of CBD parking in alignment with the central business district parking strategy including the parking meter contract and Council's paid parking sites.
- Identify property based investment opportunities.
- Implement the Property Strategy.
- Manage metered parking system to ensure its operation at optimum levels

**MAJOR  
PROJECTS  
2021-2022**

- Not applicable

**RESOURCES**



**FTE 11.93**

**FUTURE  
CHALLENGES**

- Developing an agreed level of service for building maintenance.
- Legislative changes, particularly telecommunications.
- Property market volatility and impact on performance.
- Revision of Council's Property Strategy.
- Number of properties managed.
- Contribution to Council's overall financial sustainability.
- Acquisition of land and easements to meet operational needs in West Dapto.
- Surplus land rationalisation.

**SUPPORTING  
DOCUMENTS**

- Plans of Management
- Places for People: Wollongong Social Infrastructure Planning Framework 2018 - 2028
- Property Strategy

# PEOPLE AND CULTURE

## RESPONSIBILITY *Manager Organisational Development*

Council's People and Culture Service provides support, advice and information to staff, work, health and safety, attracting and engaging staff, and employee learning and development. This service also fosters a safe and equitable work environment where people are skilled, valued and supported.

- DELIVERY STREAMS**
- Organisational Development and Change
  - Learning and Development
  - Industrial Relations
  - Attraction and Retention
  - Work Health and Safety
  - Workers Compensation and Injury Management
  - Payroll
  - Remuneration and Performance Management

Operating  
\$'000

**REVENUE \$144**

**EXPENSE \$ 9,536**

**NET \$ (9,392)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 2 : We have an innovative and sustainable economy

GOAL 4 : We are a connected and engaged community

### CORE BUSINESS

- Employee learning and development.
- Educational support for Council's Cadet, Apprentice and Trainee program and the array of transition to employment programs to meet future needs of the workforce management plan.
- Performance management.
- Industrial Relations support, advice and advocacy.
- Employee Relations support and advice.
- Enterprise Agreement development and application.
- Workplace health and safety, workers compensation and injury management.
- Recruitment support and advice to hiring managers, staff and candidates.
- Employment, Equity and Diversity.
- Payroll services.
- Managing and investigating workplace complaints.
- Human Resource policy development, implementation, support and review.
- Strategic human resource management consultancy services.
- Implement Council's Diversity, Inclusion and Belonging Policy

### MAJOR PROJECTS 2021-2022

- Implement the Innovation Program
- Prepare an updated Workforce Strategy
- Engage in a range of activities that provide opportunities and promote Wollongong City Council as an employer of choice including the Cadet, Apprentice and Trainee and Work Experience programs and in partnership with educational institutions
- Implement the Work Health and Safety Program
- Implement Council's Employee Reward Strategy

### RESOURCES



**FTE 39.78\***

\*This Service FTE count includes Council's cadets, apprentices and trainees.

### FUTURE CHALLENGES

- Ageing workforce may mean a need to re-skill staff (eg. outdoor staff).
- Operational cost pressures on services delivery.
- Labour cost pressures.

### SUPPORTING DOCUMENTS

Workforce Strategy 2018-2022

# PUBLIC HEALTH & SAFETY

## RESPONSIBILITY *Manager Regulation and Enforcement*

This service conducts and manages the registration, inspection and monitoring of regulated public and environmental health premises including public swimming pools and On-site Sewage Management systems with the aim of ensuring compliance with statutory requirements and Council Policy. The service provides environmental and public health related assessment and referrals as part of the development assessment process. It also involves the development of environmental and public health policies and community awareness raising and education programs and customer information.

**DELIVERY STREAMS**

- Inspections, Education and Registrations

Operating  
\$,000

**REVENUE \$ 524**

**EXPENSE \$ (1,199)**

**NET \$ (676)**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 5 : We have a healthy community in a liveable city

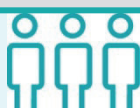
### CORE BUSINESS

- Undertake Council's regulatory role in relation to public and environmental health.
- Ensure Council's approach to regulation and enforcement is both consistent and transparent.
- Work with other agencies, government departments and the community to make the city safer and more accessible.
- Monitor and inspect premises including food premises, boarding houses, sex industry premises, skin penetration, ear and body piercing, hairdresser, beauty salons and tattooist.
- Assess and determine applications and associated inspections relating to the installation and operation of On-site Sewage Management systems.
- Provide detailed referrals to Council's Development Assessment and Certification Division in relation to development applications lodged for regulated health premises.
- Inspect and register places of shared accommodation, public swimming pools, and mortuaries.
- Develop and implement two public health education and awareness raising programs.

### MAJOR PROJECTS 2021-2022

- Review all submitted Legionella premises Audits for compliance and follow up on all systems with overdue Certificates/ Audits in accordance with the requirements of the Public Health Act 2010.

### RESOURCES



**FTE 8.84**

### FUTURE CHALLENGES

- Negotiating service levels and increasing community demand and expectations.
- Managing the impacts of changing legislation.
- Technological advances.
- Expanding awareness and education programs to match growing community expectation and demand in regard to Council's statutory role with compliance and enforcement

### SUPPORTING DOCUMENTS

- Not applicable to this Service.



# REGULATORY CONTROL

## RESPONSIBILITY

*Manager Regulation and Enforcement*

This service is concerned with environment and development compliance, animal control and parking in accordance with statutory requirements and Council Policy. It involves the monitoring, investigation and enforcement of non-compliance relating to development, environment (such as air, water and noise pollution and abandoned motor vehicles), public safety (footpath/ road way obstructions), animal control and parking enforcement. Education and community awareness raising programs and information also form part of this service.

## DELIVERY STREAMS

- Environment Development, Compliance & Education
- Animal Control
- Parking Enforcement

Operating  
\$'000

**REVENUE \$ 3,761**

**EXPENSE \$ (5,667)**

**NET \$ (1,906)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

GOAL 5 : We have a healthy community in a liveable city

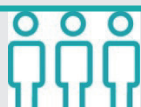
## CORE BUSINESS

- Undertake Council's prescribed regulatory role in relation to the unauthorised and non-compliant building and development, environmental protection, animal control, illegal dumping and parking.
- Work with other agencies, government departments and the community to make the city safer and more accessible.
- Educate the community regarding Council's statutory role in compliance and enforcement.
- Undertake regulatory inspections of swimming pool safety barriers.
- Develop active partnerships with NSW EPA, Workcover and NSW OEH to minimise pollution and its impacts.
- Develop regulatory programs relating to water, air pollution and acoustic issues.

## MAJOR PROJECTS 2021-2022

- Develop and implement proactive education programs relating to the minimisation of water, air and noise pollution
- Develop and implement a proactive inspection program of known hotspots and implement education awareness programs aimed at reduction of illegal dumped waste.
- Develop and distribute community awareness raising materials that detail owner responsibilities around companion animal management in public places.
- Develop and implement a proactive surveillance and inspection program of known dumping hot-spots and implement education and awareness raising programs aimed at reducing illegally dumped waste
- Develop and implement community awareness raising and education programs and materials regarding unauthorised development and its consequences

## RESOURCES



**FTE 34.82**

## FUTURE CHALLENGES

- Expand awareness and education programs to match growing community expectation and demand in regard Council's statutory role in compliance and enforcement.

## SUPPORTING DOCUMENTS

- Not applicable to this Service.

# STORMWATER SERVICES

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

This service provides 730 kilometres of drainage and associated infrastructure assets across the city that aim to be safe, efficient, effective and sustainable.

Continue to implement a coordinated approach to floodplain management and protection of waterways including beaches, lakes, lagoons and streams from urban pollutants.

## DELIVERY STREAMS

- Floodplain Management
- Stormwater management

Operating  
\$,000

**REVENUE \$2,153**

**EXPENSE \$ (15,958)**

**NET \$ (13,805)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 1 : We value and protect our natural environment

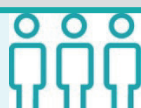
## CORE BUSINESS

- Efficient removal of surface runoff created through rain events.
- Flood mitigation during high volume storm and rain events.
- Ongoing management and protection of prescribed dams and lagoons.
- Protection of waterways including beaches, lakes, lagoons and streams from urban pollutants.
- Construction and maintenance of water courses, stormwater drainage and structures including pits and pipes detention basins and water quality control ponds.
- Implement coordinated approach to floodplain and stormwater management.
- Implement floodplain risk management plans.
- Coordinate natural area restoration works

## MAJOR PROJECTS 2021-2022

- Subject to funding, pursue acquisition of eligible properties under a Voluntary Purchase Scheme approved by the State Government
- Investigate opportunities and make application for grant funding for floodplain and stormwater management

## RESOURCES



**FTE 15.47**

## FUTURE CHALLENGES

- Complete service level agreements for stormwater program delivery.
- Anticipated climate and sea level changes.
- Increased urbanisation.
- Change in risk allocation.

## SUPPORTING DOCUMENTS

- Stormwater asset management plan
- Flood studies and floodplain risk management plans
- Estuary management plans and studies
- Stormwater management plans
- Towradgi Lagoon entrance management policy
- Fairy Lagoon entrance management policy

# TOURIST PARKS


## RESPONSIBILITY

*Manager Property and Recreation*

Wollongong City Tourist Parks provide a commercial return to Council through the provision of beachside accommodation for visitors to Wollongong. Council's Tourist Parks are located at Bulli, Corrimal and Windang, and include annual sites and tourist accommodation. The three tourist parks compete in a commercial environment and operate accordingly to ensure that they remain commercially viable and provide an acceptable return to Council.

## DELIVERY STREAMS

- Tourist Parks

Operating \$,000	REVENUE \$ 7,796	EXPENSE \$ (6,244)	NET \$ 1,552
COMMUNITY STRATEGIC PLAN ALIGNMENT	GOAL 2 : We have an innovative and sustainable economy GOAL 5 : We have a healthy community in a liveable city		
CORE BUSINESS	→ Provide holiday accommodation to tourists to the Wollongong Local Government Area through the provision of accommodation such as cabins, powered sites, unpowered sites and annual sites. → Operate as an efficient, well managed business providing a return to Council. → Contribute to the promotion of tourism in Wollongong through the provision of industry leading facilities. → Provide a quality service to all customers of the facility. → Implementation of masterplans to maximise utilisation.		
MAJOR PROJECTS 2021-2022	→ Not applicable to this Service.		
RESOURCES	 <b>FTE 21.13</b>		
FUTURE CHALLENGES	→ Maintaining assets and capital investment to refresh product offering and remain competitive. → Changes to Crown Land requirements. → Shifting customer requirements. → Downturn in demand for specific product offerings. → Travel restrictions.		
SUPPORTING DOCUMENTS	→ Places for people: Wollongong Social Infrastructure Planning Framework 2018-2028 → Draft Wollongong City Tourist Parks Marketing Strategy 2021-2024		

# TRANSPORT SERVICES

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

This service provides for the strategic planning, delivery and management of a transport infrastructure asset network that is safe, efficient, effective and sustainable. It is critical for sustaining basic community function including access for business, recreation and tourism activities. Transport services provide for all modes of transport including pedestrians, cyclists, motorists and watercraft through the provision of roads, footpaths, cycleways, bridges, car parks, bus shelters, traffic facilities, boat ramps and jetties. This Service also includes provision of road safety, traffic and integrated transport planning and support and advice.

## DELIVERY STREAMS

- Road Safety, Traffic and Transport Planning
- Roads & Bridges
- Footpaths, Cycleways & Transport Nodes
- Car Parks & Boat Ramps
- Traffic Facilities including Street Lighting
- Street Sweeping

Operating \$'000	REVENUE \$ 4,508	EXPENSE \$ (43,077)	NET \$ (38,229)
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## COMMUNITY STRATEGIC PLAN ALIGNMENT

- GOAL 2 : We have an innovative and sustainable economy
- GOAL 5 : We have a healthy community in a liveable city
- GOAL 6 : We have sustainable, affordable and accessible transport

## CORE BUSINESS

- Management, construction and maintenance of Council's transport related assets, including: roads and bridges, footpaths and cycle ways, car parks and retaining walls and traffic facilities.
- Contribution and participation towards local, regional and state transport initiatives.
- Regulation of traffic.
- Feasibility studies relating to improved public transport usage.
- Work with Transport for NSW on the implementation of the Illawarra Regional Transport Strategy.
- Advocacy for continued operation of public transport opportunities.
- Availability and maintenance of Car Parks.
- Implement the inner city parking strategy.
- Manage metered parking system to ensure its operation at optimum levels.
- Support projects that investigate opportunities for the provision of tourism infrastructure.
- Maintain, plan and install street lights.
- Continue implementation of the Wollongong Cycling Strategy 2030.
- Implement footpath and cycleway improvement programs and the development of city wide pedestrian plan.
- Continue delivery of accelerated capital program for footpath renewal.
- Monitor the level of service with change in expected life of footpaths.
- Deliver the asset renewal program for active transport.
- Deliver the road resurfacing and reconstruction program.
- Strategic Program - Connectivity/Walkability - Overall Action.
- Deliver rolling program of transport infrastructure condition and compliance inspections.
- Finalise design and approvals and commence construction of the road link.

# TRANSPORT SERVICES

## RESPONSIBILITY

*Manager Infrastructure Strategy and Planning*

### MAJOR PROJECTS 2021-2022

- Review the Inner City Parking Strategy 2010-2026 and update any identified necessary adjustments
- Implement the Inner City Parking Strategy 2010-26
- Implement the Wollongong City Centre Access and Movement Strategy 2013-23
- Review and update the Wollongong City Centre Access and Movement Strategy 2013-23
- Road realignment and car park relocation and expansion in Figtree Park; subject to review of the Allans Creek Flood Study
- Provide funding to support the delivery of the Gong Shuttle Bus as a free transport option as per the Shoalhaven-Illawarra Regional Plan
- Advocate to the NSW Government to continue the Gong Shuttle as an affordable service beyond 2021
- Advocate for the implementation of a shuttle route for the south of the Wollongong City Centre
- Develop and implement a best-practice active transport data collection and evaluation program
- Provide up-to-date cycling information for the community, including cycling routes and end-of-trip facility maps that are inclusive and equitable
- Council to work with key agencies and partners to progress the provision of an effective and integrated regional transport network
- Work with the NSW Government on the implementation of priority actions within the Illawarra Regional Transport Plan
- Lobby the NSW Government to prioritise Maldon Dombarton train line to be used as a dual purpose freight and passenger line improving connectivity to South Western Sydney and the future Badgery's Creek Aerotropolis
- Work with Shellharbour Council and others to extend the Lake Illawarra cycleway
- Research cities that have installed driverless transport systems
- Advocate for continued operation of the Night Bus and late rail services
- Strategic Priority - Active Transport and Connectivity - Overall Action

### RESOURCES



**FTE 30.60**

### FUTURE CHALLENGES

- Fund the renewal gap for the city's ageing infrastructure.
- Development of an Integrated Transport Strategy.
- Changes in legislation.
- Continued urban expansion including West Dapto increasing need for services.
- Adapting to changes in availability/pricing of materials.
- Proposed changes to Federal financial assistance grants.
- State changes in transport planning/policy.
- Increased demand for walking, cycling and public transport.
- Tourism growth leading to requirement for more services and additional usage of high profile tourist facilities.
- Disruptive technologies such as driver-less vehicles and the sharing economy.

### SUPPORTING DOCUMENTS

- West Dapto Development Contributions Plan 2020
- Town and Village Centre 'Access and Movement Plans'.
- City of Wollongong Pedestrian Plan (2017 - 2021)
- Wollongong Cycling Strategy 2030
- Urban Greening Strategy 2017 - 2037
- Wollongong Foreshore Parking Strategy (In Development)
- Inner City Parking Strategy 2010 - 2026
- Wollongong City Centre Access and Movement Strategy 2023



# WASTE MANAGEMENT

## RESPONSIBILITY

*Manager Open Space and Environmental Services*

Waste management is responsible for providing customer focussed, reliable and responsible resource recovery, recycling and solid waste management to the community that enhances civic assets and amenities and maximises environmental sustainability now and into the future.

### DELIVERY STREAMS

- Public Litter Bin Collection
- Wollongong Waste & Resource Recovery Park
- Domestic Waste Collection Services
- Cleaning of public toilets

Operating  
\$,000

**REVENUE \$ 44,0062**

**EXPENSE \$ (43,701)**

**NET \$ 360**

### COMMUNITY STRATEGIC PLAN ALIGNMENT

- GOAL 1 : We value and protect our natural environment
- GOAL 2 : We have an innovative and sustainable economy
- GOAL 4 : We are a connected and engaged community
- GOAL 5 : We have a healthy community in a liveable city

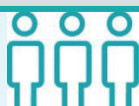
### CORE BUSINESS

- Deliver high quality, value for money, customer focussed municipal waste services to the Wollongong community in the form of waste facilities and collection service.
- Manage the domestic waste, recycling, on-call household clean-up and organics collection contracts.
- Manage the recycling and organics processing contracts.
- Provide education activities for the community on how to best utilise our services.
- Protect the environment from impacts associated with waste generation, resource recovery, recycling and disposal activities.
- Public bin and litter collection and services across the entire public domain.
- Daily cleaning of high profile public spaces.
- Operation of Wollongong Waste and Resource Recovery Park at Kembla Grange.
- Strategic management of Waste and Resource Recovery for Wollongong.

### MAJOR PROJECTS 2021-2022

- Investigate options to increase the environmental sustainability of charitable waste disposal practices
- Deliver enhanced city presentation across high usage foreshore sites

### RESOURCES



**FTE 45.26**

### FUTURE CHALLENGES

- Increasing reuse, recycling and treatment of waste to minimise waste going to landfill.
- Investigating the potential to generate electricity from landfill gas to put back into the grid.
- Minimise costs to the community

### SUPPORTING DOCUMENTS

- Wollongong Waste and Resource Recovery Strategy 2022.
- Sustainable Wollongong 2030: A Climate Healthy City Strategy.

# YOUTH SERVICES

## RESPONSIBILITY

*Manager Community, Cultural and Economic Development*

Council's Youth Service provides a program of recreation, cultural and education activities to meet the needs of young people aged 12 - 24 at Wollongong Youth Centre and an outreach program at Warrawong, Bellambi, Koonawarra and Cringila. These programs include referral and support, holiday programs, drop-in, structured programs and youth development. Council funds the Neighbourhood Youth Work Program (NYWP) in three community sites, (Port Kembla, Berkeley and Dapto) to address the needs of young people in those areas.

## DELIVERY STREAMS

- Neighbourhood Youth Work Program
- Wollongong Youth Services

Operating  
\$,000

**REVENUE \$ 40**

**EXPENSE \$ (1,324)**

**NET \$ (1,284)**

## COMMUNITY STRATEGIC PLAN ALIGNMENT

GOAL 3 : Wollongong is a creative, vibrant city  
GOAL 5 : We have a healthy community in a liveable city

## CORE BUSINESS

- Deliver programs for young people to participate in recreational, social and educational activities in both a drop in and structured environment.
- Work in partnership with other divisions of Council and external organisations including schools to deliver a variety of projects for young people.
- Coordinate the Neighbourhood Youth Work Program.
- Transition to Year 7 project.
- Coordinate the Wollongong Youth Network.
- Include young people in planning processes to ensure consideration is given to youth in policy and planning decisions.

## MAJOR PROJECTS 2021-2022

- Not applicable to this Service.

## RESOURCES



**FTE 7.47**

## FUTURE CHALLENGES

- Youth unemployment in the Wollongong LGA is one of the highest in Australia for over a decade.
- The Wollongong LGA ranks high nationally in terms of socio-economic disadvantage with a SEIFA score, indicating Wollongong is more disadvantaged than the national average.
- The Wollongong LGA has five southern suburbs that experience very high levels of disadvantage.
- The issue of high youth unemployment has also prompted Youth Services to provide up-skilling projects, such as the barista course.

## SUPPORTING DOCUMENTS

- Not applicable to this Service.



# Wollongong 2028

## PLANNING PRINCIPLES

Wollongong 2028 is underpinned by the Social Justice Principles of equity, access, participation and rights. These four interrelated principles ensure that:

- There is fairness in decision making, prioritisation and allocating resources, particularly for those in need
- All people have fair access to services, resources and opportunities to improve their quality of life
- Everyone has the maximum opportunity to genuinely participate in decisions that affect their lives
- Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

**These principles are our community's 'rights to the city' and are reflected throughout this document via the provision of infrastructure, recognition of our diverse population, and through democratic and effective governance.**

Further detail is provided in Appendix 1.

# APPENDICES

## APPENDIX 1: PLANNING PRINCIPLES

Consistent with Our Wollongong 2028, social justice principles are reflected throughout this document via the provision of infrastructure, recognition of our diverse population, and through democratic and effective governance. Our planning principles aim to ensure the Wollongong community will prosper socially and economically, while preserving our natural environment to support a good quality of life now and in the future. This is reflected through our Sustainability Commitment which is outlined below:

### Our Sustainability Commitment

Wollongong City Council will work to protect our local environment, reduce the use of natural resources and to support our quality of life for present and future generations. We will demonstrate leadership and responsible planning and decision-making to avoid any harmful local and global effects of our actions. We will also work in partnership with the community, stakeholders and other government organisations to achieve our sustainability and climate change commitments.

A quadruple bottom line approach, based on achieving integrated sustainability through the interlinked areas of environmental, social, economic and governance activities, underpin Council's commitment to sustainability. Principles have been developed which further clarify how these areas will be considered by Council in carrying out its operations.

### Governance:

- a) We value sustainability leadership and will demonstrate how sustainability can be practically implemented;
- b) We believe that sustainability should be intrinsic to all decision-making and will incorporate it as a fundamental component of all Council processes;
- c) We support understanding of the importance of sustainability and will improve sustainability awareness throughout Council and the community; and
- d) We recognize the importance of issues beyond our borders and aim to create a balance between local and global issues.

### Environmental sustainability:

- a) We respect our natural resources and will work to protect and enhance these for current and future generations;
- b) We value our natural biodiversity and will work to protect and enhance local native habitat;
- c) We treasure our coastal areas and waterways and will work to maintain their health and special qualities;
- d) We will not undertake any actions that have a potential risk to cause serious harm to the community or the environment even in the absence of scientific certainty (the precautionary principle);
- e) We recognise the importance of access to fresh, local and sustainably produced food.
- f) Climate Change - Council is committed to a whole of organisation approach to reducing the impacts of climate change.

### Social-cultural sustainability:

- a) We respect universal social justice and will work to improve community well-being and quality of life;
- b) We value social equity and believe that services, facilities and community amenities should be accessible and equitable;
- c) We support equal rights and constructive engagement with the community in decision-making;
- d) We will actively involve people from diverse linguistic, cultural and spiritual backgrounds.

### Economic sustainability:

- a) We will use resources efficiently and responsibly and reduce our ecological footprint;
- b) We support sustainable asset management principles;
- c) We understand the impact of poverty on quality of life and will work to address disadvantage in our community;
- d) We value a strong local economy and will encourage the use of local businesses and resources in our operations;
- e) We believe in local economic growth that respects our natural heritage and values and will foster sustainable and green economic opportunities.

## APPENDIX 2 : TERMS USED IN THIS PLAN

In the context of this Delivery Program and Operational Plan the following definitions apply:

<b>ABS Census</b>	Australian Bureau of Statistics (ABS) undertakes a census every five years. The census provides information about the characteristics of the Australian population and its housing within small geographic areas and for small population groups. This information supports the planning, administration, policy development and evaluation activities of governments and other users. The Census provides a snapshot of the nation. Data gathered helps decide what funding is needed for infrastructure, community services and facilities.
<b>AEDI Domains</b>	Australian Early Development Index (AEDI). There are five AEDI domains, these are: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills and communication skills and general knowledge. These five domains are closely linked to the predictors of good adult health, education and social outcomes.
<b>Annual Report</b>	Report on the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives in the Community Strategic Plan at which those activities are directed.
<b>Asset Management Plan</b>	Included in Council's Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. Comprises an Asset Management Strategy and plan/s.
<b>Biodiversity</b>	Has been described as the 'web of life' 'the variety of living things' or 'the different plants, animals and micro-organisms, their genes and ecosystems of which they are a part' .
<b>Community</b>	Includes residents, rate payers/land owners, business owners and operators, people who work in the local government area, visitors, government agencies, users of council services, local community groups and associations.
<b>Community Goal</b>	These are about the end result we want for children, adults, families, business and communities.
<b>Community Indicators</b>	Are a way to track trends in quality of life for the community and are used as a basis for improving community engagement, community planning and policy making.
<b>Community Strategic Plan</b>	A plan which identifies the community's main priorities and aspirations for the future of the local government area. This plan is for a minimum of ten years.
<b>Delivery Program</b>	Details the principal activities to be undertaken by Council to implement strategies established by the Community Strategic Plan.
<b>End of Term Report</b>	Report on Council's achievements in implementing the Community Strategic Plan over the previous four years.
<b>Governance</b>	The values, policies and procedures Council and its staff adopt, to provide ethical, transparent and accountable local governance.
<b>Green Technology</b>	Technology that is considered environmentally friendly based on its production process or supply chain.
<b>Infrastructure</b>	Is built structures like roads, railways, airports, water supply, sewers, power grids, telecommunications, buildings and facilities.
<b>Innovative</b>	Using or showing new methods, ideas.



<b>Liveable</b>	The degree to which a city meets the needs of the residents who live there.
<b>Long Term Financial Plan</b>	Included in Council's Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. This is the point where long-term community aspirations and goals are tested against financial realities.
<b>Objectives</b>	Outlines a series of sub-goals required to achieve the Community Goals.
<b>Operational Plan</b>	Details the activities to be engaged in by Council during the year, and annual budget. Annual sub-plan of Delivery Program. Referred to by the Department of Local Government as Operational Plan.
<b>Principles</b>	Are a set of high-level statements or goals used to guide our thinking and activities. They provide a framework for decision making and action, and form the basis for developing action-oriented goals and objectives.
<b>Quadruple Bottom Line (QBL)</b>	A balanced and holistic approach to achieving sustainability. This means that social, environmental, economic and civic leadership considerations must be addressed in planning, decision making and reporting.
<b>Quarterly Review</b>	Reports on progress against indicators and major projects in our Delivery Program and Operational Plan.
<b>Resourcing Strategy</b>	Consists of four components, these are the Long Term Financial Plan, Workforce Management Plan, Asset Management Plan and Information Management and Technology Strategy. The Resourcing Strategy is where Council outlines who is responsible for what, in terms of the issues identified in the Community Strategic Plan. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council, and looks generally at matters that are the responsibility of others.
<b>State of the Environment Report</b>	Reports on environmental issues relevant to the objectives for the environment established by the Community Strategic Plan.
<b>Strategies</b>	How we plan to achieve each objective.
<b>Sustainability</b>	There are many different views in what constitutes a 'sustainable community'. Wollongong City Council carries out its decision-making based on the principle of sustainability which is based on environmental, intergenerational, social, economic equity and good governance.
<b>Vision</b>	Our aspiration for how we want our city, our community and our lives to be in the future.
<b>Wollongong</b>	Refers to the whole of the Wollongong Local Government Area.
<b>Workforce Plan</b>	Included in Council's Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. This Plan addresses the human resourcing requirements of Council's Delivery Program.

## Acronyms and Symbols used in this plan

ABS	Australian Bureau of Statistics
ATSI	Aboriginal and Torres Strait Islanders
CBD	Central Business District
EPA	Environment Protection Authority
HVAC	Heating Ventilation and Air Conditioning
IMT	Information Management and Technology
LGA	Local Government Area
LTFM	Long Term Financial Model
NAIDOC	National Aborigines and Islanders Day Observance Committee
NGO	Non Government Organisation
SAMP	Strategic Asset Management Plan
WCC	Wollongong City Council



# OUR WOLLONGONG 2028

From the mountains to the sea

