



Image: Austinmer Sunrise

Wollongong City Council

Delivery Program 2025-2029 and Operational Plan 2026-2027

Adopted 29 June 2026



*Image: Aboriginal Smoking Ceremony,
Sculpture in the Garden, Wollongong Botanic Garden*

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

Wollongong City Council is not afraid of a comprehensive to-do list.

This is just as well because this draft Delivery Program 2025-2029 and Operational Plan 2026-2027 sets out, in detail, Council's priorities and the work we will deliver for our community over the coming years.

It's a significant document and one that's informed by our city's Community Strategic Plan, and shaped by what we've heard directly from our community through our extensive engagement opportunities.

I'm so very proud of the work we do in Wollongong to make this city a fantastic place to live, work and play. Our focus is, and will continue to be, making Wollongong the best place it can be for every single person who calls it home.

We all have different aspirations for what we want from where we live. Council's role is to work to meet as many of those needs as possible, and to advocate for our community every step of the way.

For many of us, we value our libraries and community centres as vital hubs for opportunities to learn, connect and inspire. In this plan, I'm excited to see the Southern Suburbs Community Centre and Library continue to take shape in Warrawong, planning well underway for the construction of the Helensburgh Community Centre and Library, and continued funding to support our fantastically diverse library programs and initiatives.

We continue to strive to meet increased demand for access to our city's fields and amenities and to cater for as many sporting codes as possible. In this program we continue planning for the new Darkes Town Centre Sporting and Community Hub, and improvements to sports field lighting and amenities across the city are ongoing with a range of new projects including at Figtree Oval and Berkeley sportsfield captured in the Plan.

Sport and recreation opportunities come in many forms and it's important that people of all ages have access to quality places to be active close to home. This plan includes a focus on improving outdoor courts and recreation spaces across

our suburbs, while continuing to support local sporting organisations that play such an important role in keeping our community active, connected and healthy.

Alongside sporting facilities, playgrounds provide essential spaces for exercise, recreation and social connection, and we're continuing our program of renewals of ageing play spaces in Berkeley, Gwynneville and Russell Vale. We'll also start construction on new skate parks in Thirroul and in the Wollongong City Centre.

We all love an event and we're not shying away from delivering exciting cultural activations and signature events like New Year's Eve and Carols in MacCabe Park. These events are vital as they bring the community together, and showcase the diversity of this fabulous city.

Alongside community facilities and events, this plan covers Council's essential investment in flood management to make our city more resilient to climate change and significant weather events, our delivery of transport links in West Dapto to support the fast-growing community there, and how we'll improve liveability in our suburbs with better footpaths, local roads and open spaces.

The Delivery Program and Operational Plan 2026-2027 takes months of planning and I've worked alongside my fellow Councillors and Council's expert staff to prioritise the work that will be happening in the immediate future, as well as our longer-term priorities.

As Lord Mayor I see my role as chief advocate for the city as a high priority, that's why I am working with our neighbouring councils to highlight to the State and Federal Governments where we need strategic investment to meet the needs of the greater region.

We have big dreams for Wollongong and this plan reflects our shared ambitions for this city and our community. These Plans show the practical steps we're taking to make Wollongong the best it can be.

**Lord Mayor of Wollongong
Councillor Tania Brown**

Image: Coledale Beach



Image: Coledale Beach

General Manager's message

I am proud to present the Delivery Program 2025-2029 and Operational Plan 2026-2027. This important document outlines what we will deliver for Wollongong this year and beyond.

If we could, we'd deliver everything our community wants today. But we are not immune to current economic pressures and, just like our residents and businesses, we're being asked to do more with money that doesn't go as far.

These plans focus on balancing today's needs with responsible planning for the future, ensuring Council can remain in a strong financial position while we continue to deliver for our community. Amidst a backdrop of global challenges, this is more important now than ever before. As a significant employer in the region, directly and indirectly, through staffing, tenders and contracts, Council's spending keeps the local economy moving.

As a regional leader, we're pushing for Wollongong to be front-of-mind whether it's more housing for everyone, better transport connections to the new Western Sydney Airport or for cutting-edge businesses to use our city as their base.

We're an advocate for our region and we're at the table discussing the NSW Government's plans for the Illawarra Sports and Entertainment Precinct, we're in the room for meetings about how we can improve aged care in the city, and we're leading strategic conversations with our neighbouring local governments about what opportunities we can collaborate on for our shared future.

Alongside our advocacy, we are delivering a significant program of works. Over the next four years, we will deliver a record investment in infrastructure and community projects. These essential projects support our growing city and will benefit everyone who lives, works and plays in Wollongong.

Some of those projects, like the Darkes Town Centre Sporting and Community Hub, Helensburgh Community Centre and Library and the Southern Suburbs Community Centre and Library, are brand new to support our growing region. Other projects, like the renewal of North Dalton Park amenities

roof and the reconstruction of Beaton Park's athletics track, are about ongoing investment and maintenance to loved and well-used assets that are key to our residents' quality of life.

Our community told us they value affordable and accessible transport which lets them live, work and connect. This sees continued investment in new footpaths and shared pathways as part of our active transport network, creating safer connections to schools, town centres, hospitals and public transport hubs, and helping reduce reliance on cars.

We remain committed to our net zero target of 2050 for community emissions. In these plans, we're investing in climate action measures like building new shared pathways to facilitate active transport opportunities and continuing to refurbish community facilities to support their vital roles as marked within our Climate Change Adaptation Plan 2022 and Urban Heat Strategy 2023. Concurrently, we are working toward net zero for Council operations by 2030. To lead the way, we are transitioning council fleet and machinery to electric alternatives and investing in renewable energy.

We're continuing to invest in improvements at the Wollongong Waste and Resource Recovery Park including the design of a new landfill cell, making improvements to stormwater management diversion and improving the air conditioning at the Wollongong Art Gallery and Town Hall.

However, our day-to-day as well as our big-ticket projects need to be delivered in a financially responsible way. I firmly believe transparency and accountability are fundamental to good governance. We will continue to report each month on our financial position and quarterly on our progress against these plans, ensuring our community can track how we are delivering against our commitments.

These plans provide a clear and transparent roadmap for how we'll continue to deliver for our community. Onward to an extraordinary Wollongong!

Greg Doyle
General Manager

Our Councillors



**Lord Mayor
Councillor Tania Brown**

Email
council@wollongong.nsw.gov.au
Phone
02 4227 7111

Ward 1



Councillor Richard Martin

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



Councillor Jess Whittaker

Email
cr.jwhittaker@wollongong.nsw.gov.au
Phone
0491 316 123



Councillor Dan Hayes

Email
cr.dhayes@wollongong.nsw.gov.au
Phone
0447 231 080



Councillor Ryan Morris

Email
cr.rmorris@wollongong.nsw.gov.au
Phone
0416 240 955

Ward 2



Councillor Kit Docker

Email
cr.kdocker@wollongong.nsw.gov.au
Phone
0419 765 651



Councillor Thomas Quinn

Email
cr.tquinn@wollongong.nsw.gov.au
Phone
0421 521 791



Councillor David Brown

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



Councillor Andrew Anthony

Email
cr.aanthony@wollongong.nsw.gov.au
Phone
0448 286 501

Ward 3



Councillor Deidre Stuart

Email
cr.dstuart@wollongong.nsw.gov.au
Phone
0457 902 470



**Deputy Lord Mayor
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



Councillor David Haden

Email
cr.dhaden@wollongong.nsw.gov.au
Phone
0472 863 842

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



About Council's Delivery Program and Operational Plan

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

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 services Council will deliver in response to the aspirations outlined in the Our Wollongong Our Future 2035 Community Strategic Plan. Council is not solely responsible for the implementation of the Our Wollongong Our Future 2035 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.

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 Our City Report. All reports are available on Council's website.

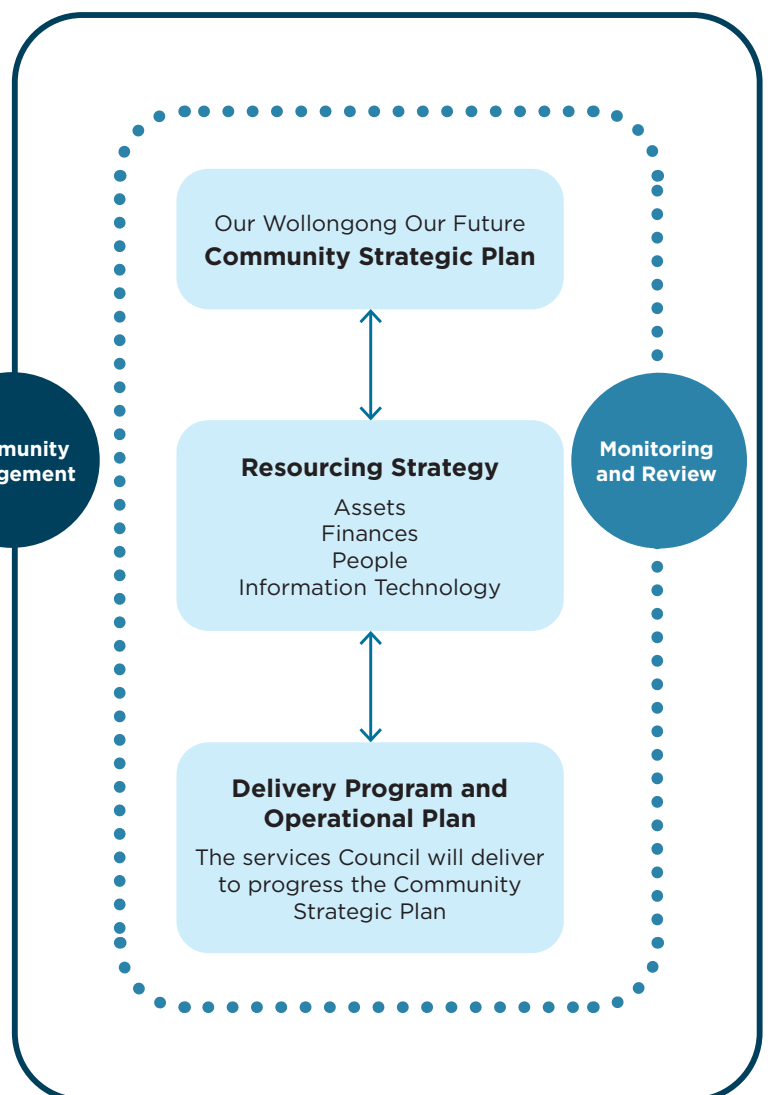




Image: Bulli Shared Pathway Maintenance



Wollongong is said to originate from the Aboriginal word Woolyungah, meaning Five Islands.

Community Snapshot

The Wollongong Local Government Area covers an area of 714km² and is located on Dharawal Country. It is divided into three wards with four Councillors elected from each ward. The Lord Mayor is elected by all voters across all three wards.

Community Wellbeing

A 2024 Community Wellbeing Survey found that most people in Wollongong Local Government Area were satisfied with their:

- Overall life (87%)
- Personal safety (86%)
- Relationships (86%)
- Standard of living (84%)¹

Population Growth

In 2026, Wollongong was estimated to have 225,607 residents. By 2035, this number is predicted to rise to 251,780 (a 12.7% increase), mainly due to net migration to the Local Government Area.²

Age

In 2021, the median age was 39 years, and life expectancy was 82.5 years.³

Environment

Wollongong City Council actively manages approximately 286 hectares of natural areas, and 46 hectares of asset protection zones. There are 68 volunteer groups contributing efforts to Bushcare, Dunecare and Fiready programs.⁷

Wollongong community emissions reduced 20% between 2016 and 2022, on track for our 50% reduction target by 2030 (Excluding Industrial Processes and Product Use).

Economy and Employment

In 2024–2025, Wollongong's Gross Regional Product (GRP) was \$16.7B, approximately 57% of the Illawarra Shoalhaven region.⁵

In 2024–2025, there were 102,523 local jobs in the Wollongong Local Government Area, with 7% growth in the five years to 2025.⁶

In 2021, the median household income was \$1,637 per week, lower than the NSW average of \$1,849.³

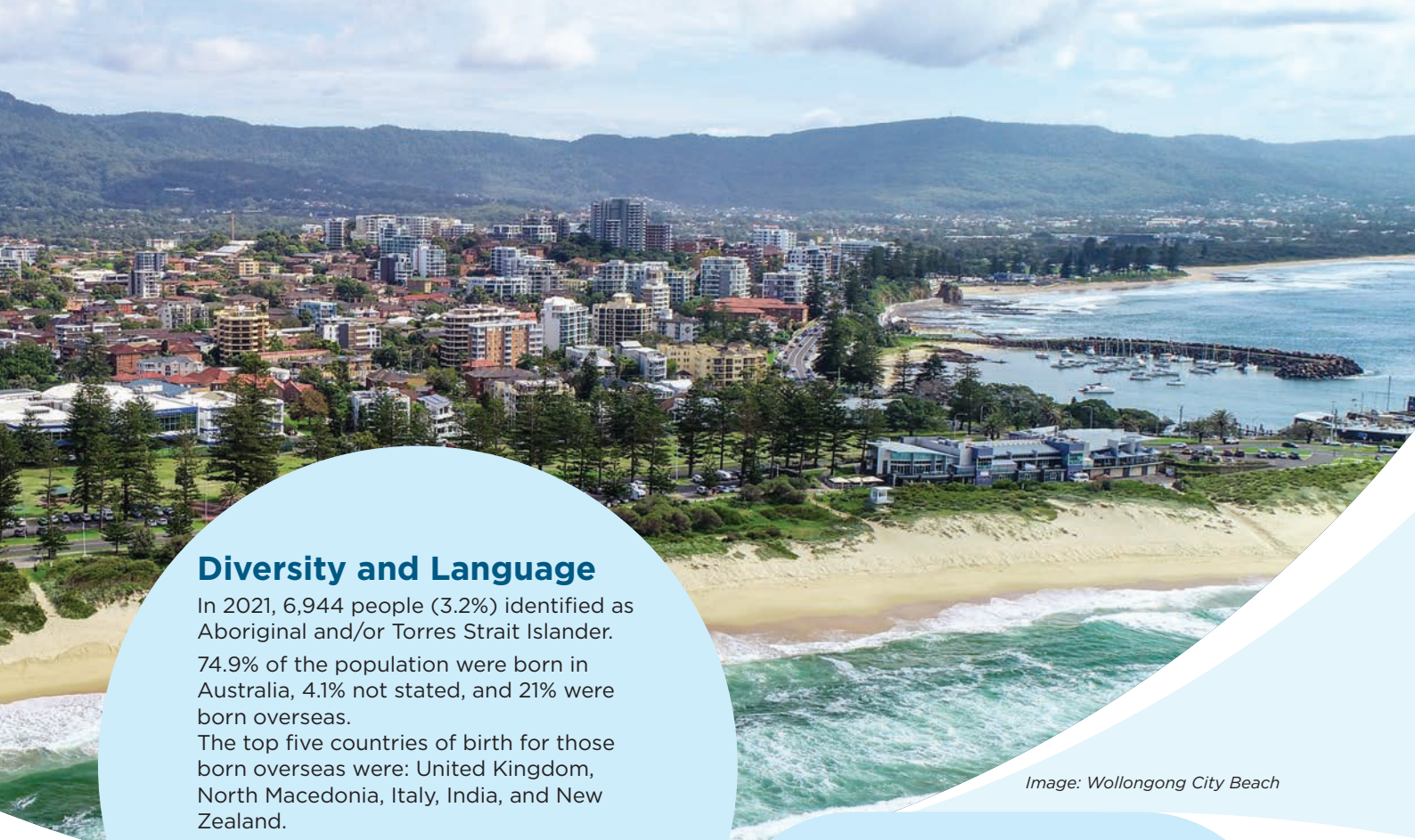


Image: Wollongong City Beach

Diversity and Language

In 2021, 6,944 people (3.2%) identified as Aboriginal and/or Torres Strait Islander. 74.9% of the population were born in Australia, 4.1% not stated, and 21% were born overseas. The top five countries of birth for those born overseas were: United Kingdom, North Macedonia, Italy, India, and New Zealand. In 2021, English was stated as the only language spoken at home by 79.8% of the population. The four most common languages other than English were: Macedonian, Arabic, Italian and Mandarin.³

Housing Costs

In 2025, the median house price was \$1,113,000 and unit price was \$750,000. Weekly rent was \$680 for a house and \$550 for a unit. Only 51.7% of rentals were considered affordable.⁴

Homes, Households and Homelessness

In 2026, Wollongong is estimated to have 94,514 dwellings. By 2035, this is expected to increase to 107,617. The areas expected to see the greatest increase in new homes are Wollongong CBD, Dapto and Dombarton.² In 2021, 66.3% of residents lived in separate houses, 20.5% lived in medium density dwellings, and 12.3% in high density dwellings. 60.9% of residents had a mortgage or fully owned their home, 23.1% of residents were renting privately and 6.8% lived in social housing.³ 29.3% of households were couples with children, 11.2% were one- parent households and 25.4% were people living alone with nearly half aged 65+.³ 1,255 people were experiencing homelessness.³

Education

In 2021, 12,670 residents (5.9%) attended university, and 5,872 (2.7%) were in TAFE or vocational training.³

Transport

In 2024, driving a car was the dominant method for all purposes. 86% of residents living in the Local Government Area commuted to work by car, motorcycle or scooter, 8% caught public transport, and 6% walked or rode a bicycle.¹

Sources
¹ Wollongong City Council, Community Wellbeing Survey, 2024
² Population and household forecasts, 2021 to 2046, prepared by .id, 2025
³ Australian Bureau of Statistics, 2021 census. Note at the time of publication this was the latest census data.
⁴ PropTrack, Compiled and presented by .id, 2024. Rentals at 30% of gross income for very low, low and moderate income households.
⁵ National Institute of Economic and Industry Research (NIEIR), 2026
⁶ Australian Bureau of Statistics, Labour force survey.
⁷ Wollongong City Council, Asset Management Plans, 2025
⁸ Snapshot Climate, Community Emissions Tool, 2024.

Listening to our community

Community engagement is how we reach out and encourage our community to gain awareness and provide input to 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 the community is considered along with legislation, policies, technical assessment, financial, environmental and social impacts. 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 2035 Community Strategic Plan. A total of 10,343 voices informed the development of the Community Strategic Plan. The feedback informed the development of this Delivery Program and Operational Plan, where Council's 33 Services work to deliver the community's aspirations.

Image: Children enjoying Nature Shake Event at Wollongong Botanic Garden





What our community told us*



Environment

- Protect and add green space and trees
- Invest in renewable energy
- Respond to climate change and increase resilience



Housing

- Ensure diverse and sustainable housing options
- Increase affordable housing options
- Address homelessness



Active Transport

- Improve safety
- Increase and promote the network
- Increase accessibility



Arts and Culture

- Provide events and spaces
- Support creatives
- Showcase diverse cultures



Transport

- Improve public transport and expand the Gong Shuttle service
- Provide parking solutions
- Build a safe and sustainable network



Education

- Build more schools
- Provide equitable access to tertiary education
- Diversify educational approaches



Development

- Avoid over development
- Preserve and protect environment and heritage
- Plan sustainable growth



Heritage

- Value our heritage
- Protect buildings
- Recognise and respect Aboriginal heritage



Local Economy

- Focus on creating local jobs
- Foster sustainable and cultural tourism
- Enhance dining, shopping and nightlife options
- Invest in revitalisation and vibrancy



Recreation

- Maintain and increase open and recreational space/s
- Invest in maintenance of parks and beaches
- Improve sporting facilities
- Provide accessible recreational options



Wellbeing

- Enhance public space safety
- Increase access to health services
- Increase and promote sustainable food systems
- Involve community in decision-making



Community Services, Facilities and Spaces

- Increase services provided by libraries
- Maintain places and programs for social connection
- Provide inclusive and accessible community spaces



Inclusive and Accessible

- Create equitable employment opportunities
- Provide accessible information
- Improve digital inclusion

* Feedback gathered as part of the Our Wollongong Our Future 2035 Community Strategic Plan engagement process.



Image: Lifeguards
at City Beach

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: Safer Cities MacCabe Park



Image: Lunar New Year

Community Vision

On Dharawal Country, from the mountains to the sea, we value our natural environment, we respect each other, our past and future. We will be a sustainable, connected, vibrant, and innovative city, with a diverse economy.



Community Goals

Wollongong is **Sustainable** **Connected** **Vibrant** **Inclusive**

We are a sustainable and climate resilient city

We have well planned, connected, and liveable places

We foster a diverse economy, and we value innovation, culture, and creativity

We have a healthy, respectful, and inclusive community



Image: William Beach Reserve, Brownsville

Delivery Program 2025-2029 and Operational Plan 2026-2027

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. Council is committed to delivering these services in a way that is sustainable, adaptable, and continues to meet the expectations of our community – both now and into the future.

The Resourcing Strategy 2025-2035 outlines the finances, assets, workforce and digital technology that will be used to achieve the Program and Plan. Council's 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. Through this approach, Council ensures that resources are managed responsibly as part of everyday operations – allowing us to maintain service levels, respond to emerging opportunities, and ensure organisational sustainability.

Council's Service Optimisation Program aims to monitor and adjust service levels and resources to ensure the services we deliver are sustainable and relevant, balanced against community needs and expectations. Organisational sustainability is an ongoing focus in how Council plans and delivers services, ensuring we continue to adapt to change while keeping the customer at the centre of everything we do.

The Service Optimisation Program methodology includes review of community and customer feedback and engagement activities, including our Community Satisfaction Survey and Community Wellbeing Survey results. As part of a review, Council may also undertake engagement activities in accordance with our Community Engagement Strategy Council Policy.

Using an evidence-based approach, grounded in community and customer sentiment, the services to be reviewed in the 2026-2027 financial year have been included as Operational Plan actions under Integrated Customer Service. Progress and outcomes will be reported in Council's Quarterly Reviews and Annual Report.



We are a sustainable and climate resilient city

We have well planned, connected, and liveable places

We foster a diverse economy, and we value innovation, culture, and creativity

We have a healthy, respectful, and inclusive community

Community Strategic Plan

Resourcing Strategy

Delivery Program and Operational Plan delivered through Council Services

Environmental Services

Natural Area Management

Botanic Garden and Annexes

Floodplain Management and Stormwater Services

Waste Management

Development Assessment

Emergency Management

Land Use Planning

Memorial Gardens and Cemeteries

Property Services

Regulatory Compliance

Transport Services

Arts and Culture

City Centre Management

Engagement, Communications and Events

Economic Development

Tourist Parks

Aquatic Services

Community Facilities

Community Programs

Corporate Strategy

Integrated Customer Service

Leisure Centres

Libraries

Parks and Sports fields

Public Health and Safety

Youth Services

Support Services

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

How to read this document

Services aligned to community goal

Goal 1 | We are a sustainable and climate resilient city

Botanic Garden and Annexes

Service Name
Responsibility

Responsibility Manager Open Space and Environmental Services

Why

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

Why Council delivers the service

What

The Botanic Garden and Annexes Service involves managing and promoting the conservation, education, recreation and interpretation 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 Botanic Garden Discovery Centre.

What the Service involves

Delivery Streams

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

Delivery Streams are sub-services

2035 Community Strategic Plan

United Nations Sustainable Development Goals

We are a sustainable and climate resilient city

Relevant CSP Goal/s
Relevant UN SDG Goals



Finances (000'S)

Revenue \$357
Expense \$(4,696)
Net \$(4,339)

Resourcing information that reflects the 2025-2026 Operational Budget

The core business activities to be carried out

How

Develop, interpret, and maintain the botanic collection.
Provide environmental sustainability education programs.

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Manage the Mount Keira Summit Park in accordance with the Plan of Management	✓	Actions to be reported quarterly to the community		✓	1.1	Botanic Garden and Annexes

Supporting Documents

Botanic Garden Plan of Management 2020

Relevant Supporting Documents to the Service

Goal 1 | We are a sustainable and climate resilient city Measuring Success

Performance Measures

Measure	Target/Desired Trend	2024	2025
1.1 Number of visitors to Wollongong Botanic Garden	360,000 Per annum	261,863 Annual result	392,446 Annual result

Services

Goal 1: We are a sustainable and climate resilient city

Botanic Garden and Annexes	24
Environmental Services	26
Floodplain Management and Stormwater Services	28
Natural Area Management	30
Waste Management	32

Goal 2: We have well planned, connected, and liveable places

Development Assessment	40
Emergency Management	42
Land Use Planning	44
Memorial Gardens and Cemeteries	48
Property Services	50
Regulatory Compliance	52
Transport Services	54

Goal 3: We foster a diverse economy, and we value innovation, culture, and creativity

Arts and Culture	60
City Centre Management	62
Economic Development	64
Engagement, Communications and Events	66
Tourist Parks	68

Goal 4: We have a healthy, respectful, and inclusive community

Aquatic Services	74
Community Facilities	76
Community Programs	78
Corporate Strategy	80
Integrated Customer Service	82
Leisure Centres	84
Libraries	86
Parks and Sports Fields	88
Public Health and Safety	92
Youth Services	94

Support Services

Employee Services	102
Financial Services	104
Governance and Administration	106
Information Management and Technology	108
Infrastructure Strategy and Support	110



Image: Local residents in their garden

Goal 1 | Sustainable

We are a sustainable and climate resilient city

Objectives

We are leaders in climate change mitigation and adaptation.

Our natural environments are protected, and our resources are managed sustainably.

We will work together to reduce emissions and the effects of a changing climate in an equitable way.

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 Partner with Aboriginal and Torres Strait Islander communities and organisations in the way we care for the environment.
- 1.3 Manage and improve the cleanliness, health, biodiversity of land and water including creeks, lakes, waterways and oceans.
- 1.4 Increase our resilience to natural disasters and ability to adapt to a changing climate, to protect life, property, and the environment.
- 1.5 Work together to achieve net zero greenhouse gas emissions, and mitigate the impacts of climate change.
- 1.6 Reuse, repurpose, redirect, or recycle, to drive a circular economy, and reduce the amount of waste going to landfill.
- 1.7 Manage our coastal environments, including Lake Illawarra, to protect and enhance environmental sustainability, social, cultural, and economic values.

Goal 1 | We are a sustainable and climate resilient city

Botanic Garden and Annexes

Responsibility Manager Open Space and Environmental Services

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 Botanic Garden Discovery Centre.

Delivery Streams

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

2035 Community Strategic Plan



United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$357

Expense \$(4,696)

Net \$(4,339)

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 community and commercial Botanic Garden events.

Provide conservation programs and support Botanic Garden partnerships, including the Friends of the Botanic Garden.

Manage priority Southern NSW threatened plant species ex-situ collections on behalf of land management agencies.

Botanic Garden and Annexes

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Manage the Mount Keira Summit Park in accordance with the Plan of Management	✓	✓	✓	✓	1.1	Botanic Garden and Annexes
Deliver Botanic Garden visitor programs, interpretation, education, events, and priority actions	✓	✓	✓	✓	1.1	Botanic Garden and Annexes
Implement priority actions from the Botanic Garden Masterplan	✓	✓	✓	✓	1.3	Botanic Garden and Annexes
Deliver priority actions from the Urban Greening Program	✓	✓	✓	✓	1.5	Nursery

Supporting Documents

Botanic Garden Plan of Management 2020
 Wollongong Botanic Garden 2025-2035 Report and Landscape Plan
 Mount Keira Summit Park Plan of Management
 Glennifer Brae Conservation Management Plan
 Wollongong Local Environmental Plan 2009
 Illawarra Biodiversity Strategy
 Sustainable Wollongong 2030: A Climate Healthy City Strategy
 Urban Greening Strategy 2017-2037

Goal 1 | We are a sustainable and climate resilient city

Environmental Services

Responsibility Manager City Strategy

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 the transition to net-zero greenhouse gas emissions.

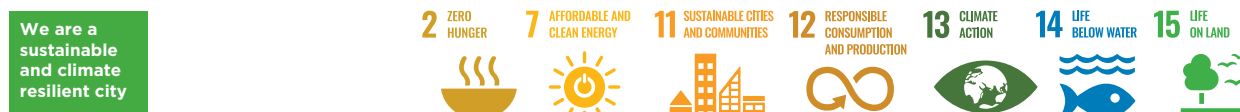
What

This service involves Council working with the community in relation to local climate change mitigation, adaptation, monitoring and reporting, coastal and estuary management, biodiversity planning, contaminated lands management, development assessment for environmental impacts, environmental education, volunteer management and partnerships, waste minimisation and environmental advocacy.

Delivery Streams

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

2035 Community Strategic Plan United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$202

Expense \$(3,430)

Net \$(3,228)

How

Provide leadership in local climate change mitigation, adaptation, monitoring and reporting. Environmental education and waste minimisation programs, resource recovery and advocacy. Preparing, monitoring, implementing, reporting, and reviewing environmental policies, strategies and plans.

Management of the Greenhouse Park practical demonstration site.

Review of Environmental Factors and assessment of environmental issues associated with planning proposals, Development Applications, and management of the Tree Management Permit process.

Undertake environmental monitoring programs, such as water, air quality, contaminated lands management, and pollution response.

Implementation of Climate Change Mitigation Plan 2023-2030.

Deliver on Biodiversity Conservation Agreement for West Dapto.

Council support of local food security outcomes through advocacy, support, sponsorship, partnering, and local initiatives such as community gardens.

Coordinate Council's volunteer, environmental and conservation programs, education, activities and events aligned with Council's Urban Greening program, climate action and waste diversion strategies.

Coordinate the Lake Illawarra Coastal Management Program implementation including the governance framework.

Implement priority actions from the Climate Change Adaptation Plan 2022.

Environmental Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Prepare and deliver the Wollongong Coastal Management Program	✓	✓	✓	✓	1.4	Environmental and Sustainability Planning
Deliver commitments made under the Global Covenant of Mayors including the implementation of Council's Climate Change Mitigation Plan 2023-2030	✓	✓	✓	✓	1.4	Environmental and Sustainability Planning
Implement priority actions in the certified Coastal Management Program for Lake Illawarra including progressing the Entrance Options Study	✓	✓	✓	✓	1.7	Environmental and Sustainability Planning
Carry out sustainability and environmental education programs	✓	✓	✓	✓	1.1	Environmental and Sustainability Planning
Update and deploy the Urban Greening Strategy Action Plan 2025-2029	✓	✓	✓	✓	1.1	Environmental Community Programs and Partnerships
Deliver priority sustainability and climate action initiatives		✓	✓	✓	1.4	Environmental and Sustainability Planning

Supporting Documents

Sustainable Wollongong 2030: A Climate Healthy City Strategy
 Climate Change Mitigation Plan 2023-2030
 Climate Change Adaptation Plan 2022
 Coastal Zone Management Plan 2017
 Lake Illawarra Coastal Management Program 2020-2030
 Wollongong Waste and Recovery Strategy 2024-2034
 Floodplain Risk Management Plans
 Urban Greening Strategy 2017-2037 and Action Plan 2025-2029
 Urban Heat Strategy 2023
 Riparian Corridor Management Strategy for the West Dapto Urban Release Area

Goal 1 | We are a sustainable and climate resilient city

Floodplain Management and Stormwater Services

Responsibility Manager Infrastructure Strategy and Planning

Why

To manage and effectively improve the function, 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 stormwater drainage and associated infrastructure assets across the city that aim to be safe, efficient, effective, and sustainable.

Delivery Streams

- Floodplain Management
 - Stormwater Management
-

2035 Community Strategic Plan

United Nations Sustainable Development Goals

We are a sustainable and climate resilient city



Finances (000'S)

Revenue \$2,252

Expense \$(14,157)

Net \$(11,905)

How

Develop and implement Flood Studies and Floodplain Risk Management Studies and Plans in compliance with the Flood Risk Management Manual (NSW Government Guideline).

Implement, when feasible and funded, the floodplain mitigation measures recommended in the Flood Risk Management Studies and Plans, including implementation of the Voluntary Purchase Scheme in accordance with NSW Government Guidelines.

Plan and design new floodplain and stormwater infrastructure with a coordinated approach to floodplain, stormwater quality, and quantity management.

Develop and implement prioritised programs for new flood mitigation measures and stormwater assets, to increase our community resilience to flooding and to expand our stormwater network.

Provide Flood Information Advice to stakeholders to assist them in making better decisions when planning and developing within the floodplains of our Local Government Area.

Support review of Development Control Plans to better define 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.

Deliver a rolling program of flood and stormwater infrastructure condition and safety inspections.

Floodplain Management and Stormwater Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Develop and implement Floodplain Risk Management Plans	✓	✓	✓	✓	1.3	Floodplain Management
Plan and design new stormwater infrastructure	✓	✓	✓	✓	1.3	Stormwater Management

Supporting Documents

Stormwater Asset Management Plan
 Flood Studies and Floodplain Risk Management Plans
 Coastal Zone Management Plan 2017
 Lake Illawarra Coastal Management Program 2020-2030
 Riparian Corridor Management Strategy for the West Dapto Urban Release Area

Goal 1 | We are a sustainable and climate resilient city

Natural Area Management

Responsibility Manager Open Space and Environmental Services

Why

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

What

Manage Council's natural areas restoration works program, carry out weed and pest management, and coordinate volunteer programs in natural areas. Management of natural areas under Council care and control and conservation of endangered ecological communities and threatened species. These activities are funded through a combination of Council's own operating funds, external grants, partnerships with other organisations, and the support of community volunteers.

Delivery Streams

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

2035 Community Strategic Plan

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$563

Expense \$(5,809)

Net \$(5,246)

How

Manage and monitor the condition of natural areas under Council control and allocate resources on a priority basis.

Manage customer expectations and enquiries in regard to natural area priorities.

Implement control programs for priority pest species (rabbits/deer/myna birds).

Support the Illawarra District Weeds Authority through funding and on ground management of noxious and environmental weeds.

Coordinate natural area restoration works at priority sites and support urban greening program implementation.

Continue implementation of priority actions from the Dune Management Strategy.

Continue vegetation restoration works in accordance with the Lake Illawarra Coastal Management Program 2020-2030.

Management of the Greenhouse Park practical demonstration site.

Natural Area Management

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement annual bushfire hazard reduction works program for Asset Protection Zones on Council managed lands	✓	✓	✓	✓	1.4	Asset Protection Zone (Bushfire) Management

Supporting Documents

Sustainable Wollongong 2030: A Climate Healthy City Strategy
 Illawarra Bushfire Risk Management Plan
 Urban Greening Strategy 2017-2037 and Action Plan 2025-2029
 Illawarra Biodiversity Strategy
 Community Land/Crown Land - Plans of Management
 Estuary and Coastal Zone Management Plans
 Climate Change Mitigation Plan 2023-2030
 Climate Change Adaptation Plan 2022
 Coastal Zone Management Plan 2017
 Illawarra Escarpment Management Plan
 Stormwater Management Plans
 Floodplain Risk Management Plans
 South East Regional Strategic Pest Animal Management Plan 2024-2028
 Beach and Foreshore Access Strategy 2019-2028
 Lake Illawarra Coastal Management Program 2020-2030
 Sportsgrounds and Sporting Facilities Strategy 2023-2027
 Urban Heat Strategy 2023
 Riparian Corridor Management Strategy for the West Dapto Urban Release Area

Goal 1 | We are a sustainable and climate resilient city

Waste Management

Responsibility Manager Open Space and Environmental Services

Why

To provide residential waste services, a landfill facility, public place cleansing and a range of supporting waste services and education programs to increase the diversion of waste from landfill. To minimise our emissions and work towards our net zero greenhouse emissions targets.

What

Deliver high quality, value for money, sustainable, customer focused municipal waste services including collection services and the Wollongong Waste and Resource Recovery at Kembla Grange. Collections services include general waste, recycling, Food Organics Garden Organics (FOGO), kerbside on-call household clean up and community drop off events scheduled throughout the year. Education activities for the community are aimed at awareness of these services and opportunities to encourage responsible waste diversion actions. Litter and public bin collection at 1,300 locations and cleaning of public toilet facilities. Deliver key actions identified in the Wollongong Waste and Recovery Strategy 2024-2034.

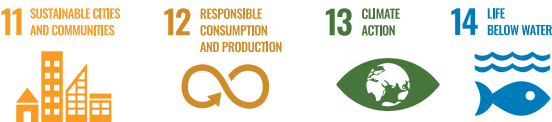
Delivery Streams

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

2035 Community Strategic Plan



United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$63,423
Expense \$(61,599)
Net \$1,824

How

Deliver high quality, value for money, sustainable, customer focused municipal waste services to the Wollongong Local Government Area community. Domestic waste collection, recycling, on-call household clean-up and organics collection contracts. Provide waste services for the community including green waste, chemical and cardboard drop off events. Provide education activities for the community on Council's services and environmentally focused values. Litter and Public bin collection at 1,300 locations and cleaning of public toilet facilities. Operation of Wollongong Waste and Resource Recovery Park at Kembla Grange. Deliver a Food Organics Garden Organics (FOGO) program across the Local Government Area.

Waste Management

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Educate, incentivise, and continue to deliver waste diversion programs aligned with problematic and high emissions waste streams	✓	✓	✓	✓	1.5	Wollongong Waste and Resource Recovery Park
Continue to develop and implement the landfill gas management system at Whytes Gully	✓	✓	✓	✓	1.5	Wollongong Waste and Resource Recovery Park
Develop and deploy Emergency and Natural Disaster Waste Management Plan	✓	✓	✓	✓	1.4	Wollongong Waste and Resource Recovery Park
Provide opportunity for the community to participate in the diversion of problematic and high emissions waste streams	✓	✓	✓	✓	1.5	Wollongong Waste and Resource Recovery Park
Transition to a circular economy through the update of the service delivery model within the Community Recycling Centre, per the Wollongong Waste and Resource Recovery Strategy 2024-2034	✓	✓	✓	✓	1.5	Wollongong Waste and Resource Recovery Park

Supporting Documents

Wollongong Waste and Recovery Strategy 2024-2034
 Sustainable Wollongong 2030: A Climate Healthy City Strategy
 Climate Change Mitigation Plan 2023-2030
 Climate Change Adaptation Plan 2022

Goal 1 | We are a sustainable and climate resilient city

Measuring Success

Measure	Target/Desired Trend	2024	2025
1.1 Number of visitors to Wollongong Botanic Garden	360,000 Per annum	261,863 Annual result	392,446 Annual result
1.2 Residents' average satisfaction score with Botanic Garden	Maintain*	4.60*	4.60 [#]
1.3 Number of participants in environmental education programs	4,000 Per annum	9,577 Annual result	4,213 ¹ Annual result
1.4 Number of participants in environmental programs	Increase	66,399 Annual result	20,815 ² Annual result
1.5 Number of engagements in environmental programs	At least 85,000 Per annum	New measure	Annual result available as at 30 June 2026
1.6 Residents' average satisfaction score with environmental programs and education	Increase	3.40*	3.30 [#]
1.7 Percentage reduction in Council's greenhouse gas emissions	100% by 2030	13% reduction since 2021	22% reduction since 2021
1.8 Number of hours worked by volunteers in Bushcare, Dunecare and FiReady sites	Increase	7,414 Annual result	13,840 Annual result
1.9 Number of participants in Council tree planting activities	Increase	New measure	Annual result available as at 30 June 2026

Goal 1 | We are a sustainable and climate resilient city

Measuring Success

Measure	Target/Desired Trend	2024	2025
1.10 Ratio of trees planted versus trees removed on public land	2 : 1 minimum	4.4 : 1	2 : 1
1.11 Residents' average satisfaction score with protection of our natural environment	Increase	3.30*	3.40 [#]
1.12 Number of engagements in waste education programs (formal and online)	Increase	New measure	Annual result available as at 30 June 2026
1.13 Percentage of residential waste diverted from landfill (including recycling and organics)	Increase	49% Annual result	53% Annual result
1.14 Percentage of contamination in FOGO bin	Less than 10% (contract figure)	1.5% Annual average	1.5% Annual average
1.15 Percentage of contamination in recycling bin (i.e. yellow bin)	Less than 10% (contract figure)	11% Annual average	10.7% Annual average
1.16 Percentage of material diverted from landfill via recycling and FOGO kerbside bins	Increase	54% Annual average	55% Annual average
1.17 Residents' average satisfaction score with Domestic Waste collection service (i.e. red lid bin)	Maintain*	4.40*	4.30 [#]

Goal 1 | We are a sustainable and climate resilient city

Measuring Success

Measure	Target/Desired Trend	2024	2025
1.18 Residents' average satisfaction score with Recycling Waste collection service (i.e. yellow lid bin)	Maintain*	4.30*	4.20 [#]
1.19 Residents' average satisfaction score with Green Waste (including FOGO) Service (i.e. green lid bin)	Maintain*	4.40*	4.30 [#]
1.20 Residents' average satisfaction score with public bin collection	Maintain*	4.00*	3.90 [#]
1.21 Residents' average satisfaction score with waste disposal depot facilities	Maintain*	3.80*	4.00 [#]
1.22 Residents' average satisfaction score with street cleaning	Maintain*	3.60*	3.40 [#]

* Maintain targets apply to measures where the Community Satisfaction Survey indicates high importance and high satisfaction – areas identified as Council strengths. The target is to sustain this level of performance.

* Data from Wollongong City Council Community Satisfaction Survey 2023.

[#] Data from Wollongong City Council Community Satisfaction Survey 2025.

¹ Numbers dropped due to a shift from face to face to online waste education, and redesign of the Discovery Centre program to onboard external providers. Note 2024 figure includes an online Red Room poetry national event which inflated the numbers.

² Numbers dropped due to changes in reporting to not include special events such as Sunset Cinema and Sculptures in the Garden.

To learn more about how we're tracking, our *Delivery Program Measures Dictionary* outlines definitions, targets, trends, baseline and current data (where available), along with data sources and how often they're collected. The dictionary can be found on Council's website:

Home | Council| Council Documents| Our Wollongong Our Future| Delivery Program and Operational Plan

https://www.wollongong.nsw.gov.au/__data/assets/pdf_file/0020/286004/Delivery-Program-2025-2029-Measures-Dictionary.pdf



Image: Local residents using FOGO



Image: Culture Mix Festival

Goal 2 | Connected

We have well planned, connected, and liveable places

Objectives

Residents have access to a diverse range of housing options.

Development is balanced, well planned and sustainable, and we protect our Country and heritage.

Transport links and connection throughout the Local Government Area, to Greater Sydney, and the Illawarra Region are strengthened.

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

How will we get there?

- 2.1 Urban areas are planned and well maintained to provide a healthy and safe environment for our community to live, work and play.
- 2.2 Facilitate ecologically sustainable development that considers the current and future needs of our community and environment.
- 2.3 Deliver high quality, fit for purpose and sustainable infrastructure to support a growing and resilient city.
- 2.4 Housing provides choice, affordability, and liveability for our diverse community.
- 2.5 Integrated services are provided to residents in need of urgent shelter.
- 2.6 The growth of West Dapto urban release area is well planned with facilities, spaces and educational institutions to support the growing community.
- 2.7 Develop and implement programs and projects that achieve proactive heritage management, education and promotion.
- 2.8 Plan, advocate for, and provide affordable, accessible and sustainable multi-modal transport networks. This includes continuation and expansion of the Gong Shuttle, and active transport infrastructure to meet the community's needs.
- 2.9 Effective and integrated regional transport with a focus on road, bus, rail and freight movement (including the port of Port Kembla).
- 2.10 Plan and provide sustainable infrastructure for safe and liveable places integrated with the environment and accessible to key transport routes.
- 2.11 Advocate for strong transport links within the Local Government Area, and connections to Greater Sydney, particularly Western Sydney (including the Aerotropolis), and the Illawarra Region, to provide physical and economic opportunities.
- 2.12 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.
- 2.13 Maintain the service levels of our roads, footpaths, cycleways, and shared paths to an acceptable standard.
- 2.14 Plan and deliver an accessible, safe, clean and inviting public domain.
- 2.15 Community transport options for frail older people, people with disabilities, and the transport disadvantaged, are actively promoted and available.

Goal 2 | We have well planned, connected, and liveable places

Development Assessment

Responsibility *Manager Development Assessment and Certification*

Why

Council is required to fulfil its legislative requirements for development assessment processes. Council's focus is to ensure a process that provides community confidence, transparency and 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 review 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.

Delivery Streams

- Development Assessment
- Building Certification
- Development Engineering

2035 Community Strategic Plan

We have
well planned,
connected,
and liveable
places

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$4,378

Expense \$(10,532)

Net \$(6,154)

How

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

Engage with New South Wales agencies, development/building industry, and the broader community to achieve improved development outcomes.

Development Assessment

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Administer the Design Review Panel in relation to key sites or significant development	✓	✓	✓	✓	2.2	Development Assessment
Administer the Wollongong Local Planning Panel	✓	✓	✓	✓	2.2	Development Assessment
In conjunction with the Department of Planning, Housing and Infrastructure, administer the Southern Regional Planning Panel	✓	✓	✓	✓	2.2	Development Assessment
Progress outcomes resulting from the Service Optimisation review of customer experience in accessing information related to Development Assessment	✓				4.14	Development Assessment

Supporting Documents

Wollongong Local Environmental Plan 2009
 Wollongong Development Control Plan 2009
 Development Contributions Plans
 Coastal Zone Management Plan 2017
 Wollongong Housing Strategy 2023
 Wollongong Retail and Business Centres Strategy 2023
 Wollongong Industrial Lands Review 2023
 Wollongong Local Strategic Planning Statement 2025-2045
 Tourism Accommodation Strategy
 Wollongong City Centre Urban Design Framework
 Wollongong Heritage Strategy 2023-2027
 Community Land/Crown Land - Plans of Management
 West Dapto Vision 2018
 West Dapto Development Contributions Plan 2025
 West Dapto Social Infrastructure Needs Assessment 2023
 Riparian Corridor Management Strategy for the West Dapto Urban Release Area

Goal 2 | We have well planned, connected, and liveable places

Emergency Management

Responsibility Manager Infrastructure Strategy and Planning

Why

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

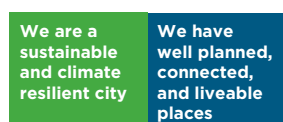
What

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.

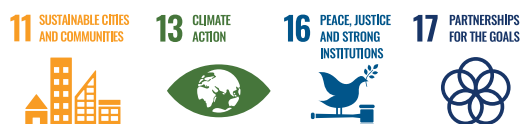
Delivery Stream

- Emergency Management and Support

2035 Community Strategic Plan



United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$452

Expense \$(8,204)

Net \$(7,751)

How

Actively participate in and support the Local Emergency Management Committee in achieving its responsibilities to prepare plans in relation to prevention of, preparation for, response to and recovery from emergencies.

Provide operational response to support emergency combat agencies during incidents and emergencies. As per local government responsibilities defined under the State Emergency and Rescue Management Act (1989).

Maintain vehicles and equipment for the Local Rural Fire Service Brigades. Carry out maintenance on NSW State Emergency Service Buildings in accordance with the Service Level Agreement.

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

Secure funding for recovery through joint Commonwealth-State Disaster Recovery Funding Arrangements and continue to advocate for a more streamlined funding model for recovery funding.

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

Recovery and resilience planning to cater for predicted increases in frequency and severity of extreme weather due to climate change.

Participate in community awareness programs specifically related to raising public awareness about Council's role in emergency management.

Emergency Management

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Partner with the State Emergency Service to upgrade Wollongong Unit facilities at Montague Street, North Wollongong	✓	✓			1.4	Emergency Management and Support
Continue to advocate for policy reform and funding from the State and Federal Governments to support disaster recovery and future resilience	✓	✓	✓	✓	1.4	Emergency Management and Support
Develop and deploy a Disaster Adaptation pilot and collaborate with the NSW Government on implementation	✓	✓	✓	✓	1.4	Emergency Management and Support
Contribute to the development of a Disaster Adaptation Plan with partners		✓	✓		1.4	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
 Climate Change Mitigation Plan 2023-2030
 Floodplain Risk Management Plans
 Urban Heat Strategy 2023

Goal 2 | We have well planned, connected, and liveable places

Land Use Planning

Responsibility Manager City Strategy

Why

Urban and rural areas are well-planned with an appropriate mix of land uses, in a healthy, safe, and sustainable living environment in line with community expectations and our legislative responsibilities.

What

Land Use Planning manages the plans, policies and certificates assisting our community to understand the role and function of lands within Wollongong Local Government Area. The team develop longer term strategies and plans to ensure we live, work, and play sustainably, protecting what we value and ensuring development contributes to great places for our community.

Delivery Streams

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

2035 Community Strategic Plan

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$802

Expense \$(5,250)

Net \$(4,448)

How

Plan for the current and future community of the 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 Plan and Development Control Plan amendments, which enable the community's goals for liveability, sustainability, and amenity.

Prepare and assess Planning Proposals which guide how land can be used and developed for the community's benefit.

Prepare Plans of Management for community and Crown lands.

Progress place-based updates to planning policy and initiate projects to improve the public domain.

Advocate for an inclusive and reliable public transport network with high quality infrastructure and frequent public transport services.

Plan and manage the West Dapto Urban Release Area and advocate to State and Federal Governments to deliver 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.

How continued

Prepare and issue Planning Certificates to provide property details and information for residents and investors.

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.

Maintain the governance arrangements for the implementation of the West Dapto Vision 2018.

Land Use Planning						
Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Develop a Local Infrastructure and Development Strategy for the West Dapto Urban Land Release Area	✓				2.1	West Dapto Planning
Review and finalise the Local Strategic Planning Statement	✓				2.2	Local Environmental Planning
Implement key priorities of the Wollongong Housing Strategy 2023 including Affordable Housing initiatives and other endorsed planning strategies	✓	✓	✓	✓	2.4	Local Environmental Planning
Undertake studies to inform the periodic review of the West Dapto Development Contribution Plan	✓	✓	✓	✓	2.6	West Dapto Planning
Implement key priorities of the Wollongong Retail and Business Centres Strategy 2023 and Industrial Lands Review 2023		✓	✓	✓	2.1	Urban Renewal and Civic Improvement
Implement key priorities of the Tourism Accommodation Strategy 2025	✓	✓			2.1	Urban Renewal and Civic Improvement

Land Use Planning

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement key priorities of the Wollongong Heritage Strategy 2023-2027	✓	✓	✓	✓	2.7	Heritage
Prepare stage 1 implementation of the Wollongong City Centre Urban Design Framework	✓				2.1	Urban Renewal and Civic Improvement
Finalise the Wollongong City Centre Planning Proposal, DCP chapter and Flinders Street precinct review		✓			2.1	Urban Renewal and Civic Improvement
Progress the South Wollongong precinct review	✓	✓			2.1	Urban Renewal and Civic Improvement
Partner with external agencies on regionally significant precinct planning projects	✓	✓	✓	✓	2.2	Local Environmental Planning

Supporting Documents

West Dapto Vision 2018
 West Dapto Development Contributions Plan 2025
 West Dapto Social Infrastructure Needs Assessment 2023
 Wollongong City Centre Urban Design Framework
 Wollongong Local Environmental Plan 2009
 Development Control Plan 2009
 Wollongong Local Strategic Planning Statement 2025-2045
 Wollongong Housing Strategy 2023
 Wollongong Heritage Strategy 2023-2027
 Community Land/Crown Land - Plans of Management
 Wollongong Retail and Business Centres Strategy 2023
 Wollongong Industrial Lands Review 2023
 Tourism Accommodation Strategy
 Town and Village Plans
 Urban Heat Strategy 2023
 Riparian Corridor Management Strategy for the West Dapto Urban Release Area



Image: Wongawilli housing development

Goal 2 | We have well planned, connected, and liveable places

Memorial Gardens and Cemeteries

Responsibility Manager Commercial Operations and Property

Why

Our community want access to places of internment and memorialisation that are well-maintained and respectful of culture and faith. To continue to meet the needs of the community, our Memorial Gardens and Cemeteries are managed efficiently, sustainably, and with effective future planning.

What

This service provides memorial, burial and funeral service facilities at six sites across the Local Government Area. These include Wollongong Memorial Gardens, Wollongong Lawn Cemetery, Wollongong Cemetery, Bulli Cemetery, Scarborough Cemetery and Helensburgh Cemetery. The service also maintains three non-operational sites of historical and cultural significance. These include Berkeley Pioneer Cemetery, Settler's Cemetery and Waterfall General Cemetery.

Delivery Stream

- Wollongong Memorial Gardens and Cemeteries

2035 Community Strategic Plan

United Nations Sustainable Development Goals

We have
well planned,
connected,
and liveable
places



Finances (000'S)

Revenue \$2,354

Expense \$(2,908)

Net \$(554)

How

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

Memorial Gardens and Cemeteries

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Manage the commercial operations of the Wollongong Memorial Gardens and cemeteries	✓	✓	✓	✓	2.3	Wollongong Memorial Gardens and Cemeteries

Supporting Documents

Memorial Gardens Masterplan

Goal 2 | We have well planned, connected, and liveable places

Property Services

Responsibility Manager Commercial Operations and Property

Why

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

What

This service manages over 400 commercial leases and licenses and 800 parking 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.

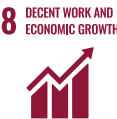
Delivery Streams

- Leasing and Licences
- Property Sales and Development

2035 Community Strategic Plan

We have
well planned,
connected,
and liveable
places

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$7,603

Expense \$(5,348)

Net \$2,254

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.

Continue to undertake Council's surplus land review.

Manage the landowner's consent process for Development Applications or other approvals on Council owned land.

Property Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Identify and implement business improvement initiatives to deliver commercial returns on Council's property portfolio	✓	✓	✓	✓	2.3	Property Sales and Development

Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
 Places for the Future: Social Infrastructure Future Directions 2023-2036
 Community Land/Crown Land - Plans of Management Masterplans

Goal 2 | We have well planned, connected, and liveable places

Regulatory Compliance

Responsibility Manager Regulation and Enforcement

Why

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

What

This service involves environment and development compliance, animal care and management, and parking in accordance with statutory requirements and Council Policy. Education programs and information to raise community awareness also forms part of this service.

Delivery Streams

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

2035 Community Strategic Plan

United Nations Sustainable Development Goals

We have
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places



Finances (000'S)

Revenue \$4,501

Expense \$(8,603)

Net \$(4,102)

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.

Council is responsible for managing its obligations under the *Companion Animals Act*, which includes conducting proactive patrols of public spaces, responding to customer requests and complaints, providing education to residents, and maintaining the accuracy of the NSW Companion Animals Register.

Delivery of animal care and impounding services, including daily care and efforts to reunite animals with their owners or find suitable new homes. These services are supported by the operation of rehoming and foster care programs, which aim to enhance animal welfare and improve outcomes for unclaimed or vulnerable animals.

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.

Implement education and awareness raising programs for swimming pool barriers.

Regulatory Compliance

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Carry out proactive surveillance and inspection program of known illegal dumping hot spots	✓	✓	✓	✓	2.1	Environment Development, Compliance and Education
Maintain a proactive compliance program for companion animals in public places, including beaches, foreshore areas, and parks	✓	✓	✓	✓	2.1	Inspections, Education and Registration
Complete feasibility studies to inform future companion animal care and rehoming operations	✓	✓			2.4	Animal Control
Target compliance of subdivision and residential building sites for sediment and erosion control, hours of operation, waste management (including storage and management of building materials), and dust control	✓	✓	✓		2.1	Environment Development, Compliance and Education

Supporting Documents

Not applicable to this Service.

Goal 2 | We have well planned, connected, and liveable places

Transport Services

Responsibility Manager Infrastructure Strategy and Planning

Why

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

What

This service provides the delivery, management, and advocacy of transport services and associated 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 change behaviour programs are a critical activity implemented across all aspects of our transport services.

Delivery Streams

- Road Safety and Transport Planning
- Roads and Bridges
- Footpaths, Cycleways and Public Transport Stops
- Car Parks and Boat Ramps
- Transport Facilities Including Street Lighting
- Street Sweeping

2035 Community Strategic Plan

We have well planned, connected, and liveable places

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$7,599

Expense \$(56,028)

Net \$(48,428)

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, car parks, metered parking, and streetlights.

Advocacy towards local, regional, and state transport initiatives.

Work with Transport for New South Wales 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 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.

How continued

Ensure sustainability is a key priority in transport planning and delivery to reduce fossil fuel consumption and support Wollongong net zero greenhouse gas emissions targets.

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.

Advocacy towards local, regional, and state transport initiatives including the provision of expanded public transport services.

Develop and deploy a pilot program to slow vehicle speeds and improve safety.

Work with key agencies and partners to progress the Illawarra Regional Transport Plan.

Develop road safety programs, education and promotion of sustainable multimodal transport options.

Transport Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement actions from the Wollongong Cycling Strategy 2030	✓	✓	✓	✓	2.13	Footpaths, Cycleways and Public Transport Stops
Implement the Wollongong Transport Strategy 2025-2035		✓	✓	✓	2.9	Road Safety and Transport Planning
Collaborate with the New South Wales Government to fund and deliver the Safer Routes to School Program	✓	✓	✓	✓	2.10	Road Safety and Transport Planning

Supporting Documents

Wollongong Transport Strategy 2025-2035

West Dapto Development Contributions Plan 2025

Town and Village Centre 'Access and Movement Plans'

City of Wollongong Pedestrian Plan 2017-2021

Wollongong Cycling Strategy 2030

Illawarra Regional Transport Plan

Wollongong City Centre Movement and Place Plan 2025-2035

Wollongong City Centre Urban Design Framework

Wollongong Local Environmental Plan 2009

Goal 2 | We have well planned, connected, and liveable places

Measuring Success

Measure	Target/Desired Trend	2024	2025
2.1 Number of undetermined development applications	250	278	218
2.2 Percentage of undetermined development applications over 90 days	20%	41%	17%
2.3 Average net determination days for development applications	100	New measure	81
2.4 Residents' average satisfaction score with planning controls for development in your local area/town centre	Increase	2.80*	2.80 [#]
2.5 Occupancy rate of commercial buildings	90%	97% Annual average	97% Annual average
2.6 Percentage of regulatory programs/patrols undertaken versus programmed/statutory	100%	New measure	Annual result available as at 30 June 2026
2.7 Percentage of residents aware of Council's animal care and impounding service	Increase	New measure	53% [#]
2.8 Residents' average satisfaction score with domestic animal control in public places	Minimum score of 3.75	3.50*	3.40% [#]
2.9 Residents' average satisfaction score with maintenance of local roads	Increase	2.80*	2.80 [#]
2.10 Residents' average satisfaction score with maintenance of footpaths	Minimum score of 3.75	New measure	3.10 [#]

Goal 2 | We have well planned, connected, and liveable places

Measuring Success

Measure	Target/Desired Trend	2024	2025
2.11 Residents' average satisfaction score with maintenance of cycleways	Minimum score of 3.75	New measure	3.60 [#]
2.12 Residents' average satisfaction score with maintenance of shared use paths	Minimum score of 3.75	New measure	3.40 [#]
2.13 Residents' average satisfaction score with availability of footpaths	Minimum score of 3.75	New measure	3.30 [#]
2.14 Residents' average satisfaction score with availability of cycleways	Minimum score of 3.75	New measure	3.60 [#]
2.15 Residents' average satisfaction score with availability of shared use paths	Minimum score of 3.75	New measure	3.40 [#]
2.16 Length (lineal metres) of pathways renewed at end of life	Decrease in lineal metres assessed as Condition 5*	New measure	Annual result available as at 30 June 2026
2.17 Length (lineal metres) of newly constructed pathways	Increase	New measure	Annual result available as at 30 June 2026

* Data from Wollongong City Council Community Satisfaction Survey 2023.

Data from Wollongong City Council Community Satisfaction Survey 2025.

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https://www.wollongong.nsw.gov.au/__data/assets/pdf_file/0020/286004/Delivery-Program-2025-2029-Measures-Dictionary.pdf



Image: Culture Mix Festival

Goal 3 | Vibrant

**We foster a diverse economy,
and we value innovation, culture,
and creativity**

Objectives

The region's economy continues to diversify, and local employment opportunities increase.

Creative and cultural industries are fostered and thriving.

Wollongong is an events destination.

How will we get there?

- 3.1 Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.
- 3.2 Continue to diversify and grow the Wollongong economy to enhance its economic and employment role in the Region recognising opportunities and challenges in South West Sydney.
- 3.3 Increase and attract new business investment and enterprise to Wollongong while supporting and growing existing local businesses.
- 3.4 Continue to build Wollongong CBD as a vibrant employment precinct with an active evening economy.
- 3.5 Encourage an innovative and diverse economy, which drives entrepreneurship, research capability and commercialisation in the Wollongong Local Government Area.
- 3.6 We are leaders in sustainable industries and support a transition to a low-carbon and clean energy future.
- 3.7 Support key growth sectors to assist in the ongoing transition of Wollongong's economy, including Port Kembla industrial lands.
- 3.8 Promote the Wollongong Local Government Area as an event, conference and visitor destination.
- 3.9 Enable signature events and festivals where communities and visitors can gather and celebrate.
- 3.10 Promote and support tourism opportunities through planning controls and infrastructure.
- 3.11 Using community art and cultural development practices, our places and spaces reflect the creativity, history, and identity of our people.
- 3.12 Promote museums and galleries as part of the cultural landscape.

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Arts and Culture

Responsibility Manager Community Culture and Engagement

Why

Our community has told us they value creativity, arts and culture as a key marker of our city's vibrancy and identity. They want support and advocacy for creative industries and practitioners including the opportunity to participate in creative activities. Inclusive environments, quality experiences, spaces and places and diverse programming are seen as vital for a flourishing city.

What

Provide support and showcase arts and creative industries, and community participation in creative life and celebrate our unique places and spaces.

Delivery Streams

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

2035 Community Strategic Plan

We foster a diverse economy, and we value innovation, culture, and creativity

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$167

Expense \$(9,078)

Net \$(8,911)

How

Advocate for the development of creative industries and provide support to this sector through the delivery of the Cultural Plan – Creative Wollongong 2024-2033.

Delivery of community arts and cultural development programs, events and activations, forums, and information dissemination.

Manage the Wollongong Art Gallery with a diverse program of exhibitions, education, forums and public programs.

Support and develop public art through implementation of 'Animating Wollongong' Public Art Strategy 2022-2032.

Manage and implement the Annual Arts and Cultural Grants program for individuals and organisations.

Manage the Creative Wollongong Studios, providing workspaces for Wollongong-based artists.

Facilitate and support community arts festivals and activations which provide opportunities for local creatives, performers, and community groups to showcase their skills and for Wollongong to celebrate its unique culture.

Arts and Culture

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement actions from the Cultural Plan – Creative Wollongong 2024-2033	✓	✓	✓	✓	3.11	Cultural Development
Deliver community cultural development activation	✓	✓	✓	✓	3.9	Cultural Development
Implement priorities from Framing our Future: Wollongong Art Gallery Strategic Plan 2020-2025	✓	✓	✓	✓	3.12	Wollongong Art Gallery
Implement the 'Animating Wollongong: Public Art Strategy 2022-2032'	✓	✓	✓	✓	3.11	Public Art
In collaboration with partners, develop and deliver a Wollongong Festival inclusive of a community focused cultural celebration and civic activation		✓	✓	✓	3.8	Cultural Development
Contribute to the vibrancy, growth and sustainability of the 24-hour economy through programming, partnerships, policy reform and advocacy	✓	✓	✓	✓	3.4	Cultural Development
Deliver the updated funding agreement with Illawarra Performing Arts Centre Limited	✓	✓	✓	✓	3.4	Illawarra Performing Arts Centre
Develop a vision and options for a Regional Museum to inform future planning and decision-making			✓		3.11	Cultural Development

Supporting Documents

Creative Wollongong 2024-2033
 Disability Inclusion Action Plan 2020-2025
 Economic Development Strategy 2025-2035
 Framing Our Future: Wollongong Art Gallery Strategic Plan 2020-2025
 Cultural Tourism Strategy 2018
 Innovate Reconciliation Plan 2026-2028
 Animating Wollongong Public Art Strategy 2022-2032

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

City Centre Management

Responsibility Manager Community Culture and Engagement

Why

Wollongong Central Business District (CBD) is the regional centre providing employment, business opportunities, and attractive community spaces delivering a vibrant, modern, city with an active evening economy.

What

From Wollongong Station to the Wollongong Foreshore, City Centre Management supports the activation of the Wollongong CBD and works with partners to improve its attractiveness and increase visitation. This service delivers a range of activation, marketing, and placemaking strategies/initiatives and works with a range of business stakeholders to identify opportunities for collaboration. This service also ensures the smooth operation of the City Centre and, particularly, Crown Street Mall which is funded by the Wollongong Mall Special Rate.

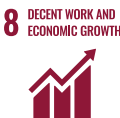
Delivery Streams

- City Centre and Crown Street Mall
-

2035 Community Strategic Plan

We foster a diverse economy, and we value innovation, culture, and creativity

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$1,426

Expense \$(3,745)

Net \$(2,319)

How

Manage the operations of the Wollongong Central Business District which includes; day-to-day management; graffiti removal; civil and grounds maintenance; and Crown Street Mall vehicular access. Deliver City Centre marketing and promotion strategies and programs. Deliver an events and activation program in accordance with the Crown Street Mall Activity Policy. Strengthen the connection between places and people for both workers and visitors through placemaking projects.

City Centre Management

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver targeted activation initiatives across CBD precincts that attract people, support local businesses and contribute to a vibrant city experience		✓	✓	✓	3.4	City Centre and Crown Street Mall
Implement integrated marketing campaigns that promote the CBD as a destination and helps strengthen the region's economic profile		✓	✓	✓	3.4	City Centre and Crown Street Mall
Develop and implement Placemaking projects	✓	✓	✓		3.3	City Centre and Crown Street Mall

Supporting Documents

A City for People - Public Spaces Public Life 2016-2019
 Economic Development Strategy 2025-2035
 Community Safety Plan 2026-2031
 Creative Wollongong Implementation Plan 2024-2033
 Wollongong Local Environmental Plan 2009
 Wollongong Development Control Plans 2009
 Wollongong City Centre Urban Design Framework
 Wollongong Transport Strategy 2025-2035

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Economic Development

Responsibility *Director Planning and Environment*

Why

To continue the diversification of the Wollongong economy, provide more local jobs for Wollongong residents and those in the broader Illawarra Shoalhaven region and continue to attract new investment and support the strong performance of our local businesses.

What

This service promotes sustainable economic development across the Wollongong Local Government Area through implementation of the Economic Development Strategy 2025-2035. The service contributes to a number of economic development programs and initiatives in partnership with other levels of government, the University of Wollongong, and local business and industry groups.

Delivery Streams

- Economic Development
- Destination Wollongong

2035 Community Strategic Plan

We foster a diverse economy, and we value innovation, culture, and creativity

United Nations Sustainable Development Goals

1 NO POVERTY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



Finances (000'S)

Revenue \$1

Expense \$(3,006)

Net \$(3,005)

How

Implementation of the Economic Development Strategy 2025-2035 under the five strategic priority areas: A city that is open for business, supports new growth and investment; a business friendly city; a vibrant and connected city; a city that fosters innovation and inclusion; an environmentally sustainable city.

Ongoing delivery of the Invest Wollongong program in partnership with the NSW Government and University of Wollongong by increasing business investment and job creation by showcasing Wollongong's capabilities and empowering decision-makers.

Facilitate a coordinated response to business and investment enquiries.

Facilitate engagement with the local small business community including opportunities to make it easier to do business and create a business-friendly environment by providing 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.

Advocate for investment in infrastructure and programs that will enhance economic performance and job growth.

Administer the Destination Wollongong 2021-2026 Funding Agreement.

Work with existing industry groups, local Chambers of Commerce, and networks to support the ongoing growth and development of our existing key target sectors and local small business sector.

Economic Development

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Complete a mid-term review of the Economic Development Strategy 2019-2029	✓				3.5	Economic Development
Deliver the Economic Development Strategy 2025-2035	✓	✓	✓	✓	3.5	Economic Development
In partnership with NSW Government and the University of Wollongong, deliver the Invest Wollongong program	✓	✓	✓	✓	3.2	Economic Development
Develop and deploy an updated funding agreement with Destination Wollongong	✓	✓	✓	✓	3.8	Destination Wollongong
Collaborate with external agencies on regional economic development and tourism initiatives	✓	✓	✓	✓	3.10	Economic Development

Supporting Documents

Economic Development Strategy 2025-3035
 Destination Wollongong Major Events Strategy 2021-2026
 Wollongong Housing Strategy 2023
 Wollongong Retail and Business Centres Strategy 2023
 Wollongong Industrial Lands Review 2023
 Wollongong City Centre Urban Design Framework
 Wollongong Local Environmental Plan 2009
 Development Control Plan 2009

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Engagement, Communications and Events

Responsibility Manager Community Culture and Engagement

Why

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

What

The service is responsible for communications and marketing including proactive and reactive communications; community engagement; delivery of major community events; management of Sister City Relations; coordination of Council's Financial Assistance Policy; and the provision of communications, marketing, graphic design, digital content, print, and signage needs for the organisation.

Delivery Streams

- Community Engagement
- Events Coordination
- Communications and Marketing
- Visual Strategy
- Corporate Relations

2035 Community Strategic Plan

We foster a diverse economy, and we value innovation, culture, and creativity

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$180

Expense \$(4,686)

Net \$(4,506)

How

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

Implementation of Community Engagement Strategy Council Policy and targeted engagement plans.

Provide relevant and engaging content to deliver timely and accurate communication and engagement with the community.

Deliver a marketing and brand strategy to improve the effectiveness and consistency of Council's communications and marketing; increase the awareness of Council's services and contribute to improving community satisfaction.

Promote Council's services and activities, demonstrating the value and impact to residents, businesses, and visitors.

Reflect Council's critical position in the community as a service delivery and an advocate.

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

Continue to streamline processes and optimise efficiencies in the graphic design, printery, and sign shop areas.

Deliver major community celebrations including New Year's Eve, 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.

Coordinate the Community Grants and Financial Assistance Policy.

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

How continued

Provide an Events Concierge Service to event holders looking to deliver major events across the Local Government Area.

Deliver Council's annual community events program as well as providing support and advice on matters of protocol and civic events that recognise our community.

Engagement, Communications and Events

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver a diverse range of community engagement opportunities to receive feedback and guide Council's services	✓	✓	✓	✓	3.11	Community Engagement
Host six major events reflecting priority sectors and contribute to the acquisition and management of signature events	✓	✓	✓	✓	3.9	Events Coordination
Prepare and implement a Major Events Strategy	✓	✓	✓	✓	3.9	Events Coordination
Develop and deliver an organisational Brand Strategy	✓	✓	✓	✓	3.8	Communications and Marketing
Deliver civic activities which recognise and celebrate the city's people	✓	✓	✓	✓	3.8	Communications and Marketing
In partnership with the NSW Government's Permit Plug Play Pilot Program, implement initiatives that simplify and reduce the cost of holding street-based events for local community and business groups	✓				3.9	Events Coordination
Pilot new and innovative forms of community engagement and communications		✓			3.11	Community Engagement

Supporting Documents

Destination Wollongong Major Events Strategy 2021-2026

Community Engagement Strategy Council Policy

Creative Wollongong Implementation Plan 2024-2033

Economic Development Strategy 2025-2035

Disability Inclusion Action Plan 2020-2025

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Tourist Parks

Responsibility Manager Commercial Operations and Property

Why

To deliver income generating activities that supports Council's financial sustainability and investment to services to the community and contributes to the visitor economy.

What

Wollongong City Tourist Parks provide beachside accommodation for visitors to the Wollongong Local Government Area at Bulli, Corrimal and Windang. 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.

Delivery Stream

- Tourist Parks
-

2035 Community Strategic Plan

We foster a diverse economy, and we value innovation, culture, and creativity

United Nations Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



Finances (000'S)

Revenue \$10,357

Expense \$(8,751)

Net \$1,606

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 financial return to Council.

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

Plan, review, and implement Masterplans to maximise utilisation.

Tourist Parks

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Manage Council's three commercial tourist parks at Bulli, Corrimal and Windang to optimise service delivery and contribute to Council's financial sustainability	✓	✓	✓	✓	3.11	Tourist Parks

Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
Wollongong City Tourist Parks Improvement Strategy and Masterplan 2017-2022

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Measuring Success

Measure	Target/Desired Trend	2024	2025
3.1 Number of Crown Street Mall inbound people movements via public domain entrances	Increase	1,200,000 Annual result	3,753,641 Annual result
3.2 Residents' average satisfaction score with graffiti prevention and removal	Maintain*	3.40*	3.30 [#]
3.3 Number of visitors to the Wollongong Art Gallery	Increase	51,228 Annual result	52,265 Annual result
3.4 Residents' average satisfaction score with Wollongong Art Gallery exhibitions	Minimum score of 3.75	New measure	3.80 [#]
3.5 Number of visitors to the Illawarra Performing Arts Centre and Town Hall	Increase	123,202 Annual result	129,480 Annual result
3.6 Residents' average satisfaction score with Illawarra Performing Arts Centre and Town Hall	Maintain*	4.30*	4.30 [#]
3.7 Number of visits to Wollongong City Council's website	Increase	New measure	Annual result available as at 30 June 2026
3.8 Residents' average agreement score with the statement 'it is easy to find information on Council's website'	Increase	3.60*	3.60 [#]
3.9 Percentage of residents using Council e-newsletter, social media channels and website to get information	Increase	New measure	Annual result available as at 30 June 2026
3.10 Percentage growth in audiences using Council-owned channels (e.g. e-newsletter, social media, website) to get information	Increase	New measure	Annual result available as at 30 June 2026

Goal 3 | We foster a diverse economy, and we value innovation, culture, and creativity

Measuring Success

Measure	Target/Desired Trend	2024	2025
3.11 Percentage of residents participating in Council community engagement activities	Increase	47%*	37%#
3.12 Residents' average satisfaction score with Council informing the community about its services and facilities	Minimum score of 3.75	3.10*	3.30#
3.13 Number of new business enquiries/engagements	120 Per annum	New measure	Annual result available as at 30 June 2026
3.14 Number of jobs located within the Wollongong Local Government Area	Increase	102,957 ²	Data available June 2026
3.15 Occupancy rate of tourist park powered sites	Greater than 50%	52% Annual average	50% Annual average
3.16 Occupancy rate of tourist park cabins	Greater than 65%	70% Annual average	65% Annual average
3.17 Percentage of tourists satisfied with Council's tourist parks (Bulli, Corrimal and Windang)	Greater than 85%	New measure	Annual result available as at 30 June 2026

* Maintain targets apply to measures where the Community Satisfaction Survey indicates high importance and high satisfaction – areas identified as Council strengths. The target is to sustain this level of performance.* Data from Wollongong City Council Community Satisfaction Survey 2023.

Data from Wollongong City Council Community Satisfaction Survey 2025.

¹ People entering Crown Street Mall via surrounding streets and laneways. It does not measure people entering via Wollongong Central or car parks.

² National Institute of Economic and Industry Research (NIEIR) ©2025. (2023/24 data).

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*Image: Aboriginal Smoking Ceremony,
Sculpture in the Garden, Wollongong
Botanic Garden*

Goal 4 | Inclusive

We have a healthy, respectful, and inclusive community

Objectives

Respect, engage and recognise diverse Aboriginal and Torres Strait Islander communities, their rich histories and continuing culture.

Strong diverse local cultures are supported in a welcoming community where everyone belongs.

Residents are engaged and play an active role in the decisions that affect their city.

There is an improvement in physical and mental health, wellbeing and belonging in our community.

How will we get there?

- 4.1 Accessible and appropriate health care services are available to the community.
- 4.2 Provide a variety of quality and accessible public spaces and opportunities for sport, play, leisure, recreation, learning and cultural activities in the community.
- 4.3 Provide safe, well-maintained and accessible beaches and aquatic facilities, and promote water and beach recreation safety to residents and visitors.
- 4.4 Plan for, and provide opportunities for inclusion for people of all abilities in our community.
- 4.5 Healthy, active ageing programs are provided and promoted in partnership with government agencies and community organisations.
- 4.6 Work together to reduce crime, and achieve a safe, and resilient community.
- 4.7 Work towards enabling all people in our community to have access to safe, nutritious, affordable, and sustainably produced food.
- 4.8 Provide our community with equitable services, access to education, and information to help them make informed decisions.
- 4.9 Provide programs, services and places including libraries and facilities for social cohesion, cultural activities and community belonging.
- 4.10 Work in partnership to reduce inequity and build on opportunities to strengthen vulnerable communities.
- 4.11 Partner with our diverse communities, including Local Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse communities on programs and projects.
- 4.12 In the spirit of reconciliation, build awareness and understanding of Local Aboriginal and Torres Strait Islander culture, heritage and histories.
- 4.13 Support and strengthen the local community services sector.
- 4.14 Council demonstrates responsible leadership that is customer focused, demonstrates respect and inclusion, and uses resources that are managed effectively to ensure long-term sustainability.

Goal 4 | We have a healthy, respectful, and inclusive community

Aquatic Services

Responsibility Manager Sport 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 Streams

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

2035 Community Strategic Plan

We have
a healthy,
respectful,
and inclusive
community

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$1,590

Expense \$(18,903)

Net \$(17,313)

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.

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 and six free public swimming pools.

Maintain nine ocean rock pools.

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

Implement program opportunities and innovative activity options to encourage healthy living, optimise user experience, increase patronage, and create 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 pool amenities, consistent with good design principles.

Explore and deploy Smart Technology options to better obtain and utilise attendance and event data to inform Lifeguard services provision.

Aquatic Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Plan, design and undertake renewal works at Council's Community, Commercial Pools and Ocean Rock Pools in accordance with the Infrastructure Delivery Program	✓	✓	✓	✓	4.3	Community Pools/ Commercial Pools/Ocean Pools
Work with the North Wollongong Surf Life Saving Club to explore storage options	✓	✓	✓	✓	4.3	Beach Services
Progress concept plans, investigations, and detailed designs for a Community Recreation and Aquatic Centre in Cleveland to service the Southern Suburbs	✓	✓	✓	✓	4.3	Leisure Centres
Develop and deploy the Aquatic and Indoor Sport Strategy	✓	✓	✓	✓	4.3	Community Pools/ Commercial Pools/
Develop and deploy the Beach Services and Surf Sports Strategy	✓	✓	✓	✓	4.3	Beach Services
Implement funded actions from The Future of Our Pools Strategy 2014-2024 including facility upgrades	✓				4.3	Community Pools/ Commercial Pools/Ocean Pools
Implement funded actions from the Beach and Foreshore Access Strategy 2019-2028	✓	✓	✓	✓	4.3	Beach Services

Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
 Places for the Future: Social Infrastructure Future Direction 2023-2036
 Asset Management Plan 2025-2035
 The Future of Our Pools Strategy 2014-2024
 Beach and Foreshore Access Strategy 2019-2028
 Climate Change Adaptation Plan 2022
 Coastal Zone Management Program 2017

Goal 4 | We have a healthy, respectful, and inclusive community

Community Facilities

Responsibility Manager Libraries and Community Facilities

Why

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

What

This service manages and operates 76 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.

Delivery Stream

- Community Facilities

2035 Community Strategic Plan

We have a healthy, respectful, and inclusive community

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$1,555

Expense \$(7,552)

Net \$(5,998)

How

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

Manage a number of 'direct-run' Council facilities, supporting community development and enabling community groups to develop and deliver community services.

Plan 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.

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

Support community groups and community members to 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.

Deliver community facility upgrades at Balgownie Village Community Centre, Dapto Ribbonwood Centre, Figtree Community Hall, Otford Community Centre, Thirroul and Corrimal District Community Centres and Libraries and Port Kembla Community Centre Hall.

Partner with Early Childhood Education and Care sector in relation to social infrastructure planning/ community facilities planning.

Community Facilities

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver 'Places for People' Forward Directions Plan 2023-2036 (Implementation Plan)	✓	✓	✓	✓	4.2	Community Facilities
Plan and deliver a new Community Centre and Library at Warrawong to serve Wollongong's southern suburbs	✓	✓	✓		4.2	Community Facilities
Plan and deliver a new Community Centre and Library to meet the needs of the community in Helensburgh and surrounding suburbs	✓	✓	✓	✓	4.2	Community Facilities
Progress planning and renewal of community facilities across the portfolio	✓	✓	✓	✓	4.2	Community Facilities
Develop a vision and options for a City Centre Community Centre to inform future planning and decision-making			✓		4.2	Community Facilities

Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework: 2018-2028
 Places for the Future Social Infrastructure Future Directions Plan 2023-2036
 Asset Management Plan 2025-2035
 Discover Learn and Connect Wollongong City Libraries Strategy 2024-2028
 Coastal Zone Management Plan 2017
 Climate Change Adaptation Plan 2022
 Public Toilet Strategy 2019-2029
 Urban Heat Strategy 2023

Goal 4 | We have a healthy, respectful, and inclusive community

Community Programs

Responsibility Manager Community Culture and Engagement

Why

Our community has 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 the Wollongong Local Government Area. These services deliver community programs, building community capacity and wellbeing.

Delivery Streams

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

2035 Community Strategic Plan

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Finances (000'S)

Revenue \$57

Expense \$(5,393)

Net \$(5,337)

How

Plan and deliver community capacity building and placemaking initiatives.

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

Deliver projects and activities aimed to reduce crime and increase the perception of safety in the community.

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.

Explore opportunities to work in partnership with other relevant agencies providing services for people experiencing homelessness.

Build the capacity of older people and people with disability to participate fully in community life.

Community Programs

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver a range of community activities and programs that focus on diversity, access, inclusion, and capacity building	✓	✓	✓	✓	4.9	Community Development
Review and deliver the 'Innovate' Reconciliation Action Plan 2026-2028	✓	✓	✓	✓	4.12	Community Development
Deliver the Community Safety Action Plan 2021-2025	✓				4.6	Community Safety and Graffiti Prevention
Deliver the Community Safety Action Plan 2026-2031		✓	✓	✓	4.6	Community Safety and Graffiti Prevention
Deliver the Disability Inclusion Action Plan 2020-2025	✓				4.4	Community Development
Deliver the Disability Inclusion Action Plan 2026-2030		✓	✓	✓	4.4	Community Development
Implement strategies to embed Child Safe standards	✓	✓	✓	✓	4.10	Community Development
Develop and deliver a Homelessness Action Plan		✓	✓	✓	4.6	Community Development

Supporting Documents

Community Safety Plan 2026-2031
 Disability Inclusion Action Plan 2026-2030
 Innovate Reconciliation Plan 2026-2028
 Child Safe Implementation Plan
 Wollongong Housing Strategy 2023

Goal 4 | We have a healthy, respectful, and inclusive community

Corporate Strategy

Responsibility *Chief Financial Officer*

Why

To identify the community's vision and goals and communicate these through the Community Strategic Plan. Transform community aspirations into Council's Delivery Program to be resourced and actioned through Council's Services.

What

Corporate Strategy responds to the community's needs from engagement, prepares, monitors, and reports on Council's progress to our community, coordinates research and performance measurement, and carries out strategic and business improvement projects.

Delivery Streams

- Organisational Planning
- Business Improvement

2035 Community Strategic Plan

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Finances (000'S)

Revenue \$0

Expense \$(1,492)

Net \$(1,492)

How

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

Prepare reports for the community on progress toward delivery of the Community Strategic Plan and Delivery Program, and Operational Plan.

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.

Coordinate the reporting of Council's performance measures.

Undertake Community Surveys, including the Wollongong Community Satisfaction Survey.

Coordinate major corporate projects.

Oversee and maintain the Project Management Framework.

Contribute to strategic and organisational business improvement projects.

Corporate Strategy

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Facilitate the review and preparation of the Community Strategic Plan				✓	4.14	Organisational Planning
Coordinate the review and preparation of Council's Delivery Program and Operational Plan	✓	✓	✓	✓	4.14	Organisational Planning
Coordinate Council's Service Optimisation Program	✓	✓	✓	✓	4.14	Business Improvement

Supporting Documents

Our Wollongong Our Future 2035 Community Strategic Plan
 Resourcing Strategy 2025-2035
 Delivery Program 2025-2029 and Operational Plan 2026-2027

Goal 4 | We have a healthy, respectful, and inclusive community

Integrated Customer Service

Responsibility Manager Customer and Business Integrity

Why

Excellent customer service is at the core of everything we do, from assisting with service requests to responding to enquiries around development or significant Council projects. We endeavour to answer enquiries at the first point of contact wherever possible and provide our community with equitable access to information and opportunities to inform decision making.

What

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

Delivery Stream

- Customer Service Delivery

2035 Community Strategic Plan	United Nations Sustainable Development Goals
We have a healthy, respectful, and inclusive community	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Finances (000'S)

Revenue \$0
Expense \$(3,673)
Net \$(3,673)

How

First point of contact for face to face, online and telephone enquiries with the aim of resolving requests at the first point of contact wherever possible.
Registering of more complicated enquiries to be appropriately addressed in a timely manner by the relevant sections of Council.
Development and support of customer service request management system.
Development and support of Council's Knowledge Base.

Integrated Customer Service

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Prepare and implement the customer experience strategy	✓	✓	✓	✓	4.14	Customer Service Delivery
Review Council's customer service and engagement channels with a focus on inclusion, participation and the overall customer experience	✓	✓	✓	✓	4.14	Customer Service Delivery
Review the customer service journey across targeted, high priority operations as part of the Service Optimisation Program and identify opportunities for improvement	✓	✓	✓		4.14	Customer Service Delivery
Supporting Documents						
Not applicable to this Service.						

Goal 4 | We have a healthy, respectful, and inclusive community

Leisure Centres

Responsibility Manager Sport 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 Centre, Kanahooka.

Delivery Stream

- Leisure Centres
-

2035 Community Strategic Plan	United Nations Sustainable Development Goals
	 

Finances (000'S)

Revenue \$3,560

Expense \$(5,297)

Net \$(1,737)

How

Develop and deliver sustainable fitness, swimming, and recreational programs and services to the community through Beaton Park and Lakeside Leisure Centres.

Continue to work with and partner with sporting clubs and associations to continue to deliver pathway opportunities for the community.

Provision of Learn to Swim Programs.

Operate efficient, well managed businesses providing a financial 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 and Sporting Facilities Strategy 2023-2027.

Increase utilisation of Council's recreation and leisure assets.

Explore opportunities to continue to implement and review the Beaton Park Regional Precinct Masterplan.

Leisure Centres

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Review and implement industry leading technologies to provide cost effective, efficient and a seamless experience for customers	✓	✓			4.14	Leisure Centres
Undertake detailed design planning for the Beaton Park Aquatic and Recreation Centre	✓	✓			4.2	Leisure Centres

Supporting Documents

Beaton Park Masterplan
 Beaton Park Plan of Management
 Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
 Places for the Future Social Infrastructure Future Directions Plan 2023-2036
 Sportsgrounds and Sporting Facilities Strategy 2023-2027

Goal 4 | We have a healthy, respectful, and inclusive community

Libraries

Responsibility Manager Libraries and Community Facilities

Why

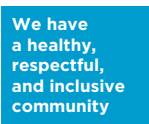
Quality services, libraries and facilities are available to communities to access and gather information and connect through programs.

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 through the Home Library Service, and a range of online services.

Delivery Stream

- Library Services

2035 Community Strategic Plan	United Nations Sustainable Development Goals
	

Finances (000'S)

Revenue \$809
Expense \$(13,668)
Net \$(12,859)

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, Baby Bookworms; 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 Organisation (UNESCO) Learning City.

Deliver learning programs for employment, digital inclusion, innovation, and creativity from 'The Lab' digital learning space.

Review library operating hours to optimise service accessibility and community benefit.

Deploy Wollongong City Libraries' digital services, and technologies.

Collect, analyse, and review customer feedback to continually inform the customer experience.

Deliver customer driven, evolving library collections.

Libraries

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver the Comic Gong Festival		✓		✓	4.9	Library Services
Deliver library programs that recognise, reflect and celebrate the cultural diversity of our community	✓	✓	✓	✓	4.9	Library Services
Deliver tailored library programs to facilitate access and participation of people with disability	✓	✓	✓	✓	4.4	Library Services

Supporting Documents

Discover Learn and Connect Wollongong City Libraries Strategy 2024-2028
 Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
 Places for the Future: Social Infrastructure Future Direction 2023-2036

Goal 4 | We have a healthy, respectful, and inclusive community

Parks and Sports Fields

Responsibility Manager Sport and Recreation

Why

Our community has asked for a variety of quality and accessible public places and opportunities for sport, play, leisure, recreation, learning and cultural activities throughout the Local Government Area.

What

This service operates more than 1,300 parks, reserves and open space areas including 220 playing fields, seven outdoor fitness stations, nine 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 diverse 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.

Delivery Streams

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

2035 Community Strategic Plan

We have
a healthy,
respectful,
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Finances (000'S)

Revenue \$1,635

Expense \$(29,838)

Net \$(28,203)

How

Provide quality City Presentation through the provision of attractive Parks and Open Space facilities that provide quality landscape, shade and cover aligned with Urban Greening and Climate Change Adaptation objectives.

Facilitation of casual hire and bookings of parks and sports fields.

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.

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

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

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

Involve children in the design of public art features within key district and regional play spaces.

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

Continue to progress the staged realignment of the outdoor netball courts at Fred Finch Park, Berkeley.

Collaborate with Destination Wollongong to encourage local sporting associations to host and facilitate events.

Manage the multi-use criterium cycle track at Lindsay Maynes Park, Unanderra.

Implement recommendations of the Public Toilets Strategy 2019-2029 to improve accessibility.

Parks and Sports Fields

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Subject to Transport for NSW plans for the proposed Bulli Bypass, undertake detailed design planning for Bulli Showground and future use	✓	✓			4.2	Parks
Identify and collaborate with sporting clubs and associations on future planning priorities	✓	✓			4.2	Sports fields
Establish a suite of policies and licence agreements to guide the usage of sporting space and infrastructure by both unstructured recreation activities and structured sport	✓	✓			4.2	Sports fields
Adopt a set of minimum standards for the design and construction of new sports amenity buildings	✓				4.2	Sports fields
Prepare the Bellambi Foreshore Precinct Plan	✓				4.2	Infrastructure Strategic Planning
Progress the design and construction of a Wollongong City Centre Skate Park	✓	✓			4.2	Parks
Progress the design and construction of a Northern Suburbs Skate Park		✓	✓		4.2	Parks
Support the Illawarra Stingrays Football Club with establishing a home ground location at Lakelands Oval, Dapto by delivering funded drainage upgrades, finalising a long-term licence and supporting the Club with carrying out their grant funded works	✓				4.2	Sports fields

Parks and Sports Fields

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Collaborate with Destination Wollongong and the Australian Baseball League to establish Wollongong as a home base location for a National Baseball League team	✓				4.2	Sports fields
Implement Landscape Masterplan recommendations for Hill 60 Reserve, Port Kembla	✓				4.2	Parks
Progress the development of the Lang Park Masterplan	✓	✓			4.2	Parks
Deliver funded and sportsfield irrigation and drainage infrastructure projects	✓	✓	✓	✓	4.2	Sports fields
Deliver amenities upgrade at Figtree Oval	✓	✓			4.2	Sports fields
Install funded sports field lighting at priority locations in accordance with the Sportsgrounds and Sporting Facilities Strategy 2023-2027	✓	✓	✓		4.2	Sports fields
Deliver amenities upgrade at Thomas Gibson Park, Thirroul	✓				4.2	Sports fields
Deliver complementary infrastructure to support increased visitation and activation resulting from the Illawarra Escarpment Mountain Bike network	✓	✓	✓		4.2	Parks
Increase percentage of tree cover and vegetation in passive recreation areas aligned with Urban Greening Strategy and Climate Change Adaptation Plan	✓	✓	✓	✓	4.2	Parks

Parks and Sports Fields

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement the Sportsgrounds and Sporting Facilities Strategy 2023-2027	✓	✓	✓		4.2	Sports fields
Implement the Landscape Masterplan for Stuart and Galvin Parks, North Wollongong.	✓	✓	✓	✓	4.2	Parks
Implement the adopted Masterplans including: Figtree Oval Recreational Masterplan; King George V Oval; Port Kembla; and Cringila Hills Recreation Masterplan	✓	✓	✓	✓	4.2	Parks
Finalise and implement the Playspace Strategy		✓	✓	✓	4.2	Parks
Progress the development of the MacCabe Park Masterplan		✓	✓		4.2	Parks
Review and update the Sports Facilities Grant program, including its funding allocation, to strengthen community participation in sport		✓	✓	✓	4.2	Sports fields
Finalise and implement the Aquatics and Indoor Sport Strategy		✓	✓	✓	4.3	Sports fields
Finalise and implement the Beach Services and Surf Sports Strategy		✓	✓	✓	4.3	Beach Services
Investigate a location for basketball facilities in Helensburgh		✓			4.2	Sports fields

Supporting Documents

Places for People Wollongong Social Infrastructure Planning Framework 2018-2028
 Sportsgrounds and Sporting Facilities Strategy 2023-2027
 Play Wollongong Strategy 2014-2024
 Figtree Oval Recreational Masterplan
 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 Plan 2023-2030
 Climate Change Adaptation Plan 2022
 Urban Heat Strategy 2023
 Landscape Masterplan for Stuart and Galvin Parks, North Wollongong

Goal 4 | We have a healthy, respectful, and inclusive community

Public Health and Safety

Responsibility Manager Regulation and Enforcement

Why

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

2035 Community Strategic Plan	United Nations Sustainable Development Goals
We are a sustainable and climate resilient city We have a healthy, respectful, and inclusive community	3 GOOD HEALTH AND WELL-BEING 

Finances (000'S)

Revenue \$743

Expense \$(1,535)

Net \$(792)

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 cooling water 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.

Manage public safety in relation to declarations of dangerous and menacing dogs in accordance with Companion Animals Act 1998.

Implement a community safety and parking awareness raising programs based on scheduled patrols of schools and identified high risk areas.

Partner with Illawarra Shoalhaven Local Health District in Council's public and environmental health regulatory role.

Public Health and Safety

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Inspect all medium and high-risk retail food premises annually	✓	✓	✓	✓	4.7	Inspections, Education and Registrations
Maintain inspection programs for public swimming pools, places of shared accommodation, and mortuaries	✓	✓	✓	✓	4.2	Inspections, Education and Registrations
Supporting Documents Not applicable to this Service.						

Goal 4 | We have a healthy, respectful, and inclusive community

Youth Services

Responsibility Manager Community Culture and Engagement

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.

Council funds the Neighbourhood Youth Work Program in Port Kembla and Berkeley to support the needs of young people in the community.

Delivery Streams

- Neighbourhood Youth Work Program
- Wollongong Youth Services

2035 Community Strategic Plan

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Finances (000'S)

Revenue \$48

Expense \$(1,652)

Net \$(1,604)

How

Provide information and referrals for target groups.

Involve young people in Council planning and decision-making processes.

Deliver programs that build capacity, social connections and inclusion.

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 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Provide opportunities for young people to develop skills, experience, and exposure in creative industries	✓	✓	✓	✓	4.9	Wollongong Youth Services
Deliver a range of youth development opportunities with a focus on engagement, inclusion, skill development, sector development, and support	✓	✓	✓	✓	4.8	Wollongong Youth Services

Supporting Documents

Not applicable to this Service.

Goal 4 | We have a healthy, respectful, and inclusive community

Measuring Success

Measure	Target/Desired Trend	2024	2025
4.1 Number of visitors to Council commercial heated pools (Beaton Park, Corrimal, Dapto)	At least 180,000 Per annum	227,093 ¹ Annual result	243,866 Annual result
4.2 Residents' average satisfaction score with Council commercial heated pools (Beaton Park, Corrimal, Dapto)	Maintain*	4.10*	4.10 [#]
4.3 Residents' average satisfaction score with public swimming pools (free) (Continental, Port Kembla, Berkeley, Western Suburbs, Thirroul, Helensburgh)	Maintain*	4.10*	4.10 [#]
4.4 Residents' average satisfaction score with patrolled beaches	Maintain*	4.50*	4.40 [#]
4.5 Residents' average satisfaction score with tidal rock pools	Maintain*	4.20*	4.30 [#]
4.6 Residents' average satisfaction score with lifeguard services	Minimum score of 3.75	New measure	4.40 [#]
4.7 Number of hours Council managed district centres are used (Thirroul, Corrimal and Dapto)	Increase	34,793 Annual result	36,002 Annual result
4.8 Number of visitors to Council managed district centres (Thirroul, Corrimal and Dapto)	Increase	229,637 Annual result	228,976 Annual result

Goal 4 | We have a healthy, respectful, and inclusive community

Measuring Success

Measure	Target/Desired Trend	2024	2025
4.9 Residents' average satisfaction score with managed district centres (Thirroul, Corrimal and Dapto)	Maintain*	4.30*	4.10 [#]
4.10 Residents' average satisfaction score with customer service centre	Maintain*	3.90*	3.70 [#]
4.11 Percentage of customer enquiries resolved at the first point of contact	Increase	New measure	51% ² Annual result
4.12 Percentage of customer requests actioned within 10 working days	80%	New measure	Annual result available as at 30 June 2026
4.13 Residents' average satisfaction score with leisure centres (Beaton Park/Lakeside)	Maintain*	3.90*	4.00 [#]
4.14 Number of visitors to Council libraries	Increase	470,918 Annual result	521,207 Annual result
4.15 Number of active library members	Increase	New measure	Annual result available as at 30 June 2026
4.16 Number of physical and digital loans	4.36 per capita Annual result	5.95 per capita (1,311,111) Annual result	6.28 per capita (1,382,610) Annual result

Goal 4 | We have a healthy, respectful, and inclusive community

Measuring Success

Measure	Target/Desired Trend	2024	2025
4.17 Number of participants in library learning programs	Increase	46,646 Annual result	53,947 Annual result
4.18 Number of library learning programs	Increase	2,497 Annual result	2,691 Annual result
4.19 Residents' average satisfaction score with libraries	Maintain*	4.40*	4.30 [#]
4.20 Residents' average satisfaction score with library services	Maintain*	4.20*	4.30 [#]
4.21 Residents' average satisfaction score with parks and open spaces	Minimum score of 3.75	New measure	4.20 [#]
4.22 Residents' average satisfaction score with sports fields and facilities	Minimum score of 3.75	New measure	3.90 [#]
4.23 Residents' average satisfaction score with children's playgrounds	Increase	3.90*	3.90 [#]
4.24 Residents' average satisfaction score with Russell Vale Golf Course	Maintain*	4.20*	3.90 [#]

Goal 4 | We have a healthy, respectful, and inclusive community

Measuring Success

Measure	Target/Desired Trend	2024	2025
4.25 Residents' average satisfaction score with condition/cleanliness of public toilets	Minimum score of 3.75	3.00*	3.00 [#]
4.26 Residents' average satisfaction score with the location/availability of public toilets	Minimum score of 3.75	New measure	3.10 [#]
4.27 Number of participants in programs and activities delivered to young people through the youth centre	24,000 Per annum	27,074 Annual result	24,297 Annual result

* Maintain targets apply to measures where the Community Satisfaction Survey indicates high importance and high satisfaction – areas identified as Council strengths. The target is to sustain this level of performance.* Data from Wollongong City Council Community Satisfaction Survey 2023.

[#] Data from Wollongong City Council Community Satisfaction Survey 2025.

To learn more about how we're tracking, our Delivery Program Measures Dictionary outlines definitions, targets, trends, baseline and current data (where available), along with data sources and how often they're collected. The dictionary can be found on Council's website:

Home | Council | Council Documents | Our Wollongong Our Future | Delivery Program and Operational Plan

https://www.wollongong.nsw.gov.au/__data/assets/pdf_file/0020/286004/Delivery-Program-2025-2029-Measures-Dictionary.pdf



Image: Staff at Thirroul Community Centre

Our Wollongong Our Future 2035 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 and Administration
- Information Management and Technology
- Infrastructure Strategy and Support



Image: Towradgi rock pool maintenance

Support Services

Employee Services

Responsibility Manager People and Culture

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 Talent Identification and Talent Management; Preventative Health and Wellbeing initiatives; and ongoing Capability development. Employee Services provides tools and resources supporting Employee Relations, Change Management and Payroll Services. Our service fosters a safe and equitable work environment through the adoption of Diversity and Inclusion and Remuneration and Benefits programs with a focus on skill development enhancing the employee experience.

Delivery Streams

- 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
 - Payroll
-

2035 Community Strategic Plan

We have
a healthy,
respectful,
and inclusive
community

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$771

Expense \$(12,006)

Net \$(11,235)

How

Prepare strategic workforce planning and internal People and Culture services including the implementation of the People and Culture Hotline which supports employees and supervisors queries.

Coordination of Council's Equal Employment Opportunity Management Plan.

Facilitate employee capability development, and educational support through our Learning Pathways Program; Cadet, Apprentice and Trainee program.

Facilitate capability development with our leadership through our Leaders Connect Series framework and our Extraordinary Leaders Program.

Employee Relations team facilitate Performance Management tools, advice, and support with our supervisors.

Staff recognition and benefits is facilitated through the support of our Talent and Capability team.

Talent identification support and advice to hiring managers, staff and candidates.

Deliver People and Culture policy development and review including the application of the Enterprise Agreement.

Carry out preventative workplace health initiatives, safety and wellbeing support, workers' compensation, and injury management functions.

Provide payroll services and support.

Coordinate workplace innovation and change support.

Employee Services

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Implement the Workforce Management Strategy 2025-2029	✓	✓	✓	✓	4.14	Organisational Development and Change
Refresh Council's Talent Strategies	✓				4.14	Organisational Development and Change
Deliver Council's Equal Employment Opportunity Management Plan	✓	✓	✓	✓	4.14	Organisational Development and Change
Deliver Safety and Wellbeing Programs	✓	✓	✓	✓	4.14	Work Health and Safety

Supporting Documents

Resourcing Strategy 2025-2035
Workforce Management Strategy 2025-2029

Support Services

Financial Services

Responsibility *Chief Financial Officer*

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, grants, fees, and charges. Financial Sustainability, conservation of Council's capital and operational 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. A key focus of the service is to maintain a high level of customer service to its internal and external stakeholders.

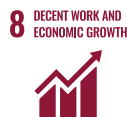
Delivery Streams

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

2035 Community Strategic Plan

We have
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United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$250,703

Expense \$(14,128)

Net \$236,575

How

Development and management of the Financial Sustainability Council Policy.
Long term financial planning and management of financial performance, cash flow, working capital, in accordance with Financial Sustainability Council Policy.
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 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Review the rating structure to align to legislative changes	✓				4.14	Rates and Sundry Debtors
Progress outcomes from the Service Optimisation review to enhance the rates customer experience	✓	✓	✓	✓	4.14	Rates and Sundry Debtors

Supporting Documents

Financial Sustainability Council Policy
 Long Term Financial Plan 2025-2035
 Resourcing Strategy 2025-2035
 Budget 2026-2027

Support Services

Governance and Administration

Responsibility Manager Customer and Business Integrity/General Counsel

Why

Council exhibits responsible and ethical decision making based on our values and collaboration, and provides support and advisory services to all sections of Council to ensure proactive and informed implementation of Council policy, and legislative requirements to the highest ethical standards.

What

The Governance and Administration Service includes policy, internal audit, legal, insurance and claims management, procurement, risk management, Council meeting 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.

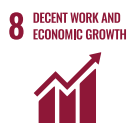
Delivery Streams

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

2035 Community Strategic Plan

We have a healthy, respectful, and inclusive community

United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$1,039

Expense \$(13,761)

Net \$(12,721)

How

Manage and Monitor Council's Ethical Conduct Framework.

Councillor and Council Committee support.

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

Management of delegations, policy register, and governance procedures.

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.

Develop and review Council's procurement framework and policies to identify efficiencies, facilitate sustainable outcomes and transition to net zero greenhouse gas emissions.

Governance and Administration

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Deliver the internal Audit Program	✓	✓	✓	✓	4.14	Corporate Governance and Audit Support
Deliver Council's advocacy program, including collaboration through the LG8 Strategic Partnership to progress local and regional priorities	✓	✓	✓	✓	4.14	General Manager and Executive Group
Facilitate the Local Government Elections in September 2028 and onboarding of the new Council				✓	4.14	Corporate and Councillor Support

Supporting Documents

Not applicable to this Service.

Support Services

Information Management and Technology

Responsibility *Chief Digital and Information Officer*

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.

Delivery Streams

- Web Development and Integration Services
 - Technology Infrastructure Services
 - Information Management
 - Information Technology Program and Strategy
 - Cyber Security
 - Technology Services and Support
-

2035 Community Strategic Plan

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United Nations Sustainable Development Goals



Finances (000'S)

Revenue \$26

Expense \$(13,646)

Net \$(13,620)

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 organisation's information technology takes advantage of emerging technologies, are optimised and aligned with business needs.

Ongoing asset management of Closed Circuit Television in accordance with legislative requirements.

Information Management and Technology

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Pilot and expand the use of robust SMART technologies across Council	✓	✓	✓	✓	4.14	Information Management
Implement the Cyber Security Strategy	✓	✓	✓	✓	4.14	Information Management
Implement the Operational Security Strategy	✓	✓	✓	✓	4.14	Information Management
Develop a Physical Security Strategy		✓			4.14	Information Technology Program and Strategy

Supporting Documents

Resourcing Strategy 2025-2035
 Digital Strategy 2025-2029
 Coastal Zone Management Plan 2017
 Climate Change Mitigation Plan 2023-2030
 Climate Change Adaptation Plan 2022
 Sustainable Wollongong 2030 – A Climate Healthy City Strategy

Support Services

Infrastructure Strategy and Support

Responsibility Manager Infrastructure Strategy and Planning

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.

Delivery Streams

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

2035 Community Strategic Plan

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United Nations Sustainable Development Goals

7 AFFORDABLE AND
CLEAN ENERGY



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



Finances (000'S)

Revenue \$292

Expense \$(22,897)

Net \$(22,605)

How

Review and implementation of the Asset Management Strategy and Asset Management Plan 2025-2035 incorporating latest methodology, asset condition and performance data.

Infrastructure Delivery Program development and reporting as part of Council's Delivery Program and Operational Plan.

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

Provision of project management and design and technical services within Council.

Support sustainable infrastructure outcomes and lower operating costs through policy development and planned transition to renewable energy.

Lobby government for financial assistance to accelerate investment in identified priority infrastructure projects.

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

Seek external funding to support core services that Council provides in the Infrastructure Delivery Program.

Infrastructure Strategy and Support

Actions	Operational Plan 2025-2026	Operational Plan 2026-2027	Operational Plan 2027-2028	Operational Plan 2028-2029	CSP Ref:	Delivery Stream
Update Council's Asset Management Plan to maintain optimum investment in Council's asset portfolio	✓	✓	✓	✓	2.1	Infrastructure Strategic Planning
Implement the Asset Management Improvement Program	✓	✓	✓	✓	2.1	Infrastructure Strategic Planning
Progress the outcomes resulting from the Service Optimisation review of the customer experience relating to pits and drains		✓	✓	✓	2.1	Infrastructure Strategic Planning
Progress outcomes resulting from the Service Optimisation Review of regulatory signage		✓	✓	✓	2.1	Infrastructure Strategic Planning

Supporting Documents

Resourcing Strategy 2025-2035
 Asset Management Strategy 2025-2035
 Asset Management Plan 2025-2035
 Access and Movement Strategies
 Town and Village Plans
 Illawarra - Shoalhaven Smart Region Strategy
 State Emergency Service - Service Level Agreement
 Disability Inclusion Action Plan 2020-2025
 Coastal Zone Management Plan 2017
 Climate Change Mitigation Plan 2023-2030
 Climate Change Adaptation Plan 2022
 Sustainable Wollongong 2030 - A Climate Healthy City Strategy
 Animating Wollongong Public Art Strategy 2022-2032
 Lake Illawarra Coastal Management Program 2020-2030
 Sportsgrounds and Sporting Facilities Strategy 2023-2027

Support Services

Measuring Success

Measure	Target/Desired Trend	2024	2025
S.1 Average days to pay creditors	7 days	2.9 Annual average	6.7 Annual average
S.2 Residents' average satisfaction score with Wollongong City Council's overall performance	Increase	3.50*	3.40 [#]
S.3 Formal GIPA applications processed within 20 days	100%	98.6% Annual average	98.3% Annual average

* Data from Wollongong City Council Community Satisfaction Survey 2023.

[#] Data from Wollongong City Council Community Satisfaction Survey 2025.

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https://www.wollongong.nsw.gov.au/__data/assets/pdf_file/0020/286004/Delivery-Program-2025-2029-Measures-Dictionary.pdf



Image: Maintenance at Osborne Park



Funding at a glance

The tables below provide a snapshot of Council's estimates for sources of revenue and expense categories for 2026-2027. More detailed information is provided in Attachment 1 - Budget 2026-2027 and Attachment 3 - Revenue Policy, Rates, Annual Charges and Fees 2026-2027. The Delivery Program 2025-2029 and Operational Plan 2026-2027 is based on Council's assumptions

and indices including a 3.9% rate increase set by the Independent Pricing and Regulatory Tribunal (IPART). The rapid increase in some current costs and future cost estimates has already created a gap between the IPART approved Rate increase of 3.9% and Council's estimated costs for 2026-2027 and beyond.

Projected Sources of Revenue

Revenue Type	2026-2027 Budget (\$M)	2027-2028 Forecast (\$M)	2028-2029 Forecast (\$M)	2029-2030 Forecast (\$M)
Rates and Annual Charges	271.3	282.5	293.5	304.8
User Charges and Fees	41.8	43.0	44.6	46.0
Other Income	8.4	8.6	8.9	9.1
Other Revenue	6.3	6.5	6.9	7.2
Interest and Investment Revenues	11.4	7.4	7.3	7.4
Operating Grants and Contributions	30.2	29.8	29.9	30.7
Capital Grants and Contributions	77.0	63.6	50.9	46.1
Total Income from Continuing Operations	446.4	441.5	442.1	451.4

Funding at a glance

Projected Expenses

Expense Type	2026-2027 Budget (\$M)	2027-2028 Forecast (\$M)	2028-2029 Forecast (\$M)	2029-2030 Forecast (\$M)
Employee Costs less Internal Charges	162.8	167.6	173.1	178.5
Borrowing Costs	2.0	2.2	2.2	2.1
Materials, Contracts, Other Expenses	124.4	122.3	129.1	129.8
Depreciation	92.0	95.2	99.6	103.8
Total Expenses from Continuing Operations	381.2	387.3	403.9	414.3

Capital Budget 2026-2027 to 2029-2030 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 including roads, community buildings, footpaths and cycleways and public facilities.

Capital Budget Funding Sources

Revenue Type	2026-2027 Budget (\$M)	2027-2028 Forecast (\$M)	2028-2029 Forecast (\$M)	2029-2030 Forecast (\$M)
Operational Funds*	91.3	71.1	71.7	76.7
Asset Sales	5.7	3.8	1.8	1.8
Grants and Contributions including Developer Contributions	59.9	60.7	37.7	24.1
Restricted Cash (internal and external)	15.2	25.8	33.2	24.1
Borrowings	(21.0)	0.0	21.0	0.0
Other Capital Contributions	14.7	14.1	22.5	16.6
Total	165.8	175.5	187.9	143.3

*Operational Funds reflects Funds Available for Replacement and Available Funds Applied to New, Upgraded & Expanded Assets less Grants & Contributions for Existing Assets, Restricted Assets used for Replacement and Asset Sales.



Image: Aboriginal Smoking Ceremony,
Sculpture in the Garden,
Wollongong Botanic Garden

The relationship between the Community Strategic Plan and other strategies and plans

The United Nations Sustainable Development Goals

The United Nations Sustainable Development 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 wellbeing 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 United Nations Sustainable Development Goals have been considered in the preparation of this Plan, and where there is alignment, they have been mapped to each goal in this Community Strategic Plan.





*Image: Nature Shake Event,
Wollongong Botanic Garden*

Council's Supporting Document Framework

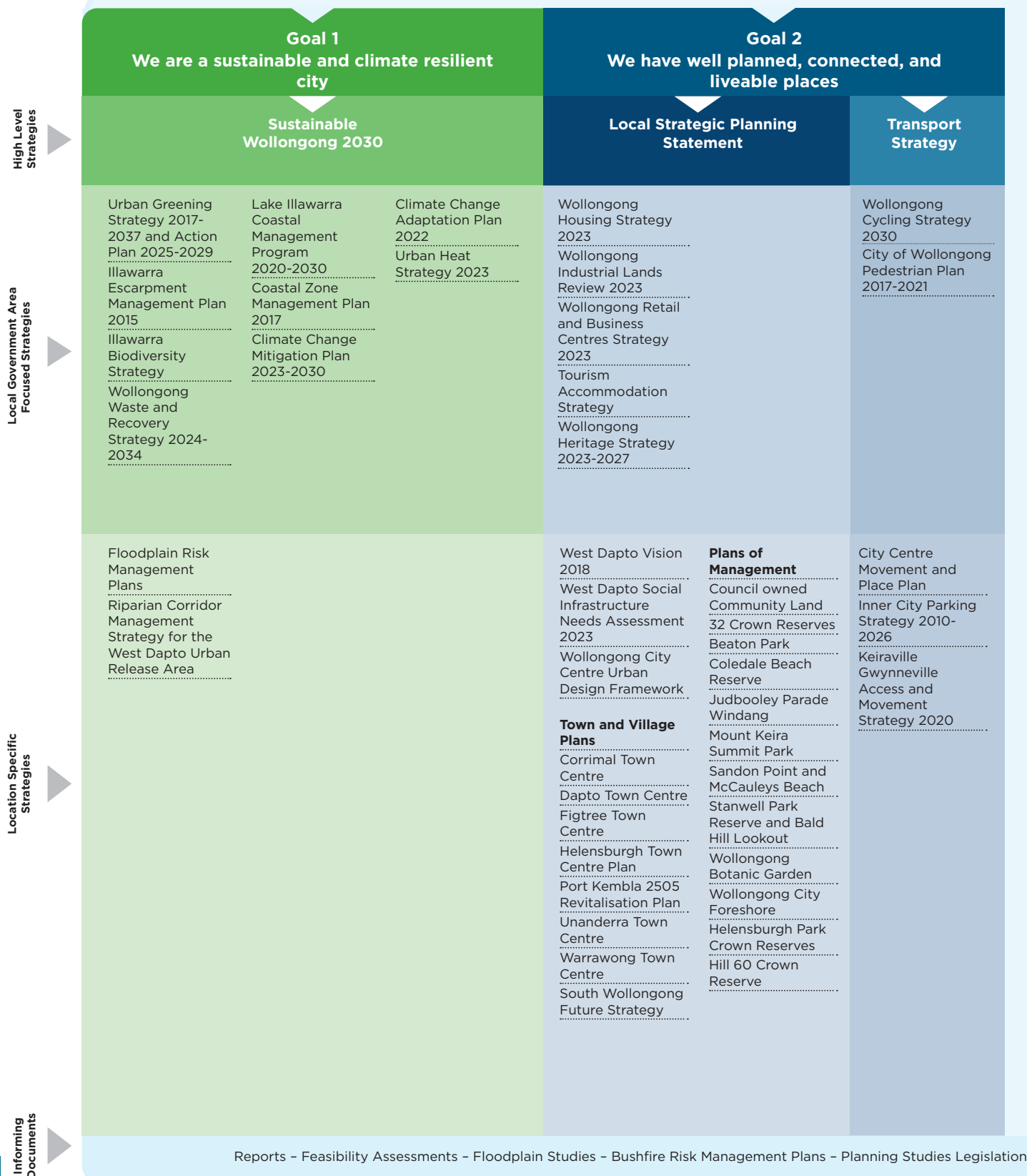
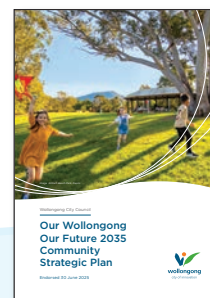
Our Wollongong Our Future 2035 Community Strategic Plan represents the highest level of strategic planning undertaken by Council. Council has many other strategies and plans for specific focuses that are developed following planning and engagement.

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 Plan.

Supporting 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 and the Delivery Program and Operational 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.

Wollongong City Council Supporting Documents Roadmap

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





The Resourcing Strategy supports the delivery of Council's Delivery Program

Goal 3 We foster a diverse economy, and we value innovation, culture, and creativity		Goal 4 We have a healthy, respectful, and inclusive community		
Economic Development Strategy 2025-2035	Creative Wollongong 2024-2033	Places for People Wollongong Social Infrastructure Planning Framework 2018-2028	Resourcing Strategy 2025-2035	
Destination Wollongong Major Events Strategy	Cultural Tourism Strategy 2018 Animating Wollongong Public Art Strategy 2022-2032	Innovate Reconciliation Plan 2026-2028 <i>Draft Disability Inclusion Action Plan 2026-2030</i> Play Wollongong Strategy 2014-2024 The Future of Our Pools Strategy 2014-2024 Sportsgrounds and Sporting Facilities Strategy 2023-2027	Places for the Future: Social Infrastructure Future Directions 2023-2036 Discover Learn and Connect Wollongong City Libraries Strategy 2024-2028 <i>Draft Community Safety 2026-2031</i> Public Toilets Strategy 2019-2029 Beach and Foreshore Access Strategy 2019-2028	Long-Term Financial Plan 2025-2035 Asset Management Strategy 2025-2035 Workforce Management Strategy 2025-2029 Digital Strategy 2025-2029
Tourist Parks Improvement Strategy & Master Plan 2017-2022	Framing Our Future Wollongong Art Gallery Strategic Plan 2020-2025	Masterplans Beaton Park Blue Mile Wollongong Botanic Garden Bulli Showground Corrimal Heated Pool Cringila Hills Recreation Draft Bellambi Foreshore Figtree Oval Grand Pacific Drive Hill 60 Kembla Grange Cemetery King George V Oval Memorial Gardens Stuart Park JP Galvin Park	Asset Management Plan 2025-2035	

Studies – Reviews – Conservation Management Plans – Engagement Frameworks – Design and Technical Manuals



Image: Young people at local festival

Our engagement principles

The approach we used to develop Our Wollongong Our Future 2035 Community Strategic Plan was underpinned by the social justice principles of equity, access, participation and rights. When applied well, these principles offer opportunities to: involve the community in decision making; build relationships and trust; strengthen community; and create a sense of belonging; and keep the community informed. These principles also informed the development of the Delivery Program and Operational Plan.

Our Community Engagement Strategy Council Policy outlines Council's commitments and principles for engaging with our community. Your views, ideas and local knowledge are an important part of the decision-making process. Other things we need to consider include financial impact, legislation (State and Federal), Council policies and resolutions, technical information, and economic, environmental, social, and governance impacts.

Our engagement goals were:

Build awareness and understanding

Use methods to help everyone learn about what the Community Strategic Plan means and why it's important.

Learn what people want for the Wollongong Local Government Area

Ask clear questions and use practical methods to understand the community's expectations and priorities for the future of our area.

Include diverse voices

Use inclusive methods based on social justice principles to make sure we hear from all parts of our community.

Get more people involved

Try various methods to encourage as many people as possible to share their views and participate in our discussions.

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 sustainability should be intrinsic to all decision-making and incorporated 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 recognise the importance of issues beyond our borders and aim to create a balance between local and global issues.

Environmental sustainability:

- a) We respect our natural resources and work to protect and enhance these for current and future generations;
- b) We value our natural biodiversity and work to protect and enhance local native habitat;
- c) We treasure our coastal areas and waterways and work to maintain their health and special qualities;

- d) We will not undertake any actions that have a potential risk to cause serious harm to the community or the environment even in the absence of scientific certainty (the precautionary principle);
- e) We recognise the importance of access to fresh, local and sustainably produced food;
- f) Climate Change - Council is committed to a whole of organisation approach to reducing the impacts of climate change, from planning for future sustainable infrastructure, modes of transport, planning considerations and community education.

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 1: Terms used in this plan

ABS Census	Australian Bureau of Statistics (ABS) conducts the census every five years. The census provides information on the characteristics of the Australian population and housing down to small geographic areas and for population groups. This information supports planning, administration, policy development and evaluation by governments and other users. The Census provides a snapshot of the nation. Data gathered helps guide decisions about funding for infrastructure, community services and facilities.
Annual Report	A report on Council's achievements in implementing the Delivery Program and Operational Plan. It also explains how effective the principal activities have been in helping to achieve the objectives in the Community Strategic Plan.
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	Biodiversity refers to the variety of all living things including different plants, animals, fungi and micro-organisms, the genetic information they contain, and the ecosystems they form a part of. It is often described as the 'web of life', because all life forms are interconnected and depend on each other.
Community	Describes the outcomes we want for children, adults, families, business and the wider community. They guide long-term planning and reflect the community's shared vision and aspirations.
Community Goal	These are about the end result we want for children, adults, families, business and communities.
Community Strategic Plan	The highest-level plan which identifies the community's long-term priorities, aspirations and vision for the future of the Local Government Area. It must cover a minimum timeframe of ten years and is developed in partnership with the community. The Community Strategic Plan is a whole of community plan, with implementation shared by Council, other levels of government, community organisations and stakeholders.
Delivery Program	Details the principal activities Council will undertake over its four-year term to implement the strategies identified in the Community Strategic Plan. It is Council's commitment to the community and guides the allocation of resources and services during the elected Council's term.
Digital Strategy	Overview of Wollongong City Council's commitment to continuous improvement in technology.
Governance	The values, policies and procedures Council and its staff adopt, to provide ethical, transparent and accountable local governance.
Infrastructure	Refers to built structures and systems such as roads, railways, airports, water supply, sewers, power grids, telecommunications networks, buildings and public facilities.
Innovation	Using new ideas, technologies, or methods to improve how Council delivers services, engages with the community, and manages resources.

Appendix 1: Terms used in this plan

Liveable	The degree to which a city supports the health, wellbeing and quality of life of its residents, now and into the future.
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, activities and projects Council will deliver in a single financial year to implement the Delivery Program.
Performance Measures	Track trends to ensure we are heading in the right direction.
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 the Delivery Program and Operational Plan. Reported to Council on a quarterly basis.
Resourcing Strategy	A long term plan that outlines how Council will manage its finances, workforce, assets and digital technology to support the delivery of services and achieve the community's goals.
State of Our 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 may be considered for resourcing as part of the Delivery Program.
Sustainable	In this plan, the term 'sustainable' is used in different contexts, including environmental, social, cultural, economic sustainability. Further detail is provided on page 121 of this plan.
Sustainable Development Goals	Seventeen Sustainable Development Goals adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development.
Vision	Our community's aspiration for how we want our city, our community and our lives to be in the future.
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.

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On Dharawal Country, from the mountains to the sea, we value our natural environment, we respect each other, our past and future. We will be a sustainable, connected, vibrant, and innovative city, with a diverse economy.

We are a sustainable and climate resilient city

We have well planned, connected, and liveable places

We foster a diverse economy, and we value innovation, culture, and creativity

We have a healthy, respectful, and inclusive community



Wollongong City Council
wollongong.nsw.gov.au
Phone (02) 4227 7111

