

# Delivery Program 2022-2026 and Operational Plan 2022-2023

Adopted 27 June 2022



*Image: Children on Corrimal Beach*





*Image: Aboriginal Smoking Ceremony, Blue Mile Tramway, Wollongong*

## 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.

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## Lord Mayor's Message

This document provides a detailed view of Council's work and priorities for 2022-2023 and beyond. The breadth of activity reflects the bright future for the city as well as some big challenges we will need to face.

The attention of the world will be on our beaches, escarpment and roads this year as the world's top cyclists hit the streets for the prestigious UCI Road World Championships. Between 18-25 September 2022 our city's natural beauty will be seen by some 300 million viewers across the globe.

The UCI and its ongoing legacy provides an opportunity to celebrate Wollongong's ongoing transformation.

Wollongong is a progressive city built on a proud history of heavy industry. Our local economy is diversifying through cutting-edge technologies and skills, we value our cultural diversity and celebrate and foster our creative community. We are addressing the challenges of a changing climate, putting in place measures to mitigate or adapt to the impact of changing weather patterns.

We're seeing big changes in Wollongong. Council has been actively working to shake up outdoor dining opportunities across the Local Government Area, we're investing in our parks and gardens and opening new community spaces like the Cringila Hills Mountain Bike Park and refurbishing playgrounds.

We're driving our city's cycling strategy and celebrating our success as the only city in the Southern Hemisphere to boast the UCI Bike City Status by improving our biking infrastructure such as on-road cycling lanes, improved bike tracks and biking trails in parks to give everyone the chance to ride to their confidence levels.

We're also investing in our environment. As we prepare this document, we're experiencing intense rain events along the east coast.

As a city, we need to be prepared that this kind of weather - and its associated risks to people, infrastructure and property - will become more prevalent.

The Delivery Program and Operational Plan breaks down the 33 services Council delivers and sets out how we will prioritise our work moving forward. These are dense documents so here's a snapshot:

- We're prioritising greening our suburbs, building biking links around the lake, maintaining and building new footpaths including safer school routes.
- We'll deliver some 1041 infrastructure projects, with 52 of them valued at more than \$1M.
- We'll deliver 239 construction projects, and design a further 148 projects.
- We'll continue to move forward on the Warrawong Community Centre and Library project and CBD upgrade, the North Wollongong Seawall project, new links in the Grand Pacific Walk and Helensburgh Community Centre and Library.
- We're also stepping through plans for the Beaton Park precinct and our popular public pools.
- We'll progress the planning and development skate parks for Wollongong City and the northern suburbs.
- And we'll continue to collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events in the city.

I am pleased to present these Plans and look forward to seeing all we can achieve in the years ahead.

Wollongong City Lord Mayor  
Councillor Gordon Bradbery AM





Image: North Beach, Wollongong  
Photo Caitlyn Phanith (Unsplash)



## General Manager's Message

I am pleased to present the Delivery Program and Operational Plan which outlines the actions we're committed to delivering for our city and our community over the next four years.

This Program has been created using feedback from our community members about what they value, and the services required for the Wollongong Local Government Area. Recently, we've seen community recognition of our public spaces really shift in perception. Our parks, foreshore areas and playgrounds have always been a valued space for recreation, relaxation and sports, but during COVID they became a safer space to exercise, meet up and for a change of scene.

This Program includes a \$400M budget for major projects and maintaining our existing infrastructure and facilities. Priorities include the Warrawong Community Centre and Library, plans for the Helensburgh Community Centre and Library, bringing forward our work on the growth suburbs around West Dapto, and the continuation of the Grand Pacific Walk.

We're also focussed on delivering our mitigation and adaptation plans to reduce the impact of climate change on our city. The actions included in this documentation take a wide variety of forms – from composting our food and garden waste, to introducing solar power to our buildings, and planting more trees across the city. We've got ambitious net zero emissions targets – by 2030 for Council operations, and by 2050 for the City of Wollongong – and each step we take in this journey is an important one.

We continue to invest in footpaths, shared paths and dedicated cycleways to make it safer for kids to get to school and more enticing for people of all ages and all skill levels to participate in active modes of transport. As we draw closer to the UCI Road World Cycling Championships in September 2022, we will prepare our roads for the race and showcase the city with activation events and tourism services. Our continued investment in cycling infrastructure improvements will remain a legacy of the event and will benefit our broader community into the future.

I hope you feel as inspired as I do reading these important plans for our future. This Delivery Program and Operational Plan sets out a clear framework for the future so that people and places remain connected, inclusive, and cohesive as we grow.

Greg Doyle  
General Manager

# Our Councillors



**Lord Mayor  
Councillor Gordon Bradbery AM**

Email  
records@wollongong.nsw.gov.au  
Phone  
(02) 4227 7111

## Ward 1



**Councillor Mithra Cox**

Email  
cr.MCox@wollongong.nsw.gov.au  
Phone  
0425 351 844



**Councillor Richard Martin**

Email  
cr.rmartin@wollongong.nsw.gov.au  
Phone  
0437 553 175



**Councillor Janice Kershaw**

Email  
cr.JKershaw@wollongong.nsw.gov.au  
Phone  
0407 383 927



**Councillor Cameron Walters**

Email  
cr.CWalters@wollongong.nsw.gov.au  
Phone  
0401 558 359

## Ward 2



**Councillor Cath Blakey**

Email  
cr.cblakey@wollongong.nsw.gov.au  
Phone  
0420 618 617



**Councillor Tania Brown  
(Deputy Lord Mayor)**

Email  
cr.TBrown@wollongong.nsw.gov.au  
Phone  
0439 524 488



**Councillor David Brown**

Email  
cr.DBrown@wollongong.nsw.gov.au  
Phone  
0409 897 597



**Councillor John Dorahy**

Email  
cr.jdorahy@wollongong.nsw.gov.au  
Phone  
0450 917 262

## Ward 3



**Councillor Elisha Aitken**

Email  
cr.eaitken@wollongong.nsw.gov.au  
Phone  
0432 778 334



**Councillor Dom Figliomeni**

Email  
cr.DFigliomeni@wollongong.nsw.gov.au  
Phone  
0400 055 460



**Councillor Linda Campbell**

Email  
cr.lcampbell@wollongong.nsw.gov.au  
Phone  
0437 570 708



**Councillor Ann Martin**

Email  
cr.amartin@wollongong.nsw.gov.au  
Phone  
0435 575 370



## Our Executive



**Greg Doyle**  
General Manager



**Renee Campbell**  
Director  
Corporate Services



**Linda Davis**  
Director  
Planning and Environment



**Joanne Page**  
Director  
Infrastructure and Works



**Kerry Hunt**  
Director  
Community Services



Image: Kembla Street, Wollongong  
separated cycleway - dedicated  
cycling space

## About Council's Delivery Program and Operational Plan

**The Delivery Program and Operational Plan sets out the services the Council will deliver over the next four years.**

The Delivery Program and Operational Plan includes the 33 services Council will deliver in response to the aspirations outlined in the Our Wollongong Our Future 2032 Community Strategic Plan. Council is not solely responsible for the implementation of the Our Wollongong Our Future 2032 Community Strategic Plan. It is the community's Plan, and Council works together with business, government, community groups and individuals to deliver the community's aspirations.

The Delivery Program has been prepared in response to community engagement and feedback, as well as Council's legislative responsibilities.

The Delivery Program and Operational Plan have been developed utilising the resources available through the Resourcing Strategy 2022-2032.

### Reporting to Our Community

Wollongong City Council regularly tracks and monitors the Delivery Program and Operational Plan, and reports to the community on progress on a quarterly and annual basis. Council also tracks progress towards the Community Strategic Plan through the State of the City Report. All reports will be available on Council's website.





# Delivering to our Community

Over the last few years, our community has faced many challenges from bushfires and floods, and the COVID-19 pandemic. Council has responded to these challenges by adapting and changing the way it delivers its services to best support the needs of the Wollongong community.

While we need to plan for the future, Council will continue to review this Delivery Program and Operational Plan to ensure that service provision is appropriate and responsive to the changes facing our community.

Localised  
Suburbs and  
Places

Sustainable  
Wollongong

Active  
Transport and  
Connectivity

Business and  
Investment

West Dapto

## Council's Strategic Priorities

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's Strategic Priorities.

### Localised Suburbs and Places

Our localised suburbs and places will be well planned so that they are liveable and safe. This includes important transport infrastructure and footpaths, as well as the necessary facilities and spaces are available for a variety of uses for communities. We will endeavour to maintain and protect the unique character of our local areas and encourage community spirit and civic pride through appropriate activities and land uses.

### Sustainable Wollongong

Achieving a sustainable future and addressing a changing climate are a significant focus during this Council term. Our program includes the implementation of key priorities including reducing emissions and reducing waste to landfill, continuing urban greening and protecting our natural environment.

### 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. We will continue to facilitate the upgrade of our public transport, bicycle networks, pedestrian access routes and safety around schools. This focus will see further investment into our footpaths and cycle ways, complementing our commitment to our suburbs and places.

### Business and Investment

We will continue to grow the Wollongong economy through jobs growth, 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, world class university and superb liveability. We will work with key stakeholders, including peak business groups and state and federal governments to further promote our city and attract greater investment in infrastructure and other key assets.

### West Dapto

We will continue to work in collaboration with key agencies to provide the infrastructure needed to support West Dapto's existing and growing community and employment lands of the urban release area. This will include coordinated planning for access improvements including new roads and bridges which are needed to support the expected 19,500 total housing lots and 8,500 jobs required over the next 30 years.

# Who we are Planning for

Image: Sunrise at Lake Illawarra

## Our City

The Wollongong Local Government Area (LGA) is located on Dharawal Country. It 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

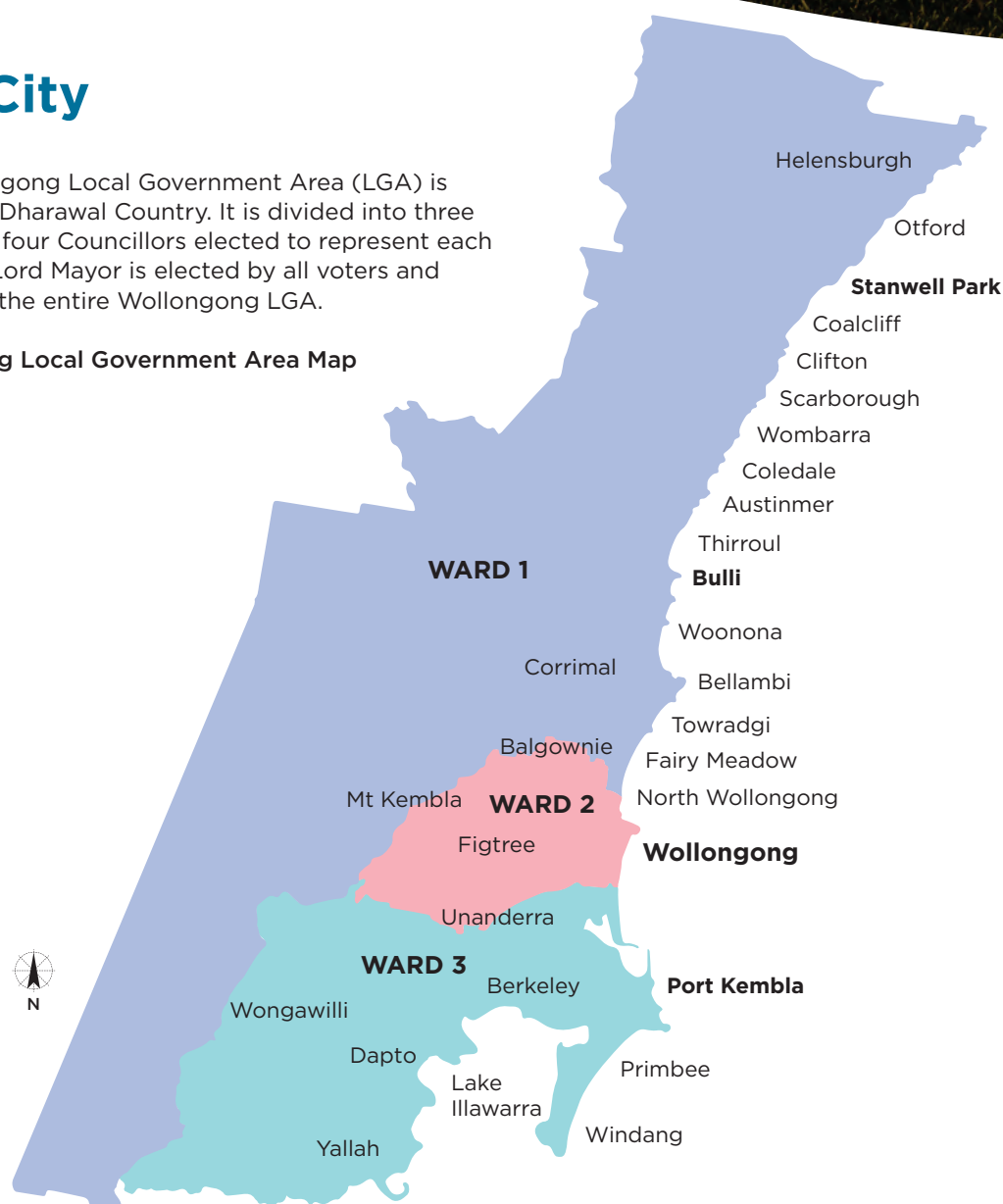




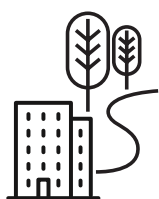






Image: Flagstaff Point  
(Wollongong Head)  
Lighthouse

## Snapshot of the Wollongong Community



**Wollongong is 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, 17.6% of our community are age 65+.



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 July 2021, 6.7% of Wollongong's working age population were eligible to receive jobseeker allowance or youth allowance (excluding students), up from 5.4% in March 2020.



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.



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 2021, there were 220,659 people counted as living in Wollongong (estimated resident population). It is projected that the population will increase to 252,514 residents by 2032.

\*Australian Bureau of Statistics

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%).



Image: Children on Corrimal Beach



In 2016, 30.2% were couple families with children compared to 33.2% in 2001.



And 11.5% were one-parent households compared to 10.9% 2001.



24.3% of households were one person households, with almost half of these people over the age of 65.



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 was 5.3% in December 2021 compared with 5% for New South Wales.



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.



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, 2.0% travelled by bus. 3.5% worked at home. 3.6% used active transport.

Information has been taken from the 2016 ABS Census Data and Department of Education, Skills & Employment.



# Listening to our community

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 helps 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 continued to use 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.

An extensive engagement process was carried out as part of the review of the Our Wollongong Our Future 2032 Community Strategic Plan. To date, a total of 8928 voices have informed the development of the Community Strategic Plan, and this feedback has informed this Delivery Program and Operational Plan, where Council's 33 Services work to deliver the community's aspirations.

*Image: Fun activities at the Discovery Centre on Botanic Gardens Day*







Image: Pavement improvements on Lower Crown Street, Wollongong

## Our Values and Purpose

Wollongong City Council is committed to being a local government of excellence that enhances our City's quality of life and environment through effective leadership, community involvement and commitment to service. As 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 the Delivery Program.

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 IN ACTION



**SUSTAINABLE**  
use our community's resources responsibly



**RESPECT**  
inclusive and considerate



**COURAGE**  
challenge the norm to be better



**INTEGRITY**  
honest and reliable



**ONE TEAM**  
together we deliver excellent service





Image: Coalcliff Rock Pool

## What you told us



### Environment

- Protect + invest
- Retain + add green space + trees
- Net zero carbon emissions



### Local Economy

- Create local jobs
- Invest in economic growth
- Foster tourism



### Accessibility

- Create liveable communities
- Improve systems + processes
- Support meaningful employment



### Development

- Avoid over-development
- Preserve + protect environment + heritage
- Encourage long term planning



### Heritage

- Protect + preserve buildings
- Celebrate Aboriginal heritage + culture
- Value our history



### Wellbeing

- Offer initiatives to support health
- Safety in public
- Connected + engaged
- Celebrate diversity



### Active Transport

- Increase network
- Promote network
- Increase cycling



### Arts + Culture

- Support creatives
- Provide events + spaces
- Celebrate Aboriginal heritage + culture



### Housing

- Impacts of housing costs
- More affordable housing
- Address homelessness



### Transport

- Increase parking
- Improve public transport
- Maintain free bus



### Recreation

- Maintain + increase open space/s
- Maintenance of parks + beaches
- Improve sporting facilities



### Community Services + Facilities

- Libraries and facilities are loved
- Places + programs for young people
- Accessible community facilities



*Image: Sublime  
Point Walking Track,  
Austinmer*







*Image: Fun activities at the Discovery Centre on Botanic Gardens Day*

## Vision and Goals

### Vision

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

### Goals

We value and protect our environment

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We have an innovative and sustainable economy

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Wollongong is a creative, vibrant city

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We are a connected and engaged community

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We have a healthy community in a liveable city

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We have affordable and accessible transport

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Image: Children  
enjoying Cringila Hills  
Mountain Bike Track





# Delivery Program 2022-2026 and Operational Plan 2022-2023

Council's Delivery Program and Operational Plan responds to the community's vision and goals and outlines the services and projects that Council has capacity to deliver. It is a result of rigorous planning and prioritisation and aims to provide the best valuable services to the community. The Resourcing Strategy 2022-2032 outlines the finances, assets, workforce and information management technology that will be used to achieve the Program and Plan.

Council's 33 Services form the foundation of the Delivery Program and Operational Plan. Council's Services are presented under their best fit goal. Council's internal Services form an additional group called Support Services to demonstrate that these Services support the delivery of all goals.

Council reviews its services as part of a continuous improvement approach based on community feedback with the aim of creating efficiencies and improving service delivery to the community. Wollongong City Council will review and revise its methodology for Service Reviews over the coming

year and develop a program that will be delivered through the remainder of our Delivery Program.

Council and the community have worked together over the past decade to achieve a financially sustainable future for our city and Council operations. The latter part of the 2021 year saw the cost of living and doing business increase due to supply issues and inflation across the world. To operate sustainably, Council needs our future rates and other revenue to keep pace with future costs to enable us to provide expected service levels.

The Delivery Program 2022-2026 and Operational Plan 2022-2023 is based on Council's assumptions and indices including a 1.8% rate increase approved by Independent Pricing and Regulatory Tribunal (IPART). The rapid increase in some current costs and future cost estimates has already created a substantial gap between the IPART approved Rate increase of 1.8% and Council's estimated costs for 2022-2023 and beyond. Further detail is provided in the Long Term Financial Plan 2022-2032 and Revenue Policy 2022-2023.



*Image: Children enjoying activities at the Discovery Centre on Botanic Gardens Day*

We value and protect our environment	We have an innovative and sustainable economy	Wollongong is a creative, vibrant city	We are a connected and engaged community	We have a healthy community in a liveable city	We have affordable and accessible transport
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## Community Strategic Plan

### Resourcing Strategy

### Delivery Program and Operational Plan delivered through 33 Council Services

Development Assessment	City Centre Management	Cultural Services	Aged & Disability Services	Aquatic Services	Transport Services
Emergency Management	Economic Development	Engagement, Communications and Events	Community Programs	Botanic Garden & Annexes	
Environmental Services	Tourist Parks		Corporate Strategy	Community Facilities	
Land Use Planning			Integrated Customer Service	Leisure Centres	
Natural Area Management			Libraries	Memorial Gardens & Cemeteries	
Regulatory Compliance			Property Services	Parks & Sportfields	
Stormwater Services			Youth Services	Public Health & Safety	
Waste Management					

### Support Services

Employee Services, Financial Services, Governance & Administration, Infrastructure Strategy & Support, Information Management & Technology

# How to Interpret this Plan

## Goal 1 | We value and protect our environment

All Services have been grouped under the main goal

### Natural Area Management

Service Name  
Responsibility

#### Responsibility *Manager Open Space and Environmental Services*

##### Why

The community want Council to preserve and improve the natural environment.

Why - Council delivers the service

##### What

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, 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.

What - Description of the service

##### Delivery Streams

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

Delivery Streams are sub-services

##### 2032 Community Strategic Plan

##### United Nations Sustainable Development Goals

We value and protect our environment

Relevant CSP Goal/s  
Relevant UN SDG Goals



##### Finances (000'S)

Revenue \$267

Expense \$(4,020)

Net \$(3,754)

Resourcing information for the Operational Plan year

##### How

Manage Council's restoration works program.

Respond to community complaints and issues regarding the condition of natural areas under Council control.

HOW - core business followed by a list of key actions and timing for when they will be delivered

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Coordinate natural area restoration works at priority sites	✓	✓	✓	✓	1.1	Natural Area Management
Continue implementation of priority actions from the Dune Management Strategy	✓	✓	✓	✓	1.1	Natural Area Management

##### Supporting Documents

Sustainable Wollongong 2030: A Climate Healthy City Strategy  
Illawarra Bush Fire Risk Management Plan  
Urban Greening Strategy 2017 - 2037

Relevant Supporting Documents to the Service

Measuring Success	Target/Desired Trend	Key measures for the service
Participation rate in environmental programs	At least 85,000 per annum	



## Services under main Community Strategic Plan Goals

### Goal 1: We value and protect our environment

Development Assessment	24
Emergency Management	26
Environmental Services	28
Land Use Planning	30
Natural Area Management	32
Regulatory Compliance	34
Stormwater Services	36
Waste Management	38

### Goal 2: We have an innovative and sustainable economy

City Centre Management	44
Economic Development	46
Tourist Parks	48

### Goal 3: Wollongong is a creative, vibrant city

Cultural Services	54
Engagement, Communications and Events	56

### Goal 4: We are a connected and engaged community

Aged & Disability Services	62
Community Programs	64
Corporate Strategy	68
Integrated Customer Service	70
Libraries	72
Property Services	76
Youth Services	78

### Goal 5: We have a healthy community in a liveable city

Aquatic Services	84
Botanic Garden & Annexes	86
Community Facilities	88
Leisure Centres	90
Memorial Gardens & Cemeteries	92
Parks & Sportfields	94
Public Health & Safety	98

### Goal 6 - We have affordable and accessible transport

Transport Services	104
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### Support Services

Employee Services	108
Financial Services	110
Governance & Administration	112
Information Management & Technology	114
Infrastructure Strategy & Support	116



*Image: Food Organics, Garden Organics (FOGO)*



## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 1 | We value and protect our environment

#### Objectives

**We will work together to reduce emissions and the effects of a changing climate.**

**Our natural environments are protected, and our resources will be managed effectively.**

**Development is well planned and sustainable and we protect our heritage.**

#### How will we get there?

1.1 The community is actively involved in the expansion, improvement and preservation of our waterways, green corridors and other natural areas connecting the escarpment to the sea.

1.2 Manage and effectively improve the cleanliness, health, biodiversity of land and water including creeks, lakes, waterways and oceans.

1.3 Increase our resilience to natural disasters and a changing climate to protect life, property and the environment.

1.4 Work together to achieve net zero carbon emissions and reduce waste going to landfill.

1.5 Maintain the unique character of the Wollongong Local Government Area, whilst balancing development, population growth and housing needs.

1.6 West Dapto urban growth is effectively managed with facilities and spaces to support the future community.

1.7 Develop and implement programs and projects that achieve proactive heritage management, education and promotion.

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## Goal 1 | We value and protect our environment

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# Development Assessment

### Responsibility *Manager Development Assessment and Certification*

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#### Why

The community want confidence and transparency that our development assessment processes take a balanced approach to development while meeting our legislative obligations.

#### What

The service undertakes assessment and determination of planning matters to facilitate balanced planning outcomes to serve the current and future community. This includes development applications, construction certificates, complying development, building and subdivision certificates, pre-lodgement advice, managing panels, Fire Safety Statements and upgrades, 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.

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#### Delivery Streams

- Development Assessment
- Building Certification
- Development Engineering

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We value and protect our environment



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#### Finances (000'S)

Revenue \$3,794

Expense \$(8,592)

Net \$(4,799)

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#### How

Provide high quality development and certification assessment and advice in accordance with the State and Local Planning requirements and taking into consideration the environment, social and economic impacts.

Develop and implement new systems for approval and certification in response to New South Wales planning reforms.

Provide specialist advice as it relates to engineering issues within the development and planning framework.

The service manages Council functions relating to the Wollongong Local Planning Panel, the Southern Regional Planning Panel, and the Design Review Panel.

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## Development Assessment

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Engage with NSW Government, agencies, development/building industry and the broader community to achieve improved development outcomes	✓		✓		✓		✓		1.5	Development Assessment
Administer Design Review Panel in relation to key sites or significant development	✓		✓		✓		✓		1.5	Development Assessment
Administer the Wollongong Local Planning Panel	✓		✓		✓		✓		1.5	Development Assessment
In conjunction with the Department of Planning, Industry and Environment administer the Southern Regional Planning Panel	✓		✓		✓		✓		1.5	Development Assessment

### Supporting Documents

Wollongong Local Environment Plan 2009  
Wollongong Development Control Plan 2009  
Developer Contribution Plans  
Coastal Zone Management Plan 2017

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## Goal 1 | We value and protect our environment

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# Emergency Management

### Responsibility *Manager Infrastructure Strategy and Planning*

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#### Why

To increase our resilience to risks, natural disasters and a changing climate to protect life, property and the environment.

#### What

The 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. This involves Council's operational response to support Emergency Service Agencies during incidents and emergencies.

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#### Delivery Stream

- Emergency Management and Support

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We value and protect our environment



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#### Finances (000'S)

Revenue \$1,250

Expense \$(6,496)

Net \$(5,246)

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#### How

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 Rural Fire Service brigades and State Emergency Service unit.

Provide financial support to Fire and Rescue New South Wales, State Emergency Service and Rural Fire Service.

Work with the Rural Fire Service and Illawarra Shoalhaven Joint Organisation to minimise and mitigate the impact of bushfires on our communities.

Provide mechanical support in relation to Rural Fire Service fleet maintenance and undertake maintenance to emergency facilities and fire trails, when required.

Provide operational response to support emergency combat agencies during incidents and emergencies.

Contribute to the ongoing maintenance of the two Illawarra Emergency Operations Centres (Wollongong and Albion Park).

Plan for predicted increases in frequency and severity of extreme weather due to climate change.

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## Emergency Management

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Collaborate with Shellharbour City Council and Kiama Municipal Council under the Illawarra Emergency Management Memorandum of Understanding	✓		✓		✓		✓		1.3	Emergency Management and Support
Prepare resilience and response plans to respond to unforeseen events	✓		✓		✓		✓		1.3	Emergency Management and Support
Continue to progress design and construction of a new Wollongong State Emergency Services unit	✓		✓		✓		✓		1.3	Emergency Management and Support

### Supporting Documents

Illawarra - Local Emergency Management Plan  
 Business Continuity Plans  
 Emergency Operations Plan  
 Service Level Agreements with Emergency Services Organisations  
 Illawarra Emergency Management - Memorandum of Understanding  
 Coastal Zone Management Plan 2017  
 Climate Change Adaptation Plan 2022

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## Goal 1 | We value and protect our environment

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# Environmental Services

### Responsibility *Manager Open Space and Environmental Services*

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#### Why

To address the community's desire for climate action and healthy natural environments, where government and the community work together to improve, preserve and protect the environment, and plan for Council and the community to transition to net-zero emissions.

#### What

This service involves Council working with the community in relation to local climate change mitigation, adaptation, monitoring and reporting, environmental education, volunteer management and partnerships, waste minimisation and environmental advocacy.

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#### Delivery Stream

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

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$497

Expense \$(3,303)

Net \$(2,806)

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#### How

Leadership in local climate change mitigation, adaptation, monitoring and reporting.  
Environmental education and waste minimisation programs, resource recovery and advocacy.  
Preparing, monitoring, reporting and reviewing environmental policies, strategies and plans.  
Operations management of the Greenhouse Park practical demonstration site.  
Assessment of environmental issues associated with planning proposals and development applications, and management of the Tree Management Permit process.  
Consider opportunities for suitable locations for community gardens.  
Undertake the Lake Illawarra Water Quality Monitoring Program and coordinate the Lake Illawarra Coastal Management Program Implementation Group.  
Implement and review annual water and energy saving actions.

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## Environmental Services

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Coordinate Council's waste, volunteer, environmental and conservation programs, activities and events	✓	✓	✓	✓	1.1	Environmental Community Programs and Partnerships
Implement priority actions of the certified Coastal Management Program for Lake Illawarra	✓	✓	✓	✓	1.2	Environmental and Sustainability Planning
Develop a Coastal Management Program for the Open Coast	✓	✓			1.2	Environmental and Sustainability Planning
Deliver commitments made under the Global Covenant of Mayors and support Council's climate emergency declaration	✓	✓	✓	✓	1.3	Environmental and Sustainability Planning
Prepare the Climate Change Mitigation Plan 2022-2026	✓	✓			1.3	Environmental and Sustainability Planning
Implement priority actions from the Climate Change Adaptation Plan 2022	✓	✓	✓	✓	1.4	Environmental and Sustainability Planning
Council support local food security outcomes through advocacy, sponsorship, partnering and local initiatives	✓	✓	✓	✓	5.3	Environmental and Sustainability Planning

### Supporting Documents

Sustainable Wollongong 2030: A Climate Healthy City Strategy  
 Climate Change Mitigation Plan 2020-2022  
 Climate Change Adaptation Plan 2022  
 Coastal Zone Management Plan 2017  
 Lake Illawarra Coastal Management Program 2020-2030  
 Waste and Resource Recovery Strategy Plan 2015-2022

## Goal 1 | We value and protect our environment

# Land Use Planning

## Responsibility *Manager City Strategy*

### Why

To ensure urban areas are well-planned to achieve appropriate land uses and a healthy, safe and sustainable living environment in line with our legislative responsibilities.

### What

Land Use Planning manages the plans, policies and certificates that help our community understand the role and function of land within Wollongong. The team undertakes detailed studies to make long-term plans for how we can live, work and play sustainably, protecting what we value and ensuring development contributes to great places for our community.

### Delivery Stream

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

### 2032 Community Strategic Plan

### United Nations Sustainable Development Goals

We value and protect our environment	We have an innovative and sustainable economy	We are a connected and engaged community	We have a healthy community in a liveable city	11 SUSTAINABLE CITIES AND COMMUNITIES
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### Finances (000'S)

Revenue \$898

Expense \$(4,398)

Net \$(3,499)

### How

Plan for the current and future community of Wollongong Local Government Area taking into consideration environmental, economic, social and other external factors.

Review and prepare planning policies, strategic and urban design studies to inform land use planning for the city.

Prepare Local Environmental Plans and Development Control Plans, which enable the community's goals for liveability, sustainability and amenity.

Prepare and assess Planning Proposals which change how land can be used and developed.

Prepare Plans of Management for community and Crown lands.

Develop town and village plans to inform place-based updates to planning policy and initiate projects to improve the public domain.

Plan and manage the West Dapto Urban Release Area and carry out partnerships to facilitate the infrastructure and facilities required to support the growing community.

Promote and protect heritage through internal and external advice and coordination of the Heritage Assistance Fund.

Prepare and issue Planning Certificates and maintain data in the Land Information System to provide information for residents and investors.

Participate in regional planning and infrastructure forums.

Engage with the New South Wales State Government Planning Reforms to ensure the best outcomes for Wollongong.

Prepare and implement Development Contributions Plans and Planning Agreements.



## Land Use Planning

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Continue the review of West Dapto Land Release Area by developing a Local Infrastructure Plan	✓	✓	✓	✓	1.6	West Dapto Planning
Local Government Area Wide Retail Centres Study and South West Sydney Development Impacts Study	✓				1.5	Urban Renewal and Civic Improvement
In collaboration with key agencies, facilitate the West Dapto Review Committee to deliver the West Dapto Urban Release Area	✓	✓	✓	✓	1.6	West Dapto Planning
Review West Dapto recreation needs in line with the bi-annual review of the West Dapto Development Contribution Plan	✓	✓		✓	1.6	West Dapto Planning
Prepare a Local Government Area Industrial Lands Study	✓				1.5	Urban Renewal and Civic Improvement
Progress the City Centre Planning Strategy	✓	✓			2.8	Urban Renewal and Civic Improvement
Develop and install the Sandon Point Aboriginal Place Interpretive Strategy and Indigenous Art Project	✓	✓			4.3	Community Land Management Planning
Review the Local Strategic Planning Statement	✓				1.5	Local Environmental Planning
Finalise the development of the Housing Strategy and commence implementation on initial priorities	✓	✓			5.8	Local Environmental Planning

### Supporting Documents

West Dapto Vision  
 West Dapto Development Contributions Plan  
 Local Environmental Plan and Development Control Plan  
 Wollongong Local Strategic Planning Statement 2020  
 City Centre Urban Design Framework  
 Wollongong Heritage Strategy 2019-2022  
 Plans of Management  
 Climate Change Adaptation Plan 2022  
 Lake Illawarra Coastal Management Program 2020-2030

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## Goal 1 | We value and protect our environment

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# Natural Area Management

### Responsibility *Manager Open Space and Environmental Services*

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#### Why

The community want Council to preserve and improve the natural environment.

#### What

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.

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#### Delivery Stream

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

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#### 2032 Community Strategic Plan

We value and protect our environment

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$462

Expense \$(4,251)

Net \$(3,789)

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#### How

Manage Council's restoration works program.

Carry out riparian vegetation management at Lake Illawarra.

Respond to community complaints and issues regarding the condition of natural areas under Council control.

Carry out pest animal management programs.

Support for the Illawarra District Weeds Authority to fulfil and prioritise weed control obligations under the Biosecurity Act 2015.

Volunteer management and training through Council's Bushcare, Dunecare and Fiready programs.

Conduct community education events.

Asset protection zone management program and participation in the Illawarra Bushfire Management Committee Programs.

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## Natural Area Management

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Coordinate natural area restoration works at priority sites	✓		✓		✓		✓		1.1	Natural Area Management
Continue implementation of priority actions from the Dune Management Strategy	✓		✓						1.1	Natural Area Management
Implement annual bushfire hazard reduction works program for Asset Protection Zones on Council managed lands	✓		✓		✓		✓		1.1	Asset Protection Zone (Bushfire) Management

### Supporting Documents

Sustainable Wollongong 2030: A Climate Healthy City Strategy  
 Illawarra Bush Fire Risk Management Plan  
 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  
 Climate Change Adaptation Plan 2022  
 Illawarra Escarpment Strategy Management Plan  
 Stormwater Management Plans  
 Floodplain Risk Management Plans  
 Wollongong Dune Management Strategy  
 Beach and Foreshore Access Strategy 2019 - 2032  
 Lake Illawarra Coastal Management Program 2020-2030

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## Goal 1 | We value and protect our environment

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# Regulatory Compliance

### Responsibility *Manager Regulation and Enforcement*

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#### Why

Council is required to protect public amenity, public safety and meet statutory requirements relating to environmental protection, unauthorised development and animal control.

#### What

This service involves environment and development compliance, animal control and parking in accordance with statutory requirements and Council Policy.

Providing education programs and information to raise community awareness also forms part of this service.

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#### Delivery Stream

- Environmental Development, Compliance and Education
- Animal Control
- Parking Enforcement

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We value and protect our environment

We have a healthy community in a liveable city



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#### Finances (000'S)

Revenue \$3,974

Expense \$(5,939)

Net \$(1,965)

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#### How

Undertake Council's prescribed regulatory role in relation to unauthorised and non-compliant building and development, environmental protection, animal control, illegal dumping and parking.

Investigate and respond to customer requests relating to development and implement programs of inspection of buildings and construction sites with an emphasis on soil and water management and the protection of waterways.

Investigate and respond to customer requests relating to overgrown land, illegally dumped waste and abandoned motor vehicles.

Manage Council's responsibilities around Companion Animals including proactive patrols of public places, investigate and respond to customer requests, provide education to residents', update and maintain the Companion Animals Register.

Work collaboratively with other agencies, government departments and the community to make the city safer and more accessible.

Undertake regulatory inspections of swimming pool safety barriers.

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## Regulatory Compliance

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Maintain a proactive surveillance and inspection program of known dumping hot-spots and implement education and awareness raising programs aimed at reducing illegally dumped waste	✓	✓	✓	✓	1.4	Environment Development, Compliance and Education
Maintain a proactive compliance program for companion animals in public places	✓	✓	✓	✓	5.4	Animal Control
Develop and implement an education and awareness raising program regarding swimming pool barriers	✓	✓	✓	✓	5.2	Inspections, Education and Registration
Undertake targeted compliance of subdivision and residential building sites for sediment and erosion control, hours of operation, waste management and dust control	✓	✓			5.2	Environment Development, Compliance and Education

### Supporting Documents

Not applicable to this Service

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## Goal 1 | We value and protect our environment

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# Stormwater Services

### Responsibility *Manager Infrastructure Strategy and Planning*

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#### Why

To manage and effectively improve the cleanliness, health, biodiversity of land and water including creeks, lakes, waterways and oceans, and increase resilience to natural disasters and a changing climate to protect life, property and the environment.

#### What

This service strategically plans for a coordinated approach to floodplain risk management and stormwater management including protection of waterways, beaches, lakes, lagoons and creeks.

This service manages and maintains 835 kilometres of drainage and associated infrastructure assets across the city that aim to be safe, efficient, effective and sustainable.

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#### Delivery Stream

- Floodplain Management
- Stormwater Management

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We value and  
protect our  
environment



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#### Finances (000'S)

Revenue \$2,171

Expense \$(21,628)

Net \$(19,456)

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#### How

Develop and Implement floodplain risk management plans.

Implement coordinated approach to floodplain, stormwater quality and quantity management.

Develop and implement prioritised programs for flood and stormwater assets renewal, maintenance and upgrade; including pits and pipes, detention basins and water quality devices.

Implement flood and stormwater related actions of Council's strategic documents including floodplain management plans, coastal management programs, stormwater asset management plan and entrance management policies to support environmental, coastal, flood and stormwater management outcomes.

Provide flood information and flood related development controls to manage flood and stormwater risk related to developments.

Inspect stormwater infrastructure and undertake priority maintenance or upgrade works to maximise public safety.

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## Stormwater Services

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Develop and implement the Floodplain Risk Management Plans including Voluntary Purchase Scheme	✓	✓	✓	✓	1.3	Floodplain Management
Plan and deliver stormwater maintenance, renewal and upgrade works	✓	✓	✓	✓	1.3	Stormwater Management
Deliver rolling program of flood and stormwater infrastructure condition and safety inspections	✓	✓	✓	✓	1.3	Stormwater Management
Enhance the management of Council owned water and wastewater assets	✓	✓			5.2	Support Assets

### Supporting Documents

Stormwater Asset Management Plan  
 Flood Studies and Floodplain Risk Management Plans  
 Coastal Zone Management Plan  
 Lake Illawarra Coastal Management Program 2020-2030

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## Goal 1 | We value and protect our environment

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# Waste Management

### Responsibility *Manager Open Space and Environmental Services*

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#### Why

To work together to reduce waste going to landfill through prevention, education and the use of innovative practises and technologies.

#### What

Waste management includes the environmentally responsible, customer focused resource recovery, recycling and solid waste management. The service includes community education programs, waste collection and recycling, operation of the Wollongong Waste and Resource Recovery Park, public domain waste collection and facilities cleaning.

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#### Delivery Stream

- Public Litter Bin Collection
  - Wollongong Waste and Resource Recovery Park
  - Domestic Waste Collection Services
  - Cleaning of Public Toilets
- 

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

We value and protect our environment



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#### Finances (000'S)

Revenue \$47,368

Expense \$(44,821)

Net \$2,547

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#### How

Deliver high quality, value for money, customer focused municipal waste services to the Wollongong community in the form of waste facilities and collection services.

Domestic waste collection, recycling, on-call household clean-up and organics collection contracts.

Provide education activities for the community on Council's services and environmentally focused values.

Public bin and litter collection and cleaning of public toilet facilities.

Operation of Wollongong Waste and Resource Recovery Park at Kembla Grange.

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## Waste Management

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Deliver options for a Food Organics Garden Organics (FOGO) trial for multi-unit dwellings	✓				1.4	Wollongong Waste and Resource Recovery Park
Deliver a Food Organics Garden Organics (FOGO) program across the LGA	✓	✓	✓	✓	1.4	Wollongong Waste and Resource Recovery Park
Continue to educate the community on waste principles – avoid, reduce, reuse, recycle to increase waste diversion from household waste streams	✓	✓	✓	✓	1.4	Wollongong Waste and Resource Recovery Park/ Environmental Community Programs and Partnerships
Continue to develop and implement the landfill gas management system at Whytes Gully	✓	✓	✓	✓	1.4	Wollongong Waste and Resource Recovery Park
Implement a research and development program targeting waste diversion from landfill with the University of Wollongong	✓				1.3	Wollongong Waste and Resource Recovery Park
Continue to monitor environmentally sustainable actions for charitable waste	✓	✓	✓	✓	1.3	Wollongong Waste and Resource Recovery Park

### Supporting Documents

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

## Goal 1 | We value and protect our environment

### Measuring Success

#### Development Assessment

Measures	Target/Desired Trend
Outstanding development applications	
• DAs under 90 days	200
• DAs over 90 days	50
Average net determination days	50

#### Environmental Services

Measures	Target/Desired Trend
Number of participants in education programs	Increase
Tonnes of waste collected from clean up activities	Decrease
Net zero emissions from Council operations by 2030	Zero by 2030
Proportion of residents satisfied with environmental programs and education	Increase

#### Land Use Planning

Measure	Target/ Desired Trend
Proportion of residents satisfied with planning controls for development in your local area/town centre	Increase

#### Natural Area Management

Measures	Target/Desired Trend
Participation rate in environmental programs	At least 85,000 per annum
Number of volunteers who worked at Bushcare, Dunecare and Fireready sites	Increase
Ratio of trees planted versus trees removed	2:1
Proportion of residents satisfied with protection of our natural environment	At least 3.75 on a scale of 5.00



## Goal 1 | We value and protect our environment

### Measuring Success

#### Regulatory Compliance

Measures	Target/Desired Trend
Proportion of residents satisfied with: <ul style="list-style-type: none"><li>• companion animal compliance</li><li>• compliance and regulation of parking</li></ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00

#### Stormwater Services

Measure	Target/Desired Trend
Number of actions completed in floodplain risk management studies	Increase

#### Waste Management

Measures	Target/Desired Trend
Waste diverted from landfill (including recycling and organics)	Increase
Number of waste education workshops and events	Increase
Number of participants in waste education workshops and events	Increase
Waste removed from our creek and waterway SQIDs and trash racks	Decrease
Recycling contamination in public place bins	Decrease
Proportion of residents satisfied with: <ul style="list-style-type: none"><li>• Street cleaning</li><li>• Public bin collection</li><li>• Waste disposal depot facilities</li></ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00





Image: Full Set Festival, Globe Lane Wollongong



## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 2 | We have an innovative and sustainable economy

#### Objectives

**The region's industry base continues to diversify and local employment opportunities increase.**

**Wollongong is established as the regional capital of the Illawarra-Shoalhaven.**

**We are leaders in innovative and sustainable research and development of new industries.**

#### How will we get there?

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

2.2 Continue to diversify and grow Metro Wollongong economy as the Illawarra's regional capital and employment centre.

2.3 Increase and attract new business investment and enterprise to Wollongong while supporting and growing existing local businesses.

2.4 Encourage an innovative economy, which drives entrepreneurship and research capability in the Wollongong Local Government Area.

2.5 Work with partners to facilitate sustainable and green industries.

2.6 Support growth sectors to assist in the ongoing transition of Wollongong's economy.

2.7 Promote the Wollongong Local Government Area as an event, conference and visitor destination.

2.8 Continue to build Wollongong as a vibrant, modern city with revitalised city centre and an active evening economy.

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## Goal 2 | We have an innovative and sustainable economy

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### City Centre Management

#### Responsibility *Manager Community Cultural and Economic Development*

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##### Why

Wollongong Central Business District is the regional centre providing employment and amenity for our community. Our community want to see Wollongong City Centre as a vibrant, modern, revitalised city with an active evening economy.

##### What

From Wollongong Station to the foreshore, 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, events and activation opportunities and marketing.

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##### Delivery Stream

- City Centre and Crown Street Mall

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##### 2032 Community Strategic Plan

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##### United Nations Sustainable Development Goals

We have an innovative and sustainable economy



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##### Finances (000'S)

Revenue \$1,758

Expense \$(4,077)

Net \$(2,319)

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##### How

Manage the operations of the City Centre.

Deliver City Centre marketing, promotions and activation program.

Work with partners to improve the attractiveness of and increase visitation to the Wollongong City Centre.

City Centre Management including security, CCTV, graffiti removal, cleaning, waste, civil and grounds maintenance and Crown Street Mall access – including vehicle permits.

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## City Centre Management

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Deliver increased City Centre marketing and activation initiatives to support local and regional economic recovery in response to COVID-19	✓		✓		✓				2.2	City Centre & Crown Street Mall
Implement a range of pilot projects and activation initiatives across the City Centre precincts	✓		✓		✓		✓		2.8	City Centre & Crown Street Mall
Deliver an integrated marketing campaign that reflects the 'city experience'	✓		✓		✓		✓		2.8	City Centre & Crown Street Mall
Develop and implement City Centre Wayfinding	✓		✓						2.8	City Centre & Crown Street Mall

### Supporting Documents

A City for People - Public Spaces Public Life 2016-2019  
 Economic Development Strategy and Action Plan 2019-2029  
 Wollongong Community Safety Plan 2021-2025  
 Creative Wollongong Implementation Plan 2019-2024  
 Wollongong Local Environmental Plan (LEP) 2009  
 Wollongong Development Control Plans (DCP) 2009  
 Wollongong City Centre Access and Movement Strategy 2013-2033



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## Goal 2 | We have an innovative and sustainable economy

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# Economic Development

### Responsibility *General Manager*

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#### Why

To attract business, support educational and employment opportunities, retain young people, local talent and create employment pathways for the unemployed. We support growth sectors and seek opportunities to diversify and grow the Wollongong economy as the Illawarra's regional capital and employment centre.

#### What

This service promotes sustainable economic development across Wollongong Local Government Area through implementation of the Economic Development Strategy 2019-2029. The service contributes to a number of economic development programs and initiatives in partnership with business, government, the University of Wollongong and a range of business and industry stakeholders.

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#### Delivery Stream

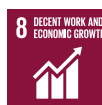
- Economic Development
  - Destination Wollongong
- 

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We have an innovative and sustainable economy



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#### Finances (000'S)

Revenue \$-

Expense \$(2,548)

Net \$(2,548)

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#### How

Implementation of the Economic Development Strategy 2019-2029 to attract future investment, business and jobs growth in key target growth sectors and existing industry in line with the 10,500 new net jobs target by 2029.

Ongoing delivery of the Invest Wollongong program in partnership with the NSW Government and University of Wollongong promoting Wollongong as a superior business location, particularly in a post COVID-19 pandemic environment, including opportunities to promote the Wollongong Central Business District as a legitimate alternate office market.

Facilitate a coordinated response to business and investment enquiries, including facilitating major projects.

Facilitate the engagement with the local small business community including opportunities to make it easier to do business, providing them with accessible information including business support programs and business opportunities.

Continue to monitor and advise Council on current economic trends, including opportunities and challenges facing the economy, particularly in the recovery post the COVID-19 pandemic.

Administer the Destination Wollongong 2021-2026 Funding Agreement.

Work with our existing industry groups, local Chambers of Commerce and networks to support the ongoing growth and development of our existing industries.

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## Economic Development

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Deliver the Economic Development Strategy 2019-2029	✓	✓	✓		2.1	Economic Development
In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program	✓	✓	✓	✓	2.4	Economic Development
Support the ongoing development of key target sectors	✓	✓	✓	✓	2.6	Economic Development
Work with other levels of government and the business community to respond to the post COVID-19 pandemic economic recovery	✓				2.3	Economic Development
Continue to support growth of our local small business sector	✓	✓	✓	✓	2.1	Economic Development
Seek funding for key iconic tourism infrastructure	✓	✓	✓	✓	6.2	Infrastructure Strategic Planning
Deliver against the five pillars of the Destination Wollongong Funding Agreement 2021-2026 including: Marketing, Major Events, Business Visitor Economy, Tourism Infrastructure and Product Development and Cycling.	✓	✓	✓	✓	2.4	Economic Development

### Supporting Documents

Economic Development Strategy 2019-2029  
Destination Wollongong 2021-2025 Funding Agreement  
Destination Wollongong Major Events Strategy 2021-2026

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## Goal 2 | We have an innovative and sustainable economy

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### Tourist Parks

#### Responsibility *Manager Property and Recreation*

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##### Why

To promote the Wollongong Local Government Area as an event, conference and visitor destination.

##### What

Wollongong City Tourist Parks provide beachside accommodation for visitors to the Wollongong Local Government Area. Our 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 they remain commercially viable and provide an acceptable return to Council.

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##### Delivery Stream

- Tourist Parks

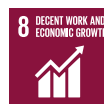
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##### 2032 Community Strategic Plan

We have an innovative and sustainable economy

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##### United Nations Sustainable Development Goals



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##### Finances (000'S)

Revenue \$7,952

Expense \$(6,565)

Net \$1,387

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##### How

Provide holiday accommodation for tourists in the Wollongong Local Government Area through the provision of accommodation such as cabins, powered sites, unpowered sites and annual sites.

Operate an efficient, well managed business providing a return to Council.

Contribute to the promotion of tourism in Wollongong Local Government Area through the provision of industry leading facilities.

Implementation of Masterplans to maximise utilisation.

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## Tourist Parks

Actions	Operational Plan		Operational Plan		Operational Plan		Operational Plan		CSP Ref:	Delivery Stream
	2022	2023	2023	2024	2024	2025	2025	2026		
Contribute to the promotion of tourism in the Wollongong Local Government Area through the management of Council's three tourist parks at Bulli, Corrimal and Windang	✓		✓		✓		✓		2.7	Tourist Parks

### Supporting Documents

Places for People: Wollongong Social Infrastructure Planning Framework 2018  
Wollongong City Tourist Parks Marketing Strategy 2021-2024  
Coastal Zone Management Plan 2017

## Goal 2 | We have an innovative and sustainable economy

### Measuring Success

#### City Centre Management

Measure	Target/Desired Trend
Number of people movements within Crown Street Mall	500,000 per quarter

#### Economic Development

Measure	Target/Desired Trend
Business enquiries facilitated	Increase

#### Tourist Parks

Measures	Target/ Desired Trend
Tourist park occupancy rate:	
• cabins	Greater than 60%
• powered site	Greater than 50%





*Image: Bulli Beach Tourist Park*





Image: Corrimal Library, Customer Service

## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 3 | Wollongong is a creative, vibrant city

#### Objectives

**Creative, cultural industries are fostered and thriving.**

**Community have access to the arts, and participation in events and festivals is increased.**

**Strong diverse local cultures are supported.**

#### How will we get there?

3.1 Using community art and cultural development practices, our places and spaces reflect the creativity, history and identity of our people.

3.2 We encourage innovation and creativity.

3.3 Museums and galleries are promoted as part of the cultural landscape.

3.4 We work in partnership to reduce inequity and build on opportunities to strengthen vulnerable communities.

3.5 Provide communities with access to quality local spaces and places to meet, share and celebrate.

3.6 Enable signature events and festivals where communities and visitors can gather and celebrate.

---

## Goal 3 | Wollongong is a creative, vibrant city

---

# Cultural Services

### Responsibility *Manager Community, Cultural and Economic Development*

---

#### Why

Our community want to support and advocate for creative practitioners in Wollongong. They want access to a variety of high quality public places and opportunities for learning and cultural activities.

#### What

This service delivers 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 creative industries sector, development of artists and performers funding opportunities.

#### Delivery Stream

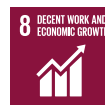
- Cultural Development
- Public Art
- Wollongong Art Gallery
- Illawarra Performing Arts Centre (IPAC)
- Wollongong Town Hall

---

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

Wollongong  
is a creative,  
vibrant city



---

#### Finances (000'S)

Revenue \$134

Expense \$(7,594)

Net \$(7,460)

---

#### How

Develop, advocate and support creative industries in the Wollongong Local Government Area.

Promote cultural assets, museums and heritage.

Manage cultural programs including exhibitions, education projects, forums and networks to engage artists and performers and the community and deliver other cultural development activities.

Manage the Cultural Grants Program to provide opportunities to support local creative practitioners.

Deliver an 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.

Manage the Service Agreement with IPAC to deliver a performance program, venue for hire and community events in the Wollongong Town Hall and IPAC.

Deliver the annual Public Art program and projects from the Public Art Strategy.

Manage and implement the Lower Town Hall Artist Studios.

Develop and support community cultural event programs.

---



## Cultural Services

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Develop a new Cultural Plan 2025-2030			✓	✓	3.1	Cultural Development
Deliver key strategies from Creative Wollongong Implementation Plan 2019-2024	✓	✓			3.2	Cultural Development
Deliver annual community cultural development festival	✓	✓	✓	✓	3.1	Cultural Development
Facilitate the Lower Town Hall as a creative space	✓	✓	✓	✓	3.3	Cultural Development
Implement priorities from Framing our Future: Wollongong Art Gallery Strategic Plan 2020-2025	✓	✓	✓		3.3	Wollongong Art Gallery

### Supporting Documents

Creative Wollongong Implementation Plan 2019-2024  
 Disability Inclusion Action Plan 2020-2025  
 Economic Development Strategy 2019-2029  
 Framing Our Future: Wollongong Art Gallery Strategic Plan 2020-2025

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## Goal 3 | Wollongong is a creative, vibrant city

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# Engagement, Communications & Events

## Responsibility *Manager Community, Cultural and Economic Development*

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### Why

Our community want to have access to information and opportunities to inform decision making. They wish to participate in civic events and have the opportunity to attend events and festivals where communities and visitors can gather together and celebrate.

### What

The service is responsible for internal and external communications including media, community engagement, delivery of major 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, digital content, print and signage needs for the organisation.

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### Delivery Stream

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

### 2032 Community Strategic Plan

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

### United Nations Sustainable Development Goals



### Finances (000'S)

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Revenue \$146

Expense \$(4,560)

Net \$(4,415)

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### How

Promote and grow use of online engagement tools to connect and gather feedback from the community.

Implementation of Community Engagement Policy and Framework and targeted engagement plans.

Develop and deliver a more integrated approach to marketing.

Support the workforce in producing Plain English and Accessible English communications.

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 including New Year's Eve and Australia Day and Civic Receptions.

Support local, major and international events within the region to benefit the community and showcase the Wollongong Local Government Area (LGA).

Coordinate the Community Grants and Financial Assistance Policy.

Contribute to The Salvation Army, Southern Stars and Wollongong Eisteddfod.

Provide an Events Concierge Service to event holders looking to deliver major events across the LGA.

Coordinate information and communication updates to the community.

Deliver Council's annual community events program

Provide transparent, timely, effective media and communications and promote Council's services and activities to our community.

---

## Engagement, Communications & Events

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Deliver a diverse range of community engagement opportunities to receive feedback and guide Council's services	✓	✓	✓	✓	4.1	Community Engagement
Engage with the local community regarding the Draft Illawarra Escarpment Mountain Bike Strategy	✓	✓			4.1	Community Engagement
Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events	✓	✓	✓	✓	3.6	Events Coordination
In conjunction with the Local Organising Committee, prepare for and support the delivery of the 2022 UCI Road World Championships – September 2022	✓				2.7	Events Coordination
Develop and deliver an organisational marketing framework and Council-wide marketing and branding strategic objectives.	✓				4.1	Communications
Deliver civic activities which recognise and celebrate the city's people	✓	✓	✓	✓	3.6	Corporate Relations

### Supporting Documents

Destination Wollongong Major Events Strategy 2021-2026  
 Community Engagement Policy and Framework  
 Creative Wollongong Implementation Plan 2019-2024  
 Economic Development Strategy 2019-2029  
 Disability Inclusion Action plan 2020-2025



## Goal 3 | Wollongong is a creative, vibrant city

### Measuring Success

#### Cultural Services

Measures	Target/Desired Trend
Number of Wollongong Art Gallery partnership projects engaging with First Nations and CALD communities	2 per annum
Provision of subsidised artist studio space: <ul style="list-style-type: none"><li>• Number of opportunities accessed</li></ul>	6 per annum
Proportion of residents using: <ul style="list-style-type: none"><li>• Wollongong Art Gallery</li><li>• Illawarra Performing Arts Centre and Town Hall</li></ul>	Increase Increase
Proportion of residents satisfied with: <ul style="list-style-type: none"><li>• Wollongong Art Gallery</li><li>• Illawarra Performing Arts Centre and Town Hall</li></ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00

#### Engagement, Communications & Events

Measures	Target/Desired Trend
Followers, reach and engagement across Council's social media channels	Increase
Proportion of residents satisfied with effectiveness in informing the community about its services, facilities and overall achievements	Increase
Participation rate in Council community engagement activities	Increase





Image: Full Set Festival, Globe Lane Wollongong





*Image: King George V Oval, Port Kembla*



## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 4 | We are a connected and engaged community

#### Objectives

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

**There is greater awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.**

**Our council is accountable, financially sustainable and has the trust of the community.**

#### How will we get there?

4.1 Provide our community with equitable access to information and opportunities to inform decision-making.

4.2 Improve digital access and participation across all communities

4.3 Partner with First Nations People and Culturally and Linguistically Diverse communities on programs and projects.

4.4 Build awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.

4.5 Our community strives for social harmony and values and respects differences.

4.6 Support and strengthen the local community services sector.

4.7 Demonstrate responsible decision-making based on our values, collaboration, and transparent and accountable leadership.

4.8 Council's resources are managed effectively to ensure long term financial sustainability.

4.9 Excellent customer service is core business.

4.10 Wollongong's role as a Learning City is supported by lifelong learning initiatives.

4.11 Quality services, libraries and facilities are available to communities to access and gather.

4.12 Technology is used to enhance urban planning and service provision for our community.

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## Goal 4 | We are a connected and engaged community

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# Aged and Disability Services

### Responsibility *Manager Library and Community Services*

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#### Why

Our community want us to work in partnership with other organisations to strengthen our vulnerable communities, to provide support, programs and transport options for older people, people with disability and their carers.

#### What

Council works in partnership with government, community and business organisations to provide services for older people, people with disability 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 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, group and individual support programs, which enhance the quality of life of older people living in our community.

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#### Delivery Stream

- Community Transport
- Social Support Programs

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#### 2032 Community Strategic Plan

We have  
affordable  
and accessible  
transport

Wollongong  
is a creative,  
vibrant city

---

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$3,193

Expense \$(3,375)

Net \$(182)

---

#### How

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 older people, and their carers.

---

## Aged and Disability Services

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Deliver Community Transport Services across the Wollongong and Shellharbour Local Government Areas to connect older people to social and recreational activities	✓								6.8	Community Transport
Promote access to community transport services to meet the needs of eligible consumers	✓								6.8	Community Transport
Continue to investigate options for alternative service delivery models for Community Transport, in response to Commonwealth and NSW Government policy	✓		✓						6.8	Community Transport
Support the delivery of programs providing social connection for frail aged people and their carers	✓		✓						3.5	Social Support Programs

### Supporting Documents

Disability Inclusion Action Plan 2020-2025



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## Goal 4 | We are a connected and engaged community

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# Community Programs

### Responsibility *Manager Community, Cultural and Economic Development*

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#### Why

Our community have told us they want a safe community that values and respects differences and works in partnership to build and strengthen vulnerable communities. Our community want to build awareness and understanding of local Aboriginal and Torres Strait Islander culture, heritage and histories. Local groups and communities are supported by programs, events and festivals to celebrate cultural traditions and contemporary practices.

#### What

Community programs deliver support to people living in Wollongong Local Government Area. These services deliver community programs, building community capacity and wellbeing related to target groups and communities. Language Services (Interpreter service and Language Aides), volunteer services, placemaking, community safety and social planning.

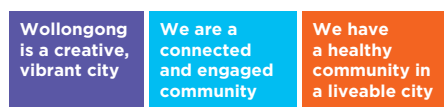
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#### Delivery Stream

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

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#### 2032 Community Strategic Plan



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#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$292

Expense \$(2,260)

Net \$(1,968)

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#### How

Plan and deliver community development and placemaking initiatives related to relevant target groups and communities.

Involve children in Council's planning and decision-making processes.

Deliver 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.

Deliver projects and activities which aim to reduce crime and increase the perception of safety in the community (Graffiti removal).

In partnership with local Aboriginal organisations deliver community development activities to foster reconciliation, social inclusion and celebrate the contribution of Aboriginal people to the city.

Provide internal advice on access, planning and community safety.

Resource and support organisations within the sector to deliver high quality services to the community.

---

## Community Programs

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Deliver a range of community development activities and programs that focus on diversity, access, inclusion, and capacity building	✓	✓	✓	✓	4.5	Community Development
Deliver the Reconciliation Action Plan 2021-2023	✓	✓			4.4	Community Development
Deliver the Community Safety Action Plan 2021 2025	✓	✓	✓		5.11	Community Safety and Graffiti Prevention
Deliver the Disability Inclusion Action Plan 2020 2025	✓	✓	✓	✓	4.5	Community Development
Initiate opportunities and projects to support the community specifically in response to COVID-19 pandemic	✓				3.5	Community Development
Implement the Child Safe Implementation Plan	✓	✓	✓	✓	4.10	Community Development
Continue to review and adapt the Volunteering Illawarra program in line with changes to funding contracts and the volunteering sector	✓	✓	✓	✓	3.4	Volunteering Illawarra
Provide support and participate in the Illawarra Domestic and Family Violence Trauma Recovery Centre Consultative Working Group	✓	✓	✓	✓	4.6	Community Development
Deliver the Council Resolution for Affordable Housing (targeting of commonwealth funding)	✓	✓	✓	✓	5.8	Community Development

## Community Programs

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Explore opportunities to work in partnership with other relevant agencies that provide services for the homeless	✓	✓	✓	✓	5.9	Community Development
Advocate for accessible and appropriate medical services are available to the community	✓	✓	✓	✓	5.1	Corporate Strategy

### Supporting Documents

Community Safety Action Plan 2021-2025  
 Disability Inclusion Action Plan 2020-2025  
 Reconciliation Action Plan 2021-2023  
 Child Safe Implementation Plan





Image: Accessible access at Thirroul shared pathway



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## Goal 4 | We are a connected and engaged community

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# Corporate Strategy

### Responsibility *Chief Financial Officer*

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#### Why

To work with Council to prepare long term strategies and plans to achieve the communities vision as outlined in the Community Strategic Plan.

#### What

This service facilitates the development of the ten year Community Strategic Plan and Council's four year Delivery Program and Operational Plan.

Corporate Strategy monitors and reports on progress to our community, coordinates research and performance measurement and carries out strategic and business improvement projects.

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#### Delivery Stream

- Organisational Planning
  - Business Improvement
- 

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We are a  
connected  
and engaged  
community



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#### Finances (000'S)

Revenue \$-

Expense \$(1,406)

Net \$(1,406)

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#### How

Coordinate Council's Integrated Planning and Reporting including the development of the Community Strategic Plan, Delivery Program and Operational Plan.

Prepare reports to the community on progress toward Council's Community Strategic Plan and Delivery Program.

Coordinate organisational research to support decision making and service delivery to the community.

Coordinate an organisational approach to developing Supporting Documents (strategies and plans) that are integrated into the Delivery Program process.

Provide strategic analysis and project management support as required.

Coordinate and report on Council's key performance measures.

Undertake the Wollongong Community Survey and Wollongong Wellbeing Survey.

Coordinate major corporate projects.

---

## Corporate Strategy

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Develop a Service Review methodology	✓				4.8	Business Improvement
Undertake service reviews		✓	✓	✓	4.8	Business Improvement
Coordinate the preparation and review of Council's Operational Plan	✓	✓	✓	✓	4.1	Corporate Planning
Facilitate the review of the Community Strategic Plan and Council's Delivery Program.			✓		4.1	Corporate Planning

### Supporting Documents

Our Wollongong Our Future 2032 Community Strategic Plan  
 Our Resourcing Strategy 2032  
 Delivery Program 2022-2026



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## Goal 4 | We are a connected and engaged community

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# Integrated Customer Service

### Responsibility *Manager Governance and Customer Service*

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#### Why

Excellent customer service is core business from development enquiries to feedback on projects or interactions. Council will provide our community with equitable access to information and opportunities to inform decision making.

#### What

Provision of a professional and efficient customer service experiences with Council through a variety of methods.

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#### Delivery Stream

- Customer Service Delivery

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We are a  
connected  
and engaged  
community



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#### Finances (000'S)

Revenue \$8

Expense \$(2,967)

Net \$(2,960)

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#### How

Initial contact management for face to face, online and telephone enquiries.

Provision of information and logging of more complicated enquiries to be appropriately addressed in a timely manner.

Respond and resolve customer complaints in a timely manner.

Development and support of customer service request system.

Development and support of Council's Knowledge Base.

---

## Integrated Customer Service

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Review and enhance Council's digital customer service and engagement channels with a focus on inclusion and participation	✓	✓	✓	✓	4.2	Customer Service Delivery
Identify and implement customer service improvement opportunities	✓	✓	✓	✓	4.9	Customer Service Delivery
Upgrade Customer Contact Centre System	✓	✓			4.1	Customer Service Delivery

### Supporting Documents

Not applicable to this Service

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## Goal 4 | We are a connected and engaged community

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# Libraries

### Responsibility *Manager Library and Community Services*

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#### Why

Quality services, libraries and facilities are available to communities to access and gather information.

#### What

Wollongong City Libraries delivers information, learning outcomes and access to resources for residents and visitors to the Wollongong Local Government Area. The service is delivered from seven libraries and ten street libraries, across the city, and through the Home Library Service, and a range of online services.

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#### Delivery Stream

- Library Services

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#### 2032 Community Strategic Plan



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#### United Nations Sustainable Development Goals



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#### Finances (000'S)

---

Revenue \$722

Expense \$(11,963)

Net \$(11,241)

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#### How

Library services to meet the information, recreation, literacy and participation needs of the community by offering accessible print, movies, music and games, and a range of downloadable media services.

Develop and deliver diverse Local Studies Library projects contributing to the preservation and continued relevance of local history and community stories.

Deliver programs, events and activities building community connections, engagement and inclusion.

Provide safe and welcoming spaces for people to meet, connect, study and participate in community life.

Deliver Home Library services to people unable to access their local libraries.

Deliver programs and activities to facilitate learning by community members: Storytime, Born to Read; History Week workshops; Book Clubs, Author talks, craft groups, and a makerspace.

Foster the development of Wollongong as a United Nations Educational, Scientific and Cultural Organization Learning City.

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## Libraries

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Deliver learning programs for employment, digital inclusion, innovation and creativity from 'The Lab' digital learning space	✓	✓	✓	✓	4.11	Library Services
Implement the Wollongong Learning City Project based on the United Nations Educational, Scientific and Cultural Organization framework and principles	✓	✓	✓		4.10	Library Services
Deliver customer-driven, evolving library collections	✓	✓	✓	✓	4.11	Library Services
Investigate opportunities to enhance Library opening hours	✓		✓		4.11	Library Services
Deliver the annual Comic Gong Festival	✓	✓	✓	✓	3.5	Library Services
Deliver library programs that recognise and reflect the cultural diversity of our community	✓	✓	✓	✓	4.5	Library Services
Deliver tailored library programs to facilitate access and participation of people with disability	✓	✓	✓	✓	4.11	Library Services
Review and deliver the Wollongong City Libraries Marketing Strategy	✓			✓	4.11	Library Services

## Libraries

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Investigate and deploy enhancements to library multimedia, and digital services, and technology	✓		✓		✓		✓		4.11	Library Services
Collect, analyse and review customer feedback to continually improve the Wollongong City Library customer experience	✓		✓		✓		✓		4.11	Library Services

### Supporting Documents

Wollongong City Libraries Strategy: 2017-2022

Wollongong City Libraries Collection Development Plan



Image: Kids enjoying reading at Corrimal Library



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## Goal 4 | We are a connected and engaged community

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# Property Services

### Responsibility *Manager Property and Recreation*

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#### Why

Council's property portfolio, including Crown Lands, is well managed and supports the delivery of services and business

#### What

This service manages over 450 leases and licenses on behalf of Council and includes the 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. Leases and licenses also ensure the effective management and coordination of community and business use of Council's public spaces, buildings and facilities.

#### Delivery Stream

- Leasing and Licenses
- Property Sales and Development

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#### 2032 Community Strategic Plan

We are a  
connected  
and engaged  
community

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$6,095

Expense \$(4,922)

Net \$1,174

#### How

Manage Council's commercial property portfolio including purchases, sales 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.

Identify property-based investment opportunities.

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## Property Services

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Review, update and deliver the Property Strategy	✓	✓			4.8	Property Sales and Development
Finalise Land Title requirements for the transfer of private land occupied by Russell Vale Golf Course	✓	✓	✓	✓	4.8	Property Sales and Development
Continue to undertake Council's surplus land review	✓	✓	✓	✓	4.8	Property Sales and Development

### Supporting Documents

Plans of Management  
 Places for People: Wollongong Social Infrastructure Planning Framework 2018 – 2028  
 Property Strategy  
 Commercial Property Strategy  
 Inner City Parking Strategy 2010-2026  
 Climate Change Adaptation Plan 2020-2022  
 Coastal Zone Management Plan 2017

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## Goal 4 | We are a connected and engaged community

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### Youth Services

#### Responsibility *Manager Community, Cultural and Economic Development*

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##### Why

Our community values and respects young people and provides opportunities for learning, support, social connections, and community engagement.

##### What

Youth Services provides a program of recreation, cultural and education activities to meet the needs of young people aged 12 - 24 at Wollongong Youth Centre and across the Wollongong Local Government Area.

These programs build social connections and inclusion, community engagement, information and referrals.

Council funds the Neighbourhood Youth Work Program (NYWP) in three areas (Port Kembla, Berkeley and Dapto and surrounds) to support the needs of young people in the community.

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##### Delivery Stream

- Neighbourhood Youth Work Program
  - Wollongong Youth Services
- 

##### 2032 Community Strategic Plan

##### United Nations Sustainable Development Goals



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##### Finances (000'S)

Revenue \$40

Expense \$(1,360)

Net \$(1,320)

---

##### How

Provide information and referrals for target groups

Involve young people in Council planning and decision-making processes

Advocate for the needs of young people and showcase the positive contribution they make to our community

Coordinate, monitor and evaluate the Neighbourhood Youth Work Program

Provide sector support including coordination of the Wollongong Youth Network

Manage the operation of Wollongong Youth Centre

---



## Youth Services

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Provide opportunities for young people to develop skills, experience and exposure in creative industries	✓	✓	✓	✓	5.4	Wollongong Youth Services
Deliver a range of youth development opportunities with a focus on engagement, inclusion, skill development, sector development and support.	✓	✓	✓	✓	4.5	Wollongong Youth Services

### Supporting Documents

Not applicable to this Service

## Goal 4 | We are a connected and engaged community

### Measuring Success

#### Aged and Disability Services

Measures	Target/Desired Trend
Number of people over 65 using community transport	Increase
Number of hours of social support provided to people aged over 65	Maintain
Proportion of residents satisfied with: <ul style="list-style-type: none"> <li>• Services for older people</li> <li>• Services for people with disability</li> </ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00

#### Community Programs

Measures	Target/Desired Trend
Proportion of residents satisfied with: <ul style="list-style-type: none"> <li>• Children's services</li> <li>• Inclusive services</li> <li>• Graffiti prevention and removal</li> </ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00

#### Integrated Customer Service

Measures	Target/Desired Trend
Telephone calls answered within 30 seconds	80%
Percent of customer requests responded to within 10 days	90%
Proportion of residents satisfied with customer service centre	At least 3.75 on a scale of 5.00

#### Libraries

Measures	Target/Desired Trend
Usage of library services: <ul style="list-style-type: none"> <li>• visitation</li> <li>• membership</li> <li>• loans - physical and digital</li> </ul>	Increase Increase Increase
Participation in library learning programs: <ul style="list-style-type: none"> <li>• number of programs</li> <li>• number of program participants</li> </ul>	Increase Increase
Proportion of residents satisfied with: <ul style="list-style-type: none"> <li>• libraries</li> <li>• library services</li> </ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00

## Goal 4 | We are a connected and engaged community

### Measuring Success

#### Property Services

Measure	Target/Desired Trend
Occupancy rate of commercial buildings	95%

#### Youth Services

Measure	Target/Desired Trend
Participation in programs and activities delivered to young people	At least 24,000 per annum





Image: King George V Oval playground, Port Kembla



## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 5 | We have a healthy community in a liveable city

#### Objectives

**There is an increase in the physical and mental health and wellbeing of our community.**

**Our community participation in recreation and lifestyle activities increases.**

**Residents have improved access to a range of affordable housing options.**

**Suburbs and places are liveable and safe.**

#### How will we get there?

5.1 Accessible and appropriate medical services are available to the community.

5.2 Urban areas are created and maintained to provide a healthy and safe living environment for our community.

5.3 Work towards enabling all people in our community to have access to safe, nutritious, affordable and sustainably produced food.

5.4 Provide a variety of quality and accessible public places and

opportunities for sport, play, leisure, recreation, learning and cultural activities in the community.

5.5 Provide safe, well-maintained and accessible beaches and aquatic recreation facilities.

5.6 Healthy, active ageing programs are provided and promoted in partnership with government agencies and community organisations.

5.7 Provide an appropriate range of active and passive open spaces and facilities to cater for traditional and emerging recreational pursuits.

5.8 Housing choice in the Wollongong Local Government Area is improved, considering population growth, community needs and affordability.

5.9 Integrated services are provided to residents in need of urgent shelter.

5.10 Partnerships continue to strengthen and achieve a safe, accessible and resilient community.

5.11 Local crime continues to be prevented and levels of crime reduced.

5.12 Plan and deliver an accessible, safe, clean and inviting public domain.

## Goal 5 | We have a healthy community in a liveable city

### Aquatic Services

#### Responsibility *Manager Property and Recreation*

##### Why

Our community wants a variety of quality, safe, well maintained and accessible beaches and aquatic recreation facilities.

##### What

Wollongong City Council operates 17 patrolled beaches, two heated swimming pools at Dapto and Corrimal, six free public swimming pools located at Helensburgh, Thirroul, Western Suburbs (Unanderra), Continental Baths Wollongong, Port Kembla and Berkeley. We have nine ocean rock pools situated at Coalcliff, Wombarra, Coledale, Austinmer, Bulli, Woonona, Bellambi, Towradgi and Wollongong Gentleman's pool. Aquatic Services also provides ocean and pool lifeguard services and surf education programs.

##### Delivery Stream

- Community Pools
- Commercial Heated Pools
- Lifeguard Services
- Ocean Rock Pools

##### 2032 Community Strategic Plan

We have  
a healthy  
community in  
a liveable city

We are a  
connected  
and engaged  
community

##### United Nations Sustainable Development Goals



##### Finances (000'S)

Revenue \$1,379

Expense \$(15,753)

Net \$(14,374)

##### How

Provide affordable and equitable access to beach and pool recreational services for the Wollongong community.

Operational management at Council's 17 patrolled beaches throughout the Wollongong Local Government Area.

We work with volunteers and contractors to provide services including surf lifesaving, surfing tuition, swim training, and learn to swim programs.

Monitor and implement appropriate responses to ensure improved mobility, surveillance, surf education and emergency response.

Monitor and respond to the demands on our foreshore areas, including lifeguarding services, garbage, littering and waste collection.

Operate and maintain two heated swimming pools at Dapto and Corrimal and six free public swimming pools located at Helensburgh, Thirroul, Western Suburbs (Unanderra), Continental Baths (Wollongong), Port Kembla and Berkeley.

Maintain nine ocean rock pools situated at Coalcliff, Wombarra, Coledale, Austinmer, Bulli, Woonona, Bellambi, Towradgi and Wollongong Gentleman's pool.

Deliver Water Safety Education Programs to schools, TAFE and University of Wollongong students and coordinate a range of education programs to enhance safe community access to beaches.

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.

Maintain key statistics on beach usage, incidents and preventative actions based on year-on-year comparisons and manage service levels accordingly.

Implement a program to maintain and enhance pool amenities, consistent with good design principles.



## Aquatic Services

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Progress concept plans, investigations, and detailed designs for a Community Recreation & Aquatic Centre at Cleveland to service the Southern Suburbs	✓		✓		✓		✓		5.4	Leisure Centres
Implement funded actions from The Future of Our Pools Strategy 2014-2024	✓		✓		✓				5.5	Community Pools
Implement funded actions from the Beach and Foreshore Access Strategy 2019-2032	✓		✓		✓		✓		5.5	Lifeguard Services
Plan, design and complete the renewal of the downstairs Lifesaving building of North Wollongong Surf Life Saving Club	✓								5.4	Lifeguard Services
Design and construct a boat storage shed for North Wollongong Surf Life Saving Club	✓								5.12	Lifeguard Services
Explore and deploy Smart Technology options to better obtain and utilise attendance and event data to inform Lifeguard services provision	✓		✓		✓		✓		4.12	Lifeguard Services / Information Management and Technology
Plan, design and undertake renewal works at Council's Community, Commercial Pools and Ocean Rock Pools in accordance with the Infrastructure Delivery Program	✓		✓		✓		✓		5.7	Community Pools / Ocean Rock Pools
Design and implement the North Wollongong Beach Seawall Renewal	✓		✓						5.4	Infrastructure Strategic Planning

### Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework 2018 - 2028  
 Asset Management Plans  
 The Future of Our Pools Strategy 2014 - 2024  
 Beach and Foreshore Access Strategy 2018 - 2028  
 Climate Change Adaptation Plan 2020-2022  
 Coastal Zone Management Program 2017

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## Goal 5 | We have a healthy community in a liveable city

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# Botanic Garden and Annexes

### Responsibility *Manager Open Space and Environmental Services*

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#### Why

Our community want to see a variety of quality and accessible public places for sport, play, leisure, recreation, learning and cultural activities in the community.

#### What

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 Gleniffer Brae grounds and the three natural area annexes of Mt Keira, Puckey's Estate and Korrungulla Wetland. Environmental education programs and interpretation are conducted at the Discovery Centre.

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#### Delivery Stream

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

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

We have  
a healthy  
community in  
a liveable city

We value and  
protect our  
environment



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#### Finances (000'S)

Revenue \$294

Expense \$(3,971)

Net \$(3,677)

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#### How

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.

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## Botanic Garden and Annexes

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Implement actions arising from the Mt Keira Summit Park Plan of Management	✓	✓	✓	✓	5.12	Botanic Garden and Annexes
Enhance Botanic Garden visitor experience with programs, interpretation, education and events	✓	✓	✓	✓	5.4	Botanic Garden and Annexes
Finalise the review of the Botanic Garden Plan of Management and Masterplan	✓				5.4	Botanic Garden and Annexes
Implement priority actions from the Botanic Garden Masterplan	✓	✓	✓	✓	5.4	Botanic Garden and Annexes
Deliver priority actions from the Urban Greening Strategy Implementation Plan 2017 2021	✓				1.1	Nursery
Facilitate future uses of Gleniffer Brae	✓	✓	✓	✓	5.4	Gleniffer Brae

### Supporting Documents

Botanic Garden Plan of Management  
 Wollongong Local Environmental Plan 2009  
 Illawarra Biodiversity Strategy  
 Mt Keira Summit Park Plan of Management  
 Sustainable Wollongong 2030: A Climate Healthy City Strategy  
 Urban Greening Strategy 2017-2037



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## Goal 5 | We have a healthy community in a liveable city

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# Community Facilities

### Responsibility *Manager Library and Community Services*

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#### Why

Our community want to have a variety of safe, accessible and quality community facilities to meet, share and celebrate.

#### What

This service manages and operates 56 Council-owned community facilities across the Wollongong Local Government Area. This includes Neighbourhood Centres, Senior Citizens Centres, Childcare Centres, Libraries, Community Centres and Community Halls. The service provides accessible community spaces to 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 service includes long-term social infrastructure planning and managing a range of functions associated with the maintenance, design, replacement or refurbishment of new and existing community facilities.

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#### Delivery Stream

- Community Facilities

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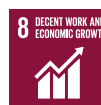
#### 2032 Community Strategic Plan

We have  
a healthy  
community in  
a liveable city

We are a  
connected  
and engaged  
community

Wollongong  
is a creative,  
vibrant city

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$1,101

Expense \$(6,268)

Net \$(5,168)

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#### How

Provision of quality, accessible and affordable community facilities and day to day management of Council run facilities.

Social infrastructure planning and design to inform decision-making and long-term strategies for existing and future community facilities.

Manage Licence Agreements, licensee relationships and the sustainability of licensing arrangements

Support community groups and community members who access Council's community facilities to learn, create, celebrate and connect.

Provide affordable, accessible venues for small, start-up enterprises to deliver services, recreational activities and programs.

Provide support for not-for-profit groups via provision of affordable access to community assets.

Maintain, improve and reinvest in community facilities to better meet the needs of community groups, including compliance and improved sustainability.

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## Community Facilities

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Develop and deploy 'Places for People' Forward Directions Plan 2022-2036 (Implementation Plan)	✓	✓	✓	✓	5.12	Community Facilities
Plan for a new Community Centre and Library at Warrawong to serve Wollongong's southern suburbs	✓	✓	✓	✓	4.11	Community Facilities
Plan for a new Community Centre and Library to meet the needs of the community in Helensburgh and surrounding suburbs	✓	✓	✓	✓	4.11	Community Facilities
Complete Social Infrastructure Feasibility Studies at Bong Bong Road, Yallah/Marshall Mount and Figtree	✓	✓	✓	✓	5.2	Community Facilities
Progress planning and construction of Wongawilli Hall extension and refurbishment	✓	✓	✓	✓	5.4	Community Facilities
Complete Community Needs Analysis for City Centre Social Infrastructure	✓	✓			5.4	Community Facilities
Complete Community Needs Analysis for social, cultural and recreational infrastructure for emerging West Dapto communities	✓				5.2	Land Use Planning

### Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework: 2018-2028  
 Asset Management Plans  
 Wollongong City Libraries Strategy 2017-2022  
 Ageing Plan 2018-2022  
 Coastal Zone Management Plan 2017  
 Climate Change Adaptation Plan 2020-2022

# Goal 5 | We have a healthy community in a liveable city

## Leisure Centres

### Responsibility *Manager Property and Recreation*

#### Why

Provide quality and accessible leisure facilities for sport, play, leisure and recreation that contributes to the health and wellbeing of our community.

#### What

This service involves the provision of commercially operated recreation centres at Beaton Park Wollongong and Lakeside Leisure Kanahooka.

#### Delivery Stream

- Leisure Centres

#### 2032 Community Strategic Plan

We have  
a healthy  
community in  
a liveable city

#### United Nations Sustainable Development Goals



#### Finances (000'S)

Revenue \$3,104

Expense \$(4,259)

Net \$(1,155)

#### How

Provide affordable and equitable access to health and leisure facilities and public access to community recreational pursuits.

Provision of Learn to Swim Programs.

Operate efficient, well managed businesses providing a return to Council at Beaton Park and Lakeside Leisure Centres which provide a range of health and fitness opportunities to the community.

Pursue key actions outlined in the updated Sportsground & Sporting Facilities Strategy.



## Leisure Centres

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Develop a concept plan for the Beaton Park Regional Precinct	✓		✓		✓		✓		5.4	Leisure Centres
Pursue the renewal and relocation of Beaton Park Tennis Courts in accordance with the Beaton Park Masterplan	✓		✓						5.4	Leisure Centres
Provide a variety of affordable senior programs at the Leisure Centres	✓		✓		✓		✓		5.6	Leisure Centres
Increase utilisation of Council's recreation and leisure assets.	✓		✓		✓		✓		5.4	Leisure Centres

### Supporting Documents

Beaton Park Regional Precinct Masterplan 2018 - 2038  
Beaton Park Plan of Management

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## Goal 5 | We have a healthy community in a liveable city

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# Memorial Gardens and Cemeteries

### Responsibility *Manager Property and Recreation*

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#### Why

To operate an efficient, well managed commercial business that meets the needs of the community.

#### What

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

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#### Delivery Stream

- Wollongong Memorial Gardens and Cemeteries

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#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We have  
a healthy  
community in  
a liveable city



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#### Finances (000'S)

Revenue \$1,829

Expense \$(2,422)

Net \$(592)

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#### How

To provide excellent, efficient and respectful service to customers through the provision of memorial and burial options.

The provision of funeral service facilities, burial and memorial sites.

Maintenance of the Memorial Gardens and cemeteries.

Operate an efficient, well managed competitive business that meets the needs of the community.

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## Memorial Gardens and Cemeteries

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Manage Council's commercial businesses to optimise service delivery at Wollongong Memorial Gardens and cemeteries	✓		✓		✓		✓		5.4	Wollongong Memorial Gardens and Cemeteries
Reinstate the Cemetery at Waterfall (Garrawarra)	✓		✓		✓		✓		5.4	Memorial Gardens and Cemeteries

### Supporting Documents

Memorial Gardens Masterplan



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## Goal 5 | We have a healthy community in a liveable city

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# Parks and Sports Fields

### Responsibility *Manager Property and Recreation*

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#### Why

Our community have asked for a variety of quality and accessible public places and opportunities for sport, play, leisure, recreation, learning and cultural activities in the community.

#### What

This service operates 493 parks, 65 sports fields, 220 playing fields, 7 outdoor fitness stations, 9 turf wickets and 154 playgrounds across the Wollongong Local Government Area and includes Russell Vale Golf Course. Provision of passive access to community parks and playgrounds, and affordable and equitable access to sports fields and facilities. 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 sports fields are licensed by volunteer or semi-professional sporting clubs.

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#### Delivery Stream

- Parks
- Playgrounds
- Sports fields
- Russell Vale Golf Course

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#### 2032 Community Strategic Plan

We have  
a healthy  
community in  
a liveable city

Wollongong  
is a creative,  
vibrant city

---

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$1,208

Expense \$(23,571)

Net \$(22,363)

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#### How

Pursue Recreation Planning and operate safe and accessible open spaces and recreational facilities including parks, sports fields and playgrounds.

The Russell Vale Golf course includes maintenance and operation of the 18 hole public golf course.

Coordinate bookings for sports fields and parks.

Develop, implement and review policies aligned to public open space, playgrounds and sports fields.

Provision of safe playground equipment in appropriate locations based on equity and inclusion.

Involve children in the design of public art features within key regional play space renewals.

Coordinate the Sports Grants Program with the Sports and Facilities Reference Group.

Undertake high priority works, as per Council's adopted Landscape Masterplans to strengthen connections and support people movements.

Support development of local athletes by Funding Agreements with the Illawarra Academy of Sport.

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## Parks and Sports Fields

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Involve children in the design of public art features within key regional play space renewals	✓	✓	✓	✓	3.1	Parks
Implement the Figtree Oval Recreational MasterPlan 2016-2029	✓	✓	✓	✓	5.4	Parks
Finalise the Bulli Showground Masterplan	✓	✓			5.4	Parks
Preparation of the Bellambi Foreshore Precinct Plan	✓	✓			5.4	Infrastructure Strategic Planning
Progress the planning and development of a Wollongong City Centre Skate Park	✓	✓	✓		5.7	Parks
Implement the Landscape Masterplan recommendations for Hill 60 Reserve, Port Kembla	✓	✓	✓	✓	5.4	Parks
Implement key projects identified in the Cringila Hills Recreation Masterplan	✓	✓	✓	✓	5.7	Parks
Develop and implement the Landscape Masterplan for Stuart and Galvin Parks, North Wollongong	✓	✓	✓	✓	5.4	Parks
Progress the staged realignment of the outdoor netball courts at Fred Finch Park, Berkeley	✓	✓	✓	✓	5.4	Parks
Implement recommendations of the Public Toilets Strategy 2019-2029 to improve accessibility	✓	✓	✓	✓	5.12	Parks

## Parks and Sports Fields

Actions	Operational Plan 2022 2023		Operational Plan 2023 2024		Operational Plan 2024 2025		Operational Plan 2025 2026		CSP Ref:	Delivery Stream
Collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events	✓		✓		✓		✓		3.6	Sportsfields
Develop and implement the Sportsgrounds and Sporting Facilities Strategy 2022-2026	✓		✓		✓		✓		5.7	Sportsfields
Implement the Landscape Masterplan for King George V Oval, Port Kembla	✓		✓		✓		✓		5.4	Sportsfields
Manage the multi-use criterium cycle track at Lindsay Maynes Park, Unanderra	✓		✓		✓		✓		5.7	Sportsfields
Provide in principle support to the Illawarra United Stingrays in their planning for a home ground location	✓		✓		✓		✓		5.4	Sportsfields
Collaborate with Destination Wollongong and the Australian Baseball League to establish Wollongong as a home base location for a National Baseball League team	✓		✓		✓		✓		5.4	Sportsfields
Progress the planning and development of a Northern Suburbs Skate Park					✓		✓		5.7	Parks
Undertake feasibility assessments for sportsfields drainage and irrigation across priority sites	✓								5.7	Sportsfields



## Parks and Sports Fields

### Supporting Documents

Places for People: Wollongong Social Infrastructure Planning Framework 2018-2028  
Current and future Sportsgrounds and Sporting Facilities Strategy  
Play Wollongong Strategy 2014-2024  
Figtree Oval Recreational Master Plan 2016-2029  
King George V Oval Port Kembla Masterplan  
Hill 60 Reserve, Port Kembla Masterplan  
Cringila Hills Recreation Park Masterplan  
Wollongong Cycling Strategy 2030  
Sustainable Wollongong 2030 – A Climate Healthy City Strategy  
Climate Change Mitigation and Adaptation Plans  
Coastal Zone Management Plan 2017

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## Goal 5 | We have a healthy community in a liveable city

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# Public Health and Safety

### Responsibility *Manager Regulation and Enforcement*

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#### Why

Public health is important to our community, and Council has a role in community education, monitoring and compliance of public health matters.

#### What

This service conducts and manages the registration, inspections 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. 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, community education programs and customer information .

#### Delivery Stream

- Inspections, Education and Registrations

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#### 2032 Community Strategic Plan

We have  
a healthy  
community in  
a liveable city

We have  
affordable  
and accessible  
transport

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$535

Expense \$(1,228)

Net \$(692)

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#### How

Undertake Council's regulatory role in relation to public and environmental health.

Monitor and inspect food premises, boarding houses, sex industry premises, ear and body piercing premises, hairdressers, beauty salons and tattooists.

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

Assess and determine applications and associated inspections relating to the installation and operation of On-site Sewage Management systems.

Inspect and register places of shared accommodation (boarding houses), private swimming pools, and mortuaries.

Undertake routine parking patrols of school zones to protect the safety of children and community

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## Public Health and Safety

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Inspect all medium and high-risk food premises annually	✓	✓	✓	✓	5.3	Inspections, Education and Registrations
Implement a community safety and parking awareness raising programs based on scheduled patrols of schools and identified high risk areas	✓	✓	✓	✓	6.1	Inspections, Education and Registrations
Maintain inspection programs for public swimming pools, places of shared accommodation and mortuaries	✓	✓	✓	✓	5.2	Inspections, Education and Registrations

### Supporting Documents

Not applicable to this Service

## Goal 5 | We have a healthy community in a liveable city

### Measuring Success

#### Aquatic Services

Measures	Target/Desired Trend
Visitation to Council commercial heated pools	At least 180,000 per annum
Proportion of residents satisfied with:	
• Patrolled beaches	At least 3.75 on a scale of 5.00
• Tidal rock pool	At least 3.75 on a scale of 5.00
• Heated pools	At least 3.75 on a scale of 5.00
• Public swimming pools (free)	At least 3.75 on a scale of 5.00

#### Botanic Garden and Annexes

Measures	Target/Desired Trend
Visitation to Wollongong Botanic Garden	At least 400,000 per annum
Proportion of residents satisfied with Botanic Garden	At least 3.75 on a scale of 5.00

#### Community Facilities

Measures	Target/Desired Trend
Community centre at Thirroul, Corrimal or Dapto	
a. Hours of use	Increase
b. Visits to centre (number of people)	Increase
Community hall / centre	
a. Hours of use	Increase
b. Visits to centre (number of people)	Increase
Proportion of residents satisfied with:	
• Community centre at Thirroul, Corrimal or Dapto	At least 3.75 on a scale of 5.00
• Community hall/ centre	At least 3.75 on a scale of 5.00



## Goal 5 | We have a healthy community in a liveable city

### Measuring Success

#### Leisure Centres

Measure	Target/Desired Trend
Proportion of residents satisfied with leisure centres	At least 3.75 on a scale of 5.00

#### Parks and Sports Fields

Measures	Target/Desired Trend
Proportion of residents satisfied with:	
• parks, open spaces and sports fields for active sport or recreation activities	At least 3.75 on a scale of 5.00
• parks, open spaces and sports fields for passive recreation purpose	At least 3.75 on a scale of 5.00
• children's playgrounds	At least 3.75 on a scale of 5.00
• hours Council public toilets are open	At least 3.75 on a scale of 5.00
• Russell Vale Golf Course	At least 3.75 on a scale of 5.00



Image: Illawarra Cycle Club, Sea Cliff Bridge

## Our Wollongong Our Future 2032 Community Strategic Plan

### Goal 6 | We have affordable and accessible transport

#### Objectives

**There is an increase in sustainable transport use including public transport, walking, and cycling.**

**Transport links and connection to Sydney, the South Coast and Southern Highlands are strengthened.**

**The community have access to a safe, affordable and reliable transport network.**

#### How will we get there?

6.1 Plan for the delivery of multi-modal public transport together with sustainable transport modes such as the Gong Shuttle, walking and cycling to meet the community's needs.

6.2 Wollongong continues to build infrastructure and programs to fulfill its role as a UCI Bike city.

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

6.4 Plan and provide sustainable infrastructure for safe and liveable places integrated with the environment and accessible to key transport routes.

6.5 Advocate for strong transport links within the Local Government Area and connections to Sydney, the South Coast, and the Southern Highlands to provide physical and economic opportunities.

6.6 Improve active transport links and connectivity to our unique places and spaces, including marine access along the Local Government Area and accessibility from the Central Business District to the foreshore.

6.7 Maintain the service levels of our roads, footpaths and cycleways to an acceptable standard.

6.8 Community transport options for frail older people, people with disabilities and the transport disadvantaged are actively promoted and available.

## Goal 6 | We have affordable and accessible transport

# Transport Services

### Responsibility Manager Infrastructure Strategy and Planning

#### Why

Our community wants the Wollongong Local Government Area to have a safe and affordable transport network connecting people to places and spaces in a convenient and timely way.

#### What

This service provides the delivery, management and advocacy of transport infrastructure. The service aims to provide a transport network that is safe, efficient, equitable, effective and sustainable. The service supports the community through creating the provision of transport access for residential, business, recreation, leisure and tourism activities.

This Service also includes provision of road safety, traffic and integrated transport planning support and advice. Road Safety Education Programs and promotion is a critical activity implemented across all aspects of our transport services.

#### Delivery Stream

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

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

We have  
affordable  
and accessible  
transport



#### Finances (000'S)

Revenue \$4,191

Expense \$(49,966)

Net \$(45,775)

#### How

Planning, delivery and maintenance of Council's transport related assets, including roads and bridges, footpaths and cycleways, retaining walls and traffic facilities, boat ramps and jetties, carparks, metered parking and street-lights.

Advocacy towards local, regional and state transport initiatives.

Work with Transport for NSW on the implementation of the Illawarra Regional Transport Strategy.

Coordination of a local Traffic Committee including regulation of traffic, installation of regulatory signs, approval of new traffic management devices and facilities, constructive collaboration between Council, NSW Police, Transport for New South Wales, State elected member representatives and local bus companies.

Ensure that investments in tourism, recreation and leisure infrastructure are integrated into Council's transport network.

Develop and implement a best-practice transport data collection and evaluation program.

Deliver a rolling program of transport infrastructure condition and compliance inspections.

Work with key agencies and partners to reduce traffic congestion and consider emergency services requirements.

Integrate Movement and Place framework across transport infrastructure and services.

Lead and manage the Walking, Cycling, Access and Mobility Reference Group.

Approval of the National Heavy Vehicle Registry Applications within the Wollongong Local Government Area.



## Transport Services

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Develop and implement the Integrated Transport Strategy	✓	✓			6.3	Road Safety, Traffic and Transport Planning
Collaborate with the New South Wales Government to fund and deliver the Safe Routes to School Program	✓	✓	✓	✓	6.1	Road Safety, Traffic and Transport Planning
Work with key agencies and partners to progress the Illawarra Regional Transport Plan	✓	✓	✓	✓	6.4	Road Safety, Traffic and Transport Planning
Advocate for the provision of expanded public transport services and support the provision of existing services	✓	✓	✓	✓	6.5	Road Safety, Traffic and Transport Planning
Develop road safety programs, education and promotion of sustainable multi-modal transport options	✓	✓	✓	✓	6.6	Road Safety, Traffic and Transport Planning
Implement actions from the Wollongong Cycling Strategy 2030	✓	✓	✓	✓	6.2	Road Safety, Traffic and Transport Planning
Subject to funding, explore the installation of tactile and braille street signage to support navigation and wayfinding throughout the Wollongong Local Government Area	✓	✓			6.7	Road Safety, Traffic and Transport Planning

### Supporting Documents

West Dapto Development Contributions Plan 2020  
 Town and Village Centre 'Access and Movement Plans'  
 Wollongong Cycling Strategy 2030  
 Urban Greening Strategy 2017-2037  
 City of Wollongong Foreshore Parking Strategy (In Development)  
 Wollongong City Centre Movement and Place Strategy 2023  
 Illawarra Regional Transport Plan  
 Integrated Transport Strategy 2023  
 Coastal Zone Management Plan 2017

## Goal 6 | We have affordable and accessible transport

### Measuring Success

#### Transport Services

Measures	Target/Desired Trend
Proportion of residents satisfied with: <ul style="list-style-type: none"><li>• maintenance of local roads</li><li>• maintenance of footpaths, cycle ways and shared use paths</li><li>• availability of footpaths, cycle ways and shared use paths</li></ul>	At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00 At least 3.75 on a scale of 5.00





Image: Family at Coniston Village Shops on a shared pathway





Image: Corporate Services, Wollongong City Council



## **Our Wollongong Our Future 2032 Community Strategic Plan**

### **Support Services**

Council's 33 Services form the foundation of the Delivery Program and Operational Plan.

Council's Services are presented under their best fit goal. Five Services form an additional group called Support Services to demonstrate that these Services support the delivery of all goals.

#### **What are the Support Services?**

Employee Services  
Financial Services  
Governance & Administration  
Infrastructure Strategy & Support  
Information Management & Technology

---

## Support Services

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# Employee Services

### Responsibility *Manager Organisational Development*

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#### Why

Our workforce is able to support Council's service delivery now and into the future. Our workplace values and respects differences and operates in keeping with Council's values: Integrity; Courage; Respect, Sustainability and One-Team.

#### What

Council's Employee Services provides support, advice and information to staff, including staff attraction and retention, health and wellbeing initiatives, and ongoing learning and development. This service fosters a safe and equitable work environment where people are skilled, valued and supported.

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#### Delivery Stream

- Organisational Development and Change
  - Learning and Development
  - Industrial Relations
  - Attraction and Retention
  - Work Health and Safety
  - Workers' Compensation and Injury Management
  - Remuneration and Performance Management
- 

#### 2032 Community Strategic Plan

We are a  
connected  
and engaged  
community

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$145

Expense \$(8,652)

Net \$(8,507)

---

#### How

Strategic workforce planning and internal human resource management services.

Diversity, Inclusion and Belonging Program.

Employee learning and development, and educational support for Council's Cadet, Apprentice and Trainee program.

Performance management and staff recognition.

Recruitment support and advice to hiring managers, staff and candidates.

Industrial Relations support, advice and advocacy.

Human resource policy development and review including the Enterprise Agreement development and application.

Workplace health, safety and Wellbeing.

Worker's compensation and injury management.

Payroll services and support.

Workplace innovation and change.

---

## Employee Services

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Implement the Workforce Strategy 2022-2026	✓	✓	✓	✓	4.7	Organisational Development
Refresh Council's Attraction and Retention Strategies	✓			✓	4.8	Organisational Development
Support Council's Cadet, Apprentice and Trainee program	✓	✓	✓	✓	4.8	Organisational Development
Enhance Council's Diversity, Inclusion and Belonging Programs	✓	✓	✓	✓	4.8	Organisational Development
Implement Safety and Wellbeing Programs	✓	✓	✓	✓	4.8	Work Health and Safety

### Supporting Documents

Workforce Management Strategy 2022 - 2026

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## Support Services

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# Financial Services

### Responsibility *Chief Financial Officer*

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#### Why

Council's resources are managed effectively to ensure long term financial sustainability.

#### What

Wollongong City Council is a large and diverse organisation that provides services from the funding it receives from its community through rates, fees, and charges. Financial Sustainability and efficiency are aims of this service. This is achieved through financial strategy, policy, budgets and controls; while ensuring Council meets its taxation obligations, investment return, and internal and external reporting that provides transparency about decision-making. Council's primary source of income is property rates and sundry debtors systems used for billing and recovery, and customer service relating to these areas.

---

#### Delivery Stream

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

---

#### 2032 Community Strategic Plan

We are a  
connected  
and engaged  
community

---

#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$188,252

Expense \$(8,370)

Net \$179,882

---

#### How

Development and management of Council's Financial Strategy and Policy.

Long term financial planning and management of financial performance, cash flow, working capital, in accordance with Financial Strategy.

Internal management accounting, budgeting, financial analysis, and financial acquittals.

Management of Asset Accounting.

Management of banking, loans, and investments in accordance with Council's Investment Policy.

Financial management systems, procedures, and training.

Ensuring Council's tax obligations are met.

Monitoring and reporting of financial compliance.

Managing Council's annual income and expenditure through the Delivery Program and Operational Plan.

Provision of accurate and timely monthly and quarterly financial reports and Council's Annual Financial Statement.

Development of Council's Revenue Policy, maintenance of rating information, billing and recovery of rates, and rates customer service.

Management of the payment of Council's suppliers.

---



## Financial Services

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Continue the review of the rating structure to align to legislative changes	✓	✓	✓	✓	4.8	Rates and Sundry Debtors
Manage and further develop a compliance program to promote awareness of Council's Procurement Policies and Procedures and other related policies	✓	✓	✓	✓	4.8	Tax Management and Compliance
Review Financial Strategy to include goals and actions aimed to improve financial capacity to respond to increased service demands	✓	✓	✓	✓	4.8	Financial Accounting and Control

### Supporting Documents

Financial Strategy  
Our Resourcing Strategy 2032  
Budget 2022-2023

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## Support Services

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# Governance and Administration

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### Responsibility *Manager Governance and Customer Service*

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#### Why

Council exhibits responsible decision making based on our values and collaboration.

#### What

The Governance and Administration Service includes policy, internal audit, legal, insurance, claims management, supply chain, risk management, business paper functions and corporate governance. The service also captures the Office of the General Manager and Executive Group, support for Councillors and the Professional Conduct Coordinator.

---

#### Delivery Stream

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

#### 2032 Community Strategic Plan

#### United Nations Sustainable Development Goals

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We are a  
connected  
and engaged  
community



#### Finances (000'S)

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Revenue \$98

Expense \$(10,010)

Net \$(9,912)

---

#### How

Councillor and Council Committee support, policy and procedure.

Risk Management, risk registers and treatment plans, and insurances and claims management.

Management of delegations, policy register and governance procedure.

Provide access to the community to Council business including the business papers on Council's website and webcasting of Council meetings.

Deliver Council's internal audit function and Council's Audit, Risk and Improvement Committee.

Management of complaints, probity and investigations.

Effective resolution of claims against Council in a manner consistent with Council's policies, insurance, legal rights and obligations.

Develop, maintain and monitor business continuity planning and testing.

Provide legal advice and assistance.

---

## Governance and Administration

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Continue to collaborate with NSW Government and partners to help the Wollongong community navigate COVID-19 pandemic	✓				4.7	Corporate and Councillor Support
Deliver the Internal Audit Program	✓	✓	✓	✓	4.7	Corporate Governance & Internal Audit

### Supporting Documents

Not applicable to this Service

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## Support Services

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# Information Management and Technology

### Responsibility *Chief Information Officer*

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#### Why

Council uses technology to support services, secure information, and provide our community with equitable access to information and opportunities to inform decision making.

#### What

This service delivers digitally enabled, information driven and secure services that empower our customer community.

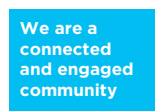
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#### Delivery Stream

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

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#### 2032 Community Strategic Plan



#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$25

Expense \$(12,268)

Net \$(12,243)

---

#### How

Develop, implement and support Council's Information Management and Technology Strategy.

Delivery of high-quality customer support across the organisation.

Ensure Information Management Technology Infrastructure is fit for purpose and aligns with business needs.

Empower a data driven culture to enable Council to meet its strategic objectives.

Analyse, monitor and address risks of cybersecurity.

Ensure the organisations information technology takes advantage of emerging technologies, are optimised and aligned with business needs.

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## Information Management and Technology

Actions	Operational Plan	Operational Plan	Operational Plan	Operational Plan	CSP Ref:	Delivery Stream
	2022 2023	2023 2024	2024 2025	2025 2026		
Finalise the Information Technology Cloud Transformation Program	✓	✓			4.1	Web Development and Integration Services
Pilot and expand the use of robust SMART technologies across Council	✓	✓	✓	✓	4.12	Information Management
Implement the CCTV Strategy	✓	✓	✓	✓	4.1	Technology Infrastructure Services
Implement the Cyber Security Strategy	✓	✓	✓	✓	4.1	Information Management
Continue to consolidate information technology systems and platforms	✓	✓	✓	✓	4.8	Technology Infrastructure Services

### Supporting Documents

Information Management and Technology Strategy 2022-2024  
 Our Resourcing Strategy 2032  
 Coastal Zone Management Plan 2017  
 Climate Change Mitigation Plan 2020  
 Climate Change Adaptation Plan 2020-2022  
 Sustainable Wollongong 2030

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## Support Services

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# Infrastructure Strategy and Support

### Responsibility *Manager Infrastructure Strategy and Planning*

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#### Why

Plan and deliver well managed assets and infrastructure to support Council's services and meet the needs of our community now and into the future.

#### What

This service includes the strategic management and technical planning of Council's infrastructure that supports all Council Services. It also includes the development and review of Council's Asset Management Strategy, Asset Management Plans, the development and delivery of rolling capital works and planned annual maintenance programs.

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#### Delivery Stream

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

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#### 2032 Community Strategic Plan

Wollongong  
is a creative,  
vibrant city

We have  
a healthy  
community in  
a liveable city

We have  
affordable  
and accessible  
transport

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#### United Nations Sustainable Development Goals



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#### Finances (000'S)

Revenue \$243

Expense \$(8,308)

Net \$(8,065)

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#### How

Integrated asset management planning and contribution of asset advice to strategy and plan development.

Provision of project management and oversight of capital works projects, design and technical services and information within Council.

Review and implementation of the Asset Management Strategy and Asset Management Plans.

Infrastructure Delivery Program development, budget and reporting as part of Council's Delivery Program and Operational Plans.

Partner with the University of Wollongong on landslide research initiatives.

Lobby government for financial assistance to accelerate investment in key regional projects and community infrastructure projects.

Continue to respond and work with the community to review levels of service.

Establish a program to ensure Disability Discrimination Act compliance is integrated with Council's Asset Management Plans.

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## Infrastructure Strategy and Support

Actions	Operational Plan 2022 2023	Operational Plan 2023 2024	Operational Plan 2024 2025	Operational Plan 2025 2026	CSP Ref:	Delivery Stream
Develop and regularly review Asset Management Plans to ensure appropriate investment in Council's asset base	✓	✓	✓	✓	4.8	Infrastructure Strategic Planning
Progressively implement the Asset Management Improvement Program	✓	✓	✓	✓	6.7	Infrastructure Strategic Planning
Review Asset Management Plans to include latest methodology, asset condition and performance data	✓	✓			4.8	Infrastructure Strategic Planning

### Supporting Documents

Our Resourcing Strategy 2032  
 Asset Management Strategy 2032  
 Asset Management Plans  
 Access and Movement Strategies  
 Town and Village Plans  
 Site specific Masterplans  
 Illawarra - Shoalhaven Smart Region Strategy  
 Port Kembla 2505 Revitalisation Strategy  
 State Emergency Service - Service Level Agreement  
 Disability Inclusion Action Plan 2020-2025  
 Coastal Zone Management Plan 2017  
 Climate Change Mitigation Plan 2020  
 Climate Change Adaptation Plan 2020-2022  
 Sustainable Wollongong 2030

## Support Services

### Measuring Success

#### Financial Services

Measures	Target/Desired Trend
Available funds	3.5% to 5.5%
Operating result (pre capital)	Small operational surplus (average over 3 years)

#### Information Management and Technology

Measures	Target/Desired Trend
Formal GIPA applications processed within 20 days	100%
Records and Information Management maturity (as defined by NSW State Archives and Records Authority)	Increase





*Image: Wollongong City Council staff, Burelli Street Wollongong*



## Funding at a glance

The charts and tables below provide a snapshot of Council's estimates for sources of revenue and expense categories for 2022-2023 to 2025-2026. More detailed information is provided in Attachment 1 - Budget 2022-2023 and Attachment 3 - Revenue Policy, Fees and Charges 2022-2023.

The Delivery Program 2022-2026 and Operational Plan 2022-2023 is based on Council's assumptions and indices including a 1.8% rate increase approved by Independent Pricing and Regulatory Tribunal (IPART).

The rapid increase in some current costs and future cost estimates has already created a substantial gap between the IPART approved Rate increase of 1.8% and Council's estimated costs for 2022-2023 and beyond. Further detail is provided in the Long Term Financial Plan 2022-2032 and Revenue Policy 2022-2023

### Projected Sources of Revenue

Revenue Type	2022-2023 Forecast (\$M)	2023-2024 Forecast (\$M)	2024-2025 Forecast (\$M)	2025-2026 Forecast (\$M)
Rates and Annual Charges	221.3	227.3	234.4	241.9
Grants and Contributions - operating	13.8	28.0	27.7	27.9
User Charges + Fees and Other Revenue	39.6	40.6	41.2	42.3
Rental Income	5.9	6.0	6.2	6.4
Fair Value Adjustment on Investment Properties	0.2	0.2	0.2	0.2
Interest + Investment Revenues	2.3	2.4	2.5	2.9
Capital Grants and Contributions	40.4	40.2	39.7	51.3
<b>Total Income from Continuing Operations</b>	<b>323.6</b>	<b>344.8</b>	<b>351.9</b>	<b>372.9</b>



## Funding at a glance

### Projected Expenses

Expense Type	2022-2023 Forecast (\$M)	2023-2024 Forecast (\$M)	2024-2025 Forecast (\$M)	2025-2026 Forecast (\$M)
Employee Costs less Internal Charges	125.9	128.3	131.4	135.2
Borrowing Costs	0.2	0.2	0.2	0.2
Materials, Contracts, Other Expenses	106.2	103.8	109.2	115.0
Depreciation	75.6	77.7	79.7	82.2
Profit/Loss on Disposal of Assets	0.0	0.0	(2.3)	0.0
<b>Total Expenses from Continuing Operations</b>	<b>308.0</b>	<b>310.0</b>	<b>318.3</b>	<b>332.7</b>

### Capital Budget 2022-2026 Summary

The table below demonstrates Council's four 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.

### Capital Budget Funding Sources

Revenue Type	2022-2023 Forecast (\$M)	2023-2024 Forecast (\$M)	2024-2025 Forecast (\$M)	2025-2026 Forecast (\$M)
Operational Funds	63.1	64.7	66.4	65.7
Asset Sales	1.9	1.7	4.0	1.7
Grants and Contributions including Developer Contributions (previously s94)	29.7	28.1	21.5	11.6
Restricted Cash (internal and external)	6.3	12.8	19.4	11.9
Borrowings	0.0	0.0	0.0	0.0
Other Capital Contributions	11.0	9.7	8.0	6.6
<b>Total</b>	<b>112.0</b>	<b>117.0</b>	<b>119.3</b>	<b>97.5</b>

# Council's Supporting Document Roadmap

Our Wollongong Our Future 2032 Community Strategic Plan represents the highest level of strategic planning undertaken by Council. Council has many other strategies and plans for specific focuses that are developed following planning and engagement.

Council refers to its adopted strategies and plans as Supporting Documents. These direction setting documents support the development of the Community Strategic Plan, Council's Resourcing Strategy, Delivery Program and Operational Plans.

These documents include goals, strategies and actions specific to a project or location. However, until the actions are enabled through resourcing and included in the Delivery Program and Operational Plan, they remain aspirational.

Council's Supporting Documents have been considered in the development of the Community Strategic Plan. These Supporting Documents have been informed by extensive data, research and community input, making them an important source for consideration in the future vision and goals for the Wollongong Local Government Area.

## Supporting Document Roadmap

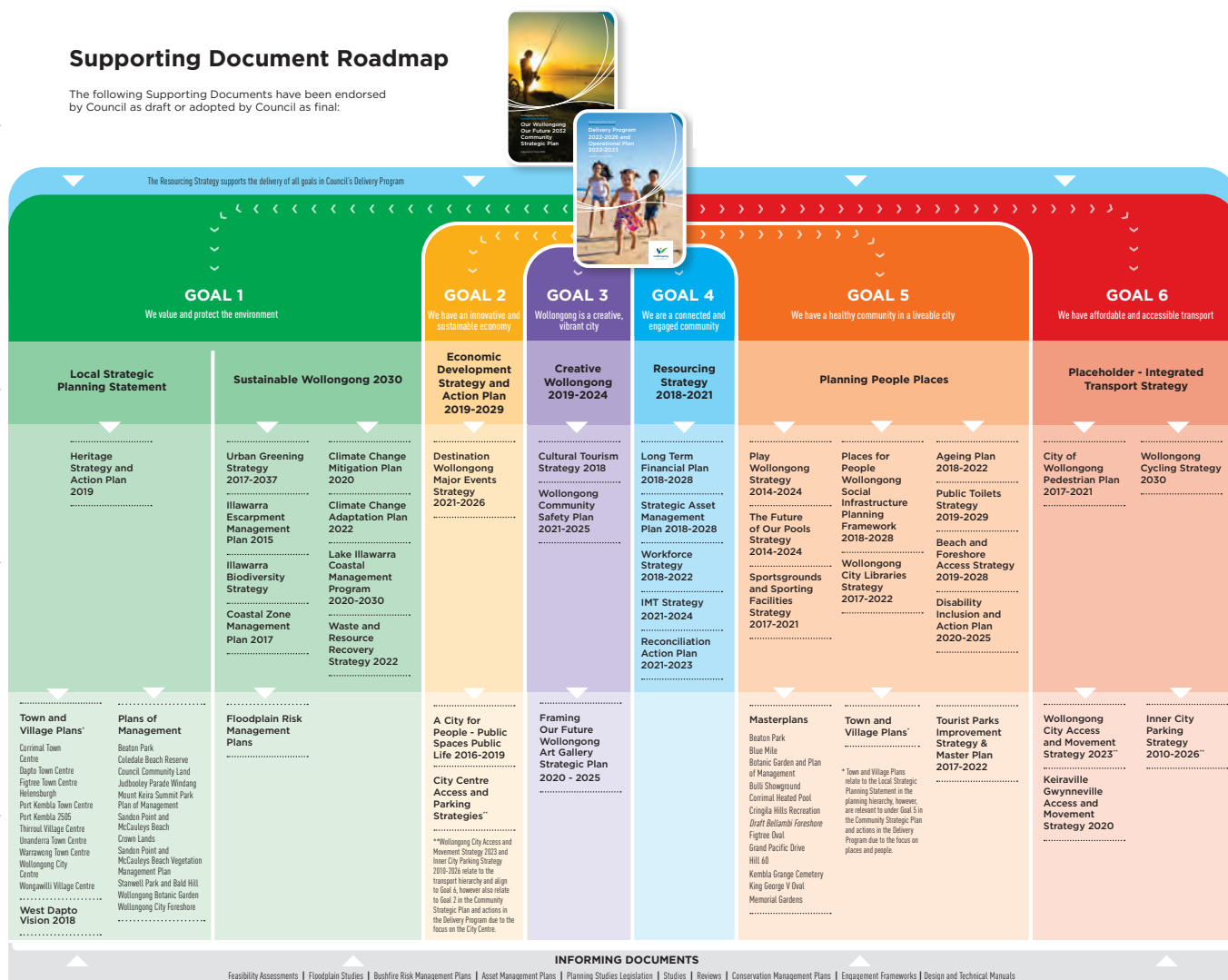
The following Supporting Documents have been endorsed by Council as draft or adopted by Council as final:

GLOBAL, FEDERAL & STATE LEGISLATION & FRAMEWORKS

HIGH LEVEL STRATEGY

LOCAL GOVERNMENT AREA FOCUSED STRATEGIES

LOCATION SPECIFIC







*Image: Bald Hill Lookout, Stanwell Park*





## The relationship between the Community Strategic Plan and other Strategies and Plans



Image: Knitting Nannas at Wollongong City Library

### The United Nations Sustainable Development Goals (Global Goals)

The Global Goals were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development. Seventeen Goals underpinned by 169 targets will guide efforts to increase global well-being by addressing some of society's key challenges.

As the goals relate to the global environment, some of the issues that are explored are not as relevant to Wollongong as they are to developing

countries. There are other goals, such as Sustainable Cities and Communities that are very relevant to Local Government, and focus on urban planning and accessible transport.

Each of the Global Goals have been considered in the preparation of this Plan, and where there is alignment, the Global Goals have been mapped to each strategy in this Community Strategic Plan, and linked to our local goals below.

Our Wollongong Our Future Goals																
We value and protect our environment			6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS						
We have an innovative and sustainable economy					1 NO POVERTY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS						
Wollongong is a creative, vibrant city					5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS						
We are a connected and engaged community				4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS						
We are a healthy community in a liveable city			1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	14 LIFE BELOW WATER	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS					
We have affordable and accessible transport							3 GOOD HEALTH AND WELL-BEING	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS					





Image: Aboriginal Smoking Ceremony,  
Viva la Gong Festival, Wollongong







Image: Wollongong Botanic Garden

## Appendix 1: Our Wollongong Our Future 2032 Community Strategic Plan Planning Principles

Our Wollongong Our Future 2032 is underpinned by the Social Justice Principles of equity, access, participation and rights. 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.

These principle's have also been applied in the development of this Delivery Program and Operational Plan.

Our Community Engagement Policy outlines Council's commitments and principles for engaging with our community. In developing the Community Strategic Plan, we wanted to push our engagement goals further than we have before and aimed to:

### **Increase the accessibility of our engagement**

Use Plain English, Easy English, translated materials and various engagement methods.

### **Increase the diversity participants**

Use methods to reach people with disability, Aboriginal people, CALD, LGBTQIA + community, the homeless, young people and children.

### **Understand the aspirations of our community**

Undertake meaningful engagement, ask purposeful questions and use methods to ascertain the vision our community has for Wollongong.

### **Create a memorable, innovative campaign**

Use new and creative approaches to spark interest and engage with our community.



## 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.
- 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, from planning for future sustainable infrastructure, to modes of transport, planning considerations and community education

### 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;

### Social-cultural sustainability:

- a) We respect universal social justice and will work to improve community wellbeing 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

ABS Census	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.
Annual Report	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.
Asset Management Strategy	A ten year strategy included in Council's Resourcing Strategy for the provision of asset and infrastructure resources required to implement the Community Strategic Plan.
Biodiversity	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'.
Community	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.
Community Goal	These are about the end result we want for children, adults, families, business and communities.
Community Indicators	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.
Community Strategic Plan	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.
Delivery Program	Details the principal activities to be undertaken by Council to implement strategies established by the Community Strategic Plan.
Global Goals	Seventeen Global Goals adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development.
Governance	The values, policies and procedures Council and its staff adopt, to provide ethical, transparent and accountable local governance.
Green Technology	Technology that is considered environmentally friendly based on its production process or supply chain.
Infrastructure	Is built structures like roads, railways, airports, water supply, sewers, power grids, telecommunications, buildings and facilities.
Innovative	Using or showing new methods, ideas.
Liveable	The degree to which a city meets the needs of the residents who live there.

## Appendix 2: Terms Used in This Plan

Long Term Financial Plan	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.
Objectives	Outlines a series of sub-goals required to achieve the Community Goals.
Operational Plan	Details the services and activities to be delivered by Council during the year.
Principles	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.
Quadruple Bottom Line (QBL)	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.
Quarterly Review	Reports on progress against indicators and major projects in our Delivery Program and Operational Plan.
Resourcing Strategy	Consists of four components, these are the Long Term Financial Plan, Workforce Management Strategy, Asset Management Strategy and the 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.
State of the City Report	Reports on progress achieved toward the Community Strategic Plan.
Strategies	How we plan to achieve the objectives.
Supporting Document	Council's aspirational strategies and plans. Supporting Documents include actions that are considered for resourcing as part of the Delivery Program.
Sustainability	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.
Stormwater Quality Improvement Device (SQID)	Stormwater Quality Improvement Devices are designed to remove a wide range of pollutants including sediments, metals, oils, nutrients, and gross pollutants from stormwater before it has a chance to join any natural bodies of water.
Vision	Our community's aspiration for how we want our city, our community and our lives to be in the future.
Wollongong	Refers to the whole of Wollongong Local Government Area.
Workforce Management Strategy	Included in Council's Resourcing Strategy for the provision of workforce resources required to implement the services Council is responsible for as outlined in the Community Strategic Plan. This Strategy addresses the human resourcing requirements of Council's Delivery Program.



Image: Coledale Beach

## 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
GIPA	Government Information (Public Access) Act 2009
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
SQID	Stormwater Quality Improvement Device
WCC	Wollongong City Council





*Image: Ghost Trees  
by artist Greer Taylor,  
Sculpture in the Garden  
at Wollongong Botanic  
Garden. Tad Souden  
Photography*



## Our Wollongong Our Future

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

We value and protect our environment

We have an innovative and sustainable economy

Wollongong is a creative, vibrant city

We are a connected and engaged community

We have a healthy community in a liveable city

We have affordable and accessible transport



**Wollongong City Council**

[wollongong.nsw.gov.au](http://wollongong.nsw.gov.au)

Phone (02) 4227 7111

